

Central Houston Cost Estimate Package on
Segment 3 of the
North Houston Highway Improvement Project

Submitted to FHWA
April 7, 2022



April 7, 2022

Ms. Nichole McWhorter
Title VI Program Team Leader
Office of Civil Rights, Federal Highway Administration
Eighth Floor, E81-322
1200 New Jersey Ave., SE
Washington, DC 20590

Dear Ms. McWhorter,

Central Houston is pleased to provide your team with a package of documents requested during our March 14, 2022, interview on the North Houston Highway Improvement Project (“the Project”). We respectfully request a second interview at your team’s convenience to discuss the cost information enclosed and to clarify any questions or concerns you may have regarding the data or the points raised in this follow-up package.

In our initial interview, we discussed the Project’s transformative potential for Houston that can deliver on the promise of redeeming neighborhoods from transportation decisions of decades past that divided and separated formerly cohesive communities from one another. We noted that in our work with the communities adjacent to Segment 3, the citizenry’s vision for improved highway corridors could only be accomplished through mitigation strategies that, if fully realized, restore and enhance community connectivity, resiliency, and sustainability. In short, these strategies emerge as “Civic Opportunities” that offer the equitable conditions for addressing the potential for disparate impacts on communities affected by Segment 3 of the Project. As requested, this correspondence also includes our cost estimates for these Civic Opportunities both in summary form and collated with the exhibits as originally provided to FHWA within the previous submittal. (See **Attachment A**, *Civic Opportunities – Purpose, Needs, and Cost*). These summary cost estimates are predicated on detailed, itemized cost assessments that we possess and can provide upon request.

To streamline your review of this new information, **Attachment A** begins with a diagram of Segment 3 overlaid with the location and estimated cost of each Civic Opportunity, followed by a chart summary of cost estimates. The body of **Attachment A** consists of the originally submitted Exhibits 1 through 8, followed by collated cost estimate

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summaries for the specific mitigation strategies for Exhibits 2 through 7.¹ For instance, **Exhibit 2, EaDo Cap Park (Attachment A**, page 14) presents the justification for the mitigation strategy and designs in our initial package to FHWA, followed by a two-page summary of the cost estimate. In addition, Central Houston has augmented the original eight exhibits with two additional sections of Segment 3 of the Project that correspond to long-standing designs and cost estimates completed by Central Houston to connect neighborhoods to the south and west of Downtown. (**Exhibit 9, Pierce Skypark Corridor, Exhibit 10, West Side Parks**).

With each Civic Opportunity, Central Houston has invested substantial discretionary funding over many years into project management, coordination, and professional design services to arrive at a threshold cost estimate. This estimate is regarded internally as the minimum amount necessary to implement conditions for the impacted communities to realize and recognize the completed mitigation strategy as a civic enhancement, as an amenity for neighborhood connectivity, and as a necessary correction for past inequitable transportation decisions. It should be noted that the budgeting and use of Central Houston resources toward the design and potential construction of the Civic Opportunities was done during a period when transportation funding was understood to be restricted to the highway infrastructure itself, and therefore not available to assist in delivering the impact-mitigating and community-building amenities envisioned by the community.

As an additional matter of professional disclosure, these estimates reflect value-in-use conditions at completion, rather than the cost of a base-condition in which adjacent communities would be further inequitably burdened by mitigation strategies resulting from the Project that fail to reflect community needs. This is, understandably, a gray area, contingent upon time of construction, but we have confidence in our cost estimates at this conceptual phase, supported as it is by our long-standing experience in building urban amenities, our informed relationship with the communities' expectations and, in the end, our transparency of estimating that permits FHWA to view the elements necessary for our value-in-use cost estimates.

In this cost estimate package, Central Houston further encloses its affiliate public entity's 2019 proposal to apply tax increment revenue to finance amenities associated with the Segment 3 Civic Opportunities. (See, **Attachment B, Part G Plan: Sixth Amended Project Plan and Reinvestment Zone Financing Plan for the Tax Increment Reinvestment Zone No. 3**). Proposed by the Downtown Reinvestment Authority ("DRA") and ratified by

¹ For different reasons, neither Exhibit 1 nor Exhibit 8 contain separate cost estimates from Central Houston. **Exhibit 1, Realigning and Trenching the Highway**, is an undertaking already cost estimated by TxDOT. **Exhibit 8, The Green Loop**, will be the result of successfully stitching together the separate mitigation strategies proposed by Central Houston for Segment 3 of the Project, as such the manifestation of the Green Loop, as the over-arching civic opportunity, is separately cost estimated in the enclosed packet in Exhibits 2-7 & 9-10.

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the Mayor and City Council, the Project Plan, operating under the paradigm where federal transportation funding is restricted to highway infrastructure, specifically anticipates participating in funding some portion of the proposed mitigation strategies designed and cost-estimated in **Attachment A**. The development and approval of the DRA Project Plan, as a public policy document, is testament to the value placed on the Civic Opportunities as publicly supported place-defining mitigation strategies that deliver on the promise to return equitable connectivity to adjacent neighborhoods as a central component to implementation of the Project.

Equally notable, the DRA Project Plan acknowledges and incorporates the promise of economic benefit to surrounding communities as proved in a study of the Civic Opportunities proposed for Segment 3. (See, **Attachment B, Exhibit 3, pp. 33-98** *Civic Opportunities Related to the North Houston Highway Improvement Project: Economic Impacts and Community Benefits (December 2017) by HR&A Advisors, Inc.*). As described herein, the community-generated Civic Opportunities proposed by Central Houston address equitable issues of connectivity, resiliency, and green space sustainability, while the impact analysis provides a deeper appreciation for the improved economic outcomes to previously impacted communities. For these reasons, Central Houston and its affiliates have historically invested in process facilitation, design, cost estimation, and securing the intent of the DRA and other local tax increment authorities to participate as partners in ensuring the Project is delivered along with the Civic Opportunity mitigation measures to prevent further issues of distributive justice and to help ensure that communities adjacent to Downtown along Segment 3 will not be omitted from these mitigation strategies solely due to lack of available resources. However, as FHWA considers how to resolve concerns about disparate impacts associated with the Project, we request it also consider bundling the Civic Opportunities into the scope of the Project, as these critical mitigation elements should not be borne by the local community alone.

Central Houston also touched on the issue of surplus right of way during the March 14th interview. As the Project causes a shift in the footprint of the highways, these former right of way parcels become available for market disposition. Successful completion of the proposed mitigation strategies will benefit directly from state and federal administrators adopting a community-centered solution for the disposition of the Project's surplus right of way. If the intended outcome for the highway installation is significant reconnection of previously disconnected streets, sidewalks, and green spaces, then the disposition process could best reflect this desire by assigning community value to the conveyance of the surplus right of way for reconnection opportunities, rather than merely relying upon pure market value. Weighting the public value to the community of the surplus right of way in the market process enables the Project to assist neighborhoods in realizing their connectivity, resiliency, and sustainability goals by reducing or eliminating the estimated cost to the community for public possession of the surplus right of way. Significant sections of Segment 3 hold enormous potential for reconnection via the use of the surplus right of way: the *Pierce Skypark Corridor (Exhibit 9)*; the *Northside Street Reconnections*

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(Exhibit 6); the *West Side Parks (Exhibit 10)*; and the *East Side (Exhibit 2)*. We enclose a diagram of the surplus right of way locations to illustrate the central role disposition of these parcels will assume in assisting adjacent communities to achieve the equitable vision of the proposed mitigation strategies. (See, **Attachment C**, *Surplus Right of Way Available for Public Use*).

Of final note, and discussed tangentially in our March 14th interview, is the importance of maintaining accountability during the procurement process, accountability not only to the community's preferred mitigation measures, but also accountability to the results of any voluntary reconciliation process between state and federal authorities. Traditional design-build procurement poses a challenge to those points of accountability. If one of the primary outcomes of the Project is a more connected, cohesive, and economically prosperous community, then the procurement process needs to not only support that outcome but assist in ensuring its success. As such, we recommend that procurement documents clearly state the community's goals for connectivity and establish criteria and weighting to ensure those goals are sufficiently considered in the contractor evaluation and selection process rather than through a selection process weighted merely toward acceptance of the lowest bid. Toward that end, Central Houston has addressed measures for creating a community-centered procurement process in letters of agreement between Central Houston, the City of Houston, and TxDOT. (See, **Attachment D** *8.28.2018 Letter between Mayor Turner and CHCI President*, *9.13.2018 Letter between TxDOT and CHCI President*).

Please connect with us should you have any questions or seek clarification on points raised in this post-interview package. We look forward to speaking with you again at your convenience.

Warmly,



Kristopher Larson
Central Houston & CHCI, President & CEO
Downtown Management District, President/CEO
Downtown Reinvestment Authority, President

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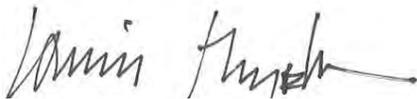
Algenita Scott Davis, Government and Community Affairs Officer
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Allen Douglas,
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Downtown Management District, General Counsel
Downtown Reinvestment Authority, Executive Director



Marie Hoke Fish
NHHIP Project Architect & Urban Planner



Lonnie Hoogeboom
Director of Planning & Design



Robert M. Eury, President & CEO, Emeritus
Central Houston & CHCI

ATTACHMENT A

Civic Opportunities – Purpose, Needs, and Cost

Segment 3 Civic Opportunities and Cost Estimates

Segment 3 Diagram

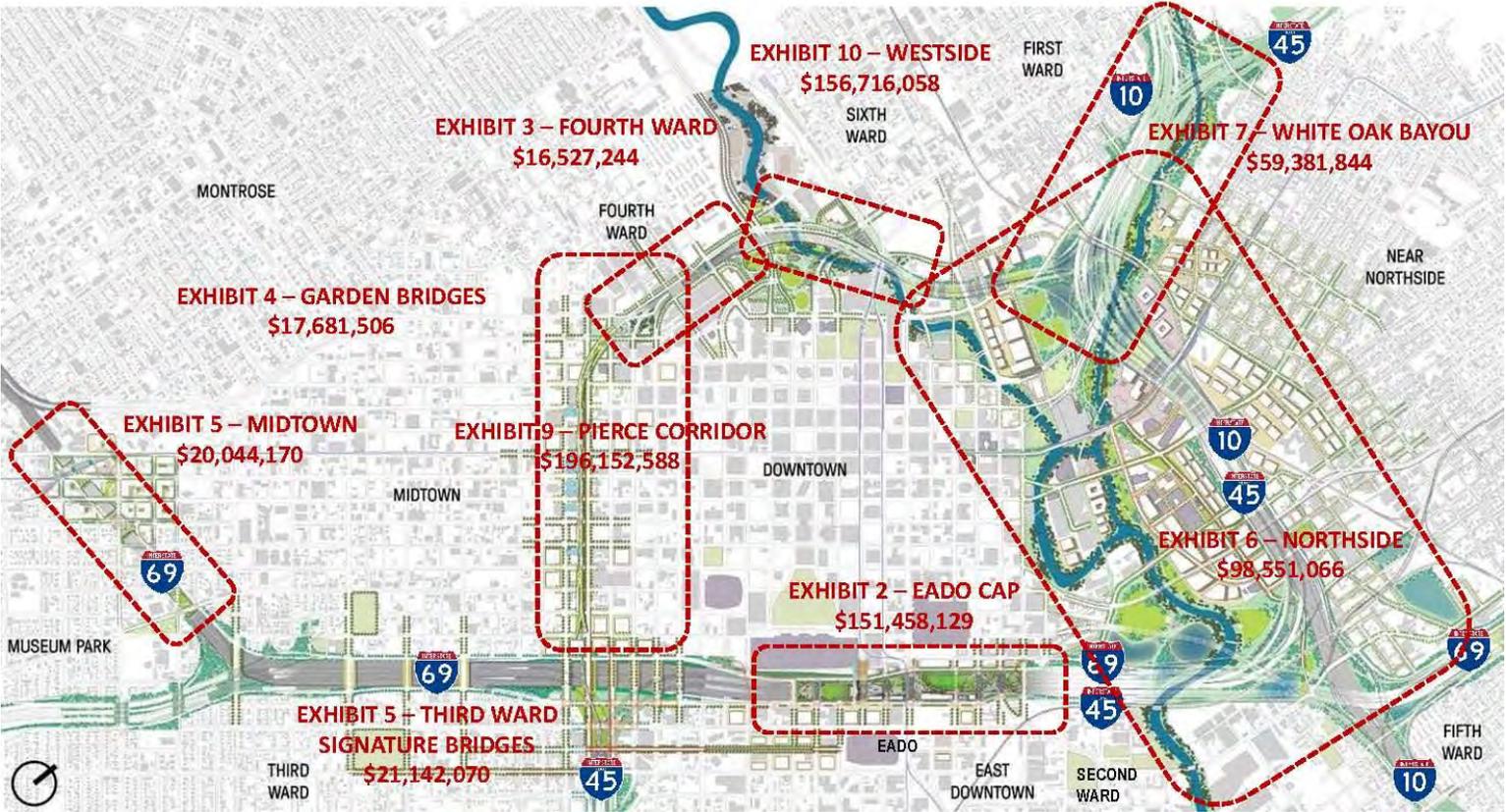


Exhibit	Area	NHHIP Segment	Civic Opportunity	Size	Sub-totals	Totals
EaDo Cap Improvements						
Exhibit 2		Segment 3D	EaDo Ramble		\$55,925,161	
Exhibit 2		Segment 3D	Event Lawn		\$26,809,900	
Exhibit 2		Segment 3D	Public Market and Plaza		\$22,874,048	
Exhibit 2		Segment 3D	Temporary Parking		\$22,711,562	
Exhibit 2		Segment 3D	Four Blocks Lawn Areas		\$23,147,458	
Exhibit 2		Segment 3D	Cap Structure Upgrade for Development (not included in total)		\$20,213,130	
					EaDo Cap	\$151,468,129
Fourth Ward						
Exhibit 3		Segment 3D	Andrews St Pedestrian Bridge		\$4,305,851	
Exhibit 3		Segment 3D	Andrews St Extension to Antioch Church		\$6,783,723	
Exhibit 3		Segment 3D	Heiner Promenade		\$5,437,670	
					Fourth Ward	\$16,527,244
Garden Bridges						
Exhibit 4		Segment 3A	Main St Bridge	249.5'	\$1,897,612	
Exhibit 4		Segment 3A	San Jacinto St Bridge	245'	\$1,748,033	
Exhibit 4		Segment 3A	Austin St Bridge	261'	\$1,959,057	
Exhibit 4		Segment 3A	La Branch St Bridge	249.7'	\$503,387	
Exhibit 4		Segment 3A	Alameda St Bridge	211.6'	\$413,248	
Exhibit 4		Segment 3C	Gregg	(nearmap dim) 360'	\$1,071,621	
Exhibit 4		Segment 3C	Quitman	(nearmap dim) 665'	\$1,432,469	
Exhibit 4		Segment 3C	Hogan	(nearmap dim) 700'	\$2,594,799	
Exhibit 4		Segment 3C	McKee	(nearmap dim) 330'	\$1,163,871	
Exhibit 4		Segment 3C	Hardy	(nearmap dim) 340'	\$1,068,448	
Exhibit 4		Segment 3C	Jensen	(nearmap dim) 1000'	\$1,714,657	
Exhibit 4		Segment 3C	Meadows	(nearmap dim) 360'	\$439,151	
Exhibit 4		Segment 3B	Alabama St Bridge		\$961,657	
Exhibit 4		Segment 3D	Dallas St Bridge		\$713,496	
					Garden Bridges	\$17,681,506
Midtown						
Exhibit 5		Segment 3A	METRO Cap Improvements		\$5,663,504	
Exhibit 5		Segment 3A	Wheeler St at Caroline St Cap Improvements		\$7,955,231	
Exhibit 5		Segment 3A	Cleburne Cap Improvements		\$6,425,435	
					Midtown	\$20,044,170
Third Ward Signature Bridges						
Exhibit 5		Segment 3B	McGowen St Bridge Lighting	(nearmap dim) 403.92'	\$6,757,064	
Exhibit 5		Segment 3B	Elgin St Bridge Lighting	(nearmap dim) 444.38'	\$8,000,393	
Exhibit 5		Segment 3B	Tuam St Bridge Lighting	(nearmap dim) 406.78'	\$6,384,613	
					Third Ward	\$21,142,070
Northside						
Exhibit 6		Segment 3C	North Canal Amenities		\$33,790,910	
Exhibit 6		Segment 3C	Nance Street Corridor		\$29,825,606	
Exhibit 6		Segment 3C	Frostown Park		\$25,490,561	
Exhibit 6		Segment 3C	Fifth Ward Greenway		\$3,965,214	
Exhibit 6		Segment 3C	Lyons Ave Underpass Park & Greenway		\$5,478,775	\$98,551,066
Exhibit 7		Segment 3C	White Oak Detention and Trails		\$30,649,213	
Exhibit 7		Segment 3C	Detention Sports Park		\$9,514,977	
Exhibit 7		Segment 3C	White Oak Trail Connection		\$10,615,708	
Exhibit 7		Segment 3C	UHD Understory Park		\$8,601,946	\$59,381,844
					Northside	\$157,932,910
Pierce Corridor						
Exhibit 9		Segment 3D	Four Corners Park		\$15,534,067	
Exhibit 9		Segment 3D	Pierce Bike Berm		\$13,999,453	
Exhibit 9		Segment 3D	Pierce Skypark		\$166,619,068	
					Pierce Corridor	\$196,152,588
Westside						
Exhibit 10		Segment 3D	Allen Pkwy Clover Leaf Park		\$33,038,874	
Exhibit 10		Segment 3D	Walker St Ext and Pedestrian Portal		\$4,363,082	
Exhibit 10		Segment 3D	Sam Houston Park Modifications		\$9,087,642	
Exhibit 10		Segment 3D	Sabine Promenade		\$78,732,770	
Exhibit 10		Segment 3D	Buffalo Bayou Market Plaza		\$20,538,937	
Exhibit 10		Segment 3D	State St Extension Bikeway		\$6,176,462	
Exhibit 10		Segment 3D	Bagby Extension and Bikeway		\$4,778,291	
					Westside	\$156,716,058

Estimate Notes:

- 1 Numbers shown include escalation to anticipated bid date.
- 2 Refer to Cost Estimate Summaries for more detail.

Total: \$377,664,675

Two Decades of Advocacy and Collaboration

Balancing Urban Equity with Transportation Imperatives

The promise of this Project benefits from years of community and agency engagement. Central Houston, with its interest in creating a flourishing Downtown neighborhood in concert with adjacent neighborhoods, convened community stakeholders and participated alongside TxDOT, regional, and city transportation authorities, beginning in 2002, to shape the proposed Project as responsive to, and beneficial for, Houston neighborhoods touching on Downtown and the broader region. The enclosed timeline of engagement traces these milestones amid a multitude of stakeholder meetings. (**Project Engagement Timeline**, *enclosed*). We can provide any documents referenced in the timeline upon request.

The exhibits that follow provide evidence of the degree to which TxDOT's engagement with community stakeholders, including Central Houston, has addressed the impact of the Project on Houston's urban fabric, while focusing on issues that involve safety, mobility, equity, sustainability, and resiliency. In these exhibits, we have highlighted mitigation strategies upon which we have worked with TxDOT and community stakeholders, with varying success. We trace these mitigation strategies from the equitably impactful realignment and trenching proposals (Exhibit 1), to designs for cap parks, bridges, surface streets, and green spaces (Exhibits 2 through 8) that comprise our larger collaborative efforts to shape the Project as it touches Downtown neighborhoods. In each of these mitigation strategies we have highlighted the purpose of the work and the transportation and equity issues we address. In each of the mitigation strategies we have accomplishments, as well as areas upon which we continue to work, and aspects for which we could use help. To this end, we appreciate a fresh set of eyes on transportation challenges in our urban setting as we continue our efforts to knit together the fabric of this richly diverse City.

North Houston Highway Improvement Development Timeline

This timeline records key activities regarding the **North Houston Highway Improvement Project (NHHIP)** in relationship to the participating actions and influence of the affiliated entities: **Houston Downtown Management District (HDMD)**, **Downtown Redevelopment Authority (DRA)**, **Central Houston Inc. (CHI)**, & **Central Houston Civic Improvement. (CHCI)**

The activities in **black** text belong to the Texas Department of Transportation (**TxDOT**).

The activities in **blue** text belong to **HDMD, DRA, CHI & CHCI** or involved one or more of those affiliated entities.

- 2002** **Notice of Intent (January 9, 2002)**
- Published in the Federal Register announcing FHWA, METRO, TxDOT and H-GAC intent to partner on conducting the North Hardy Corridor Planning Studies and prepare an Environmental Impact Statement (EIS)
 - TxDOT held a public review process with stakeholders from six North Hardy segments and three public meetings
- 2002** **CHI/HDMD Letter to TxDOT (June 21, 2002)**
- Letter responds to highway alternatives and advocates:
 - Redesign of US59 from Spur 527 to SH288 as a below grade structure
 - Creation of parkways through Midtown
 - Routing trips along I-10 and US59
 - Redesign of interchange west of downtown
- Document: 2002_06_21 Letter to G Trietsch_North Hardy Corridor Study*
- 2003** **North Hardy Corridor Planning Studies (Alternatives Analysis Report)**
- Outcome of report is that the community requested that the Highway component be set aside until the Transit component is completed
- 2004** **North Hardy Corridor Planning Studies (Transit Component)**
- Findings used to identify the Locally Preferred Transit Strategy (*develop a regional transit system plan that combines an aggressive bus service program with Advanced High-Capacity Transit*)
 - Long list of Highway Alternatives reviewed in June 2004
 - Draft recommendation of Highway Alternative presented publicly
 - Public feedback modified the Draft Highway Alternative in October 2004
- Document: 2004_02 North Hardy Planning Study (Transit Component)*
- 2004** **Houston Downtown Development Framework Plan (October 2004)**
- A Vision for 2025:
 - Create greenbelts and enhanced connections with nature
 - Lower the freeway near adjacent neighborhoods
 - Use freeway realignment to create more park space and a recreational corridor
 - Construct a “North Canal” to bypass bottleneck at confluence of White Oak Bayou and Buffalo Bayou
- Document: 2004_10 Houston Downtown Development Framework Plan*

- 2005** **North Hardy Corridor Planning Studies Final Report (Highway Component)**
- Recommended highway alternative from downtown Houston to Beltway 8 North is to add four managed lanes to I-45/Hardy Toll Road Corridor
- Document: 2005_11 North Hardy Planning Study (Highway Component)*
- 2011** **Notice of Intent (October 24, 2011)**
- Published in the Federal Register announcing intent to prepare an EIS
 - Published in the Texas Register (October 14, 2011)
 - Developed Draft Need and Purpose Statement and Draft Agency Coordination and Public Involvement Plan
 - Requested Public Agency Input on Draft Need and Purpose Statement and Draft Agency Coordination and Public Involvement Plan
 - First Agency Scoping Meeting held (November 14, 2011)
 - First Public Scoping Meeting held (November 15 and 17, 2011)
- Document: 2011_11 TxDOT Public and Agency Scoping Meetings Summary*
- 2011** **CHI/HDMD Letter to TxDOT (November 30, 2011)**
- CHI and HDMD commented on Draft Agency Coordination and Public Involvement Plan as well as Draft Need and Purpose Statement
 - Requested that HDMD have “Cooperating Agency” Status in the development of the DEIS
- Document: 2011_11_30 Letter to P Henry_Draft Agency Coordination Plan*
- 2012** **TxDOT NHHIP Agency Coordination and Public Involvement Plan**
- FHWA Approves Plan in July 2012
- Document: 2012_07 TxDOT Agency Coordination and Public Involvement Plan*
- 2012** **TxDOT Developed NHHIP “Universe of Alternatives”**
- Included Range of Project Alternatives
 - Stated Alternative Evaluation Methodology to Assess Impacts
 - Requested Public and Agency Input on Range of Alternatives and presented Approved Need and Purpose Statement and Agency Coordination and Public Involvement Plan
 - Second Agency Meeting held (October 10, 2012)
 - Second Public Meeting held (October 9 and 11, 2012)
 - Analyzed Range of Alternatives to Determine Preliminary Alternatives to be studied in detail
- 2012** **HDMD Letter to TxDOT (October 2, 2012)**
- Formal acceptance for HDMD to serve as a participating agency on NHHIP
- Document: 2012_10_02 NHHIP Participating Agency Status*
- 2012** **HDMD Letter to TxDOT (November 9, 2012)**
- Preliminary Alternatives should provide opportunity for:
 - Connections between downtown and adjacent districts and neighborhoods
 - Access to full utilization green spaces and public lands
 - Economic development opportunities

- Connectivity for multimodal networks including vehicles, transit, freight, bicycles, and pedestrians
- Planning studies to consider:
 - HDMD 2004 Houston Downtown Development Framework Plan
 - CHCI Downtown Street Classification System
 - METRO system wide review of all METRO service
 - Prime urban development underway
 - Renew Houston - potential flood improvements
- More detail requested on proposed alternatives

Document: 2012_11_09 Letter to P Henry_Preliminary Alternatives

2013

HDMD Meeting with TxDOT (July 2, 2013)

- HDMD and its consultants developed and proposed four concepts for the highway alternatives:
 - Concept A – One Way Loop
 - Concept B – Re-locate I-45 (Parkway Scheme)
 - Concept C – I-45 only Loop
 - Concept D – Southbound Tunnel

Document: 2013_07_02 Meeting Notes_Preliminary Alternatives and Sketches

2013

Presented Reasonable Alternatives

- Requested Public and Agency Input on Reasonable Alternatives
- Third Agency Meeting held (October 10, 2013)
- Third Public Meeting held (October 9 and 11, 2013)
- Included variations of HDMD requested “Parkway” and “One Way Loop” concepts

2014

HDMD Letter to TxDOT (January 3, 2014)

- Comments on October 2013 public and agency meetings on reasonable alternatives
- Requested more information to meaningfully evaluate “reasonable alternative”
- Requested regular periodic meetings between TxDOT, HDMD and its consultants to evaluate concepts and concerns regarding Segment 3

Document: 2014_01_03 Letter to P Henry_Reasonable Alts

2014

Updated I-45 / Hardy Corridor Study

Document: 2014_08 TxDOT I-45 Hardy Corridor Update

2015

Refined Alternatives to One Proposed Recommended Alternative

- Requested Public and Agency Input on Recommended Alternative
- Fourth Agency Meeting held (April 22, 2015)
- Fourth Public Meeting held (April 23, 28 and 30, 2015)

2015

HDMD Letter to TxDOT (May 7, 2015)

- Comments on Proposed Recommended Alternative

Document: 2015_05_07 Letter to P Henry Recommended Alt

2017

Issued Draft Environmental Impact Statement (DEIS)

- Completed Draft EIS
- Requested Public Input on DEIS and circulated for comment

- Public Hearing held (May 9 and 11, 2017)
- Community Meeting held (May 15, 2017)

2017

CHI / HDMD Letters to TxDOT (July 26, 2017)

- Comments on May 2017 DEIS submitted to TxDOT

Documents: 2017_07_26 Letters to TxDOT_DEIS Comments

2017

CHI / HDMD / DRA Plan Downtown

- Proposed a Green Loop Concept that connects parks, trails and public spaces in a systemized, green way
- Link Downtown’s edges to existing and future neighborhood plans
- Capture the Civic Opportunities related to the NHHIP

Documents: 2017_11 2017 Plan Downtown Report

2018

Mayor Turner’s Steering Committee, monthly meetings begin 1.31.2018

- CHI works with Mayor to establish frequent and recurrent group of civic leaders to study and shape the NHHIP impact as it touches different City neighborhoods.
- Steering Committee comprised of: Mayor Turner; Rich Kinder; Nancy Kinder; Ann Stern; Carol Lewis; Bill Baldwin; Gordon Quan; Dr. Juan Munoz; Gerald Womack; John Cryer; Ed Wulfe.

Documents: 2017_12_11 Invitation Letter form Mayor Turner

2018-2022

Third Ward/Midtown Bridges

- Workshop with Third Ward stakeholders on NHHIP; 4.4.2018
- Community position to maintain Cleburne Street connector over I69

Documents: 2018_04_04 Stakeholder Workshop Meeting Notes

2018-2021

Midtown Coordination

- City stakeholder workshop Midtown opportunities; 4.13.18
- City public workshop; 5.30.18
- City Open House on Midtown opportunities; 7.17.18
- Central Houston participates in TxDOT’s Midtown Design District Meeting addressing drainage, bridge structure, utility and construction sequence drawings; 12.14.18
- Central Houston requests participation by OST/Almeda in Midtown Coordination meetings; 7.27.18
- Central Houston requests Midtown Redevelopment Authority participate in coordination meetings; 8.18.18
- Central Houston requests City participate in coordination meetings for Midtown; 10.15.18

Documents: 2018_04_13 Midtown Stakeholder Meeting Notes; Midtown Stakeholder Visioning Notes; 2018_05_30 Midtown Coordination Notes & Presentation

2018

Fifth Ward Coordination

- NHHIP workshop with Fifth Ward stakeholders; 5.24.18
- Prioritizing Gregg Street & Jensen Drive neighborhood connectors

Documents: 2018_05_24 Fifth Ward Stakeholder Coordination Meeting notes

- 2018** **Realignment Study Proposal: Union Pacific RR & HNTB**
- June 22, 2018
- Documents: 2018_06_22 HNTB Realignment Study Proposal UPRR*
- 2018** **Letter Agreement - CHCI to COH (August 28, 2018)**
- Central Houston Civic Improvement, Inc funding established to assist the City and the Mayor's Steering Committee of Civic Volunteers and supplement its resources related to planning for NHHIP
- Document: 2018_08_28 Letter Agreement to Mayor Turner_CHCI Involvement in NHHIP Civic Opportunities*
- 2018** **Letter Agreement - CHCI to TxDOT (September 13, 2018)**
- Central Houston Civic Improvement, Inc funded to assist the City and the Mayor's Steering Committee of Civic Volunteers and supplement its resources related to planning for NHHIP
- Document: 2018_09_13 Letter Agreement to Quincy Allen_CHCI Involvement in NHHIP Civic Opportunities*
- 2018** **Union Pacific RR & NHHIP**
- Multi-agency meeting to review alternative alignments; 10.9.18
- Documents: 2018_10_09 UPRR Realignment Alternatives*
- 2017-2019** **TxDOT Reviewed and documents leading to Final EIS**
- Reviewed and prepared responses to DEIS comments
 - Posted Draft Technical Reports on project website for public comment
 - Residential and Community Interface Meetings held (June 6,8,11 and 12, 2019)
 - Prepared Final Technical Reports
 - Prepared Final Environmental Impact Statement (Final EIS – December 2019)
- 2020** **CHI / HDMD Letters to TxDOT (February 7, 2020)**
- Comments on Draft Technical Reports and Preferred Alternative submitted to TxDOT
- Documents: 2020_02_07 Letters to TxDOT_Draft Technical Reports Comments*
- 2020-2021** **Aesthetics Package Development**
- Central Houston begins meeting with TxDOT on Aesthetics Package in a series of meetings starting March 30, 2020
 - Central Houston advances Urban Design Technical Guidelines to 95% by April 2021.
- Documents: HDMS901 submittal with TxDOT review comments.pdf*
- 2020** **Issued Final Environmental Impact Statement (FEIS)**
- Posted August 2020
- 2020** **CHI / HDMD Letters to TxDOT (December 9, 2020)**
- Comments on Final Environmental Statement (FEIS)
- Documents: 2020_12_09 Letters to TxDOT_FEIS Comments*

2021 CHI/HDMD Issued Record of Decision (ROD)

- Posted February 4, 2021

2021 COH MOU to TxDOT (August 30, 2021)

- Mayor Turner MOU to TxDOT listing requests and considerations regarding the NHHIP

Documents: 2021_08_30 MOU_TxDOT_COH (MayorTurner)

2021 CHI Engages Squire, Patton, Boggs.

- Through leadership of Rodney Slater, former Transportation Secretary under President Bill Clinton, coordinate listening sessions with City, County, and federal leaders and with Agency executives to evaluate community concerns.

EXHIBIT 1

Realigning and Trenching the Highway

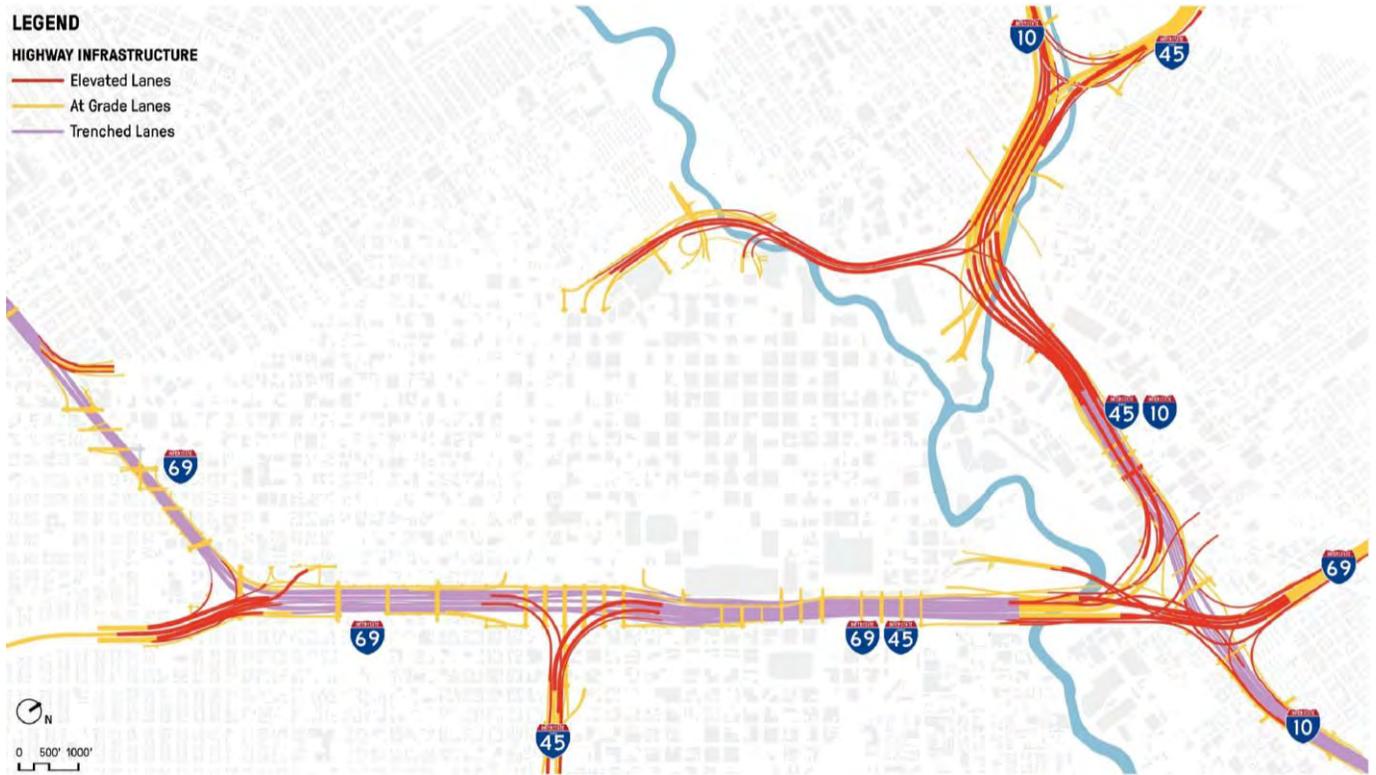
Shaping the Project to Reconnect Neighborhoods to Jobs and Opportunities and to Restore Community Cohesion

Two early successes are notable for their role in balancing transportation safety with urban equity.

First, through early advocacy, TxDOT responded to key alternate highway plans arising from the community. Adopting community concerns, Central Houston proposed reshaping the highway alignment around Downtown, by moving highway 45 from the west side of Downtown to the east side and running it parallel with highway 69, thereby reducing the number and complexity of interchanges, improving traffic flow, addressing safety standards, and enhancing mobility. (**Alternative Highway Alignment, 1A enclosed**). This key move reconnects formerly separated, racially diverse, communities to the west and south of Downtown's cultural, civic and employment opportunities while providing more cohesive connections between Downtown and its neighbors to the east: East Downtown, Second Ward, and East End.

Second, TxDOT adopted the communities' early suggestion to trench the realigned east side highways touching Downtown. The current elevated portion of highway divides Downtown from the traditionally African-American Third Ward and the largely Hispanic Second Ward/ East End, neighborhoods that have grown apart and suffered economically in the shadow of a decades old elevated highway. The impact of TxDOT's decision lifted an inequitable burden placed on these communities and creates the conditions for a re-flourishing of formerly severed and underserved neighborhoods. (**Alternative Highway Alignment, 1B enclosed**).

Alternative Highway Alignment: Trenched I-45 & I-69



Depressed I-69 and I-45 Highway Proposed by Central Houston

EXHIBIT 2

EaDo Cap Park

Creating a 30-acre, multi-use green space joining racially diverse neighborhoods with Downtown

Following on the decision to trench highways 69 and 45 along the east side of Downtown, TxDOT engineers worked with Central Houston to provide possible options for the integration of planting, amenities, and development on the cap structure so that the conceptual designs for the thirty-acre multi-use green space and development could accommodate the requests of community stakeholders, civic leaders, and urban planning consultants. While the integration of these elements is still a work in progress with TxDOT, all parties recognize the importance of a fully rendered cap park to establishing the reconnection of the historic Second Ward Hispanic community to the civic, cultural, and employment opportunities offered in Downtown. Structural caps like the proposed EaDo Cap Park usher in the opportunity for revitalization of adjacent, racially diverse communities, to both enjoy the high-comfort connections to the activities in Downtown and access a world-class people-focused destination, rivaling the parks on Houston’s western boundaries.

ACHIEVED: TxDOT is providing a 30-acre concrete cap over the trenched highways.

IN PROGRESS: Central Houston is providing conceptual designs and cost estimates for adding development and greenspace on and adjacent to the cap.

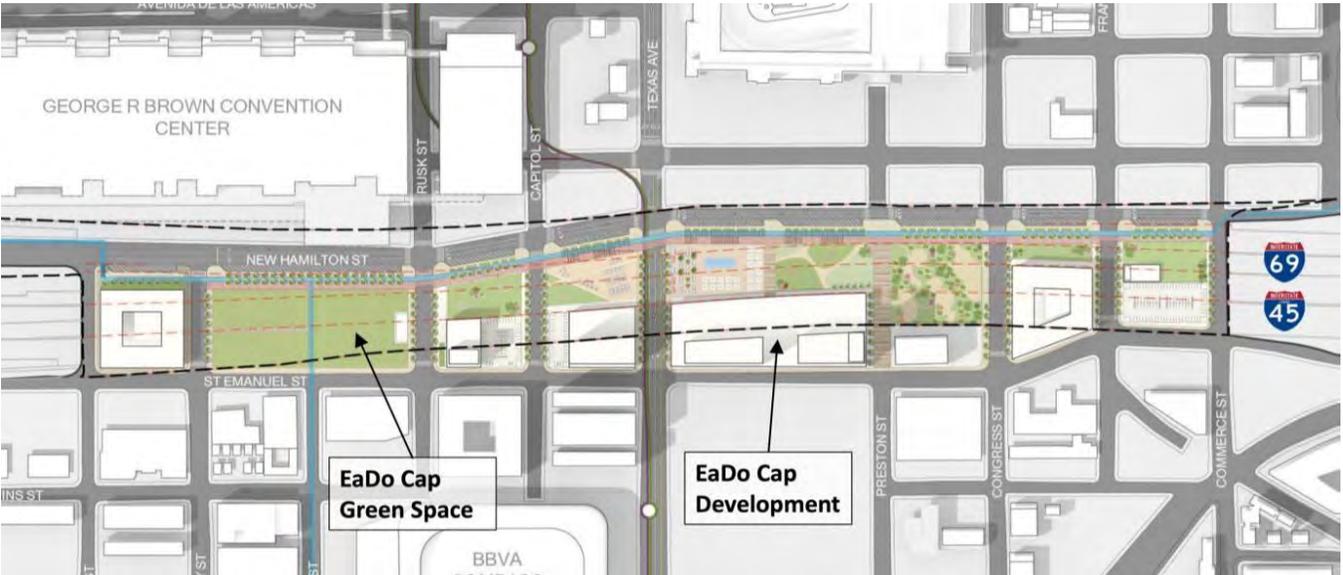
NEED HELP WITH: Providing accommodations for the elements that support recreational use and high-comfort crossings, including air rights for development, utility coordination, tree wells, waterproofing, irrigation, and grass as depicted in the TxDOT renderings of this cap area.



