

H-GAC INDEPENDENCE HEIGHTS – NORTHLINE

LIVABLE CENTERS STUDY

Houston, Texas

May 2012



CONTENTS

- CONTENTS iii
- 1. INTRODUCTION 1**
 - Project Context and Scope 3
 - Project Study Area 4
 - Previous Visioning Efforts 5
 - Livable Centers Visions, Goals and Metrics 6
- 2. NEEDS ASSESSMENT AND PRIORITY RECOMMENDATIONS..... 7**
 - Needs Assessment 9
 - Circulation and Connectivity 10
 - Public Space 12
 - Environment and Sustainability 13
 - Community Development Pattern 14
 - Economic Development 16
 - Placemaking, Historic Preservation and Branding 18
 - Needs Assessment Conclusion 19
- 3. PROJECTS 21**
 - Goals and Projects 22
 - Priority Projects Sequencing 24
 - 1. Burgess Hall Redevelopment 26
 - 2. Floodplain Engineering and Guidelines 30
 - 3. Crosstimbers and N. Main Streets Economic Development 36
 - 4. I-45 Pedestrian Crossing 40
 - 5. Transit-oriented Development at Northline Commons 48
- 4. STREETSCAPES..... 53**
 - Streetscape Goals 54
 - Streetscapes Plan 56
 - Streetscapes Sequencing 57
 - 1. North Main Streetscape 58
 - 2. Crosstimbers Streetscape 62
 - 3. Airline Drive Connectivity 66
- 5. PROGRAMS 71**
 - Program Goals 72
 - Program Sequencing 73
 - 1. Family and Community Support 74
 - 2. Affordable and Diverse Housing 76
 - 3. Historic Preservation and Awareness 78
- 6. CONCLUSIONS 85**
 - Implementation Plan 86
 - Measured Goals 90
 - Recommendations Road Map and Sequencing 92
 - Partner and Organization Contact Information 100

- APPENDIX A: RECOMMENDATION ALTERNATIVES..... A-1**
- APPENDIX B: PRIORITIZING THE VISION PROJECTS B-1**
 - Community Charrette and Project Selection B-2
 - Framework Plan B-4
 - Circulation and Connectivity Framework Projects B-6
 - Public Space Framework Projects B-12
 - Environment and Sustainability Framework Projects B-16
 - Community Development Pattern Framework Projects B-20
 - Economic Development Framework Projects B-24
 - Placemaking, Historic Preservation and Branding Framework Projects B-32
 - Conclusions and Next Steps B-37
- APPENDIX C: CASE STUDIES..... C-1**
- APPENDIX D: PROJECT PRO FORMA D-1**
 - Crosstimbers and N. Main Streets Economic Development Pro Forma D-3
 - Transit-Oriented Development Pro Forma D-5
- APPENDIX E: HISTORIC ANALYSIS..... E-1**
- APPENDIX F: TRAFFIC ANALYSIS..... F-1**



1

INTRODUCTION

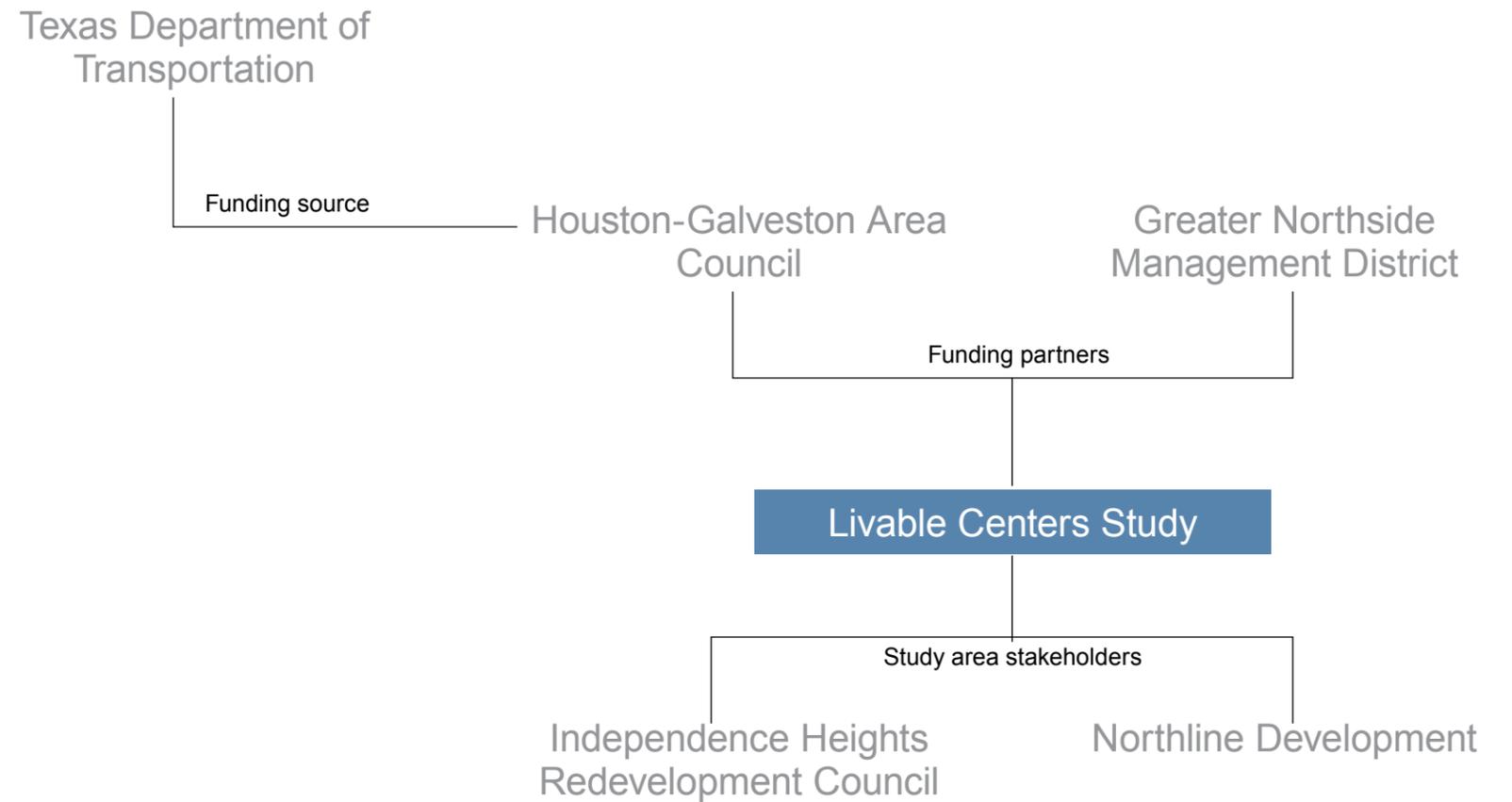
Project Context and Scope

The Independence Heights – Northline Livable Centers Study aims to further the goals of the Houston-Galveston Area Council's (H-GAC) Livable Centers Program. The study will address the application of the Livable Centers program goals in the identified study area, including identification of community and transportation improvements that could leverage private investment and improve the quality of life in the project area. The plan should do the following:

- Create quality, walkable, mixed-use places.
- Create multi-modal travel choices.
- Improve environmental quality.
- Promote economic development.
- Address historic and cultural preservation.
- Estimate potential for private investment to be leveraged from public improvements.
- Plan and design street, sidewalk, signage, and lighting improvements, including developing cost estimates.

This plan made possible by a partnership between H-GAC and the Greater Northside Management District, and in cooperation with Independence Heights Redevelopment Council and Northline Development (see the organizational chart at right).

Special attention and focus should be on the implementation of projects that create a better quality of life and improved connectivity for the entire study area. An overview of the study area can be found in the latter part of this chapter and further discussion of the study area's needs can be found in the Needs Assessment chapter.



Project Study Area

The study area is bounded approximately by Whitney Street and Lyerly Street to the north, Interstate 610 to the south, Fulton Street and I-45 to the east, and Yale Boulevard and N. Main Street to the west. The main areas of focus are the Independence Heights area west of I-45 and the Northline Commons area.

The Greater Northside Management District oversees the both Independence Heights and Northline neighborhoods. The District works to establish and implement projects and programs to attract more business and investment, enhance the District's image and promote public safety.

The study area is adjacent to the Independence Heights Residential Historic District. This National Register historic district is bounded by Columbia Street on the east, 34th Street on the north, Yale Street on the west between 34th and 31st Streets, and Loop 610 on the south. Like Freedmen's Town in Houston's Fourth Ward, Independence Heights was settled by freed slaves and their descendants. It was an independently incorporated municipality from its founding in 1908 until its annexation by the City of Houston in 1929. The architectural styles are similar to those in Freedmen's Town, with an emphasis on early 20th century styles and forms consistent with its founding date.

The purpose of extending the study area to include Fulton Street to the east is to address the connectivity to the Northline light rail terminus and access across I-45. A series of circulation and connectivity issues and opportunities are present. Currently, there are inadequate accommodations and connections for the high number of transit users as well as major congestion along I-45 in the area. Connections across the interstate to the Redline Light Rail terminus at Northline will be crucial to further development and enhancement of quality of life in the area.

Figure 1: Independence Heights-Northline Study Area Boundary



Previous Visioning Efforts

Portions of the Study Area have undergone numerous visioning efforts. This study does not intend to duplicate the efforts of previous work and instead will use the visions created in the past to build upon and create implementable projects for the Independence Heights – Northline communities.

Previous Studies

Neighborhood Market DrillDown Analysis - (2007)

Social Compact partnered with the Houston Department of Planning and Development to address key barriers to private investment in and around inner-city neighborhoods. The neighborhood market analysis provides alternative assessments of population, income and housing that do not rely on outdated and potentially inaccurate decennial census data. The data provides profiles of market strength, stability and opportunity. The study found high rates of “leakage” - money being spent outside of the study area - due to a lack of retail services such as apparel, full service grocery and restaurants.

Neighborhood Centers, Inc. Report (September 2008)

In January 2008, Neighborhood Centers, Inc. conducted interviews with 149 residents and initiated a series of community forums and surveys in which interviewees were asked about public safety, neighborhood revitalization and increased activities for families and children. Public safety, economic development and family programs ranked high. This initial groundwork helped to facilitate further conversations in collaboration with Houston Hope to work towards a vision for the community.

Human Services Action Plan (October 2008)

The plan done by Houston HOPE addressed human service needs identified by neighborhood residents. It provides background information on the community, its needs and preliminary strategies for addressing them. This study was valuable because it presented existing socio-economic data, crime statistics, community assets, facilities and services.

Collaborative Community Design Initiative (2009)

The publication presented by the Collaborative Community Design Initiative was intended to be a guide for change in its study communities, as well as point to potential strategies and tactics. The collaboration studied income, flooding and vacant and tax-delinquent lots and provided broad strategies for achieving over-arching community goals, including housing infill strategies along N. Main Street. The study also identified the intersection of N. Main and Crosstimbers Streets as an opportunity site.

Independence Heights Quality of Life Agreement (2010)

This study focused on identifying needs and goals for the Independence Heights area. The focus areas included: housing and economic development; public infrastructure and environmental sustainability; education and career development; health and human services; art, culture, and preservation; and crime and safety. Stated goals to come out of this study included: establishing financial services/promoting financial literacy; addressing hunger and nutrition/improving access to fresh foods; creating a streetscape improvement plan; establishing a middle school, library and family/community support services; establishing affordable, energy-efficient housing; developing Burgess Hall into a commemorative site; and developing a thriving business community.

Northside Quality of Life Agreement (2010)

This study was reviewed for any additional focus areas or concerns that may influence the Study Area. Goals from this study that have influence on this study area include: working with METRO to enhance light rail line with public art and improving and expanding the hike and bike trails along White Oak Bayous.

Assessment Intervention and Mobilization (AIM) Community Leaders Report (Originally done in 2007, updated in October 2011)

The Houston Department of Health and Human Services (HDHHS) did a community needs assessment, intervention and mobilization for the Independence Heights neighborhood in 2007. Department employees and volunteers delivered 4,500 informational packets door-to-door. These packets provided information on services available to the community. During the groundwork phase, teams asked residents about their urgent and emergent household needs. The most prevalent need was for rent or utility assistance or shelter and housing. Medical support was also needed by about one-quarter of the residents. Service Response Teams followed up with residents to help resolve the issue or provide referrals. In addition to the door-to-door surveys, HIV/STD testing was performed for those who wished to participate. The second phase of this report provided a qualitative study done through in-depth interviews of eleven residents. The objectives of the interviews were 1) to determine perceptions of the community’s public health needs, 2) to determine community perceptions of the role that HDHHS might play in addressing those needs and 3) to determine appropriate strategies for HDHHS to use to work within the community. Finally, an oral history and digital photography were taken to create an overview of the problems and perceptions faced by the residents.

Visions and Goals Opportunities

The community has identified a desire for a community center (home of cooperative grocery, community credit union organized by local churches, a pharmacy or other convenience retail) as well as public open space, a park or a plaza that can act as an anchor for the community and can reflect a positive image for the district. The intersection of N. Main and Crosstimbers Streets has been identified as an important node for potential catalyst projects. The first site, on the southwest corner, is a 4.5-acre property owned by the Harris County Flood Control District (HCFCD). The second site – Kennedy Elementary School – has a 75,000 SF structure that could be a good location for Neighborhood Centers, Inc. to expand its presence in the community and grow its programs.

Independence Heights is a designated “Go Neighborhood” by LISC. The vision of this program is to help neighborhoods become truly Sustainable Communities — desirable places to live, do business, work and raise families.

In addition to the needs and desires of the community in the study area, Livable Centers Studies must also meet the goals of the H-GAC. These goals include: creating quality, walkable, mixed-use places; increasing multi-modal travel choices; improving environmental quality; promoting economic development; and outlining where the potential for private investment lies to be leveraged from public improvements.

Further evaluation of opportunities related to the visions and goals is completed in the Needs Assessment Chapter.



There exists great potential for a livable, walkable neighborhood due to the existing framework and community support.



Leasable spaces for retail opportunities exist.



A rich community history brings character and pride to the neighborhood. Pictured above is N. Main Street, where Jackson’s Barber Shop is located.

Livable Centers Visions, Goals and Metrics

The goals and vision for this Livable Centers study were developed from the previous visioning work completed for the area, goals for the H-GAC Livable Centers program and consultation with the client team. Once compiled, the goals were validated by the community during the Values Workshop.

The goals for this project were a culmination of goals from previous studies that had overlap or specific importance to the community. The goals were evaluated and confirmed by the client group of Independence Heights Redevelopment Council, Greater Northside Management District, H-GAC, the City of Houston and Northline Commons.

Each goal had multiple assessments completed to get a better understanding of the existing conditions and needs of the community. The assessment identified key indicators that were used to establish metrics for the project.

Each metric is a way to track progress toward or away from each goal. Projects developed from this study will be evaluated using these metrics to ensure the greatest movement toward the goals.

