



Downtown  
Redevelopment  
Authority

## **Board of Directors Meeting**

March 8, 2022

Tax Increment Reinvestment Zone, Number Three  
City of Houston

**Downtown Redevelopment Authority**  
Tax Increment Reinvestment Zone Number Three, City of Houston

**Board of Directors Meeting**  
**March 8, 2022**

**TABLE OF CONTENTS**

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	Page
<b>Minutes of Previous Meetings</b>	
a. Authority & Zone .....	4
<b>Financials</b>	
a. Check Register – February 2022 .....	13
<b>North Houston Highway Improvement Project, Segment 3 – Presentation .....</b>	<b>15</b>
<b>Other Business</b>	
a. Project Status Report .....	110

TAB 1

**MINUTES OF REGULAR MEETING  
OF  
DOWNTOWN REDEVELOPMENT AUTHORITY**

November 9, 2021

The Board of Directors (the “Board”) of the Downtown Redevelopment Authority (the “Authority”) convened in regular session, open to the public, in-person inside Exchange Conference Room A, Lyondell Basell Tower, located at 1221 McKinney Street, Houston, TX 77010, on the 9<sup>th</sup> day of November 2021, and the roll was called of the duly constituted officers and members of the Board, to wit:

Curtis Flowers	Chair
Michele Sabino	Vice Chair
Barry Mandel	Secretary
Keith Hamm	Treasurer
Bruce Austin	Director
Regina Garcia	Director
James Harrison	Director
Sherman Lewis	Director
William Kennerly	Director

and all of said persons were present except Directors Keith Hamm and James Harrison, thus constituting a quorum.

Also present were Kristopher Larson, President of the Authority, J. Allen Douglas, Executive Director of the Authority, and Yeneby Angeles of the Authority (“Authority”); Jana Gunter, Jamie Perkins, Robert Pieroni, and Jackie Traywick of Central Houston, Inc. (“CHI”); Brett DeBord of the Houston Downtown Management District (“District”); Algenita Davis (Consultant to the Authority); Clark Lord of Bracewell LLP (“Bracewell”); and Brian Jackson of the City of Houston (“City”).

**DETERMINE QUORUM; CALL TO ORDER**

Chair Flowers requested a roll call, established quorum, and called the meeting to order at 12:03 PM.

**INTRODUCTION OF GUESTS AND PUBLIC COMMENTS**

Chair Flowers requested all meeting attendees briefly introduce themselves and welcomed all. Jackie Traywick introduced the new Finance Director, Jana Gunter. Ms. Gunter briefly spoke about herself and her background.

**MINUTES OF PREVIOUS MEETINGS**

The Board considered approving the minutes of the October 12, 2021 joint meeting. No discussion took place. Upon a motion made and seconded, the Board voted unanimously to approve the minutes of the October 12, 2021 joint meeting as presented.

**FINANCIALS & ADMINISTRATION**

**Check Registers – November 2021**

Chair Flowers called on Ms. Traywick (CHI) to present the check registers for the prior month. Ms. Traywick reviewed the November 2021 checks registered with the Board. No questions were asked, and no action was required.

**AC HOTEL**

Chair Flowers called on Executive Director Douglas to introduce this action item. Executive Director Douglas provided a brief history on the AC Hotel and discussed the impending sale.

The authorization presented would allow the assignment of rights to all relevant agreements for the hotel building branded as “AC Hotel by Marriott” to the building’s new owner, Summit Hotel Properties, Inc.; specifically, the agreements entered with Supreme Bright Houston, LLC and Supreme Bright Houston TIF, Inc. The sale is expected to close by the end of December. Questions were asked and answered.

Upon a motion duly made and seconded, the Board voted unanimously to approve the authorization allowing the assignment of rights between the parties as presented.

## **DRAFT DRA ADMINISTRATIVE POLICIES AND PROCEDURES MANUAL**

Executive Director Douglas continued by reviewing the draft of the DRA's Administrative Policies and Procedures Manual. He pointed out non-material edits proposed in the draft and requested Board approval for the adoption and revision of these edits as presented. Questions were asked and answered.

Upon a motion duly made and seconded, the Board unanimously approved the revisions presented the draft DRA Administrative Policies and Procedures Manual as presented.

### **OTHER BUSINESS**

#### **Project Status Report**

Moving on to the next agenda item, the Capital and Economic Development Projects status report, Executive Director Douglas called on Brett DeBord (HDMD) to speak about Lynn Wyatt Square and Trebly Park. Mr. DeBord provided a brief progress update on the projects. Questions were asked and answered. No action was required.

Next, Executive Director Douglas continued with updates on the remaining capital projects, which included the Trebly Park construction, as well as the Bagby Street Improvement project. Questions were asked answered. No action was required.

Then, Executive Director Douglas moved on to Economic Development section and provided updates to the Buffalo Bayou Downtown Trail East, and Post HTX projects. Next, Executive Director Douglas called on Robert Pieroni (CHI) to provide updates on the remaining Economic Development projects Amegy on Main, Gener8tor, MassChallenge, Impact Hub Houston and The Cannon. Questions were asked and answered.

Executive Director Douglas then gave brief updates on Fairfield Residential and the North Houston Highway and Improvement Project (NHHIP). Questions were asked and answered.

Finally, Brett DeBord (HDMD) shared drone footage of the latest progress of the Bagby Street Improvement Project and Trebly Park. Questions were asked and answered, no action was required.

### **FACILITATED DISCUSSION**

Chair Flowers passed this discussion to President Kristopher Larson (CHI). President Larson presented a series of questions to the Board Directors about Downtown to gain insight from the Board's view on the successes, needed improvements, and where the Authority should direct their focus going forward. Questions were asked and answered. No action was required.

### **NEXT MEETING**

Chair Flowers announced the next Board meeting is scheduled for Tuesday, December 14, 2021, at noon. The Capital Projects Committee and the Economic Development Committee was cancelled for the month of December.

### **ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at 1:09 PM.

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Barry Mandel, Secretary  
Downtown Redevelopment Authority (Authority)

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

November 9, 2021

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Barry Mandel, Secretary  
Tax Increment Reinvestment Zone Number Three  
(Zone)

**MINUTES OF REGULAR MEETING  
OF  
DOWNTOWN REDEVELOPMENT AUTHORITY**

February 8, 2022

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Barry Mandel	Secretary
Regina Garcia	Director
Keith Hamm	Director
James Harrison	Director
Sherman Lewis	Director
Tiko Reynolds-Hausman	Director

and all of said persons were present except Directors Regina Garcia and Sherman Lewis, thus constituting a quorum.

Also present were J. Allen Douglas, Executive Director of the Authority, and Yeneby Angeles ("Authority"); Kris Larson, Robert Pieroni, and Jana Gunter of Central Houston, Inc. ("CHI"); Angie Bertinot, Lonnie Hoogeboom and Brett DeBord of the Houston Downtown Management District ("District"); Algenita Davis (Consultant to the Authority); and Clark Lord of Bracewell LLP ("Bracewell")

**DETERMINE QUORUM; CALL TO ORDER**

Chair Curtis Flowers requested a roll call, established quorum, and called the meeting to order at 12:10 PM.

**INTRODUCTION OF GUESTS AND PUBLIC COMMENTS**

Chair Curtis Flowers requested all meeting attendees briefly introduce themselves and welcomed all.

**INTRODUCTION OF NEW DIRECTOR – TIKO REYNOLDS-HAUSMAN**

Chair Flowers called on Executive Director Allen Douglas to introduce the new Board Member Tiko Reynolds-Hausman. Executive Director Douglas gave a brief introduction of Director Tiko Reynolds-Hausman. Tiko Hausman then continued with giving a brief background history of herself and career.

**MINUTES OF PREVIOUS MEETINGS**

The Board considered approving the minutes of the December 14, 2021, joint meeting. No discussion took place. Upon a motion made and seconded, the Board voted unanimously to approve the minutes of the December 14, 2021 joint meeting as presented.

**FINANCIALS & ADMINISTRATION**

**Check Registers – December 2021 and January 2022**

Chair Curtis Flowers called on Jana Gunter (CHI) to present the check register for the previous months of January and December. Questions were asked and answered, no action was required.

**INVESTMENT REPORT**

Jana Gunter (CHI) continued the discussion with a review of the financial statements and investment report for the second quarter of fiscal year 2022. No questions we asked. No action was required.

**DBE REPORT**

Mrs. Gunter continued the discussion with the Disadvantaged Business Enterprise Program Activity Report. No questions were asked. No action was required.



## **WELLINGTON DEVELOPMENT AFFORDABLE HOUSING**

Chair Curtis Flowers called on Executive Director Allen Douglas to introduce discussion on this action item. Executive Douglas gave a brief summary on the Wellington Development and their mission with providing affordable housing. Executive Douglas passed the discussion to Lonnie Hoogeboom (HDMD). Mr. Hoogeboom gave a little history of the surrounding area where the Wellington Affordable Housing will be.

Wellington Development asked for a Letter of Support from the DRA to accompany Wellington Development's bid for competitive Low Income Housing Tax Credits. Questions were asked and answered.

Upon a motion duly made and seconded, the Board members voted unanimously to authorize a proposed Letter of Support from the DRA/TIRZ to accompany Wellington Development's bid for competitive Low Income Housing Tax Credits (LIHTC) for its project to provide a range of affordable housing options at 707-717 Walnut Street while preserving the historical structure in the conversion, as presented.

## **HOUSTON EXPONENTIAL MOU**

Chair Flowers called on Executive Director Douglas to introduce this item. Executive Director Douglas introduced Robert Pieroni (CHI) who continued the discussion in further detail. Mr. Pieroni gave a brief overview of the Downtown Launch Pad history and Memorandum of Understanding between Houston Exponential ("HX") and the Authority. Questions were asked and answered.

Chair Curtis Flowers asked for a motion to authorize the execution of an MOU between Houston Exponential and the Authority by the appropriate officers of the Authority, permitting HX to conduct its programs, rent free, pursuant to the terms of the MOU, from The Downtown Launch Pad during the term of the Authority's lease with Amegy on Main, from 2022 through 2030. Upon a motion duly made and seconded, the Board members voted unanimously to authorize this item.

## **TREBLY PARK PRESENTATION**

Chair Curtis Flowers called on Executive Director Allen Douglas to introduce discussion on this item. Executive Director Douglas passed the conversation to Brett Debord (HDMD). Brett Debord (HDMD) gave a brief summary on the current status on the development of Trebly Park. Questions were asked and answered.

Brett Debord passed the conversation to Angie Bertinot (HDMD) to present her on screen presentation on the vision behind Trebly Park. Ms. Bertinot discussed how she will be marketing the park to get people from afar and surrounding areas to visit, the events the park will have when it is open and how she will track the engagement at Trebly Park. The grand opening is tentatively around the end of May. Questions were asked and answered. No action is required.

## **OTHER BUSINESS**

### **Project Status Report**

Executive Director Allen Douglas gave a brief update on the North Houston Highway and Improvement Project (NHHIP). No questions were asked. No action was required.

## **NEXT MEETING**

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## **NEXT MEETING**

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## **ADJOURNMENT**

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Barry Mandel, Secretary  
Downtown Redevelopment Authority (Authority)

TAB 2



TAB 3



February 23, 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,

We appreciate the opportunity to interview with you on March 2, 2022, in the Title VI investigation of the North Houston Highway Improvement Project (“the Project”). In anticipation of the interview, please permit this letter of introduction and accompanying enclosures to serve as an outline of our long involvement with the Project and a view of our position on this potentially transformative undertaking.

We trust this package and subsequent interview(s) will provide your team relevant evidence of the Project’s viability within Houston’s racially diverse urban fabric. We can attest to the challenges and changes in the Project given our long-standing and comprehensive engagement with the work, with TxDOT, and our even longer-standing relationships with the community of stakeholders in Houston who have given voice to their concerns. As a TxDOT “participating agency” since 2012, we have engaged with the planning, design, and engineering of the Project. Of equal importance, we have done so by involving community stakeholders proximate to Downtown for the purpose of designing-in equitable benefits to be realized in neighborhoods adjacent to Segment 3 of the Project. As one of the leaders in this effort, the Mayor of the City of Houston has, with our advice, convened a steering committee of civic and transportation leaders to address the Project’s benefits and its burdens. The Steering Committee met monthly beginning in 2018. Further, we provided guidance to the Mayor on the position he has currently adopted toward the entire Project, in his proposed Memorandum of Understanding. See **Attachment A, Mayor Turner’s MOU.**

We support the transformative potential of the Project, but want to see more. Currently, the Project provides a game-changing opportunity for residents, especially among communities of color, to remain in their chosen neighborhoods through advanced acquisition rather than being dislocated as has traditionally occurred. Crucially, but for this method of relocation, communities along the Project’s footprint would be irreparably

**Ms. Nichole McWhorter**

February 23, 2022

Page 2 of 4

harmed through dislocation given the accelerated gentrification occurring within the area known colloquially as “the 610 loop”. The Project also provides meaningful solutions for pedestrian, transit, and multi-model connectivity between currently separated or historically neglected neighborhoods. The Project addresses storm-resiliency and green space concerns by establishing detention basins that also serve as recreational destinations. The Project further addresses connectivity and neighborhood vitality by assisting in the base-level structural requirements for “garden bridges” and “cap parks” across trenched sections of the relocated highways; but, here, we would like to see further guarantees of federal and state funding toward these essential elements of the Project’s design to accomplish a measure of rectifying the harms caused by past transportation decisions. All told, the Project addresses the severe local and regional safety and mobility concerns of the fourth largest City, and fifth largest metropolitan region, in the nation while coming close to answering the unique urban challenges within the Project’s footprint. To that end, our contributions have been instrumental in addressing these latter deficiencies.

Central Houston has deployed a deep bench to shepherd our engagement with this Project. See **Attachment C, *Organization & Participants***. As urban planners, architects, lawyers, and community organizers, we bring unparalleled collective experience, qualifications, and connections to the community and the Project. Through our own Algenita Scott Davis, the Government and Community Affairs Officer at Central Houston, and housing program manager for the Center for Civic and Public Policy Improvement, (CCPPI), our team includes an accomplished local leader with first-hand experience living through the very real horrors of historical dislocation in Houston. Algenita grew up in Houston’s Fifth Ward, where more than a dozen members of her family and scores of her fellow students were dislocated by highway construction in the 60’s. During the past seventy years, she saw the destruction of entire neighborhoods and witnessed the collective impact on the business community, housing availability and quality of life that began in 1950. In her work, she is pro-actively identifying opportunities in which the Project can remedy past social and economic injustices through enhanced community connectivity, replacement of affordable housing, removal of visual and environmental barriers, equitable payment for acquisitions, creative utilization of green space and development of economic opportunities for current residents and businesses. See **Attachment C**, pp. 2-3.

To its credit, TxDOT has answered many of the community’s concerns for safety, mobility, equity, sustainability, and resiliency in the Project. TxDOT has accepted alternate designs proposed by stakeholders and amplified by Central Houston that minimize Project impact and benefit racially diverse communities. Over these twenty years we have initiated conversations with TxDOT and stakeholders to plan, design, cost estimate, and identify partner-funding for a panoply of civic-centered measures to correct for historic disparate harm. See **Exhibits 1 through 8, *Project Involvement***.



**Ms. Nichole McWhorter**

February 23, 2022

Page 3 of 4

Our interventions in the Project, while not fully embraced within the current transportation paradigm have, nevertheless, led to changes by TxDOT large and small that address current equity and sustainability concerns, while also moving to remedy the past harms of highway placement and design. Consequently, the Project utilizes highway infrastructure as a catalyst for enabling the Downtown neighborhood to reconnect with underserved and racially diverse neighborhoods at every point of the compass, while respecting each area's local community culture, from the majority Hispanic communities north and east of Downtown, to the historically African-American neighborhoods to the west, south and north of Downtown.

Throughout our work on this Project, Central Houston continues to engage with the community on issues of equity, with TxDOT, and with political and business leaders to focus on express stakeholder needs, prioritizing neighborhood connectivity, resiliency, and sustainability through the planning, the engineering, and financing of proposed public amenities. As such, Central Houston's documents, expertise, and testimony on this Project is relevant to your team's Title VI investigation of disparate impact.

Please connect with us should you have any questions or seek points of clarification prior to our interview on March 2, 2022. We look forward to speaking with you.

Warmly,



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



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Algenita Scott Davis, Government and Community Affairs Officer  
Central Houston & CHCI

**Ms. Nichole McWhorter**

February 23, 2022

Page 4 of 4



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Allen Douglas,  
Central Houston & CHCI, General Counsel  
Downtown Management District, General Counsel  
Downtown Redevelopment Authority, Executive Director



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Marie Hoke Fish  
NHHIP Project Architect & Urban Planner



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Lonnie Hoogeboom  
Director of Planning & Design



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

## **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

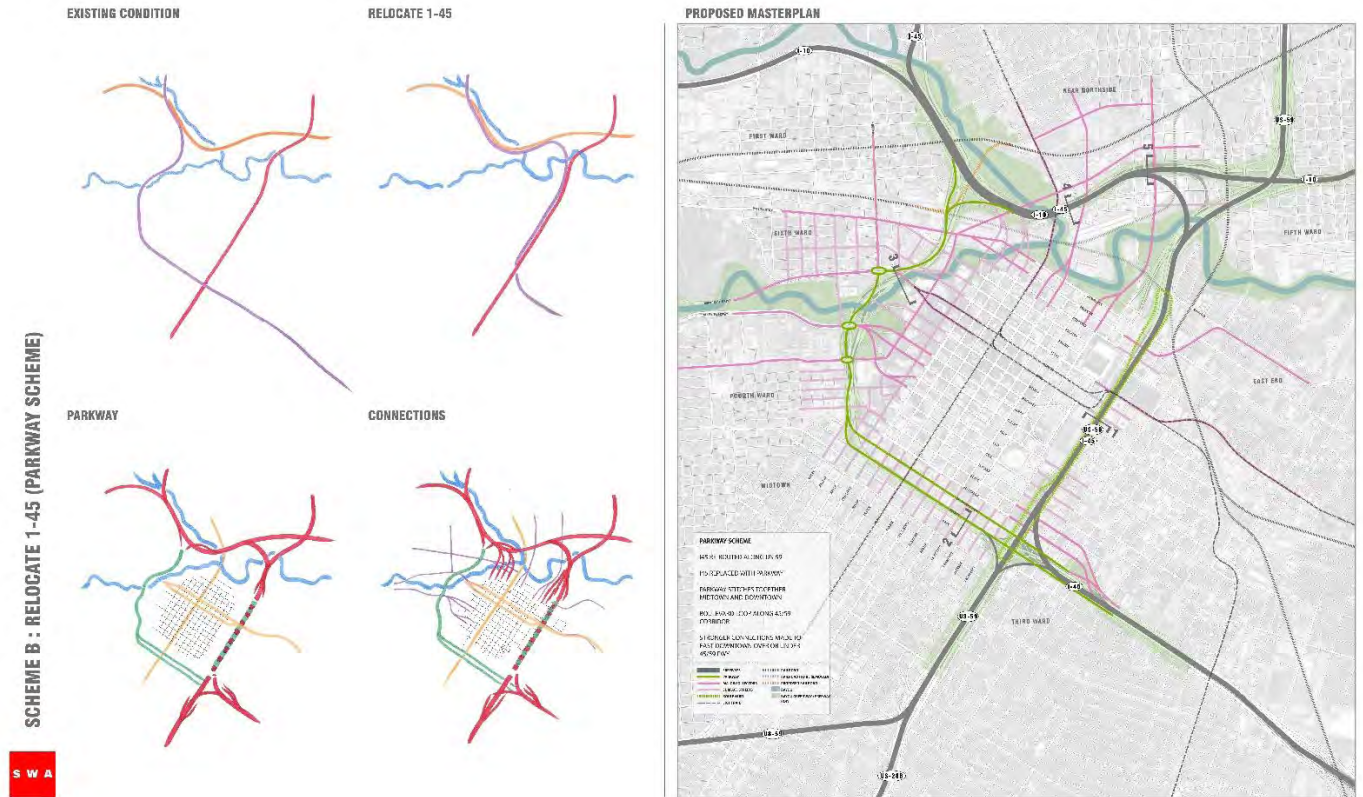
#### *Shaping the Project to Reconnect Neighborhoods to Jobs and Opportunities and to Restore Community Cohesion*

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**) See also **Attachment B1-3, TxDOT Correspondence**. 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.