EaDo Cap Development and Green Space



Existing highway condition at I-69 at George R Brown Convention Center



EaDo Cap Development and Green Space over trench combined highways

EaDo Cap Development and Green Space



Proposed promenade extends across 10 city blocks



Proposed promenade with dedicated paths for cyclists and pedestrians

EaDo Cap Development and Green Space



Event lawn for world-class civic-centered gatherings



Public market for large and small retail opportunities

EaDo/Cap Park Estimates Cost Summary

Cost Estimate Summary

EaDo Cap Improvements

NHHIP - Segment 3D

April 7, 2022

EaDo Ramble

Demolition / Earthwork	\$5,308,530
Grading / Drainage	\$487,580
Hardscape	\$8,359,838
Site Furnishings / Amenities	\$755,000
Architecture	\$8,490,300
Lighting / Electrical	\$1,637,160
Irrigation	\$41,310
Planting	\$278,400
Sub Total	\$25,358,118
Contractor Markups (GC and FEE) - 20%	\$5,071,623.50
Design and Construction Contingency - 20%	\$6,085,948.20
Soft Costs - 20%	\$7,303,138
Escalation - 5% - yr 1 (2023)	\$2,190,941
Escalation - 5% - yr 2 (2024)	\$2,300,488
Escalation - 5% - yr 3 (2025)	\$2,415,513
Escalation - 5% - yr 4 (2026)	\$2,536,288
Escalation - 5% - yr 5 (2027)	\$2,663,103
EaDo Ramble Total	\$55,925,161

Event Lawn

Demolition / Earthwork	\$6,170,596
Grading / Drainage	\$542,875
Hardscape	\$1,521,495
Site Furnishings / Amenities	\$440,000
Architecture	\$2,085,000
Lighting / Electrical	\$705,500
Irrigation	\$168,803
Planting	\$522,132
Sub Total	\$12,156,400
Contractor Markups (GC and FEE) - 20%	\$2,431,279.90
Design and Construction Contingency - 20%	\$2,917,535.88
Soft Costs - 20%	\$3,501,043
Escalation - 5% - yr 1 (2023)	\$1,050,313
Escalation - 5% - yr 2 (2024)	\$1,102,829
Escalation - 5% - yr 3 (2025)	\$1,157,970
Escalation - 5% - yr 4 (2026)	\$1,215,868
Escalation - 5% - yr 5 (2027)	\$1,276,662
Event Lawn Total	\$26,809,900

Public Market and Plaza

Demolition / Earthwork	\$2,619,260
Grading / Drainage	\$83,880
Hardscape	\$1,575,958
Site Furnishings / Amenities	\$322,000
Architecture	\$5,243,700
Lighting / Electrical	\$396,700
Irrigation	\$21,603
Planting	\$108,668
Sub Total	\$10,371,768
Contractor Markups (GC and FEE) - 20%	\$2,074,353.60
Design and Construction Contingency - 20%	\$2,489,224.32
Soft Costs - 20%	\$2,987,069
Escalation - 5% - yr 1 (2023)	\$896,121
Escalation - 5% - yr 2 (2024)	\$940,927
Escalation - 5% - yr 3 (2025)	\$987,973
Escalation - 5% - yr 4 (2026)	\$1,037,372
Escalation - 5% - yr 5 (2027)	\$1,089,240

Cost Estimate Summary

EaDo Cap Improvements

NHHIP - Segment 3D

April 7, 2022

Public Market and Plaza Total **\$22,874,048**

Temporary Event Parking

Demolition / Earthwork	\$7,077,970
Grading / Drainage	\$181,410
Hardscape	\$1,601,992
Site Furnishings / Amenities	\$160,000
Lighting / Electrical	\$528,000
Irrigation	\$79,100
Planting	\$669,620
—	
Total	\$10,298,092
Contractor Markups (GC and FEE) - 20%	\$2,059,618.44
Design and Construction Contingency - 20%	\$2,471,542.13
Soft Costs - 20%	\$2,965,851
Escalation - 5% - yr 1 (2023)	\$889,755
Escalation - 5% - yr 2 (2024)	\$934,243
Escalation - 5% - yr 3 (2025)	\$980,955
Escalation - 5% - yr 4 (2026)	\$1,030,003
Escalation - 5% - yr 5 (2027)	\$1,081,503
Temporary Event Parking Total	\$22,711,562

Lamar, Rusk, Congress and Commerce Street Cap Blocks

Demolition / Earthwork	\$8,863,490
Grading / Drainage	\$174,250
Site Furnishings / Amenities	\$200,000
Lighting / Electrical	\$638,000
Irrigation	\$288,750
Planting	\$331,250
—	
Total	\$10,495,740
Contractor Markups (GC and FEE) - 20%	\$2,099,148.00
Design and Construction Contingency - 20%	\$2,518,977.60
Soft Costs - 20%	\$3,022,773
Escalation - 5% - yr 1 (2023)	\$906,832
Escalation - 5% - yr 2 (2024)	\$952,174
Escalation - 5% - yr 3 (2025)	\$999,782
Escalation - 5% - yr 4 (2026)	\$1,049,771
Escalation - 5% - yr 5 (2027)	\$1,102,260
Lamar, Rusk, Congress and Commerce Street Cap Blocks total	\$23,147,458

EaDo Cap Improvements Total **\$151,468,129**

Estimate Notes:

- 1 All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.
- 2 The totals in these estimates assumes the TxDOT base condition for cap parks does not include waterproofing or related soil and subgrade elements. It is the opinion of Central Houston and the COH Mayor's Office, that these elements should be included as part of TxDOT's delivery of base condition.
- 3 Lamar, Rusk, Congress and Commerce Street Cap Blocks are not included as part of preliminary proposed EaDo Cap Park improvements. It is the opinion of Central Houston and the COH's Mayor's office that basic improvements identified for these four blocks should be included within the base scope of work for TxDOT highway cap construction.

TxDOT I-45 NHHIP: EaDo Cap Estimating Plan

Re: Exhibit 2



1 Eado Ramble
A 72' wide green pedestrian and bikeway acts as a "spine" connecting the various developments and open spaces along the cap. The dimensions and design provide a single continuous element to establish a sense of place and an armature to link the varied conditions that may grow along its edges.

2 Public Market and Plaza
The Public Market acts as an anchor destination along Texas Avenue, leveraging both game day and event-related populations as well as its direct proximity to the light rail. It is conceived as a year round indoor farmers market fronted by a plaza for expanded seasonal use.

3 Event Lawn
The Event Lawn fills the need for a dedicated multi-purpose open space to host Convention Center events and exhibitions, performances and other potential future sport-related uses such as World Cup gatherings. It is sized to accommodate a 20,000 person event.

4 Temporary Event Parking
The temporary event parking is to fulfill the parking needs of the surrounding venues until future buildout can occur on these blocks.

EXHIBIT 3

Andrews Street Reconnection

Building a pedestrian bridge and reconnecting historically important Freedmen's Town and Downtown

TxDOT proved responsive to Central Houston's proposal to trench the west-side Downtown Connector south of Buffalo Bayou Park and Allen Parkway. TxDOT's decision enables Andrews Street to extend over the trench and reconnect the Fourth Ward with Downtown, including sites like the African American Library at the Gregory School and the Antioch Missionary Baptist Church which were once part of this historically important African-American community known as Freedmen's Town, having recently been designated by Unesco as part of its "Slave Route Project". This community was altered when Highway 45 was located along the western side of Downtown in 1962, not only isolating the community from jobs and opportunities in Downtown but altering the rhythm and fabric of the neighborhood community itself. TxDOT's accommodation of an alternate proposal to relocate Highway 45 to the east of Downtown provides not only a safer and more efficient transportation route, but a redemptive opportunity to reconnect the Freedmen's Town community with Downtown.

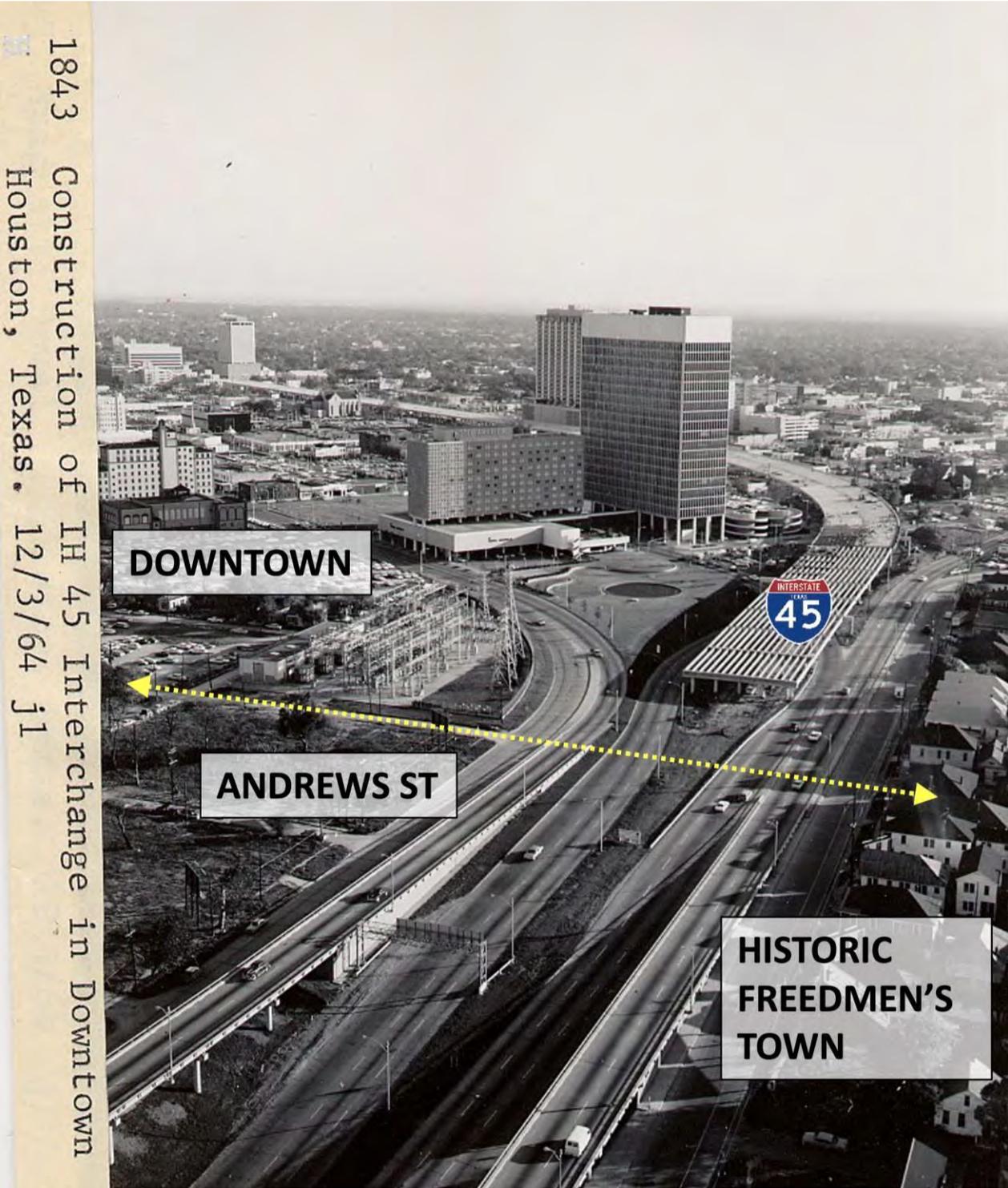
ACHIEVED: TxDOT agreed to trench the Downtown Connector Ramps so that Andrews St may extend overhead via a pedestrian bridge to Downtown.

IN PROGRESS: Central Houston is coordinating planning for an iconic bridge and greenspace.

NEED HELP WITH: The ability to create a landmark bridge flanked by an enhanced bikeway on Heiner St is crucial in helping mark this important community's presence and history.



Andrews Street Reconnection



Aerial photo of I-45 installation through Fourth Ward, cutting off Andrews St

Andrews Street Reconnection



Aerial photo of Freedmen's Town Historic Sites separated by I-45



Rutherford BH Yates Museum*



Bethel Church Historic Site



Antioch Missionary Baptist Church*



Gregory School*

*Designated site included in UNESCO's Slave Route Project

Andrews Street Reconnection



Existing elevated highway cutting off Andrews St



Proposed trenched Downtown Connector allowing Andrews St Pedestrian Bridge to extend through to Downtown

Andrews Street Reconnection



Existing highway disconnects Andrews St from Downtown



New trenched Downtown Connector below Andrews St reconnects historic sites via a wide pedestrian signature bridge

Andrews Street Reconnection Cost Estimate Summary

Cost Estimate Summary

Fourth Ward

NHHIP - Segment 3D

April 6, 2022

Andrews Street Bridge	\$1,952,400
Contractor Markups (GC and FFE) - 20%	\$390,480
Design and Construction Contingency - 20%	\$468,576
Soft Costs - 20%	\$562,291
Escalation - 5% - yr 1 (2023)	\$168,687
Escalation - 5% - yr 2 (2024)	\$177,121.73
Escalation - 5% - yr 3 (2025)	\$185,977.81
Escalation - 5% - yr 3 (2026)	\$195,276.71
Escalation - 5% - yr 3 (2027)	\$205,040.54
Andrews Street Bridge Total	\$4,305,851
Andrews Street Extension to Antioch Church	\$3,075,940
Contractor Markups (GC and FFE) - 20%	\$615,188
Design and Construction Contingency - 20%	\$738,226
Soft Costs - 20%	\$885,871
Escalation - 5% - yr 1 (2023)	\$265,761
Escalation - 5% - yr 2 (2024)	\$279,049.28
Escalation - 5% - yr 3 (2025)	\$293,001.74
Escalation - 5% - yr 3 (2026)	\$307,651.83
Escalation - 5% - yr 3 (2027)	\$323,034.42
Andrews Street Extension to Antioch Church Total	\$6,783,723
Heiner Street Promenade	\$2,465,600
Contractor Markups (GC and FFE) - 20%	\$493,120
Design and Construction Contingency - 20%	\$591,744
Soft Costs - 20%	\$710,093
Escalation - 5% - yr 1 (2023)	\$213,028
Escalation - 5% - yr 2 (2024)	\$223,679.23
Escalation - 5% - yr 3 (2025)	\$234,863.19
Escalation - 5% - yr 3 (2026)	\$246,606.35
Escalation - 5% - yr 3 (2027)	\$258,936.67
Heiner Street Promenade Total	\$5,437,670
Fourth Ward Improvements Total	\$16,527,244

Estimate Notes:

- ¹ All figures in this summary include Contractor Markups, Design and Construction Contingencies and Soft Costs
- ² All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.

TxDOT I-45 NHHIP: Andrews St Reconnection Estimating Plan

Re: Exhibit 3

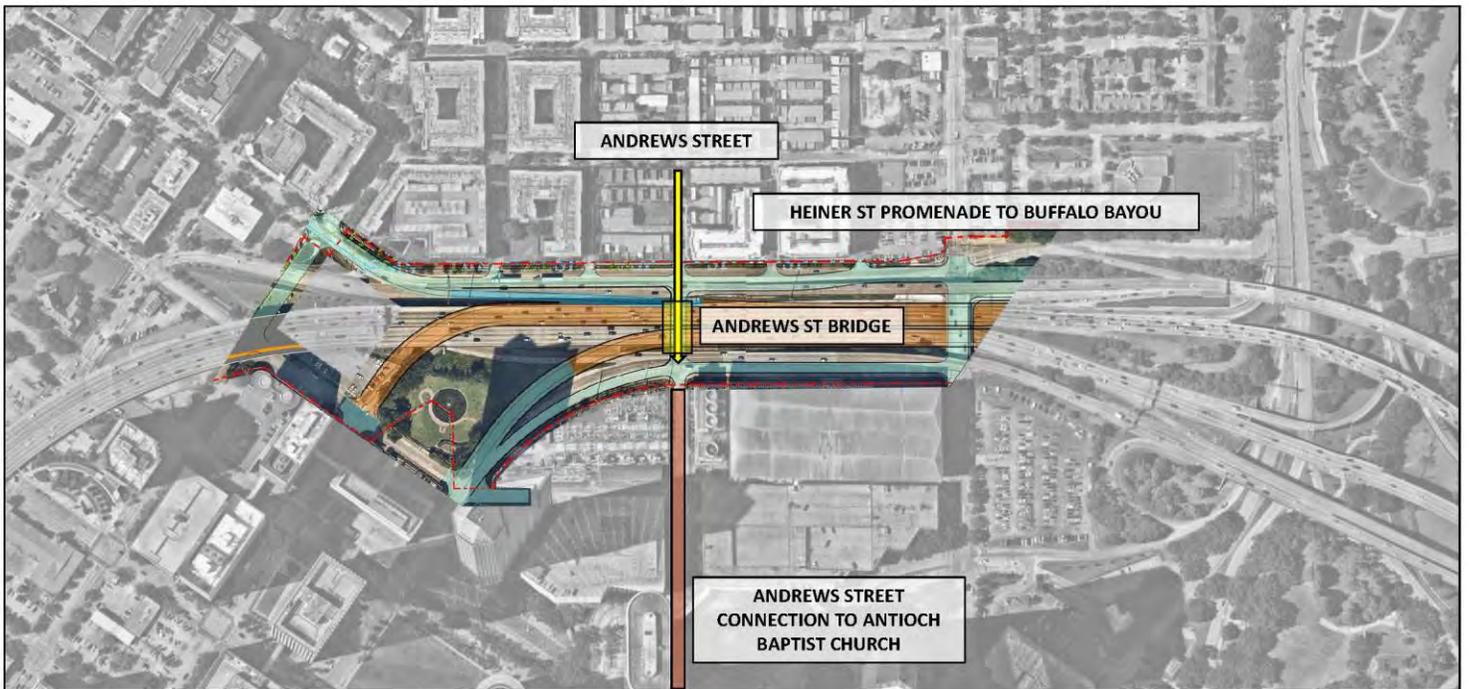


EXHIBIT 4

Garden Bridges

Advocating for a project-wide network of street bridges that support high-comfort pedestrian and multi-modal connectivity

TxDOT continues to work with Central Houston, as we lead conversations with neighborhood stakeholders, community groups, and the City of Houston to realize the proposed twenty-four new street bridges crossing the trenched highways in Segment 3 of the Project. Central Houston anticipates these structures will be built as high-comfort, multi-modal “garden bridges” to link the cultural assets of Second, Third, Fourth, and Fifth Wards and Downtown. These Wards – at every point of the compass and on the “outside” of the highways (10, 45 & 69) encircling the civic, entertainment and employment opportunities offered in Downtown – will have the promise of enhanced connectivity as a result of design decisions fostered by the Project.

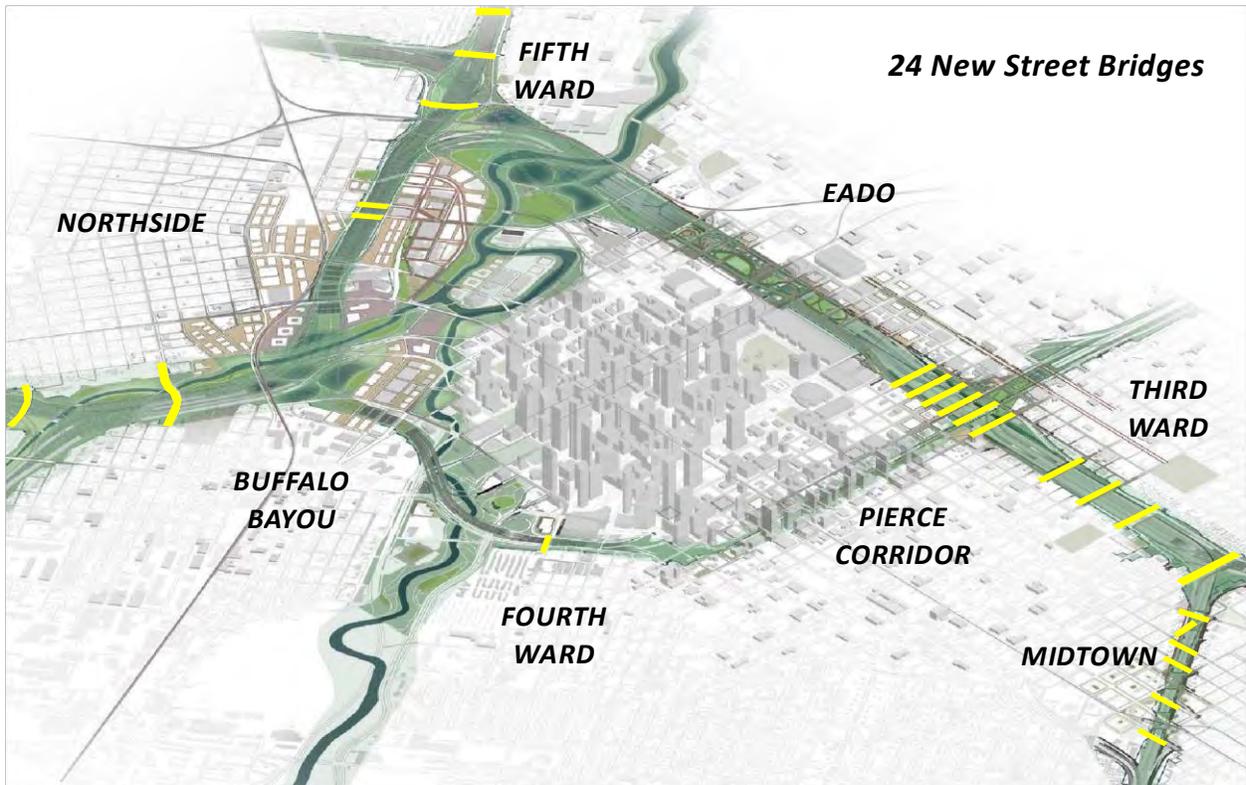
ACHIEVED: TxDOT is providing much wider street bridges project-wide to accommodate pedestrian walking paths and bike facilities buffered from vehicles.

IN PROGRESS: Central Houston is providing conceptual designs for adding trees, planters, shading devices and decorative lighting to further enhance the user experience.

NEED HELP WITH: The structure for the bridges needs to accommodate the elements that provide high-comfort crossings, including tree wells, raised planters, waterproofing, irrigation and lighting. These elements must be equitably provided across the entire project.



Garden Bridges



24 new street bridges rebuilt throughout Segment 3 as part of the NHHIP



Central Houston proposed high-comfort Garden Bridges

Garden Bridges



Typical 4'-6' pedestrian realm on street bridge over I-10



Central Houston Proposed 12'-17' pedestrian realm on street bridges throughout NHHIP

Garden Bridges Cost Estimate Summary

Cost Estimate Summary

Garden Bridges

NHHIP - Segments 3A, 3B, 3C and 3D

April 7, 2022

Main St - Type 4B Bridge	\$1,045,862
Contractor Markups (GC and FFE) - 20%	\$209,172
Design and Construction Contingency - 20%	\$251,007
Soft Costs - 20%	\$301,208
Escalation - 5% - yr 1 (2023)	\$90,362
Main St - Type 4B Bridge Total	\$1,897,612
San Jacinto St - Type 3B Bridge	\$963,422
Contractor Markups (GC and FFE) - 20%	\$192,684
Design and Construction Contingency - 20%	\$231,221
Soft Costs - 20%	\$277,466
Escalation - 5% - yr 1 (2023)	\$83,240
San Jacinto St - Type 3B Bridge Total	\$1,748,033
Austin St - Type 4B Bridge	\$1,079,727
Contractor Markups (GC and FFE) - 20%	\$215,945
Design and Construction Contingency - 20%	\$259,134
Soft Costs - 20%	\$310,961
Escalation - 5% - yr 1 (2023)	\$93,288
Austin St Garden Bridge Total	\$1,959,057
La Branch St - Type 4B Bridge	\$277,440
Contractor Markups (GC and FFE) - 20%	\$55,488
Design and Construction Contingency - 20%	\$66,586
Soft Costs - 20%	\$79,903
Escalation - 5% - yr 1 (2023)	\$23,971
La Branch St Garden Bridge Total	\$503,387
Alameda St - Type 4B Bridge	\$227,760
Contractor Markups (GC and FFE) - 20%	\$45,552
Design and Construction Contingency - 20%	\$54,662
Soft Costs - 20%	\$65,595
Escalation - 5% - yr 1 (2023)	\$19,678
Alameda St Garden Bridge Total	\$413,248
Gregg St - Type 4 Garden Bridge	\$510,200
Contractor Markups (GC and FFE) - 20%	\$102,040
Design and Construction Contingency - 20%	\$122,448
Soft Costs - 20%	\$146,938
Escalation - 5% - yr 1 (2023)	\$44,081
Escalation - 5% - yr 2 (2024)	\$46,285
Escalation - 5% - yr 3 (2025)	\$48,600
Escalation - 5% - yr 4 (2026)	\$51,030
Gregg St Garden Bridge Total	\$1,071,621
Quitman St - Type 4 Garden Bridge	\$682,000
Contractor Markups (GC and FFE) - 20%	\$136,400
Design and Construction Contingency - 20%	\$163,680
Soft Costs - 20%	\$196,416
Escalation - 5% - yr 1 (2023)	\$58,925
Escalation - 5% - yr 2 (2024)	\$61,871.04
Escalation - 5% - yr 3 (2025)	\$64,964.59
Escalation - 5% - yr 4 (2026)	\$68,212.82
Quitman St Garden Bridge Total	\$1,432,469

Cost Estimate Summary

Garden Bridges

NHHIP - Segments 3A, 3B, 3C and 3D

April 7, 2022

Hogan St - Type 4 Garden Bridge	\$1,305,300
Contractor Markups (GC and FFE) - 20%	\$261,060
Design and Construction Contingency - 20%	\$313,272
Soft Costs - 20%	\$375,926
Escalation - 5% - yr 1 (2023)	\$112,778
Escalation - 5% - yr 2 (2024)	\$118,416.82
Escalation - 5% - yr 3 (2025)	\$59,072.66
Escalation - 5% - yr 4 (2026)	\$48,973.29
Hogan St Garden Bridge Total	\$2,594,799
McKee St - Type 4 Garden Bridge	\$554,120
Contractor Markups (GC and FFE) - 20%	\$110,824
Design and Construction Contingency - 20%	\$132,989
Soft Costs - 20%	\$159,587
Escalation - 5% - yr 1 (2023)	\$47,876
Escalation - 5% - yr 2 (2024)	\$50,269.77
Escalation - 5% - yr 3 (2025)	\$52,783.25
Escalation - 5% - yr 4 (2026)	\$55,422.42
McKee St Garden Bridge Total	\$1,163,871
Hardy St - Type 4 Garden Bridge	\$560,830
Contractor Markups (GC and FFE) - 20%	\$112,166
Design and Construction Contingency - 20%	\$134,599
Soft Costs - 20%	\$161,519
Escalation - 5% - yr 1 (2023)	\$48,456
Escalation - 5% - yr 2 (2024)	\$50,878.50
Escalation - 5% - yr 3 (2025)	\$53,422.42
Escalation - 5% - yr 4 (2026)	\$56,093.54
Hardy St Garden Bridge Total	\$1,068,448
Jensen Dr - Type 4 Garden Bridge	\$816,350
Contractor Markups (GC and FFE) - 20%	\$163,270
Design and Construction Contingency - 20%	\$195,924
Soft Costs - 20%	\$235,109
Escalation - 5% - yr 1 (2023)	\$70,533
Escalation - 5% - yr 2 (2024)	\$74,059.27
Escalation - 5% - yr 3 (2025)	\$77,762.24
Escalation - 5% - yr 4 (2026)	\$81,650.35
Jensen Dr Garden Bridge Total	\$1,714,657
Meadow Dr - Type 1 Bridge	\$209,080
Contractor Markups (GC and FFE) - 20%	\$41,816
Design and Construction Contingency - 20%	\$50,179
Soft Costs - 20%	\$60,215
Escalation - 5% - yr 1 (2023)	\$18,065
Escalation - 5% - yr 2 (2024)	\$18,967.74
Escalation - 5% - yr 3 (2025)	\$19,916.12
Escalation - 5% - yr 4 (2026)	\$20,911.93
Meadow St Garden Bridge Total	\$439,151
Alabama Street Bridge	\$504,775
Contractor Markups (GC and FFE) - 20%	\$100,955
Design and Construction Contingency - 20%	\$121,146
Soft Costs - 20%	\$145,375
Escalation - 5% - yr 1 (2023)	\$43,613
Escalation - 5% - yr 2 (2024)	\$45,793.19
Alabama St Garden Bridge Total	\$961,657

Cost Estimate Summary Garden Bridges

NHHIP - Segments 3A, 3B, 3C and 3D

April 7, 2022

Dallas Street - Type 4 Garden Bridge	\$323,520
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$64,704</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$77,645</i>
<i>Soft Costs - 20%</i>	<i>\$93,174</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$27,952</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$29,350</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$30,817</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$32,358</i>
<i>Escalation - 5% - yr 5 (2027)</i>	<i>\$33,976</i>
Dallas St Garden Bridge Total	\$713,496
<hr/>	
Garden Bridges Total	\$17,681,506

Estimate Notes:
 All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning.
¹ All costs will be verified during the detailed design phase.

TxDOT I-45 NHHIP: Garden Bridges Estimating Plan

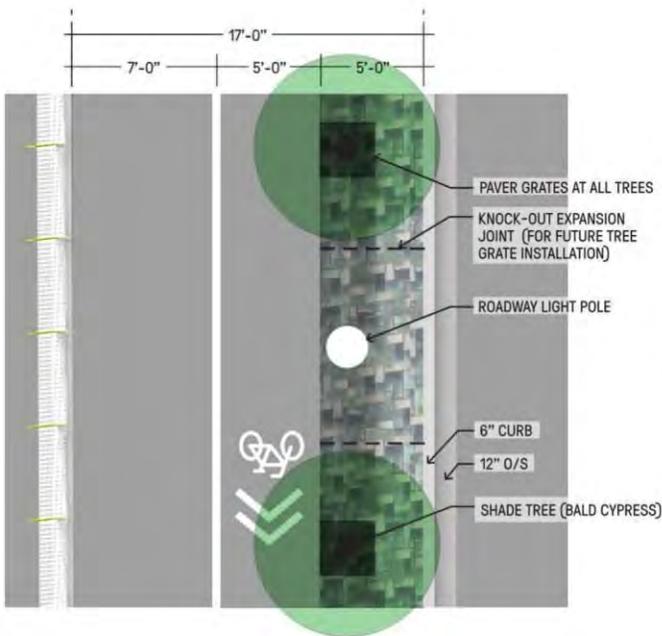
Re: Exhibit 4

TYPE 4A BRIDGE

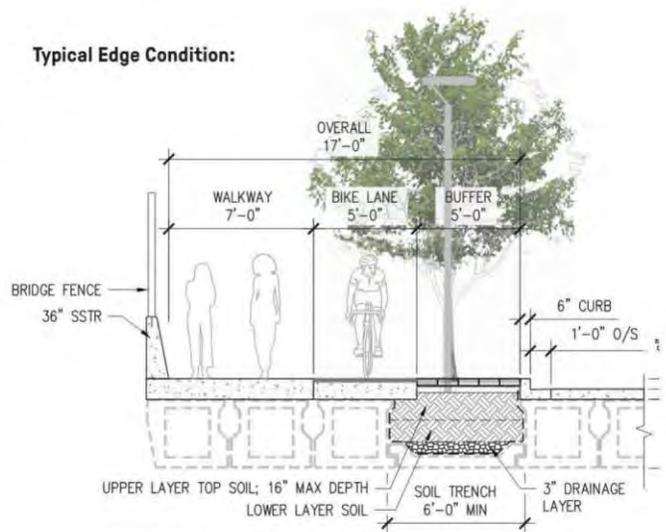
7' WALK + 5' BIKE LANE + 5' TREE ZONE = 17'-0"

Applicable Bridges:

- La Branch St
- Alameda Rd



Typical Edge Condition:



TxDOT I-45 NHHIP: Garden Bridges Estimating Plan

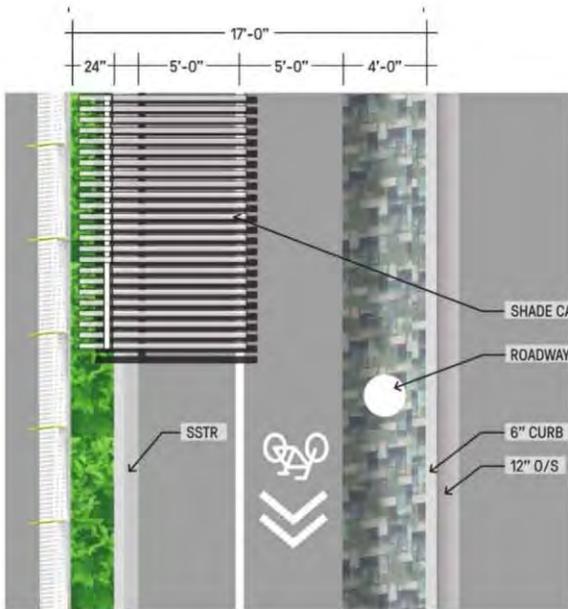
Re: Exhibit 4

TYPE 4B BRIDGE

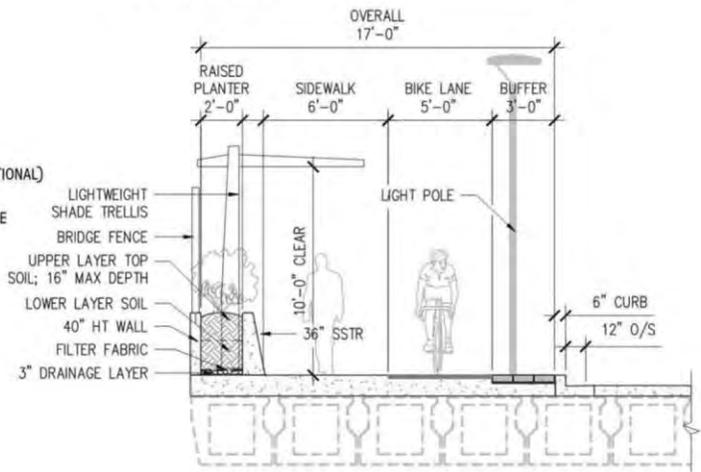
2' RAISED PLANTER + SSTR + 5' WALK + 5' BIKE LANE + 4' BUFFER= 17'-0"

Applicable Bridges:

- Austin St
- Main St
- Cleburne St (Cap)



Typical Edge Condition:



TxDOT I-45 NHHIP: Garden Bridges Estimating Plan

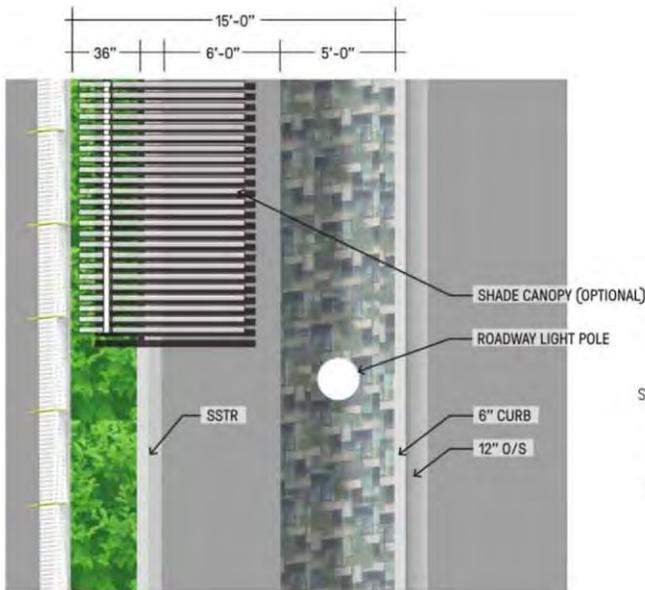
Re: Exhibit 4

TYPE 3B BRIDGE

3' RAISED PLANTER + SSTR + 6' WALK + 5' BUFFER = 15'-0"

Applicable Bridges:

- San Jacinto Street
- Wheeler Street (Cap)
- Fannin St (Cap)



Typical Edge Condition:

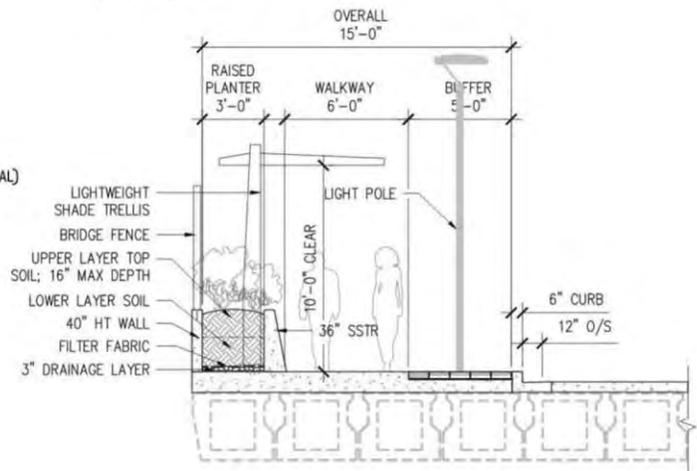


EXHIBIT 5

Midtown Caps & Bridges

Restoring economic vitality by reconnecting racially diverse neighborhoods with caps and bridges

As the Project becomes manifest in Midtown it will benefit long-neglected communities as a direct result of TxDOT's decision to work with Central Houston and a bevy of stakeholder interests. TxDOT has worked extensively with Central Houston, neighborhood civic associations, METRO, and the City of Houston, to create conceptual designs and cost estimates for three cap parks and five "garden bridges" that cross trenched highway 69 in the racially diverse neighborhood of Midtown. Central Houston has spearheaded this effort understanding that these designs when taken as a whole with others throughout Segment 3 of the Project will provide the greatest economic and connectivity benefit, as the improvements radiate out and encompass areas outside the immediate highway Project. The ION innovation district in Midtown, the surrounding residential neighborhoods, City parks, and a multimodal transit center will be connected to the racially diverse communities of Midtown, Third Ward, Museum District, and the affluent Montrose area through direct access by all modes of transportation. The current section of highway 69, where elevated, has separated these central city neighborhoods, and where previously trenched, has isolated formerly connected communities with vehicle-centered bridges that dissuaded pedestrian and multi-modal transport.

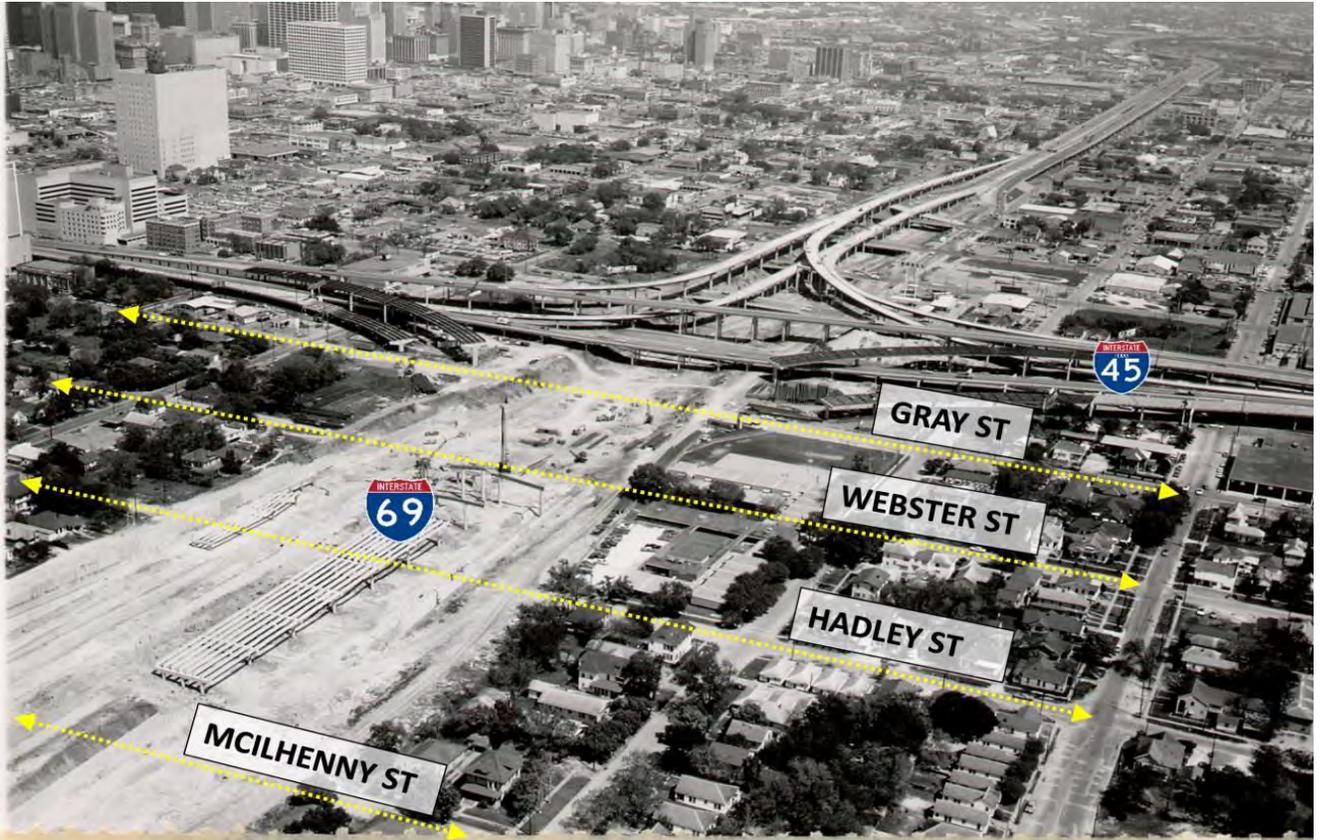
ACHIEVED: TxDOT is providing three caps and wider bridges over trenched I-69 at Midtown.

IN PROGRESS: Central Houston is providing conceptual designs for providing trees, planting, decorative lighting and shade structures on the caps and bridges.

NEED HELP WITH: Providing accommodations for the elements that support recreational use and high-comfort crossings, including air rights for development, utility coordination, tree wells, waterproofing, irrigation, and grass as depicted in the TxDOT renderings of this cap area.