VISION	GOAL	ASSESSMENT CATEGORY	METRICS
CIRCULATION AND CONNECTIVITY	Goal 1: Increase connectivity between the Independence Heights neighborhood and the Northline Commons and Light Rail Terminus.	Road Network and Human Comfort	Percent of major roads with public sidewalks.
			Number of Great Street Program Elements on N. Main, Crosstimbers Streets and Airline Drive.
		Public Transit Network	Number of bus stops per half mile on major roadway.
			Number of higher capacity Light Rail Terminus (LRT, BRT) per mile on major roadways.
PUBLIC SPACE	Goal 2: Encourage healthy living and safety.	Public Open Space	Acres/1,000 residents of park or open space.
		Bike Network	Miles of trails.
ENVIRONMENTAL/ SUSTAINABILITY	Goal 3: Improve environmental air quality.	Air Quality	EPA air quality standards for ozone.
			Number of transit riders.
	Goal 4: Establish strategy for drainage and flood management with the City of Houston, Harris County Flood Control District (HCFCD) and other public agencies.	Drainage and Flooding Issues	Number of lots within the floodplain.
			Number of lots participating in HCFCD buyout program.
COMMUNITY DEVELOPMENT PATTERN	Goal 5: Craft a realistic long-term implementation strategy to capitalize on the study area's capacity to fund improvements.	Community Facilities	Number of community services within and around study area.
	Goal 6: Establish community facilities to support the local neighborhood's service needs.	Land Use and Opportunity Sites	Percentage of vacant lots.
			Number of opportunities to purchase fresh food.
	Goal 7: Encourage a mix of housing types and maintain housing affordability.	Housing	Percentage of residents who are below the HUD designated "Very Low" income bracket.
ECONOMIC DEVELOPMENT	Goal 8: Promote an economic development strategy for vital investment along key corridors.	Land and Economic Development	Number of leasable units.
			Number of commercial lots available for purchase at any one point in time.
			Number of financial districts in the study area.
	Goal 9: Ensure that public investment in infrastructure proves to have a positive return on investment for the community.	Return on Public Investment	Number of private development projects underway at any one point in time.
	Goal 10: Incorporate financial literacy and small business development within economic strategies.	Education and Neighborhood Services	Number of public/private partnerships in study area.
		Tracking of study area incomes and home ownership rates over time.	
PLACEMAKING, HISTORIC PRESERVATION AND BRANDING	Goal 11: Encourage celebration and preservation of historic places.	Historic and Culturally Significant Places	Number of historic buildings and/or parks listed on National Register.
	Goal 12: Incorporate art and culture into local projects.	Signage and Branding	Number of gateways into study area.
			Number of small, locally owned businesses with identification markers.



2

NEEDS ASSESSMENT AND PRIORITY RECOMMENDATIONS

Needs Assessment

Categories for the Needs Assessment were selected based upon the goals and metrics for the project. Each needs assessment is related to one or multiple goals. This helps to ensure that projects identified at the end of the Needs Assessment will work toward meeting the goals of this study.

The Needs Assessment was completed by compiling existing conditions data, measuring baseline conditions and completing a community analysis of need. Following the analysis are potential projects that could meet the need identified for each category.

Methodology

Metrics were established for each goal as a way to measure movement toward or away from each goal. Existing conditions data is summarized in the following narratives. Baseline information was gathered using Geographic Information System (GIS) data, previous reports completed, on-the-ground research and interviews with agencies or experts involved with the design, management or monitoring of projects in the Independence Heights–Northline study area.

Baseline conditions were measured using GIS data provided by H-GAC, Census 2010, the City of Houston, METRO, Harris County Flood Control District (HCFCD), Texas Transportation Institute and Texas Department of Transportation (TxDOT). The baseline conditions will be used as the starting point for the metrics process of the project. Alternatives will be evaluated based on the metrics and baseline conditions.

The Needs Analysis was completed by comparing the existing conditions to the goals and desired conditions for the study area. Needs were identified when existing conditions did not meet goals or visions for the study area.

Projects were created by generating ideas on how best to meet the needs identified in the analysis. Some of the projects were identified by the community in previous studies and many of the projects consist of multiple implementation options that were explored through the alternatives generated during the charrette.

Circulation and Connectivity

Goals

Goal 1: Increase connectivity between the Independence Heights neighborhood and the Northline Commons and Transit Stop.

Existing Conditions

Road Network and Human Comfort

The study area has a physical barrier in the form of a major freeway (I-45) and Little White Oak Bayou, which borders the west side of the interstate. A High Occupancy Vehicle (HOV) lane connection is centrally located in the study area and serves as a major disconnection.

The six major thoroughfares in the study area are identified below:

- 1) Crosstimbers Street (east-west connection under I-45)
- 2) N. Main Street (north-south connection)
- 3) Yale Street (north-south connection)
- 4) Airline Drive (north-south connection)
- 5) E. Whitney Street (east-west connection)
- 6) Stokes Street (east-west connection under I-45)

Two additional neighborhood connections are:

- 1) E. 40 ½ Street (East-West Connection)
- 2) E. 33rd Street (East-West Connection)

Traffic Signals are located at major intersections along these roads. In general, most of the streets in the study area are local in character with only stops signs regulating traffic flow throughout.

Conducting a visual survey of the existing sidewalks is useful in that it highlights areas with connectivity issues. In general, where sidewalks were present, they were generally in good shape. However, in many instances the sidewalk edges were not clean, trimmed or mowed and were often overgrown. The Greater Northside Management District is in charge of the maintenance, but only from Crosstimbers Street from Yale to Airline Drive. Many intersections have curb ramps but they may not meet the current ADA (Americans with Disabilities) standards regarding slope, width and detection.

The existing road network is very disjointed and has the potential for better internal connection in

order to promote multi-modal connectivity and circulation.

Metric: Percent of Major Roads with Public Sidewalks.

Baseline: 75% of Major Road Networks have sidewalks.

Metric: Number of Great Street Program Elements on N. Main, Crosstimbers Streets, and Airline Drive.

Baseline: 8 bus shelters and sidewalks on the majority of the three streets.

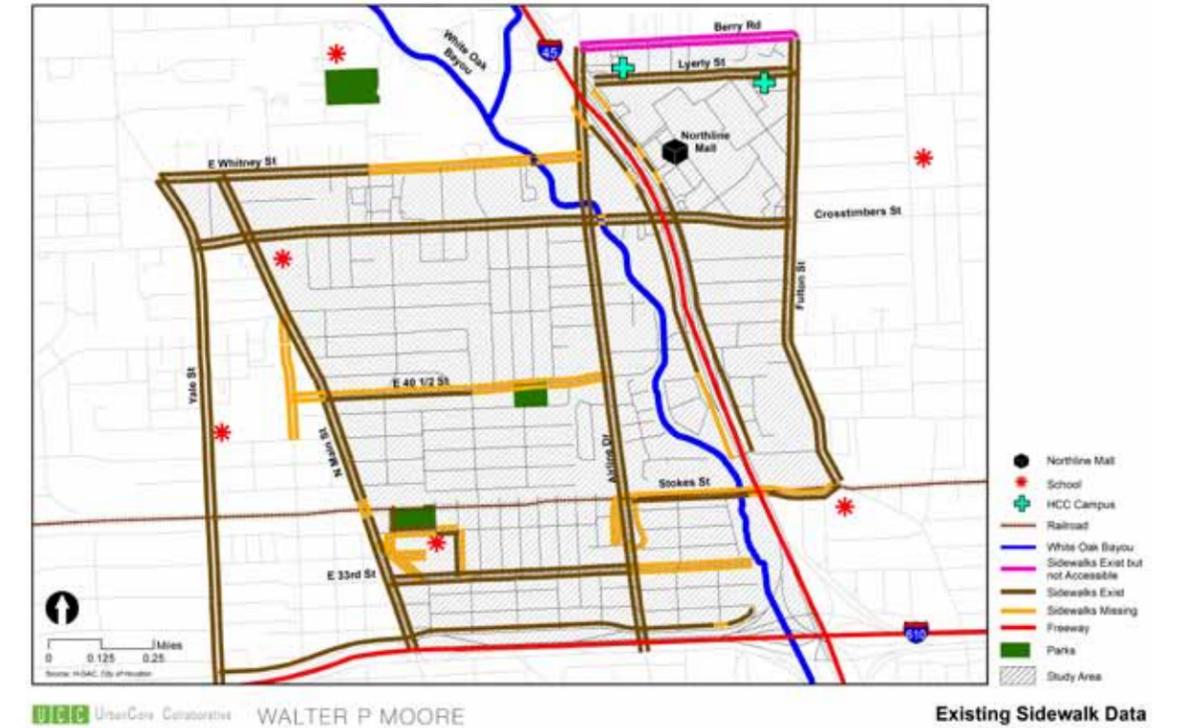
Public Transit Network

Crosstimbers Street, N. Main Street and Airline Drive have several METRO bus stops along the corridor connecting Northline Commons to the east and downtown Houston to the south. There are 69 bus stops, one future light rail stop and a major transit center in the study area. The METRO bus stops and connections are listed below:

- 1) Route 9 - Connects Gulfton (Bellaire area) to Airline Terrace area via downtown and Heights Transit Center
- 2) Route 15 - Connects Northline Transit Center to Downtown Transit Center (via Fulton Street Route)
- 3) Route 23 - Connects Kashmere Transit Center to Hempstead Highway
- 4) Route 24 - Connects Northline Transit Center to Downtown Transit Center (via Airline Drive Route)
- 5) Route 44 - Connects Willowbrook Mall to downtown
- 6) Route 56 - Connects Greenspoint Transit Center to downtown

The Northline Transit Center is located in the study area. The Transit Center will eventually be a future light rail station for METRO's planned light rail transit route. Northline Transit Center connects other bus routes, including #15, 23, 24 and 79. Bus routes in the adjacent communities are under evaluation by METRO. Changes will be made to service the Northline station. Buses routes traveling along Fulton will be modified

Figure 2: Road Network and Sidewalks

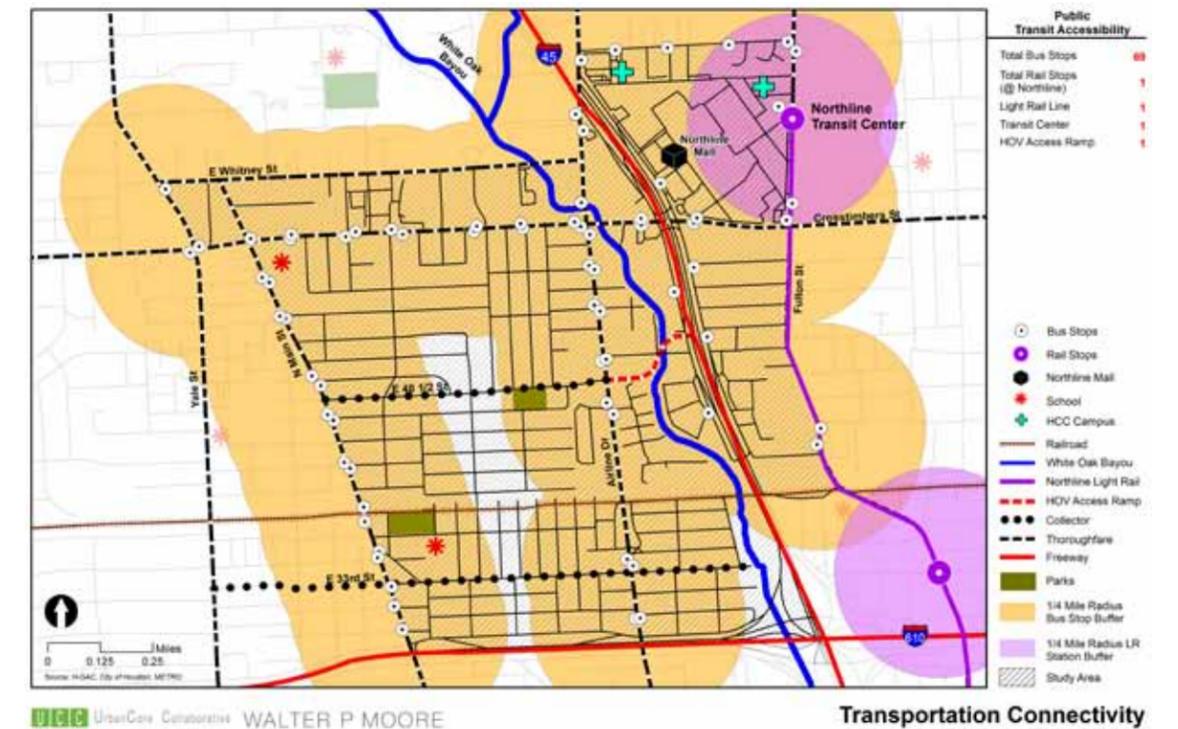


Sidewalks lack connectivity throughout the study area.



Bus routes are located on major thoroughfares.

Figure 3: Public Transportation Network



now that light rail service is provided along Fulton.

Metric: Number of bus stops per half mile on major roadways.

Baseline: 2

Metric: Number of higher capacity transit stops (Light Rail Transit, Bus Rapid Transit) per mile on major roadways.

Baseline: 2

Needs Analysis

The study area has an existing network of transit options for vehicles, but it is lacking in comfortable pedestrian opportunities to access transit stops and cross-connections under the interstate.

Improving the sidewalk network would increase pedestrian access to transit, parks and community services. Most of the local streets within the middle of the study area did not have sidewalks. However, when there are other budgetary needs, we would not recommend sidewalk implementation along local streets. Traffic volumes are low enough within the local street network for pedestrian/bike/vehicles to share the roadway. Funds and priorities are better reserved for implementing continuous sidewalks along collectors and major thoroughfares, such as Crosstimbers and Main Streets.

Recommendations

Streetscape Improvement Plan: Prepare and prioritize streetscape improvements that incorporate long-term tree planting, sidewalk and street improvements. Further development of a complete street grid as permitted.

Pedestrian Friendly Routes: Implement streetscape improvements for key destinations within the study area, focusing on sidewalks and human comfort.

I-45 Pedestrian Connection: Implement streetscape improvements to improve safety and enjoyment for this vital pedestrian connection, including paving, landscape and lighting.

Transit-oriented Neighborhoods: Ensure that there is a strong transit connection between commercial and residential uses.

Transit Education and Marketing: Encourage use of public transportation through information and education.



Connectivity from Houston Community College to the rest of the study area is needed through the Northline Commons parking area.



Encouraging complete streets, with sidewalks and shade trees, will help with human comfort.



Addressing circulation around key opportunity sites will help create a sense of place.

Public Space

Goals

Goal 2: Encourage healthy living and safety.

Existing Conditions

Public Open Space

The study area contains two parks and one just to the north: Independence Heights Park, McCullough Park and Kerr Park. Open green space for the community is lacking. McCullough Park has a basketball court, baseball field and a playground, but few sidewalks. Independence Heights Park has a larger, lighted baseball field, playground, sports courts, sidewalks, picnic benches and grills, swimming pool and community center. But due to city budget cuts, the pool and community center have been closed and the neighborhood sorely misses these amenities. This park is located across the street from Burrus Elementary School, which lends itself to many programming and connection opportunities.

Metric: Acres / 1,000 residents of park or open space.

Baseline: 0.25 acres / 1,000 residents of park and open space.