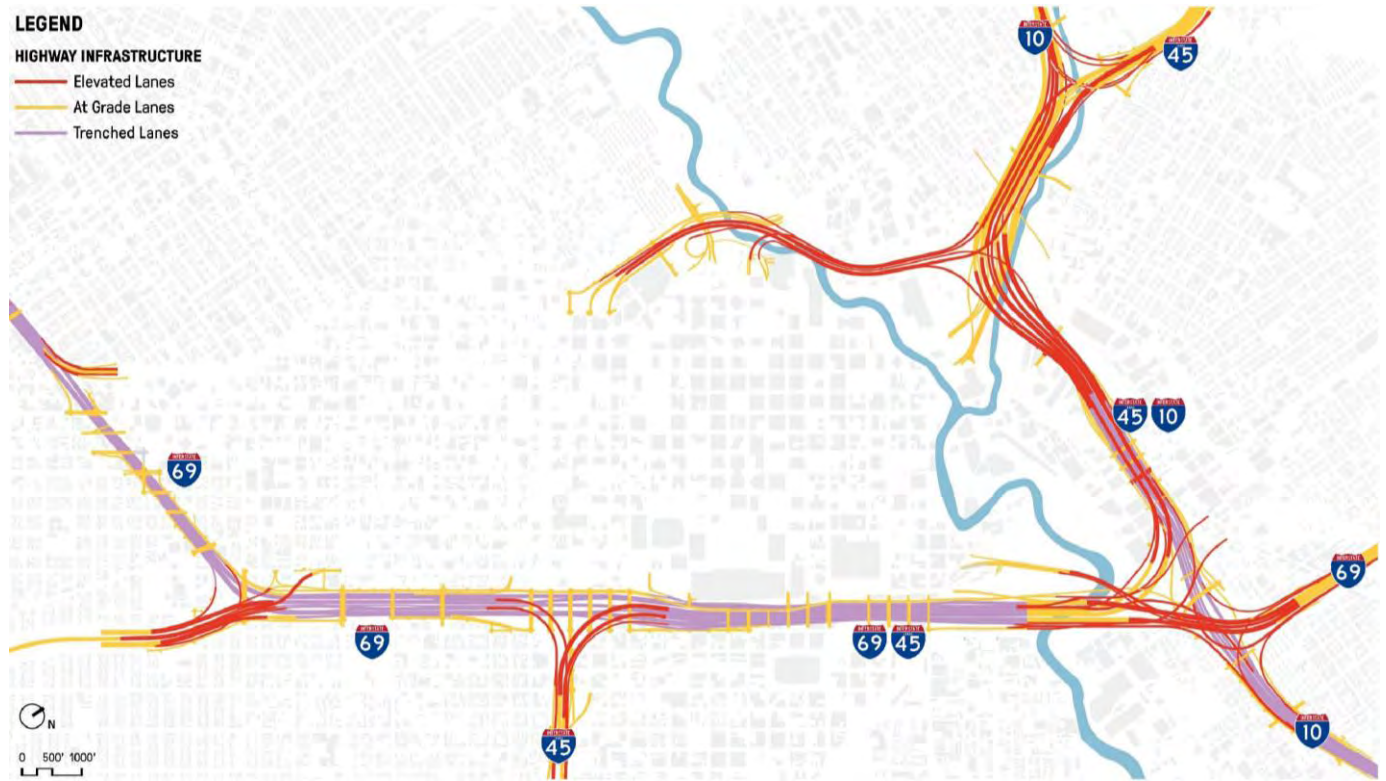
Second, TxDOT adopted the communities' early suggestion to trench the realigned east side highways touching Downtown. The current elevated portion of highway divides Downtown from the traditionally African-American Third Ward and the largely Hispanic Second Ward/ East End, neighborhoods that have grown 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**). See also **Attachment B4, TxDOT Correspondence**.

# Alternative Highway Alignment: Relocate I-45



Alternative Highway Alignment Proposed by Central Houston

## 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.

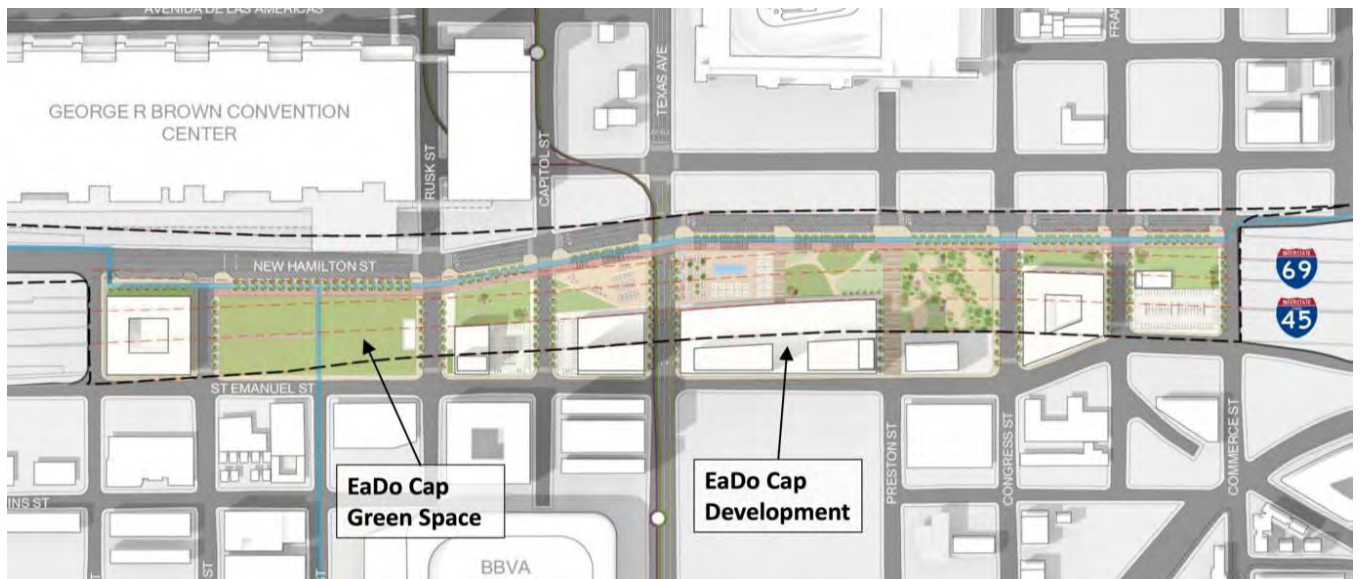
**NEED HELP WITH:** Providing accommodations for the elements that support recreational use and high-comfort crossings, including air rights for development, utility coordination, tree wells, waterproofing, irrigation, and grass as depicted in the TxDOT renderings of this cap area.



## EaDo Cap Development and Green Space

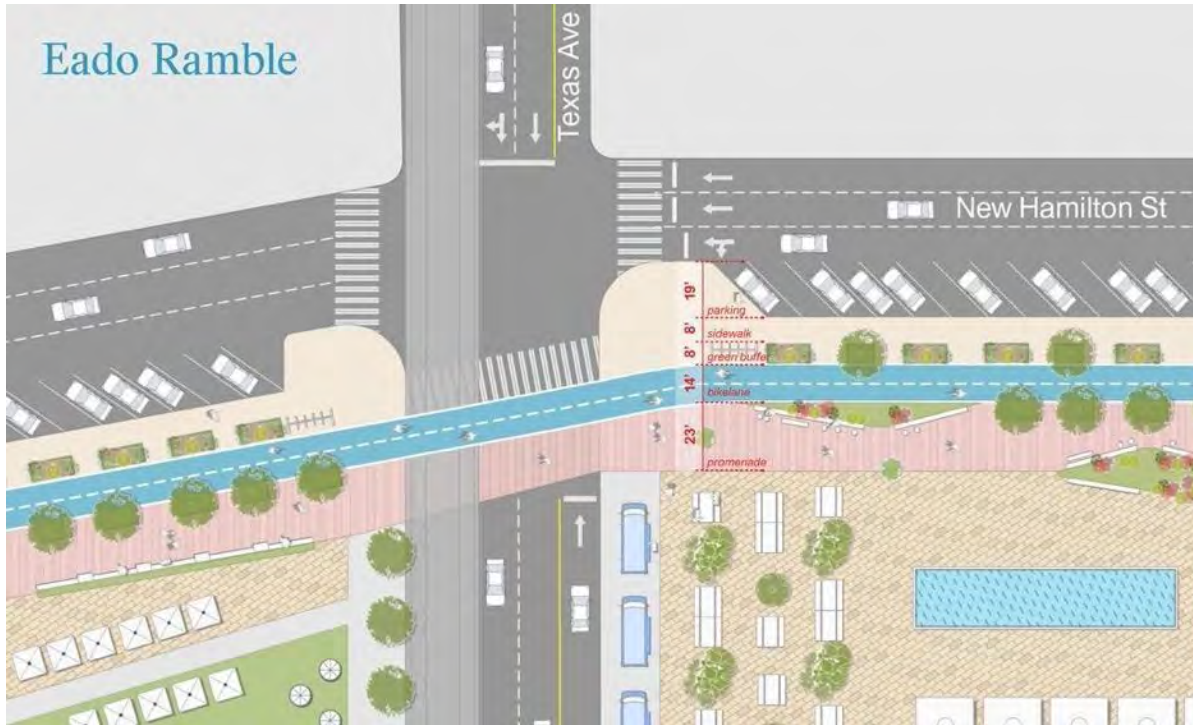


*Existing highway condition at I-69 at George R Brown Convention Center*



*EaDo Cap Development and Green Space over trench combined highways*

## EaDo Cap Development and Green Space

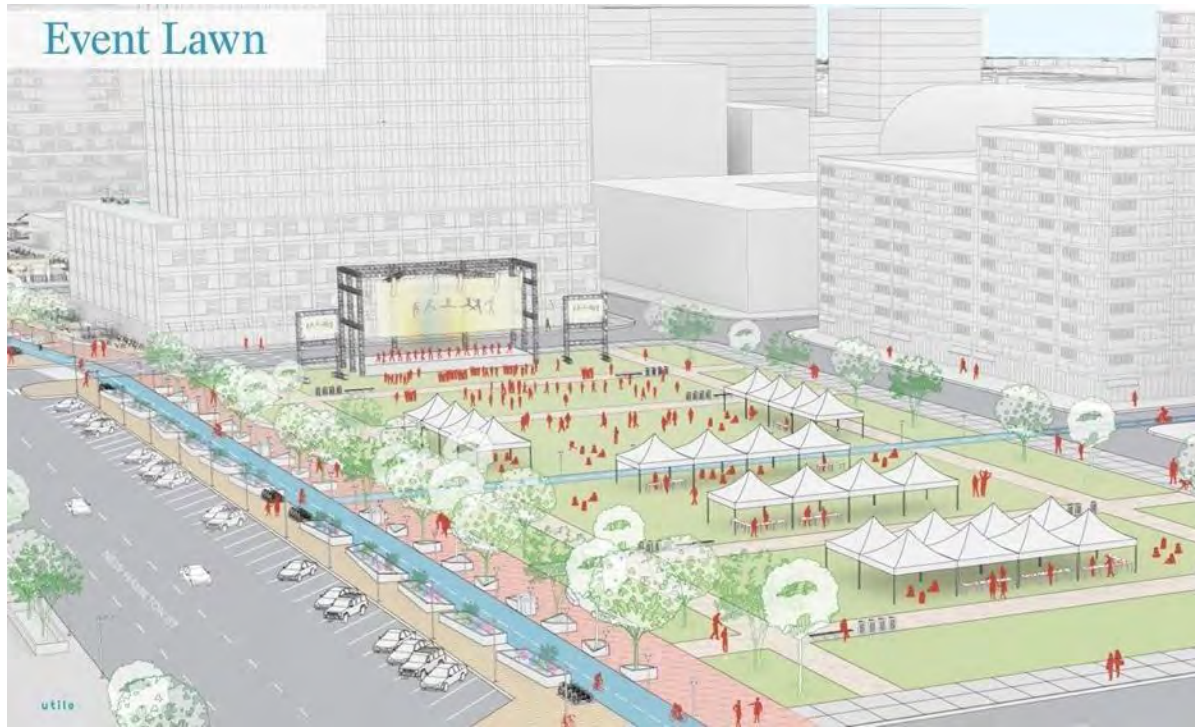


*Proposed promenade extends across 10 city blocks*



*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*



## EXHIBIT 3

### Andrews Street Reconnection

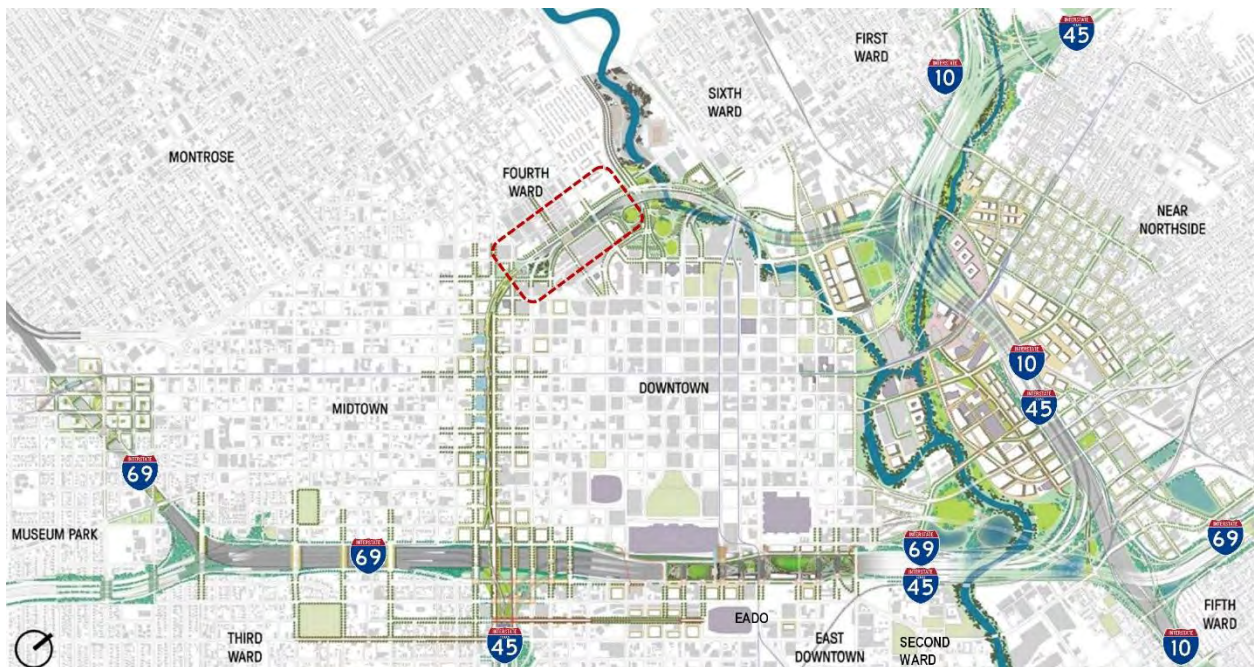
#### *Building a pedestrian bridge and reconnecting historically important Freedmen's Town and Downtown*

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.

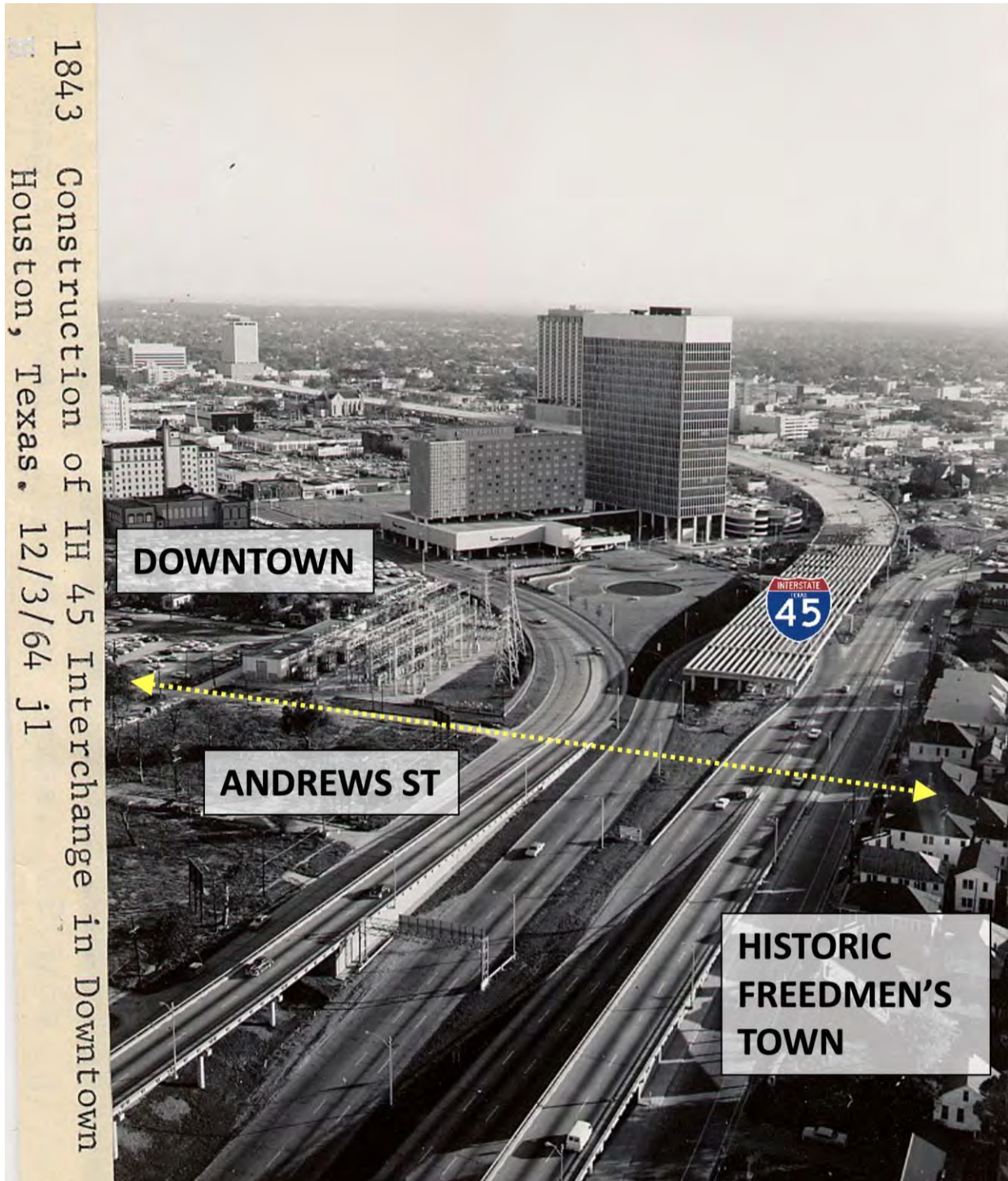
**ACHIEVED:** TxDOT agreed to trench the Downtown Connector Ramps so that Andrews St may extend overhead via a pedestrian bridge to Downtown.