Midtown/Third Ward Caps & Bridges



1972 Demolition/destruction of Third Ward urban fabric to accommodate I-69



Central Houston proposed Cap Parks and Garden Bridges over trenched I-69 at Midtown and Signature Bridges at Third Ward offer important opportunities for reconnection

Midtown / Third Ward Caps and Bridges



Existing elevated I-69 at Almeda Rd



Central Houston proposed Cap Park at Cleburne St and Garden Bridge at Almeda Rd

Midtown Caps and Bridges



Existing elevated I-69 at Main St



Central Houston proposed Transit Center Cap Park and Garden Bridge at Main St

Third Ward Signature Bridges



Existing Elgin St Bridge over I-69



Central Houston proposed Signature Bridge at Elgin, Tuam and McGowen Streets over I-69

Third Ward Signature Bridges



Existing Tuam St Bridge over I-69



Central Houston proposed Signature Bridge over I-69

Midtown Caps and Bridges Cost Estimates Summary

Cost Estimate Summary

Midtown

NHHIP - Segment 3A

April 7, 2022

Metro Cap Improvements

Demolition / Earthwork	\$229,500
Grading / Drainage	\$43,750
Hardscape	\$932,000
Site Furnishings / Amenities	\$915,000
Lighting / Electrical	\$450,000
Irrigation	\$205,170
Planting	\$346,000
<hr/>	
Sub Total	\$3,121,420
Contractor Markups (GC and FEE) - 20%	\$624,284.00
Design and Construction Contingency - 20%	\$749,140.80
Soft Costs - 20%	\$898,969
Escalation - 5% - yr 1 (2023)	\$269,691
Metro Cap Improvements Total	\$5,663,504

Wheeler St at Caroline St Cap Improvements

Infrastructure Improvements	\$1,037,174
Demolition / Earthwork	\$22,000
Grading / Drainage	\$283,950
Hardscape	\$246,200
Shade Trellis	\$585,200
Site Furnishings / Amenities	\$1,457,000
Lighting / Electrical	\$359,700
Irrigation	\$155,906
Planting	\$237,367
<hr/>	
Sub Total	\$4,384,497
Contractor Markups (GC and FEE) - 20%	\$876,899.40
Design and Construction Contingency - 20%	\$1,052,279.28
Soft Costs - 20%	\$1,262,735
Escalation - 5% - yr 1 (2023)	\$378,821
Wheeler St at Caroline St Cap Improvements Total	\$7,955,231

Cleburne Street Cap Improvements

Infrastructure Improvements	\$888,766
Demolition / Earthwork	\$18,000
Grading / Drainage	\$235,100
Hardscape	\$163,400
Shade Trellis	\$693,000
Site Furnishings / Amenities	\$923,000
Lighting / Electrical	\$234,400
Irrigation	\$149,320
Planting	\$236,369
<hr/>	
Sub Total	\$3,541,355
Contractor Markups (GC and FEE) - 20%	\$708,271.00
Design and Construction Contingency - 20%	\$849,925.20
Soft Costs - 20%	\$1,019,910
Escalation - 5% - yr 1 (2023)	\$305,973
Cleburne Street Cap Improvements Total	\$6,425,435

Midtown Total**\$20,044,170****Estimate Notes:**

- All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.
- The totals in these estimates assumes the TxDOT base condition for cap parks does not include waterproofing or related soil and subgrade elements. It is the opinion of Central Houston and the COH Mayor's Office, that these elements should be included as part of TxDOT's delivery of base condition.

Cost Estimate Summary

Third Ward Signature Bridges

NHHIP - Segment 3B

April 7, 2022

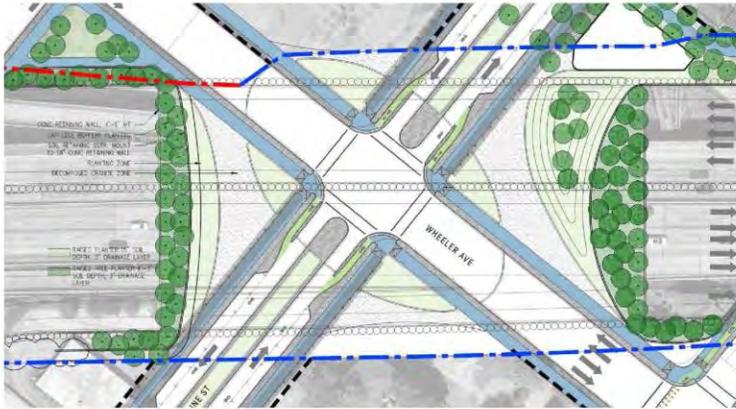
McGowan Street Bridge	\$3,701,000
Contractor Markups (GC and FFE) - 20%	\$555,150
Design and Construction Contingency - 20%	\$851,230
Soft Costs - 20%	\$1,021,476
Escalation - 5% - yr 1 (2023)	\$306,443
Escalation - 5% - yr 2 (2024)	\$321,765
McGowan Street Bridge Total	\$6,757,064
Elgin Street Bridge	\$4,382,000
Contractor Markups (GC and FFE) - 20%	\$657,300
Design and Construction Contingency - 20%	\$1,007,860
Soft Costs - 20%	\$1,209,432
Escalation - 5% - yr 1 (2023)	\$362,830
Escalation - 5% - yr 2 (2024)	\$380,971
Elgin Street Bridge Total	\$8,000,393
Tuam Street Bridge	\$3,497,000
Contractor Markups (GC and FFE) - 20%	\$524,550
Design and Construction Contingency - 20%	\$804,310
Soft Costs - 20%	\$965,172
Escalation - 5% - yr 1 (2023)	\$289,552
Escalation - 5% - yr 2 (2024)	\$304,029
Tuam Street Bridge Total	\$6,384,613
Third Ward Signature Bridges Total	\$21,142,069

Estimate Notes:

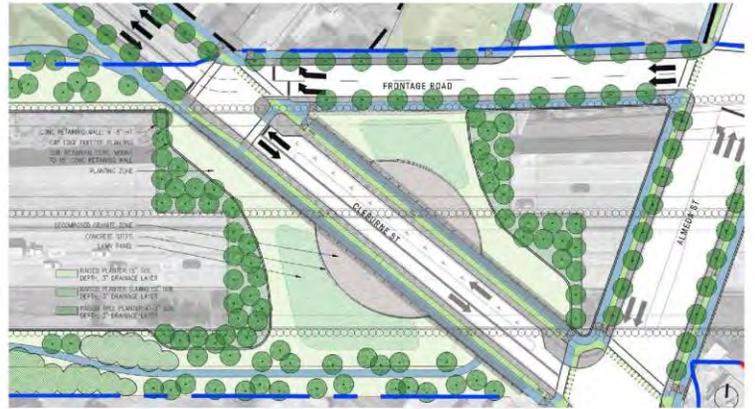
- All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.

TxDOT I-45 NHHIP: Midtown Estimating Plan

Re: Exhibit 5



Wheeler at Caroline Cap



Cleburne Cap

EXHIBIT 6

Northside Street Reconnections

Enhancing connectivity through rebuilding surface streets

TxDOT has worked with Central Houston to examine city streets for multiple opportunities to identify necessary improvements and enhance connectivity as part of the Project. Foremost is promoting safe connectivity between central city neighborhoods while accommodating all users and modes as appropriate to each corridor, and especially those facilities that cross the planned Project footprint. Interfacing transit, bicycle and pedestrian networks within the vehicle transportation mandate has been a high planning priority. Where right-of-way public utilities are deserving of rehabilitation or full replacement, coordinating those capital improvements across multiple agencies has been a focus for Central Houston. One of the most prominent thoroughfares receiving high-level attention by Central Houston, in collaboration with TxDOT and the City of Houston, is North San Jacinto St – impacted by both the Project and the North Canal, also planned as a future Houston bikeway and vital to METRO’s regional express bus services. Further, Central Houston has conducted high-level corridor analyses for those city streets parallel to and crossing the EaDo Cap and for the ingress/egress ramps for the Downtown Connectors.

ACHIEVED: TxDOT is making allowance for the extension of N San Jacinto under the highway project.

IN PROGRESS: Central Houston is providing engineering design consultants to develop documents for full corridor coordination across multiple agencies.

NEED HELP WITH: Extending N San Jacinto from existing highway 10 frontages to future NHHIP frontages, and northward to Greater Northside. Extending and reconnecting other key city streets such as Gregg Street, Runnels Street and Nance Street.

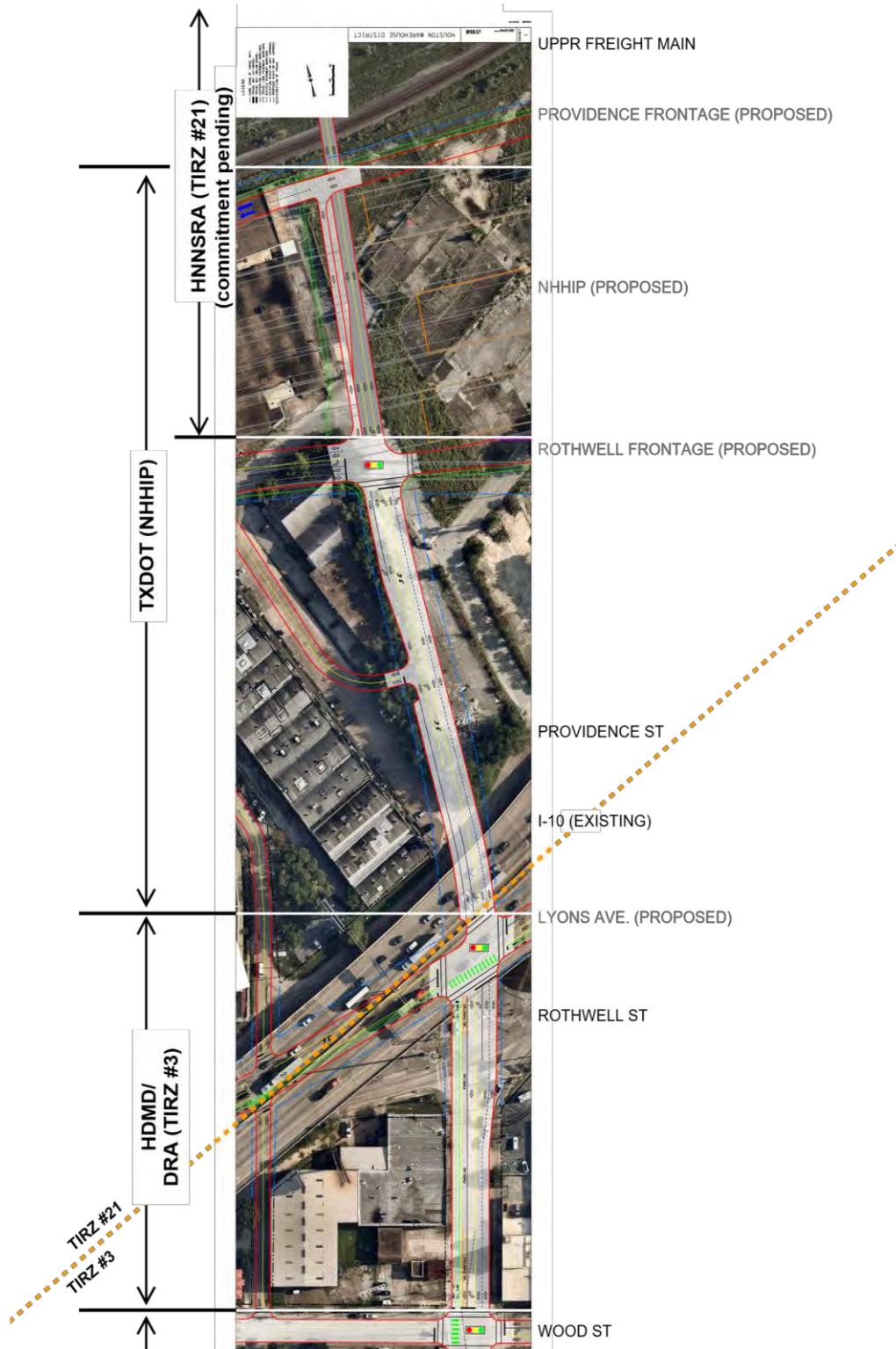


North San Jacinto Street Connection

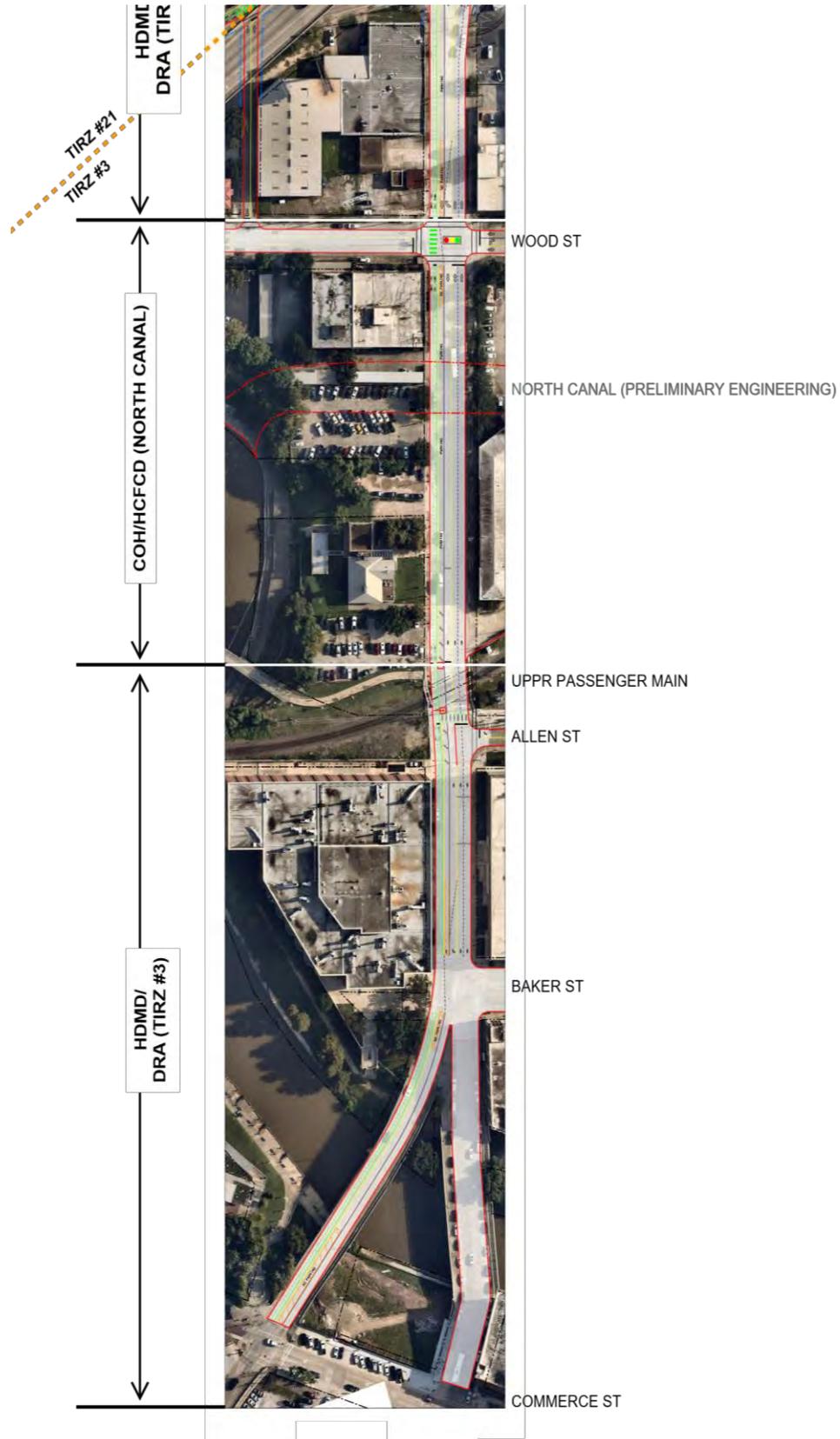


North San Jacinto St extension from existing I-10 to the NHHIP

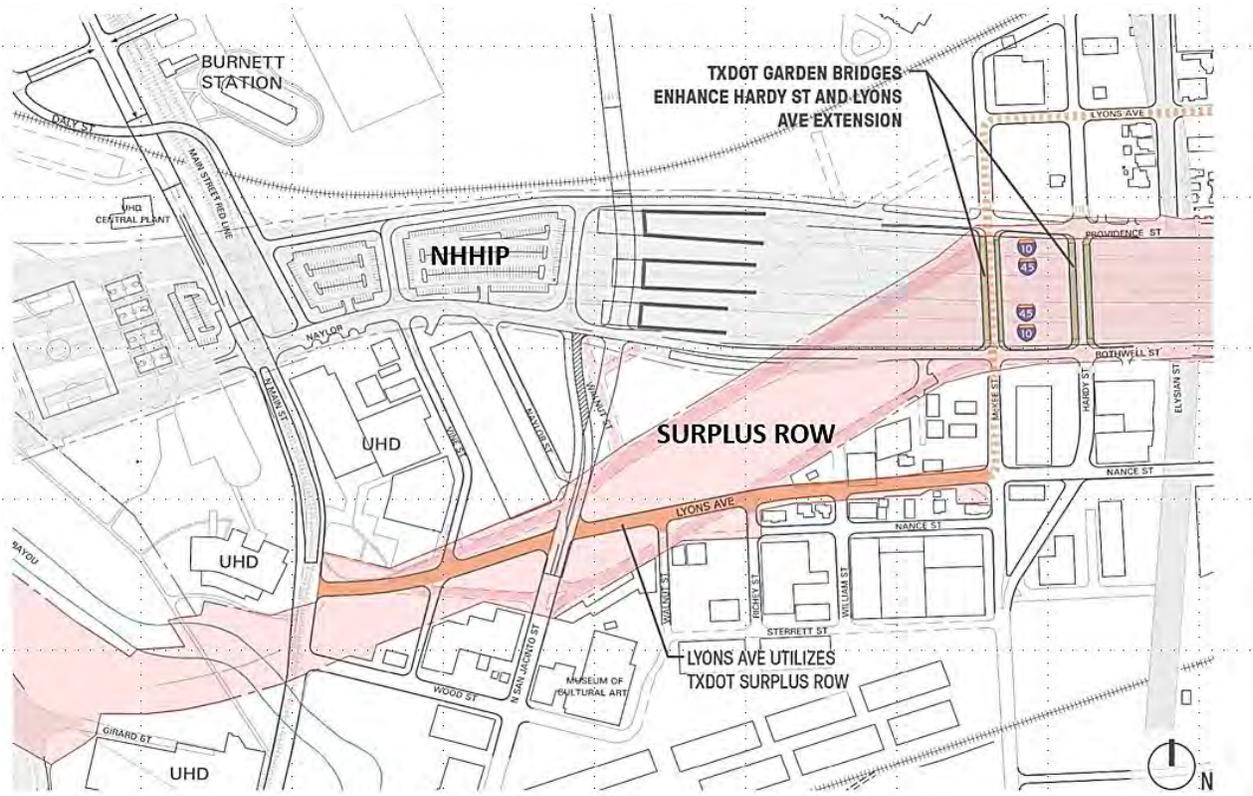
North San Jacinto Street Connection



North San Jacinto Street Connection



Nance St / Lyons Avenue Connection



Use of Surplus ROW to reconnect Nance St via Lyons Avenue

EXHIBIT 7

White Oak Bayou

Advocating for storm resiliency and supporting public green space in the highway understory

In its consideration of the Project's White Oak Bayou segment, TxDOT has reviewed Central Houston's designs and community concerns. Central Houston seeks to balance resiliency measures, community use of, and access to meaningful green space, as well as the City-wide interest in accommodating more transit lanes along this segment of highways 10 & 45. In working on the issue, we are advocating for TxDOT to design thoughtful, elevated highway placement to maintain and enhance the flow of stormwater and support resiliency measures along White Oak Bayou while also preserving and enhancing opportunities for public greenspace and trails. By agreeing to consider the placement of the columns to provide useable and more aesthetically pleasing waterfront green space, TxDOT combines two priorities – stormwater management and right-sizing the highway lane configuration to accommodate transit. We continue to work with TxDOT to advance a design for use and access to meaningful green space.

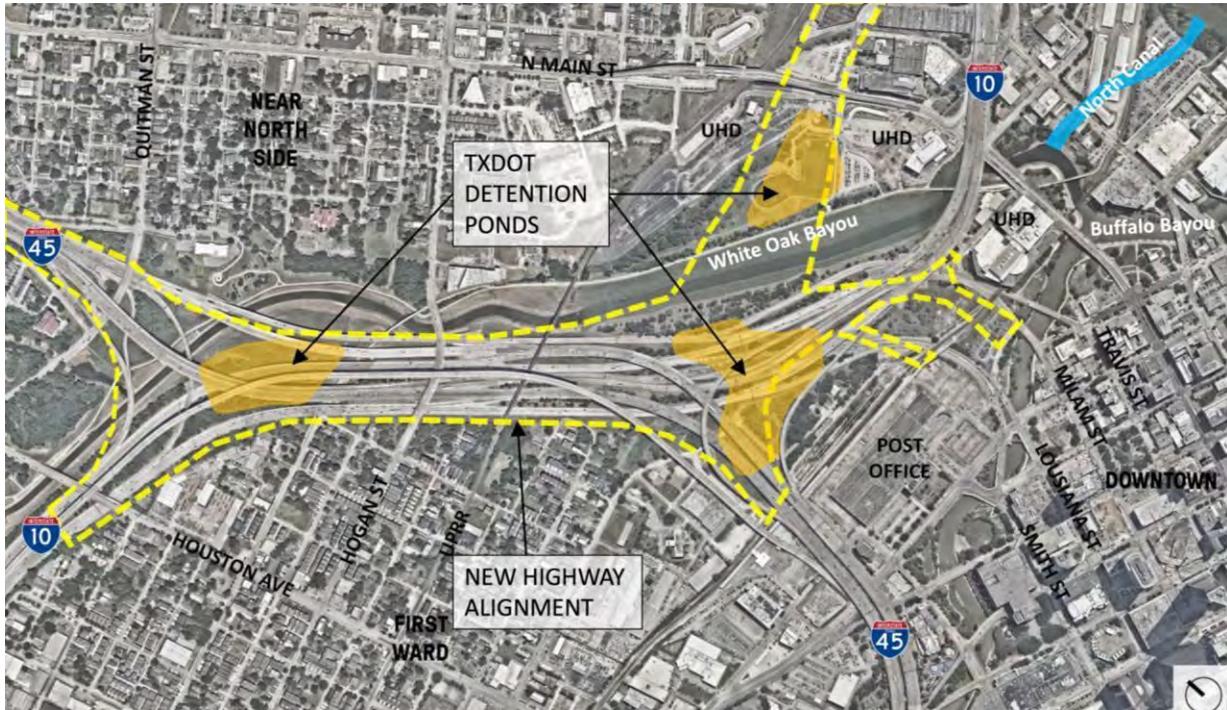
ACHIEVED: TxDOT is using wider column spans in this area to mitigate the visual impact and allow bayou waters to flow in flood events, supporting the greater aspirations of the North Canal Resiliency Project to which the TxDOT is contributing \$20 million through the NHHIP.

IN PROGRESS: Central Houston is providing conceptual designs for adjusting the topography for new detention ponds, allowing for new enhanced trails and plantings to filter runoff water from highway structures.

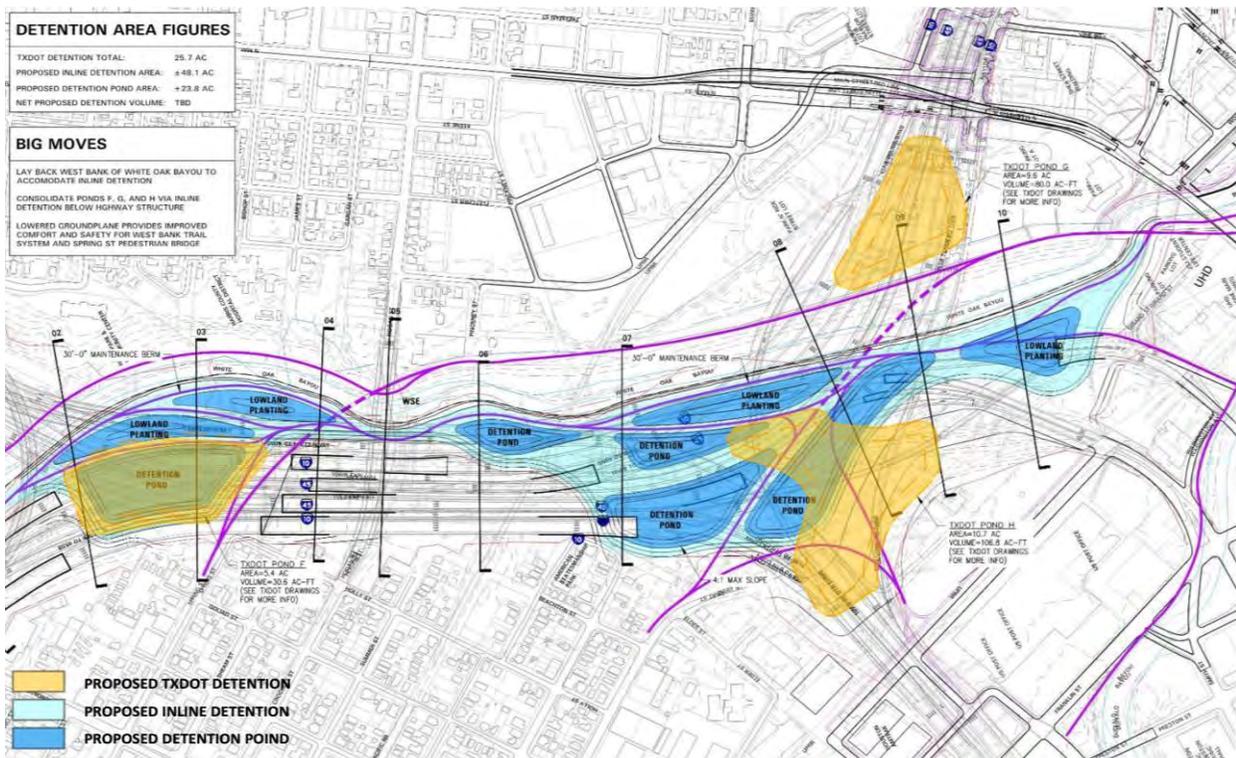
NEED HELP WITH: Beyond mitigating the visual impact of the new elevated highway structures, Central Houston requests TxDOT evaluate the Project's hydrological studies and site grading as an ecological approach to address native plants, wild-life and water treatment in this area.



White Oak Detention Gardens



TxDOT proposed detention ponds for this highway segment



Reconfiguration of detention basins to allow for new trails and buffer planting

Enhanced Public Greenspace and Trails

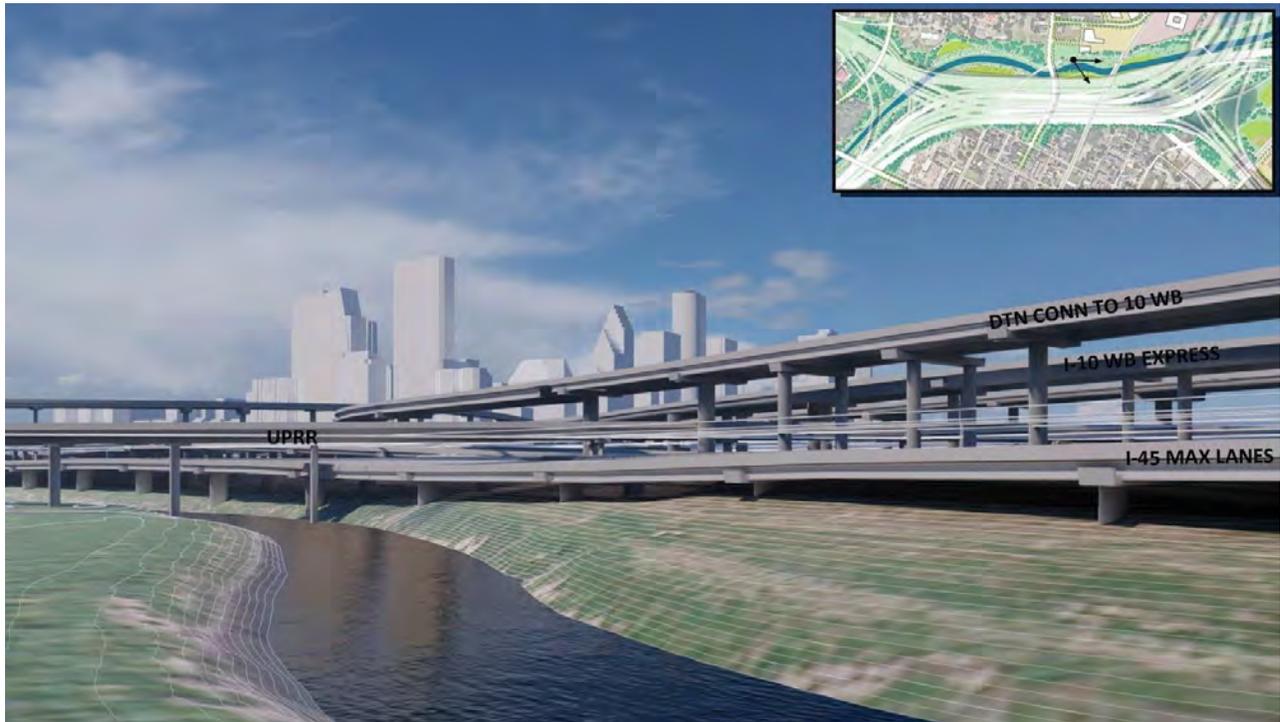


Highway Understory – Existing condition near White Oak Bayou at UHD



Highway Understory – Proposed condition near White Oak Bayou at UHD

Enhanced Public Greenspace and Trails



Existing grading under new highway structure along White Oak Bayou



Proposed regrading under new highway structure along White Oak Bayou

**Northside Streets and White Oak Bayou
Cost Estimates Summary**

Cost Estimate Summary

Northside

NHHIP - Segment 3C

April 7, 2022

White Oak Bayou Detention and Trails

Demolition / Earthwork	\$4,598,000
Grading / Drainage	\$459,703
Hardscape	\$3,745,500
Site Furnishings / Amenities	\$1,209,800
Lighting / Electrical	\$2,882,000
Irrigation	\$731,231
Planting	\$965,886
<hr/>	
Sub Total	\$14,592,120
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$2,918,424.00</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$3,502,108.80</i>
<i>Soft Costs - 20%</i>	<i>\$4,202,531</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$1,260,759</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$1,323,797</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$1,389,987</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$1,459,486</i>

White Oak Bayou Detention and Trails Total **\$30,649,213**

Detention Sports Park

Demolition / Earthwork	\$42,000
Grading / Drainage	\$95,468
Hardscape	\$1,027,000
Site Furnishings / Amenities	\$166,400
Athletic Fields	\$1,760,000
Lighting / Electrical	\$1,280,525
Irrigation	\$83,263
Planting	\$75,434
<hr/>	
Sub Total	\$4,530,090
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$906,018.00</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$1,087,221.60</i>
<i>Soft Costs - 20%</i>	<i>\$1,304,666</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$391,400</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$410,970</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$431,518</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$453,094</i>

Detention Sports Park Total **\$9,514,977**

White Oak Trail Connection

Demolition / Earthwork	\$84,000
Grading / Drainage	\$303,000
Hardscape	\$252,000
Site Furnishings / Amenities	\$2,940,000
Pedestrian Bridges	\$150,200
Lighting / Electrical	\$934,800
Irrigation	\$213,254
Planting	\$176,895
<hr/>	
Sub Total	\$5,054,149
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$1,010,829.80</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$1,212,995.76</i>
<i>Soft Costs - 20%</i>	<i>\$1,455,595</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$436,678</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$458,512</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$481,438</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$505,510</i>

Cost Estimate Summary

Northside

NHHIP - Segment 3C

April 7, 2022

White Oak Trail Connection Total **\$10,615,708**

UHD Understory Park

Demolition / Earthwork	\$110,000
Grading / Drainage	\$272,812
Hardscape	\$2,839,000
Site Furnishings / Amenities	\$86,900
Lighting / Electrical	\$786,683

Sub Total **\$4,095,395**

Contractor Markups (GC and FFE) - 20% \$819,079.00

Design and Construction Contingency - 20% \$982,894.80

Soft Costs - 20% \$1,179,474

Escalation - 5% - yr 1 (2023) \$353,842

Escalation - 5% - yr 2 (2024) \$371,534

Escalation - 5% - yr 3 (2025) \$390,111

Escalation - 5% - yr 4 (2026) \$409,616

UHD Understory Park Total **\$8,601,946**

North Canal Improvements

Demolition / Earthwork	\$2,617,185
Hardscape	\$1,781,600
Site Furnishings / Amenities	\$3,226,250
Pedestrian Bridges	\$2,688,000
Architecture	\$900,000
Lighting / Electrical	\$2,520,600
Irrigation	\$850,250
Planting	\$1,504,000

Sub Total **\$16,087,885**

Contractor Markups (GC and FFE) - 20% \$3,217,577.00

Design and Construction Contingency - 20% \$3,861,092.40

Soft Costs - 20% \$4,633,311

Escalation - 5% - yr 1 (2023) \$1,389,993

Escalation - 5% - yr 2 (2024) \$1,459,493

Escalation - 5% - yr 3 (2025) \$1,532,468

Escalation - 5% - yr 4 (2026) \$1,609,091

North Canal Improvements Total **\$33,790,910**

Nance Street Corridor

Roadway	\$	14,200,000.00
---------	----	---------------

Sub Total **\$14,200,000**

Contractor Markups (GC and FFE) - 20% \$2,840,000.00

Design and Construction Contingency - 20% \$3,408,000.00

Soft Costs - 20% \$4,089,600

Escalation - 5% - yr 1 (2023) \$1,226,880

Escalation - 5% - yr 2 (2024) \$1,288,224

Escalation - 5% - yr 3 (2025) \$1,352,635

Escalation - 5% - yr 4 (2026) \$1,420,267

Nance Street Corridor Total **\$29,825,606**

Frostown Park

Demolition / Earthwork	\$340,000
Grading / Drainage	\$1,174,722
Hardscape	\$4,285,000
Site Furnishings / Amenities	\$619,100
Lighting / Electrical	\$3,219,103

Cost Estimate Summary

Northside

NHHIP - Segment 3C

April 7, 2022

Irrigation	\$1,223,259
Planting	\$1,274,897
<hr/>	
Sub Total	\$12,136,081
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$2,427,216.20</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$2,912,659.44</i>
<i>Soft Costs - 20%</i>	<i>\$3,495,191</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$1,048,557</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$1,100,985</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$1,156,035</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$1,213,836</i>
Frostown Park Total	\$25,490,561

Fifth Ward Greenway

Demolition / Earthwork	\$813,000
Grading / Drainage	\$199,375
Hardscape	\$71,500
Site Furnishings / Amenities	\$103,775
Lighting / Electrical	\$384,266
Irrigation	\$162,700
Planting	\$153,226
<hr/>	
Sub Total	\$1,887,842
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$377,568.40</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$453,082.08</i>
<i>Soft Costs - 20%</i>	<i>\$543,698</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$163,110</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$171,265</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$179,828</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$188,820</i>
Fifth Ward Greenway Total	\$3,965,214

Lyons Ave Underpass Park

Demolition / Earthwork	\$188,000
Hardscape	\$1,461,200
Site Furnishings / Amenities	\$109,600
Lighting / Electrical	\$849,650
<hr/>	
Sub Total	\$2,608,450
<i>Contractor Markups (GC and FFE) - 20%</i>	<i>\$521,690.00</i>
<i>Design and Construction Contingency - 20%</i>	<i>\$626,028.00</i>
<i>Soft Costs - 20%</i>	<i>\$751,234</i>
<i>Escalation - 5% - yr 1 (2023)</i>	<i>\$225,370</i>
<i>Escalation - 5% - yr 2 (2024)</i>	<i>\$236,639</i>
<i>Escalation - 5% - yr 3 (2025)</i>	<i>\$248,471</i>
<i>Escalation - 5% - yr 4 (2026)</i>	<i>\$260,894</i>
Lyons Ave Underpass Park and Greenway Total	\$5,478,775

Cost Estimate Summary Preliminary Total

\$157,932,911

Estimate Notes:

¹ All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.

TxDOT I-45 NHHIP: White Oak Estimating Plan

Re: Exhibit 7



EXHIBIT 8

Green Loop

Enhancing green space and connecting cultural assets in the urban core

The promise of the Project to align green space, neighborhood connectivity, and storm-resiliency across racially diverse communities adjacent to Downtown grows out of TxDOT's willingness to collaborate with Central Houston and area stakeholders as a recognition that an urban centered transportation project such as the NHHIP must account for the many ways it touches the lives and neighborhoods through which it passes. Responsive to stakeholder feedback, civic priorities, and economic studies, assessing the opportunities in Segment 3 of the Project, TxDOT has recognized that Central Houston has undertaken a larger strategy to connect cultural assets across communities as a means of re-connecting these formerly separated neighborhoods and as an opportunity for establishing points of destination within these communities for the greater good of Houston. Refined through community response, the idea of using the civic opportunities made possible by the Project to form a walkable and bikeable, multi-modal loop around Downtown that ties into existing and future-planned pedestrian trails and bike networks was validated by community engagement, especially during the production of the 2017 Plan Downtown: Converging Culture, Lifestyle & Commerce where the "Green Loop" is presented as the future vision of Houston, and generally catalyzed by Segment 3 of TxDOT's NHHIP.

ACHIEVED: TxDOT is providing four caps and 24 wider bridges over trenched highways that serve as catalysts for community connectivity and enhancement.

IN PROGRESS: Central Houston is providing conceptual designs for a 5-mile circuit of distinct project zones that comprise Segment 3, realizing that the opportunity for economic and social impact across these projects is much greater when taken as a sum of the parts; from city-wide perspective, the Green Loop Concept holds the most impactful opportunity for reconnecting what prior highway installation disconnected across the central city

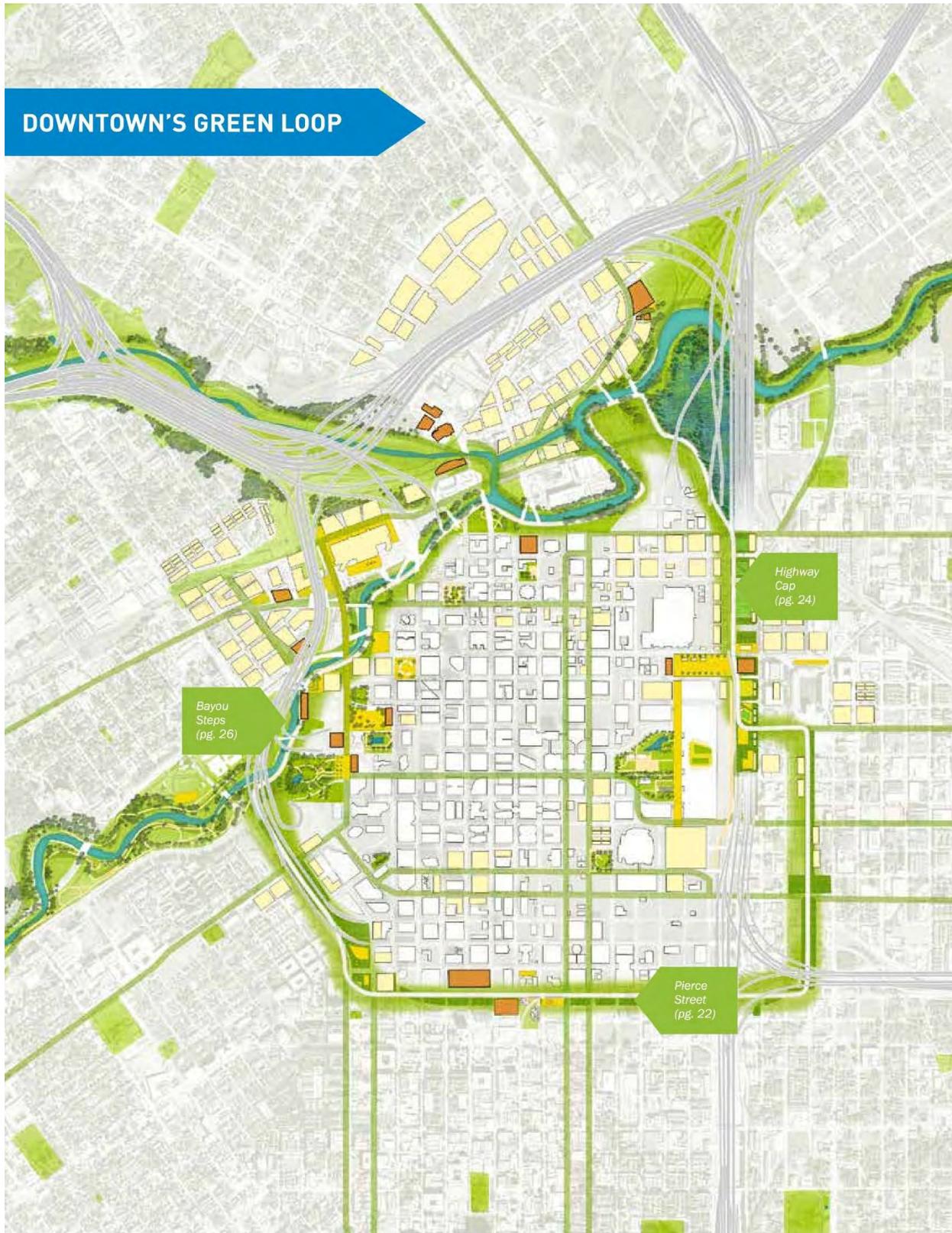
NEED HELP WITH: The maximum effect of the Green Loop, to touch each adjacent neighborhood equitably and provide the connectivity, green space, and multi-modal access to communities around Downtown, depends upon completion of the "loop" itself. TxDOT will decommission the two-mile elevated segment of highway 45 that runs between Midtown and downtown, known colloquially as the "Pierce Elevated." Federal assistance with acquiring that surplus right-of-way for completion of the Green Loop would permit neighborhoods on the east side of Downtown to easily connect by multi-modal means to the west-side Buffalo Bayou recreational area, it would remove the vehicular boundary between Midtown and Downtown, and create the development conditions for a transformational "high-line" style pedestrian thoroughfare benefitting the entire community of Houston.

Green Loop



In 2016-2017, with 12 project partners, a 150-member steering committee, and extensive public engagement Plan Downtown presented the urban vision for central city connectivity and development on Segment 3 of TxDOT's North Houston Highway Improvement Project.