Trails

The study area is well-connected to the City of Houston's bike network in the east-west direction. Houston has 860 miles of bike trails within city limits and Extra Territorial Jurisdiction (ETJ). The study area consists of 10.4 miles of bike trails, equalling 1.2% of the City's total. The YMCA, TC Jester Park and the Heights Neighborhood Library are accessible through the existing bike trails in the study area.

Metric: Miles of trails.

Baseline: 10.4 miles of existing bikeways in study area.

Needs Analysis

There is potential to develop bike lanes on N. Main Street and connect existing bike routes on Crosstimbers and Cavalcade Streets. The study area residents will have direct access to Montie Beach Park, White Oak Bayou Park, Heights Boulevard Park and Buffalo Bayou open space if 1.8 miles of new bike lanes are developed.



Schools and parks in the area provide recreational opportunities to children.



Hike and bike trails will connect the study area to nearby parks and community services.

Figure 4: Public Open Space

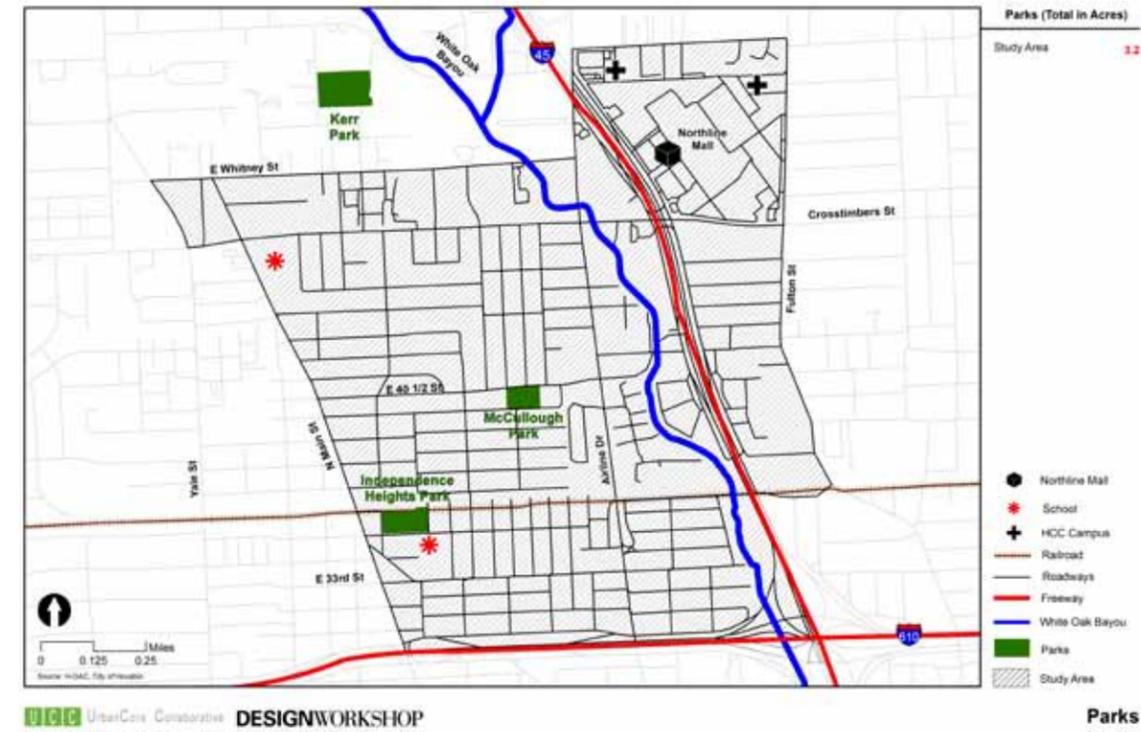


Figure 5: Bikeways and Trails



An emphasis should be on improving existing park space by increasing safety through increased patrol and additional lighting, re-opening the community space facilities and adding additional sidewalks in order to make the spaces more accessible.

Though the emphasis is on improving existing amenities, additional park and open space land should be explored. 27.4% of land in the study area is consists of vacant or tax-deficient lots, many of which have structures that have been empty for twenty or more years. These lots could potentially be used for community gardens or additional green space, both of which are beneficial uses for land that is otherwise idle due to flooding issues.

Recommendations

Neighborhood Parks Plan: A plan and prioritization for neighborhood parks.

Demolition Strategy: Identify vacant, dangerous structures to be demolished.

Floodplain Redevelopment Guidelines: Develop guidelines that determine how and what can be built in the floodplain after vacant structures have been cleared.

Floodplain Engineering Projects: Identify engineering projects within the floodplain that would reduce or mitigate the risk of flooding.

Increase Food Security: Increase food security through promotion of farmers markets, creation of community gardens and promoting businesses such as fresh food vendors.

Hike and Bike Trails: Install hike and bike trails along Little White Oak Bayou and other open spaces that connect to existing trails near or outside of the study area. Further development and refinement of the on-street network to improve connection to neighborhood services and amenities.

Environment and Sustainability

Goals

Goal 3: Improve environmental air quality.

Goal 4: Establish a strategy for drainage and flood management by working with the City of Houston, Harris County Flood Control District (HCFCFD) and other public agencies.

Existing Conditions

Air Quality

Air quality is a function of activities releasing pollutants and of environmental factors that absorb pollutants. Activities releasing pollutants in the study area are cars driving on the local roads and interstates, construction activities and some industrial uses in the area. Strategies to mitigate pollution are tree planting, increased public transit ridership which reduces the number of automobiles and mitigation requirements on pollutant-releasing activities.

Baseline Conditions

Metric: Environmental Protection Agency (EPA) air quality standards for ozone.

Baseline: Houston is currently at a classification of “severe” ozone.

Metric: Number of transit riders.

Baseline: Approximately 2,400 riders per day entering and exiting stops in the study area.

Drainage and Flooding Issues

1,843, or 63.4%, of the total 2,908 parcels lie within the 100-year floodplain.

All of the individual historic properties listed on the National Register, a majority of the operational churches, Independence Heights Park and McCullough Park, and Burrus Elementary School fall within the 100-year the floodplain. There are 11 properties that qualify for the HCFCFD Buyout Program (see page 16 of the Needs Assessment).

The Northline Transit Center is situated outside of the floodplain. Kennedy Elementary School is also located outside of the floodplain but is scheduled to be closed by the end of the year. If the school is to be replaced, development guidelines by the City of Houston and FEMA mandate that schools are to be sited outside of the 500-year floodplain, which limits school development to available land in only 7% of the study area.

Baseline Conditions

Metric: Number of lots within the floodplain.

Baseline: 1,843 in 100-year floodplain.

Baseline: 2,699 in 500-year floodplain.

Metric: Number of properties participating in the HCFCFD Buyout Program.

Baseline: 11 properties.

Needs Analysis

The Kennedy Elementary School property is a good candidate for future development because of its location outside of the floodplain. Vacant and HCFCFD buy-out properties that lie within the floodplain are good sites for “green” infill development, including parks and community gardens. Besides the increase in parkland, an increase in green space leads to more tree planting, which in turn, improves air quality. Buyouts are feasible if repetitive losses due to flooding surpass the value of the home.

Recommendations

Low Impact Design (LID) Techniques: Incorporate LID techniques and development.

Demolition Strategy: Identify vacant, dangerous structures to be demolished.

Floodplain Redevelopment Guidelines: Develop guidelines that determine how and what can be built in the floodplain after vacant structures have been cleared. This could include Waterproofing Structures or Education Programs about flood risk.

Floodplain Engineering Projects: Identify engineering projects within the floodplain that would reduce or mitigate the risk of flooding.

Tree Canopy: Increase tree canopy cover on new and existing properties, rights-of-way and streetscapes.

Transit Education and Marketing: Encourage use of public transportation through information and education.

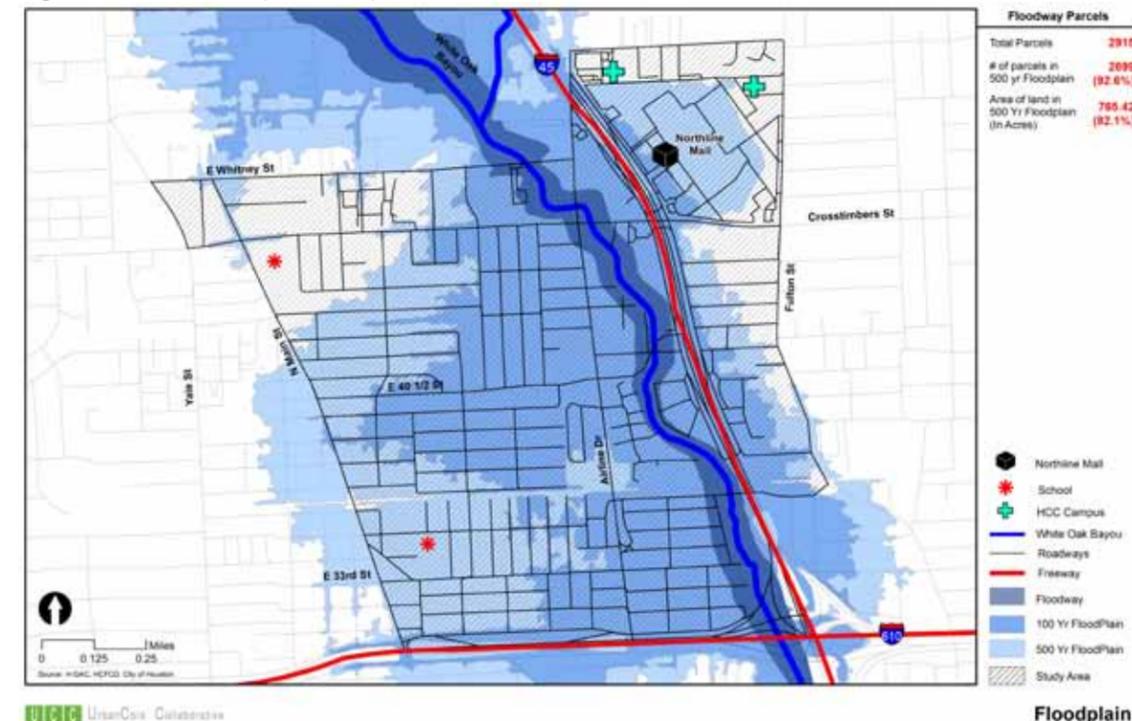


Construction activities for the light-rail increase air pollution.



Areas near freeways such as I-45 typically have high levels of pollutants due to the number of pollutant-emitting cars that travel the freeway.

Figure 6: 100- and 500-year Floodplain



The Bayou has trail opportunities but also floods.



Increasing use of Low Impact Design in project can reduce the peak run-off into the Bayou.

Community Development Pattern

Goals

- Goal 5: Craft a realistic long-term implementation strategy to capitalize on the study area's capacity to fund improvements.
- Goal 6: Establish community facilities to support the local neighborhood's service needs.
- Goal 7: Encourage a mix of housing types and maintain housing affordability.



Apartment homes near Northline Commons offer affordable living opportunities for the area.



Over one-quarter of the lots in the study area are vacant.

Existing Conditions

Community Facilities

Existing community services that are located near, but not necessarily within, the study area include major parks, libraries, swimming pools, a YMCA and recreational areas. The closest community services include the YMCA, several schools, the Heights Neighborhood Library and TC Jester Park and Swimming Pool. These services are accessible through the road network and an existing bike trail. The Independence Heights Swimming Pool and Community Center were closed in 2011 due to budget shortfall, but have recently re-opened in 2012 with limited hours due to a corporate donation. Located adjacent to the study area is the Motherland Clinic, a federally qualified health center. The clinic applied for a \$4 million grant in 2012 and plans to expand in size if the grant is received.

Hamilton Middle School is located on E. 20th, approximately 2 miles away from the center of the study area, and MC Williams Middle School is located about four miles north from the center of the study area. Booker T. Washington High School, located to the west of the study area is moving forward with a task force in 2012 to focus on infrastructure initiatives.

Kennedy Elementary School closed in February 2012 and the students were moved to a new school. There is a tax-delinquent property and a vacant parcel connecting the elementary school and Neyland Street. This space could potentially be utilized for a middle school.

Metric: Number of community services within and around study area.

Baseline: 11 (From the 2011 AIM study).

Land Use and Opportunity Sites

The study area has 797 vacant parcels (27.4%) out of 2,915 parcels. There are also 73 long-term tax delinquent properties in the study area.

Possible land uses for the vacant lots include a grocery store, dollar store, open-air farmers market, multi-use parking lots for community activities and a bank building.

Metric: Percentage of vacant lots.

Baseline: 27.4%

Metric: Number of opportunities to purchase fresh food.

Baseline: 10 convenience stores, Walmart.

Housing

Currently, 37.7% of the 2,598 housing units in the market area are owner-occupied, 43.3% are renter-occupied and 18.9% are vacant. In 2000, there were 2,424 housing units of which 41.1% were owner-occupied, 47.2% were renter-occupied and 11.7% remained vacant. The annual rate of change in housing units since 2000 is 0.68%. Median home value in the market area is \$49,266, compared to a median home value of \$192,285 for the United States. In five years, median home value is projected to change by 2.9% annually, to \$56,842. From 2000 to the current year, median home value changed by 2.84% annually.

Immediately outside of the study area, Low Income Housing Tax Credits (LIHTC) were used to build affordable housing, including Northline Apartment Homes by Stone Arch Development through a partnership with Capital One Community Finance and Raymond James Tax Credit Funds. \$13.8 million of LIHTC equity was used to construct a 172-unit garden-style apartment complex. The property offers the tenants a community room, computer lab, garages, picnic area, fitness center, two playgrounds and a swimming pool. In addition, Social Services Management Consultants Incorporated provides basic education, financial planning, health and nutrition classes, scholastic tutoring, computer training, counseling and notary services. Over 600 people indicated interest before the project was complete. This is the only affordable housing project constructed in the area over the last five-six years.

Metric: Percentage of residents who are below the HUD-designated "Very Low" income bracket.

Baseline: Average household size in Texas = 2.75. 2011 Very Low Income Limit for a 3-person household in the Houston-Baytown-Sugar Land Metro FMR Area is \$29,700.