**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 trashed 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*

## EXHIBIT 4

### Garden Bridges

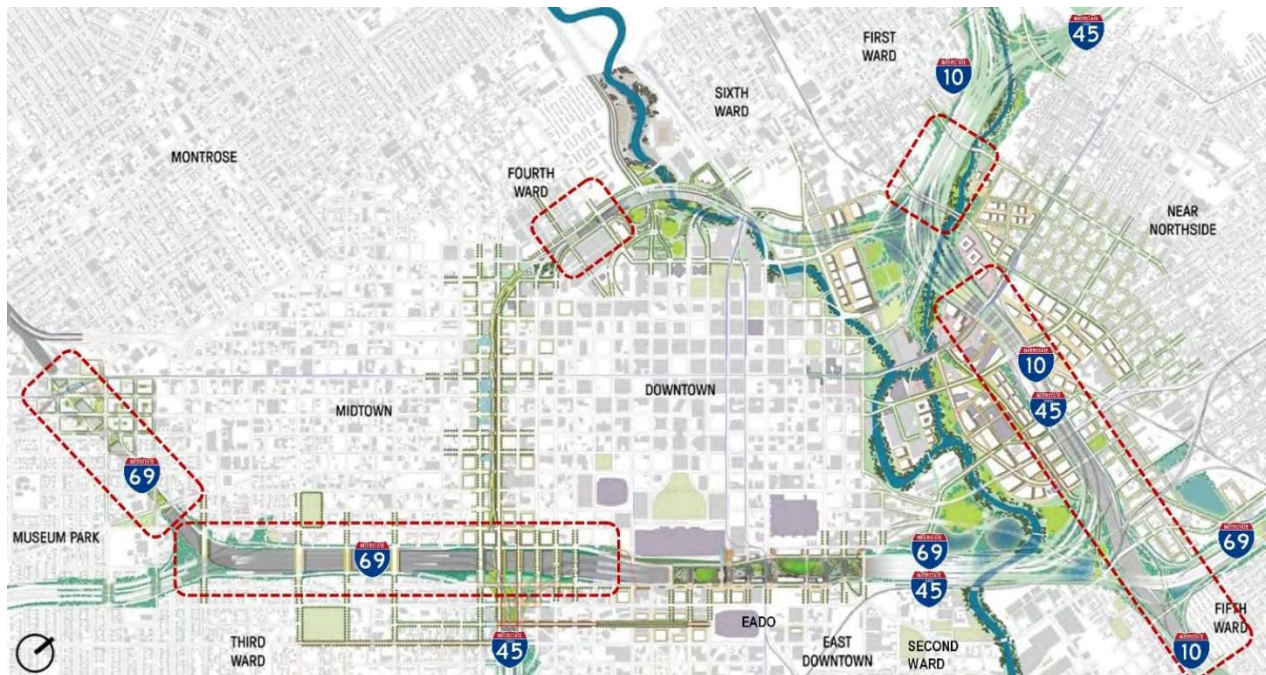
*Advocating for a project-wide network of street bridges that support high-comfort pedestrian and multi-modal connectivity*

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.

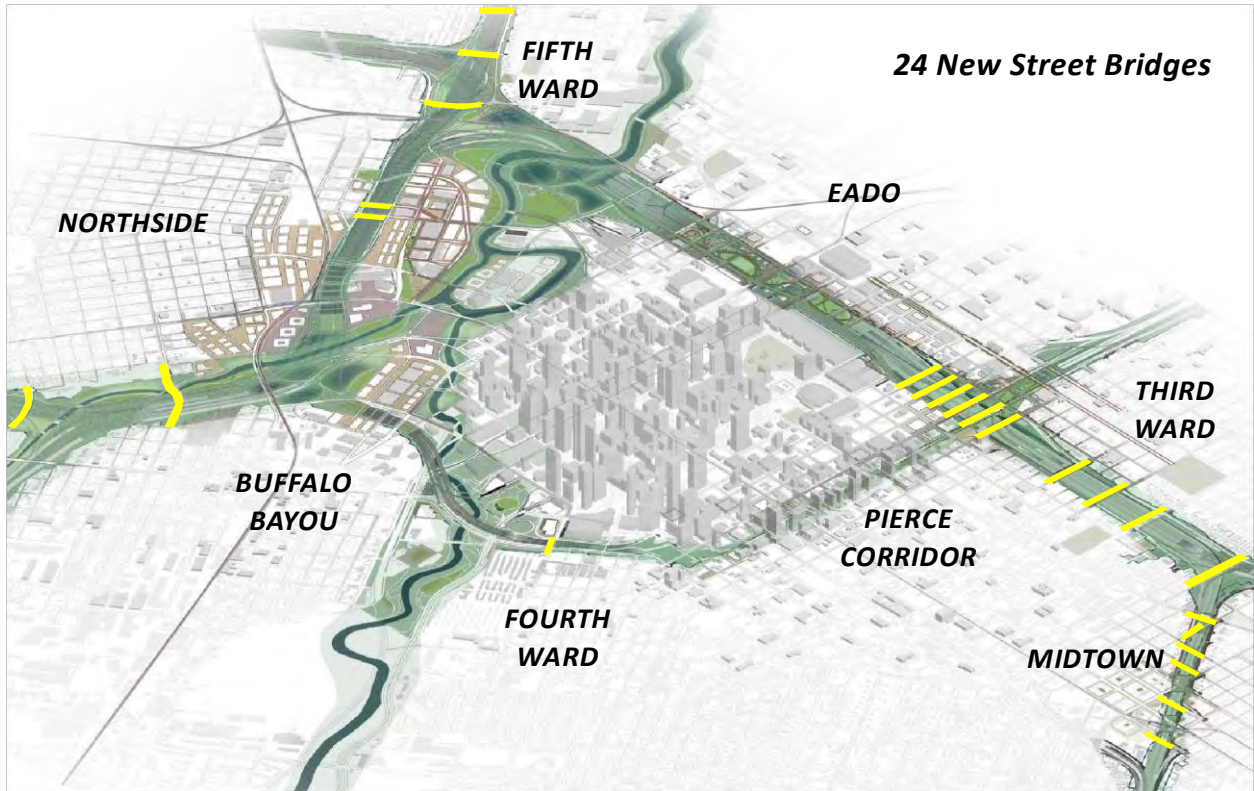
**ACHIEVED:** TxDOT is providing much wider street bridges project-wide to accommodate pedestrian walking paths and bike facilities buffered from vehicles.

**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*



## 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.

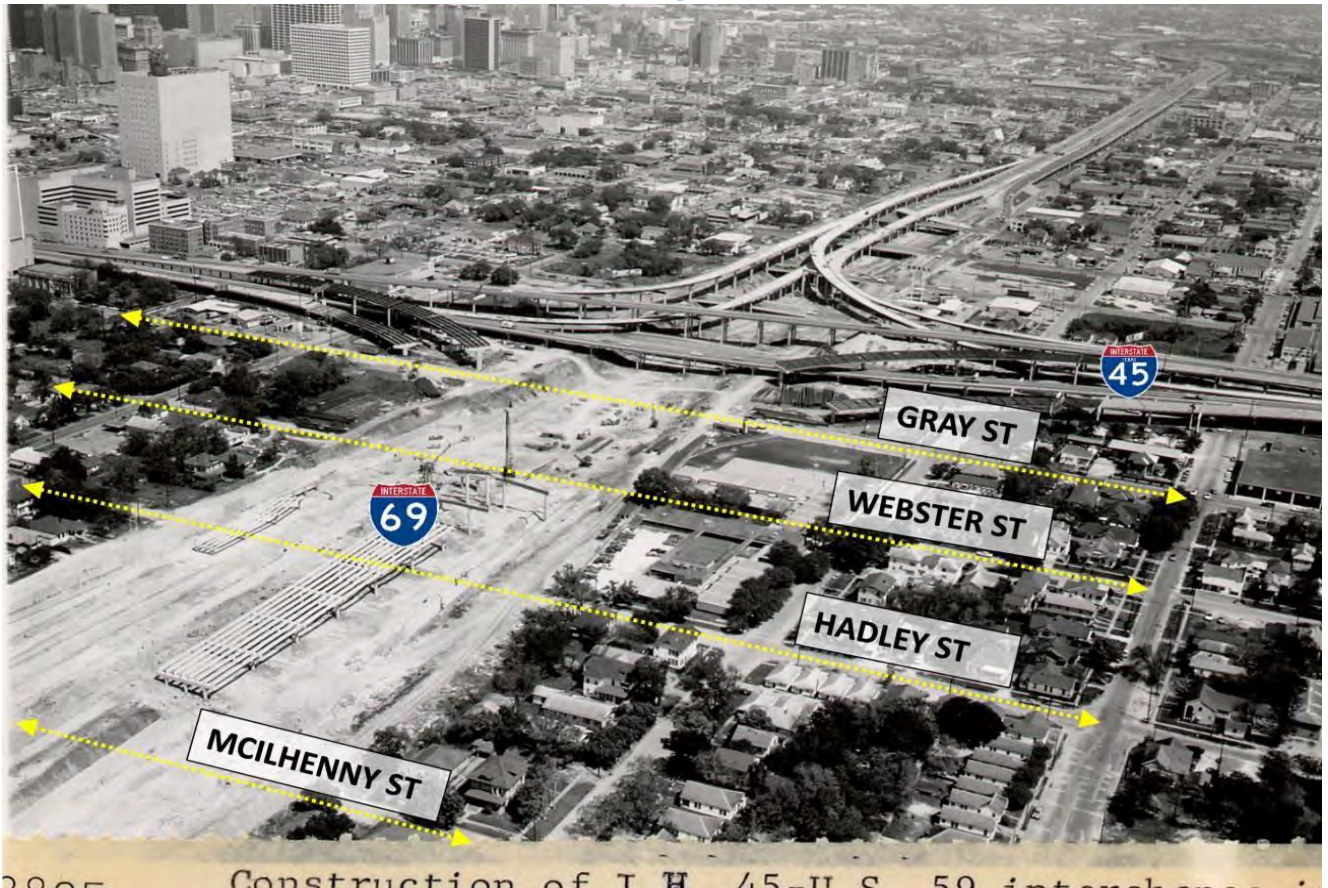
**ACHIEVED:** TxDOT is providing three caps and wider bridges over trenched I-69 at Midtown.

**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



2005 Construction of I-45-I-69 interchange  
*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 Alameda Rd*



*Central Houston proposed Cap Park at Cleburne St and Garden Bridge at Alameda 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*

## 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.



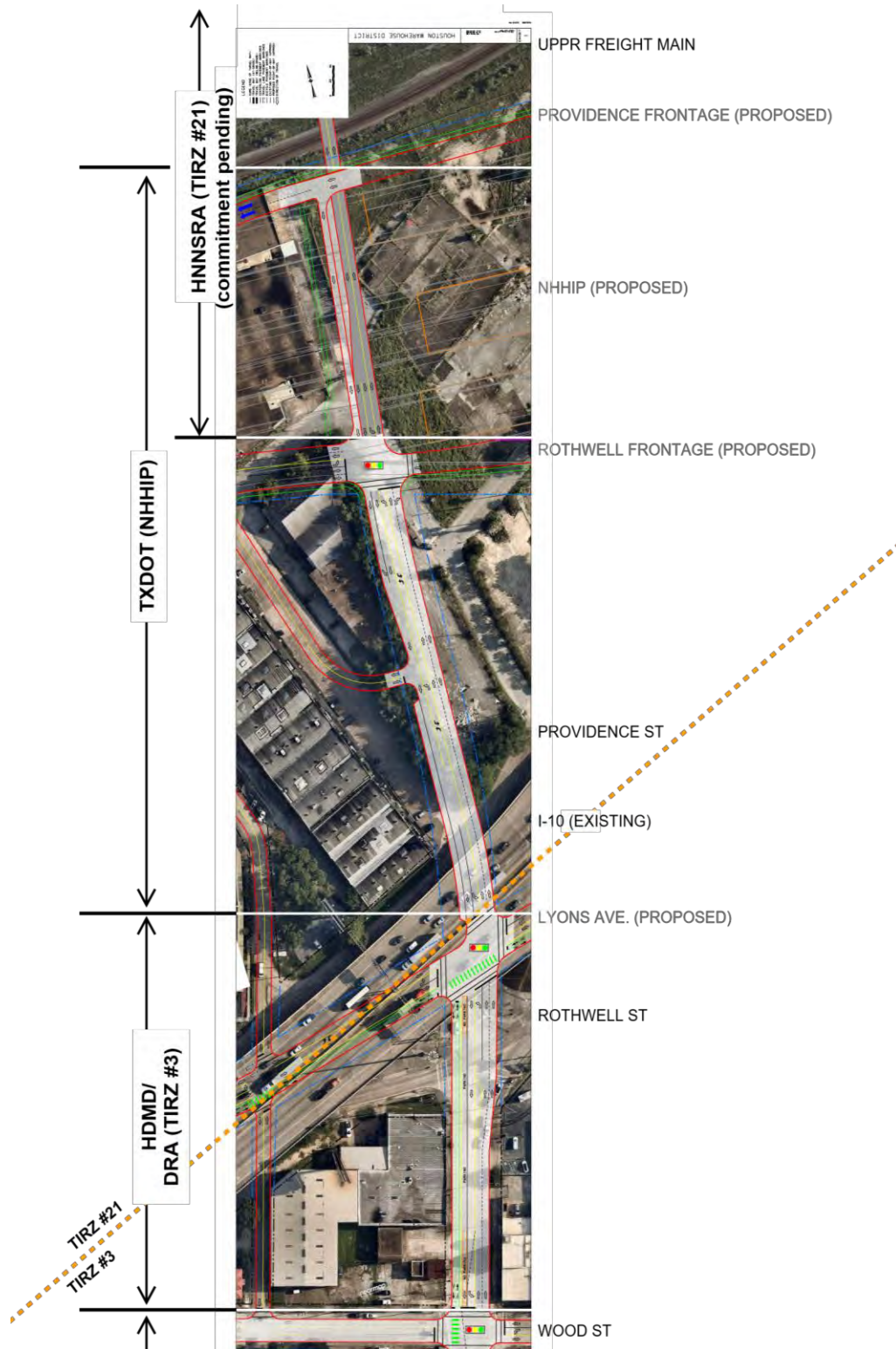
# North San Jacinto Street Connection



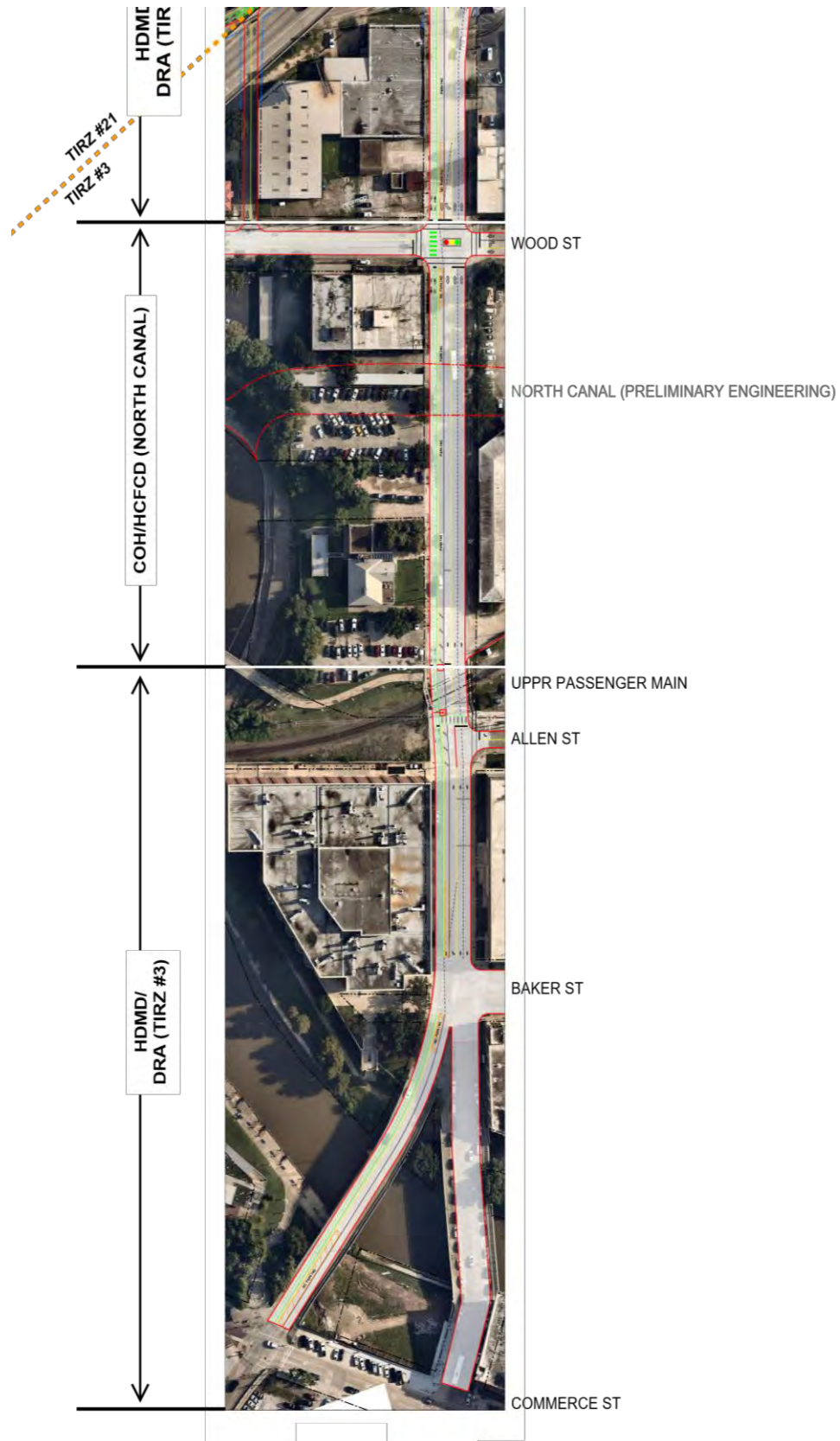
North San Jacinto St extension from existing I-10 to the NHHIP



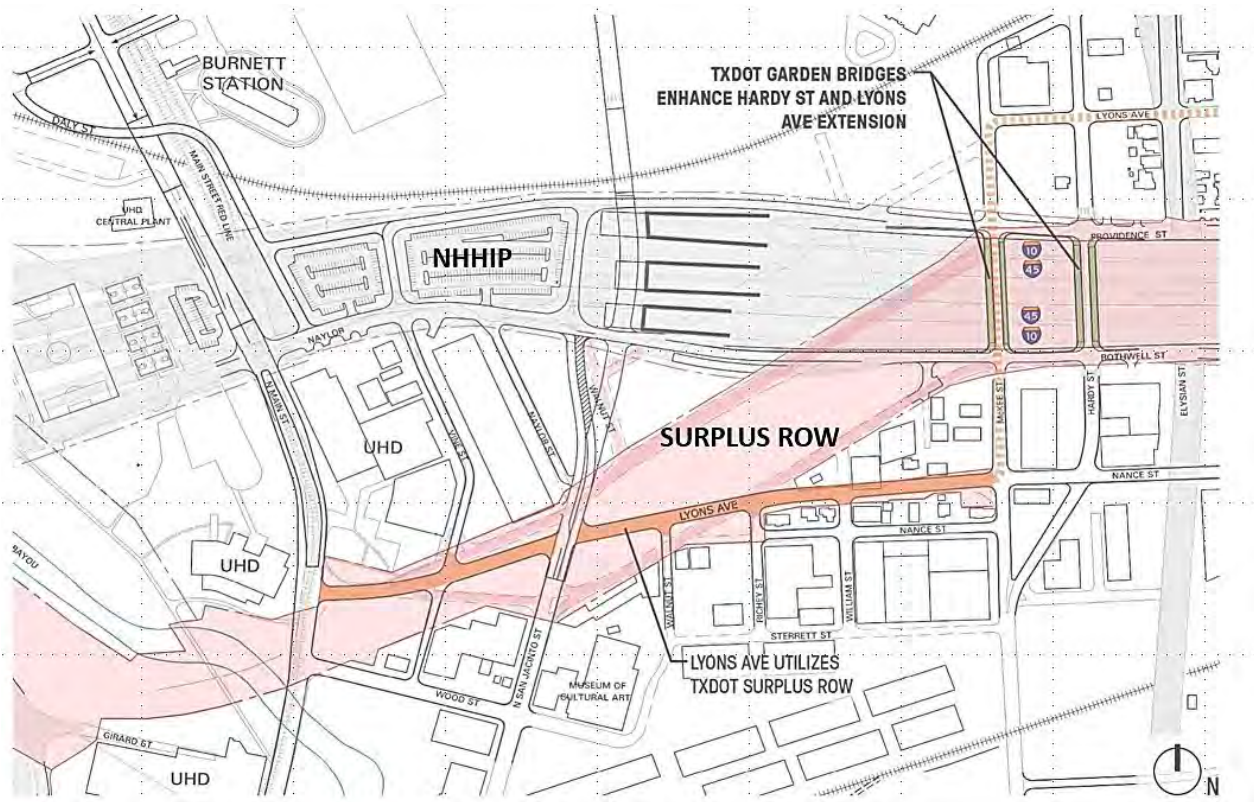
# North San Jacinto Street Connection



# 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.

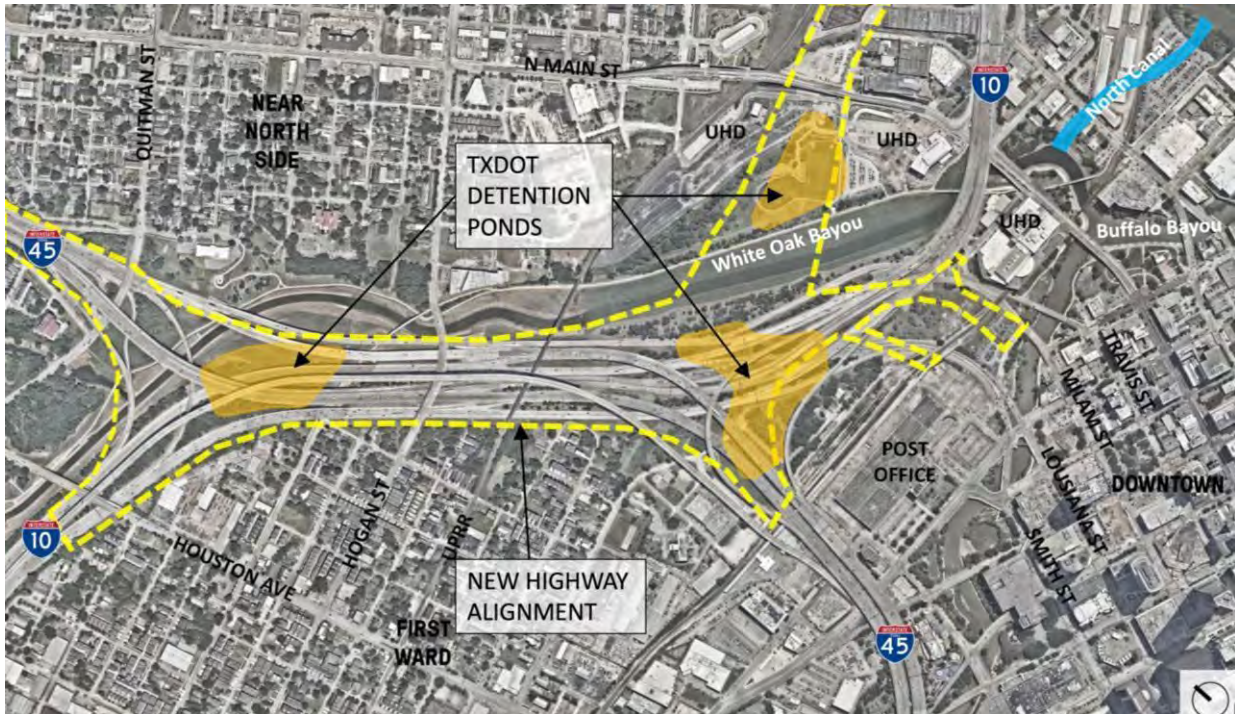
**ACHIEVED:** TxDOT is using wider column spans in this area to mitigate the visual impact and allow bayou waters to flow in flood events, supporting the greater aspirations of the North Canal Resiliency Project to which the TxDOT is contributing \$20 million through the NHHIP.