Green Loop



Green Loop



NHHIP Civic Opportunities reconnect the neighborhoods surrounding Downtown in a walkable/bikeable, multi-modal “green loop”

EXHIBIT 9

Pierce Skypark Corridor

Anchoring economic and civic opportunities to a Signature Multi-modal Elevated Park

Five important historic neighborhoods surround the existing elevated highway on the southern edge of Downtown Houston known as the Pierce Elevated. Third Ward, Fourth Ward, Midtown, EaDo and Downtown have edges that were defined by the initial highway installation. The aspiration is to repurpose the original elevated structure to weave those edges back together, bringing economic and civic opportunities to these disengaged communities. Following the example of The High Line in New York, the elevated structure would be preserved and modified to incorporate work-force housing, office, retail, healthcare and recreation into a robust blended development immediately adjacent to the Downtown Transit Center. Residents and visitors will have direct access to the most heavily used mode of transit in Houston, METRO light rail's Red Line, which connects Downtown to several key Universities, the Houston Medical Center, the newly emerging Innovation Corridor and NRG Stadium.

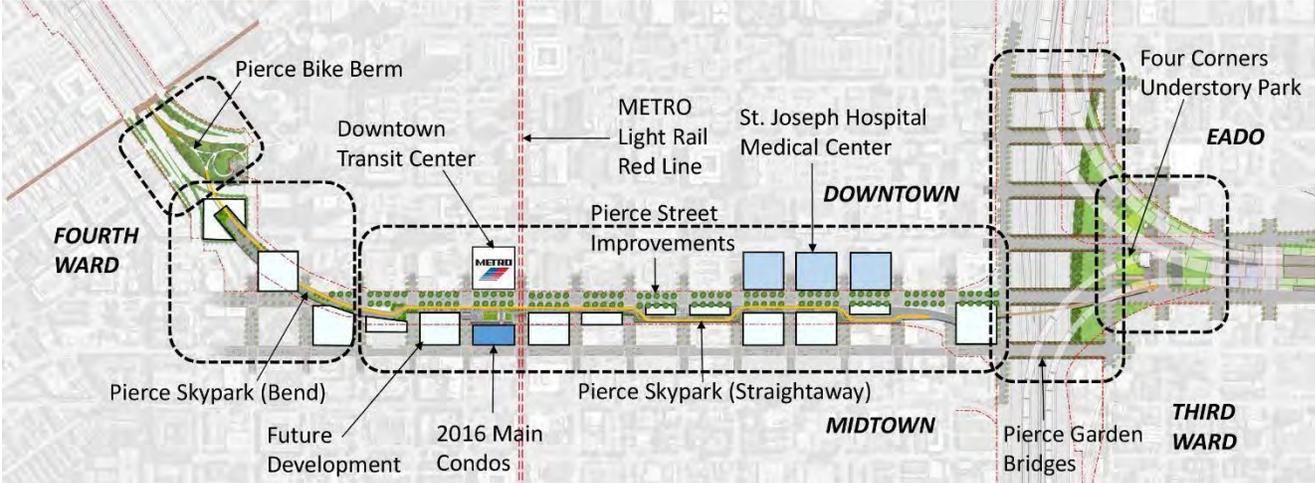
ACHIEVED: TxDOT has indicated that they are open to leaving the existing elevated structure in place.

IN PROGRESS: Central Houston is providing conceptual designs and cost estimates for adding development and greenspace above and below the structure.

NEED HELP WITH: Conveying the surplus ROW to the City so that development can be enticed and managed.



Pierce Skypark Corridor



Pierce Corridor Site Plan



Four Corners Understory Park

Pierce Skypark Corridor



Pierce Skypark Public Amenities Overlooking METRO Downtown Transit Center



Pierce Skypark Streetscape Below Elevated Park Deck

Pierce Skypark Corridor Cost Estimate Summary

Cost Estimate Summary

Pierce Corridor

NHHIP - Segment 3D

April 6, 2022

Four Corners Park

Demolition / Earthwork	\$184,000
Grading / Drainage	\$627,813
Hardscape	\$2,539,400
Site Furnishings / Amenities	\$1,745,000
Lighting / Electrical	\$771,800
Irrigation	\$544,458
Planting	\$631,133
<hr/>	
Sub Total	\$7,043,604
Contractor Markups (GC and FEE) - 20%	\$1,408,721
Design and Construction Contingency - 20%	\$1,690,465
Soft Costs - 20%	\$2,028,558
Escalation - 5% - yr 1 (2023)	\$608,567
Escalation - 5% - yr 2 (2024)	\$638,996
Escalation - 5% - yr 3 (2025)	\$670,946
Escalation - 5% - yr 3 (2026)	\$704,493
Escalation - 5% - yr 3 (2027)	\$739,717
Four Corners Park Total	\$15,534,067

Pierce Bike Bridge and Berm

Demolition / Earthwork	\$537,500
Architecture	\$4,998,000
Hardscape, Grading and Railings	\$812,265
<hr/>	
Sub Total	\$6,347,765
Contractor Markups (GC and FEE) - 20%	\$1,269,553
Design and Construction Contingency - 20%	\$1,523,464
Soft Costs - 20%	\$1,828,156
Escalation - 5% - yr 1 (2023)	\$548,447
Escalation - 5% - yr 2 (2024)	\$575,869
Escalation - 5% - yr 3 (2025)	\$604,663
Escalation - 5% - yr 3 (2026)	\$634,896
Escalation - 5% - yr 3 (2027)	\$666,641
Pierce Bike Bridge and Berm Total	\$13,999,453

Pierce Skypark

Linear Plaza	\$44,700,000
Curved Plaza	\$27,700,000
Street Elements	\$3,150,000
<hr/>	
Sub Total	\$75,550,000
Contractor Markups (GC and FEE) - 20%	\$15,110,000
Design and Construction Contingency - 20%	\$18,132,000
Soft Costs - 20%	\$21,758,400
Escalation - 5% - yr 1 (2023)	\$6,527,520
Escalation - 5% - yr 2 (2024)	\$6,853,896
Escalation - 5% - yr 3 (2025)	\$7,196,591
Escalation - 5% - yr 3 (2026)	\$7,556,420
Escalation - 5% - yr 3 (2027)	\$7,934,241
Pierce Skypark Total	\$166,619,068

Pierce Corridor Total

\$196,152,589

¹ All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.

TxDOT I-45 NHHIP: Pierce Corridor Estimating Plan

Re: Exhibit 9

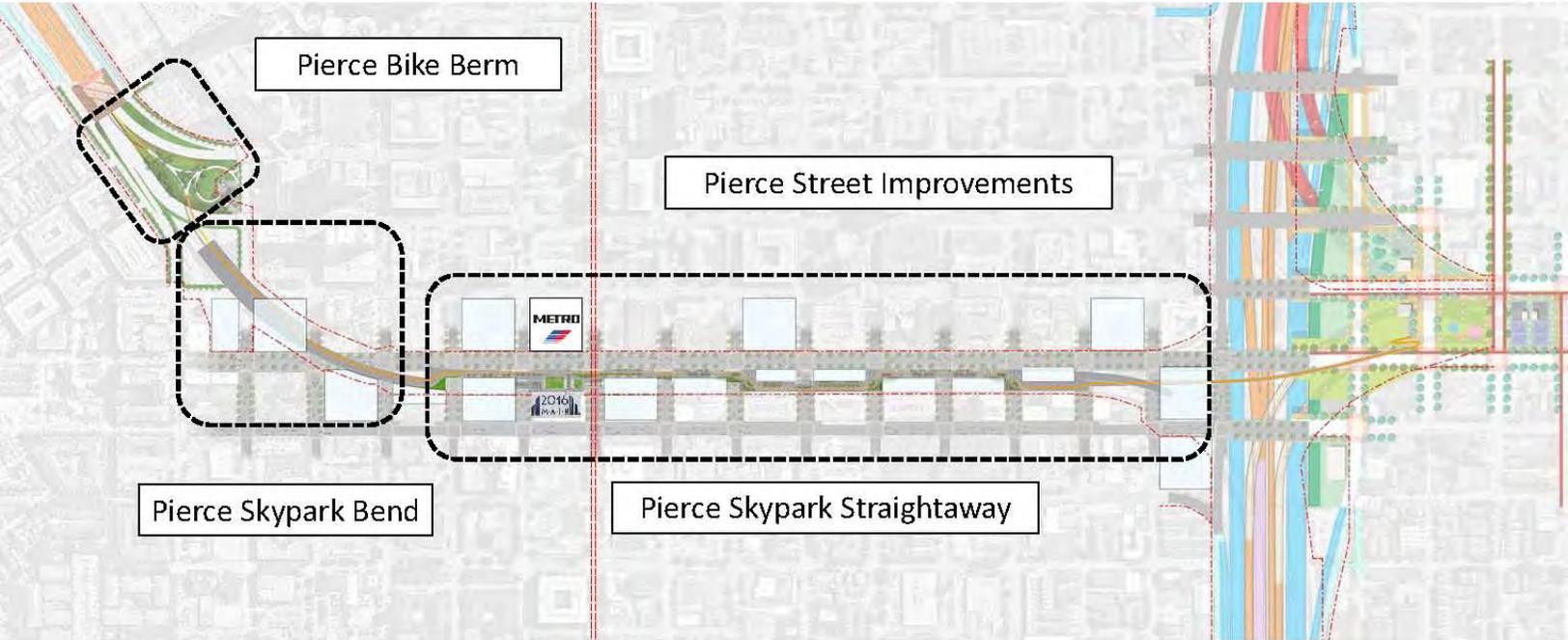


EXHIBIT 10

Westside

Expanding park space and creating safer crossings from the surrounding neighborhoods

With the removal of a significant portion of elevated highway in this area when I-45 shifts to the east, new opportunities are possible for expanding green space and creating safer crossings into one of the city's most heavily used parks. Where new elevated structure is introduced for the downtown connector ramps, it can be designed to not impede the flow of water in the bayou and allow for recreational use beneath it by grading the soil to allow for the necessary head clearances. Houston Avenue gets reworked as part of this reconfiguration and where it intersects Allen Parkway, a new intersection condition can get visitors into the park via clearly marked and signalized crosswalks.

ACHIEVED: TxDOT's acceptance of the community's request to shift I-45 to the east allows for much improved pedestrian access to the park and recreation areas along Buffalo Bayou.

IN PROGRESS: Central Houston is providing conceptual designs and cost estimates for adding development and greenspace above and below the new downtown connector ramps.

NEED HELP WITH: Conveying the surplus ROW to the City so that park space can be expanded and better utilized.



Westside



Westside Site Plan



Buffalo Bayou Plaza

Westside Cost Estimate Summary

Cost Estimate Summary

Westside

NHHIP - Segment 3D

April 7, 2022

Allen Parkway Clover Leaf Park

Demolition / Earthwork Total	\$1,290,960
Grading / Drainage Total	\$567,000
Hardscape Total	\$964,080
Lighting / Electrical Total	\$784,650
Site Furnishings / Amenities Total (Excludes Bridges)	\$216,000
<i>Allen Parkway Pedestrian Bridge</i>	\$8,280,000
Allen Parkway Athletic Plaza Total	\$1,263,960
Irrigation Total	\$678,600
Planting Total	\$935,550

Sub Total

		\$14,980,800
Contractor Markups (GC and FEE) - 20%		\$2,996,160
Design and Construction Contingency - 20%		\$3,595,392
Soft Costs - 20%		\$4,314,470
Escalation - 5% - yr 1 (2023)		\$1,294,341
Escalation - 5% - yr 2 (2024)		\$1,359,058
Escalation - 5% - yr 3 (2025)		\$1,427,011
Escalation - 5% - yr 3 (2026)		\$1,498,362
Escalation - 5% - yr 3 (2027)		\$1,573,280
Allen Parkway Clover Leaf Park Total		\$33,038,874

Walker St Extension and Pedestrian Portal

Demolition / Earthwork	\$340,000
Grading / Drainage	\$52,500
Roadway	\$1,458,100
Hardscape	\$34,000
Irrigation	\$56,750
Planting	\$37,000

Sub Total

		\$1,978,350
Contractor Markups (GC and FEE) - 20%		\$395,670
Design and Construction Contingency - 20%		\$474,804
Soft Costs - 20%		\$569,765
Escalation - 5% - yr 1 (2023)		\$170,929
Escalation - 5% - yr 2 (2024)		\$179,476
Escalation - 5% - yr 3 (2025)		\$188,450
Escalation - 5% - yr 3 (2026)		\$197,872
Escalation - 5% - yr 3 (2027)		\$207,766
Walker St Extension and Pedestrian Portal		\$4,363,082

Sam Houston Park Modifications

Demolition / Earthwork Total	\$437,760
Grading / Drainage Total	\$510,300
Grading / Drainage Total	\$406,980
Hardscape Total	\$428,400
Lighting / Electrical Total	\$840,960
Site Furnishings / Amenities Total	\$97,200
Irrigation Total	\$582,930
Planting Total	\$816,075

Sub Total

		\$4,120,605
Contractor Markups (GC and FEE) - 20%		\$824,121
Design and Construction Contingency - 20%		\$988,945
Soft Costs - 20%		\$1,186,734
Escalation - 5% - yr 1 (2023)		\$356,020
Escalation - 5% - yr 2 (2024)		\$373,821

Cost Estimate Summary

Westside

NHHP - Segment 3D

April 7, 2022

Escalation - 5% - yr 3 (2025)	\$392,512
Escalation - 5% - yr 3 (2026)	\$412,138
Escalation - 5% - yr 3 (2027)	\$432,745
Sam Houston Park Modifications Total	\$9,087,642

Sabine Promenade

Demolition / Earthwork Total	\$3,315,600	
Grading / Drainage Total	\$1,890,000	
Houston Ave Pedestrian Bridge Total	\$1,852,200	
Hardscape Total	\$5,571,630	
Lighting / Electrical Total	\$3,618,780	
Site Furnishings / Amenities Total (Excludes Bridges)	\$1,587,600	
Buffalo Bayou Ped Bridge (Sam Houston Park)	\$5,400,000	
Buffalo Bayou Ped Bridge (Capitol St)	\$4,320,000	
Buffalo Bayou Ped Bridge (Prairie St)	\$4,500,000	
Irrigation Total	\$1,661,700	
Planting Total	\$1,982,250	

Sub Total		\$35,699,760
Contractor Markups (GC and FEE) - 20%		\$7,139,952
Design and Construction Contingency - 20%		\$8,567,942
Soft Costs - 20%		\$10,281,531
Escalation - 5% - yr 1 (2023)		\$3,084,459
Escalation - 5% - yr 2 (2024)		\$3,238,682
Escalation - 5% - yr 3 (2025)		\$3,400,616
Escalation - 5% - yr 3 (2026)		\$3,570,647
Escalation - 5% - yr 3 (2027)		\$3,749,180
Sabine Promenade Total		\$78,732,770

Buffalo Bayou Market Plaza

Demolition / Earthwork Total	\$180,000	
Grading / Drainage Total	\$151,200	
Hardscape Total	\$2,177,640	
Lighting / Electrical Total	\$4,338,000	
Site Furnishings / Amenities Total	\$1,944,000	
Irrigation Total	\$203,040	
Planting Total	\$319,080	

Sub Total		\$9,312,960
Contractor Markups (GC and FEE) - 20%		\$1,862,592
Design and Construction Contingency - 20%		\$2,235,110
Soft Costs - 20%		\$2,682,132
Escalation - 5% - yr 1 (2023)		\$804,640
Escalation - 5% - yr 2 (2024)		\$844,872
Escalation - 5% - yr 3 (2025)		\$887,115
Escalation - 5% - yr 3 (2026)		\$931,471
Escalation - 5% - yr 3 (2027)		\$978,045
Buffalo Bayou Market Plaza Total		\$20,538,937

Cost Estimate Summary

Westside

NHHIP - Segment 3D

April 7, 2022

State St Extension Bikeway

Demolition / Earthwork Total	\$72,000
Grading / Drainage Total	\$377,550
Hardscape Total	\$955,440
Lighting / Electrical Total	\$865,800
Site Furnishings / Amenities Total	\$50,400
Irrigation Total	\$186,600
Planting Total	\$292,800

Sub Total

<i>Contractor Markups (GC and FEE) - 20%</i>	\$560,118
<i>Design and Construction Contingency - 20%</i>	\$672,142
<i>Soft Costs - 20%</i>	\$806,570
<i>Escalation - 5% - yr 1 (2023)</i>	\$241,971
<i>Escalation - 5% - yr 2 (2024)</i>	\$254,070
<i>Escalation - 5% - yr 3 (2025)</i>	\$266,773
<i>Escalation - 5% - yr 3 (2026)</i>	\$280,112
<i>Escalation - 5% - yr 3 (2027)</i>	\$294,117
State St Extension Bikeway Total	\$6,176,462

Bagby St Extension and Bikeway

Demolition / Earthwork Total	\$108,000
Grading / Drainage Total	\$190,890
Roadway Total	\$579,744
Hardscape Total	\$426,960
Lighting / Electrical Total	\$541,584
Site Furnishings / Amenities Total	\$50,400
Irrigation Total	\$112,560
Planting Total	\$156,480

Sub Total

<i>Contractor Markups (GC and FEE) - 20%</i>	\$433,324
<i>Design and Construction Contingency - 20%</i>	\$519,988
<i>Soft Costs - 20%</i>	\$623,986
<i>Escalation - 5% - yr 1 (2023)</i>	\$187,196
<i>Escalation - 5% - yr 2 (2024)</i>	\$196,556
<i>Escalation - 5% - yr 3 (2025)</i>	\$206,383
<i>Escalation - 5% - yr 3 (2026)</i>	\$216,703
<i>Escalation - 5% - yr 3 (2027)</i>	\$227,538
Bagby St Extension and Bikeway Total	\$4,778,291

Westside Total

\$156,716,058

Estimate Notes:

¹ All figures in this document have been prepared using conceptual level design of the identified improvements and as such are intended only for high-level budget planning. All costs will be verified during the detailed design phase.

TxDOT I-45 NHHIP: Westside Estimating Plan

Re: Exhibit 10



ATTACHMENT B

**Part G Plan: Sixth Amended Project Plan and Reinvestment Zone
Financing Plan for the Tax Increment Reinvestment Zone No. 3**

RESOLUTION ADOPTING THE SIXTH AMENDED PROJECT PLAN AND REINVESTMENT ZONE FINANCING PLAN FOR REINVESTMENT ZONE NUMBER THREE, CITY OF HOUSTON, TEXAS; REQUESTING THE CITY OF HOUSTON'S APPROVAL OF THE SIXTH AMENDED PROJECT PLAN AND REINVESTMENT ZONE FINANCING PLAN; AND CONTAINING OTHER PROVISIONS RELATED THERETO

WHEREAS, the City of Houston, Texas (the "City") created Reinvestment Zone Number Three, City of Houston, Texas (the "Zone") as a reinvestment zone pursuant to Ordinance 95-1323 and Chapter 311, Texas Tax Code, as amended, and appointed its Board of Directors (the "Board"); and

WHEREAS, the City authorized the creation of the Downtown Redevelopment Authority (the "Authority") to aid, assist and act on behalf of the City in the performance of the City's governmental and proprietary functions with respect to the common good and general welfare of the Zone and neighboring areas; and

WHEREAS, the Zone adopted and the City approved, by City Ordinance No. 96-911, a Project Plan and Reinvestment Zone Financing Plan for the Zone, which was amended by City Ordinance Nos. 98-1205, 99-828, 05-1050, 07-1423 and 11-988 and 989 (collectively, the "Plan"); and

WHEREAS, Section 311.011(e), Texas Tax Code, as amended, provides that the Zone may adopt an amendment to the Plan at any time, and such amendment takes effect upon approval by the City Council of the City; and

WHEREAS, the Authority desires to recommend that the Zone adopt the Sixth Amended Project Plan and Reinvestment Zone Financing Plan (the "Sixth Amendment") to add to the list of project costs, revise estimated project costs and revenue schedules, enlarge the boundaries and extend the life of the Zone; and

WHEREAS, the Authority has reviewed the Sixth Amendment, attached hereto as **Exhibit A**, and has determined that such Sixth Amendment should be adopted and submitted to the City Council of the City for approval;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF DOWNTOWN REDEVELOPMENT AUTHORITY, that:

1. All of the matters and facts recited in the preamble of this Resolution are true and correct.
2. The Authority hereby adopts and recommends that the Zone adopt the Sixth Amendment in substantially the form attached hereto as **Exhibit A**, and hereby determines that such plan is feasible. The Board hereby submits the Sixth Amendment to the City Council of the City and requests that the City Council of the City approve the Sixth Amendment.

3. The Chair, Secretary, and other officers and members of the Authority, and the Authority's consultants and attorneys are hereby directed and authorized to take such further action, provide such certifications, and prepare such correspondence as they determine is reasonably necessary to secure the approval of the City of the Sixth Amendment in accordance with Chapter 311, Texas Tax Code, as amended.

PASSED AND APPROVED the 19 day of November 2019.



Chair, Board of Directors



Secretary, Board of Directors

Exhibit A –
Sixth Amended Project Plan and Reinvestment Zone Financing Plan
for Tax Increment Reinvestment Zone Number Three
City of Houston, Texas

**TAX INCREMENT REINVESTMENT ZONE NUMBER THREE
CITY OF HOUSTON, TEXAS**

MAIN STREET/MARKET SQUARE ZONE

**Sixth Amended
Project Plan and Reinvestment Zone Financing Plan**

November 20, 2019

REINVESTMENT ZONE NUMBER THREE
CITY OF HOUSTON, TEXAS

MAIN STREET/MARKET ZONE

Part F – Sixth Amended Project Plan and Reinvestment Zone Financing Plan

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Exhibit 3 – Civic Opportunities Related to the North Houston Highway Improvement Project: Economic Impacts and Community Benefits (December 2017) by HR&A Advisors, Inc.

Exhibit 4 – Presentation of Civic Opportunities Resulting from the Proposed North Houston Highway Improvement Project

Exhibit 5 – Plan Downtown

REINVESTMENT ZONE NUMBER THREE, CITY OF HOUSTON, TEXAS
Sixth Amended Project Plan and Reinvestment Zone Financing Plan

Introduction:

Reinvestment Zone Number Three, City of Houston, Texas, also known as the Main Street/Market Square Tax Increment Reinvestment Zone (“T.I.R.Z. #3,” or “Zone”) was created by Houston City Council (“City”) on December 13, 1995, by Ordinance No. 95-1323, pursuant to Chapter 311 of the Texas Tax Code, in an area comprising nine blocks around Market Square Park in Downtown Houston (“Downtown”). The primary goals of the Zone were to alleviate blight, deteriorated street and site conditions, and obsolete transit services and facilities, and encourage the sound growth of the residential, retail, and commercial sectors in Downtown through the design and construction of improved streetscape enhancements, pedestrian amenities, public utility system upgrades, parkland improvements, and historic preservation.

Section One:

The Part A Plan:

The City adopted the Part A Project Plan and Reinvestment Zone Financing Plan on September 11, 1996, by Ordinance No. 96-911 (“Part A Plan”). The Part A Plan called for the construction of 905 new residential units, retail, commercial and office development totaling approximately 188,000 square feet, and included provisions for public parking. Project costs enunciated in the Part A Plan included streetscape enhancements, improvements to Buffalo Bayou, financial assistance for the Rice Hotel, acquisition and rehabilitation of historic structures, and affordable housing.

The Part B Plan:

On November 11, 1998, the Board of Directors of the Zone recommended that the City expand the original Zone boundaries by adding approximately 65 blocks located primarily along Main Street. The annexation of additional territory into the Zone and adoption of the First Amendment to the Project Plan and Reinvestment Zone Financing Plan (“Part B Plan”) was approved by the City on December 16, 1998, by Ordinance No. 1998-1205, pursuant to Chapter 431 of the Transportation Code & Chapter 394 of the Local Government Code. Subsequently, on June 30, 1999, by resolution No. 1999-0039, the City approved the creation of the Main Street/Market Square Redevelopment Authority, now d/b/a Downtown Redevelopment Authority (“Authority”). The Authority was established to assist the City and the Zone Board of Directors in implementing the Part A and Part B plans. The Part B plan restated the goals and objectives included in the Part A Plan and added several new project costs, including streetscape enhancement, transit street improvements, parking facilities to support retail development, theater district improvements, cultural and public facility improvements, and educational facilities.

The Part C Plan:

Adopted by the City on August 11, 1999, by Ordinance No. 1999-828, the Part C Plan restated and further defined the fundamental goals and objectives identified in the Part A and Part B Plans. However, the primary intent of the Part C Plan was to incorporate changes to Houston Independent

School District's ("HISD") participation in the Zone following an amendment to the Interlocal Participation Agreement among HISD, the City, and the Zone, approved by the City on August 18, 1999, pursuant to Ordinance No. 1999-914. The changes included an increase in project costs for educational facilities and historic preservation. New project costs included in the Part C Plan included provisions for economic development grants, public parking facilities, and transit-related infrastructure improvements. No changes occurred to the boundaries of the Zone as part of the Part C Plan.

The Part D Plan:

The third amendment to the Zone's Project Plan, the Part D Plan, was approved by City Council on September 14, 2005, by Ordinance No. 2005-1050. The Part D Plan restated and further defined the fundamental goals and objectives identified in the Part A, Part B, and Part C Plans. In addition, the Part D Plan provided for enlargement of the Zone's boundaries by the addition of two city blocks to facilitate and support the development of the Houston Pavilions project ("Pavilions"). The Pavilions is a mixed-use retail and office complex developed to stimulate major investment in the southeastern portion of Downtown. New project costs included in the Part D Plan provided for residential site development, parks and plazas, retail development, institutional facility improvements, property acquisition, and land assembly.

The Part E Plan:

The fourth amendment to the Zone's Project Plan, the Part E Plan, was approved by City Council on December 12, 2007, by Ordinance No. 2007-1423. The Part E Plan enlarged the Zone by the addition of city blocks encompassing City Hall, the Julia Ideson Building, the Central Library, City Hall Annex, Sam Houston Park, and the adjacent Buffalo Bayou parklands. This enlargement of the Zone supported the Julia Ideson Building expansion and other, future institutional facilities.

The Part F Plan

The fifth amendment to the Zone's Project Plan, the Part F Plan, was approved by City Council on November 16, 2011, by Ordinance No. 2011-989. The Part F plan provided for an economic development program, authorized by Chapter 380 of the Texas Local Government Code, to fund maintenance and operations for Buffalo Bayou Park ("Project"). The Project included improvements to Buffalo Bayou Park, a 158 acre linear City park extending west of Downtown from the Sabine Street Bridge to the Shepherd Drive Bridge. Improvements included natural landscaping, site work, water features, trails, footpaths, and pedestrian lighting. Other enhancements included special lighting, pavilions, gardens, entry portals, art, special destinations, and limited concessions.

Section Two:

The Part G Plan:

The Zone and the City now propose the sixth amendment to the Zone's Project Plan and Reinvestment Zone Financing Plan, the Part G Plan. The Part G Plan provides for the enhancement of and improvements to the approximately 395 acres of land added to the Zone's boundaries contemporaneously with this sixth amendment, and includes the areas covered by the Part A, Part B, Part C, Part D, Part E, and Part F Plans. Public improvements proposed in the Part G Plan are

in relationship to the goals, objectives, and project costs included in the original and amended Plans. Project costs are primarily intended for projects within the boundaries of the Zone; however, pursuant to Chapter 311 of the Texas Tax Code, as amended, if the Zone finds that there is a benefit to the Zone in implementing projects in areas outside the boundaries of the Zone, the Zone may expend project costs on those projects.

Pursuant to Texas Tax Code Section 311.010(e), the Zone seeks to amend the Project Plan to annex five distinct mappings contiguous with the Zone: (1) the underdeveloped, but burgeoning warehouse district on the north side of downtown, encompassing segments of Interstate 45 to Crockett, and Interstate 10 as the northern boundary terminating at Providence Street to the north with a contained, bounded annexation of the area marked by Interstate 69 from Providence Street and terminating at Pierce Street; (2a) an area of the Skyline District in the southwest quadrant of Downtown sweeping between Pierce and Bell westward to Andrews Street; (2b) an area of the Allen's Landing district in the west southwest quadrant of downtown bordered by Allen Parkway on the north, Bagby, Clay and Shaw Streets on the east, Andrews Street on the south, and Interstate 45 on the west; (3) an infill area bounded by Memorial and Houston Streets, and the Union Pacific Rail line, that will expand the Zone boundary west to encompass City municipal and administrative services buildings; and, (4) a five block "keyhole" addition at the heart of the Zone, bounded by Prairie, Milam, Rusk, Main, Texas and Travis (Blocks 58, 67, 68, 81, 82) composed of commercial structures. The annexed areas are highlighted in the attached Map 1.

The addition on the northern side of Downtown (Area 1), referred to by its residents as the warehouse district, is an area that has seen only nascent economic development. In the blocks within the zone that are south of the warehouse district, specifically the historic district, redevelopment has taken place as a result of the intervention of the Zone. The warehouse district is poised for similar redevelopment based on the historic nature of the area, its proximity to Downtown, the anticipated refashioning of the area as a result of the proposed North Houston Highway Improvement Project (NHHIP), and the interest of property owners. The Zone, in reference to and in collaboration with the Houston Downtown Management District (HDMD), will sponsor or provide capital improvement projects, economic development programs that promote business and eliminate blight and programs to encourage resilient community growth, historic preservation, housing, and restoration.

Contiguous with the addition of the warehouse district is the proposed annexation of the area marked by the Interstate 10 freeway bordering the warehouse district to the north and the area marked by the Interstate 69 freeway bordering the eastern edge of downtown running from Providence to Pierce streets between Zones 15 and 24. Annexation of this freeway adjacent area, along with annexation of the southwest quadrant of downtown marked by the Interstate 45 freeway (Areas 2a & 2b) permits the Zone to actively engage in the capital improvement projects and civic opportunities proposed and considered as integral to a robust community view of Segment 3 of the NHHIP, the proposed highway redevelopment plan encircling Downtown that holds enormous promise of improved economic development and public connectivity, enhancing Downtown appeal, community engagement, and neighborhood sustainability. *See Exhibit 3 & 4.* From the anticipated 35 civic opportunity projects poised to accompany the NHHIP will emerge a Green Loop that will envelop the downtown core and abutting neighborhoods. *See Exhibit 4.* Capable of lacing together the City's core communities, these civic opportunities range from a series of multiple garden bridges to an elevated linear park along Pierce Street, from an extended EaDo cap

park spanning vibrant areas of Downtown and the developing East End, to signature plaza's joining neighborhoods previously severed from Downtown, from the development of neighborhood parks, trails, gateways and waterfront projects to attract and invigorate public engagement, to water management and detention proposals aimed at reinforcing the City's weather resilience and safeguarding residential neighborhoods. *See Exhibit 4.*

The expansion of the blocks west of Travis and south of Bell (Areas 2a & 2b), variously referred to as the Skyline District and Allen's Landing, support ongoing redevelopment of Downtown's Main Street core including residential, lodging, and retail, through infrastructure upgrades, economic development grants and enhancement of parks, public spaces, and parking. Importantly, the addition of these two particular segments into the Zone enables the facilitation of capital improvement projects abutting the redeveloped Interstate 45 corridor that will emerge from the proposed NHHIP, including a proposed Freedmen's Town cap park and Fourth Ward Greenway, along with the proposed Pierce Skypark West Gateway. These projects offer to enhance public connectivity by invigorating the interface between the southwest City core and the densified Midtown and Fourth Ward neighborhoods.

The annexation of the area north of Memorial and bounded by Houston Street and the Union Pacific Rail line (Area 3), is comprised mainly of City-owned surface parking lots, municipal courts and police facilities. The expansion into this area supports, and integrates the development proposed in the Western Downtown Facilities Complex. Buildings in this area, such as the Houston Police Department's Central Patrol and the City's Municipal Courts Building are only in partial use and, along with street conditions and utility infrastructure, require reevaluation in light of the City's resiliency initiatives and the implementation of the proposed NHHIP. Expansion into this area permits the Zone to work comprehensively to support the vision of Downtown civic facilities designed for the effective governance and administration of the City and enhanced public access.

The addition of the five city-blocks between Main and Milam north of Rusk (Area 4), the keyhole addition at the physical center of the proposed annexation, enables the Zone to further promote business development, augment pedestrian engagement, and extend pedestrian-friendly safety and transportation programs from the Main/Travis corridor that have renovated and redefined public involvement with Downtown. Importantly, optimizing opportunities in these five, proposed annexations closely tracks the findings and goals enunciated in Plan Downtown to invigorate connectivity between Downtown and abutting neighborhoods, and to support and enhance Downtown's businesses, residential attraction, and walkability. *See Exhibit 5.*

Project costs are consistent with the Project costs from the Part A, Part B, Part C, Part D, Part E, and Part F plans. The Zone incorporates all Goals from the original Project Plan and subsequent amendments into the Sixth Amended Project Plan.

Proposed Goals for the Improvements in the Zone

Proposed and restated goals of the Part G Plan relate to the original public improvement goals and are as follows:

Goal 1: Strengthen the Edges of Downtown to Capture Civic and Commercial Capacity in Concert with the Implementation of the NHHIP.

The North Houston Highway Improvement Project (NHHIP) will transform Downtown, its boundaries, and the manner in which Downtown interacts and connects with neighboring communities, as the Project entails entirely rebuilding the three highways encircling the Downtown area. During this decade-long reconstruction, the NHHIP presents approximately 35 civic opportunities for public, private and non-profit development prompted by the availability of new public land as part of the highway relocation. *See* Exhibits 3 & 4. The existing and expanded Zone boundaries trace these development opportunities as they augment Downtown's accessibility with anticipated multi-use recreational and civic assembly destinations, new connectivity demands, enhancement of existing facilities, and emerging resiliency projects. The total economic benefit of engaging in these civic opportunities is estimated at between 5.6 and 9 billion dollars, reflecting increased visitor, worker, and resident spending, and enhanced real estate development values. *See* Exhibit 3. Along the eastern edge of Downtown, the proposed EaDo cap park, a public assemblage area bridging the newly widened freeway between Lamar and Commerce, draws together the George R. Brown Convention Center, stadiums, parks and plazas poised above the highway, connecting Downtown to the emerging and vibrant east-side community, while invigorating the Downtown convention and sports districts. The outsized impact of a fully programmed EaDo cap is estimated to infuse 1.3 billion dollars into the Houston economy through consumer spending and development values. *See* Exhibit 3. The second high-impact civic opportunity presented by the NHHIP involves the conversion of the decommissioned Pierce Elevated into a signature linear park and carries an estimated economic impact of 600 Million dollars. *Id.* These NHHIP opportunities are replicated on a more moderate scale along the northern and western boundaries of the expanded TIRZ, permitting coordination of multi-modal connectivity demands paralleling the newly conceived Interstate 10 corridor north of the warehouse district as well as the streamlined Interstate 45 link skirting the western edge of the expanded Zone. Civic opportunities encompassed by the expanded northern boundary of the Zone include planning for an enlarged UH-Downtown campus, coordinating the impact of the North Canal construction, realigning, extending, and preserving essential surface streets and infrastructure, and pursuing alternative housing opportunities in the historic Warehouse district. Encompassing the Skyline District to the west of Travis permits the Zone to realize infill opportunities, activate street frontage within the office corridors and strengthen Downtown's commercial core through increased residential, civic and retail development. Managing the development of these civic needs and opportunities will serve to fully optimize the promise of the NHHIP to maximize the public benefit for the City.

Goal 2: Create a Green Loop encircling Downtown to capture the opportunities incumbent in the NHHIP by coordinating the development of open green space, legacy, cap, and linear parks, garden bridges, gateways, public squares, and other appropriate recreational facilities to enhance connectivity and develop resiliency to flood events.

The envisioned Green Loop is a 5-mile transportation and recreation circuit skirting Downtown and the expanded Zone. The Green Loop emerges from the highway redevelopment project as a means for ensuring the continued vitality of Downtown and enhancing the resiliency of abutting neighborhoods. *See Exhibits 3 & 4.* Annexing the proposed areas into the Zone permits suitable stewardship to engage with the development of this exceptional opportunity for the growth of the City as a world-class destination and enlivened community for its residents. Connecting adjacent neighborhoods to Downtown through public infrastructure, garden bridges, regional trail systems, adequate shade, comfort and like enhancements to bayous, bridges, parks, gateways, squares, and other public open green spaces will support and enhance the viability of residential, commercial, and retail districts Downtown. Further opportunity exists to develop civic spaces – libraries, schools and community centers – that front the Green Loop in support of the Downtown core and serve to build on Downtown’s emerging neighborhood clusters, thus attracting new residents and enlarging options for families, students, and prospective homeowners. *See Exhibit 5.* The treatment of bayou ecology as a water management project, envisioned in the Green Loop, presents the further opportunity to ensure development is resilient to flood events and supportive of the region’s unique ecosystem. *See Exhibit 4.*

Goal 3: Rehabilitation and development of Cultural, Public and Institutional Facilities, Historic Preservation, and Residential Housing.

The unique character of the Warehouse District, together with the opportunities presented by the NHHIP realignment, permits the utilization of public land vacated by the NHHIP to support both Downtown’s population growth goals and workforce housing prospects at new development sites as well as maintain and highlight the areas historic character. Expanding the Zone through the Skyline District, in concert with the Green Loop enhancements permits an enriched connection between Downtown’s office and retail core to housing and entertainment options in Midtown and the Fourth Ward. Reconstructing a connective promenade along Andrews Street, a cap and gateway between Fourth Ward and the Skyline District supports development that highlights the historic influence of African Americans in Houston’s development through public art, monuments, and interpretation. Enlarging the Zone to include the Houston Police Department’s Reisner Complex and the Municipal Courts Building, provides an opportunity to develop that strategic location for high-profile civic uses, governmental offices, and new housing leveraged with private, public, and non-profit developers. The goal here centers on upgrading and expanding the existing City facilities in western Downtown to consolidate or relocate certain facilities to alternative sites, repurpose existing facilities, determine the priorities for highest and best land uses, and envision new means of urban connectivity within the area to permit City government to operate more efficiently for employees and citizenry alike.

Goal 4: The creation of pedestrian-friendly, safe environments within the boundaries of the expanded Zone through the reconstruction of streets and sidewalks with ample lighting and streetscape amenities.

Streetscape enhancements create a walkable environment that assists in attracting investment in retail, residential, and commercial developments, provides community gathering places, and encourages pedestrian transit in the public realm. Enhanced streetscape components will include sidewalks, lighting, signage, street trees, landscaping, street furnishing, smart wayfinding, and other pedestrian amenities. The reconstruction of key streets and sidewalks, infill development, and protected bike lanes will enhance the level of service in the area. The construction of sidewalk systems, including ADA-compliant ramps and other treatments, will improve pedestrian safety, enrich the visual environment, and provide connectivity both within Downtown and between adjacent districts. All improvements will be coordinated with the street reconstruction programs of the City, Harris County, METRO, TxDOT, and other public entities. Attention will be placed on the leveraging of Zone monies through the funding of elements not addressed by the capital improvement projects of sister agencies, permitting the potential to amplify those efforts. Focus will be given to repairing and replacing old and dysfunctional infrastructure and creating walkable and inviting streets and sidewalks for residents, businesses and visitors.

Goal 5: The reinforcement of Houston’s Innovation Economy along the Main Street corridor and throughout Downtown.

The retention and expansion of innovative business developments along the Main Street corridor enhances the continued successful redevelopment of the Downtown. Strengthening connections between existing businesses in Downtown and the start-up community by leveraging existing work-spaces for shared innovation ecosystems comprising a hub for technology accelerators and incubators ensures a pivotal density of research and business partnerships to prosper within Downtown. *See Exhibit 3.* Offering the catalytic mix of Downtown office space for start-ups and small businesses will attract and sustain innovators and their funders within Downtown and throughout Houston. By facilitating and incentivizing collaboration among Downtown’s office core, area universities, industrial and warehouse facilities, and the use of shared office spaces the Zone will establish and grow Downtown’s innovation District to become the center of gravity for technology and entrepreneurship in the region. *See Exhibit 5.*

Goal 6: Economic Development Program.

In cases where capital improvements to public infrastructure alone are insufficient or inadequate to stimulate private investment and economic development, the Zone may collaborate in funding an economic development program to incentivize private enterprise in the Zone and serve as a catalyst for other business developments (“Program”). The Program would support appropriate operation and maintenance of public infrastructure and facilities, including parks and recreational facilities, to develop and diversify the economy of the Zone, impacting area unemployment and underemployment in the Zone, and develop or expand transportation, business, and commercial activity in the Zone. Other examples of how the Program would be used include funding for business development and retention, business loss mitigation in cases where large public construction projects disrupt access to and operation of businesses, economic development grants to catalyze investments, and matching grants to provide leverage for other economic development

funds such as state enterprise projects, state economic development bank funds, and new market tax credit allocations. The Program as outlined in this Plan constitutes an economic development program of the Zone. The Zone may, further, collaborate in facilitating robust connections between private investment in Qualified Opportunity Funds and development efforts seeking funding in those areas of the Zone designated as Opportunity Zones as a result of the 2017 Tax Cuts and Jobs Act.

Other Project Plan Provisions

A. Project Plan

Existing Uses of Land (Texas Tax Code §311.011 (b)(1)): Map 1 attached hereto depicts the existing land and proposed uses in the Original and Annexed Areas of the Zone. The existing and proposed land uses include multi-family residential, commercial, office, public and institutional, transportation and utility, park and open spaces, and undeveloped land uses.

Proposed Changes of Zoning Ordinances, Master Plan of Municipality, Building Codes, and Other Municipal Ordinances (Texas Tax Code §311.011(b)(2)): All construction will be performed in conformance with the City's existing rules and regulations. There are no proposed changes to any City ordinance, master plan, or building code.

Estimated Non-Project Costs (Texas Tax Code §311.011 (b)(3)): The non-project costs reflect, in part, costs that the Downtown Management District will generate including approximately \$15,388,035 in annual assessment revenues, a portion of which will be spent within the Zone to fund public safety and emergency response programs, cleaning and trash removal, landscape maintenance, pedestrian lighting, streetscape amenities, wayfinding, access and circulation, planning and capital project development, retail and business development programs, and marketing and communications.