Figure 8: Community Facilities

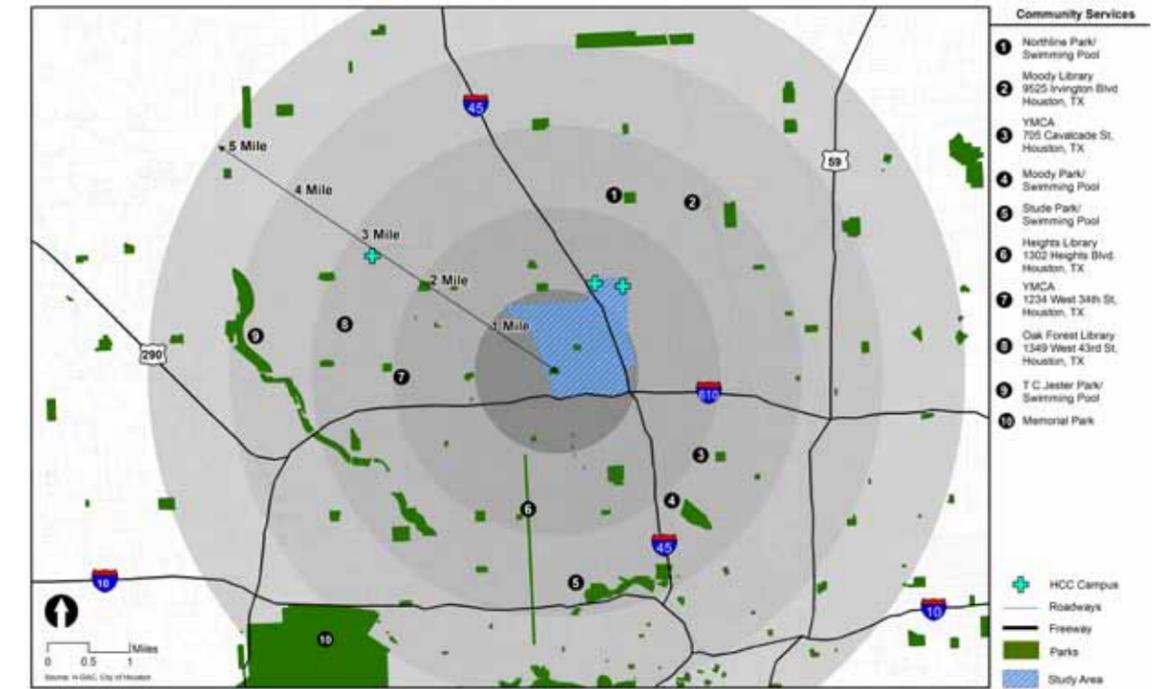
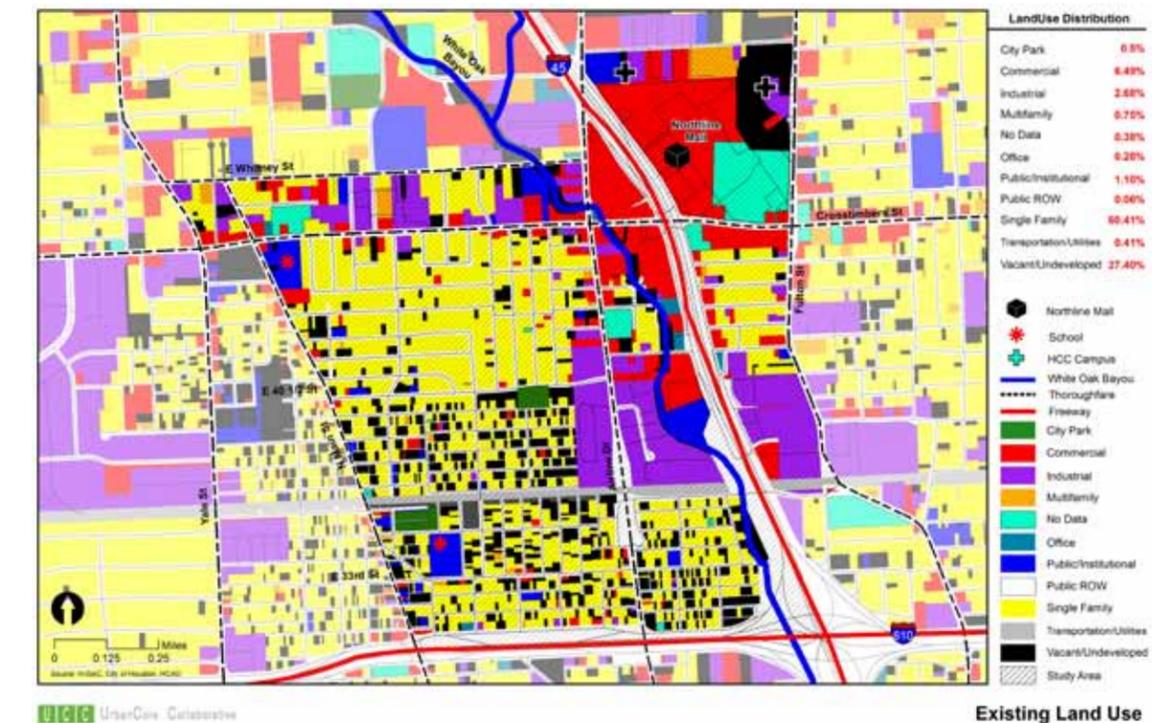


Figure 7: Existing Land Use



Needs Analysis

There is high demand from local residents for community facilities that service the needs of the residents in the study area. Many of these facilities are envisioned to be paired with new, affordable housing units and have support from community leaders. It is important that community facilities be located near transit options for ease of accessibility.

A large percentage of vacant lots in the study area allow for development opportunities, including community services that Independence Heights–Northline needs. Increasing value of the area should be carefully balanced with the residents' housing needs and affordability. Flooding presents serious development issues, as 63% of the site area lies within the 100-year floodplain.

Recommendations

Demolition Strategy: Identify vacant, dangerous structures to be demolished.

Floodplain Redevelopment Guidelines: Develop guidelines that determine how and what can be built in the floodplain after vacant structures have been cleared.

Floodplain Engineering Projects: Identify engineering projects within the floodplain that would reduce or mitigate the risk of flooding.

Library: Strategically plan for library and associated services alternatives.

Middle School: Strategically plan for middle school location or alternatives.

Family and Community Support: Strategically plan for family and community support services location and implementation.

Affordable and Diverse Housing: Provide housing affordability and a mix of housing types.



Community services provide learning opportunities for children.



Mixed housing types offer affordability.



Library services provide not only reading literature but also gathering places for the community.



Community gardens foster community involvement and pride and provide fresh food.



Affordable and accessible daycare supports working parents.

Economic Development

Goals

Goal 8: Promote an economic development strategy for vital investment along key corridors.

Goal 9: Ensure that public investment in infrastructure proves to have a positive return on investment for the community.

Goal 10: Incorporate financial literacy and small business development within economic strategies.

Existing Conditions

Land and Economic Development

The key economic corridors include Crosstimbers Street, which is a major thoroughfare to Northline Commons and N. Main Street on the west boundary. Secondary economic corridors are the two freeways that border the site, I-45 and North Loop 610, and their associated frontage roads.

There are 175,111 square feet of vacant available commercial space within the project area, which represents a 6.3% vacancy rate. Currently, there are approximately 38,000 square feet of commercial buildings for sale with a total of eight commercial retail properties listed on Commercial Gateway.

The project area is not located within a Tax Increment Reinvestment Zone but is located in the Greater Northside Management District, which is funded by value-based commercial property assessment. The project area is also a Houston HOPE Community and a GO Neighborhood, and is included as a City Neighborhood Stabilization Program Target Area.

Metric: Number of leasable units.
Baseline: 175,111 SF of vacant leasable space.

Metric: Number of commercial square footage available for purchase at any one point in time.
Baseline: 38,000 SF of buildings space available for sale space.

Metric: Number of financial districts in the study area.
Baseline: 0 TIRZ districts in the study area.

Return on Public Investment

Projects that are using public dollars should be used as catalyst project to spur private investment into the area. Currently, several capital improvement projects are underway in the study area, including sidewalks on Crosstimbers and N. Main Streets, water line improvements and wastewater improvements.

Metric: Number of private development projects underway at any one point in time.
Baseline: 0-1 development deliveries in 2010 - over past few years development deliveries have occurred primarily in the Northline Commons area.

Education and Neighborhood Services

Just outside of the study area, Low Income Housing Tax Credits (LIHTC) were used to build affordable housing, including Northline Apartment Homes by Stone Arch Development through a partnership with Capital One Community Finance and Raymond James Tax Credit Funds. \$13.8 million of LIHTC equity was used to construct a 172-unit garden-style apartment complex.

Several groups in Houston assist in financial education in the form of free classes in English and Spanish, including the Women's Resource of Greater Houston, People's Trust, Neighborhood Centers Incorporated and the Houston Area Urban League.

Metric: Number of public/private partnerships in study area.
Baseline: 1 project within last 5-6 years.

Metric: Tracking of study area incomes and home ownership rates over time.
Baseline:
Median Household Income: \$26,527.
Average Household Income: \$35,474.
Per Capita Income: \$12,528.



Northline Commons offers new retail opportunities.



Vacant lots on the corner of N. Main Street and Crosstimbers Street offer key redevelopment opportunities.

Figure 9: Economic Development Opportunities and Corridor

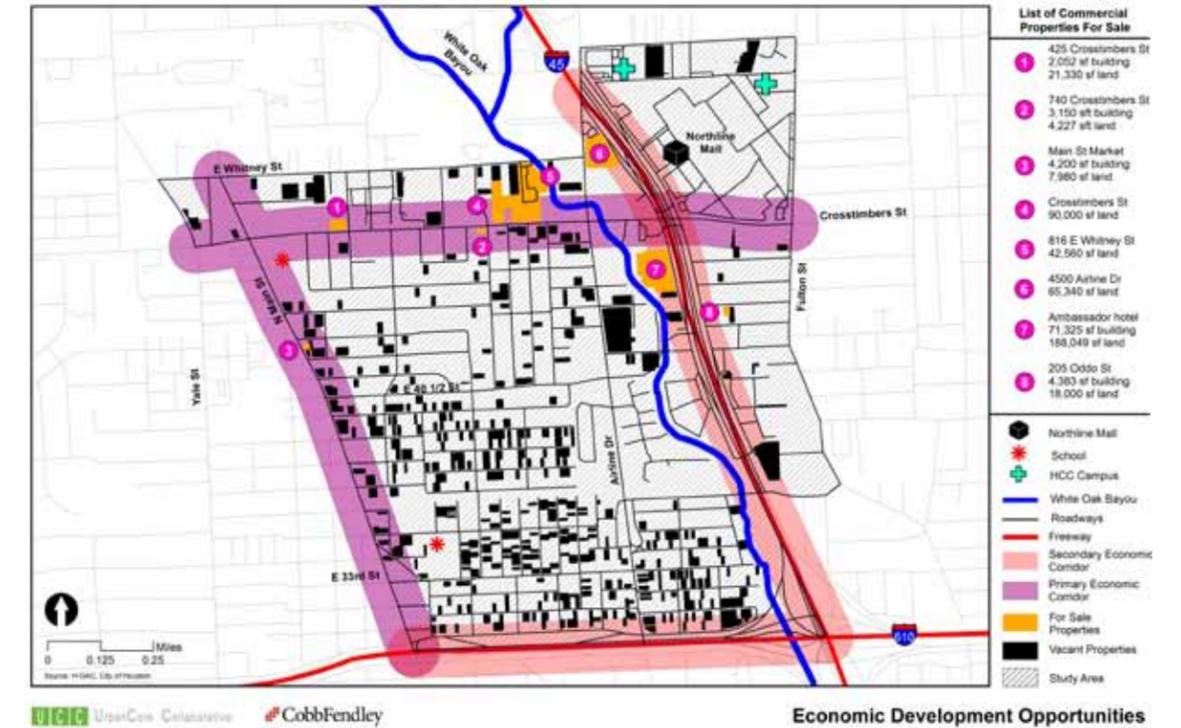
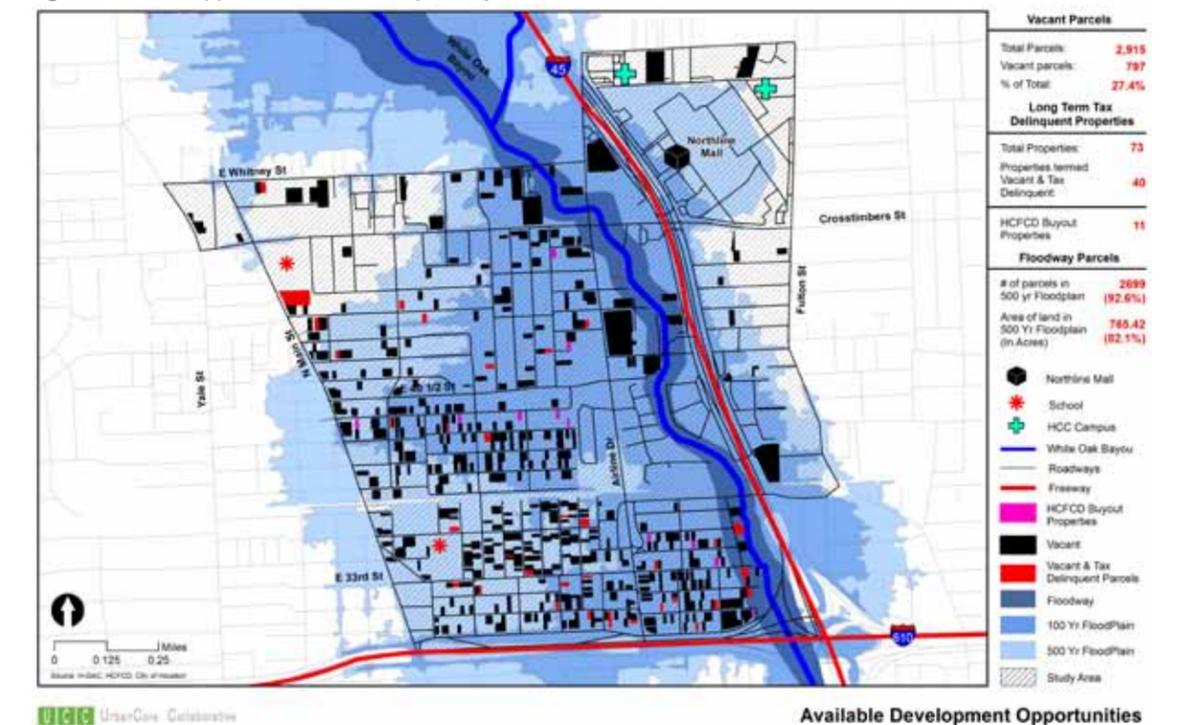


Figure 10: Infill Opportunities for Catalyst Project



Needs Analysis

The residents' desire for locally-serving economic development paired with potential development sites create opportunity for different development strategies to occur along key corridors. These strategies must be explored to see which is the most appropriate for the study area's economic growth. Financial education for residents and local entrepreneurs is important to establish a sustainable business atmosphere.

Recommendations

Transit-oriented Development at Northline Transit Center: Strategize development within and near the Northline Transit Center. Encourage further infill development within the neighborhood.

Crosstimbers and Main Streets Implementation: Develop key economic corridors and catalyst projects for the study area.

Promote Financial Literacy: Promote financial literacy and educate the business community on public-private development partnerships to foster business growth in the study area.

Placemaking, Historic Preservation and Branding

Goals

Goal 11: Encourage celebration and preservation of historic places.

Goal 12: Incorporate art and culture into local projects.

Existing Conditions

Historic and Culturally Significant Places

The National Register of Historic Places historic district boundary lies immediately outside of the study area, just west of N. Main Street. Additionally, there are seven individual National Register listed properties, three of which are located within the study area. There is also a historical marker located in the study area.

Of the seven listed properties in and around Independence Heights–Northline, the majority have been demolished:

- 1) William Mackey House (313 E.. 37th Street) - demolished.
- 2) Charles Johnson House (301 E.. 35th Street) - extant.
- 3) Lewis, Ella, Store and Rental House (3404-3406-3408 Cortlandt Street) - demolished.
- 4) Burgess Hall (7322 N. Main Street) - extant; poor condition.
- 5) Oscar Lindsay House (7415 N. Main Street) - demolished.
- 6) Ben Cyrus and Jenetter House (325 E.. 35th Street) - demolished.
- 7) James McCullough Park (1000 E.. 40th Street) - extant.
- 8) Historical Marker (7818 N. Main Street) - missing.