**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.

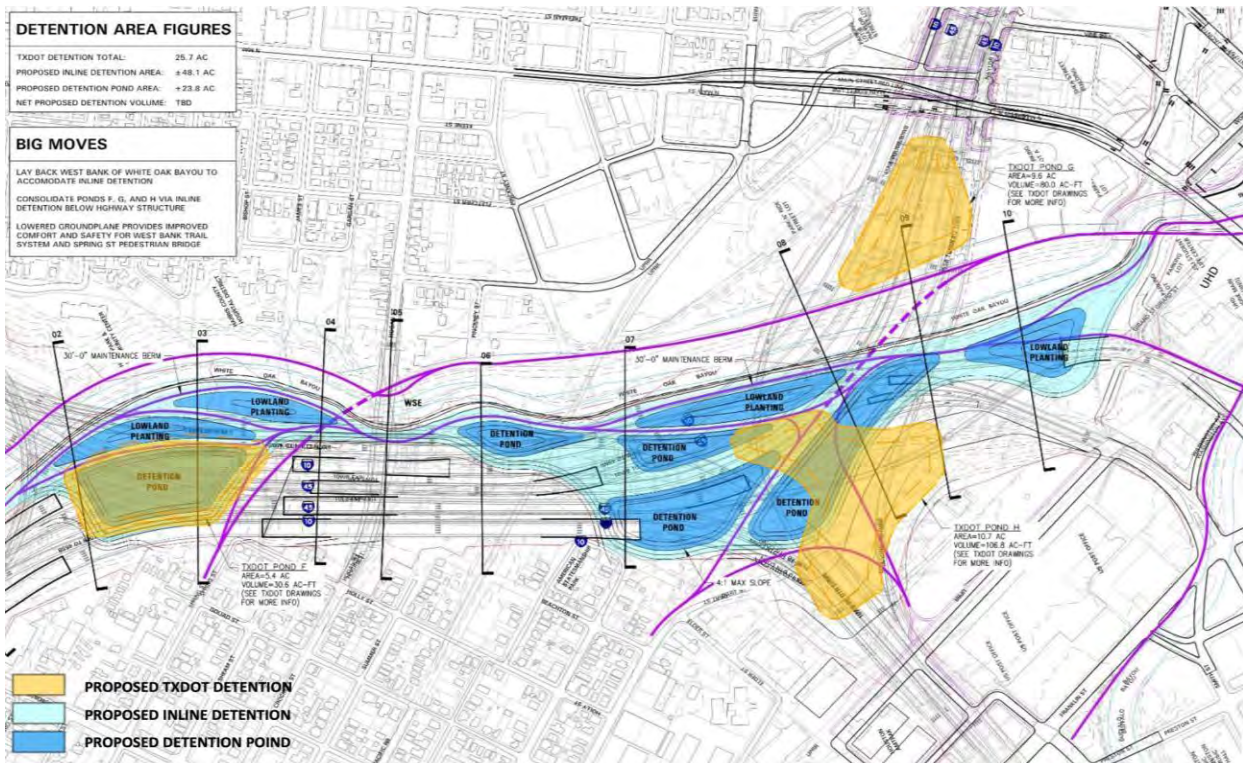
**NEED HELP WITH:** Beyond mitigating the visual impact of the new elevated highway structures, Central Houston requests TxDOT evaluate the Project's hydrological studies and site grading as an ecological approach to address native plants, wild-life and water treatment in this area.



# 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

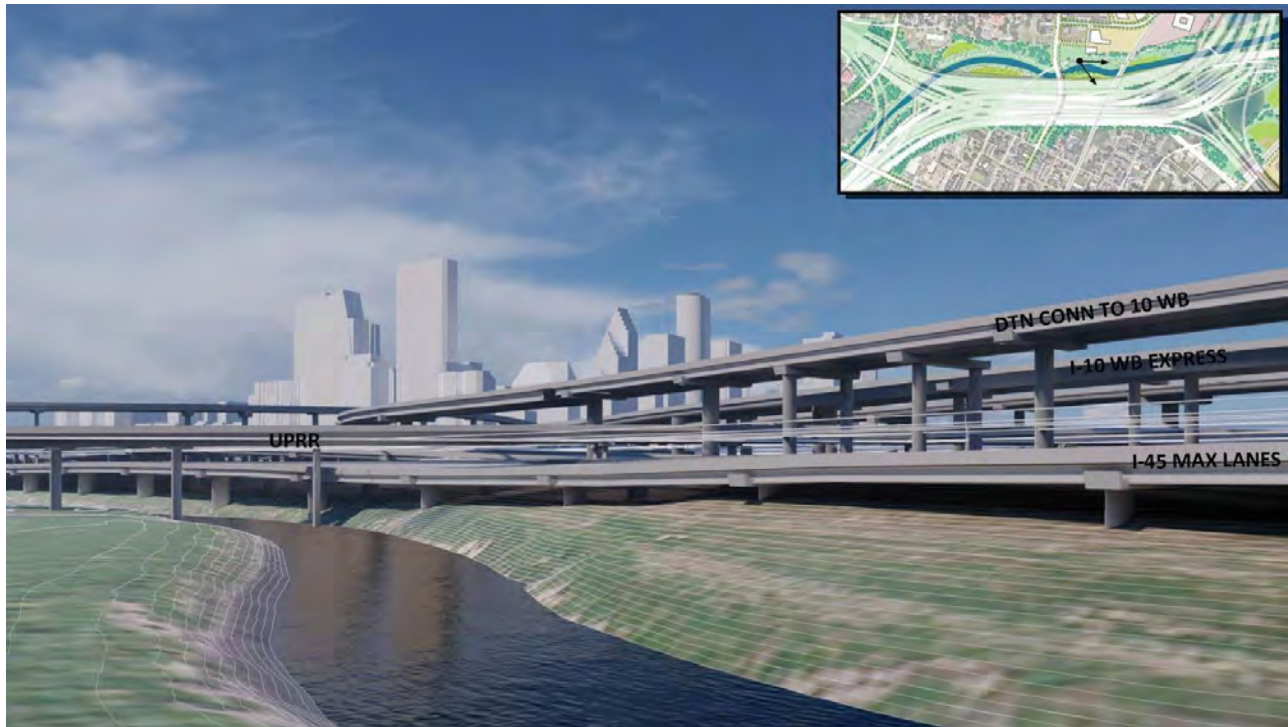


*Highway Understory – Existing condition near White Oak Bayou at UHD*



*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*

## 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.

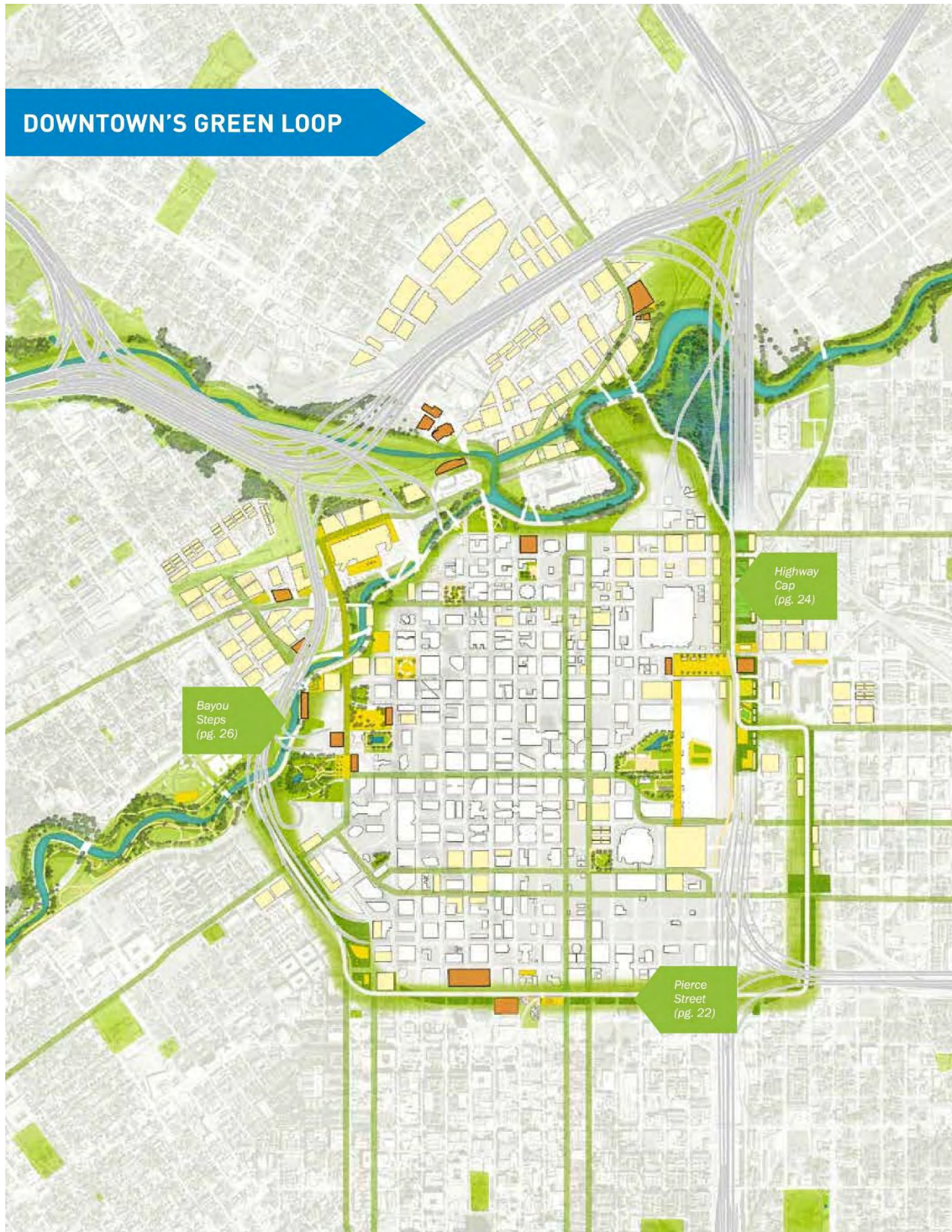


# Green Loop



*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”*

## **Attachment A**

### **Houston Mayor Turner's Proposed Memorandum of Understanding**

**MEMORANDUM OF UNDERSTANDING BETWEEN  
THE TEXAS DEPARTMENT OF TRANSPORTATION AND THE CITY OF  
HOUSTON CONCERNING THE NORTH HOUSTON HIGHWAY IMPROVEMENT  
PROJECT**

This Memorandum of Understanding ("MOU") is between the Texas Department of Transportation, an agency of the State of Texas ("TxDOT") and the City of Houston, a home-rule municipality ("City") (together, the "Parties").

**RECITALS**

WHEREAS, the I-145 North Corridor from Beltway 8 North to and around Downtown Houston provides connectivity for residents and businesses within the Houston-Galveston region and to destinations within and beyond the State of Texas.

WHEREAS, portions of the IH 45 North Corridor between Beltway 8 North and the Houston Central Business District do not meet current design standards and require improvement for the safety, health, and prosperity of both the region and those who live, work, and travel along the corridor.

WHEREAS, from 2002—2005, the Metropolitan Transit Authority of Harris County ("METRO"), TxDOT, and the Houston Galveston Area Council ("HGAC") conducted the North Hardy Planning Studies (the "planning studies") to identify and address transportation needs in the North-Hardy Corridor. The planning studies looked at the entire north Houston corridor and concluded that proposed transit and toll-road improvements could not address all of the travel needs, and that additional capacity was needed on IH 45. Since then, the scope of the NHHIP project has been consistently reflected in HGAC's own approved regional transportation plans and most recently in 2019 with the 2045 Regional Transportation Plan and the supporting Air-Quality Conformity Determination Report.

WHEREAS, the North Houston Highway Improvement Project ("NHHIP" or "Project") aims to make transportation improvements to I-145 North Corridor. The NHHIP has three segments with Segment 1 being along IH 45 from Beltway 8 to I-610, Segment 2 being along IH 45 from IH 610 to IH 10, and Segment 3 being the Downtown Loop System comprised of IH 45, IH 10, and US 59/IH 69.

WHEREAS, consistent with the project scope outlined in HGAC's Regional Transportation Plans, TxDOT assessed alternatives and environmental impacts for the NHHIP in accordance with the requirements of the National Environmental Policy Act ("NEPA") of 1969 (42 U.S.C. 4321 et seq.). TxDOT's commitments and mitigation measures pursuant to the NEPA process are contained in the Final Environmental Impact Statement ("FEIS") and Record of Decision ("ROD") for the Project. Nothing in this MOU is intended to, or shall have the effect of, modifying the goals, actions or obligations created by, or found within, the FEIS. TxDOT's legal obligations under the NEPA process remain unchanged, and nothing in this MOU commits or obligates any party to any action outside those obligations.

WHEREAS, TxDOT prepared a FEIS compliant with NEPA and other laws to study the impacts that would be caused by the Project. The Project analyzed in TxDOT's FEIS is based on the scope and scale of the Project as it is described in the regional plans described above. TxDOT completed the environmental review process for the Project by signing the ROD on February 3, 2021.

WHEREAS, the Parties recognize that the NHI-IIP will provide numerous benefits to the residents of the City of Houston, including: making IH 45, IH 10, and IH 69 compliant with current design standards to improve safety and operations; addressing travel demand that is projected to increase with growing population; improving truck freight mobility; improving resiliency to weather events and reducing the chances of flooding on the roadway and in surrounding neighborhoods; accommodating and encouraging transit, high-occupancy vehicles, and the transition to electric and self-driving vehicles; and improving access and safety for cyclists and pedestrians.

WHEREAS, the FEIS for the Project identifies potentially adverse impacts to neighborhoods within the Project footprint along with mitigation efforts.

WHEREAS, as of the date of this MOU, Segment 3 of the NHHIP is included in the 2021-2024 Transportation Improvement Program and has advanced to the point of significant planning and design. Segments 1 and 2 are not yet at this stage and are appropriate for continued refinement and community engagement prior to advancement.

WHEREAS, the City of Houston provided detailed comments throughout the NEPA process, including release of the DEIS, FEIS, and ROD.

WHEREAS, the City of Houston and other agency partners have substantial interest in how the NHHIP is implemented, have engaged their stakeholders, and articulated their goals for the project in various letters to TxDOT.

WHEREAS, this MOU documents the commitments from the City and TxDOT to cooperate as described herein regarding the planning and implementation efforts of the NHHIP.

NOW THEREFORE, the parties agree as follows:

#### TERMS

1. TxDOT will carry out mitigation commitments outlined in the FEIS and ROD, as summarized in this section.
  - a. **Housing and Community Cohesion.** TxDOT is aware that disruptions associated with moving can affect a resident's access to a neighborhood social structure. TxDOT's goal is to help households and individuals maintain their current social support networks during and after the relocation process. For those that will be displaced due to the Project, TxDOT is making a multi-pronged effort to assist the affected individuals and minimize the disruption to businesses and communities. TxDOT will make all efforts to relocate displaced individuals to comparable housing

within their communities. Additionally, TxDOT's use of early acquisition of right-of-way on many parcels provides the advantage of more time for the owner/occupant to plan for and acquire a new property.

i. Specific mitigation initiatives to address the direct impacts caused by housing displacements due to the proposed Project include:

1. Providing just compensation for all relocations and displacements in accordance with the Uniform Relocation and Real Property Acquisitions Policies Act of 1970, as amended; 49 CFR Part 24, Subparts C through F; and TxDOT policies and procedures;
2. Providing focused relocation assistance and language translation services for residential displacements (both owners and renters) and non-residential displacements, such as businesses, schools, places of worship, and non-profit facilities; and
3. Offering advance acquisition to minimize hardship to vulnerable residential and non-residential displacements to accelerate the mitigation process and provide targeted assistance for relocation.
4. TxDOT commits to ensuring all displaced persons have access to "decent, safe and sanitary" housing, and, to that end, have entered into contract with the HHA to ensure they can replace the displaced Clayton and Kelly Units. In addition, TxDOT commits to go even further by committing an additional \$27MM to affordable housing initiatives, which will help replace housing units taken by the project.

ii. While an impacted resident may ultimately choose the location of their new residence, TxDOT has committed to compensate displaced individuals in such a manner that they can relocate to a different residence in their current communities.

iii. Enhanced Relocation Services. TxDOT is also committed to providing enhanced relocation services in the form of consultants to work one-on-one with impacted residents during every step of the process. This includes individualized advisory services to help residents understand the relocation benefits and assistance programs. TxDOT is partnering with local community organizations to help Implement these educational and outreach programs.

1. In addition to fair market value for acquired property, qualifying owners will receive a purchase supplement as well as assistance with incidental costs necessary to purchase a

comparable decent, safe, and sanitary replacement dwelling. The purchase supplement includes the amount that a comparable replacement dwelling exceeds the acquisition cost of the displacement dwelling and certain loan-related fees and costs. Supplemental assistance provides the opportunity for a displaced resident to relocate to a comparable residence in the same community even though the cost of the replacement home might be more than the acquisition cost of the displacement dwelling. Examples of the types of compensation that may be provided in different displacement scenarios include:

- a. Residential property owner that lives in an impacted home: compensated for the land, improvements and moving costs.
- b. Residential property owner that rents to a tenant: compensated for the land and improvements.
- c. Tenant renting from a residential property owner: compensated for the difference between current and new rent, for 42 months and moving costs.
- d. Multifamily property owner: compensated for the land and improvements.
- e. Tenant in a multifamily property: compensated for the difference between current and new rent, for 42 months and moving costs.

2. The purchase supplement TxDOT provides tenants and property owners can be used as down payments for new properties, tax payments, rent, or other expenses. There is no specific supplement for property taxes. However, as part of the educational programs that will be available to those being displaced, handling property taxes and disputing valuations are topics that will be covered as essential knowledge for homeowners. In addition, individuals who are displaced will receive individualized counseling on these issues.