Method of Relocating Persons to be Displaced, if any, as a Result of Implementing the Plan (Texas Tax Code §311.011 (b)(4)): It is not anticipated that any residents will be displaced by any of the projects to be undertaken in the Zone.

B. Reinvestment Zone Financing Plan

Estimated Project Costs (Texas Tax Code §311.011(c)(1)): Exhibit 1 (attached) details the proposed public improvement and administrative project costs. The dollar amounts are approximate and may be amended from time to time by City Council. The financing costs are a function of project financing needs and will vary with market conditions from the estimates shown on Exhibit 1 & Appendix to Exhibit 1 (attached).

Proposed Kind, Number, and Location of all Proposed Public Works or Public Improvements to be Financed in the Zone (Texas Tax Code §311.011(c)(2)): These details are described throughout the Plan. See also, Exhibit 4 (attached)

Economic Feasibility Study and Finding of Feasibility (Texas Tax Code §311.011(c)(3)): Economic feasibility studies have been completed that demonstrate the economic potential of the Zone including the HR&A study entitled, *Civic Opportunities Related to the North Houston Highway Improvement Project: Economic Impacts and Community Benefits* (December 2017) (Exhibit 3, attached). The incremental revenue estimates are projected as sufficient to cover the costs of the proposed redevelopment and infrastructure improvements in the Zone. The Plan estimates total project costs of \$816,617,353. The Zone and the City find and determine that the Part A Plan, Part B Plan, Part C Plan, Part D Plan, Part E Plan, Part F, and Part G Plan are economically feasible.

Estimated Amount of Bond Indebtedness; Estimated Time When Related Costs or Monetary Obligations Incurred (Texas Tax Code §311.011 (c)(4), §311.011 (c)(5)): Issuance of notes and bonds by the Zone will occur as tax increment revenues allow. The value and timing of the issuance of notes or bonds will correlate to debt capacity as derived from the attached revenue and project schedules, as well as actual market conditions for the issue and sale of such notes and bonds.

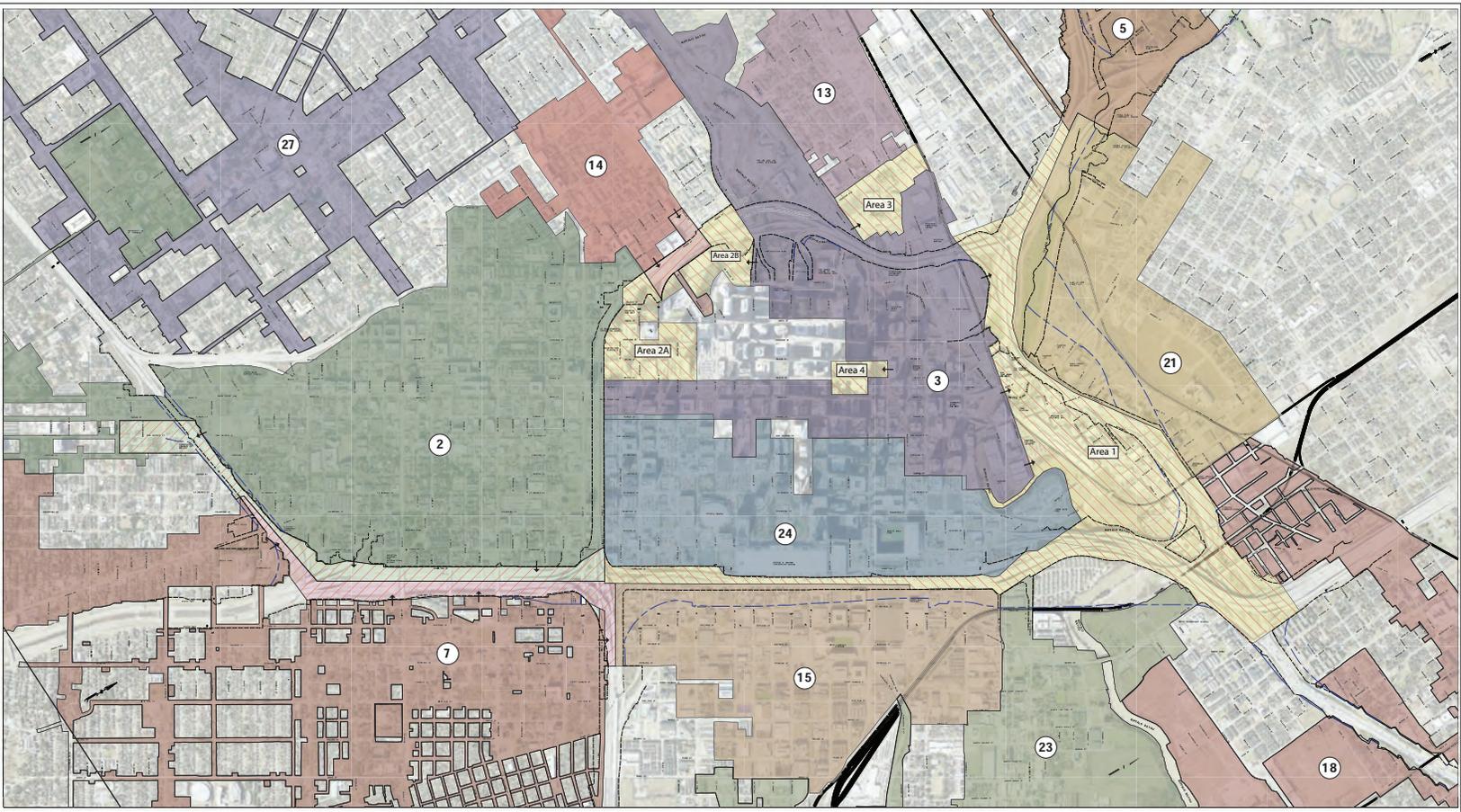
Methods and Sources of Financing Project Costs and Percentage of Increment from Taxing Units Anticipated to Contribute Tax Increment to the Zone (Texas Tax Code §311.011(c)(6)): Methods and sources of financing include the issuance of notes and bonds, as well as collaboration with developers and other entities for grant funding and partnerships. TY 1996 was the base year for the Zone, and TY 2049 is the requested termination date. As outlined in Exhibit 1 at least \$750,000,000 million of increment is estimated to be generated by the Zone for use in funding project costs. This figure is calculated using an estimated collection rate of 95% and a City contribution of \$0.56792/\$100 of assessed valuation in the Original and 1998 Annexed Areas and \$0.23100/\$100 of assessed valuation in the 2005, and 2014 Annexed Area, a Harris County contribution of \$0.2124456/\$100 of assessed valuation in the 2005 Annexed Area, an HISD contribution of \$1.2067/\$100 of assessed valuation in the Original and 1998 Annexed Areas.

Current Total Appraised Value of Taxable Real Property (Texas Tax Code §311.011 (c)(7)): The current projected appraised value of taxable real property in the Zone, as of November 1, 2019, is \$1,420,654,053.

Estimated Captured Appraised Value of Zone During Each Year of Existence (Texas Tax Code §311.011(c)(8)): The estimated captured appraised value for the remaining duration of the Zone is set forth in Exhibit 2.

Zone Duration (Texas Tax Code §311.011 (c)(9)): When the Zone was initially created by City Council on September 11, 1996, its duration was established at 30 years. On November 16, 2011, City Council granted the Zone's request to extend the duration of the Zone to December 31, 2049. Due to the magnitude of development within and adjacent to the Zone, an increased demand continues to be placed on the already-distressed infrastructure. Accordingly, the Zone requests extending the duration to December 31, 2049.

Maps



Exhibits

**Exhibit 1 –
Project Cost Schedule**

**MAIN STREET MARKET SQUARE REINVESTMENT ZONE NUMBER THREE, CITY OF
HOUSTON, TEXAS
2019 EXPANSION ADDITIONS TO PROJECT PLAN
SUMMARY**

	Estimated Totals (as shown on 2012	Cumulative Spending Thru June 30, 2019	Estimated Balance of the Project Plan	2019 Annexation	New Total Project Plan
INFRASTRUCTURE IMPROVEMENTS:					
<u>Roadways & Streets</u>	22,500,000	36,814,288	(14,314,288)	25,000,000	47,500,000
<u>Infrastructure, Mobility, Transit Improvement</u>	18,334,450	27,712,337	(9,377,887)	25,000,000	43,334,450
	40,834,450	64,526,625	(23,692,175)	50,000,000	90,834,450
OTHER PROJECT COSTS:					
<u>Real Property Improvements</u>	57,520,266	22,045,701	35,474,565		57,520,266
<u>Parking Facilities</u>	10,156,417	-	10,156,417		10,156,417
<u>Historic Preservation Improvements</u>	26,351,008	15,522,789	10,828,219		26,351,008
<u>Parks & Recreational Facilities Improvements</u>	32,044,167	5,749,158	26,295,009	241,000,000	273,044,167
<u>Theater District Improvements</u>	11,504,799	5,310,151	6,194,648		11,504,799
<u>Cultural & Public Facility Improvements</u>	10,000,000	1,503,555	8,496,445		10,000,000
<u>Economic Development Programs</u>	166,800,000	30,633,492	136,166,508		166,800,000
<u>Institutional Facilities</u>	22,000,000	10,678,800	11,321,200		22,000,000
<u>Other</u>		-	-		-
	336,376,657	91,443,646	244,933,011	241,000,000	577,376,657
OPERATING & FINANCING COSTS:					
<u>Financing Costs</u>	21,650,000	21,571,169	78,831	27,280,000	48,930,000
<u>Administration</u>	6,934,426	6,068,901	865,525	10,000,000	16,934,426
	28,584,426	27,640,070	944,356	37,280,000	65,864,426
EDUCATIONAL PROJECT COSTS:					
<u>Educational Facilities</u>	82,541,820	43,909,837	38,631,983	-	82,541,820
	82,541,820	43,909,837	38,631,983	-	82,541,820
PROJECT PLAN TOTAL:	488,337,353	227,520,178	260,817,175	328,280,000	816,617,353

Exhibit 1A –
Detailed Overview of Plan Amendments

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Part A Plan

Estimated Project Costs \$34,000,000

Adopted by City Council by Ordinance 1996-0911 on 9/11/96

<u>Streetscape Enhancements</u>	\$2,000,000
	Deleted in Part B

Public streetscape enhancements to serve a residential population and concerns for enhanced security, including but not limited to lighting, walks, landscaping and related street furniture. Improvements in addition to and integrated with street reconstruction by METRO. *Status: Deleted and replaced by Second Amended Plan (Part B) dated August 9, 1999.*

<u>Buffalo Bayou Riverwalk</u>	\$4,000,000
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Market research identified waterfront amenities and recreational greenbelts as key amenities for potential residents. A riverwalk along the south bank of Buffalo Bayou takes advantage of existing structures lining the stream and connects Sesquicentennial Park and Allen's Landing. Improvements included walkways and access point landscaping. *Status: No change in scope; carry forward into revised plan.*

<u>Preparation of Residential Development Sites</u>	\$5,000,000
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Plan provided utilities, public parking and eligible developer reimbursements associated with residential/mixed use development and redevelopment supporting new construction consisting of 640 dwelling units on sites currently occupied by surface parking lots. Approximately 2,000 structured parking spaces are anticipated to serve the residents and public visitors. Many of these spaces integrated into residential development projects. *Status: No change in scope; carry forward into revised plan.*

<u>Rice Hotel Financial Assistance</u>	\$18,750,000
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The Zone provided assistance in the conversion of the preexisting Rice Hotel building into a mixed use development providing 345 residential units, ground-level retail space and parking facilities. *Status: No change in scope; carry forward into revised plan.*

<u>Acquisition/Rehabilitation of Historic Structures</u>	\$1,500,000
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Preservation and restoration of smaller historic structures through acquisition/ resale and/or rehabilitation of roofs, other structural elements, and facades. Projects allow for retail and other services for area residents. *Status: No change in scope; carry forward into revised plan.*

Part B Plan

Estimated Project Costs \$130,998,656

Adopted by City Council by Ordinance 1998-1205 on 12/16/98

<u>Streetscape Enhancements</u>	\$11,675,000
	Reduced to \$7,100,000 in Part C

Initially, streetscape enhancements and sidewalk vault improvements for streets not included in METRO Transit Streets or Cotswold projects. After adoption of Part C, includes roadway improvements such as storm sewer inlets and leads, curbs/gutters and pavement resurfacing. *Status: No change in scope; carry forward into revised plan.*

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Transit Streets \$16,000,000
Reduced to \$10,000,000 in Part C
Main Street improvements in conjunction with METRO's new rail installation. *Status: No carry forward.*

Public Parking Facilities \$15,000,000
Deleted in Part C
TIRZ funding to supplement garage development to promote retail and residential development in Market Square and Main Street areas. *Status: Deleted and replaced by The 2005 Plan. No carry forward.*

Transit Center and Super-Stop \$6,775,000
Reduced to \$2,500,000 in Part C
Provide 1) local match financing to secure METRO's federal grant for cost of Transit Center and 2) co-funding of development of Superstop. *Status: Scope changed (delete Transit Center component); \$2.2M expended against reduced cost. carry forward into revised plan.*

Acquisition/Rehabilitation of Historic Structures \$15,000,000
Reduced to \$12,000,000 in Part C
Funding to acquire, lease, and/or sell properties or participate with property owners to promote development of underutilized historic buildings for residential and/or commercial uses, enhancing existing pedestrian/retail environment. *Status: No change in current scope; Carry forward into revised plan.*

Education Facilities \$82,541,820
Educational facilities improvements as provided in Chapter 311 of the Texas Tax Code for projects located inside or outside the Zone. These facilities will be provided in accordance with Interlocal Agreement with HISD. *Status: No change in current scope; Carry forward into revised plan.*

Buffalo Bayou Improvements \$6,000,000
Reduced to \$2,300,000 in Part D
Scope as initially conceived provided continuation of Part A Riverwalk improvements. Scope reduced in The 2007 Plan. *Status: No change in current scope; Carry forward into revised plan.*

Theater District Improvements \$11,500,000
With others, provide funding for improvements to Theater District streets, sidewalks, public spaces and/or cultural/public buildings. *Status: No change in current scope. Carry forward into revised plan.*

Part C Plan

Estimated Project Costs \$195,607,820

Adopted by City Council by Ordinance 199-0828 on 8/11/99

City adopted a restated Part C Plan to 1) incorporate changes in HISD participation and 2) restate and redefine goals and objectives of Part A and Part B plan.

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Part D Plan

Estimated Project Costs \$209,707,820

Adopted by City Council by Ordinance 2005-1050 on 9/14/05

Economic Development Grant \$8,800,000

Zone enlarged to facilitate development of mixed use retail, residential and office complex. The Zone provided funding support to *Houston Pavilion* project in an effort to stimulate major investment within the CBD. *Status: No change in scope, carry forward into revised plan.*

Retail Parking Facilities \$5,500,000

The Zone provided funding support for the *Houston Pavilion's* project parking facilities. The project included upgrades to the existing garage to meet retail standards for safety and welfare of the general public and included air right access, safety lighting, interior way finding, landscaping and ingress/egress modifications. *Status: No change in scope; carry forward into revised plan.*

Public Parking Facilities \$3,100,000

Parking facilities originally identified in Part B to serve the retail core. Part C provided funding for a second parking facility in another area of the Zone. *Status: No change in scope; carry forward into revised plan. Status.*

Transit Streets and Facilities \$5,500,000

Continued public investment in transit improvements that serve the Zone, which could include roadway infrastructure, utilities, site preparation, and related right-of-way acquisition associated with transit improvements. *Status: No change in scope; carry forward into revised plan.*

Affordable Housing \$2,375,000

Increased to \$15,000,000 in Part D

Increasingly, affordable housing for the downtown workforce has emerged as an important public policy issue. Zone funding can promote private, public, and non-profit developers to integrate affordable housing into their residential development within the downtown area. *Status: No change in scope; carry forward into revised plan.*

Part E Plan

Estimated Project Costs \$285,991,820

Adopted by City Council by Ordinance 2007-1423 on 12/12/07

Residential Site Development \$5,000,000

Additional \$5M project funding for residential site development into areas annexed beyond original area, providing utilities and developer reimbursements for residential development. *Status: No change in scope; carry forward into revised plan.*

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Parks, Plazas and Streetscapes \$20,000,000

Development or redevelopment of parks and plazas within an expanded Zone to include, but not limited to, public streetscape improvements, street furniture, and landscaping along the public right-of-way. *Status: No change in scope; carry forward into revised plan.*

Retail/Residential Development \$14,000,000

Promote development of street-level retail and residential development within the Central Business District. *Status: No change in scope; carry forward into revised plan.*

Institutional Facilities \$19,500,000

Completed project: expansion and restoration of the Julia Ideson Building of the Central Library. Other public institution projects are to be considered. *Status: No change in scope; carry forward into revised plan.*

Property Acquisitions/Land Assemblage \$10,000,000

To promote further redevelopment within the Zone. *Status: No change in scope; carry forward into revised plan.*

Acquisition/Rehabilitation of Historic Structures \$5,000,000

To promote further redevelopment within the Zone. *Status: No change in scope; carry forward into revised plan.*

Part F Plan

Estimated Project Costs \$488,337,353

Adopted by City Council by Ordinance 2011-989 on November 16, 2011

Roadways & Street Improvements \$22,500,000

To develop and or sponsor projects that improves mobility throughout the downtown area. Identified projects may include but are not limited to lighting, milling, paving, overlaying, curb, gutter and utilities. *Status: No change in current scope; Carry forward into revised plan.*

Infrastructure Mobility & Transit Improvements \$18,334,450

Continued public investment in transit improvements that serve the Zone, which could include roadway infrastructure, utilities, site preparation, lighting, landscaping, furniture, signage, related right-of-way acquisition associated with transit improvements, and other public amenities. *Status: No change in current scope; Carry forward into revised plan.*

Residential & Retail Development \$57,520,266

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Funding assistance on residential/mixed use projects that will revitalize the retail market and promote development/redevelopment of street-level retail within the Central Business District. Zone funding can encourage private, public, and non-profit developers to integrate “Workforce Housing” into their residential development within the downtown area. **Status: No change in current scope; Carry forward into revised plan.**

Parking Facilities Development \$10,156,417

Identified projects will assist in providing additional parking to serve patrons, workers, visitors and residents of the Central Business District and spur retail and residential development. **Status: No change in current scope; Carry forward into revised plan.**

Historic Preservation \$26,351,008

To preserve the historic significance of Downtown Houston; the Zone has created a Historic Preservation Program to grant funds to developers to restore the facades of historically significant buildings, placement of historical markers, fixtures, lighting and art. **Status: No change in current scope; Carry forward into revised plan.**

Parks, Plaza & Recreational Facilities \$32,044,167

Zone funding will encourage the development or redevelopment of parks, green space and plazas within the Zone to create a pedestrian friendly oasis and an amenity to the surrounding businesses/retail/residential communities. These projects will promote other area improvements and economic growth. **Status: No change in current scope; Carry forward into revised plan.**

Theater District Improvements \$11,504,779

To develop and or sponsor public improvement projects that will include but are not limited to lighting, installation of sidewalks, public spaces, signage, street furniture, signage and the installation of landscaping or other public amenities. **Status: No change in current scope; Carry forward into revised plan.**

Cultural & Public Facilities Improvements \$10,000,000

To develop and or sponsor projects that improves the quality of life for residents, workers and visitors of the CBD. **Status: No change in current scope; Carry forward into revised plan.**

Economic Development Programs \$166,800,000

Pursuant to the authority granted by Section 311.010(h), Texas Tax Code. The Zone has established an Economic Development Program to promote, develop and diversify the economy of the Zone, eliminate unemployment and underemployment in the Zone, and develop or expand transportation, business and commercial activity within the Zone. **Status: No change in current scope; Carry forward into revised plan.**

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Institutional Facilities Improvements/Development \$22,000,000

The Authority will partner with private philanthropic fundraising efforts to improve institutional facilities of the participating taxing authorities of the Zone. **Status: No change in current scope; Carry forward into revised plan.**

Educational Facilities \$82,541,820

Educational facilities improvements as provided in Chapter 311 of the Texas Tax Code for Projects Located inside or outside the Zone. These facilities will be provided in accordance with the Interlocal Agreement with HISD. **Status: No change in current scope; Carry forward into revised plan.**

Part G Plan
Estimated Project Costs \$816,617,353

Roadways & Streets \$47,500,000

To develop and or sponsor projects that improve mobility throughout the Zone. Identified projects may include but are not limited to bridges and surface street connections required as a result of NHHIP development, lighting, milling, paving, overlaying, curb, gutter, and utilities work. **Increased from Plan F.**

Infrastructure, Mobility, Transit Improvement \$43,334,450

Continued investment in public transit improvements that serve the expanded Zone, which could include improvements associated with NHHIP development, roadway infrastructure, utilities, site preparation, lighting, landscaping, furniture, signage, related right-of-way acquisition associated with transit improvements and associated public amenities. **Increased from Plan F.**

Real Property Improvements \$57,520,266

To develop and or sponsor projects to enhance and revitalize the expanded Zone, to promote ground-floor retail, fund and encourage public and non-profit developers to integrate workforce housing into residential developments within the Zone.

Parking Facilities \$10,156,417

Identified projects will assist in providing additional parking to serve patrons, workers, visitors and residents of the expanded Zone to stimulate retail and residential development providing ease of access to City's amenities. **Carried forward from Plan F.**

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Historic Preservation Improvements \$10,156,417

Funding to participate with property owners to promote development of underutilized historic buildings for residential and/or commercial uses, enhancing existing pedestrian and retail environment.

Parks & Recreational Facilities Improvements \$273,044,167

Funding to capture the civic opportunities resulting from the NHHIP, attentive to enhancing the connections between the Zone and adjacent communities and concentrated on amenities at the edges of Downtown. Identified projects may include, but are not limited to, an EaDo cap public assemblage joining Downtown to the East End, a signature linear park situated on the Pierce Elevated decommissioned as a result of the NHHIP, plazas, parks, and gateways joining Downtown and an enhanced Buffalo Bayou to the Second, Third, Fourth and Fifth Wards.

Theater District Improvements \$11,504,799

To develop and or sponsor public improvement projects that will include but are not limited to lighting, installation of sidewalks, public spaces, signage, street furniture, and the installation of landscaping or other public amenities. **Carried forward from Plan F.**

Cultural & Public Facility Improvements \$10,000,000

To develop and or sponsor projects that improve the quality of life for residents, workers, and visitors of the expanded Downtown Zone. **Carried forward from Plan F.**

Economic Development Programs \$166,800,000

Pursuant to the authority granted by Section 311.010(h), Texas Tax Code, the Zone has established an Economic Development Program to promote, develop and diversity the economy of the Zone, eliminate unemployment and underemployment in the Zone, and develop or expand transportation, business and commercial activity within the expanded Zone. **Carried forward from Plan F.**

Institutional Facilities \$22,000,000

The Authority will partner with private philanthropic fundraising efforts to capture opportunities to develop and or improve institutional facilities of the participating taxing authorities of the Zone. Identified projects may include but are not limited to facilities housing and supporting the administrative arms of City governance and situated on the western edge of the Zone. **Carried forward from Plan E.**

Appendix to Exhibit 1
Detailed Overview of Plan Amendments

Educational Facilities \$82,541,820

Educational facilities improvements as provided in Chapter 311 of the Texas Tax Code for projects inside or outside the Zone. These facilities will be provided in accordance with Interlocal Agreement with HISD.
Carried forward from Plan B.

Financing Costs \$48,930,000

Estimating Financing Costs for parts A, B, C, D, E, F and G as described in Exhibit 1

Zone Administration \$16,934,426

Estimated Administration Costs for parts A, B, C, D, E, F and G as described in Exhibit 1

Exhibit 2 –
Net Revenue of All Participating Jurisdictions

Estimated Net Revenue Schedule of All Participating Jurisdictions

Tax Year	City	Houston ISD	Harris County	Total Increment Revenue	Transfers	Net Revenue
2019	\$ 19,240,864	\$ 5,398,080	\$ 376,348	\$ 25,015,292	\$ 5,592,678	\$ 19,422,614
2020	\$ 20,039,603	\$ 5,411,271	\$ 393,209	\$ 25,844,083	\$ 5,639,653	\$ 20,204,430
2021	\$ 23,045,464	\$ 5,591,158	\$ 410,743	\$ 29,047,365	\$ 5,875,303	\$ 23,172,062
2022	\$ 23,951,805	\$ 5,591,158	\$ 428,980	\$ 29,971,943	\$ 5,921,532	\$ 24,050,411
2023	\$ 27,648,331	\$ 5,591,158	\$ 447,945	\$ 33,687,434	\$ 6,107,307	\$ 27,580,127
2024	\$ 29,120,064	\$ 5,591,158	\$ 467,669	\$ 35,178,891	\$ 6,181,880	\$ 28,997,011
2025	\$ 33,066,046	\$ 5,591,158	\$ -	\$ 38,657,204	\$ 6,355,795	\$ 32,301,409
2026	\$ 34,243,742	\$ -	\$ -	\$ 34,243,742	\$ 3,757,187	\$ 30,486,555
2027	\$ 35,464,535	\$ -	\$ -	\$ 35,464,535	\$ 3,818,227	\$ 31,646,308
2028	\$ 36,730,069	\$ -	\$ -	\$ 36,730,069	\$ 3,881,503	\$ 32,848,566
2029	\$ 38,042,054	\$ -	\$ -	\$ 38,042,054	\$ 3,947,103	\$ 34,094,951
2030	\$ 39,402,263	\$ -	\$ -	\$ 39,402,263	\$ 4,015,113	\$ 35,387,150
2031	\$ 40,812,539	\$ -	\$ -	\$ 40,812,539	\$ 4,085,627	\$ 36,726,912
2032	\$ 42,274,798	\$ -	\$ -	\$ 42,274,798	\$ 4,158,740	\$ 38,116,058
2033	\$ 43,791,033	\$ -	\$ -	\$ 43,791,033	\$ 4,234,552	\$ 39,556,481
2034	\$ 44,025,943	\$ -	\$ -	\$ 44,025,943	\$ 4,246,297	\$ 39,779,646
2035	\$ 44,265,550	\$ -	\$ -	\$ 44,265,550	\$ 4,258,278	\$ 40,007,273
2036	\$ 44,509,950	\$ -	\$ -	\$ 44,509,950	\$ 4,270,498	\$ 40,239,453
2037	\$ 44,759,237	\$ -	\$ -	\$ 44,759,237	\$ 4,282,962	\$ 40,476,275
2038	\$ 45,013,511	\$ -	\$ -	\$ 45,013,511	\$ 4,295,676	\$ 40,717,835
2039	\$ 45,272,869	\$ -	\$ -	\$ 45,272,869	\$ 4,308,643	\$ 40,964,226
2040	\$ 45,537,415	\$ -	\$ -	\$ 45,537,415	\$ 4,321,871	\$ 41,215,544
2041	\$ 45,837,252	\$ -	\$ -	\$ 45,837,252	\$ 4,336,863	\$ 41,500,389
2042	\$ 46,082,486	\$ -	\$ -	\$ 46,082,486	\$ 4,349,124	\$ 41,733,362
2043	\$ 46,363,224	\$ -	\$ -	\$ 46,363,224	\$ 4,363,161	\$ 42,000,063
2044	\$ 46,649,577	\$ -	\$ -	\$ 46,649,577	\$ 4,377,479	\$ 42,272,098
2045	\$ 46,941,657	\$ -	\$ -	\$ 46,941,657	\$ 4,392,083	\$ 42,549,574
2046	\$ 47,239,579	\$ -	\$ -	\$ 47,239,579	\$ 4,406,979	\$ 42,832,600
2047	\$ 47,543,459	\$ -	\$ -	\$ 47,543,459	\$ 4,422,173	\$ 43,121,286
2048	\$ 47,853,417	\$ -	\$ -	\$ 47,853,417	\$ 4,437,671	\$ 43,415,746
2049	\$ 48,169,573	\$ -	\$ -	\$ 48,169,573	\$ 4,453,479	\$ 43,716,094
Total	\$ 1,222,937,909	\$ 38,765,141	\$ 2,524,894	\$ 1,264,227,944	\$ 143,095,435	\$ 1,121,132,509

Exhibit 3 –
Civic Opportunities Related to the North Houston Highway Improvement Project: Economic
Impact and Community Benefits (December 2017) by HR&A Advisors, Inc.

Civic Opportunities Related to the North Houston Highway Improvement Project: Economic Impacts and Community Benefits

Final Report

December 2017



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EXECUTIVE SUMMARY

The North Houston Highway Improvement Project (the “NHHIP”) provides a generational opportunity to stitch together Houston’s urban fabric with new public spaces and green connections. Downtown Houston is encircled by Interstates 10, 45, and 69, which together create barriers between Downtown and lower-density communities surrounding the Downtown core. Today’s Interstate configuration is also prone to congestion, impeding traffic into and through the heart of Houston. The Texas Department of Transportation (“TxDOT”), through the NHHIP, has identified \$7 billion in capital investments to support mobility and improve highway safety. These interventions include the realignment of Interstate 10 north of Downtown, the realignment of Interstate 45 to the northern and eastern edges of Downtown, and capacity expansion and the reimagining of Downtown’s eastside interstate components from Interstate 10 to State Highway 288. Central city stakeholders have begun to consider how to leverage these transportation investments to transform the urban core through public space investments that utilize vacated and adjacent sections of highway right-of-way. These investments will connect currently disconnected communities by creating an interlocking network of new public spaces and green links (the “civic opportunities”) composed of at least twelve civic opportunity sites. These twelve sites represent a range of public space opportunities, from highly activated regional parks to more intimate neighborhood gathering places and trails along the bayous to redeveloped green districts. Evidence from Houston and across the country has shown that these types of public space investments can generate significant economic and community benefits. In Houston, a portion of these benefits can be captured and monetized to support the capital and operating requirements for these civic opportunities, which will require significant public, private, and philanthropic investment.

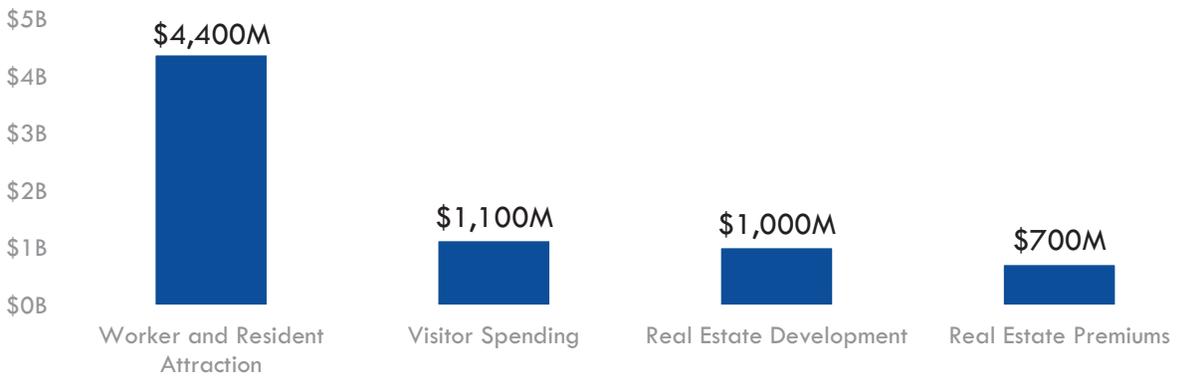
To inform Plan Downtown and the NHHIP planning process, HR&A Advisors (“HR&A”) analyzed the potential economic and community benefits of the twelve civic opportunities. HR&A assessed both the combined effect of the full network as well as each of the component opportunity sites (“Projects”) as individual public spaces. HR&A collaborated closely throughout the analysis with the Houston Downtown Management District (“HDMD”), the lead stakeholder for Plan Downtown and representative of Downtown’s economic and community priorities.

Full implementation of the civic opportunities – the combined and individual effects – will generate economic benefits on the order of \$5.6 - \$9.0 billion (20-year NPV), in addition to significant community benefits. HR&A assessed economic benefits including increases in the value of existing real estate assets, new real estate development, new visitor spending, and worker and resident attraction to central Houston. These economic benefits exceed the likely capital cost of the completed civic opportunities several times over.

Summary of Program-Wide Economic Benefits (Figure 1)

Total Economic Benefits	Low	Median	High
Worker and Resident Attraction	\$3,300M	\$4,400M	\$5,500M
Visitor Spending	\$900M	\$1,100M	\$1,300M
Real Estate Development	\$800M	\$1,000M	\$1,300M
Real Estate Premiums	\$600M	\$700M	\$900M
Total	\$5,600M	\$7,200M	\$9,000M

Program-Wide Median Economic Benefits (Figure 2)



The greatest impacts – more than half of the total – accrue from full implementation of all the proposed civic opportunities, rather than implementation of any single component Project. Attraction benefits comprise over half of the total benefits and accrue to the full program rather than to any component Project. Likewise, the total program’s visitation, mobility, and recreational benefits are greatly amplified by the completion of the full vision. This does not mean that redesign or modification puts the scale of the benefits at risk, but it does mean that the vitality of the entire vision and emerging brand must be identified, implemented, and sustained to gain the full benefits projected. The importance of a recognizable brand for the entire civic vision cannot be overstated. The individual and cumulative success of each Project will be predicated in large part on effective City branding and marketing. Effective branding will build public support and excitement for this transformative investment, amplifying development interest and unlocking new fundraising opportunities before and after individual Project completion.

Median Economic Benefits by Project (Figure 3)



Two Projects drive 80% of the Project-specific economic benefit. The proposed highway cap park between Downtown and East Downtown (“EaDo”) has the highest real estate and visitation impacts of the proposed Projects at approximately \$1.3 billion. Meanwhile, the reimagining of the existing Pierce Elevated into Pierce Linear offers the next highest Project impacts, estimated at \$600 million—though this figure is highly dependent on the final design and programming, which affect the Project’s ability to draw visitation as well as the magnitude of premiums and development propensity for nearby real estate.

Achieving the full economic and community benefits described in this report requires an implementation strategy. Each economic and community benefit can attract distinct funding opportunities, and funding likely must be layered from multiple sources.

- The **real estate impacts** associated with the civic opportunities are most easily captured for Project investment and should be a primary focus when securing funding.
- **Visitor spending** can be leveraged as a funding source for highly-programmed Signature Parks (as hereinafter defined), particularly through collaboration with the Houston First Corporation.
- The **stormwater retention and mobility** benefits of the vision and the associated Projects may provide opportunities for joint funding with other public agencies, including the Harris County Flood Control District, METRO, and Federal funding sources.
- **Community benefits** provide a rationale for ongoing philanthropic and City investment, guided in particular by the Mayor’s vision for Complete Communities that are well served by public space and pedestrian- and bike-oriented infrastructure.
- While value capture and non-local public sources can mitigate some costs, the full implementation of the civic opportunity vision will also require **substantial local public funding**. The value of sustained worker and resident attraction will provide a compelling rationale for those investments, as will the community benefits to existing residents.

EXISTING CONDITIONS

INTRODUCTION

HR&A reviewed existing conditions in central Houston to establish a “baseline” of economic activity, then assessed the civic opportunities in relation to comparable public spaces in Houston and across the country to calculate the anticipated Project impacts. This analysis’s findings are informed by:

- A review of **existing project plans**, including the NHHIP, Plan Downtown, and a preliminary “Vision and Opportunity” conceptual planning report developed by SWA Group. HR&A also reviewed an alternate design concept for the current Pierce Elevated section of Interstate 45 developed by Page Architects. These plans are summarized in the description of the civic opportunity below, and further detailed in each Project area in the Benefits by Project chapter, starting on Page 31.
- Local **market and physical conditions** for each Project study area, including real estate development trends, potential development sites, and community priorities and opportunities.
- Impact assessment of **comparable public spaces** within Houston including Discovery Green, Buffalo Bayou, and Memorial Park, as well as across the country. This comparative assessment was augmented with a national economic and community impact literature review. This process is described in detail in the Methodology section, starting on Page 11.

Over the past decade, Downtown Houston’s mix of constituents has become more balanced among residents, visitors, and employees, but its largest segment, employment, is in the midst of a generational shift. Greater Houston remains at the center of national and international energy activity and innovation. This sector was historically concentrated in Downtown Houston, where it anchored the growth of professional services, entertainment, and the arts. Shell and Exxon, however, have recently relocated approximately 12,000 employees from Downtown to new suburban campuses. Based on preliminary analyses, HDMD suggests that as many as 60% of current Downtown employees continue to work in or serve the energy sector, and thousands of jobs supporting these industries are in jeopardy of following the lead of Shell and Exxon in shifting their employees to new campuses outside of the city center. Recent increases in vacancy, shown in Figure 4, demonstrate the initial real estate market effects of this transformation.

Total Net Absorption, Deliveries, and Vacancy in Downtown Houston Office Market (Figure 4)



CIVIC OPPORTUNITY VISION

Civic Opportunity Map (Figure 5)



In response to the NHHIP, central Houston stakeholders have envisioned a public space network along the proposed Interstate highway right-of-way that encircles Downtown and supports surrounding neighborhoods. The total program of civic opportunities envisions a network of trails, bikeways, public spaces, art features, urban forests, and iconic gateways that leverage the NHHIP’s rationalization of central Houston’s highways. Specific Projects within the vision include a highly-programmed, signature cap park above Interstates 45 and 69 that connects Downtown and EaDo, an extension of Buffalo Bayou’s existing network of trails and open space into Downtown, new development near the University of Houston-Downtown’s (“UH-D”) campus, and the development of the Warehouse District into an authentic mixed-use district (see Benefits by Project chapter on Page 31 for individual Project descriptions).

EXISTING CONDITIONS

Existing Conditions Sub-Districts (Figure 6)



HR&A analyzed the existing market and physical conditions for each Project study area, including real estate development trends, potential development sites, and existing plans as part of NHHIP or otherwise. Refer to Appendix B for Project study area existing property values. HR&A grouped the analyses into six central Houston sub-districts:

- **Midtown South:** This sub-district, straddling Interstate 69 between the 527 Spur and State Highway 288, is currently a low-density, mostly single-family residential area. The sub-district lies at the intersection of several neighborhoods that have undergone significant development within the last decade including Montrose, the Museum District, and Midtown. Portions of the area are well-positioned for future growth, especially around the Wheeler Transit Center where there are several significant development sites that are publicly-owned. The proximity to the vibrant Montrose neighborhood to the west, known for its walkability and food scene, and the transit access to Downtown, the Museum District, and the Texas Medical Center are key amenities for the area. In addition, nearby Emancipation Park, on the east side of Interstate 69, recently underwent a \$34 million restoration to improve its open space and recreation facilities.
- **Midtown North:** At the intersection of Downtown, Midtown, and the Third and Fourth Wards, this sub-district is composed of diverse building uses and typologies, ranging from low-quality buildings and single-story retail, to low-density residential, to the denser built form of Downtown. Large office development sites on the Downtown side of the Pierce Elevated will continue to grow the area's workforce, notably including Chevron's proposed office tower development at 1600 Louisiana. The sub-district is also anchored by St. Joseph's Medical Center, another major job center, as well as METRO's Downtown Transit Center. However, many existing sites are currently underdeveloped, with an abundance of parking lots on the Downtown side of the Pierce Elevated and low-quality buildings

dominating several blocks on the Midtown side of the highway. In total, there are more than one million square feet of potential land development in the sub-district, presenting ample opportunity for the area's transformation. In addition, the realignment of Interstate 45 and the abandonment of the Pierce Elevated will create a significant number of new Project-adjacent development opportunities in the former right-of-way of the elevated highway.

- **East Downtown:** The eastern side of Downtown and East Downtown (EaDo) have undergone continued growth and development since the early 2000s, when Minute Maid Park opened, attracting young residents drawn to a more urban and walkable lifestyle grounded by emerging retail and entertainment amenities. The BBVA Compass Stadium, home to the Houston Dynamo, has spurred additional residential development within EaDo. Historically, EaDo has been characterized by a significant density of warehouse and light manufacturing, some of which remains in operation but a larger majority of which has relocated. That said, much of the neighborhood remains undeveloped or underdeveloped, with parking lots and underbuilt parcels dominating the area north of Texas Avenue. While pedestrian connectivity to Downtown remains limited, the EaDo METRORail station could be a future development node. The George R. Brown Convention Center will continue to dominate the southern portion of this sub-district, and any future development will be influenced by its outsized role in the area. With the exception of the historic Cheek-Neal Coffee building, which will be preserved, the realignment of the highway along Downtown's eastern edge will create a number of new development opportunities on the half-blocks directly to the east and west side of the proposed cap park.
- **Warehouse District:** This sub-district spans the north and south sides of the Buffalo Bayou, and encompasses the historic Warehouse District, the UH-D campus, and includes a number of large civic facilities. The NHHIP will straighten both Interstate 69 and Interstate 45 at their junction, opening up land adjacent to Buffalo Bayou for possible development. Likewise, Interstates 10 and 45 are straightened in their new alignment towards the north, in proximity to the Union Pacific Railroad. The NHHIP realignment will contribute to a significant reimagining of the sub-district, with potential for improved connectivity and a compelling public space experience. The historically significant Warehouse District, to the north of Buffalo Bayou, is an emerging hub for Houston arts and culture. The neighborhood could be poised to experience an upswing in development, similar to the recent development spikes along the nearby Washington Avenue corridor. Given the area's historical significance, new development will presumably seek to preserve the authenticity of the existing typology. METRO's bus parking structures present a particularly compelling opportunity for new development including the Harris County Flood Control District's north canal (the White Oak Bayou bypass channel) that would mitigate floodwater. Multiple large parcels are representative of the significantly underutilized land within the area. Adjacent to the METRO site are a number of additional public parcels, including the Harris County Jail. These sites have large footprints, but may not be prime development opportunities due to their current uses. On the western edge of this sub-district, the UH-D owns almost one million square feet of developable land. Situated at the confluence of the Buffalo and White Oak Bayous, much of the vacant land is waterfront and may be flood-prone, though, and needs to be studied further to understand its best use: development or stormwater management potential.
- **Downtown Westside:** This sub-district includes the historic Barbara Jordan Post Office facilities on the eastern side of the existing Interstate 45 alignment. This site is currently in planning for a mixed-use redevelopment that retains much of the existing building skeleton and exterior. The western side of

the existing Interstate 45 alignment is typified predominately by parking lots and underbuilt public facilities, including three publicly-owned parcels (Municipal Courts, Houston Police and Fire Department facilities, and a parking structure adjacent to the Fonde Community Center). The highway realignment through this sub-district will create opportunities for improvements in connectivity to Buffalo Bayou and Sam Houston Park, as well as enhanced connectivity between the Fourth Ward and Downtown Houston, two neighborhoods that are currently separated by the existing highway network.