Metric: Number of historic buildings and/or parks listed on National Register.

Baseline: 3 identified as National Register properties. 1 maintained and in good condition.

Signage and Branding

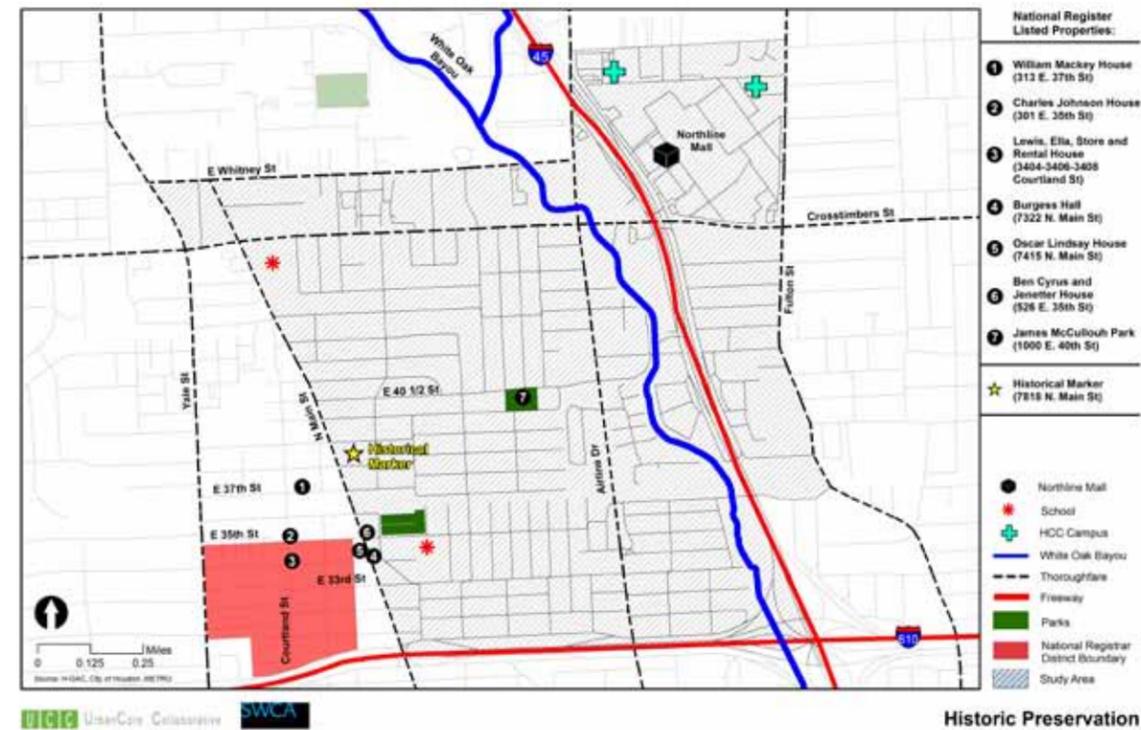
Enhance gateways and existing branding efforts can create a positive identity for the community. There is currently one sign at the corner of 7818 N. Main Street that identifies the Independence Heights neighborhood. There are multiple signs indicating the Northline Commons development.

Metric: Number of gateways into study area

Baseline: 1 Independence Heights, 2 Northline Commons

Metric: Number of small, locally owned businesses with identification markers

Figure 11: Historic Area



1. 1997: 313 E. 37th Street
Source: Texas Historical Commission Files



2. 2011: 313 E. 37th Street (demolished)
Source: SWCA



3. 1997: 3404-3406-3408 Cortlandt Street
Source: Texas Historical Commission Files



4. 2011: 3404-3406-3408 Cortlandt Street
Source: SWCA

Baseline: There are two small, locally-owned businesses that have been in operation in the neighborhood for more than 15 years: Jackson's Barber Shop and Pruitt's Mortuary, both on N. Main Street.

Needs Analysis

Independence Heights–Northline has an important history and a vibrant community atmosphere that should be reflected to visitors as they enter the area. Gateways may consist of columns, signage or other signifiers that make the community easily identifiable to visitors and shape a “brand” that gives the area's residents and businesses presence in the City of Houston. Signage between the Independence Heights Neighborhood and Northline Commons should complement each other.

Historic buildings are a direct link to the history and founding of the community. Burgess Hall is especially meaningful to area residents and is an ideal location for a neighborhood community center. A plan should be put in place to preserve the history of the Independence Heights neighborhood while encouraging economic and private development of commercial and residential buildings.

Recommendations

Burgess Hall Redevelopment: Develop Burgess Hall into a community facility; incorporate the footprint and/or materials.

Historic Building Strategy: Identify historic buildings to encourage local landmark designations, both residential and commercial.

Gateway and Signage Plan: Identify gateway hierarchy and incorporate local art into the gateways' signage.

Historic Business Owners: Involve long-term business owners in signage and branding plan.

Needs Assessment Conclusion

The recommendations in this assessment would address the needs identified for the community. Recommendations include projects to address:

- Connectivity and Circulation, specifically the pedestrian connection under I-45, safe pedestrian routes through the community, internal circulation and street grid connections, and continued access to public transportation.
- Public Space, including public parks and trails.
- Environment and Substantiality, specifically floodplain risk reduction and guidelines, increased tree canopy and improve air quality.
- Community Development, including affordable housing, infill of residential parcels in the community, and community services, such as library, schools and support services.
- Economic Development, specifically development projects at Crosstimbers and Main Streets and Northline Transit Stop.
- Place making, Historic Preservation and Branding, including Burgess Hall, gateway and signage, and historic building and business strategy.

Project selection was based upon the conclusions from the needs assessment, projects identified in the previous studies and client feedback. At this stage of the study, all projects were included as potential implementation projects for public feedback. Projects that rose to the top of the prioritization during the Values Workshop and Visioning Charrette have been included in the Vision for Independence Heights – Northline Livable Centers Study.

Each project included an overall description and an evaluation by identifying the potential elements included in the project, a range of costs for projects of similar nature in other communities and potential benefits and limitations of the project. This level of information is helpful in prioritizing not just by wants, but also to begin discussions of financial capacity benefits and costs and partners. This

will result in implementable projects to meet the vision of the community.

The projects identified for this study included:

- Streetscape Improvement Plan
- Pedestrian Friendly Routes
- I-45 Connections
- Transit-Oriented Neighborhoods
- Transit Education and Marketing
- Neighborhood Parks Plan
- Demolition Strategy
- Floodplain Redevelopment Guidelines
- Increase Food Security
- Hike and Bike Trails
- Low-Impact Design Techniques
- Floodplain Engineering Projects

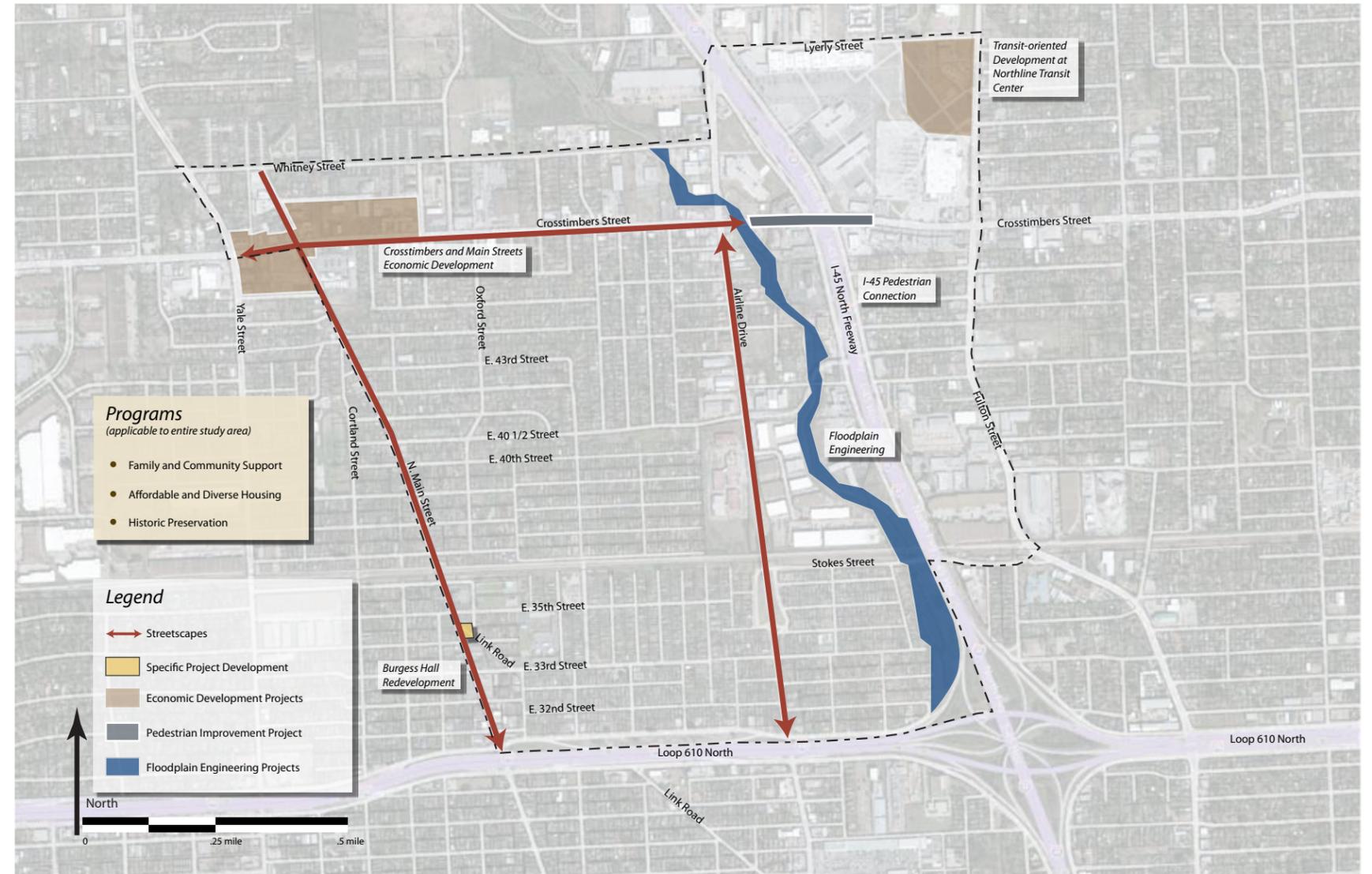
The Values Workshop held on October 25, 2011 was a large public meeting where members of the community were asked to voice opinions on priority visions and projects. The purpose of the workshop was to:

- Bring the community and stakeholders together,
- Inform community of the planning process,
- Provide an opportunity for the community to give opinion and voice to direction of this process,
- Review previous visions and projects identified by the community, and
- Prioritize potential projects that meet the visions of the community.

These alternatives attempt to improve the quality of life and connectivity for the entire study area, and to create more livable place. They will support additional efforts by the Greater Northside Management District and the Independence Heights and Northline neighborhoods.

Smaller groups of community members participated in meetings focused around key topics identified in previous community vision documents. The purpose was to gain insight from the area's key stakeholders concerning project priorities and appropriate implementation options for priority projects.

Participants typically were stakeholders with a vested interest in the potential priority projects



Projects, Streetscapes and Programs

or influence over decisions being made to implement projects. They included major landowners, business owners, residents, district board members, utility providers in the area or others.

Focus Group Meetings included a brief introduction to the process, a review of priority projects that are included in the focus group topic, and a group discussion on issues and implementation options for the priority projects. Participants were asked to dot-vote on their priority projects for the entire project.

Many key issues were identified during the meetings. These key issues were incorporated

into the priority project visions and will be incorporated into implementation steps as this effort moves forward.

The focus groups identified the following projects as having high priority for the study area:

The projects have been separated into three categories in subsequent chapters:

- Projects
- Streetscapes
- Programs

Appendix B outlines the visioning workshop and charrettes and explores the recommendations and Chapters 3-5 detail the top-voted priority projects, streetscapes and programs.



3

PROJECTS

Goals and Projects

Based on the voting at the Visioning Workshop and Charrettes, the top five priority projects voted on by the community are:

1. Burgess Hall Redevelopment
2. Floodplain Engineering and Guidelines
3. Crosstimbers and N. Main Streets Implementation
4. I-45 Pedestrian Connection
5. Transit-oriented Development at Northline Transit Center

Twelve goals were determined for the Independence Heights-Northline Livable Centers plan based on the main areas for improvement within the community dovetailed with the goals set forth by H-GAC.

The table at right shows which of the goals each priority project meets. All of the goals are addressed at least once through the priority projects, which is the focus of this chapter of the Livable Centers Plan.

The top five projects reflect the community's priorities of where money and energy should be spent. The other recommendation alternatives may still be pursued, and most are even addressed in the top five recommendations to some degree. For instance, the redevelopment of Burgess Hall will provide community gathering space, which is one of the programs that was listed as a recommendation alternative. See Appendix A for a complete description of the other projects that were not voted as priorities.