#### iv.NfIHIP Affordable Housing Revitalization Program.

1. TxDOT has documented a commitment to fund \$27 million in direct financial assistance to the affected neighborhoods to support specific affordable housing initiatives. The eligible initiatives include construction of affordable single-family or multi-family housing and supporting programs that provide assistance and outreach related to affordable housing. TxDOT is currently in discussions with the Texas State Affordable



Housing Corporation to administer the funds and is actively working to establish the specifics of the implementation of this grant program, known as the NHHIP Affordable Housing Revitalization Program.

2. To facilitate discussion of the specifics of the NHHIP Affordable Housing Revitalization Program, TxDOT assembled the IH 45 NHHIP Housing & Communities Focus Group, consisting of community leaders, related agency representatives (including but not limited to the City of Houston divisions of Planning, Housing and Public Works), decision-influencers, and proven advocates for the impacted communities. The Focus Group will help review, develop and, where appropriate, expand TxDOT mitigation programs and efforts related to housing and community impacts. TxDOT believes working with the Housing & Communities Focus Group and hearing from those who will be directly impacted by the Project will afford TxDOT the opportunity to address housing/community related issues with the appropriate sensitivity and in a culturally compatible manner.
3. The assistance provided through the NHHIP Affordable Housing Revitalization Program will be prioritized towards the neighborhoods most impacted by the NHHIP: Independence Heights; Near Northside; Greater Fifth Ward; and Greater Third Ward.

v. *Houston Housing Authority (HHA)*. Actions taken to mitigate impacts to Clayton Homes and Kelly Village are focused on ensuring that displaced residents of both communities are provided with multiple relocation options resulting in minimal disruptions to their lives. TxDOT is making efforts to ease the burden of relocating residents living in properties owned by the HHA that will be directly impacted by the Project, as follows:

1. 100 percent of the 296 units at Clayton Homes will be relocated, including 112 units that have been uninhabitable since Hurricane Harvey flooded them.
2. Clayton Homes residents will not be required to relocate until such time that the land currently occupied by Clayton Homes is needed for construction of the NHHIP.
3. TxDOT and HHA have entered into an agreement where HHA, funded by TxDOT, will construct replacement housing for displaced residents of Clayton Homes.

4. 80 percent of the replacement housing units will be constructed within two miles of the current location of Clayton Homes to preserve community cohesion.
5. Current residents of Clayton Homes have first rights to relocate to the newly constructed units.
6. Displaced residents of Kelly Village will be assigned relocation specialists located onsite to assess each resident's needs and to provide a smooth transition into other housing options.
7. Kelly Village residents will be offered Housing Choice Vouchers or be given priority to reside in other HHA units.
8. TxDOT will purchase additional Kelly Village property to provide additional open space for those residents remaining in Kelly Village.

b. **Drainage and Flood Mitigation.** The NHHIP will collect, convey, and detain, where necessary, the storm water runoff not only from the highways but also from adjacent properties within the Project limits that are currently draining to the highways, based on the applicable rainfall data that was available at the time of the ROD. TxDOT understands that the highway infrastructure is integrated into the overall drainage pattern of the city. TxDOT is working closely with the City of Houston and Harris County Flood Control District to identify opportunities to develop partnerships that will leverage the roles and responsibilities, as well as the resources of each entity to deliver drainage improvements within the vicinity of the Project. Working with our local partners, TxDOT is developing improvements that will reduce water elevations within the bayous so that more runoff can be accommodated with resiliency built into the system. As an example, two bypasses along Buffalo Bayou in the central business district are being developed that would accommodate more runoff during high intensity rainfall events. Specifically, TxDOT commits to the following flood mitigation measures:

- i. TxDOT will use new Atlas 14 Rainfall Data in the Project's drainage design.
- ii. Main lanes and managed lanes (including the depressed sections) are designed to accommodate the current 500-year storm event model and most recent guidelines and criteria required by the Harris County Flood Control District.
- iii. TxDOT has done significant engineering design to identify drainage improvements in all segments of the NHHIP. These improvements include new pump stations, new detention ponds, and converting existing culverts with bridges.
- iv. TxDOT is an engineering and financial partner in the City-led Buffalo Bayou bypass north and south canals in Houston's Central Business

District. TxDOT and the City are currently developing an agreement in which TxDOT would provide \$20 million to the City for the implementation of the bypass canals, which is a post-Hurricane Harvey, Federal Emergency Management Agency initiative.

- v. TxDOT is interested in finding more opportunities to leverage our improvements with those by the City and Harris County Flood Control District in the watersheds of Little White Oak Bayou and Halls Bayou.

**c. Reducing the NHHIP Footprint During Detailed Design.**

- i. Consistent with the requirements of all state and federal law, including NEPA and Title VI, and consistent with actions established by the ROD and FEIS, TxDOT remains committed to evaluating reasonable opportunities to reduce the project footprint in ways that would not compromise the integrity and functionality of the purpose and need of the Project, as described in the ROD. TxDOT agrees that requests to reduce the Project footprint should be evaluated with a focus on the following:

- Strengthening Houston's economy'
- Reducing flooding on and off the freeway;
- Making travel safer for all road users;
- Providing long-term capacity for all users of the roadway, including automobile, freight, and transit;
- Serving and preserving the neighborhoods along the corridor while enhancing connectivity between neighborhoods;
- Mitigating impacts to existing parks and open space while creating additional opportunity for open space; and
- Ensuring accessible evacuation routes.

- ii. TxDOT agrees to use only the right-of-way needed as defined in this MOU.

- iii. It is important to note that any proposals to reduce the Project footprint must not compromise safety, flooding mitigation, design standards, freight mobility and evacuation effectiveness.

- d. **Transit.** The NHHIP has been designed to be compatible with transit infrastructure in the area and TxDOT continues to coordinate with METRO. The NHHIP will address the issues identified in the studies for the freeways. The proposed highway improvements of the NHHIP will accommodate METRO's current and future transit bus service:

- i. The proposed Max lanes will provide 2-way, 24-hour/7-day-a-week operations for high-capacity transit bus service and are included in

the METRO Next plan, with no reduction in overall facility persons capacity without concurrence of Project Partners.

- ii. The Max lanes will have a flexible footprint for high occupancy vehicle (HOV), bus and rubber-tire high-capacity transit (e.g., Bus Rapid Transit [BRT]) and future autonomous vehicles.
- iii. TxDOT will continue to coordinate with METRO during the final design phase of NHHIP to incorporate other elements of the METRO Next plan, such as the University Line BRT, 2-way express bus service along IH 69, and continuing to discuss intermediate stops along 1-45.
- iv. TxDOT will work with METRO to keep to a minimum the temporary disruptions to light rail and bus transit services during the construction of the NHHIP and continue to discuss mitigation measures for disruptions to existing transit services.
- v. TxDOT will be evaluating opportunities to refine the right-of-way footprint during detailed design. TxDOT will consider additional options as proposed by Project Partners for accommodating multimodal demand.

e. Connectivity.

- i. TxDOT will analyze traffic operations and impacts on relevant City streets based on NHHIP-generated changes and continue to discuss mitigation measures for impacts on relevant City streets.
  - ii. Even though there are some unavoidable permanent street closures, there will be many new local street connections which will enhance neighborhood connectivity that are only possible because of the Project. These include:
    - 1. Pedestrian and bicycle realms on cross-streets across the highways;
    - 2. Hamilton Street extension behind George R. Brown Convention Center;
    - 3. Reconnecting Andrews Street in Fourth Ward;
    - 4. Connecting Lamar Street, McKinney Street, and Walker Street to Hamilton Street;
    - 5. Blue Bell Street across IH 45; and
    - 6. Accommodating an envelope for future San Jacinto Street extension under IH 10.
- IV. Consistent with the requirements of all state and federal law, including NEPA and Title VI, and consistent with actions established by the ROD and FEIS, TxDOT remains committed to evaluating the

feasibility of the City's requests to improve neighborhood connectivity through the following:

1. New eastbound IH 10 exit to Gregg Street in Fifth Ward;
2. New westbound IH 10 frontage road across IH 69 in Fifth Ward;
3. Maintaining Cleburne Street across IH 69 in Third Ward;
4. Maintaining Runnels Street across IH 69 in EaDo;
5. New southbound IH 45 exit ramp to North Main Street in Heights and Historic Northside;
6. Modified IH 69 ramps to Jackson Street and Chenevert Street;
7. Providing 3-lane turn movements from Jackson to Congress;
8. Evaluating City-led abandonment of "Old" Hamilton from Commerce Street to Texas Avenue; and
9. Maintaining vehicular and pedestrian connection into Downtown via Houston Ave Connector.
10. Evaluate adding a new North Street pedestrian/bicycle bridge over IH 45 between Heights and Historic Northside.

**f. Park Space and Urban Design.**

- i. The Project would not impair the activities, features, or attributes of any public parks. Even so, efforts have been made to maintain existing open space and proposed storm water detention areas are being evaluated as potential open spaces. TxDOT will coordinate with local groups and agencies to accommodate enhancements to standard landscaping and recreational use of open space in and around storm water detention areas, where feasible.
  - ii. Requests to modify the placement of detention ponds and/or to modify the banks of bayou waterways will be evaluated within the context of, and taking into consideration, the significant work TxDOT, the City, and Harris County Flood Control District have collaboratively performed to-date.
  - iii. TxDOT will coordinate with the City and neighboring community groups to identify secondary open public space uses around detention areas and identify additional trail routes, while preserving the primary drainage function of the detention areas.
- IV. TxDOT will work with the City to identify opportunities for new open spaces and trail connections. TxDOT has committed to:
1. Designing and building new highway components with a neutral theme so that highway elements visually recede and green

landscaped components become more prominent, to the extent practicable.

2. Maintaining existing open space and evaluating proposed storm water detention areas as potential open spaces. Where disturbance to the open space is unavoidable, TxDOT will work with the City to look for and develop additional open space wherever possible.
  3. Coordinating with local groups and agencies to accommodate enhancements to standard landscaping and recreational use of open space in and around storm water detention areas, where feasible.
  4. Collaborating with the City and other interested parties to create recreational spaces around storm water detention areas.
  5. Collaborating on new trail connections along the banks of Buffalo Bayou, White Oak Bayou, Little White Oak Bayou, and Halls Bayou.
  6. Collaborating on identifying amenities for the highway cap sections.
  7. Identifying opportunities to recognize and strengthen the history and cultures of the surrounding neighborhoods. One such opportunity is the Emancipation Trail, which would cross and is in close proximity to the Project. TxDOT will work with the entities that are in the early stages of evaluating the trail linkages and will incorporate as many elements as feasible into the NHHIP.
- 
2. TxDOT agrees to continue to participate in City-led Facilitation Group process to maintain open lines of input and communication with City residents and stakeholders.
  3. The City acknowledges the efforts taken by TxDOT to mitigate impacts and develop a high-quality Project that will benefit the City and its residents. The City supports TxDOT in fulfilling its commitments as summarized within this MOU and will assist TxDOT in working with project stakeholders in order to advance the NHHIP project activities described herein along with supporting the efforts of TxDOT to implement the required mitigation measures, as requested.
  4. This MOU will run co-terminus with FEIS and ROD and is intended to be broadly applied as it relates to the FEIS and ROD.

IN WITNESS THEREOF, the Parties have caused this MOU to be duly executed as shown below.

CITY OF HOUSTON

By:



A handwritten signature in black ink, appearing to read "D. Peter Lee", is written over a horizontal line.

Date:

8+0-21

TEXAS DEPARTMENT OF TRANSPORTATION

By:

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Marc D. Williams, P.E.  
TxDOT Executive Director

Date:

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## **Attachment B**

### **Central Houston Correspondence with TxDOT regarding the Project including alignment and trenching recommendations**



June 21, 2002

Mr. Gary Trietsch, P.E.  
District Engineer  
Texas Department of Transportation District 12  
P.O. Box 1386  
Houston, Texas 77251-1386

Re: North Hardy/I-45 Corridor Study

Dear Gary:

Recently, a group of representatives from the Midtown and downtown areas plus Buffalo Bayou met with the consultants conducting the study for the North/Hardy Corridor being sponsored by Metro (with TxDOT participating with regard to freeway improvements). The purpose of the meeting was to focus on possible alternatives for improvements to I-45, SH 288, and US 59 from Buffalo Bayou, around downtown (and along the north edge of Midtown), south along U.S. 59/S.H. 288 (through the Third Ward and along the east edge of Midtown), and then west along U.S. 59 (along the south edge of Midtown and through the Third Ward).

After a very productive and wide-ranging discussion of possible alternatives, the organizations represented by the signers of the letter request that TxDOT include certain specific elements in its alternatives analysis for this section of freeway. We understand that it may be desirable to include these features in several alternatives in order to balance your study; however, we are hopeful that the balance of benefits and costs that these ideas bring to the community and its transportation network will result in their inclusion in the preferred alternative that will be carried forward for further study. We also understand that some of these ideas will require partnerships with and funding from entities other than TxDOT, and we are prepared to help garner this support as you proceed with your studies.

There are three categories of elements that we would like studied during your alternatives analysis phase of work, which we understand will begin in July and end during the fall:

1. Redesign of US 59 from Spur 527 to SH 288

This segment of overhead freeway has truly negative impacts on surrounding residential areas to an even greater extent than U.S. 59 to the west of Spur 527. The costs and benefits of rebuilding this section so that it is below grade should be studied. We feel this makes eminent sense because this section of freeway connects to two freeways that both will be below grade.

We also encourage you to coordinate with Metro in this area. As part of its Southeast Corridor study, Metro is investigating a high capacity route that would follow the U.S. 59 alignment from Cleburne at Almeda to its Wheeler Blodgett station on Main Street. If selected, this high capacity route could be built with the freeway reconstruction project.

## 2. De-Emphasis of the Pierce Elevated

We recognize that there are few viable alternatives to the existing overhead Pierce Elevated freeway for the foreseeable future; however, we do not support its expansion horizontally over Pierce Street nor vertically through use of a second deck. We do support three strategies that could redirect certain trips along other routes and/or reduce congestion focused at nearby interchanges:

- A. **Creation of Parkways through Midtown:** U.S 59 (Southwest Freeway)/I45 North trips could be routed along Brazos and Bagby from Spur 527 to the Pierce Elevated. If this idea is included, these streets must remain surface streets with signalized intersections at major cross streets. Furthermore, they must be designed as urban streets with no more than four lanes and with generous sidewalk areas and street plantings, minimal setbacks for buildings, and minor cross streets continuing across each parkway. We feel this last feature will not impede traffic because the nature of signal timing on one-way streets creates intervals when traffic can cross easily.
- B. **Routing Trips along I-10 and U.S. 59:** These freeways to the north and east of downtown may have more capacity today than the Pierce Elevated. Given how expensive a Pierce Elevated expansion will be, it could be a much wiser use of resources to better utilize capacity and right of way along these freeways than attempt to encourage more cars through a very problematic segment of elevated freeway. This strategy may simply involve signs to encourage these routes, or it could involve removal of certain connectors to/from the Pierce Elevated, such as I-45 southbound to U.S. 59 North, with these trips redirected along I-10 East to U.S 59 North.
- C. **Interchange Redesign:** Much of the congestion along the Pierce Elevated is caused by friction at the interchanges at each end. Our fourth concept (described below) should reduce friction to the north of the Pierce Elevated. At the U.S. 59 interchange to the south, one key improvement would be to redesign the connector from S.H. 288 northbound so that it accesses the overhead lanes of I-45 southbound instead of the main lanes. These overhead lanes are under-utilized, and removal of these trips from the main lanes, which the Pierce Elevated ties to, should help clear up the Pierce Elevated southbound congestion.

## 3. Redesign of the Interchange West of Downtown

The interchange of I-45 with Memorial Drive, Allen Parkway, Walker, McKinney, West Dallas, Pierce, St. Joseph, Jefferson, and Pease streets dates from before the interstate highway era and has been modified incrementally since then. It is seriously deficient from a safety perspective (left exits/entrances, no merge lanes, missing shoulders) and does not allow key trips to be made, such as from Memorial Drive to/from I-45 North. Beyond traffic considerations, it also is built over Buffalo Bayou and interrupts the waterfront and greenbelt that our community is creating along this historic waterway.

On a positive note, we feel a great deal of good can come from a carefully considered redesign of this interchange that solves both traffic and environmental problems. Conversely, expansion or limited reconfiguration of this interchange to solve safety issues without redesign will inevitably lead to even more green space and bayou being covered over, a prospect that we do not support.

We would like consideration given to a simplified and safer design that offers a full range of trips to/from major arterials and I-45 while also relocating the freeway away from the bayou. The core of

this idea is relocation of the freeway to the west onto land currently controlled by the city (in large part) and organization of different trips along frontage roads and traditional signalized intersections rather than along a tangle of direct connector ramps. These frontage roads could be tied to the parkways along Brazos and Bagby in Midtown to further reinforce those streets as links in the regional highway system. Please note that there are two desired outcomes:

1. Rationalization of access and improved traffic safety.
2. Creation of a park-like setting along the bayou and a parkway environment along the new freeway.

We have had many preliminary discussions about this concept among various groups, and there are a number of ideas that are important to successful implementation of the concept. In some cases, desired features could cost more money, and we have tried to outline possible partners and funding sources. We will be happy to work on these issues as you proceed with your alternatives analysis. These issues are outlined in an attachment to this letter.

As you determine alternatives to be analyzed, we ask that you include these concepts and features so their merits can be fully explored. We are hopeful that they will pass technical analysis and generate support for this project within the community at large and within the impacted communities.

Thank you for your help and cooperation.

Best regards,

Robert M. Eury, Central Houston, Inc./Downtown District

John Michael Gonzalez, Midtown Management District

Anne Olson, Buffalo Bayou Partnership

mc: State Representative Garnet Coleman  
Charles LeBlanc, Midtown Redevelopment Authority  
Guy Hagstette, Downtown District  
Aaron Tuley, Buffalo Bayou Partnership  
Rod Smith, Carter & Burgess  
Susan Young, South Main Center Association

## OUTLINE OF KEY FEATURES OF I-45 INTERCHANGE REDESIGN

This outline lists the full range of key ideas to ensure a full understanding of our goals and objectives beyond traffic improvements for the I-45 interchange west of downtown:

1. Traffic: Easy-to-understand routes onto and off of I-45 and multiple options for accessing I-45 from major arterials. The proposed parkway frontage roads are intended to serve as a “manifold” or “collector” that can be used from many areas of downtown and surrounding neighborhoods to access the freeway. Ideally, there should be two entrances and exits in each direction with one set at the north end of downtown and one set at the south end. No driveways should be allowed onto the frontage roads/parkways
2. Bayou: Complete removal of all freeway lanes and frontage roads from the bayou and a floodway 400 feet wide. In addition, we want realignment of major arterials explored to accomplish the same. These realignments could be sponsored by other entities in coordination with TxDOT, and the city has a TIRZ in place whose project plan includes significant money for bayou-related and Theater District improvements. The freeway and frontage roads should cross the bayou at one location in as short an alignment as possible. These bridges should be designed as “signature bridges” that form a compelling foreground for Houston’s skyline.
3. Green Space and Parks: Our goal is to reconnect San Houston Park (our oldest city park) to Buffalo Bayou and extend the bayou greenbelt into downtown. In addition, we want all streets, including the freeway and frontage roads to be green corridors with room for trees. It is not our desire to squeeze roads into too-narrow rights-of-way.
4. Elevation: The freeway should remain below grade at West Dallas and then cross the bayou on the signature bridges. North of the bayou, we prefer that the freeway be in an open cut to minimize impacts on residential neighborhoods in the First and Sixth Wards. The lower grade of the freeway can be minimized by building up the frontage roads to be above existing grade. We believe that flooding issues can be addressed relatively easily with an isolated storm sewer system for this segment.

Many prefer to see the freeway lanes placed in a tunnel through this area and under the bayou. We support this idea if access to arterials can be maintained because it will further open up Buffalo Bayou as Houston’s major amenity; however, we recognize that the cost of a tunnel is not within your district’s means and only a special appropriation from Congress could fund such a project

5. Other Transportation Features: Part of the Buffalo Bayou Master Plan calls for relocation of the Union Pacific railroad north of the Post Office in order to implement a very exciting flood project that is projected to result in flood level reductions of about five feet. The concept is to link the northern leg of the railroad east of I-45 (far north of the Post Office) with its southern leg (that runs behind the Post Office) west of I-45 along or around the freeway. The existing railroad right-of-way behind the Post Office and over to east of U.S. 59 would be converted into a new city street that would allow traffic to bypass around downtown. Obviously, the easiest time to accomplish this important goal is while the freeway is being rebuilt. We hope that the timing of these efforts can be made to work.