- **North of Downtown:** This low-density, mainly single-family residential sub-district includes some car-oriented commercial along Interstate 45. A large surface parking lot anchors the northern portion of the area and is slated for redevelopment into a stormwater detention intervention as part of the NHHIP. The potential to upgrade trails from the confluence of Buffalo and White Oak Bayous northward along Little White Oak Bayou is a prime opportunity to benefit from the NHHIP, offering new greenspace and connectivity for several neighborhoods in the Greater Northside and the Heights.

HOUSTON PUBLIC SPACE ASSESSMENT

Houston cherishes its public spaces—from the recreation loop within Memorial Park, to the activities and events at Discovery Green and Buffalo Bayou Park, to the cultural institutions that populate Hermann Park. Major Houston public spaces like these and other emerging public spaces, such as Levy Park, have anchored neighborhoods and become foci for investment and growth for generations.

- As Houston’s first public park, **Hermann Park** was a natural amenity that attracted the establishment and growth of venerable institutions like Rice University, the Texas Medical Center, and the Museum District. Today, Hermann Park sees six million visitors a year while providing an outlet for relaxation and recreation to Medical Center workers, Museum District visitors, Rice students and staff, and surrounding residents.¹
- Within the heart of Downtown Houston sits **Market Square Park**, a historic square created in 1854 and originally used as an outdoor produce market. Today, the square anchors the Main Street/Market Square Historic District, surrounded by 19th-century architecture, and is home to a variety of programming for Downtown’s residents, workers, and visitors.

Hermann Park and Market Square Park (Figure 7)



¹ <https://www.hermannpark.org/history/timeline/>

- While less than a decade old, **Discovery Green** has already catalyzed a transformation of the eastern side of Downtown. The park has driven convention activity and induced more than \$500 million in downtown development, with an additional \$700 million worth of office, hotels, and housing projects that has indirectly benefitted from the creation of Discovery Green.²
- The 160-acre **Buffalo Bayou Park**, to the west of Downtown, creates a gateway to Downtown through active destinations, pedestrian bridges, and compelling sightlines to the skyline. The neighborhoods around Buffalo Bayou Park have likewise seen substantial residential and commercial growth, while the park itself attracts nearly a million visitors per year.³

Discovery Green and Buffalo Bayou Park (Figure 8)



Recent and planned improvements to Houston’s public space network demonstrate the continued importance of accessible and diverse public spaces. The recently-opened Houston Centennial Gardens was the largest improvement project bookmarked within Hermann Park’s 2015 Master Plan.⁴ The Memorial Park Master Plan, approved in 2015, received national accolades and awards for its visionary approach to public space.⁵ Emancipation Park recently underwent \$34 million in improvements, re-establishing the park as an important cornerstone for the surrounding neighborhood.⁶ The Buffalo Bayou East Sector Plan and forthcoming plan for The Heritage Society at Sam Houston Park will both contribute to developing and maintaining important public spaces within central Houston. The Houston Botanic Garden launched a \$30 million campaign in 2016 to fund the first phase of master plan implementation, with the aim of welcoming visitors by 2020.⁷ The ambitious Bayou Greenways 2020 plan aims to connect 150 miles of hike-and-bike trails to parks and communities throughout Greater Houston, fulfilling a century-old vision to create a continuous and accessible public space network along the city’s major bayous.⁸

² Houston Downtown Management District

³ <http://buffalobayou.org/news-release-buffalo-bayous-back-buffalo-bayou-park-complete-in-fall-2015/>

⁴ <http://www.houstonchronicle.com/life/gardening/article/McGovern-Centennial-Gardens-a-sensory-experience-6020210.php>

⁵ <http://www.memorialparkconservancy.org/master-plan.html>

⁶ <https://www.usnews.com/news/best-states/texas/articles/2017-06-17/houstons-emancipation-park-rededicated-after-34m-upgrades>

⁷ <http://hbg.org/about>

⁸ <http://houstonparksboard.org/bayou-greenways-2020/>

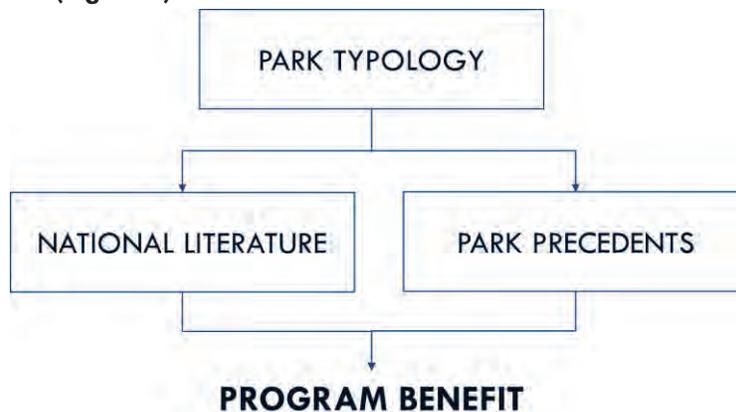
METHODOLOGY

INTRODUCTION

HR&A analyzed a range of anticipated benefits for the overall civic opportunity vision and the individual component Projects based on a review of local market conditions and the impacts of public space across comparable typologies in Houston and nationwide.

- **Baseline Conditions:** HR&A first established baseline market conditions in the vicinity of each Project based on Harris County Appraisal District’s data, demographic information, and a detailed review of building typology and available soft sites. HR&A developed study areas for each Project based on the anticipated range of impact, as determined by the proposed design and programming (i.e., each Project’s typology, detailed on Page 13).
- **Project Impact:** To understand the impact that each Project would have on these baseline conditions, HR&A researched comparable public space investments from around the country. HR&A identified potential benefits and key drivers of value for each Project area based on these precedent public spaces as well as a national literature and nearly three decades of open space-related experience and knowledge. HR&A applied these benefit premiums to the baseline market conditions to estimate the economic and community benefits for the twelve individual Projects and the overall civic opportunity vision.

Methodology Overview (Figure 9)

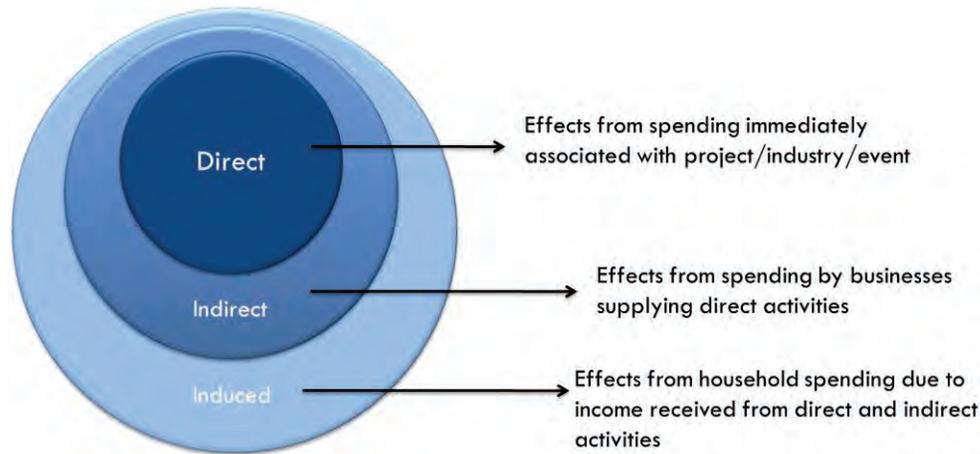


ECONOMIC BENEFIT OVERVIEW

Economic benefits take multiple forms. In the jargon of economic impact analysis, value created by the investment itself is called a direct impact. Direct impacts of the civic opportunities are likely to include increased visitor spending due to the new public space and changes in real estate value, because of both increases in existing property value and new investment. The new economic activity generated by the civic opportunities will also yield business and personal income that can be spent within the local economy, creating additional indirect and induced impacts (multiplier impacts). Indirect impacts result from business spending by businesses that receive direct benefits, including hotels, attractions, and retailers that receive additional tourism business and companies involved in the sale and/or development of real estate assets. Induced

impacts result from household spending from households that receive direct benefits, including public space employees and employees of affected businesses.

Economic Multiplier Effects (Figure 10)



All benefits described herein are “net new” to central Houston. “Net new” benefits are those that would not occur “but for” the investment in question, in this case, the civic opportunities related to the NHHIP. By “net new” to central Houston, this analysis only considers new economic activity comes from outside central Houston. For example, a net new unit in the EaDo Cap opportunity area is not one that would have otherwise been developed on Main Street, but rather one that would have been developed elsewhere in the region or city.

Much of what is net new to central Houston will yield significant net benefits to the city and region. Central Houston is in many ways distinct within the market, often more competitive with other downtowns outside of Greater Houston than with mixed-use districts within the region.

- **Real Estate Development:** High construction and permitting costs in the urban core often require top-of-market pricing supported through best-in-class quality for both the building and the urban experience. Improving the central Houston experience supports this unique development and the types of users it might attract to the region.
- **Visitation:** The two primary segments impacted are convention visitors and Downtown leisure visitors. Convention visitors and major event visitors are unlikely to select another venue in the region; rather, they select among top venues in the country. Increase in the number and/or length of stay of these visitors would be net new to the region. Downtown leisure visitation is extremely low compared to peer cities; an increase in this segment would likely also draw from the pool of out-of-region visitors choosing Houston from among (for example) New Orleans, Austin, and Charlotte for its cultural and culinary offerings.
- **Worker and Resident Attraction:** Central Houston is uniquely positioned to attract technology/innovation businesses and workers; major corporate offices seeking to draw a young, educated workforce; and additional growth in current sectors of strength including energy, professional and financial services, and design/architectural services. Many of the employers coming from outside of the region would choose another location in another city over central Houston, and might be swayed to move to Houston. Growth within existing businesses in these sectors would likely

be fueled by a better central Houston experience that supports talent attraction and the city's national brand.

PROGRAM & TYPOLOGIES

HR&A sorted each of the twelve Projects into programmatic “typologies.” These typologies are based on proposed design, degree of programming, scale, and ratio of active to passive spaces. The typologies used to frame this study are:

- **Neighborhood Parks:** Community-oriented parks that provide recreational amenities for neighborhood users. They include Midtown Main Cap, Midtown Alameda Cap, West Bayou, Southwest Downtown, North Main Cap, and one of the alternatives for the Pierce Linear.
- **Green Districts:** Pedestrian-oriented districts of green streets and pocket parks that facilitate new mixed-use development. These opportunities occur primarily on the north side of Downtown near or within the existing Interstate 10 footprint, including the Warehouse District, UH-D, and the City Complex.
- **Urban Wilds:** Natural areas that provide passive recreational opportunities and environmental benefits; these Projects do double-duty as areas for stormwater detention and retention. They include Northeast Downtown and Little White Oak, adjacent to the Near Northside neighborhood.
- **Signature Parks:** Distinguished by a high level of program and design intensity. These Projects will draw visitors from within Greater Houston and from across the country. They include the EaDo Cap, West Bayou⁹, and one of the alternatives for the Pierce Linear.

Project Typologies (Figure 11)



HR&A defined each Project's study area based on the anticipated range for which benefits will accrue, dependent on park typology. HR&A assumed a study area for Signature Parks of quarter-mile from each Project's edge, while Neighborhood Parks and Urban Wilds have study areas of 2-3 blocks from Project edge, reflective of their more modest effect on surrounding real estate. As the proposed designs for Projects classified as Green Districts include pocket parks and streetscapes interspersed with parcels for new development, their study areas are assumed to be coterminous with the district boundary. Green Districts are inclusive of existing real estate and development parcels that will benefit from the establishment of a

⁹ West Bayou was modelled as a Signature Park for visitation purposes only; all other impacts were modelled as a Neighborhood Park

unified district through public space investment. Benefits to adjacent neighborhoods are conservatively excluded from this analysis. Study areas for all typologies were adjusted to account for natural barriers like highways and bayous. Detailed maps of each study area can be found in Appendix A.

LITERATURE AND CASE STUDY REVIEW

Using local and national precedents, HR&A identified economic premiums and community benefits likely to accrue to each of these four typologies. Individual Project benefits were calculated based on the premiums and community benefits corresponding with their typology and study area. To understand the impact that each Project typology would have on its surrounding area, HR&A researched comparable public space projects from around the country as well as existing literature on the benefits of each typology. Based on nearly three decades of open space-related experience and knowledge, HR&A identified a list of potential national peer projects for Signature Parks, and local peer projects for Green Districts, and synthesized the quantifiable economic impact that these parks had on their surrounding neighborhoods. Based on the precedent research, HR&A determined that property value premiums and net new open space-oriented development were quantifiable by Project, while other impacts were quantifiable across precedent park networks. Additional benefits such as park access, neighborhood connectivity, resident and worker attraction, and environmental impacts were analyzed through research and precedent projects with similar typologies. HR&A used existing literature and additional research to derive the same economic impacts for Neighborhood Parks and Urban Wilds. A list of consulted literature can be found in Appendix E.

To inform the types of benefits analyzed, HR&A reviewed economic studies and data for 17 comparable public spaces, described in Figure 12 below. Both the types of public-space benefits and the methodologies used to measure them informed the analytical approach (see Pages 16-24). This sample set shows a wide variety of overall impacts (which range according to Project program and context), types of impacts measured (distributed according to community and stakeholder priorities), and methodologies. Methodologies vary significantly based on both the availability of data and the quantitative rigor of assessment. In many cases, anecdotal benefits, such as the percentage change in rents, are available. There are a very limited number of high-quality economic analyses that distinguish the net impact of a public space, for example, the extent to which investment in the space is correlated with rent increases over and above baseline market growth. Where possible, the analysis has limited the use of comparable project examples to those that are similar in scale and context, and for which a high quality, ground-up economic analysis was available. Where this comparable data is not available, assessments are supplemented with academic meta-analyses, expert consultation, and with local experts.

Public Space Precedent Long List: HR&A Assessment of Available Studies and Data (Figure 12)

Public Space	Location	Real Estate Premiums	Real Estate Dev	Visitor Spending	Worker Attraction	Env Benefits	Health Benefits	Mobility
Beltline	Atlanta, GA	◐	◐	○	○	○	◐	◐
Barton Creek Greenbelt	Austin, TX	◐	○	○	○	○	○	○
Rose Kennedy Greenway	Boston, MA	●	●	○	○	○	○	○
Renaissance Park	Chattanooga, TN	●	○	○	○	●	○	○
Millennium Park	Chicago, IL	◐	◐	◐	○	○	○	○
The 606 Trail	Chicago, IL	◐	○	○	○	○	◐	◐
Columbus Commons	Columbus, OH	○	●	○	○	○	○	○
Katy Trail	Dallas, TX	◐	●	◐	○	◐	○	○
Klyde Warren Park	Dallas, TX	◐	●	●	○	◐	◐	○
Memorial Park	Houston, TX	○	○	◐	○	○	◐	○
Bayou Greenways	Houston, TX	◐	○	◐	○	●	●	○
Discovery Green	Houston, TX	◐	◐	◐	○	○	○	○
Bryant Park	New York City, NY	◐	○	◐	○	○	○	○
Central Park	New York City, NY	●	○	●	○	◐	◐	○
Hudson River Park	New York City, NY	◐	◐	◐	○	◐	○	◐
The High Line	New York City, NY	◐	●	●	○	○	○	○
Waterfront Toronto	Toronto, ON	◐	○	○	○	●	○	○

Key

- Rigorous, ground-up analysis
- ◐ Anecdotal quantitative evidence
- Not studied

Note: See Appendix E for a list of consulted studies

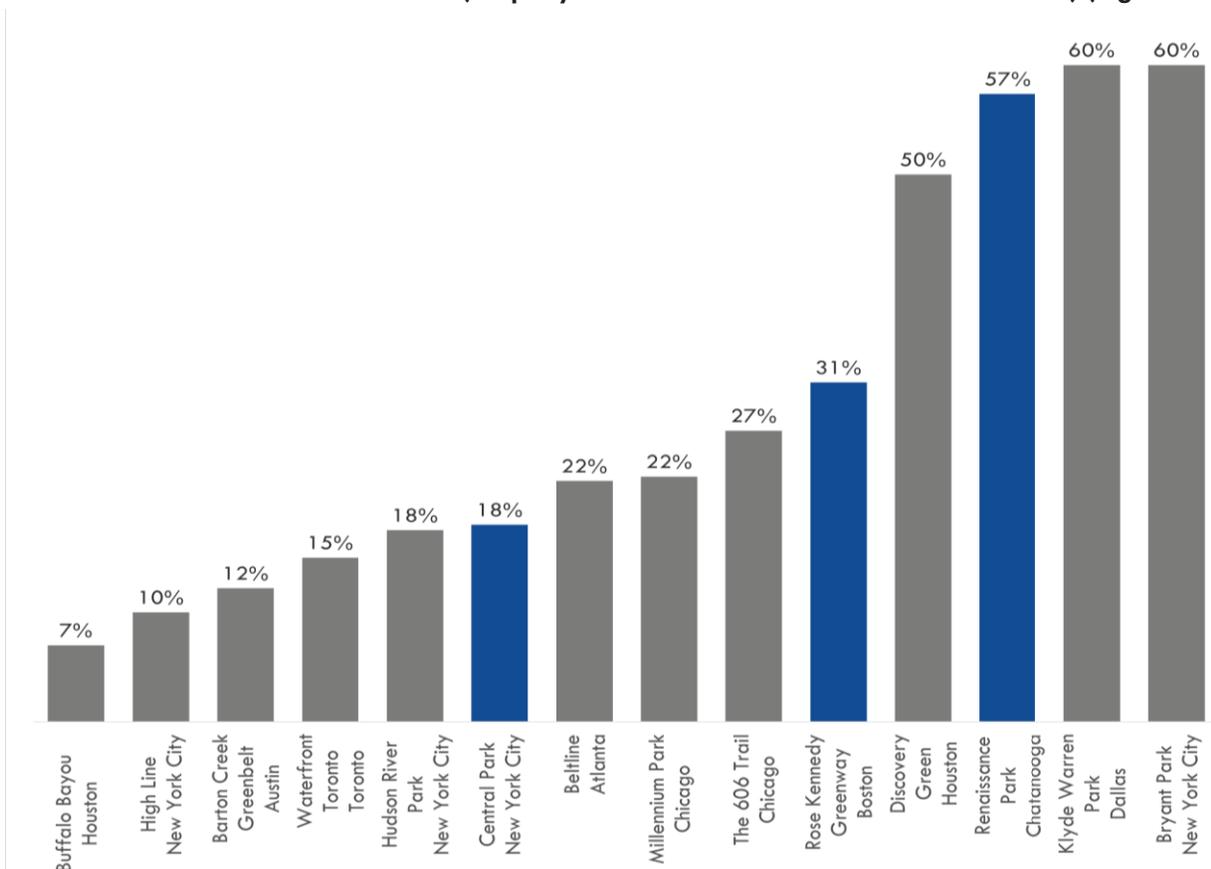
ECONOMIC BENEFIT METHODOLOGIES

Based upon this review and in consultation with HDMD, HR&A identified a series of benefits for detailed study. These benefits reflect the major value creation opportunities and community priorities for those investments. Together, they provide a rationale for future investment. HR&A analyzed four economic benefits that correspond to new spending or value creation associated with the civic opportunities: real estate premiums, new real estate development, visitation, and resident and worker attraction. These benefits will be the most easily monetized for individual Project funding.

REAL ESTATE PREMIUMS

Public spaces increase the value of existing real estate assets within close walking distance, as all residents and workers value proximity to public spaces. Residents are willing to pay higher rents or purchase more expensive goods because of this proximity. This leads to increased asset values. The quality of public space design, maintenance standards, level of programming, neighborhood context, and local real estate market conditions all affect this premium, as does the distance of the building from the public space in question. The premium values ascribed to signature parks range widely, as shown in Figure 13 below. HR&A identified a conservative range for potential impacts within this sample set.

Precedent Park Real Estate Premiums (Property Values Within ¼-Mile Radius vs. Market) (Figure 13)



Note: Blue columns denote net premiums within 1/4 mile; grey columns denote other evidence (gross premiums or a different geography)

HR&A applied premiums to the total assessed value of existing real estate for multifamily residential and commercial properties within each Project study area. Details on the baseline values can be found in Appendix B.

Property Value Premium Assumptions (Figure 14)

Typology	Commercial		Residential		Source
	Low	High	Low	High	
Signature Park	25%	33%	13%	31%	Signature Park Comparative Assessment
Green District	18%	22%	11%	30%	Average of observed premiums for local and national precedents ¹
Neighborhood Park	2%	4%	2%	4%	National literature ²
Urban Wild	2%	4%	2%	4%	National literature ²

¹ Precedents include CITYCENTRE, BLVD Place, West Avenue, River Oaks District

² Refer to Appendix E, Literature Review

REAL ESTATE DEVELOPMENT

Public spaces comparable to the civic opportunity also attract significant new real estate investment, supporting walkable business districts and residential communities oriented around the new public space amenity. Similar to real estate premiums, the extent of this benefit depends on the quality of design, neighborhood context, level of programming, and local real estate market conditions. HR&A expressed this incremental value as an estimated increase in the pace of development for both commercial and multifamily residential (see Figure 15), with a maximum level of growth determined by the availability of vacant or underdeveloped soft sites in each Project study area. Appendix A contains detailed maps of soft sites in each Project study area.

Precedent Public Space Pace of New Development Premiums (Figure 15)

Park	Location	Real Estate Development	Pace of Development Increase	Source
Klyde Warren Park	Dallas, TX	\$940M	8.0X	Prior HR&A Analysis
The High Line	New York City, NY	\$2B	3.0X	Prior HR&A Analysis
Katy Trail	Dallas, TX	\$907M	2.1X	Prior HR&A Analysis
Columbus Commons	Columbus, OH	\$400M	1.75X	CoStar
Rose Kennedy Greenway	Boston, MA	\$6B	1.4X	Prior HR&A Analysis
Millennium Park	Chicago, IL	\$1.4B	Unknown	Landscape Architecture Foundation
Discovery Green	Houston, TX	\$1B	Unknown	Discovery Green Conservancy

Precedent Green District Developments (Figure 16)

Project	Acres	FAR	SF/Year
CITYCENTRE, Houston	42	1.99	320,000
BLVD Place	42	0.38	110,000
West Avenue	6	3.89	240,000
River Oaks District, Houston	21	2.04	260,000

Based on case study findings and literature review, HR&A applied a faster rate of new development for Green Districts, Signature Parks, and Neighborhood Parks. For Signature and Neighborhood Parks development-speed premiums were derived based on national literature review and previous HR&A analysis. For the Low and High analysis for Signature Parks, HR&A took the 25th and 75th percentiles of observed premiums from precedent parks to remove outliers such as Klyde Warren Park from the analysis.¹⁰ For Green Districts, HR&A estimated premiums based on the typical pace of precedent mixed-use Houston developments, as shown in Figure 16 above. Each of these precedents was built out by one or two developers, which may not be the case for the NHHIP Green District Projects given their size. Given the relative low visitation of Urban Wilds compared with more people-oriented public space, HR&A assumed no premium to the pace of new development for Urban Wilds.

Pace of New Development Premium Assumptions (Figure 17)

Typology	Low	High	Source
Signature Park	1.6X	2.1X	Conservative range within national precedents
Green District	250K SF/Year	300K SF/Year	Based on pace of development in comparable Houston districts ¹
Neighborhood Park	1.1X	1.2X	Based on national literature and prior HR&A analysis ²
Urban Wild	1.0X	1.0X	National literature ²

¹ Precedents include CITYCENTRE, BLVD Place, West Avenue, River Oaks District

² Refer to Appendix E, Literature Review

To understand the capacity for new development within each Project study area, HR&A developed assumptions for the density of new development and multiplied that density by the land square footage of developable land, which was determined through a rigorous soft site analysis. HR&A applied the pace of development premiums to the existing pace of development for each study area, assuming no new development would occur beyond each study area's capacity. Individual soft sites are highlighted on the Project study area maps in Appendix A.

Density and Soft Site Methodology

This projected development assumes a density and typology commensurate with recent development in central Houston. HR&A developed five density typologies based on each study area's urban condition and identified an approximate density for each. The five typologies are: Convention District, Mid-Rise, Existing Downtown, Existing Northside, and Green District.

¹⁰ Klyde Warren has catalyzed an 8.0X increase in the pace of development in the surrounding area, which emphasizes the potentially transformative effects of a signature park but would distort the projected impact of a comparable park under a conservative approach.

Anticipated Density Assumptions (Figure 18)

Sub District	FAR
Convention District	5.73
Mid-Rise	2.37
Existing Downtown	10.18
Existing Northside	0.45
Green Districts	1.94

For each typology, HR&A identified examples of recent central Houston developments and used their observed floor-area-ratio (FAR) to estimate feasible densities for the study areas that fell under the Convention District, Mid-Rise, and Existing Downtown typologies. Given the low number of recent new developments in Northside, and with the assumption that the opportunities in this area (Little White Oak and North Main Cap) will not catalyze significant density premiums for future development, this analysis used the area's existing density for development capacity calculations. For the Green District typology, HR&A used four precedent district-scale developments in greater Houston to estimate density. Projected density was assumed to be the average between existing FARs and the average FARs of precedent projects—a conservative estimate that accounts for the relatively large developable land area of each proposed Green District compared to precedent developments. For development within the study areas of Signature Parks, HR&A applied a conceptual density premium of 15% under the Low scenario and 25% under the High scenario to reflect additional uses and product types that may be feasible with park-premium rents.

HR&A worked with HDMD to undertake a comprehensive soft site analysis to understand the square footage of potentially developable land within each Project study area. The total square footage was calculated for parcels within each study area that met these four criteria:

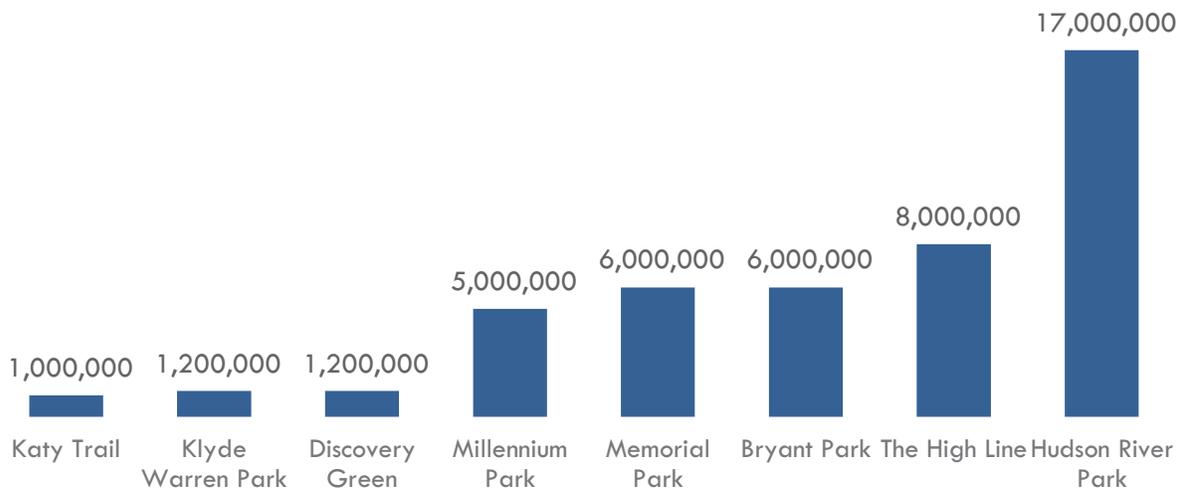
- Parcels that are larger than 30K square feet;
- Parcels that are not in the path of the highway development;
- Parcels that are not already scheduled for development; and
- Parcels that are underbuilt or have no buildings.

In addition, HR&A performed a qualitative analysis with HDMD to confirm additional soft sites and eliminate those identified from the preliminary analysis that were untenable. As a final component of the methodology, HR&A included 60% of surface parking lots' square footage in the analysis, assuming 40% will remain undeveloped because of parking demand or lot profitability.

VISITATION

Public spaces are often among a city's most visited attractions, drawing new visitors from outside of the city and encouraging other visitors to stay longer and spend more. While visitation varies widely by park program, neighborhood context, and citywide visitation trends, HR&A's assessment found that comparable parks attracted millions of visitors per year. Signature parks located within downtown contexts often have lower overall visitation than other locally-oriented parks in their cities; however, signature parks typically attract the highest share of out-of-region visitors in a given city.

Precedent Park Annual Visitation (Figure 19)



HR&A calculated local day visitors, out-of-town visitors, and total net new visitor spending both at the individual Project level and for the civic opportunity vision as a whole. The analysis relies on visitation data from a set of local peer and national destinations, as well as on visitor spending data for Houston as a whole. An estimated 34% of net new visitors would be from out-of-town and net new spending by those visitors was calculated by assuming a premium of 1/4 extra day spent in Houston to visit a park or network of parks.¹¹

Visitor Spending Premiums (Figure 20)

Typology	Low	High
Signature Park	1.4M Annual Visits	1.8M Annual Visits
Highly Programmed Neighborhood Park (e.g., West Bayou)	0.7M Annual Visits	0.9M Annual Visits

HR&A’s analysis also considered the value that signature multi-park networks on the scale of the NHHIP would generate above and beyond the sum of each individual Project. HR&A identified two peer downtown public space networks—the Beltline in Atlanta and the Rose Kennedy Greenway, Boston Common, and Lawn on D in Boston. While exact visitation figures for these park networks were hard to come by due to visitors likely visiting more than one park in a single outing, these networks see approximately 6 million and 4 million people per year, respectively.¹²

In addition to boosting daily visitation, certain components of the civic opportunity vision—specifically the proposed EaDo Cap—would provide the physical space to attract a new tier of festivals and events that the city cannot host under existing space constraints. Each of these events—including World Cup games, additional Super Bowls, or major music festivals—bring hundreds of thousands of visitors and can generate hundreds of millions in economic impact. HR&A analyzed recent major local events along with aspirational national events such as music festivals to estimate the visitation and economic impact that these sorts of events

¹¹ Out-of-town visitation is calculated as the average of Klyde Warren (21%), Discovery Green (20%), and the High Line (60%)

¹² City of Boston; Beltline.org

would bring to Houston. HR&A estimated the number of additional major events the city would be able to host with the addition of the EaDo Cap.

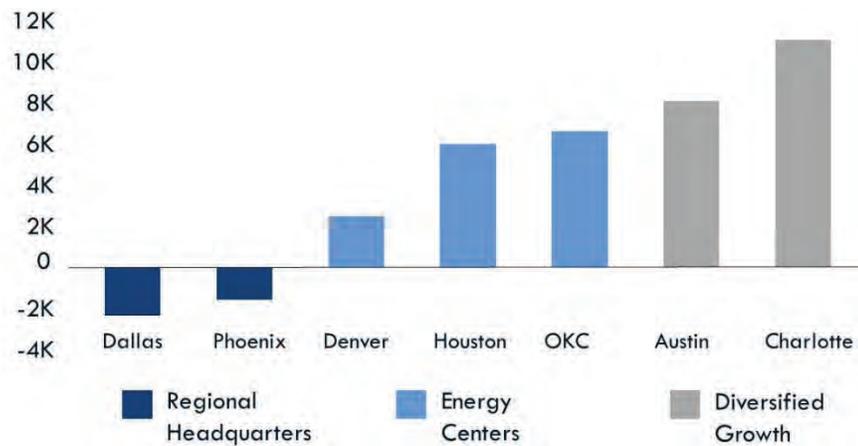
RESIDENT AND WORKER ATTRACTION

Public space amenities inform worker and employer location decisions, both within a region and between metropolitan areas. Knowledge workers and the companies that employ them increasingly seek an amenitized urban experience. For example, Amazon’s second headquarters bid identifies these amenities among its top eight priorities for location. The peer cities’ signature parks set precedents for the power of brand value in attracting and retaining residents and workers. New York’s Central Park and High Line, and Chicago’s Millennium Park contribute to the marketability of both their surrounding neighborhoods and to their city as a whole.¹³ The as-of-yet unbranded civic opportunities related to the NHHIP can develop similar brand value for central Houston.

The data for this benefit is not comprehensive and has some inherent deficiencies. To compensate, “consider if” tests have been employed, as described below, that are commonly used in the absence of sufficient supporting data. The approach to this analysis can be broken into three steps, each of which is described in detail below:

1. **Evaluate competing downtowns’ growth in relation to their public realm investment.** Downtown’s resident and worker populations have grown steadily over the past ten years; however, their growth lags that of competitive downtowns. These competitors have high quality urban parks and amenities, and those that are ahead of Houston in adding to them (e.g., Austin, Charlotte, Seattle, Minneapolis) have added new residents and workers at up to twice the rate of Downtown Houston, particularly in the high-tech/high-talent segments Houston seeks to attract to the region.¹⁴

Downtown Job Growth (2009-2014) (Figure 21)



2. **Understand the drivers of location preference among Downtown Houston’s target residents and worker markets, including public realm quality.** Public spaces are important amenities to residents and employees of dense cities. The High Line has become the focal point of a thriving arts and cultural

¹³ HR&A Advisors, Inc., *Dallas Value of Parks and Klyde Warren Park Economic Impact*

¹⁴ Assumes Downtown Houston boundaries as defined in *Plan Downtown: Converging Culture, Lifestyle & Commerce*

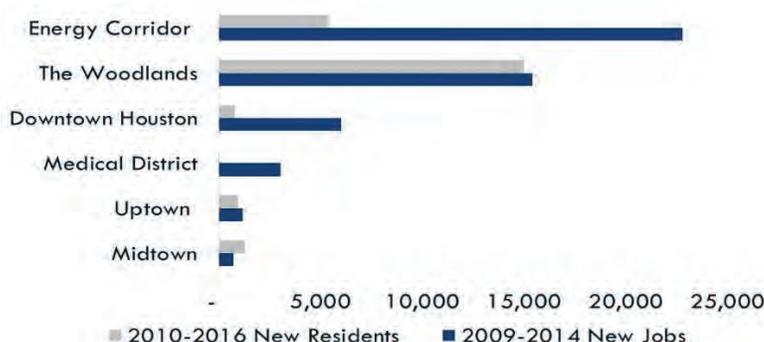
district in the Chelsea neighborhood; it has also anchored new employment growth, such as Google’s New York headquarters, and contributed to New York’s economic dynamism over the past decade. Employers gravitate to the neighborhoods and cities whose quality of life attracts and supports their workforce and business needs. The civic opportunity network’s size, location, and likely visitation offer unique opportunities to attract new residents and employers to Downtown and the surrounding central city neighborhoods.

Moreover, recent studies of central city future growth suggest public space quality is a key consideration in live/work location. Public spaces have been consistently identified as a key amenity to residents and workers, and both residents and employers gravitate to the neighborhoods whose quality of life attracts and supports their needs. A 2015 study by the Urban Land Institute identified the quality of the urban environment as the single most important factor to residents selecting their housing.¹⁵ Within Houston, a 2016 survey by the Kinder Institute found that over half of Harris County residents believe that investment in parks and trails is “very important” to the future of the city – a share that is growing significantly from year to year.¹⁶

3. **Evaluate the potential for growth proximate to and in Downtown Houston when compared to other mixed-use urban centers in the region.** By reinforcing Downtown’s urban appeal, the civic opportunities can close the growth gap between Downtown Houston and competing downtowns on the national stage. For the purposes of this analysis, HR&A estimates that with a significant investment in the urban core experience, Houston can close half of the “growth gap” with Austin, adding approximately 500 workers and 400 residents per year above baseline trends.

HR&A tested this assumption by comparing Downtown’s resident and business growth over the past five years to that of other mixed-use districts in Greater Houston including the Woodlands, the Energy Corridor, Uptown, TMC, and Midtown. Half of Austin’s growth gap is equivalent to one third of the growth gap between Downtown Houston and the Woodlands/Energy Corridor, both of which have experienced significant worker and resident growth in the last decade.

Residential and Job Growth among Selected Houston Districts (2009-2016) (Figure 22)



To quantify the economic impact of closing the gap between Downtown Houston and other strong Houston neighborhoods, HR&A used the average economic productivity of central Houston workers

¹⁵ <http://uli.org/wp-content/uploads/ULI-Documents/America-in-2015.pdf>

¹⁶ https://kinder.rice.edu/uploadedFiles/Center_for_the_Study_of_Houston/53067_Rice_HoustonAreaSurvey2016_Lowres.pdf

as a proxy for their total value to the larger economy. HR&A did not develop a proxy for resident economic impact, as housing spend is already accounted for through the real estate premium and development analyses.

Central Houston Worker Attraction (Figure 23)

Projected New Workers Over Next 20 Years	
Central Houston (Baseline)	24,000
Target District Average	42,000
Texas Medical Center (TMC)	12,000
Energy Corridor	91,000
Uptown	5,000
The Woodlands	62,000
Central Houston (with NHHIP civic opportunity vision) *	33,000
Central Houston Net New	9,000

* Assuming central Houston closes 1/2 of the growth rate between baseline growth and growth of peer areas. Central Houston baseline figures from *Plan Downtown*.

Central Houston Resident Attraction (Figure 24)

Projected New Residents Over Next 20 Years	
Central Houston (Baseline)	3,000
Target District Average	18,000
Texas Medical Center (TMC)	200
Energy Corridor	18,000
Uptown	3,000
The Woodlands	50,000
Central Houston (with NHHIP civic opportunity vision) *	10,000
Central Houston Net New	7,000

* Assuming central Houston closes 1/2 of the growth rate between baseline growth and growth of peer areas. Central Houston baseline figures from *Plan Downtown*.

COMMUNITY BENEFIT METHODOLOGIES

HR&A also analyzed Community Benefits that will be enjoyed by the visitors to the proposed network’s public spaces and adjacent communities: enhanced stormwater management, multimodal mobility, and public space access and community cohesion. These benefits can be described and quantified, but are more difficult to monetize for Project funding.

ENHANCED STORMWATER MANAGEMENT

Public spaces often provide environmental value and resiliency benefits through increased stormwater detention or retention, which mitigates the risk of flooding while also improving water quality. Greater stormwater management capacity in certain Project study areas makes Houston more resilient overall by protecting other communities within the watershed. Using preliminary information on the location and size of planned stormwater management interventions planned as part of the NHHIP, along with data associated with typical green infrastructure in stormwater parks, HR&A calculated the number of gallons of stormwater for Urban Wild Projects that have large stormwater management features, notably Northeast Downtown and Little White Oak Bayou.

MULTIMODAL MOBILITY

Parks provide commuters and recreational users with alternative modes of travel via multi-mode trails that support walking, jogging, and biking. Users of all ages, including seniors and children, can access safe pathways without concerns related to vehicular traffic conflicts. Using census data to identify the total number of workers that live and work within a 1.5-mile radius extending outward from central Houston and identifying the mode share of these workers, HR&A calculated the number of commuters that currently bike or walk as their primary mode of transportation. These commuters would experience increased mobility options as a result of the trail network proposed across multiple Projects, as would new or existing residents who currently commute otherwise but would shift modes with better biking and walking infrastructure.

PUBLIC SPACE ACCESS AND COMMUNITY COHESION

Public spaces strengthen and expand social networks within a community, serving as gathering places for friends, families, and business partners to meet and as event spaces for interactive and diverse programming. Using the Trust for Public Lands' Park Evaluator tool, HR&A calculated the net new population that would have access to each Project.

TOTAL PROGRAM BENEFITS

To calculate the cumulative benefits of the civic opportunities, HR&A developed a single Impact Area.

Summing the individual Project impacts would lead to double-counting given the significant overlap between study areas. For instance, if a parcel is within the study areas of two or more Projects, the impacts of those Projects on that parcel's real estate value, development potential, or capacity to add new workers and residents would not necessarily be additive. HR&A also identified several benefits for which the total net impact would be greater than the sum of its parts: visitor spending, worker and resident attraction/retention, retail spending, stormwater management, and mobility. These benefits are assessed at the system scale in addition to (or in lieu of) impacts assessed at the Project scale.

Benefits of the program as a whole, of each Project, economic benefits, and community benefits are identified and discussed in the sections that follow. Those sections are:

- **Economic & Community Benefit Assessment:** The benefits of the civic opportunity vision as a whole and the relative benefits of each Project.
- **Benefits by Project:** The vision, context, anticipated benefits, and implementation considerations for each of the Projects.
- **Next Steps:** Preliminary implementation considerations and next steps for central Houston stakeholders.