Independence Heights-Northline Livable Center Priority Projects

Top 5 Projects

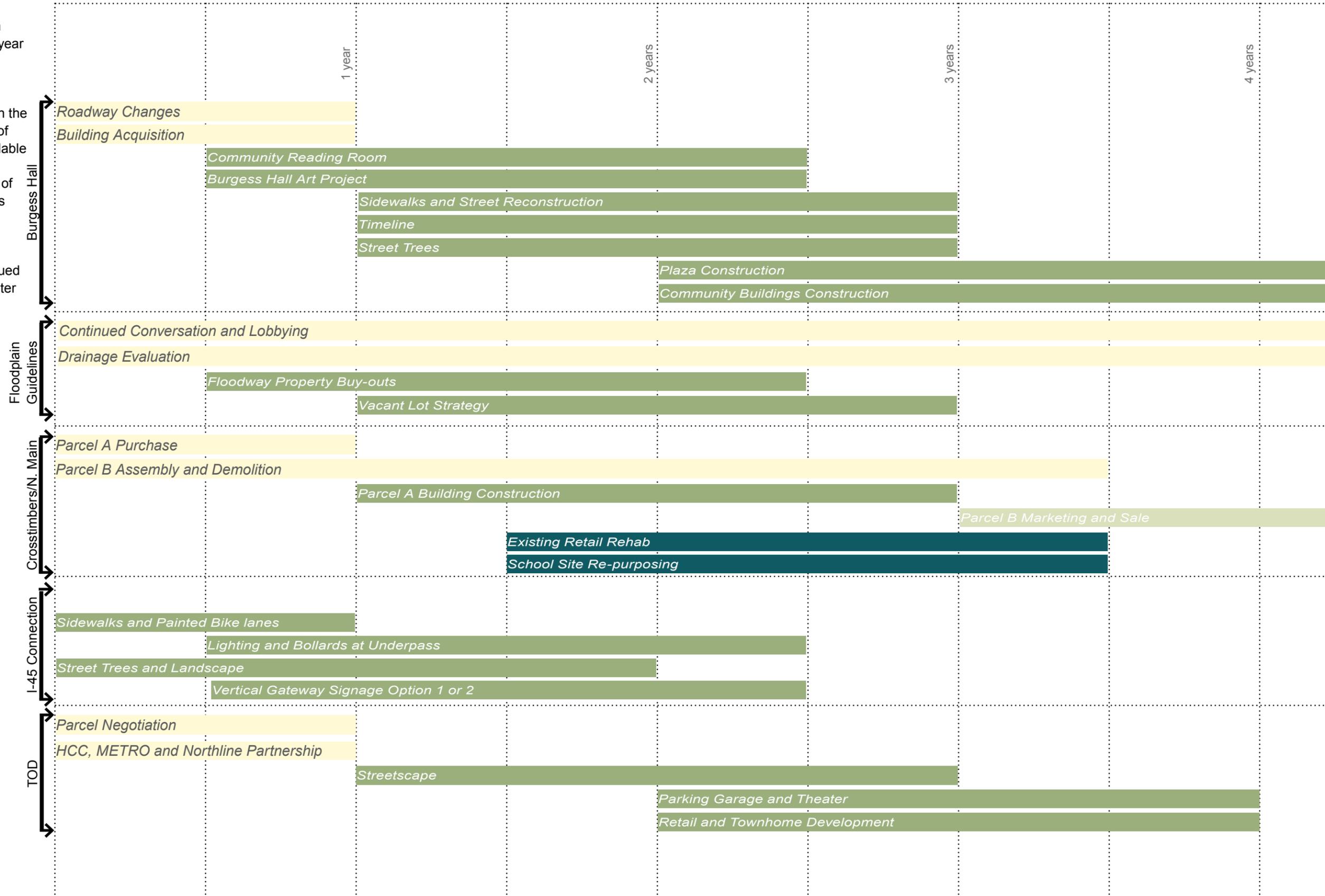
PROJECT	GOAL 1: Increase connectivity between the Independence Heights neighborhood and the Northline Commons and light rail terminus.	GOAL 2: Encourage healthy living and safety.	GOAL 3: Improve environmental air quality.	GOAL 4: Establish strategy for drainage and flood management with the City of Houston, Harris County Flood Control District (HCFCD) and other agencies.	GOAL 5: Craft a long-term implementation strategy to capitalize on the study area's capacity.	GOAL 6: Establish community facilities to support the local neighborhood's service needs.	GOAL 7: Encourage a mix of housing types and maintain housing affordability.	GOAL 8: Promote economic development strategy for strategic investment along key corridors.	GOAL 9: Ensure that public investment in infrastructure proves to have a positive return on investment for the community.	GOAL 10: Incorporate financial literacy and small business development within economic strategies.	GOAL 11: Encourage celebration and preservation of historic places.	GOAL 12: Incorporate art and culture into local projects.
1. BURGESS HALL REDEVELOPMENT												
2. FLOODPLAIN ENGINEERING AND GUIDELINES												
3. CROSSTIMBERS AND N. MAIN STREETS IMPLEMENTATION												
4. I-45 PEDESTRIAN CONNECTION												
5. TRANSIT-ORIENTED DEVELOPMENT AT NORTHLINE TRANSIT CENTER												
<hr style="border-top: 1px dashed black;"/>												
CIRCULATION AND CONNECTIVITY PLAN												
NEIGHBORHOOD PARKS PLAN												
DEMOLITION STRATEGY												
FLOODPLAIN REDEVELOPMENT GUIDELINES												
LOW-IMPACT DESIGN TECHNIQUES												
INCREASE FOOD SECURITY												
NEIGHBORHOOD SAFETY												
SCHOOLS												

Priority Projects Sequencing

The overall sequencing for projects in the study area include immediate coordination steps that lead to construction in the next year to two years.

The estimates presented in this study are general ranges and can vary depending on the level of complexity of negotiations, timing of projects and general funding sources available for these projects. These are presented here to give insight to general sequencing of projects and relative length of time projects could take.

Specific information on which projects, streetscape and programs should be pursued first are presented in the Conclusion Chapter of this plan.



- Legend
- Coordination
 - Design and Construction
 - Program



1. Burgess Hall Redevelopment

Description

The redevelopment of Burgess Hall was voted by the charrette and workshop attendees as a top priority. The building has great historic significance to the community but the structure itself is in near collapse.

The plan that was completed at the charrette shows the Burgess Hall site as redeveloped into a place that will provide a community gathering space, archive room, computer center, historic timeline and public plaza. The historic building next to Burgess Hall, on Oxford Street, is to be readapted as a reading room. The new Burgess Hall should creatively reuse materials from the original building in its construction.

To allow for better traffic circulation, the plan calls for the connection of 34th Street across N. Main Street, and the closure of the northern section of Link Road, above 34th Street. It is recommended that Link Road be re-paved with pavers to promote calmer traffic and denote a pedestrian environment.

A public plaza is integrated with a more pedestrian-friendly Link Road, incorporating street trees, wider sidewalks and a timeline that follows the street, which tells the story of Independence Heights' history. The design of the timeline should incorporate a "pivotal point" - perhaps signifying when Independence Heights was founded - at the intersection of 34th Street and Oxford Street, which then heads north towards Independence Heights Park.

Current Efforts

The Independence Heights Redevelopment Council is in negotiation with the City of Houston to progress street closures.

Those that own property where the Burgess Hall redevelopment is slated to be located have been contacted to seek interest in selling.

The Independence Heights Redevelopment Council has been working with Microsoft on a grant and there are potentially 330 trees available for this area.

This project supports...

Burgess Hall is part of a collective vision for N. Main Street that anticipates a mixed-use corridor with multi-story buildings on both sides of the street that will have retail on the first floor and residential above. This area will be most able to capitalize on the resources that Burgess Hall will provide.

Project Elements

• Roadway Changes and Building Acquisition (53,975 SF of land @ \$4/SF)	-\$215,900
• Community Reading Room: Building re-use for community services, reading room (re-use of interior and exterior re-development) -\$75,000
• Burgess Hall Deconstruction and Art Project -\$75,000
• Sidewalks and Street Reconstruction	
• Streets and Sidewalks	-\$366,400
• Trees and Landscaping	-\$10,800
 -\$377,200
• Timeline and Historic interpretive elements (6 signs @ \$6,000 each and Historic timeline) -\$36,000
• Burgess Hall Plaza	
• Plaza/park (30,000 SF @ \$40/SF) -\$1,200,000
• Burgess Hall Cultural Center – 15,000 SF (includes gathering space, archive space, computer room, classroom/multi-use rooms, historic interpretive display)	
• Design and Construction (\$200/SF)	-\$3,000,000
• Parking lots (2 total, 31,490 SF @ \$11/SF)	-\$346,390
 -\$3,346,390

TOTAL COST: -\$5,325,490



Burgess Hall Redevelopment

Sequencing

Current efforts are supporting the development of Burgess Hall but it is important to understand the final vision for the Burgess Hall community center and how phasing plays a role in developing the entire area successfully and in-line with the community's goals.



Roadway Changes

Discuss and obtain approval from the City of Houston for changes to roadways on Link Road, 34th Street and Oxford Street.

Critical Path Components:

- » Cost? None
- » How? Approval for roadway changes
- » Partners? City of Houston, Greater Northside Management District



Building Acquisition

Partner with surrounding landowners for acquisition and demolition of buildings not included in the Burgess Hall plaza and community center.

Critical Path Components:

- » Cost? \$215,900
- » How? Purchase of land, cooperative agreements for use of land, demolition of buildings
- » Partners? Independence Heights Redevelopment Council, Landowners around Burgess Hall



Community Reading Room

Renovate the Reading Room Building to be code compliant and ADA accessible.

Critical Path Components:

- » Cost? \$75,000
- » How? Contract with structural engineer for interior and exterior renovations, grant writing for funding
- » Partners? Independence Heights Redevelopment Council



Burgess Hall Art Project

Deconstruct Burgess Hall and incorporate components of it into an art project.

Critical Path Components:

- » Cost? \$75,000
- » How? Contract with Houston Arts Alliance for art project similar to Fifth Ward Jam.
- » Partners? Independence Heights Redevelopment Council, Houston Arts Alliance

Roadway Changes

Building Acquisition

Community Reading Room

Burgess Hall Art Project

Sidewalks and Street Reconstruction

Timeline

Street Trees

Plaza Construction

Community Buildings Construction

1 year

2 years

3 years

4 years

Sequencing diagram

Legend

- Coordination
- Design and Construction



Sidewalks and Street Reconstruction

Reconstruct 34th Street, Oxford Street and Link Street to make road rights-of-way 24 feet and create wider sidewalks.

Critical Path Components:

- » Cost? \$366,400
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District, Independence Heights Redevelopment Council



Timeline

Design and implement a historic timeline in the enhanced sidewalk area to connect the public to open space located north of Burgess Hall Plaza through the plaza area.

Critical Path Components:

- » Cost? \$36,000
- » How? Funding, contract with Landscape Architect to design sidewalk enhancement
- » Partners? City of Houston, Greater Northside Management District, Independence Heights Redevelopment Council
- » Coincide with Sidewalks and Street Reconstruction element



Street Trees

Design and plant street trees along 34th Street, Oxford Street and Link Street.

Critical Path Components:

- » Cost? \$10,800
- » How? Funding, contract with Landscape Architect to design tree placement and species choices with sidewalk enhancement
- » Partners? City of Houston, Greater Northside Management District, Independence Heights Redevelopment Council
- » Coincide with Sidewalks and Street Reconstruction element



Plaza Construction

Refine the design and begin construction of the Burgess Hall Plaza with passive spaces for community gatherings, quiet recreation, tree plantings and historic elements.

Critical Path Components:

- » Cost? \$1,200,000
- » How? Funding through grant writing and community, contract with Landscape Architect and Civil Engineer to design plaza space, construction
- » Partners? Independence Heights Redevelopment Council, local property owners, Greater Northside Management District

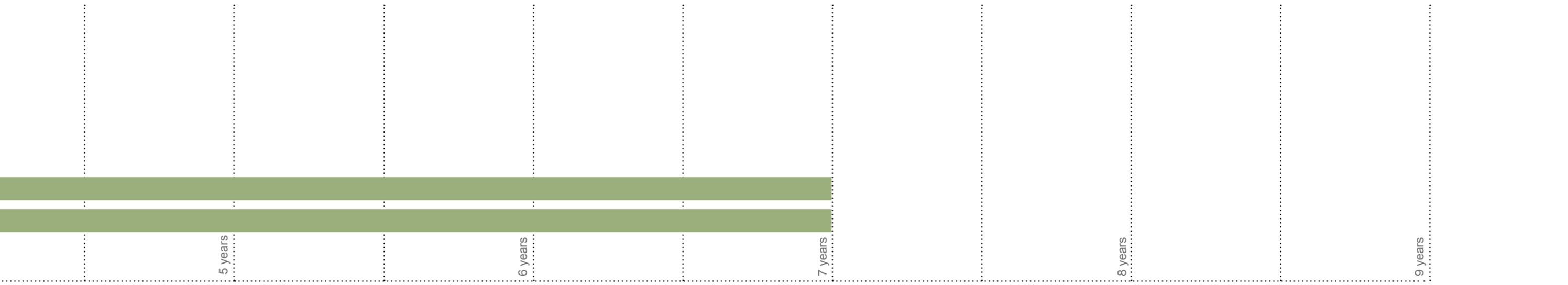


Community Buildings

Design and construct community facilities to house historic archives, reading facilities, internet facilities, historic elements and community gathering spaces.

Bullet List:

- » Cost? \$3,346,390
- » How? Funding, contract with Architect for building design, construction of buildings
- » Partners? Independence Heights Redevelopment Council, local community leaders, Greater Northside Management District
- » Funding should begin early in the process



2. Floodplain Engineering and Guidelines

Description

The Independence Heights-Northline study area is extremely prone to flooding due to Little White Oak Bayou and drainage deficiencies. These problems are made even more prevalent with each storm that arrives in Houston. The flooding and drainage problems range in severity from street flooding to home evacuation when flood waters rise even when rainfall levels are only small to moderate. According to residents, flooding worsened after a pond located near 40th 1/2 Street was filled.

Two separate entities control the main drainage and flooding problems. Little White Oak Bayou is under the purview of the Harris County Flood Control District (HCFCD) while the local drainage systems, including underground pipes, manholes and inlets, are within the City of Houston's jurisdiction.

The major drainage deficiencies are located in the following areas:

- 36th and 37th Streets, north of the railroad line
- Area encompassed by Airline Drive, I-45, Stokes Street and Loop 610 North
- Area around the underpass of Airline Boulevard at Loop 610
- Whitney Street, west of Little White Oak Bayou
- Stokes Street bayou crossing is a dumping ground, reducing flow capacity

This plan recommends the following measures to further address the serious flooding and drainage issues that plague the study area.

1. Encourage partners in the study area to elevate the dialogue and conversations around Capital Improvement Projects and the include the two major organizations that are responsible for control of the flooding issues: the City and HCFCD.
2. Study the existing drainage map.
3. Strategize vacant lots.

Current Efforts

Harris County Flood Control District confirmed that the current Capital Improvement Plan for flood control does not include any work in the Little White Oak watershed in which the study area is located. The only strategy at this time is buy-outs.

The planning department from HCFCD is working on a proposed study to begin in 2012 to look at ways to reduce flooding in the Little White Oak watershed from Loop 610 to the upper end, a portion covering the study area. The study will formulate different alternatives of flood control and mitigation (detention, channel improvements etc) and determine the feasibility of various alternatives. Participation in this study will be critical to implementing projects in the Independence Heights – Northline area.

The City's drainage improvements may be funded with stormwater utility fees authorized under Proposition 1. Proposition 1, or the ReBuild Houston Initiative, is the City of Houston's plan to rebuild the city's drainage and street infrastructure in order to improve the quality of life and mobility for residents of the city through drainage and street improvements and maintenance and is a pay-as-go mechanism. Collection of the funds began in July 2011. The City is prioritizing the projects to be implemented in the immediate future. Once a project is identified, it is added to the City's Capital Improvement Plan cycle. There are several factors in selecting the projects, including age of the system, severity of the problems, geographic location and coordination with other utility work. The time frame for funding any drainage project in the Independence Heights-Northline area is uncertain at this time, but due to the nature of flooding, some street and drainage projects may be added to the Capital Improvement Plan and be implemented sooner. Currently, the Independence Heights-Northline area is a low priority and no projects have been identified for the FY 18-22 Draft proposal for Rebuild Houston.

This project supports...

Because so much of the study area lies within designated floodplains, improvement of the flooding conditions in the study area will vastly improve the quality of life for many of the residents.

The cleanup of dumping grounds will also contribute to the beginning of beautification of the area and may lead to reduced crime.

Vacant parcels may be used for community gardens, thus increasing food security for neighborhood residents.