In addition, the City of Houston is investigating a future high capacity corridor from downtown through the Heights to Metro's Northwest Transit Center. One of the most difficult links is across I-45, either north of downtown (tying to Main Street) or into the heart of downtown (near the bayou crossing). Ideally, the freeway design would accommodate this corridor.

Finally, we are intrigued with the concept of a remote parking facility that both transit users and motorists destined for downtown could use so they do not have to travel all the way into downtown by private automobile. This facility could be developed on city-owned land on each side of the freeway and could help serve as a buffer for surrounding neighborhoods.

6. Compatible Development: The alignment of the freeway needs to be coordinated with a city Police Campus Master Plan that is now under way. This is an opportunity to be able to work with the city before any final decisions are made. We have reviewed the ideas outlined in this letter with the master plan team.

In addition, realignment and rationalization will open up new development sites some of which can be sold to help defray the cost of the project.

Robert M. Eury  
President and Chief Executive Officer  
Central Houston, Incorporated and the Houston Downtown Management District  
909 Fannin, Suite 1650  
Houston, Texas 77010

November 30, 2011  
Pat Henry, P.E.  
Director of Project Development Texas Department of Transportation  
P.O. Box 1386  
Houston, TX 77251

RE: North Houston Highway Improvement Project

Dear Mr. Henry:

Central Houston, Inc. (CHI) and the Houston Downtown Management District (HDMD or Downtown District) would like to thank you for this opportunity to comment on the “Draft Agency Coordination and Public Involvement Plan” and the “Draft Need and Purpose Statement” as part of the development of the Draft Environmental Impact Statement (DEIS) for the North Houston Highway Improvement Project.

After reviewing the “Draft Agency Coordination and Public Involvement Plan” and on behalf of the respective CHI and HDMD Boards and our downtown stakeholders, we request Cooperating Agency Status for HDMD in the development of the DEIS for this important project. HDMD was formed by an act of the Texas Legislature in 1995 and has been in operation since 1996. HDMD is bounded largely by the freeway ring around Houston’s central business core, including Interstate 10, Highway 59 and Interstate 45. We believe HDMD has the standing as a state created agency to warrant Cooperating Agency Status, and we believe that HDMD has the special expertise to provide support and information in the development of this project.

After reviewing the “Draft Need and Purpose Statement,” we request significant improvements to the following areas:

- Access to and from downtown Houston with over 140,000 jobs and over 4,000 residents
- Commuter access for the 652,276 jobs and 396,334 residents in the north and south IH 45 corridors (2009 LEHD)
- Connectivity for the existing and proposed downtown and near town neighborhoods, parks, retail, and commercial developments at the highway and local street levels
- Connectivity to the downtown convention district to and from both airports
- Safety to, from and around downtown on highways, ramps, interchanges and local streets

We look forward to working with you to develop innovative, cost effective and implementable solutions to enhance the social, environmental, and economic well-being of our region.

Sincerely,


Robert M. Eury, President and Chief Executive Officer  
Central Houston Incorporated and the Houston Downtown Management District



October 2, 2012

Mr. Patrick Henry, P.E.  
Director of Project Development  
Houston District  
Texas Department of Transportation  
P.O. Box 1386  
Houston, Texas 77251-1386


Re: North Houston Highway Improvement Participating Agency Status

  
Dear Mr. Henry:

This letter is a formal acceptance from the Houston Downtown Management District to serve as a participating agency in the North Houston Highway Improvement Project Environmental Statement. Our two representatives are Lonnie Hoogeboom, Director of Planning and Design, and Emily Braswell, Director of Transportation Planning.

We appreciate the opportunity to work with you and look forward to the process and the outcomes. We will have representatives at the second scoping meeting on October 10, 2012 from 10:00 a.m. to 12:00 p.m.

Best regards,

  
Robert M. Eury  
Executive Director

Cc: Lonnie Hoogeboom  
Emily Braswell






November 9, 2012

Mr. Patrick Henry, P.E.  
Director of Project Development  
Houston District  
P.O. Box 1386  
Houston, Texas 77251-1386

Re: North Houston Highway Improvement 2012 Scoping Comments

  
Dear Mr. Henry:

Please accept this letter and its attachment as the Houston Downtown Management District's (HDMD) initial response to the Preliminary Alternatives presented during your 2012 Scoping Meetings. As a Participating Agency, we are very excited about the depth and breadth of the North Houston Highway Improvement Project (NHHIP). We support your process and enclose our initial comments on the alternatives being considered. Additionally, we would like to share with you some design concepts prior to the Reasonable Alternatives screening.

We are currently working with Central Houston Inc. (CHI) and three (3) working groups of downtown representatives on *Priority Corridors*, *Downtown Access and Traffic*, and *Transit*. We expect to have this completed within the next few weeks. We would like to meet with you during December to discuss our concerns in more detail. We will contact you to establish a mutually convenient date.

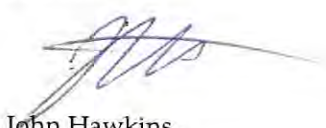
We appreciate the opportunity to work with you more closely in your analysis of viable alternatives! HDMD is committed to providing positive and useful feedback.

Best regards,



Robert M. Eury  
Executive Director  
Houston Downtown Management District

Best regards,



John Hawkins  
Chairman  
CHI Priority Corridor Working Group

Cc: Lonnie Hoogeboom  
Emily Braswell

**Houston Downtown Management District  
North Houston Highway Improvement Project-Preliminary Alternatives**

- I. **General Comments** – The public investment in the development of the North Houston Highway Improvement Project (NHHIP) provides an important opportunity to do more than convey vehicles. It provides an opportunity to have a positive impact on the travel experience, the public realm, and the surrounding urban environment, as well as opportunities to enhance the following:
  - A. Connections between downtown and adjacent districts and neighborhoods;
  - B. Access to and full utilization of green spaces and public lands including natural, built and cultural amenities;
  - C. Economic development opportunities; and,
  - D. Connectivity for multimodal networks includes vehicles, transit, freight, bicycles and pedestrians.
  
- II. **Convergence of Studies & Work Efforts** – The convergence of a number of planning and infrastructure projects has a rare opportunity for a number of entities to cooperate and collaborate in the development of the NHHIP to improve the access, capacity, safety, environmental quality, and economic development of the IH-45/Hardy Toll Road corridor study area:
  - A. The Houston Downtown Management District (HDMD) is currently participating in the formation of a *Strategic Framework for Development*. The *Framework* will address future development, access and traffic for the downtown and adjacent districts, enhance the public right-of-way, and promote sustainable priorities for residential, commercial and civic projects to create dense, walkable neighborhoods.
  - B. Central Houston Civic Improvement (CHCI), Central Houston Inc. (CHI) and HDMD are currently developing a downtown street classification system for review with the City of Houston, METRO, TxDOT and other stakeholders.
  - C. METRO is currently launching a system wide review of all METRO service.
  - D. A number of large public and private land parcels that are in or adjacent to the NHHIP Study Area are being considered for prime urban development, which should be included in the project development process.
  - E. Potential flood infrastructure improvements through the Renew Houston program create potential opportunities for cooperation and collaboration for the NHHIP study area.

9 November 2012

1 | Page



**Houston Downtown Management District  
North Houston Highway Improvement Project-Preliminary Alternatives**

- F. A number of planning efforts and initiatives surrounding the urban bayou system are underway and provide opportunities for collaboration.
- G. H-GAC lists a \$5 million study in the TIP that is listed as a Downtown Redesign Planning Study for the IH-45, US-59, and SH-288 corridors. The study is described in the TIP:

“a comprehensive feasibility study to develop viable and long-term solutions to all the congested highway sections within the IH 610 Loop. The proposed solutions would be based on an evaluation of the origin-destination travel patterns on these segments.”

Is this study part of the NHHIP? Has there been coordination between TxDOT and H-GAC? Has there been coordination with other stakeholders such as HDMD, the City of Houston, METRO, others?

**Convergence of Studies and Work Efforts Action Item/Request:** NHHIP is currently reviewing alternatives that would substantially reconfigure access and traffic patterns for downtown. HDMD requests that the NHHIP process for evaluating the Preliminary Alternatives take advantage of the convergence of these related studies in order to leverage funding sources and increase the collaborative opportunities to increase the impact of all work efforts and maximize taxpayer dollars. These efforts include beautification, flood control, recreation and natural amenities, and multimodal connectivity. HDMD as a Participating Agency recommends and offers to convene a workshop to bring together the groups involved in these efforts to further this collaboration.

- III. **Areas of Concern** – Key concerns for HDMD include many of the same concerns that TxDOT and other NHHIP stakeholders have.
- A. Multi-modal Access & Traffic Operations should be enhanced by the NHHIP in terms of usage for automobiles, transit, and freight traffic from the highway and arterial systems; for hurricane evacuation; for commuting and recreational pedestrians and cyclists. The capacity for the highway, arterial, transit, freight, pedestrian, and cyclist networks should be improved by the NHHIP including the following:
1. Highway traffic;
  2. Access to and from the arterial and highway system;
  3. Non-highway traffic; and,



**Houston Downtown Management District**  
**North Houston Highway Improvement Project-Preliminary Alternatives**

4. The definition for managed lanes needs to be clarified to include their usage by carpool, vanpool, and transit users bound for employment centers such as downtown; or for usage by through traffic which precludes their use by carpools, vanpools and transit users bound for downtown. Clear and consistent usage of the term, 'managed lanes,' is important.
- B. Economic Development- Since residential and commercial development in and surrounding downtown is increasing and becoming denser, it is especially important that the improvements recommended by NHHIP address the needs of these growing populations of stakeholders. If done well, NHHIP has the potential to transform the adjacent development sites into economic generators.
  - C. Environment-Environmental concerns are of great importance to TxDOT and, of course, to HDMD. These concerns include, among others, air, noise, vibration, and visual impacts such as light and shadow and the sheer physical presence of this type of infrastructure. Coordination of these important efforts with the City of Houston, neighborhood and home owner associations, and other key interest groups and organizations provides opportunities for the NHHIP to positively impact flood control, water quality, scenic beauty, natural resources, connectivity for downtown and adjacent neighborhoods, and for an enhanced quality of life for Houston.
  - D. Funding and Cost -HDMD is keenly aware of the funding constraints and challenges of capital improvements for monumental infrastructure. As a long-term, multi-phase project, is one segment of NHHIP given priority over the others, or will all three segments be equally prioritized for integrated project delivery.

**Areas of Concern Action Item/Request:** Investments in NHHIP should serve multiple purposes and maximize the investment of taxpayer dollars. In addition to enhancing mobility, NHHIP investments should enhance adjacent properties, downtown, and surrounding districts and neighborhood. HDMD and CHI request participation in the evaluation of alternatives and the cost benefit funding analysis that includes consideration of impacts of the solutions' physical presence on public and private investment and funding in each of the following:

- Housing and neighborhoods;;
- Enhancement of the urban bayou system and other open space;
- Air, noise, vibration, water quality, flood control and drainage.
- Preservation of significant public and private investments in previous, current, or anticipated residential, cultural, commercial and civic projects.



**Houston Downtown Management District**  
**North Houston Highway Improvement Project-Preliminary Alternatives**

**B4**

- IV. **Segment 1 (S1)** – Although it is the farthest from downtown, the linkages between the segments and the impacts that more northern or southern segments may have on downtown are important to HDMD. We submit the following list of comments and questions for Segment 1:
- A. Segment 1 Alternative 3 (S1A3) only works in combination with Segment 2 Alternative 15 (S2A15) to divert traffic away from IH-45.
  - B. What is the impact of the additional ROW on the adjacent neighborhoods for the following alternatives? Is the additional ROW necessary? Are all shoulders necessary?
    - 1. Segment 1 Alternative 4 (S1A4)
    - 2. Segment 1 Alternative 5 (S1A5)
    - 3. Segment 1 Alternative 6 (S1A6), Is the effort, cost and impact doubled in S1A6?
    - 4. Segment 1 Alternative 7 (S1A7)
    - 5. Segment 1 Alternative 8 (S1A8)
  - C. How are the following segments connected to Segment 2?
    - 1. S1A4
    - 2. S1A5
    - 3. S1A6
    - 4. S1A7
    - 5. S1A8
  - D. What happens in the following alternatives when the lanes are reduced at I-610?
    - 1. S1A4
    - 2. S1A5
    - 3. S1A6
    - 4. S1A7
    - 5. S1A8
  - E. S1A7-8
    - 1. What is the impact on the adjacent neighborhoods of the elevated structures in S1A7-8?
    - 2. Would it be possible to re-work the structures in Segment 1 Alternatives 7 and 8 within the existing ROW?
  - F. Do the following alternatives completely fulfill the conditions defined in the need and purpose document?
    - 1. S1A4
    - 2. S1A5
    - 3. S1A6

9 November 2012

4 | Page



**Houston Downtown Management District**  
**North Houston Highway Improvement Project-Preliminary Alternatives**

- V. **Segment 2** – Neighborhood preferences for Alternative 10 which improve quality of life and neighborhood connectivity are consistent with the concerns of HDMD. Segment 2 Alternative 10 (S2A10) is the strongest alternative in each of the primary areas of concern-- access and traffic, economic development, environmental quality, and urban design. In terms of access and traffic and without right-of-way acquisition, S2A10 simplifies the lane configuration and provides more lanes and width on main lanes and frontage roads. In terms of economic development, environmental quality and urban design, it serves to provide additional public space, access to the urban bayou system, and re-connects neighborhoods creating more opportunity for a greater sense of community identity through structures, landscaping and urban design. If S2A10 could be continued into Segment 3, it would provide extraordinary opportunities for collaboration in many of the planning activities that are currently underway. We submit the following list of specific comments and questions regarding the alternatives in Segment 2:
- A. Segment 2 Alternative 10 (S2A10)
    1. Could S2A10 be continued into Segments 1 and/or 3?
    2. What are the limits for S2A10? How would this impact IH-610 and other connections?
    3. How does S2A10 impact and interact with Little White Oak Bayou?
  - B. Segment 2 Alternative 3 (S2A3):
    1. Will S2A3 contraflow managed lanes have the capacity to relieve congestion where the bi-directional flow is increasingly balanced during peak hours?
    2. How would S2A3 contraflow lanes be managed during the off-peak bi-directional flow that is also increasingly balanced?
  - C. How would the ingress and egress ramps function in the cantilevered cross-sections on S2A3, S2A10, and S2A12?
  - D. S2 14 appears to provide tunnel continuity with S3A5 -6.
  - E. Segment 2 Alternative 15 (S2A15):
    1. S2A15, the Hardy Toll Road IH-610 direct connector, reduces pressure on IH-45 and US-59 throughout all three segments and provides congestion, safety, and environmental benefits and would serve to improve many of the alternatives in all three segments. Would S2A15 provide sufficient capacity without additional capacity improvements to IH-45?

9 November 2012

5 | Page



**Houston Downtown Management District  
North Houston Highway Improvement Project-Preliminary Alternatives**

2. S2A15 would require consideration of the neighborhood impacts and access for the Northside and Fifth Ward neighborhoods.
3. How would the elevated frontage roads on S2A15 impact adjacent properties?
4. How would S2A15 interact with the Elysian Viaduct reconstruction?

VI. **Segment 3** – The alternatives under consideration for Segment 3 appear to be limited to S3A3 (the one-way loop) and S3A4-7 (multiple tunnel alternatives), with very little information about the west side of downtown. Segment 3 is by far the most complex of the three segments, and extensive further iterative development and commentary will be necessary. Without this critical information, it is difficult to evaluate the impact on downtown and surrounding neighborhoods. It is possible that other alternatives might be more effective in fulfilling the need and purpose for the project. It is also possible that some combination of alternatives might serve to mitigate the congestion, safety, environmental quality and economic development concerns that make up the need and purpose for this project. We submit the following list of specific comments and questions regarding the alternatives in Segment 3:

- A. S3A3 and S3A4-7: Would the costly construction of the S3A3 (one-way loop) or S3A4-7 (the tunnels) come at the expense of improvements to the existing highway infrastructure?
- B. Segment 3 Alternative 3 (S3A3):
  1. If S3A3 implementation of the one-way loop requires substantial reconstruction of existing infrastructure, the improvements should enhance the adjacent conditions rather than promulgating substandard conditions. HDMD would favor S3A3 if it does the following:
    - a) Reduces the number of ingress and egress ramps
    - b) Simplifies the highway interchanges; and,
    - c) Enhances the infrastructure over the urban bayou system.
  2. Would S3A3 function primarily as a distribution system for through traffic? Or, would it distribute traffic bound to downtown and/or surrounding neighborhoods?
  3. The reduction of eastbound IH-10 traffic lanes from 4 to 3 in S3A3 is of great concern.
  4. What is the multi-modal impact of S3A3?
  5. How would northern and southern linkages work?
  6. Would the one-way loop operations in S3A3 improve or minimize the linkages and the environmental and economic development impacts on adjacent neighborhoods?



**Houston Downtown Management District**  
**North Houston Highway Improvement Project-Preliminary Alternatives**

7. With no tunnel alternatives and without S2A15 to remove through traffic from S3A3, would S3A3 be capable of handling the capacity?
  8. Would the downtown access system for highways, arterials, transit, pedestrians, and bicycles be completely re-worked in S3A3?
  9. Would S3A3 increase traffic in downtown by moving vehicles (weaving movements) off of the highway and onto downtown streets?
  10. Would S3A3 create design opportunities for better coordination with the downtown street grid?
  11. Managed lanes are not indicated for S3A3. HDMD generally supports not having managed lanes on S3A3. How would managed lanes be handled?
  12. Is the barrier between lanes 5 and 6 maintained in S3A3?
- C. Segment 3 Alternative 4 (S3A4)
1. How would S3A4 handle the IH-10 east and westbound movements, the IH-45 south, and US-59 southwest movements?
  2. The Elysian alignment for S3A4 makes it difficult to evaluate the impacts on the northside neighborhoods. How does the Elysian Viaduct reconstruction relate to this alternative?
  3. Does S3A4 connect through the tunnel to Hardy Toll Road?
- D. S3A7 appears to provide significant access and environmental benefits for adjacent neighborhoods and for through traffic to IH-45 and US-59. To what extent would the S3A7 junction of the Jefferson and Bagby tunnels impact the Pierce elevated and the surface streets during construction?
- E. Segment 3 Alternative 10 (S3A10):
1. Would the S3A10 proposed widening disrupt the continuous sidewalks or the METRO bus stops on the south side of Pierce Street?
  2. How would the S3A10 additional lane count on the Pierce elevated continue through to the portions of IH-45 to the north and south?
  3. Can a solution similar to Segment 2 Alternative 10 be considered in lieu of elevated structures such as the ones in S3A10?

**Action Item/Request:** HDMD requests more detail and information on the efforts, impact and costs for interchanges on all Segments and Alternatives.