ECONOMIC AND COMMUNITY BENEFIT ASSESSMENT

SUMMARY OF FINDINGS

Full implementation of the NHHIP civic opportunities will generate economic benefits on the order of \$5.6 - \$9.0 billion (20-year NPV), in addition to significant community benefits. This benefit estimation is conservative. The findings are well within the observed economic impacts for comparable signature parks: impacts per Signature Park Project are \$600 million to \$1.6 billion depending on program and context, while signature parks in other cities have demonstrated impacts, on average, of approximately \$1 billion.¹⁷

Summary of Program-Wide Economic Benefits (Figure 25)

Total Economic Benefits	Low	Median	High
Worker and Resident Attraction	\$3,300M	\$4,400M	\$5,500M
Visitor Spending	\$900M	\$1,100M	\$1,300M
Real Estate Development	\$800M	\$1,000M	\$1,300M
Real Estate Premiums	\$600M	\$700M	\$900M
Total	\$5,600M	\$7,200M	\$9,000M

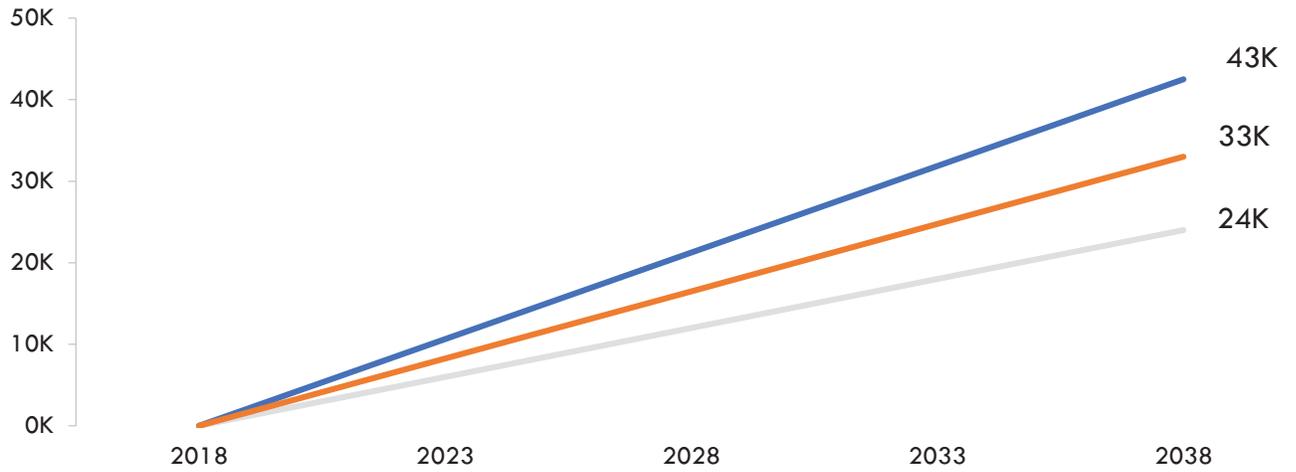
Real estate and visitation benefits account for \$2.3 - \$3.5 billion in benefits for the overall program. These benefits are most easily monetized for Project funding.

WORKER AND RESIDENT ATTRACTION

By far the most significant economic benefit of the civic opportunity vision is the ability to increase resident and business attraction to central Houston, a potential impact of \$3.3 - \$5.5 billion. Houston’s Downtown, like downtowns nationally, can support the growth of new industry sectors, especially technology and innovation. With the public space network, the addition of nearly 500 highly-skilled workers each year may induce start-ups, including tech firms, to consider central Houston as a location for their headquarters when they previously would not have considered the neighborhood, or even Houston, as an option. Their relocation would add to the knowledge economy base, spurring further relocations and new businesses to take advantage of a range of clustering benefits. These new workers could in turn spend some of their earnings locally creating further Houston jobs. Similarly, the overall NHHIP civic opportunity network is projected to increase central Houston’s population by nearly 400 residents a year above baseline growth. These residents will facilitate stronger park programming, incentivize the creation of diverse and high-quality retail, and evolve into a self-sustaining community. Figures 26 and 27 illustrate the theoretical impact of the civic opportunities on the number of net new workers and residents in central Houston between now and 2038.

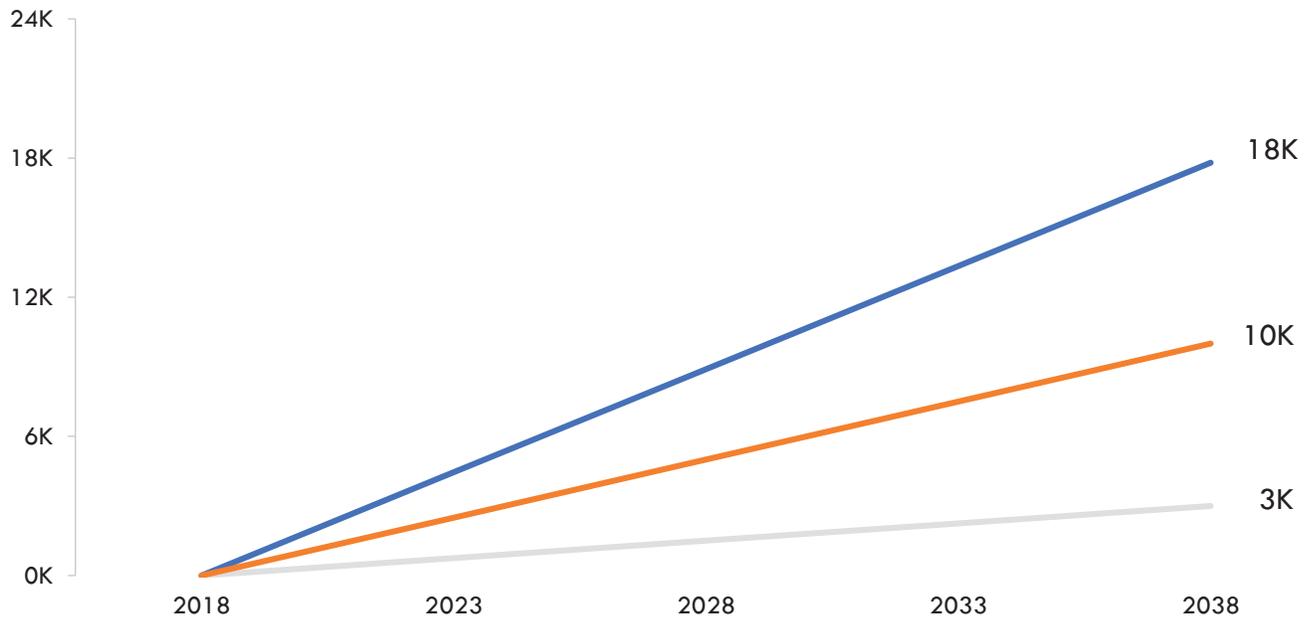
¹⁷ Per literature review and prior HR&A analysis

Net New Workers in Central Houston vs. Target Neighborhood Average (Figure 26)



— Central Houston (Baseline) — Target Neighborhood Average — Central Houston (with full civic opportunity vision)

Net New Residents in Central Houston vs. Target Neighborhood Average (Figure 27)



— Central Houston (Baseline) — Target Neighborhood Average — Central Houston (with full civic opportunity vision)

REAL ESTATE PREMIUMS

The overall civic opportunities can enhance the value of nearby existing real estate assets by between **\$560 and \$890 million**. Much of central Houston’s existing real estate value is concentrated away from the highways, along its major north-south corridors such as Main Street and Louisiana Street. There are currently under-developed areas on Downtown’s edges, particularly on the eastern, northern, and southern edges, which stand to gain the most from the improved public space access, programming, and connectivity. A Project-by-Project summary of the premium to existing real estate is below in Figure 28.

Existing Property Value Premium Summary (Figure 28)

Project Option*	Total (Low)	Total (High)
Pierce Linear (Signature)	\$300M	\$485M
EaDo Cap	\$170M	\$260M
Pierce Linear (Neighborhood)	\$125M	\$180M
Southwest Downtown	\$30M	\$55M
West Bayou	\$20M	\$40M
UH Downtown	\$15M	\$15M
Warehouse District	\$10M	\$10M
City Complex	\$10M	\$10M
All Other Projects	\$5M	\$10M
Program-Wide	\$560M	\$890M

* See Appendix A for project study area boundaries.

Note: Program-wide benefits are discounted due to overlapping study areas

REAL ESTATE DEVELOPMENT

Investment in the civic opportunity vision can strengthen Houston’s already strong real estate development trends, attracting between approximately \$770 million and \$1.3 billion in net new real estate investment in and around the total opportunity area. These benefits are most pronounced in areas with strong development momentum, ample development sites, and a Project vision that can be catalytic in its context (typically a Signature Park). A Project-by-Project summary of the incremental value of new development is below in Figure 29.

Incremental Value of New Development (Figure 29)

Project Option*	Total (Low)	Total (High)
Pierce Linear (Signature)	\$235M	\$575M
EaDo Cap	\$355M	\$575M
Warehouse District	\$120M	\$145M
Pierce Linear (Neighborhood)	\$95M	\$115M
UH Downtown	\$45M	\$55M
City Complex	\$60M	\$70M
West Bayou	\$10M	\$15M
Southwest Downtown	\$10M	\$15M
All Other Projects	\$5M	\$10M
Program-Wide	\$770M	\$1,330M

* See Appendix A for project study area boundaries.

Note: Program-wide benefits are discounted due to overlapping study areas

VISITOR SPENDING

The NHHIP civic opportunities can attract new visitor spending of between \$930 million and \$1.3 billion over 20 years. This value is composed of four components: increased regional day visitation, extended stay for out-of-region visitors, an increase in visitation to each Project with the completion of the full vision, and increased frequency of major central Houston events (e.g., World Cup, Austin City Limits). Together, these factors correspond to 5 to 7 million new visits to central Houston—including .5 to 2 million visitors per Signature Park. Figure 30 shows the projected visitation benefit by project, and assumes that completing the full program would generate a visitation premium above and beyond the sum of the component Projects. This premium is assumed to be approximately equal to an additional Signature Park.

Tourism and Visitation Summary (Figure 30)

Park Option	Annual Visits		Net New Visitor Spend		Net New Event Spend	
	Low	High	Low	High	Low	High
EaDo Cap	1.5M	2M	\$240M	\$300M	\$240M	\$480M
West Bayou	0.5M	1M	\$60M	\$75M	-	-
Pierce Linear (Signature)	1.5M	2M	\$120M	\$150M	-	-
Complete Civic Opportunity Premium	1.5M	2M	\$270M	\$340M	-	-
Program-Wide	5M	7M	\$690M	\$870M	\$240M	\$480M

These visitation estimates are within the range of observed visitation to major public spaces in Houston, and reflect the distribution of visitation across parks in other downtowns with robust public space networks (Boston, Chicago, New York City) as referenced in the Methodology section. The increase in major public events—specifically the type of music festivals and global sporting events that require significant public space for fan festivals and close proximity to the George R. Brown Convention Center—is estimated to have economic impacts of between \$120 million and \$240 million per event, in line with major public events in Houston and across the country. This benefit will accrue not only as a result of the increased physical space, but also due to the City of Houston’s improved marketing acumen that is vital for attracting event organizers of this scale.

COMMUNITY BENEFITS

With robust connections across neighborhoods and job centers; the ability to host large- and small-scale events; and plenty of public space for relaxation, recreation, and community gathering; the NHHIP civic opportunity vision is uniquely positioned to generate significant social, cultural, and environmental benefits.

STORMWATER

The overall civic opportunities can significantly increase the stormwater retention capacity within the area by retaining over 100 million gallons of stormwater. These figures represent a conservative estimate of the stormwater management capacities, which are highly dependent on the final design of the Urban Wild Projects. In addition, these investments can offer increased protection of existing and future buildings and assets along the lowest-elevation portions of central Houston from future stormwater flooding. These investments will also benefit communities downstream, such as the historic wards, during flooding events. See Appendix D for a breakdown of stormwater retention by Project.

PARK ACCESS

Once completed, the Projects within the NHHIP civic vision would provide public space access to approximately 4,000 people who currently do not live within walking distance of a park. While this is a small percentage of the 60,000 people who live within walking distance of one of the proposed parks, existing parks vary in quality and diversity of the landscape and activities available to residents. Some residents must travel a long distance to reach a park for recreational activities such as baseball or swimming. Over a third of residents within walking distance of the civic opportunities are low income, earning less than \$25,000 per year, while 16% are children and 7% are seniors. Once completed, the overall network would enhance the quality of public life for residents of all incomes and ages.

MOBILITY AND CONNECTIVITY

The completed civic opportunity vision can improve mobility and connectivity for residents throughout central Houston. 800 commuters already bike or walk to work within the study area. The completed civic opportunity network will improve commute quality and potentially reduce commute time. HR&A anticipates that investments will significantly increase the number of bike and walk commuters by increasing central Houston's population and shifting the mode share of existing automotive commuters. For instance, Dutch Kills Green—a small green district created in Queens, NY—has led to a 12% increase in bicycle traffic since the park opened in 2012.¹⁸ The vision will also support central Houston's multimodal connectivity and transit utilization with new pedestrian and bike infrastructure that can tie into the METRO system, helping to connect 150 miles of hike and bike trails throughout the region by 2020. For example, the Midtown Main Cap will connect residents on both sides of the Southwest Freeway to METRORail's Wheeler Station, which is adjacent to the Project site and is being considered as a possible transfer hub for the proposed Blue Line expansion.

¹⁸ <https://landscapeperformance.org/sites/default/files/Dutch%20Kills%20Green%20Methodology.pdf>

BENEFITS BY PROJECT

Together, the EaDo Cap and Pierce Linear account for 80% of the Project-specific economic impacts of the civic opportunities related to the NHHIP. A detailed summary of the potential impacts and implementation considerations, including design, program, and funding, of each project can be found within this section.

Median Economic Benefits by Project (Figure 31)



Median Summary Economic Benefits by Project (Figure 32)

Park Option	Real Estate Premiums	Real Estate Development	Visitor Spending	Total
EaDo Cap	\$215M	\$465M	\$630M	\$1,310M
Pierce Linear (Signature)	\$395M	\$405M	\$135M	\$935M
Pierce Linear (Neighborhood)	\$150M	\$105M	-	\$255M
Warehouse District	\$10M	\$135M	-	\$145M
West Bayou	\$30M	\$15M	\$65M	\$110M
City Complex	\$10m	\$65M	-	\$75M
UH Downtown	\$10M	\$50M	-	\$60M
Southwest Downtown	\$40M	\$10M	-	\$50M
Midtown Main Cap	-	\$10M	-	\$10M
All Other Projects	\$10M	\$5M	-	\$15M
Program-Wide	\$500M	\$800M	\$600M	\$2,150M

Note: Discounted from sum of all Projects due to overlap between study areas
 Note: Values marked as “-“ are not significant

EADO CAP

Project Overview & Context

The NHHIP will significantly alter the highway corridor between Downtown’s Convention and Ballpark districts and the East Downtown (EaDo), widening the Interstate 45 and 69 infrastructure while sinking it below grade. This will allow for greater connectivity between Downtown and EaDo. This major infrastructure investment will be delivered in a manner that facilitates the creation of a cap park above the realigned highway corridor. The civic opportunity vision capitalizes on this transportation infrastructure investment with a 30-acre highly-programmed signature park.

This investment builds on significant market activity on either side of the highway. The east side of Downtown is home to many of the city’s most iconic and visited tourism and entertainment destinations: Minute Maid Park, Discovery Green, the George R. Brown Convention Center, Avenida Houston, the Toyota Center, and two large convention hotels, the Hilton Americas and the Marriott Marquis. Meanwhile, EaDo is home to BBVA Compass Stadium and to popular restaurants and destinations such as the 8th Wonder Brewery. Both neighborhoods are home to new multifamily development, including 500 Crawford, Catalyst, and one Park Place in Downtown and Lofts at the Ballpark and Circuit Apartments in EaDo. Together, these neighborhoods are envisioned as a connected mid-rise, mixed-use entertainment district. The Project study area is home to nearly 20 acres of surface parking lots, many used for event parking, that could be developed as mixed-use sites to further enhance the area for residents and visitors. Several new development parcels will be created as a result of the NHHIP project on the east side of the new highway alignment, adjacent to the historic Cheek-Neal Coffee Building. The Project also offers an opportunity to connect into the Columbia Tap Trail, providing a bike and trail connection to neighborhoods further south, including the historic Third Ward.

Existing Conditions



Proposed Design (Signature Park)



Economic Benefits	Low	Median	High
Visitor Spending	\$240M	\$270M	\$300M
New Events	\$240M	\$360M	\$480M
Real Estate Development	\$355M	\$465M	\$575M
Real Estate Premiums	\$170M	\$215M	\$260M
Total Economic Benefit	\$1,005M	\$1,310M	\$1,615M

Key Benefits

- ***The EaDo Cap generates the highest economic benefits of the proposed Projects at approximately \$1.3 billion.*** This impact reflects the scale of the investment, which is likely to be the costliest of those considered, as well as the opportunity afforded by the site and surrounding context.
- ***This Project offers the most significant impacts of the twelve Projects for out-of-town visitation—accounting for over 80% of the total visitor spending benefits of the total civic vision.*** The program, size, and location of the site offer a rare opportunity to extend the impact of Discovery Green, the George R. Brown Convention Center, and the sports facilities to support the visitor economy, drawing net new visitors to Houston and serving as a regional destination. This benefit is driven by two key factors. The first is the cap park's co-location adjacent the major assets of the Downtown tourism, entertainment, and convention industry. The Project will support these assets, encouraging between 1.4 and 1.7 million annual visitors to spend more time and money within Downtown and EaDo. Second, the scale and location of the Project can attract large-format events, including multi-day and multi-venue events such as the World Cup or large music festivals, that require significant public space. The committed and capable leadership of HDMD, the City, Houston First, and the Harris County Houston Sports Authority have a legacy of success in attracting and executing these types of events, notably Super Bowls XXXVIII and LI. These civic leaders are well-positioned to realize the potential visitation benefits of the EaDo Cap.
- ***This Project's significant real estate benefits are primarily a function of its ability to attract new development to vacant and underbuilt sites, particularly east of I-69.*** Currently, there are approximately 27 acres of developable land within a quarter-mile radius of the Project. Recent investments in the sports stadia, the George R. Brown Convention Center and convention center hotels, and the public realm at Discovery Green and Avenida Houston have primed the pump for development in this submarket. The private response has already begun with new hotel and residential investment on the Downtown side of I-69. The sites in the northern part of the study area benefit from both a new public space amenity and significant enhanced connectivity to Downtown. Several development sites immediately abut the proposed Project on its eastern edge, just north of the Texas Avenue and METRO light rail—these parcels will be particularly well-positioned to evolve into high-density mixed-use space that engages with the proposed EaDo Cap. These parcels and others on the northern half of the site will also benefit from stronger connections to the value and activity in the rest of Downtown and EaDo. While development sites at the southern end of the study area will benefit from proximity to the Project, access to Downtown will remain somewhat impeded due to the realigned Interstate 45 infrastructure and planned expansion of the George R. Brown Convention Center to the south, near Toyota Center.

Programming & Design Considerations

- ***The design of the EaDo Cap should support the space requirements for large events.*** For instance, Downtown was the site of Super Bowl Live during Super Bowl LI—this week-long fan experience zone occupied Discovery Green and almost five full city blocks, approximately 29 acres.¹⁹ Similarly, successful music festivals such as Austin City Limits have multiple stages for performers and often require festival grounds larger than what Downtown Houston can currently host today.

¹⁹ <http://www.housuperbowl.com/wp-content/uploads/2016/11/road-closures-sm.pdf>; HDMD

- ***If the Project is limited in size, prioritize investments in the northern portion of the Project geography to connect Downtown and EaDo.*** There should be a focus on key parcels north of Texas Avenue, including the Lot B parking areas, as well as the park-fronting sites to the north and south of the Cheek-Neal Building. Leveraging the existing METRORail station in EaDo for transit-oriented development should be a priority throughout the design development process.
- ***Activate the edges of the Project along key development sites and connections to major visitor assets to support value creation.*** Connections from the Project to Minute Maid Park, BBVA Compass Stadium, the Convention Center, and Discovery Green should be emphasized, along with connections to soft sites that could be home to the highest-value development. The creation of an entertainment district, connecting the existing entertainment assets with the EaDo Cap, will provide visitors additional amenities and will likely result in longer trips and more value to the City.

Implementation Considerations

- ***Align nearby tourism and entertainment stakeholders that stand to benefit from the Project to support implementation.*** This includes the Astros, Dynamo, Harris County Houston Sports Authority, and Houston First (managing the George R. Brown Convention Center and the Hilton Americas) as potential funding partners. Houston First can help to mobilize these partners and provide a mechanism, through Hotel Occupancy Taxes, to leverage the Project's visitor benefits for funding.
- ***The Project site sits within two separate Tax Increment Reinvestment Zones (TIRZs), which offer mechanisms through which to leverage new development for Project funding.*** Civic leaders should coordinate with City and County TIRZs prior to Project investment to share in the real estate benefits the Project will create and leverage these benefits for capital funding.
- ***This Project will be highly utilized; civic leaders should develop an earned income and sponsorship program that complements existing offerings in the neighborhood and can monetize visitation for park operations.*** This is unlikely to include significant food and beverage programming given the supply of restaurants at Avenida, but may include sites for private events affiliated with the George R. Brown Convention Center and corporate partnerships, as well as other venues for local programming and activity. Existing food and beverage establishments in EaDo that are displaced as a result of the NHHIP highway widening may also have a role in reestablishing their businesses in proximity to the EaDo Cap.

PIERCE LINEAR

Project Overview & Context

The current alignment of Interstate 45 along the west and south edges of Downtown will be relocated to the north and east edges of Downtown, allowing for the highway’s removal or repositioning as a destination public space. HR&A compared two distinct options for the site: (1) repurposing a portion of the current Pierce Elevated structure as a destination, above-grade ‘Sky Park’ stretching from Brazos to Caroline (the “Pierce Signature”), and (2) demolishing the Pierce Elevated in its entirety to create a neighborhood chain of parks and green streetscapes along with new development sites in the existing highway right-of-way. The former option includes world-class design and a high level of programming that together attract visitors from across the region, which would not only lead to increased visitor spending but would also catalyze higher real estate premiums over a wider impact area than the latter option, which will include a more modest design and a level of programming in line with community parks. Thus, HR&A categorized the first option as a Signature Park and the second as a Neighborhood Park, with higher real estate premiums and a wider study area for the Signature Park option versus the Neighborhood Park option. HR&A’s analysis does not consider any possible deleterious impacts of keeping a portion of the Pierce Elevated intact, such as shadow and view plane interruptions or limited activation at street level.

This Project has the potential to stitch together emerging communities at the southern edge of Downtown and in Midtown. The Project is located in an active development market with significant development sites. Both sides of the Pierce Elevated are currently experiencing substantial new development—such as 1825 San Jacinto Street and 1711 Caroline Street—and numerous underdeveloped sites would be ripe for similar growth with the advancement of the Project. With over one million square feet of vacant land and surface parking lots, this Project study area presents an exciting opportunity for revitalization. In fact, by thinning the footprint of the highway (for both the Signature and Neighborhood options), the Project creates a row of new development sites that abut the southern edge of the Project.

Existing Conditions



Proposed Design (Neighborhood Park option shown)



Economic Benefits	Signature Park			Neighborhood Park		
	Low	Median	High	Low	Median	High
Visitor Spending	\$120M	\$135M	\$150M	-	-	-
Real Estate Development	\$235M	\$405M	\$570M	\$95M	\$105M	\$115M
Real Estate Premiums	\$300M	\$395M	\$485M	\$125M	\$150M	\$180M
Total Economic Benefit	\$655M	\$935M	\$1,205M	\$220M	\$255M	\$295M

Comparison of Options

Overall, the Pierce Signature option creates more gross economic impact than the Pierce Neighborhood option, although the impacts of the Neighborhood option are still significant within the context of the overall vision of NHHIP civic opportunities.

- ***This difference in benefits between the two options is driven largely by the Signature Park's ability to attract new visitor spending.*** The Project is somewhat isolated from Downtown's major tourism assets, though it is located between Downtown and the highly-visited Museum District, and along a METRORail corridor. Therefore, the Project's appeal to visitors will be highly contingent upon the ability of its design and programming to draw visitors to the neighborhood. This type of destination programming can be particularly difficult for linear parks because their dimensions limit the types of uses the site can support. Linear parks that succeed in drawing significant visitation, notably the High Line in New York City, are bolstered by multi-million-dollar annual programming and public art investment.²⁰ At-grade linear parks, such as La Rambla in Barcelona, or the Rose Kennedy Greenway in Boston, also succeed through high levels of programming and ongoing public investment.
- ***The difference in benefits between the two options also reflects the wider radius across which the Pierce Signature increases the value of existing properties.*** As a Signature Park is often seen as a regional amenity, the real estate impacts are felt up to a quarter-mile from the Project, while a Neighborhood Park's impact are accrued within a smaller geography.
- ***This assessment of benefit does not reflect differential costs.*** Until the design of each option is further advanced, specific costs of either option are not known. Given this uncertainty, civic leaders and Pierce stakeholders are advised to continue to advance both alternatives through at least concept design and/or preliminary engineering to better understand implementation considerations including cost and phasing.

Key Benefits

- ***Both options offer significant real estate development benefits.*** The value of new development for either Project option would be significant, although the Signature Park option does offer greater development potential due to the wider impact of the Project and the inclusion of additional development sites, as compared to a Neighborhood Park configuration.
- ***This Project creates critical open space that serves both existing residents and thousands of new residents and workers that may relocate to the area.*** Today, nearly 1,000 residents within a half-mile from the Project lack park access; the Project will provide those residents with new park access. This Project can also serve as a key gateway and gathering space for both the Midtown and southern Downtown communities. The linearity of the Project offers significant physical exercise and public health potential, with the added benefit of being grade-separated from vehicular traffic under the elevated Signature Park configuration.
- ***The Project will also generate significant mobility and connectivity benefits, connecting the overall system of civic opportunities and extending the regional trail network.*** Note that this benefit would likely be more pronounced under the Neighborhood Park option given the availability of street-level connections and the potential connection east of I-69 to Emancipation Park.

²⁰ While the High Line in New York (to which this project has been compared) attracts 8 million visitors per year, the Katy Trail in Dallas, a linear walking and cycling path built along a former railroad (to which this project seems more comparable), attracts roughly 1 million visitors, most of whom are local. The Katy Trail's economic impact has been remarkable, but accrues primarily to existing real estate owners due to the value the trail provides to local residents.

Programming & Design Considerations

- ***In the case of an elevated Signature Park, vertical circulation is a critical driver of both benefit and cost.*** Future design will need to carefully consider the means of access to elevated portions of the Project. Leveraging private investment to create new vertical circulation access points to the Project as part of development agreements may be a pathway to support greater connectivity to an elevated Signature Park option.
- ***In the case of an elevated park, the area beneath the Project offers significant program opportunities alongside security risks.*** These spaces can offer concessions, event space, and activities not feasible on the above-grade portion of the Project; however, if inadequately programmed, these spaces may continue to attract vagrancy and feel unwelcoming to recreational users or pedestrians. This could have an effect of further dividing Downtown and Midtown and undermining the benefits of the elevated public space above. The ground level experience and integrated management at both the elevated and ground level spaces must be carefully considered as part of future design work for this Project.
- ***Adjacencies to major public and quasi-public uses create near-term obstacles and long-term opportunities for repositioning.*** The Greyhound facility, the METRO Downtown Transit Center, the Midtown Post Office, and Fire Station No. 8 are currently located at key sites near the Project. Over time, working in collaboration with these stakeholders, the Project may support the relocation or consolidation of these uses to support public services but also facilitate new development near the Project.
- ***The Project's eastern entrance is critical to serve residents of the Third Ward,*** providing this stable, moderate-income community a recreational space and a safe pedestrian connection to other neighborhoods and public services. The Project's design should consider options to enhance connectivity to the Third Ward and Emancipation Park via pedestrian and bicycle bridges crossing I-69.

Implementation Considerations

- ***Project funding requires the ability to leverage the value of new real estate development in the Project's vicinity for both capital and operating funding.*** The Project straddles three existing TIRZ's – Downtown, Midtown, and Harris County – and other local stakeholders, including the Midtown Management District and the Midtown Parks Conservancy, should be leading advocates for park funding and design advancement strategies.
- ***The mobility benefits the Project provides may offer opportunities for public-private funding partnerships.*** This would be similar to the transportation funding model for the Bayou Greenways network, leveraging public investment from multiple sources including the City, County, and State, to garner philanthropic and private investment.

WAREHOUSE

Project Overview & Context

The segment of Interstate 10 along the northern edge of Downtown Houston will be realigned and rebuilt to accommodate safer vehicular travel. This highway segment will move north to be adjacent to the existing Union Pacific railroad tracks near Hardy Yards. As part of the realignment, Interstate 45 will be rebuilt within the new Interstate 10 right-of-way. Today, the historically significant Warehouse District, to the north of Buffalo Bayou, is a hub for Houston arts and culture. The highway realignment allows for the neighborhood reconnection of several warehouse structures on both sides of the current Interstate 10 alignment, thereby creating a larger critical mass of warehouse structures, several with historic significance. The realignment will also open up new developable land along Buffalo Bayou.²¹ A related infrastructure project in the Warehouse District is the north canal, a project of Harris County Flood Control District that creates a bypass channel for White Oak Bayou and creates additional bayou frontage development sites. By using this new footprint as a combination of urban public space, potential university expansion, flood management, and new development, the Warehouse District can enhance connections with the Buffalo and White Oak Bayou trail networks.

Existing Conditions



Proposed Design (Green District)



Economic Benefits	Low	Median	High
Real Estate Development	\$120M	\$135M	\$145M
Real Estate Premiums	\$10M	\$10M	\$10M
Total Economic Benefit	\$130M	\$145M	\$155M

Key Findings

- **Benefits:** The Warehouse District is ripe for new development given its waterfront location, proximity to Downtown, and availability of development sites. Green District investment could spur approximately \$145M in additional development over the next 20 years above projected baseline development. This accounts for the vast majority of the Project’s potential economic value.
- **Programming & Design:** Contextually-sensitive development that complements the existing structures through adaptive reuse will be key to establishing a district brand that feels unified and authentic. Efforts should be taken to ensure the historic nature of this area is complemented, not replaced, by future development.

²¹ Including 1203 Chapman Street and Sterrett Street, between Elysian Street and McKee Street

- **Implementation:** The Project area sits between two TIRZ's, and its location adjacent to Buffalo Bayou may allow for funding from State or Federal flood control or stormwater management funding sources. The realignment of the current interstate will also allow for significant new development sites that will be publicly owned and available to support funding of the overall civic vision.

WEST BAYOU

Project Overview & Context

Today, Interstate 45 is a barrier between Buffalo Bayou Park and the Civic Center. As part of NHHIP, Interstate 45 will be relocated from the south and west sides of Downtown to the north and east sides. Along the western edge of Downtown, the existing highway will be replaced by a local “Downtown Connector” alignment. Replacement provides opportunities to enhance public space access into Downtown with improved pedestrian crossings and easier connections to Buffalo Bayou and Sam Houston Parks. The proposed Connector bridge can also be reconceived as a signature bridge that contributes to the Downtown skyline and solidifies the area as a gathering place and destination for Downtown Houston and Buffalo Bayou.

The West Bayou study area includes a variety of built typologies, including publicly owned surface parking lots to the north of the Bayou, adjacent to the Fonde Community Center. The NHHIP will create opportunities for improvements to Buffalo Bayou and Sam Houston Parks, with enhanced connectivity between the Fourth Ward and Downtown Houston, two neighborhoods that are currently separated by existing highway infrastructure.

Existing Conditions



Proposed Design (Neighborhood Park)



Economic Benefits	Low	Median	High
Visitor Spending	\$60M	\$65M	\$75M
Real Estate Development	\$10M	\$15M	\$15M
Real Estate Premiums	\$20M	\$30M	\$40M
Total Economic Benefit	\$90M	\$110M	\$130M

Key Findings

- **Benefits:** West Bayou could become a regional visitor attraction, generating between \$60 and \$75 million in net new visitor spending over 20 years. Real estate premiums reflect the projected impacts of a Neighborhood Park. Depending on final design and programming of the Project, real estate impacts may be higher.
- **Programming & Design:** The benefits of the Project would be amplified with an iconic gateway between Buffalo Bayou Park and Downtown. Efforts should be made to ensure the Project is able to support flood control efforts as part of the wider Buffalo Bayou watershed.
- **Implementation:** Design, implementation, and funding should be coordinated with the Buffalo Bayou Partnership, which may be able to fundraise a portion of Project costs, assuming Project investments align with its long-range goals.

CITY COMPLEX

Project Overview & Context

The current alignment of Interstate 45 along the west side of Downtown will be re-routed to the east side, creating development opportunities along the northwest edge of Downtown. The Historic Post Office facilities are currently being planned as part of a large, mixed-use redevelopment that retains much of the existing building fabric. The redevelopment calls for a connection to Buffalo Bayou and quasi-public spaces along the bayou and within the new development. Also under consideration within the Project study area is the realignment of Union Pacific Railroad infrastructure that would remove at-grade crossings; with a re-aligned freight and passenger main, the existing Amtrak station could also be relocated in proximity to the Burnett Street METRORail Station. The Project study area continues to extend west of the existing Interstate 45 alignment, in an area that is typified by parking lots and underbuilt public facilities. Connections into Buffalo Bayou Park would allow for the enhancement of existing pedestrian and bike trails in the area.

Existing Conditions



Proposed Design (Green District)



Economic Benefits	Low	Median	High
Real Estate Development	\$60M	\$65M	\$70M
Real Estate Premiums	\$10M	\$10M	\$10M
Total Economic Benefit	\$70M	\$75M	\$80M

Key Findings

- **Benefit:** A number of key soft sites, anchored by municipal entities including the Houston Police and Fire Department facilities, Houston Municipal Courts Administration, and several publicly-owned surface parking lots could be redeveloped leading to between \$60 and \$70 million in incremental property value. For land not owned by the City of Houston, the premiums on existing real estate are relatively low due to the limited value of the assessed property within this study area.
- **Programming & Design:** Effective programming would center on the existing Post Office structure and potentially other publicly-owned buildings that could be adaptively reused or significantly redeveloped to preserve neighborhood character while creating an authentic brand for the area.
- **Implementation:** The high percentage of land in the Project study area that is currently publicly-owned creates opportunities to support funding through the consolidation of existing properties and public-private partnerships to redevelop currently under-utilized sites, including parking lots. Creating a new hub of public services for the City of Houston within modern buildings, while creating available land for private development, could offset the cost of the Project.

UH-D

Project Overview & Context

The NHHIP aligns Interstates 10 and 45 on the northern edge of Downtown to allow for existing and planned University of Houston-Downtown (UH-D) facilities to be stitched together as a university campus on a waterfront setting. Given UH-D’s majority land control of the Project area – at roughly 60% of all land and over one million square feet of development sites, this future portion of central Houston will largely be determined by UH-D and its vision for its campus’ future. From an ecological perspective, the area is situated at the confluence of the Buffalo and White Oak Bayous, with the majority of the development near the water’s edge and potentially flood-prone, limiting overall development value.

Existing Conditions



Proposed Design (Green District)



Economic Benefits	Low	Median	High
Real Estate Development	\$45M	\$50M	\$55M
Real Estate Premiums	\$5M	\$10M	\$15M
Total Economic Benefit	\$50M	\$60M	\$70M

Key Findings

- Benefits:** The study area is home to development sites owned by UH-D, and the overall Project vision is largely in the hands of the University. Coordination with UH-D to refine the Project vision and connections to Downtown will be critical to advancing this opportunity for mixed-use development. A Green District would capitalize on the site’s waterfront location and amplify the value of its Downtown proximity, creating compelling connections that wouldn’t otherwise exist.
- Programming & Design:** Plazas and pedestrian thoroughfares should be oriented to maximize sightlines to the Downtown skyline and to the bayous. Due to the Project’s waterfront location, resiliency measures should be included as part of the design of the Project.
- Implementation:** As the primary stakeholder in the Project study area, UH-D could use much of the available space to expand its facilities, potentially contributing to the cost of the public space creation and ongoing operations.

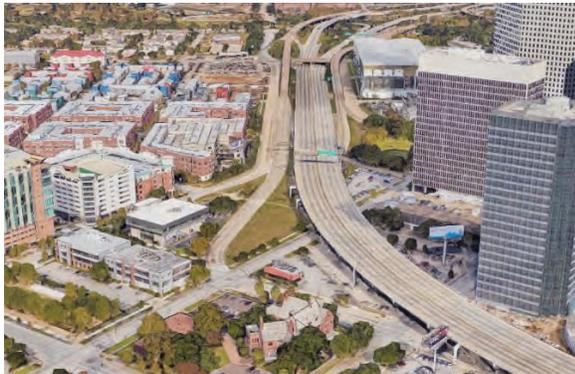
SOUTHWEST DOWNTOWN

Project Overview & Context

With the realignment of Interstate 45, the new west side elevated “Downtown Connector” comes to grade between West Dallas and the Pease/Jefferson Street couplet. This new alignment may create opportunities along the western edge of Downtown to improve east-west connectivity between the Fourth Ward and Downtown, and for pedestrian and bike north-south connectivity between Midtown and Buffalo Bayou Park.

The Southwest Downtown Project study area spans the current Interstate 45 alignment, including both the largely-residential Fourth Ward and the commercial core of Downtown. Large office development sites on the Downtown side of the existing highway will continue to grow the area’s workforce, most notably Chevron’s planned office tower development at 1600 Louisiana and Brookfield’s planned improvements for Allen Center.

Existing Conditions



Proposed Design (Neighborhood Park)



Economic Benefits	Low	Median	High
Real Estate Development	\$10M	\$10M	\$15M
Real Estate Premiums	\$30M	\$40M	\$55M
Total Economic Benefit	\$40M	\$50M	\$70M

Key Findings

- **Benefits:** The adjacency of this neighborhood park to high-value real estate can create economic impacts of \$30-\$55 million in property value premiums for existing real estate.
- **Programming & Design:** Considering the importance of real estate premiums to this Project’s overall impact, connections to the existing commercial development to the east and multifamily to the west of this Project will be especially meaningful.
- **Implementation:** Brookfield Properties owns a significant share of nearby property, and could be an ongoing partner for construction and operations. The site also presents earned income opportunities through sponsorships, vendors, or private events that could offset operating costs.

MIDTOWN MAIN CAP

Project Overview & Context

The existing elevated Interstate 69 will be reconstructed within a trench similar to the existing highway to the south from Hazard to Montrose. This new configuration will reduce both sound and visual impacts. By placing the highway into a trench, the at-grade portion of the highway can be capped with city streets and a community park. The proposed cap park at Midtown Main stitches together the Museum District and Midtown, two diverse neighborhoods that have seen significant growth over the past 10 years, largely through the addition of the METRORail Red Line that cuts across both neighborhoods and whose Wheeler Street Station is integral to the cap design and operations.

The Project will be able to tap into the vibrant Montrose neighborhood to the west, known for its walkability and food scene. The area immediately surrounding Midtown Main is anticipated to see accelerated growth with the addition of a transfer station between the existing Red Line and a possible METRORail expansion along Wheeler/Richmond in the future.

Existing Conditions



Proposed Design (Neighborhood Park)



Economic Benefits	Low	Median	High
Real Estate Development	\$5M	\$10M	\$10M
Real Estate Premiums	Not significant	Not significant	Not significant
Total Economic Benefit	\$5M	\$10M	\$10M

Key Findings

- **Benefits:** A community-oriented cap park between these two lower-density neighborhoods would support denser development around the Wheeler Transit Center, with economic impact for the Project of up to \$10 million. The Project will also enhance connectivity by linking two neighborhoods that have a dearth of connections today.
- **Programming & Design:** New transit-oriented development centered on the Wheeler Transit Center can take advantage of and be amplified by the new public space.
- **Implementation:** TxDOT is expected to fund the highway cap structure, reducing costs for Project construction and facilitating the feasibility of a neighborhood park.

NORTHEAST DOWNTOWN

Project Overview & Context

The NHHIP realigns both Interstate 69 and Interstate 45 at their junction, opening up land adjacent to Buffalo Bayou for Project uses. This will contribute to a significant reimagining of this Project area, with potential for improved connectivity and a compelling public space experience, as land area that lies under the current highway infrastructure will become available while existing soft sites like 2140 Lyons Avenue or 301 Jensen Drive could attract modest levels of new development. Today, the aging Clayton Homes housing complex comprises much of the available land in the area, but this Houston Housing Authority complex will be relocated as part of the NHHIP. North and south of Buffalo Bayou, TxDOT has plans for large-scale detention ponds.

Existing Conditions



Proposed Design (Urban Wild)



Economic Benefits	Low	Median	High
Real Estate Development	Not significant	Not significant	Not significant
Real Estate Premiums	\$5M	\$5M	\$5M
Total Economic Benefit	\$5M	\$5M	\$5M

Key Findings

- Benefits:** The economic benefits of this project are not significant; however, the stormwater management and resiliency benefits may be quite impactful. While the specifications of the stormwater detention basin and affiliated infrastructure have not been determined, the total capacity of the stormwater management interventions will likely be over 50 million gallons.
- Programming & Design:** Project design should be coordinated closely with local stakeholders, including Buffalo Bayou Partnership and the Harris County Flood Control District, to ensure that the detention site design supports the wider goals of equitable access to public space and flood control.
- Implementation:** Stormwater detention and retention interventions, a major aspect of this Project, will likely be eligible for federal funding affiliated with Hurricane Harvey recovery or other Army Corps of Engineers funding for stormwater management. Other key implementation stakeholders include the Gulf Coast Regional Conversation Plan (e.g., surrounding counties) and the Harris County Flood Control District and the Houston Parks Board. Due to this Project's focus on stormwater management, a substantial portion of the cost of this Project will likely be able to leverage funding sources associated with stormwater management.

MIDTOWN ALMEDA CAP

Project Overview & Context

Along with the Midtown Main Cap, this proposed cap park bridges Interstate 69 to connect two growing neighborhoods. A cap park on the section of Interstate 69 that crosses Almeda would be further from the existing METRORail line than the Midtown Main Project but could nevertheless represent an important link between the neighborhoods and catalyze development on high-potential nearby soft sites.

Emancipation Park, on the east side of I-69, recently underwent a \$34 million restoration to improve its open space and recreation facilities. The Project can also connect the enhanced amenities of Emancipation Park to a wider network of parks and public spaces throughout the central city.