Project Elements

• Work with:	
• City of Houston to evaluate drainage map for deficiencies	\$0
• HCFCD on the Little White Oak Bayou feasibility study	\$0
• City of Houston to improve street drainage to meet current drainage design criteria	\$0
• HCFCD to address the Little White Oak Bayou dumping issue	\$0
• Results from the Little White Oak Bayou feasibility study to be used to guide Floodwater Detention and Bayou Modifications (including vacant land for detention or expanding the channel of Little White Oak Bayou) -\$2,500,000
• Waterproofing Structures -\$950,000
• Buy-outs of floodway property (HCFCD or other program @ \$30,000/ac (approximately) (3.0 acres of property in the flood way) -\$90,000
• Vacant lot strategy (with HCFCD)	\$0
TOTAL COST: -\$3,540,000	

Continued Conversation and Lobbying

The neighborhood groups in the area need to continue to lobby the organizations that control flooding in the area (the City of Houston and HCFCD) in order to maintain the momentum that has begun.

HCFCD began a feasibility study for the entire Little White Oak Bayou watershed, which includes the study area. This study may consider both structural and non-structural solutions to help alleviate the area's flooding issues.

HCFCD is also part of "Halls Ahead", an accelerated flood damage reduction study in the Halls Bayou watershed. During a twelve month span that began in August 2011, a team of experts began creating a flood damage reduction plan. The study will identify opportunities for enhancing the urban environment and providing community amenities, including trails, parks and habitat restoration that could be implemented through partnerships with community, civic or other organizations. Public input is being solicited through this link:
<http://www.hcfcd.org/hallsbayoustudy/>

The City of Houston should also be contacted regarding investigation of the neighborhood's storm drain pipes. If they are inappropriately sized, then action could be taken to include mitigating measures on future capital improvement project budgets. There is also an issue with drainage near the Loop 610 interchange. Where it once flooded on the south side, it now floods on the north side due to a blockage. TxDOT, the City of Houston and HCFCD should be made aware of and take action on this issue.

Dialogue with HCFCD should continue to in order to gain funding for the addition of floodwater detention and bayou modifications projects in upcoming Capital Improvement Plans. The Texas Water Development Board for Flood Protection has planning grants available and the newly created City of Houston Drainage Fee should be further explored.

Sequencing

Many of these elements relate to continued conversation and lobbying with the responsible agencies for awareness of flooding issues in the Independence Heights area. As these conversations continue, project priorities may surface to the top at different rates than what is proposed here.



Continued Conversation and Lobbying

Continue conversations with HCFCD, City of Houston, Greater Northside Management District and others that make stakeholders aware of issues and preferred alternatives to handle drainage issues in the study area.

Critical Path Components:

- » Cost? None
- » How? Participation in conversations with HCFCD, City of Houston, Greater Northside Management District
- » Partners? HCFCD, City of Houston, Greater Northside Management District, Independence Heights Redevelopment Council



Drainage Evaluation

Discuss the drainage and pipe sizing for localized drainage issues in flood prone areas with the City of Houston in order to establish an action plan of project best address identified issues.

Critical Path Components:

- » Cost? None
- » How? Evaluation by City of Houston that results in action plan and projects
- » Partners? City of Houston, Greater Northside Management District
- » Occurs in conjunction with Continued Conversation and Lobbying



Floodwater Detention and Bayou Mods.

Discuss future floodwater detention or Bayou modifications in the area with HCFCD.

Critical Path Components:

- » Cost? \$2,500,000
- » How? Purchase of land, cooperative agreements for use of land, demolition of buildings
- » Partners? Independence Heights Redevelopment Council, Landowners around Burgess Hall
- » Occurs after HCFCD feasibility study and in conjunction with Continued Conversation and Lobbying

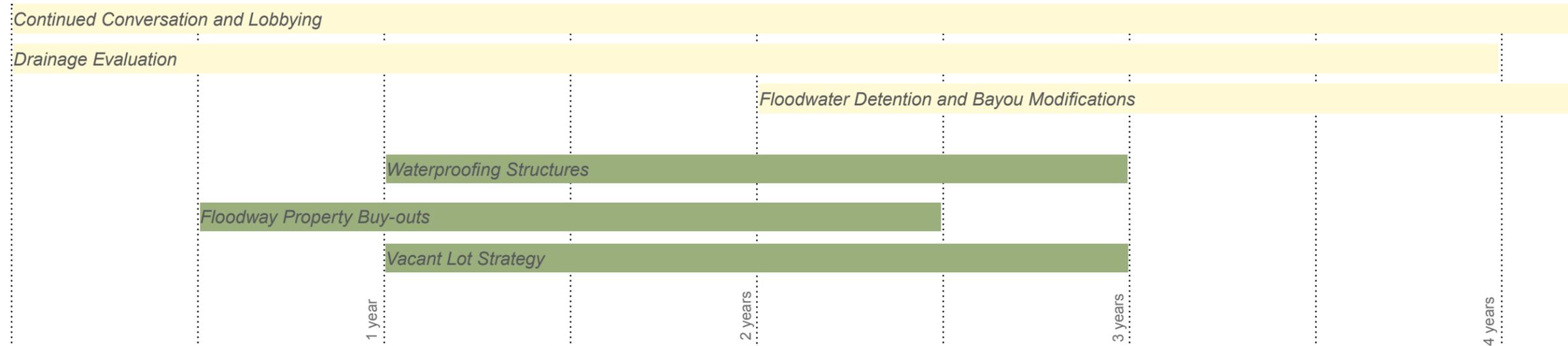


Waterproofing Structures

Renovate the Reading Room Building to be code compliant and ADA accessible.

Critical Path Components:

- » Cost? \$950,000
- » How? Contract with structural engineer for interior and exterior renovations, grant writing for funding
- » Partners? Independence Heights Redevelopment Council



Sequencing diagram

- Legend**
- Coordination
 - Design and Construction
 - Program



Floodway Property Buy-outs

Within the study area are 11 vacant lots that qualify for the Harris County Flood Control District (HCFCD) buyout program. Implement HCFCD buy-out program for participating lots and property within the floodway.

Critical Path Components:

- » Cost? \$90,000
- » Partners? HCFCD and other programs

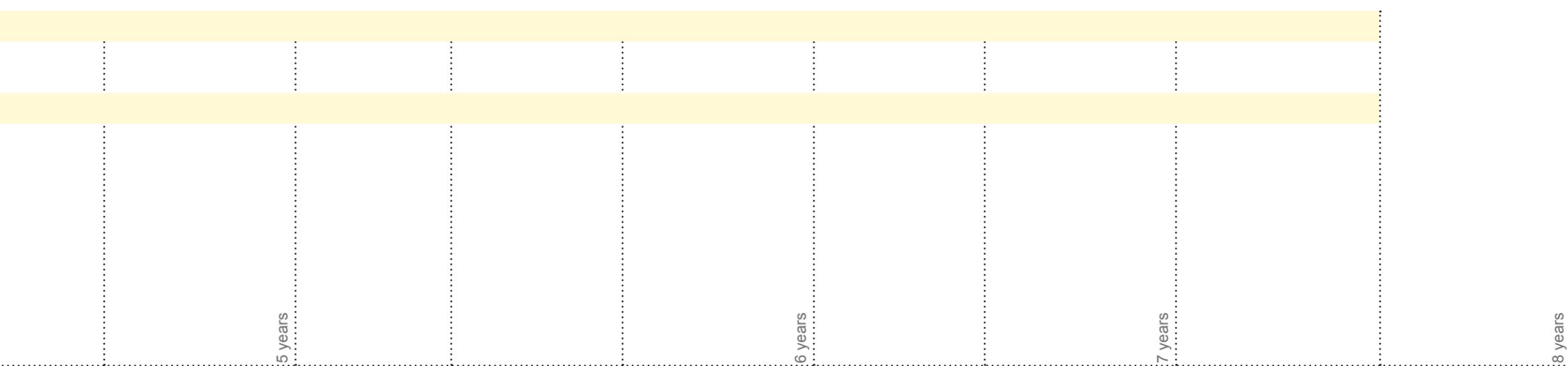


Vacant Lot Strategy

HCFCD will work with the community to determine feasible uses for the land that remains after the structure is removed.

Critical Path Components:

- » Cost? None
- » Partners? HCFCD, City of Houston

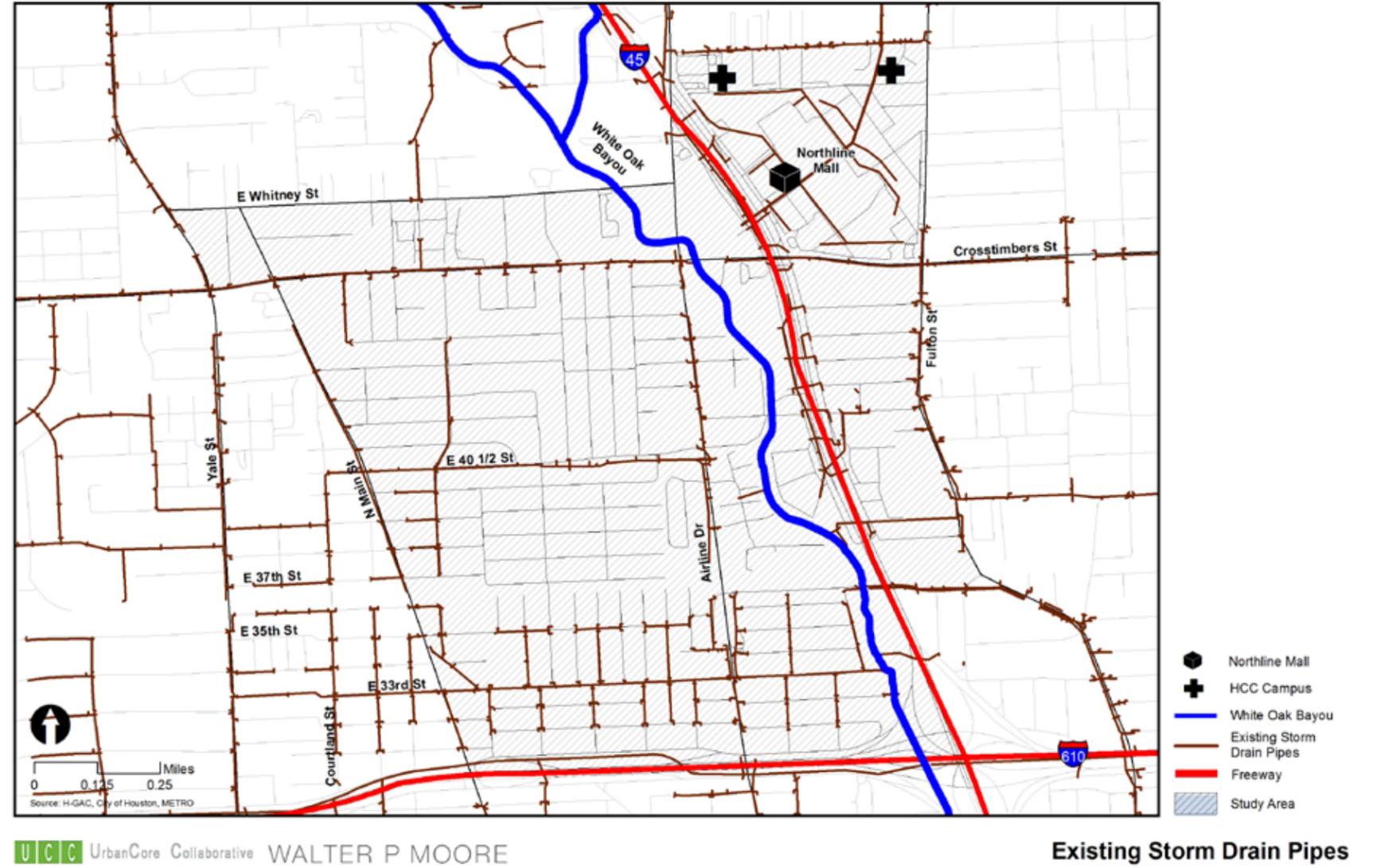


Drainage Map

The current City of Houston criteria for storm drains is to size the underground pipes to carry a 2-year event. Anything beyond that storm is to be carried over the surface. The 100-year storm is to be contained within the City's Right-of-way.

Resident frequently notice poor drainage conditions with small events, which may indicate the existing storm sewer does not meet the current City's criteria. As long as the receiving bayou is below the top of the receiving pipes, the 2-year event should be contained within the pipes. Once the bayou rises to the levels that cause a backwater effect to the receiving drains, the storm drains may become non-functional. When the bayou overflow its banks, the problem is to be solved with a regional flood management strategy in the entire Little White Oak Bayou watershed.

Then, the drainage problems are to be addressed in two fronts: Local drains under the jurisdiction of the City of Houston and regional flood management strategies by HCFCD. Further investigation is needed to determine if the current drain pipes meet City's design criteria. HCFCD is now starting a feasibility study for floodplain management strategies in the overall Little White Oak watershed, which includes the Independence Heights-Northline area. The study may consider structural strategies (building structures that physically contain or convey water) and non-structural measures (changes to land use, flood insurance, buy-outs etc).



Location of existing storm drain pipes.
Source: City of Houston Geographic Information Management System (GIMS)

Vacant Lots

There are a total of 797 vacant parcels, 40 vacant and tax-delinquent and 11 HCFCO buyout properties in the Independence Heights-Northline study area. This comprises 27.4% of the total parcels.