## **Attachment C**

### **Central Houston Organization and Project Participants**

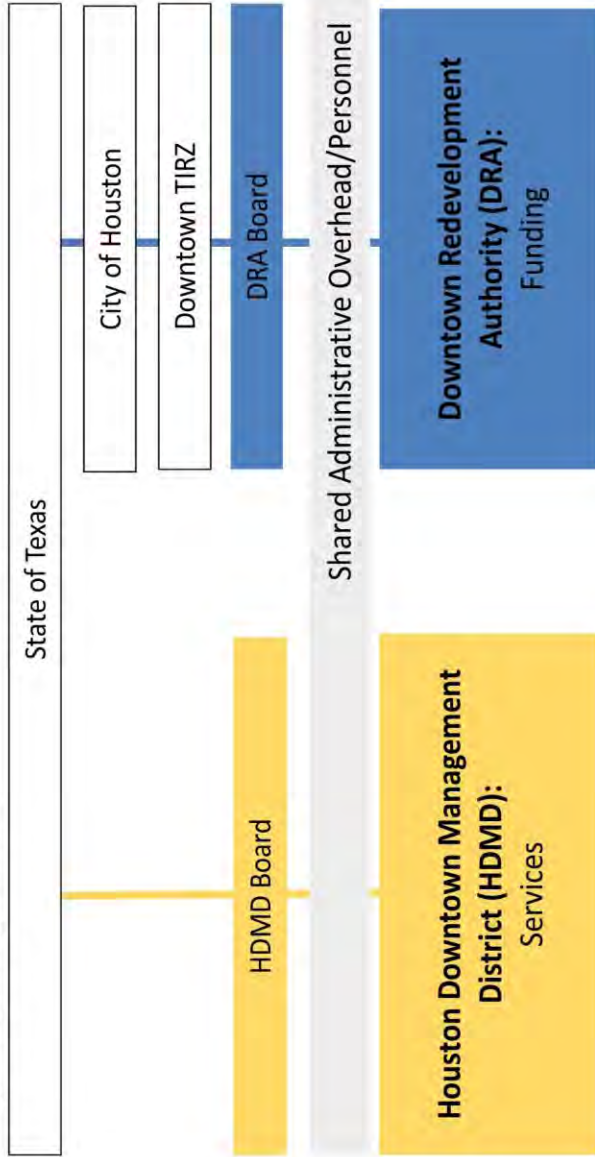
Our organization consists of four interrelated public and private entities which have collectively advanced service and capital projects in Downtown and across Houston through community participation for over thirty years. A few examples of our work include helping to house the unhoused, incentivizing an affordable urban residential neighborhood, and creating pedestrian-centric thoroughfares and publicly accessible parks. Central Houston, Inc (CHI), and its affiliate, Central Houston Civic Improvement, Inc. (CHCI), work hand-in-glove with two affiliated public entities, the Houston Downtown Management District (HDMD) and the Downtown Redevelopment Authority/Tax Increment Reinvestment Zone No. 3 (DRA/TIRZ3).

Our team, available to testify in this investigation, also includes: Algenita Scott Davis, Government and Community Affairs Officer; Allen Douglas, General Counsel; Robert Eury, Central Houston President & CEO, Emeritus; Marie Hoke Fish, NHHIP Project Architect & Urban Planner; Lonnie Hoogeboom, Director of Planning & Design; Kristopher Larson, Central Houston President & CEO. See Team Resumes *enclosed*. For clarity, we refer to ourselves, herein, as Central Houston.

# Organizational Structure

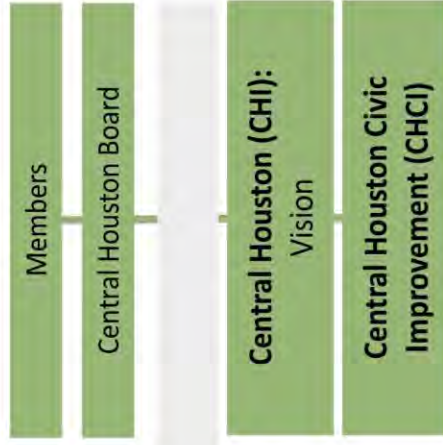
## Public

The two public entities enable the organization to operate and access funding with greater efficiency and effectiveness.



## Private

As a private membership organization, Central Houston can support the Central City's growth through its network of business and institutional leaders.



## Functions Served

HDMD	HDMD & DRA	CHI, CHCI, HDMD, & DRA	CHI & CHCI
Operations Clean & Safe	Capital Projects	Economic Development	Membership
Homeless Outreach	Historic Preservation	Transportation	Young Professionals
Public Art	Program Incentives	Planning	Fundraising
Wayfinding	Downtown Living	Place Making	Advocacy
Beautification		Marketing & Communications	Facilitation
Programming Public Spaces			Organization

**Algenita Scott Davis** - government and community affairs officer of Central Houston, Inc. (CHI) and housing program manager for the Center for Civic and Public Policy Improvement, (CCPPI).

A native of Houston's Fifth Ward, Algenita and her family were displaced by TxDOT construction in 1963 from the house in which she, her mother, grandparents and great grandmother had resided over decades. Although forced from her historic Lyons Avenue neighborhood origins, she graduated from its Phillis Wheatley High School. Algenita earned her undergraduate degree in accounting from Howard University School of Business Administration and, later, attended Howard's Law School earning her Doctor of Jurisprudence (JD). Her legal career spans over forty-seven years during which she served as a tax attorney for Shell Oil Company (five years) and as general counsel of the Port of Houston Authority (ten years). Her leadership in the legal profession includes past presidency of the National Bar and Houston Lawyers Associations and board of directors membership in the State Bar of Texas. Prior to becoming president of the National Bar, Algenita held thirty positions within the organization, initiating its International Affiliates program in Senegal and Cote d'Ivoire. NBA International summits have continued for the past 31 years.

Moving from law to community engagement, Algenita joined Texas Commerce Bank in 1989 and served as senior vice president and community affairs officer, continuing in this role at TCB's successor, J.P. Morgan Chase and Company. At Chase, she caused the creation of 25 community development corporations across Texas to spur development of affordable housing in low-to-moderate income communities and created its statewide minority and women- owned business initiative and affinity task forces. In 1996, she created the William A. Lawson Institute for Peace and Prosperity and was its first board president, assisting in construction of an affordable senior housing complex. After volunteering to spearhead the Texas Southern University (TSU) \$55 million housing, facilities and financial education programs, she began her part time role as an adjunct professor at TSU's School of Public Affairs, School of Business and Thurgood Marshall School of Law. She retired from Chase in 2005. From 2006 to 2013, she was the executive director of Houston Habitat for Humanity, constructing 350 houses, building three complete subdivisions and coordinating many housing renovations for veterans and seniors.

For eight years, Algenita served as a visiting professor with the TSU Jesse H. Jones School of Business. Retirement from TSU in 2020 allowed her to devote full time to her current consulting positions as government and community affairs officer with CHI and housing program manager with CCPPI which began in 2015 and 2017, respectively. At CCPPI, she manages the recommendations for development of the 300 parcel Midtown Redevelopment Authority Southeast Affordable Housing Initiative. At CHI, she serves as liaison with governmental entities for the three entities CHI, Downtown Redevelopment Authority and Houston Downtown Management District, along with working with their minority and women-owned business objectives.

Algenita has a longtime passion for the preservation of history and culture of the African American community, particularly that of Houston. She is the executive producer of the 90-minute video, “In the Name of Ol’ Colored High,” a compilation of interviews of twenty women, who grew up in Houston, attended Houston’s only colored high school in the Freedmen’s Town community. Their recounts, shown on local television and in museum presentations, documented education and cultural aspects of life that existed in the early twentieth century of a neighborhood bisected and almost eliminated by the construction of Interstate 45. Last year, Algenita was one of five prominent voices in the short movie, “Memories Make the Monument,” which describes Houston’s Fifth Ward culture and businesses in the 1950’s. It was nominated for the 2022 NAACP Image Award.

A 30-year supporter of the Yates Museum, she works to raise funds for the restoration of historically contributing structures in Freedmen’s Town. In 1994, she created a Black History Tour for Greater Houston Partnership members, hosted by Houston Mayor Bob Lanier and Chase Regional CEO, Marc Shapiro, to acquaint them with the Black community significant sites and activities in the late 1800’s and early 1900’s. This tour has been repeated by Algenita for family and civic groups over the years, including for representatives of the US National Parks Service in Houston last year during which she shared her knowledge to supporting the establishment of a National Emancipation Heritage Trail in the Houston-Galveston area.

Algenita is a former 27-year member of the City of Houston Planning Commission, appointed by six mayors, chair of the Houston Area Urban League, vice president of Harris County Hospital District Foundation, and chair of the Greater Houston Women’s Foundation. Among the dozens of community and civic boards, she was on the executive committee of the NAACP – Houston Chapter and life member. She also served as chair of South Post Oak Tax Increment Reinvestment Zone (TIRZ) Number 9 (660 affordable houses) for 20 years, vice chair of OST Almeda Redevelopment TIRZ Number 7 for 22 years and was founding chair of the Houston Downtown Management Corporation (District). Algenita is an advisory board member emeritus of the Kinder Institute, advisory board of the Kinder High School for the Performing and Visual Arts and board member of Houston Business Development, Inc.



## J. ALLEN DOUGLAS

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1221 McKinney Suite 4250 Houston Texas 77010  
jadouglas@downtowntirz.com (713) 752.0827 (w) (216) 375.8447 (c)

### EMPLOYMENT

CENTRAL HOUSTON, INC. — *Houston*, September 2019 to Present

Executive Director: Downtown Redevelopment Authority (DRA)/TIRZ #3

General Counsel: DRA, Central Houston, CHCI, and Houston Downtown Management District.

Responsible for guiding the DRA's legacy projects and advancing the future development of the area through the 2019 DRA Plan Project and Plan Downtown Vision; advice & counsel on legal matters, contract negotiation and formation.

HARRIS COUNTY ATTORNEY'S OFFICE — *Houston*, February 2019 to the August 2019

Associate County Attorney, defending public entity in matters involving civil rights, contract disputes, election & employment matters before state and federal court. Focusing on advice and counsel to various county stakeholders in employment, contract, election and civil rights matters.

LITTLER MENDELSON, P.C. — *Cleveland & Houston*, July 2013 to January 2019

Associate Attorney addressing labor and employment matters before state and federal district and appellate courts, administrative agencies, and in mediations. Focusing on advice and counsel, briefing motions and responses for employers to federal trial and appellate courts, defending against claims of employment discrimination, harassment, and retaliation under federal law.

UNITED STATES DISTRICT COURT — NORTHERN DISTRICT OF OHIO, *Cleveland*

*Career Law Clerk to the Hon. Lesley Wells, 2005 to December 2012*

Drafted opinions, memoranda, and orders on all aspects of federal litigation; assisted in all aspects of party negotiations, settlement, mediation, discovery disputes, and trial management.

UNITED STATES COURT OF APPEALS — SIXTH CIRCUIT, *Cleveland*

*Career Law Clerk to the Hon. Robert B. Krupansky, 2002-2005*

Drafted bench memoranda and opinions on all aspects of federal and state appeals; attended oral arguments, conferred with the Judge on legal issues, cases, and Court business.

### EDUCATION & AWARDS

RUTGERS UNIVERSITY GRADUATE SCHOOL — NEW BRUNSWICK, NJ *M.A., 1995; Ph.D. (ABD)*

United States History (cultural, legal and intellectual history)

*Dissertation: SITUATING THE SELF: PROPERTY AND PERSONALITY IN AMERICAN LAW, 1880-1940*

CORNELL UNIVERSITY LAW SCHOOL — ITHACA, NY *Juris Doctor, cum laude, 1990*

CORNELL INTERNATIONAL LAW JOURNAL; AMERICAN JURISPRUDENCE AWARD, *Torts, 1987; Criminal Justice, 1988*

WHITMAN COLLEGE — WALLA WALLA, WA *B.A. History, cum laude, 1981; B.A. Economics, cum laude, 1981*

**MEMBERSHIPS, FELLOWSHIPS & AWARDS**

*Member:* TEXAS BAR ASSOCIATION; OHIO BAR ASSOCIATION

*COURTS:* UNITED STATES COURT OF APPEALS, FIFTH CIRCUIT & SIXTH CIRCUIT; US DISTRICT COURT: S.D. TEXAS; W.D. TEXAS

*CHARLOTTE W. NEWCOMBE FELLOWSHIP,* WOODROW WILSON NATIONAL FELLOWSHIP, PRINCETON, NJ 1997-1998

*Fellow,* CENTER FOR THE CRITICAL ANALYSIS OF CONTEMPORARY CULTURE, RUTGERS UNIVERSITY, 1993-1994

*EXCELLENCE GRADUATE FELLOW,* RUTGERS UNIVERSITY, 1991-1997

*Fellow,* INSTITUTE FOR LEGAL STUDIES, UNIVERSITY OF WISCONSIN LAW SCHOOL

**PUBLICATIONS**

*The "Priceless Possession" of Citizenship: Race, Nation and Naturalization in American Law, 1880-1930*

43 DUQUESNE LAW REVIEW 3:369-428

*"The Most Valuable Sort of Property:" Constructing White Identity in American Law, 1880-1940*

40 SAN DIEGO LAW REVIEW 3:881-946

**COMMUNITY ENGAGEMENT**

HOUSTON MIDTOWN MANAGEMENT DISTRICT BOARD OF DIRECTORS, VICE-CHAIR, 2018-20

MIDTOWN MANAGEMENT DISTRICT, CHAIR, URBAN PLANNING COMMITTEE, 2017-20

MIDTOWN MANAGEMENT DISTRICT, CHAIR, PUBLIC SAFETY COMMITTEE, 2020-PRESENT

Negotiated with developers to incentivize ground floor retail and pedestrian amenities; Established committee review of COH variance requests, development proposals; Formed Midtown Task Force to address housing the homeless, rectifying vacant property, and governance issues; Hearing Master for Midtown Plan protests and assessment appeals from community stakeholders; Worked with COH entities to facilitate Walkable Places Pilot Project & expansion of Market Based Parking; Worked with Management Districts to address design imperatives associated with the Midtown portion of the NHHIP & the Rice Innovation District.





## Robert M. Eury

### EXPERIENCE:

**President, Central Houston, Inc.** (1983 to 2021), Co-founder and chief executive of 501(c)(6) membership association with mission of advocacy, planning, funding, organizing, and assisting in the revitalization of Houston's downtown and central city with approximately \$20 billion of public and private development. Also served as **President, Central Houston Civic Improvement, Inc.** (1984-2021) 501(c)(3) non-profit charitable affiliate of Central Houston, **President/CEO, Houston Downtown Management District** (1995-2021) municipal services entity created by Texas legislature in 1995 and **President, Downtown Redevelopment Authority** (2010-2021) formed in 1998 by the City of Houston to administer Tax Increment Reinvestment Zone.

Highlights include:

- *Minute Maid Park (formerly Enron Field)*- home of the Houston Astros: site location, site acquisition and clearance, successful referendum; enabling legislation; private subordinated debt support; Harris County Houston Sports Authority creation.
- *Downtown Transit Streets Program*- project partner with METRO in reconstruction of 13 downtown streets including increased sidewalk space, improved drainage, pedestrian amenities, street lighting and landscaping.
- *Bayou Place at the Albert Thomas*- assisted City of Houston with urban design, developer RFP process, negotiations for reuse of former convention center as mixed-use entertainment center at heart of Theater District, developed by the Cordish Company.
- *Buffalo Bayou waterfront redevelopment anchored by Sesquicentennial Park*- project lead including planning, international design competition, private fund raising, construction management, and creation (including serving as initial President) of overseer entity: Buffalo Bayou Partnership for multi-phase program involving City, Harris County Flood Control, TxDOT, and private sector.
- *Convention center hotel*- led 1993 tax rebate legislation and developer RFP for City of Houston on predecessor project to 1,200 room Hilton Americas. Rebates later used for Marriott Marquis.
- *Homeless Housing & Services*- co-author of Strategic Plan to Address Homelessness for Houston Region 2005; facilitator of implementation process; led non-profit creation, fund raising and development for hotel rehab to house formerly homeless; assisted facilitation of leadership team for The Way Home Campaign with over 23,000 homeless individuals placed in permanent supportive or rapid re-housing; now hosting cross system planning leading to the Community COVID Housing Plan assisting over 7,000 individuals to be or remain housed and more to come.
- *Houston Downtown Management District*- led City creation of predecessor entity and 1995 legislative creation of special governmental unit of the State of Texas for provision of services and improvements to downtown area:
  - Reduction of litter on streets by over 80 percent;
  - Reduction of crime rate by nearly 60 percent;
  - Office leasing assistance reduced Class A vacancies to as low as 3 percent;
  - Established public image of downtown's revitalization through multiple marketing campaigns;
  - Extensive streetscape improvement program.
- *Main Street Market Square Tax Increment Reinvestment Zone/ Downtown Redevelopment Authority*- led creation, organization and administration of tax increment district used to finance redevelopment of the historic Rice Hotel into loft apartments, purchase of a historic facade easement for redevelopment of the Humble Building into a Marriott Courtyard and Residence Inn and apartments, reconstruction of Main Street, Dallas Street, Allen Parkway, and Bagby Street, development of Houston Pavilions (now Greenstreet) mixed use retail project, restoration of Carter Building as JW Marriott and conversion of the former Texaco Headquarters to apartments, restoration of the historic Barbara Jordan Post Office for mixed use and other buildings for a total of over two dozen redevelopment projects.
- *Cotswold Project*- project lead (through the Downtown District) in reconstruction of 90 blocks of streets and sidewalks in the historic north end of downtown under contract with the City of Houston using financing from incremental parking meter revenues.
- *Toyota Center*- assisted negotiations, location, site acquisition, site clearance, urban design and streetscape improvements for the 18,500-seat arena home of the Houston Rockets.
- *Main Street Light Rail/ Main Street Square*- led project design and funding for streetscape enhancements; philanthropic funding, design and development for public square including a 250-foot long fountain on Main Street in conjunction with METRO's light rail transit system.
- *Discovery Green*- led and assisted in project development of an 11.8-acre urban park including programming, design team selection, environmental, and food service operator procurement and staffing.

- *Public space development: Market Square Park/ Trebly Park (under construction)*- (through Downtown District & Redevelopment Authority) led team in programming, design team management, construction, food service procurement, and operating structure for this one-block urban neighborhood park in the heart of Houston's Historic District. New 3/4-block park in development in the southern portion of downtown.
- *PNC (formerly BBVA) Stadium*- assisted site location for home of MLS Houston Dynamo and Houston Dash.
- *Downtown Living Initiative*- led concept development, program design, City approvals and ongoing program management (through Downtown District & Redevelopment Authority) for housing incentive tied to design performance requirements now with nearly 4,500 units completed or under construction.
- *Planning*- facilitated multiple vision plans for downtown, Buffalo Bayou and central city including most recently *Plan Downtown (2017)* and more detailed district level design plans now with focus on major infrastructure changes with TxDOT's North Houston Highway Improvement Project involving I-45, I-10 and US 59 and related civic opportunity projects; planning for the Main Street Corridor through the Main Street Coalition; assisted City of Houston in facilitation of planning leading to Transit Corridor Planning Ordinance; facilitated advocacy and discussions leading to preparation of a general plan adopted by the City of Houston.
- *Special Events*- facilitated planning and execution of major national events in Houston including Rendezvous Houston 1986, Thanksgiving Day Parade 1994 & 1995, Houston Rockets Championship Parade 1994 & 1995, Super Bowl XXXVIII & LI, MLB All Star Game 2005, NCAA Men's Final Four 2011 & 2016- currently assisting with planning for potential World Cup 2026.

**Vice President and Research Development Director, Rice Center for Community Design & Research** (1974-1983) with responsibilities for funding research program of Rice Center, a 501(c)(3) community planning research affiliate of Rice University. Major research projects directed:

- Joint real estate development and value capture mechanisms for urban mass transit funded by the U.S. Department of Transportation, Urban Mass Transportation Administration (now Federal Transit Administration) and regional transit authorities in over twenty cities resulting in the establishment of the Joint Center of Mobility Research at Rice Center in 1983.
- Evaluation of Urban Mass Transportation Administration's Urban Initiatives Program performance and effectiveness.
- Co-principal investigator with Gary Hack of MIT on U.S. Department of Housing and Urban Development sponsored research on local government administration of urban design and development.
- Investigation of costs of regulation, market and demographic trends affecting the production of affordable housing including direction of National Bureau of Standards funded research on the technical basis for local site development regulation.
- Office relocation research for major corporations within the Houston region and the southern United States using simulation modeling of employee commuting patterns.
- Simulation model development for Aramco and Shell Oil Company of expatriate manpower recruitment and community development requirements for Saudi Arabian oil production and refining communities.
- Analysis of forces affecting growth and change of the Houston region, development regulation, impacts of growth, potential mitigation and detailed simulation of Houston's inner city growth scenarios within Loop 610.

**Director of Community Planning Studies, Urban Studies Center, University of Louisville** (1972-1974) with responsibilities for research projects related to community facilities program modeling in existing and new communities including The Woodlands, TX, planning information systems, and state level housing program analyses.

## **EDUCATION:**

Master of Architecture in Urban Design, Rice University, 1977  
Rice University Fellowship

Bachelor of Science in Architecture, Certificate of Professional Practice, University of Cincinnati, 1972  
Alpha Rho Chi Medal for Service/ Professional Achievement Recognition

## **COMMUNITY and PROFESSIONAL:**

(current)

Advisory Board Member Emeritus, Kinder Institute for Urban Research, Rice University  
Advisory Committee Member, Urban Land Institute Houston  
Trustee and past Acting Chairman, Fifth Ward Community Redevelopment Corporation  
Advisory Board Member, Interfaith Ministries for Greater Houston  
Trustee, Main Street Coalition, Inc.