Existing Conditions



Reference Design (Neighborhood Park)



Key Findings

- **Benefits:** While economic benefits for this Project are substantially less than for other Projects within the civic vision, the community benefits of a cap park further enhancing connectivity between Midtown, Third Ward, the Museum District, and Hermann Park are significant. Connections to existing nearby public space, including Peggy Park to the south and Emancipation Park to the east, and potential future connection to Texas Southern University should be studied as part of the development of this Project.
- **Programming & Design:** Design should be community-oriented and appeal to the residents of Midtown, the Museum District, and Third Ward. Clear pedestrian connections to the Wheeler Transit Center should be part of the design of the Project.
- **Implementation:** TxDOT is expected to fund the highway cap, reducing costs for overall Project construction to a point where a low-intensity neighborhood park could be feasible. Potential funding sources could include the Midtown TIRZ or the Almeda/Old Spanish Trail TIRZ. Due to the lower economic benefits of the Project, identifying philanthropic or non-profit funding should be prioritized over public investment.

NORTH MAIN CAP

Project Overview & Context

Northwest of Downtown, the NHHIP will widen Interstate 45 within the existing right-of-way as it approaches Downtown Houston, placing the reconfigured highway into a below grade trench at a property constrained area near North Main Street. By placing the new highway into a trench, a portion of the highway can be capped with a community park serving the adjacent mixed-income neighborhoods, the Greater Northside neighborhood to the east of Interstate 45 and the Greater Heights to the west. The proposed cap park would provide a neighborhood amenity, but will also serve as a catalyst for improved mixed-use development projects to take advantage of the new public space.

This low-density, mainly single-family residential Project area borders Hollywood and Holy Cross Cemeteries and is fragmented by Interstate 45, which runs through the area today. Car-oriented retail including fast food chains and auto shops dominate the commercial landscape.

Existing Conditions



Proposed Design (Neighborhood Park)



Key Findings

- **Benefits:** Similar to the Midtown Alameda Cap, this Project's economic impacts are much smaller than for other civic opportunities, but it offers community benefits in the form of greater connectivity and a central gathering place for the largely residential area.
- **Programming & Design:** Design for this Project should be advanced in consultation with the local community, as it will be key in understanding the specific programmatic elements that will make this Project a success. Access to this park respective of highway frontage roads is a significant design challenge.
- **Implementation:** TxDOT is expected to fund the highway cap, reducing costs for park construction significantly. Due to the lower economic benefits of the Project, identifying philanthropic or non-profit funding should be prioritized over public investment.

LITTLE WHITE OAK BAYOU

Project Overview & Context

The NHHIP calls for the widening of Interstate 45 as it approaches Downtown Houston. The proposed realigned highway will cross Little White Oak Bayou adjacent to Woodland Park, providing an opportunity to daylight a section of the Bayou and allow for a continuous trail between Moody Park and Woodland Park along the Bayou.

The surrounding neighborhoods are largely low-density residential, but there are a few sizeable soft sites, including to the east of the existing Interstate service road, north of Cottage Street, that could see modest redevelopment as the Project provides new cycling and walking connections to central city neighborhoods.

Existing Conditions



Proposed Design (Urban Wild)

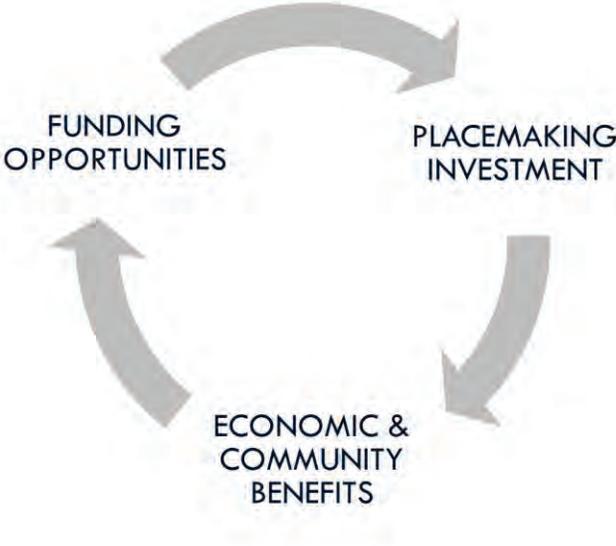


Key Findings

- **Benefits:** Economic benefits of this Project are not significant, but its connectivity, community, and environmental benefits provide a rationale for investment. The Project's proposed trail would reach over 13,000 Houstonians within a 10-minute walk of the trail, in addition to many more who will commute via the trail from neighborhoods to the north or use it to bike, jog, and walk on weekends. Nearly 1,000 residents not currently served by a park would gain park access through this investment; many of these residents are low income. Also, with the daylighting of the bayou, a refurbished green space around the trail could have over 17 million gallons in stormwater management capacity.
- **Programming & Design:** Prominent wayfinding both along and to the trail will maximize usage and establish the trail as a central amenity to the surrounding communities. Investments in the trail should be coupled with improved pedestrian and cycling infrastructure along corridors that connect to the trail.
- **Implementation:** Similar to the Northeast Downtown Project, one of the most significant benefits of this Project is increased stormwater management capacity. Potential funding sources aligned to resiliency and stormwater management should be explored, including the Harris County Flood Control District, the Army Corps of Engineers and stakeholders within the Bayou Greenways Initiative.

NEXT STEPS

Implementation Cycle (Figure 34)



The economic and community benefits described in this report correspond to funding opportunities that can defray the costs of economically-guided investment in these opportunities.

REAL ESTATE DEVELOPMENT

The real estate development benefits of the civic opportunities are most easily measured and captured for investment. Major Project-adjacent development sites in public ownership offer the most efficient funding opportunity. These sites contain significant land area that will be made newly developable by the realignment of the existing Interstate network across a number of Projects including the EaDo Cap, Northeast Downtown, the Warehouse District, the City Complex, and Pierce Linear. Sale or ground lease revenues from these parcels can provide tens of millions of dollars in Project funding. Additionally, the civic opportunities can tap the value of new development on both public and private sites through existing TIRZ's and/or Payments in lieu of taxes (PILOTs), which can direct a share of property taxes on new development to the civic opportunities, typically for operations and maintenance. Finally, BID/PID revenues can draw on value created in the vicinity of the completed Projects. Incremental charges to both new development and existing real estate can support ongoing operations and maintenance. TIRZ, PILOT, and BID/PID funding opportunities will need to be evaluated by civic leaders and other central city stakeholders in relation to funding commitments for these impacted districts, and respective of other community priorities.

VISITATION

Visitation impacts can be captured to support funding for the Signature Parks, primarily in collaboration with Houston First Corporation. Houston First Corporation is a public corporation that promotes tourism and economic vitality, and collects 28% of the City's hotel occupancy tax to deliver on that mission. Civic leaders

and community stakeholders should work with Houston First Corporation to fund capital investments and annual programming that generate future visitation value. The EaDo Cap—adjacent to the Houston First Corporation-operated George R. Brown Convention Center and the convention center hotels—is uniquely positioned for such a collaboration. Concessions, sponsorships, and other forms of earned income can leverage visitation to each Park to defray the costs of annual operations; comparable parks fund 30% to 50% of annual operation via earned income.

RESIDENT AND WORKER ATTRACTION

The civic opportunities are likely to require significant local public funding for both construction and operations; net new resident and worker attraction provides a compelling rationale for that investment. The significant economic benefits attributable to attraction have never before been leveraged for park investment. Nonetheless, the future opportunity sites and Projects can attract return-guided public investment, particularly bond funding, which is secured by the expectation of future growth.

STORMWATER RETENTION AND MOBILITY

The stormwater retention and mobility benefits of the various civic Projects may provide opportunities for joint funding with other public agencies, including the Harris County Flood Control District and METRO. TxDOT's investment may also be guided to support these civic Projects through effective, coordinated project delivery that creates efficiencies between highway and park development.

OTHER COMMUNITY BENEFITS

Other community benefits provide a rationale for ongoing philanthropic and city investment, guided in particular by the Mayor's vision for Complete Communities served by parks and pedestrian infrastructure and connected to their neighbors.

Civic leaders, central city stakeholders, collaborative agencies, and philanthropic organizations can draw on these values to support the vision and implementation of the civic opportunities related to the NHHIP. Continued dialogue and negotiations with TxDOT are key opportunities to manage overall costs and monetize any potential savings to the agency. This opportunity should be explored further in tandem with ongoing design efforts.

TECHNICAL APPENDICES

Appendix A

Study Area Maps.....Page 52

Appendix B

Existing Real Estate Value.....Page 59

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Appendix D

Stormwater Benefits.....Page 61

Appendix E

Literature Review.....Page 62

APPENDIX A | STUDY AREA MAPS

Sources: Harris County Appraisal District; Houston Downtown Management District; Texas Department of Transportation; HR&A Analysis

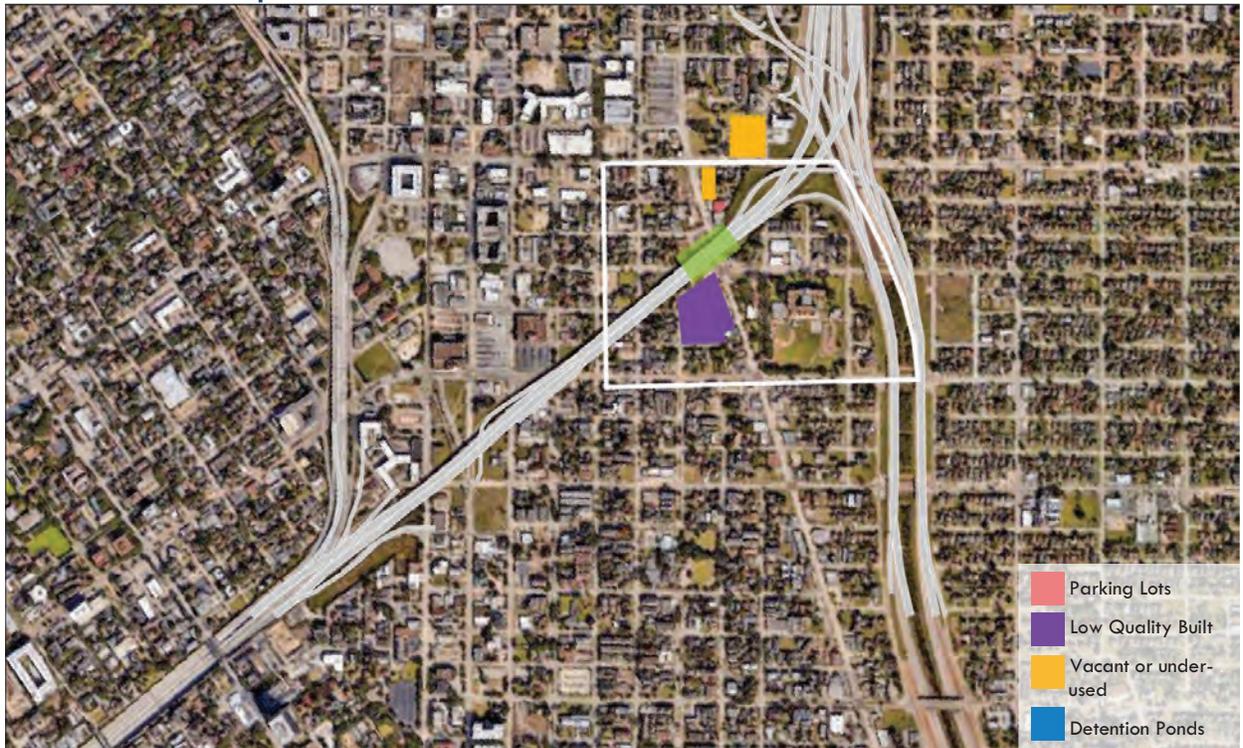
All Study Areas



Midtown Main Cap



Midtown Alameda Cap



EaDo Cap



Northeast Downtown



Warehouse District



UH Downtown



City Complex



West Bayou



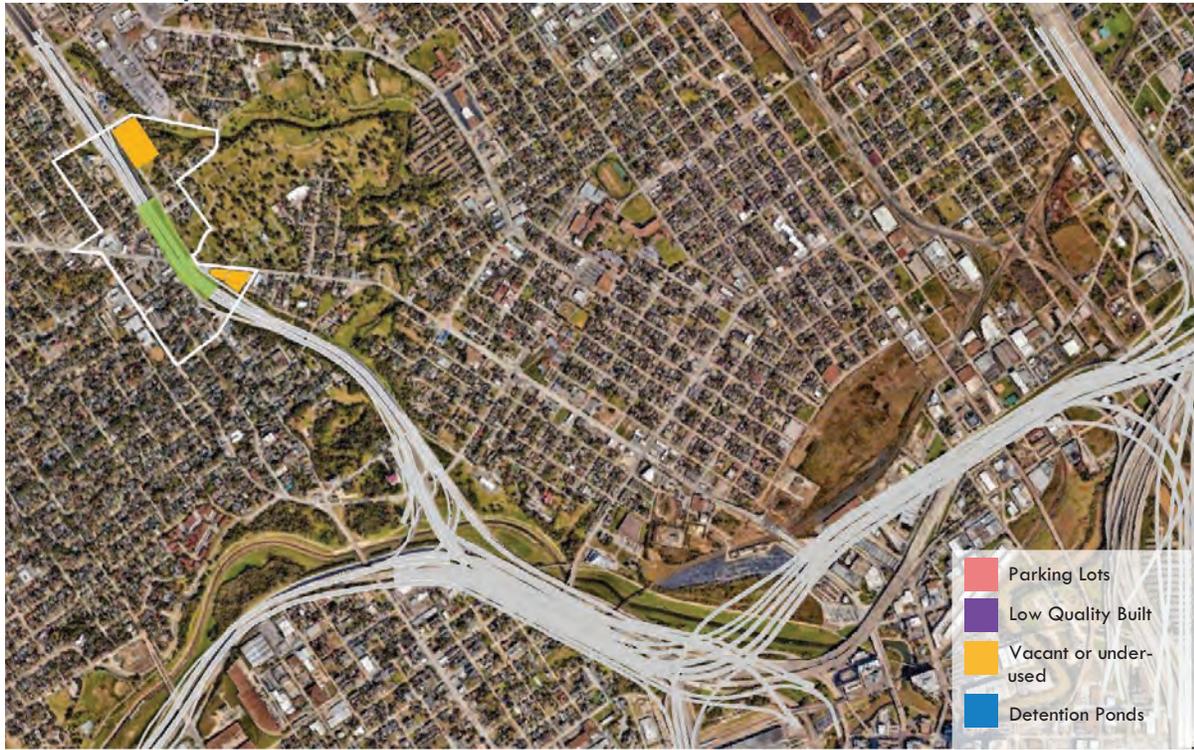
Southwest Downtown



Pierce Linear



North Main Cap



Little White Oak Bayou



APPENDIX B | EXISTING REAL ESTATE VALUE

Source: Harris County Appraisal District

Assessed Value of Existing Property

Park Option	Typology	Residential Property Value	Commercial Property Value	Total Property Value
Midtown Main Cap	Neighborhood Park	\$665,265	\$5,780,070	\$6,445,335
Midtown Alameda Cap	Neighborhood Park	\$11,236,171	\$11,204,406	\$22,440,577
EaDo Cap	Signature Park	\$224,410,226	\$570,962,259	\$795,372,485
Northeast Downtown	Urban Wild	\$64,057,574	\$94,117,698	\$158,175,272
Warehouse District	Green District	\$12,579,291	\$36,253,052	\$48,832,343
UH Downtown	Green District	\$29,296,449	\$20,161,608	\$49,458,057
City Complex	Green District	\$6,523,772	\$46,911,139	\$53,434,911
West Bayou	Neighborhood Park	\$66,945,674	\$953,237,971	\$1,020,183,645
Southwest Downtown	Neighborhood Park	\$294,485,402	\$1,116,259,134	\$1,410,744,536
Pierce Linear (Signature)	Signature Park	\$597,211,244	\$906,090,776	\$1,503,302,020
Pierce Linear (Neighborhood)	Neighborhood Park	\$111,192,204	\$437,114,402	\$548,306,606
North Main Cap	Neighborhood Park	\$10,601,637	\$22,356,915	\$32,958,552
Little White Oak Bayou	Urban Wild	\$18,375,242	\$38,156,516	\$56,531,758

APPENDIX C | SOFT SITE ANALYSIS INPUTS

Sources: Harris County Appraisal District; HR&A Analysis

Soft Site Availability

Park Option	Non-Parking Vacant Sites	All Parking Sites	Parking with % Reduction Applied	Underbuilt Soft Sites	Combined Soft Sites
Midtown Main Cap	560,000	104,000	62,000	-	622,000
Midtown Alameda Cap	172,000	-	-	-	172,000
Northeast Downtown	1,185,000	295,000	177,000	82,000	1,444,000
EaDo Cap	489,000	856,000	514,000	164,000	1,167,000
Warehouse District	1,879,000	445,000	267,000	88,000	2,234,000
UH Downtown	1,062,000	82,000	49,000	-	1,111,000
City Complex	664,000	571,000	343,000	298,000	1,304,000
West Bayou	140,000	68,000	41,000	-	181,000
Southwest Downtown	-	281,000	169,000	-	169,000
Pierce Linear (Signature)	1,596,000	754,000	452,000	63,000	2,111,000
Pierce Linear (Neighborhood)	1,002,000	308,000	185,000	63,000	1,249,000
North Main Cap	180,000	-	-	-	180,000
Little White Oak Bayou	104,000	-	-	-	104,000
Total	9,033,000		2,259,000	758,000	12,000,000

Note: Assumes that 60% of surface parking lots could be developed.

Note: Soft site square footage for the Pierce Linear assume an average of available sites under the Signature and Neighborhood park considerations.

Capacity for Growth

Park Option	Capacity for New Growth (Low)			Capacity for New Growth (High)		
	Overall (SF)	Commercial (SF)	Residential (Units)	Overall (SF)	Commercial (SF)	Residential (Units)
Midtown Main Cap	1,470,000	620,000	1,000	1,470,000	620,000	1,000
Midtown Alameda Cap	410,000	170,000	300	410,000	170,000	300
EaDo Cap	7,690,000	3,260,000	5,000	8,360,000	3,540,000	5,500
Northeast Downtown	1,620,000	680,000	1,100	1,620,000	680,000	1,100
Warehouse District	4,340,000	1,840,000	2,800	4,340,000	1,840,000	2,800
UH Downtown	2,160,000	910,000	1,400	2,160,000	910,000	1,400
City Complex	2,540,000	1,070,000	1,700	2,540,000	1,070,000	1,700
West Bayou	1,850,000	780,000	1,200	1,850,000	780,000	1,200
Southwest Downtown	1,720,000	730,000	1,100	1,720,000	730,000	1,100
Pierce Linear (Signature)	5,750,000	2,440,000	3,800	7,190,000	3,040,000	4,700
Pierce Linear (Neighborhood)	3,400,000	1,440,000	2,200	3,400,000	1,440,000	2,200
North Main Cap	80,000	30,000	100	80,000	30,000	100
Little White Oak Bayou	40,000	20,000	-	40,000	20,000	-

APPENDIX D | STORMWATER BENEFITS

Sources: SWA Group; Houston Downtown Management District; HR&A Analysis

Stormwater Benefits

Park	Detention Pond(s)/ Park Acreage	Park Typology	Stormwater Benefits (Runoff Reduction)
Northeast Downtown	87.3	Urban Wild	51,750,000
Little White Oak Bayou	17.6	Urban Wild	17,600,000
			69,350,000

APPENDIX E | LITERATURE REVIEW

HR&A used the following selected studies from a review of national literature to estimate Project proximity value coefficients and other benefits:

Active Living Research. "The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design." 2010.

Asabere, P. K., & Huffman, F. E. "The relative impacts of trails and greenbelts on home price." *Journal of Real Estate Finance and Economics*, 38(4), 408-419. 2009.

Campbell Jr., H. S., & Munroe, D. K. "Greenways and Greenbacks: the impact of the Catawba Regional Trail on property values in Charlotte, North Carolina." *Southeastern Geographer*, 118. 2007.

Crompton, J and Nicholls S. "An assessment of tax revenues generated by homes proximate to a greenway." *Journal of Park and Recreation Administration*, 24(3), 103-108. 2006.

Crompton, J and Nicholls, S. "The Impact of Greenways on Property Values: evidence from Austin, Texas." *Journal of Leisure Research*, 37(3), 321-341. 2005.

"Economic Value and Benchmarking Study of the Dallas Park System." HR&A Advisors, Inc., 2016.

"Economic Benefits of the Park and Recreation System of Mecklenburg County North Carolina." Trust for Public Land, 2010.

Geoghegan J. "The value of open spaces in residential land use." *Land Use Policy*, 19(1), 91-98. 2002.

Harnick, P and Crompton, J. "Measuring the total economic value of a park system to a community." *Managing Sport and Leisure* 20(4), 238-257. 2014.

Harnick, P and Welle, B. "Measuring the Economic Value of a City Park System." The Trust for Public Land, 2009.

Irwin E. "The effects of open Space on residential property values." *Land Economics*. 78(4), 465-480. 2002

"Klyde Warren Park: The Economic Rationale for Improvements." HR&A Advisors, Inc., 2016.

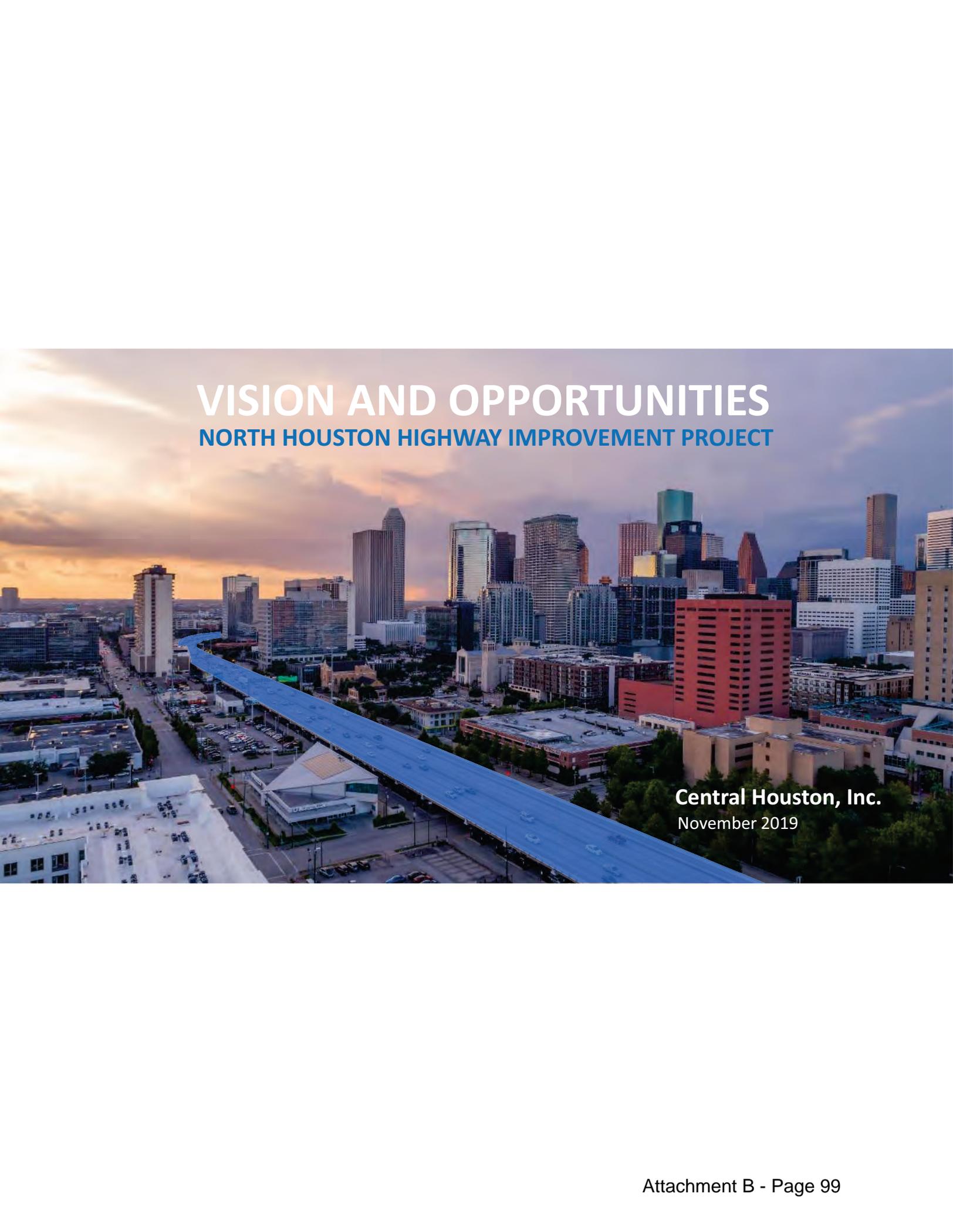
Lutzenhiser M and Netusil N. "The effect of open space on a home's sale price." *Contemporary Economic Policy*, 19(3), 291-298. 2001.

Miller A. "Valuing Open Space: Land Economics and Neighborhood Parks." Massachusetts Institute of Technology Center for Real Estate, 2001.

Parent, O. and vom Hofe, R. "Understanding the economic benefits of trails on residential property values in the presence of spatial dependence." *The Annals of Regional Science*. 51(2), 355-375. 2012.

Thorn, R. "Dutch Kills Green Methodology for Landscape Performance Benefits." Landscape Performance Series. 2016.

Exhibit 4 –
Presentation of Civic Opportunities Resulting from the Proposed North Houston Highway
Improvement Project

An aerial photograph of the Houston skyline at dusk. The sky is a mix of orange, pink, and blue. In the foreground, a blue, semi-transparent highway with white lane markings and small car icons is overlaid on the city, curving from the bottom left towards the center. The city buildings are silhouetted against the sky, with some lights starting to glow.

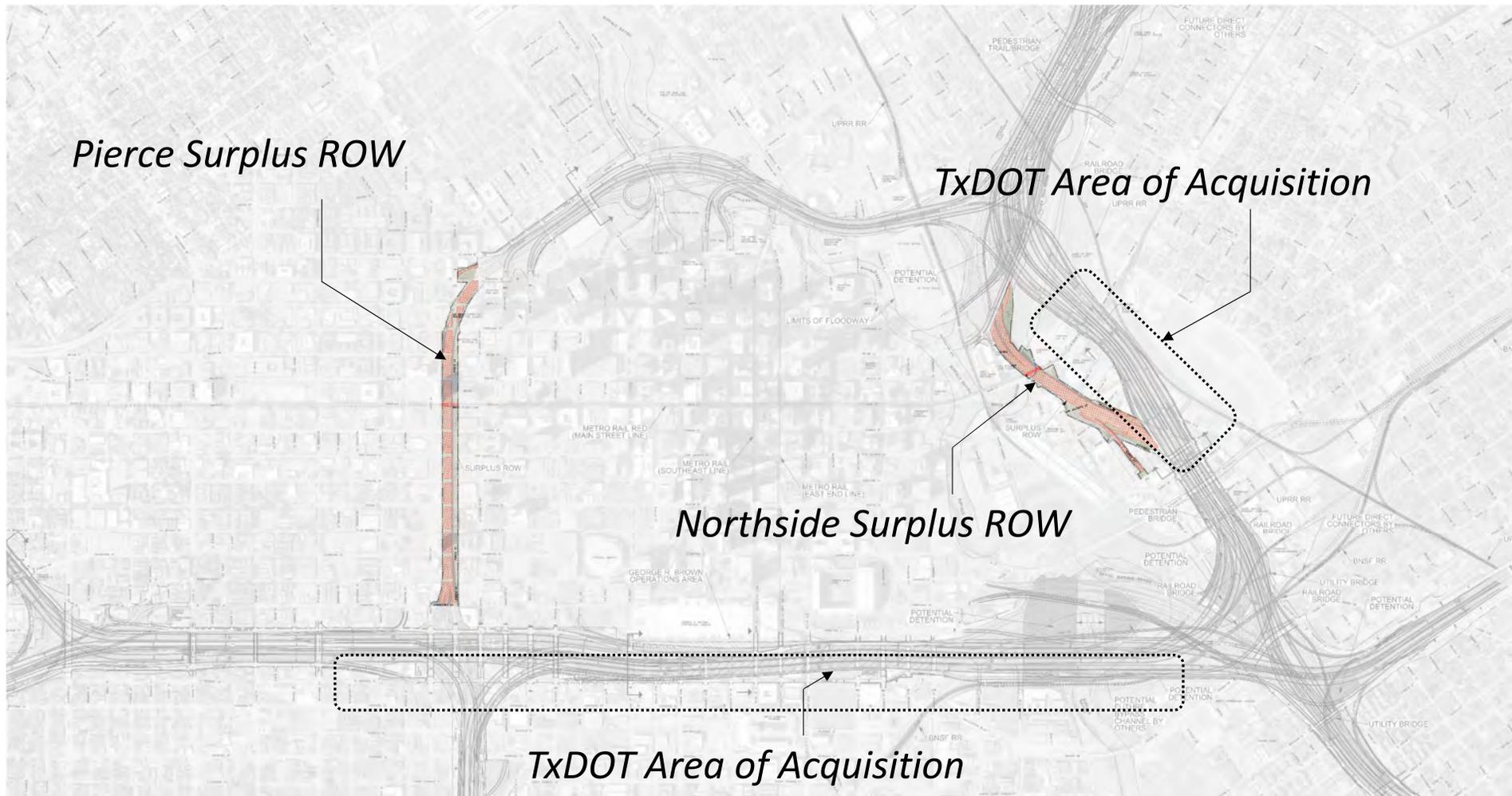
VISION AND OPPORTUNITIES

NORTH HOUSTON HIGHWAY IMPROVEMENT PROJECT

Central Houston, Inc.
November 2019

ATTACHMENT C

Surplus Right of Way Available for Public Use



TxDOT NHHIP Map – Surplus and Acquired ROW

ATTACHMENT D

**8.28.2018 Letter between Mayor Turner and CHCI President;
9.13.2018 Letter between TxDOT and CHCI President**



CentralHouston

August 28, 2018

Mr. Sylvester Turner
Mayor
City of Houston
Post Office Box 1562
Houston, Texas 77251-1562

Dear Mayor Turner:

We have enjoyed the collaborative working relationship established between the City of Houston, TxDOT and the Houston Downtown Management District through its role as a participating agency in supporting community engagement and participating in development of the preferred alternatives for the North Houston Highway Improvement Project (NHHIP) over the past six years. The NHHIP represents a unique opportunity to develop multiple civic enhancements that will promote economic development and provide enjoyment for the community as a whole for years to come.

Now that TxDOT is preparing to begin the first phase of this major infrastructure project to reconfigure the highway system surrounding the core of the City of Houston, we seek to continue our collaborative relationship through an affiliated entity, Central Houston Civic Improvement, Inc., a 501(c)(3) non-profit organization (CHCI). CHCI has extensive experience in planning and facilitating civic improvement projects in the central city. A framework for responsible decisions related to the civic enhancement opportunities associated with the NHHIP has been created through your Mayor's Steering Committee of civic volunteers (MSC). CHCI's role is to assist the City and the MSC to supplement its resources related to planning for the highway project.

TxDOT will conduct a design/build procurement process for Segment #3 of the NHHIP, and we look to TxDOT to give CHCI guidance regarding how to incorporate the community expectations and prescriptive design details for the civic enhancements into the design/build instructions to the proposal teams. Subject to the Mayor's approval, CHCI will engage consultants with expertise in landscape design, urban planning, programming, facilitation and potentially other areas of specialization to formulate the aesthetic guidelines and civic enhancement prescriptive design details required to be built into the TxDOT highway design. Funding for these consulting expenses has been contributed to CHCI from both public sector and private foundation donations, and the assistance will be provided at no cost to either TxDOT or the City of Houston.

CHCI, with guidance from the Mayor and the MSC, seeks to assist TxDOT in the design of the highway project to create an outcome that is aesthetically pleasing and achieves aspirational community goals as well as being functional. A key component in the design of the highway project is creation of an Urban Design Master Plan. Elements of this Master Plan would include development of mutual agreement about the aesthetic and functional approaches to the overall highway architecture, landscaping, lighting, highway interfaces with city streets, sidewalks, trenches, column treatments, signage, gateways, connection of communities/neighborhoods, areas for development, etc. In addition, opportunities for slight adjustments in column/ramp alignment to maximize the aesthetic appearance, incorporate thoughtful hike/bike trail connections, and development of areas underneath the freeways are important components to the overall highway design.

CHCI, with guidance from the Mayor and the MSC, will develop the Master Plan for TxDOT's review with the goal of creating a document that will ultimately be incorporated into the procurement process as the aesthetic guidelines for the highway project. CHCI will assist TxDOT in developing the instructions to proposers regarding the aesthetic criteria and community goals of the project to be used in selecting the proposal teams both during the Request for Qualifications (RFQ) and Request for Proposal (RFP) phases to provide the MSC comfort that the community expectations will be incorporated into the design/build bids.

TxDOT will incorporate community participation in the aesthetic scoring by including Mayor-appointed members of the MSC on the Aesthetic Committee in the procurement process. We understand that the Aesthetic Committee will only be one of several TxDOT committees charged with selecting the design/build contractor and that the ultimate selection decision will be made by TxDOT.

CHCI, the MSC and the consulting team have identified a number of civic enhancement projects for consideration surrounding the highway project. As these opportunities are reviewed and further refined, CHCI will assist TxDOT by creating conceptual schematic plans, identifying public benefits, and developing preliminary estimates of the costs of the civic enhancement projects. Prior to issuance of the design/build RFP, CHCI, in consultation with the Mayor, will provide to TxDOT specific prescriptive design details to be incorporated into the bid instructions necessary to include the infrastructure required to support construction of the civic enhancement projects after the highway has been completed. To the extent additional funding sources will be required to incorporate civic enhancements that will be built by TxDOT, those funding sources will be identified and committed prior to award of the design/build contract. CHCI will look to TxDOT, based on its extensive experience, to provide the technical details necessary to assess feasibility of the intended operation for each of these civic enhancements in a timely manner so that informed go-forward decisions may be made by the community.

CHCI and key members of the consulting team will brief the MSC monthly to report on progress. Additional one on one meetings will be held with the Mayor as needed and/or requested. As the list of potential civic enhancement projects is solidified, the MSC will select the order of priority of the projects and designate a lead agency for each project. The lead agency will be responsible for advancing the project forward from the concept stage. CHCI will serve as needed to facilitate with the lead agencies and to build upon the preliminary groundwork prepared with TxDOT including potentially assisting with stakeholder engagement, programming, detailed design, and responsibility for future maintenance.

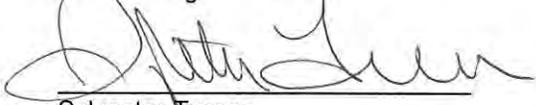
After the procurement phase, but prior to construction, CHCI will assist TxDOT in detailed design drawing review to ascertain that the mutually agreed upon aesthetic elements and prescriptive design details for the civic enhancement projects have been incorporated by the design/build contractor as mutually envisioned. CHCI will provide its comments to TxDOT who will be responsible for enforcement of adherence to the prescriptive design details by the design/build contractor.

We look forward to continuing to work together on this transformative project. Communication is the key toward achieving the outcome that we all desire, and we sincerely appreciate the active engagement that we have received from your office in the course of working together on this project to date.

Sincerely,


Robert M. Eury
President

Acknowledged:


Sylvester Turner
Mayor, City of Houston

Date:

9-14-18

September 13, 2018



Mr. Quincy Allen
Houston District Engineer
Texas Department of Transportation
Post Office Box 1386
Houston, Texas 77251-1386

909 Fannin, Suite 1650
Houston, Texas 77010

TEL 713.650.3022
FAX 713.650.1484

downtowndistrict.org
downtownhouston.org

Dear Quincy:

We have enjoyed the collaborative working relationship established between TxDOT and the Houston Downtown Management District ("District") through its role as a participating agency in supporting community engagement and participating in development of the preferred alternatives for the North Houston Highway Improvement Project ("NHHIP") over the past six years. The NHHIP represents a unique opportunity to develop multiple civic enhancements that will promote economic development and provide enjoyment for the community as a whole for years to come.

Now that TxDOT is preparing to begin Segment 3 of the NHHIP (Segment 3 being referred to as the "Project"), which is the first phase of this major infrastructure project to reconfigure the highway system surrounding the core of the City of Houston, we seek to continue our collaborative relationship with the assistance of an affiliated entity, Central Houston Civic Improvement, Inc., a 501(c)(3) non-profit corporation ("CHCI"), which has been engaged by the District for the Project. CHCI has extensive experience in planning and facilitating civic improvement projects in the central city. A framework for responsible decisions related to the civic enhancement opportunities associated with the NHHIP has been created through the Mayor's Office and Steering Committee of civic volunteers ("MSC"). CHCI is assisting the City, the District and the MSC to supplement its resources related to planning for the Project. This letter constitutes an agreement between TxDOT and the District regarding the role of CHCI and the incorporation of certain design details into the Project. The District and CHCI will be referred to collectively in this letter agreement as the "Houston Entities."

TxDOT intends to conduct a design/build procurement for the Project, and the Houston Entities will look to TxDOT to give the Houston Entities guidance regarding how to incorporate the community expectations and design details for the civic enhancements into the Request for Proposals ("RFP") provided to the shortlisted proposer teams. The Houston Entities will engage consultants with expertise in landscape design, urban planning, programming, facilitation and potentially other areas of specialization to formulate aesthetic guidelines and civic enhancement design details for the Project. Funding for the work to be performed by the Houston Entities pursuant to this agreement will be the responsibility of the Houston Entities, and their work will be done at no cost to either TxDOT or the City of Houston.

The Houston Entities and the MSC seek to assist TxDOT in the design of the Project to create an outcome that is aesthetically pleasing and achieves aspirational community goals as well as being functional. A key component in the design of the Project is the creation of an Urban Design Master Plan. Elements of this Master Plan would include the aesthetic and functional approaches to the overall highway architecture, landscaping, lighting, highway interfaces with city streets, sidewalks, trenches, column treatments, signage, gateways, connection of communities/neighborhoods, areas for development, etc. In addition, opportunities for slight adjustments in column/ramp alignment to maximize the aesthetic appearance, incorporate thoughtful hike/bike trail connections, and development of areas underneath the freeways are important components to the overall Project design.

The Houston Entities will develop the Master Plan for TxDOT's review and comment. As may be agreed by TxDOT, elements of the Master Plan may be incorporated into the RFP as the aesthetic guidelines for

the Project. The Houston Entities will assist TxDOT in developing community goals for the Project, and in developing the aesthetic criteria that will be incorporated into the proposal evaluation process. An aesthetic evaluation subcommittee will be part of the proposal evaluation process, which will be composed of two representatives identified by the Houston Entities and three TxDOT employees. We understand that the Aesthetic Committee will only be one of several TxDOT committees charged with evaluating the proposals, and that the final authority for the selection of the best value proposer is with the Texas Transportation Commission.

The Houston Entities, the MSC and the consulting team have identified a number of civic enhancement projects for consideration surrounding the Project. As these opportunities are reviewed and further refined, the Houston Entities will assist TxDOT by creating conceptual schematic plans, identifying public benefits, and developing preliminary estimates of the costs of the civic enhancement projects. Prior to issuance of the final RFP, the Houston Entities will provide to TxDOT specific design details which, in TxDOT's discretion, may be incorporated into the RFP in order to support construction of the civic enhancement projects after the Project has been completed. TxDOT will determine the anticipated additional costs to incorporate these features into the Project, beyond the expected cost of the Project without those features (the "Additional Funding"). Any required Additional Funding will be provided to TxDOT prior to award of the design/build contract. In the event the Additional Funding is not provided, then TxDOT can choose not to include the associated design details as part of the design/build contract. While the District and CHCI will work to secure the Additional Funding, neither the District nor CHCI shall be liable to TxDOT in the event the Additional Funding is not obtained. The Houston Entities will look to TxDOT, based on its extensive experience, to provide the technical details necessary to assess feasibility of the intended operation for each of these civic enhancements in a timely manner. In addition, TxDOT will inform proposers during the RFQ phase that aesthetics criteria will be incorporated in the proposal evaluation process.

Subject to the confidentiality and conflict of interest requirements stated below, the Houston Entities and key members of the consulting team will brief the MSC monthly to report on progress. As the list of potential civic enhancement projects is solidified, the MSC will select the order of priority of the projects and designate a lead agency for each project. The lead agency will be responsible for advancing the project forward from the concept stage. The Houston Entities will serve as needed to facilitate with the lead agencies and to build upon the preliminary groundwork prepared with TxDOT including potentially assisting with stakeholder engagement, programming, detailed design, and responsibility for future maintenance.

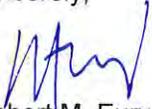
Prior to issuance of the final RFP, the Houston Entities will assist TxDOT in design drawing review to facilitate the incorporation of the aesthetic elements and design details which TxDOT has agreed to incorporate.

The Houston Entities acknowledge and agree that individuals participating in the procurement process for the Project are subject to TxDOT's confidentiality and conflict of interest requirements. All persons participating in the activities contemplated by this agreement will be required to sign confidentiality agreements prepared by TxDOT, and will be required to make conflict of interest disclosures as requested by TxDOT. Any person who does not sign a confidentiality agreement, make the necessary conflict of interest disclosures, or has or appears to have a conflict of interest, will not be permitted to participate in the activities contemplated by this agreement. Further, all representatives of the Houston Entities involved in the preparation of the RFQ, the RFP, or in the evaluation of proposals will be required to comply with applicable TxDOT procedures.

We look forward to continuing to work together on this transformative project. Communication is the key toward achieving the outcome that we all desire, and we sincerely appreciate the active engagement that we have received from TxDOT in the course of working together on this project to date. Please indicate

TxDOT's agreement with the terms of this letter by signing in the space provided below, and returning a signed copy to me at your earliest opportunity.

Sincerely,



Robert M. Eury
Executive Director
Houston Downtown Management District

Agreed:

Date:



Quincy Allen
Houston District Engineer
Texas Department of Transportation

9/14/2018