(past service)

Ex-officio Board Member and former founding President, Buffalo Bayou Partnership  
Chairman, Convention & Cultural Services Corporation, Inc.  
Ex-officio Board Member, Discovery Green Conservancy  
Board Member, Houston Theater District  
Board Member, Greater Houston Convention & Visitors Bureau  
Member, 2012 Bond Oversight Committee, Houston Independent School District  
Chairman, Houston Host Committee, US Olympic Marathon 2012 Team Trials  
Board Member and Past Chair, Blueprint Houston  
Chair of the Board of Stewards, St. Luke's United Methodist Church  
Chairman, Vice Chairman and founding Board Member, Texas Downtown Association, Austin, Texas  
Chairman and Board Member, International Downtown Association, Washington, D.C.  
Vice Chair/ Chair-elect, Architectural Research Centers Consortium, Inc., Washington, D.C.  
Board and Executive Committee Member, East Downtown Management District  
Board Member, Chinatown Community Development Corporation  
Member, Business Transportation Council, U.S. Department of Transportation, Washington, D.C.  
President, Houston Regional Mobility Association and related PACs  
Board and Executive Committee Member, Coalition for the Homeless of Houston/ Harris County  
Board Member, Houston Area Urban League  
Member, Transportation Advisory Committee, Houston- Galveston Area Council  
Ex-officio Member City of Houston Municipal Parking Commission  
Member, NCAA Final Four Local Organizing Committee  
Member, Super Bowl XXXVIII Host Committee  
Member, Super Bowl LI Transportation (co-chair), Community and Central Committees

## **RECOGNITIONS:**

Legacy Outstanding Achievement Award, 1996  
Whitney M. Young Humanitarian Award, 2002  
Spirit of Houston Award, City of Houston, 2004  
Association of Rice Alumni Laureates Distinguished Alumni Award, 2015  
Houston Tomorrow Catalyst Award Honoree for Excellence, 2015  
The President's Award, Preservation Houston, 2018  
Pioneer of Public Service Award for 2019, University of Houston Public Administration Program  
Coalition for the Homeless Houston/Harris County 2019 Community Advocate  
Stephen L. Klineberg Award, Kinder Institute for Urban Research, 2021  
The Allen Award for Civic Improvement, Central Houston, 2021



[Marie Hoke Fish](#) is passionate about transforming transportation projects into successful quality of life improvements. Her creative problem solving and dedication exemplify what Central Houston is all about. She has over 34 years of specialized experience planning, designing, costing and managing projects for public sector clients and has led many small and large scale projects through planning, design and construction. Her appreciation for the effort and commitment required to achieve truly transformational projects has been demonstrated in the following key projects:

- George R Brown Convention Center Renovation
- Avenida Houston (Plaza, Streetscape and Art Installation)
- Art Selection for George R Brown CC Entrance Hall and Avenida Houston Plaza
- Houston Infusion Art Projects at the George R Brown CC
- Houston City Hall Visitor Center Relocation and Legacy Room
- University of Houston University Center Transformation
- University of Houston Stadium Parking Garage and Cougar Boulevard
- University of Houston Downtown Welcome Center and Parking Garage
- Stages Theatre Complex
- Sam Houston State University Art Selection on over 20 works of art
- Sam Houston State University Campus Master Plan
- Sam Houston State University College of Humanities Outdoor Classroom and Gardens
- Sam Houston State University Performing Arts Complex
- Programming (Planning & Costing) for Galveston College, Tarrant County College, University of Houston, Sam Houston State University, Texas A&M
- NASA Neutral Buoyancy Lab

Marie has been a leader and founding partner in her own firm, Team Hoke (7 years) and a leader and partner at WHR Architects (18 years, Partner 8 years). She has worked as a Senior Project Manager for the University of Houston and as a Project Manager/Consultant for the Houston First Corporation. She has also served on the boards of the Rice Design Alliance, the Institute for Leadership in Capital Planning and AIA Houston.

Marie's sole focus for the past 4 years at Central Houston, Inc has been to work with stakeholders, the public, city officials and agencies to advance the work on the Civic Opportunities related to the North Houston Highway Improvement Project. Marie has been invited to speak on the Civic Opportunities at various groups including but not limited to the Women in Transportation, Museum Park Super Neighborhood, Greater Southeast Management Board, Midtown Redevelopment Authority Board and the Greater Houston Partnership Quality of Life Committee.

### **Educational Background**

1988 Bachelor of Architecture, Magna Cum Laude University of Houston

### **Licenses and Registration**

1992 Registered Architect, State of Texas, Texas Board of Architectural Examiners

1994 National Council of Architectural Registration Board, Architect



# LONNIE D. HOOGEBOOM, AIA, NCARB, LEED AP

## Biographical Information for Federal Highway Administration

### PROFESSIONAL EXPERIENCE

2010 –	Central Houston, Inc., Houston Downtown Management District, and Downtown Redevelopment Authority (TIRZ 03), Houston, TX	- Director of Planning & Design
1996 – 2009	Natalye Appel + Associates Architects, LLC, Houston, TX	- Partner
1994 – 1996	ReCURB, Rice Center for Urbanism, Houston, TX	- Project Manager

### Downtown Houston Planning & Design Projects:

2017 –	Downtown Highway Futures Master Plan – Vision & Civic Opportunities
2011 –	TxDOT North Houston Highway Improvement Project (NHHIP) – Segment 3
2022 –	Downtown Public Realm Lighting Master Plan
2020 –	Warehouse District Vision Plan
2019 – 2020	City of Houston Major Thoroughfare and Freeway Plan – Downtown Amendments
2018 – 2019	Western Downtown Facilities Master Plan
2016 – 2017	Plan Downtown: Converging Culture, Lifestyle & Commerce
2016 – 2017	Houston Bike Plan
2015	ThinkBike: Downtown Bicycle Infrastructure
2013 – 2014	Southern Downtown Public Realm Plan
2013	Mayor’s Retail Task Force for Downtown Shopping District
2012 –	Downtown Living Initiative
2011 – 2012	METRO Central Station Design Competition
2010 – 2012	George R. Brown Convention Center 2025 Master Plan
2010 – 2011	Downtown & East Downtown Livable Centers Plan
2010 – 2011	Mixed-Use Retail Core Plan

### Downtown Houston Capital Projects:

2022 –	North San Jacinto Streetscape Improvements
2022 –	Congress Street Bridge Improvements
2019 – 2022	Trebly Park
2018 – 2022	Bagby Street Improvements
2016 –	Art Blocks
2014 – 2016	Allen Parkway Improvements
2013 – 2017	Shopping District Streetscape Improvements (Dallas Street)
2013 – 2016	Main Street Improvements
2012 – 2016	Pedestrian & Vehicular Wayfinding
2012 – 2013	Market Square Park
2010 – 2013	METRO Light Rail Transit (Capitol and Rusk Streets)
2010 – 2012	Caroline, Dallas & Crawford Streetscape Improvements

### REGISTRATION

2009	Green Building Certification Institute	- LEED Accredited Professional
2001	Texas Board of Architectural Examiners, Registered Architect	- State of Texas #17484
2001	National Council of Architectural Registration Boards, Architect	- Certificate #54784

### EDUCATION

1996	Rice University, School of Architecture, Houston, TX,	- 3.87 GPA, Master of Architecture
1994	Rice University, School of Architecture, Houston, TX,	- 3.94 GPA, Bachelor of Architecture
1991	Rice University, School of Architecture, Houston, TX,	- 3.45 GPA, Bachelor of Arts

### HONORS

2019	AIA Houston	“Civic Vision Award”
2007	American Institute of Architects	“Young Architect Award”
2006	Texas Society of Architects	“Young Architect Award in Honor of William Caudill, FAIA”
2005	AIA Houston	“Young Architect Award in Honor of Ben Brewer, FAIA”

### CENTRAL HOUSTON, INC | HOUSTON DOWNTOWN MANAGEMENT DISTRICT | DOWNTOWN REDEVELOPMENT AUTHORITY

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## **KRISTOPHER LARSON, AICP**

1529 ALLSTON ST. · HOUSTON, TX · 919.880.9816 · kris@centralhouston.org

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### **EXPERIENCE**

CENTRAL HOUSTON INC. (CHI) – Houston, TX (Oct 2021 - current)

*President & CEO*

Lead one of the largest city building & place management organizations in North America. In the capacity of President & CEO of CHI, also serve as chief executive for CHI's affiliate organizations, the Downtown Management District and the Downtown Redevelopment Agency. Collectively, the organizations raise and invest \$50M annually in advancing and improving Downtown Houston.

THE HOLLYWOOD PARTNERSHIP – Los Angeles, CA (Feb 2019 – Oct 2021)

*President & CEO*

Led the second largest PBID in the Los Angeles region in world famous Hollywood, CA, with a focus on place management, place enhancement, stakeholder engagement, advocacy and economic development. Governed by a 20-member Board of Directors, the HP had an \$8M annual budget and operated from 5-year strategic plan approved in September 2019.

*Noteworthy projects:*

In 2019, led the creation of *Hollywood in Focus*, the organization's first strategic plan in its 22-year history. Successfully advocated against harmful land use restrictions. Completed the organization's rebranding effort and launched the first hospitality ambassador program in the community's history.

*Awards / Recognitions:*

- 2021 Los Angeles Impact Maker to Watch

DOWNTOWN RALEIGH ALLIANCE – Raleigh, NC (Jan 2018 – Feb 2019)

*President & CEO*

Worked for a 31-member Board of Directors comprised of public, private, non-profit, and philanthropic leaders, I led a team of 10 professionals that manage projects associated with advocacy, community engagement, public art, economic development, clean & safe, urban planning, and event production. The organization managed a \$2M budget through special assessment, fund development, and specific contracts for services.

*Noteworthy projects:*

Led the creation of the first strategic plan in the organization's history, setting the course for a focused understanding of the DRA's role in advancing Downtown Raleigh for everyone. Managed through considerable inherited budgetary challenges in FY18, ending the year in a net positive position. Aligned organizational resources and programmatic focus around strategic plan implementation and building coalitions to advance larger advocacy initiatives.

**DOWNTOWN GRAND RAPIDS INC – Grand Rapids, MI (Aug 2012 – Dec 2017)**

*President & CEO*

Served at the pleasure of the DGRI Board to build and implement an annual budget of approximately \$10M. Manage a staff of twelve professionals with disciplinary focus on urban planning, tax increment finance (TIF) districts, economic development incentive programs, mobility expansion initiatives, marketing, event production, community inclusion and general administration. Key spokesperson of the organization and the greater Downtown area.

*Noteworthy projects:*

Facilitated a four-organization merger between the Downtown Development Authority, the Downtown Alliance, the Downtown Improvement District, and the City of Grand Rapids' Office of Special Events to form Downtown Grand Rapids Inc. Built and implemented new organizational structure, managed transitional challenges, repositioned entities into a true community-based organizational structure. Led development of GR Forward, the 10-year master plan amendment that sets forth the investment strategy for Downtown Grand Rapids and the Grand River restoration efforts. Managed renewals of TIF district and special assessment district. Selected by the Mayor of Grand Rapids as a 2016-2017 Fellow for the ULI / NLC Daniel Rose Fellowship.

*Awards / Recognitions:*

- 2017 IDA Pinnacle Award for Leadership
- 2016 APA-MI Daniel Burnham Award for Comprehensive Planning
- 2014 Grand Rapids Business Journal "40 Under 40" Winner
- 2014 GRYP "Young Professional of the Year" Award Winner
- 2013 IDA Pinnacle Award for Marketing
- 2013 APA-MI Planning Award for Excellence in Public Engagement

**DOWNTOWN LONG BEACH ASSOCIATES – Long Beach, CA (Feb 2009 – July 2012)**

*Vice President*

Led, managed, and collaborated on Downtown initiatives, issues, and programs related to economic development, advocacy, redevelopment, planning, governmental relations, marketing, public relations, and stakeholder engagement. Responsibilities included developing working relationships with Downtown stakeholders within the public, private, and non-profit sectors; facilitating collaborative problem-solving across those sectors; and providing the information and insight needed for strategic and effective decision-making. Served as spokesperson and writer-in-residence for the organization.

*Noteworthy projects:*

Retail Visioning Plan – Created a cohesive, collaborative, and market-based retail recruitment vision and strategy for Downtown Long Beach. As a community-driven effort, Retail Visioning provided insight to stakeholders about the realities of retail recruitment and shared success stories from comparable cities. Project participants worked collaboratively to develop a shared vision for the Downtown Long Beach retail environment and assist in creating an action-oriented strategy that includes a series of steps / metrics used to measure the results achieved while working towards achieving the vision. The process was designed to help align the expectations of the stakeholders with a realistic and attainable strategy that provided a description of the various roles and responsibilities of the actors involved.

Downtown Community Plan – Collaborated with the Long Beach Department of Development Services in developing a revised specific plan for Downtown Long Beach.

*Awards / Recognitions:*

- 2012 Long Beach Post “40 Under 40” Winner
- 2012 IDA Pinnacle Award for Planning
- 2012 IDA Pinnacle Award for Advocacy
- 2010 IDA Planning Award of Distinction

RALEIGH URBAN DESIGN CENTER -- Raleigh, NC (March 2007 – Feb 2009)

*Senior Planner*

Conducted high-profile project management and economic development for center city area of Raleigh, North Carolina. Served as spokesperson for municipal efforts to revitalize Downtown Raleigh and collaborated closely with private sector developers and key development organizations in Downtown Raleigh.

*Noteworthy projects:*

Hillsborough Street Business Improvement District (BID) Formation - Managed the development of a BID for the university-anchored commercial business district directly west of Downtown Raleigh.

Interim Downtown Framework (IDF) – Managed the development and adoption of an interim downtown framework to supplement the approved existing plans, policies, and guidelines until the new Comprehensive Plan was adopted in 2009. The IDF built upon the existing policy documents and conditions to guide development downtown as it relates to the designation of retail streets, public realm improvements, and parking structure design.

Downtown Retail Capture Rate Analysis - Analyzed economic patterns to determine leakage of downtown consumer spending, both current and projected, and develop strategies to attract new consumers and retailers.

Comprehensive Plan – Project manager for downtown element of the Comprehensive Plan Update process. Included the complete audit of approved planning documents and their corresponding policies & actions, facilitating the public input process, drafting the plan, and developing the future land use map.

*Noteworthy accomplishments:*

- Named the City of Raleigh’s 2007 Employee of the Year for Development Services

**EDUCATION**

DANIEL ROSE FELLOWSHIP, URBAN LAND INST. / NATIONAL LEAGUE OF CITIES (2016-2017)  
-Equitable Economic Development

NORTH CAROLINA STATE UNIVERSITY; Raleigh, NC (2006)  
-Master’s in Public Administration (MPA), GPA - 3.9

-Specialization in Urban Management, Planning & Economic Development

NORTH CAROLINA STATE UNIVERSITY; Raleigh, NC (2001)

-Bachelor of Science, Applied Sociology

-Semester Dean's list honors

## **VOLUNTEER / SERVICE**

INTERNATIONAL DOWNTOWN ASSOCIATION – Washington, DC (2012 - 2018); (2021-current)

*Treasurer, Board of Directors*

*Commissioner, Leadership in Place Management Certification Commission*

*Research Committee Chair (2013-2018)*

HOLLYWOOD 4WRD (2020 – 2021)

*Founding Board Member*

Finance & Executive Search Committees

HOLLYWOOD HISTORIC TRUST (2020 – 2021)

*Trustee, Board Treasurer*

HOLLYWOOD CHAMBER OF COMMERCE BOARD OF DIRECTORS (2019 – 2021)

*Honorary Board Member*

Member, Strategic Planning & Economic Development Committees

LEADERSHIP LONG BEACH – Long Beach, CA

2009 Graduate, 2010, 2011, and 2012 Day Chair, Business and Economic Development

RALEIGH CITY MUSEUM – Raleigh, NC (2005 - 2009)

*Member, Board of Directors*

Chair, Strategic Planning Committee

Chair, Executive Search Committee

URBAN LAND INSTITUTE – Triangle District Council (2008 - 2021)

GRADUATE ASSOC. OF PUBLIC ADMINISTRATION – NC State University (2005-2006)

*President, 2005-2006 term*

## **PROFESSIONAL MEMBERSHIPS**

AMERICAN PLANNING ASSOCIATION (2004 – PRESENT)

INTERNATIONAL DOWNTOWN ASSOCIATION (2004 – PRESENT)

AMERICAN INSTITUTE OF CERTIFIED PLANNERS (2010 – PRESENT)

TAB 4

FROM: Allen Douglas, Executive Director

RE: Downtown Redevelopment Authority/TIRZ #3 Project Status Report

Date: 3/8/2022

<b>CAPITAL PROJECTS</b>	
Allen Parkway Improvements	Ongoing maintenance agreement with Downtown District through May 2022.
Bagby Street Improvements	Construction contract executed with Main Lane Industries, Ltd.; construction began mid-January 2020. Substantial completion achieved November 2021; Contractor correcting punch list items and working towards final completion.
Lynn Wyatt Square for the Performing Arts (Jones Plaza)	Construction contract executed between Houston First and Manhattan Construction; kick-off ceremony occurred on May 14, 2021, with construction started in late May. DRA staff holds bi-weekly progress meetings and at least one site meet per month with Houston First.
Trebley Park	Construction contract executed with Structura; construction began mid-March 2021; estimated completion and park opening in late May 2022. Current work includes building enclosure and interior buildout, HVAC, fire suppression systems, electrical panels, site utilities, and hardscape.
<b>ECONOMIC DEVELOPMENT AGREEMENTS</b>	
Buffalo Bayou Downtown Trail East	Financial contribution approved by Board in March 2019; MOU executed; first grant reimbursement processed November 2019. Western portion of trail under-construction, eastern portion of trail in re-design due to unstable bayou banks.
Post Houston	Primary construction completed with grand opening held on November 13, 2021. EDC reviewed proposed First Amendment to the Agreement on May 6, 2021, DRA Board review May 18, 2021; the First Amendment is fully executed. Staff has initiated ongoing working group meetings with Lovett and Blackwood Farms to structure the success of the farm component of the POST Project.
Amegy on Main / Downtown Launchpad	Staff is continuing to work closely with the resident tenants/licensees on different community initiatives and continuing the ongoing compliance monitoring of the performance and licensing agreements.
gener8tor	Staff is continuing ongoing performance and licensing agreement compliance monitoring; Applications for the spring cohort are currently being accepted.
MassChallenge	Staff is continuing ongoing performance and licensing agreement compliance monitoring; applications for the 2022 cohort are currently being accepted.
Impact Hub Houston	Staff is continuing ongoing performance and licensing agreement compliance monitoring.

The Cannon	Staff is continuing ongoing performance reviews of the Cannon operations and maintenance agreement for The Downtown Launchpad.
Houston Angel Network	Pursuant to the Board's authorization staff is continuing to work with the HAN on finalizing terms.

**RESIDENTIAL**

Block 387 – Fairfield Residential	Construction is progressing; the garage is complete, and the framing has topped out. Exterior masonry and windows installation is in progress. MEP rough-ins and interior drywall in progress. The DRA Board approved a requested extension of time to August 31, 2022 for completion of the project.
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**NORTH HOUSTON HIGHWAY IMPROVEMENT PROJECT**

The Texas Transportation Commission (TTC) voted to retain the funding for the NHHIP during their annual UTP budgeting review process and to review for progress in 90 days. The Commissioners favorably reviewed the NHHIP negotiation process on November 29, 2021, and recognized sufficient progress in the conversations between TxDOT and the Federal Highway Administration (FHWA) with regard to the Title VI investigation and the NEPA environmental audit. The TTC acknowledged that FHWA has lifted the 'pause' on certain portions of Segment 3 permitting the return to detailed design work. The TTC stated that it would not revisit progress in the near future but would look to TxDOT staff to continue its efforts at voluntary reconciliation over areas of concern voiced by FHWA with regard to the effects of the project.

On November 15, 2021, the Harris County Commissioners voted unanimously to request the County Attorney to file a stay of the March federal lawsuit brought by the County against TxDOT, permitting the parties to enter into negotiations regarding the environmental and park land concerns voiced in the lawsuit. The Central Houston staff anticipate a return to design work in early 2022 on those portions of Segment 3 named by the FHWA.