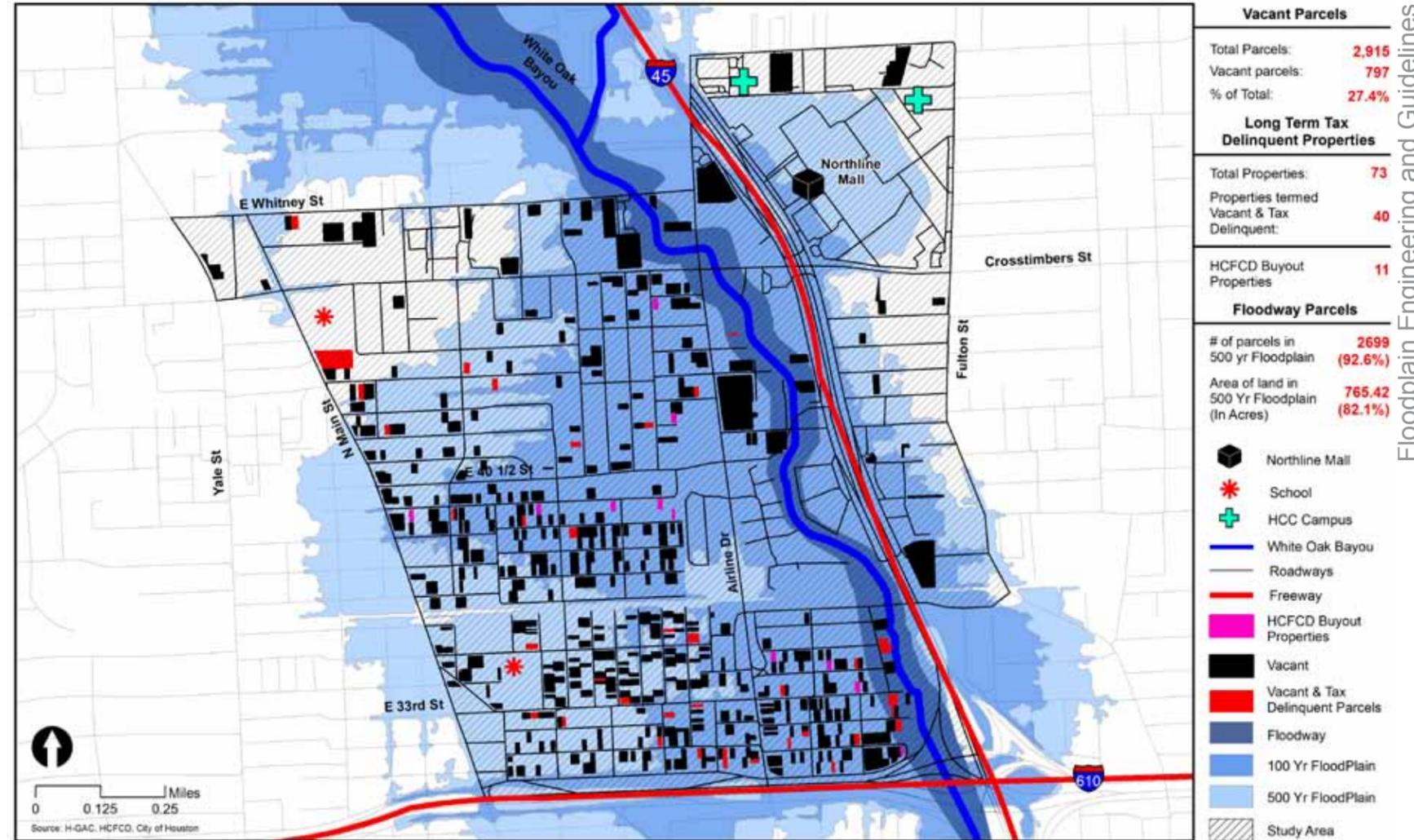
Because most of the study area lies in the 100-year and 500-year floodplains, what to do with the vacant parcels remains a major concern. Solutions fall into three categories:

1. Demolition
2. Green space / infiltration
3. Floodplain mitigation, extreme engineering efforts

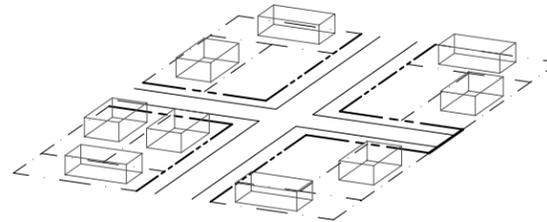
Cities like Cleveland, OH, Philadelphia, PA and New Orleans, LA have devised strategies to help with large-scale property foreclosures and mass exodus due to natural disasters. These strategies include:

- Providing a comprehensive pamphlet for planners, individuals and community groups that outlines the process of “greening” vacant lots from design and installation to materials and cost, and also gives examples of possible configurations which respond to neighborhood structure and social and ecological needs.
- Government funding for community stabilization of land through debris removal, vegetation planting, fencing of lots and maintenance.
- Placing the solution in the hands of the landowner - after purchasing an adjacent vacant lot, the landowner is given incentive to green the new lot.

More options may arise when viewing the vacant lots as parcels that may be grouped together.

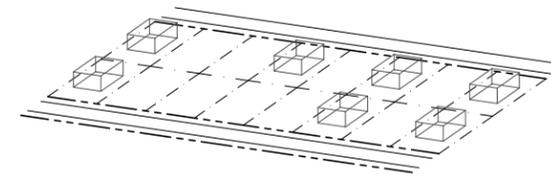


Map of vacant lots in the study area.



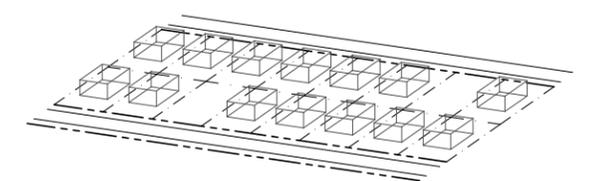
Corner lot typology

Vacant lots on corners allow for opportunities to enhance neighborhood identity with open space that could be used for passive parks or neighborhood signage.



Through lot typology

When two adjacent parcels between streets are vacant, the green space that remains can be used as a mid-block pedestrian throughway.



Pocket lot typology

Vacant lots between properties are an appropriate space for community gardens or passive open space.

3. Crosstimbers and N. Main Streets Economic Development

Description

The intersection of Crosstimbers and N. Main Streets has the potential to be a major destination within the study area, thereby infusing Independence Heights-Northline with life and capital.

From the two alternatives presented at the charrette, the first option was voted as the preferred option (see Appendix B). But the pro forma works with a combination of both alternatives.

The alternative shown at right provides a mix of housing, retail and community services with surface parking hidden from view behind buildings that face the street. On-street parallel parking is also provided. The townhomes have on-street parking and are accessible from the parking lot.

Parcel A is the key catalyst for the development of this area. At final build out, it is envisioned to have over 100,000 SF of residential living space, 40,000 SF of retail space and a 7,500 SF community center. The sale of the townhomes will help fund the development of the community center and reduce the amount of public partner participation monies.

Currently, there is not a strong enough current market demand for both Parcels A & B. Assembly and demolition of the lots within Parcel B will take time, but its renovations will help to spur interest in Parcel A's development and lead to quality follow-up development.

See the complete pro forma in Appendix D.

Off-site detention would be needed to mitigate the effects of development. A potential site is a wooded property on Victoria Drive, next to Little White Oak Bayou. Further investigation is needed to ascertain the owner and ensuing negotiations.

Current Efforts

Kennedy school recently moved to its new location at Oxford and Victoria Streets and the southeast corner site remains empty. Neighborhood Centers, Inc. may be interested in the site.

This project supports...

Crosstimbers and N. Main Streets serve as the major entry streets to the study area. As economic revitalization occurs, the potential exists to shape the enhanced character of Independence Heights.

Affordable housing is provided in this plan, comprising 80% of the total apartments in Parcel A.

The community center will provide area residents with needed support and complement the efforts at Burgess Hall to provide more community gathering space.

This project also supports the N. Main and Crosstimbers Streets streetscape revitalization efforts. A narrower road section on N. Main Street will calm traffic and allow for a more pedestrian-friendly environment to occur.

Project Elements - Parcel A

• Residential	
• 47,059 SF Multi-family Apartments (80% affordable)	
• 63,000 SF Townhomes **sale of the townhomes helps fund development of the community center**	
• Commercial	
• 20,000 SF Retail	
• 20,000 SF Office	
• 7,500 SF Community Center	
• Community Pocket Park	
• For Sale Residential Net Sales Proceeds (NSP) \$6,375,600
<hr/>	
• Land, Site & Parking Costs	
• Land Acquisition Cost (Developer)	-\$850,030 (-\$5.39/SF)
• Site Work/Infrastructure (Developer)	-\$871,200 (-\$5.53/SF)
• Surface Parking (Developer)	-\$432,600 (-\$2.75/SF)
• Public Partner Participation	\$5,000,000 (\$31.73/SF)
	-\$2,846,170 (-\$18.06/SF)
• Building Hard Costs	-\$13,291,326 (-\$84.36/SF)
• Soft Costs	-\$2,964,963 (-\$18.82/SF)
• Total Development Budget	-\$13,410,118 (-\$85.11/SF)

TOTAL COST: -\$7,034,518

Project Elements - Parcel B

• Parcel "B" assembly -\$1,800,000
• Parcel "B" demolition and perimeter fence -\$175,000
	TOTAL COST: -\$1,975,000

Project Elements - Miscellaneous

• Existing retail rehab (buildings on NW corner of Crosstimbers and N. Main Streets) -\$250,000
• Creation of off-site detention -\$450,000
	TOTAL COST: -\$700,000

Parcel A Return on Cost (ROC)

• Unlevered Project Return on Cost 7.96%
------------------------------------	--------------------

Parcel A Net Operating Income (NOI)

• Net Operating Income \$560,183
------------------------	------------------------



Economic Development at the Intersection of Crosstimbers and N. Main Streets



Crosstimbers-N. Main Key Map

Sequencing

A phased approach to the development of the Crosstimbers and N. Main Streets intersection is vital and necessary in order for a realistic development process to occur. At right is the recommended phasing approach.

It is anticipated that the development of Parcel A will increase the feasibility and profitability of the development of Parcel B. The focus of efforts Parcel B can be decided as Parcel A is developed.

The best way to get a developer involved is through a RFP/RFQ process. Since this is a public-private partnership, the rights to develop should be contingent on an agreeable building program and design elements.



Parcel A Purchase

Negotiate the purchase of the Flood Control District Land.

Critical Path Components:

- » Cost? \$850,830
- » How? Purchase negotiation
- » Partners? Harris County Flood Control District, Greater Northside Management District, Independence Heights Redevelopment Council



Parcel B Assembly and Demolition

Assemble the parcels to the north of Crosstimbers Street for future land development project.

Critical Path Components:

- » Cost? \$1,975,000
- » How? Land acquisition to be held by a non-profit agency
- » Partners? Greater Northside Management District, Landowners along Crosstimbers Street



Parcel A Building Construction

Partner with a developer to construct residential, commercial, community space and public pocket park.

Critical Path Components:

- » Cost? Total: \$13,410,118
- » Sales: \$6,375,600
- » Public Cost: \$7,034,518
- » How? Create RFP/RFQ documents. Sell land to developer. Developer works with community to design and construct all buildings, construction, sale of residential units, leasing of commercial and community spaces
- » Partners? Greater Northside Management District, Independence Heights Redevelopment Council, developer

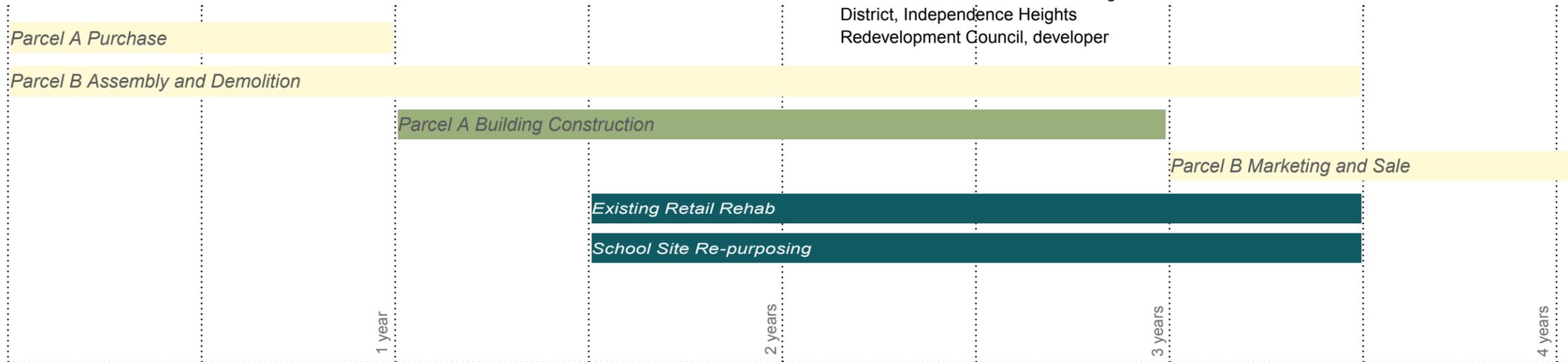


Parcel B Marketing and Sale

Market and sell parcels to a developer that would develop the areas to possibly include additional retail, townhomes or a grocery store

Critical Path Components:

- » Cost? To be determined
- » How? Create RFP/RFQ documents and market parcels to developers
- » Partners? Greater Northside Management District
- » Occurs after Parcel B land assembly



Sequencing diagram

- Legend**
- Coordination
 - Design and Construction
 - Program



Existing Retail Rehab and Off-site Detention

Establish and market a program for existing buildings rehabilitation to support the redevelopment efforts occurring at Parcel A and Parcel B.

Critical Path Components:

- » Cost? \$700,000
- » How? Establish funding source and program manager for program to help existing businesses rehabilitate buildings along Crosstimbers Street.
- » Partners? Greater Northside Management District

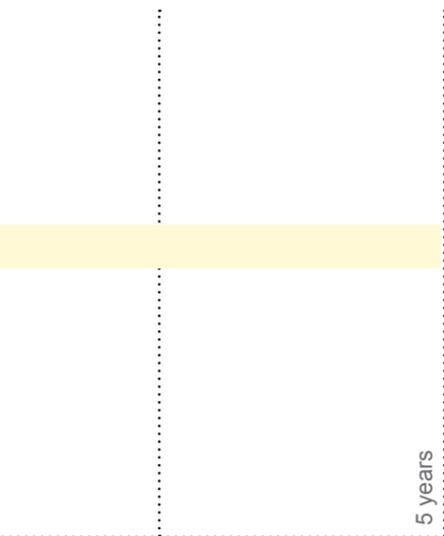


School Site Re-Purposing

Work with HISD for re-purposing of existing school site for educational purposes.

Critical path Components:

- » Cost? To be determined based on use.
- » How? Discussions with HISD, KIPP and other academies for future use of this school site.
- » Partners? Greater Northside Management District, City of Houston, HISD



4. I-45 Pedestrian Crossing

Description

Pedestrians crossing under I-45 on Crosstimbers Street experience an unsafe environment, despite the fact that even children are using this street crossing to get to school.

The illustrative at right shows an enhanced pedestrian environment that will increase visibility and safety. This project at the same time provides an opportunity for both Greater Northside Management District to create a neighborhood entrance character for Independence Heights and Northline that designates a destination to visitors and residents.

Neighborhood entry identity signage can be in the form of a vertical column, as seen locally in the design of front porches.

Vertical elements express a strong sense of arrival and can educate visitors and residents with historic photos. Interpretive elements can be sized at a pedestrian scale.

Historically, the stand alone column was used as a memorial with story telling elements.

More contemporary uses of the freestanding columns are vertical markers for increased impact and identity.

For Independence Heights, the simplified square column or the battered column found in the Bungalow style are appropriate to communicate local identity.

Enhanced paving at the intersection corners may consist of pavers and enhanced landscape, including shrubs and groundcover. Twenty-five foot tall vertical gateway signs with enhanced landscape in the Crosstimbers Street medians will denote the neighborhoods.

Mid-height pole lighting combined with safety bollards will protect pedestrians and painted columns will brighten up the space underneath the interstate.

Painted bike lanes under I-45 will make bikers more apparent to drivers and increase the feeling of safety so that the rate of cycling increases.

Current Efforts

35 full-size magnolias were rescued from the Fulton Drive right-of-way as improvements for the light rail line occurred. These magnolias are being kept at the Trees for Houston nursery and are available for use along the Crosstimbers Street right-of-way and in the median.

The TxDOT North Houston Highway Improvement Project has begun a required Environmental Impact Study. This study will address the proposed expansion of the interstate between downtown Houston and The Woodlands. The project would widen the North Freeway to 12 lanes inside Loop 610. This could significantly impact the Northline neighborhood.

In early 2012, sidewalks were installed on Crosstimbers Street, from Yale Street to the interstate, including pedestrian bridge crossings over the channel.

This project supports...

Because this project serves as the main connection between the Independence Heights and Northline neighborhoods, it supports many of the other recommendation alternatives, including:

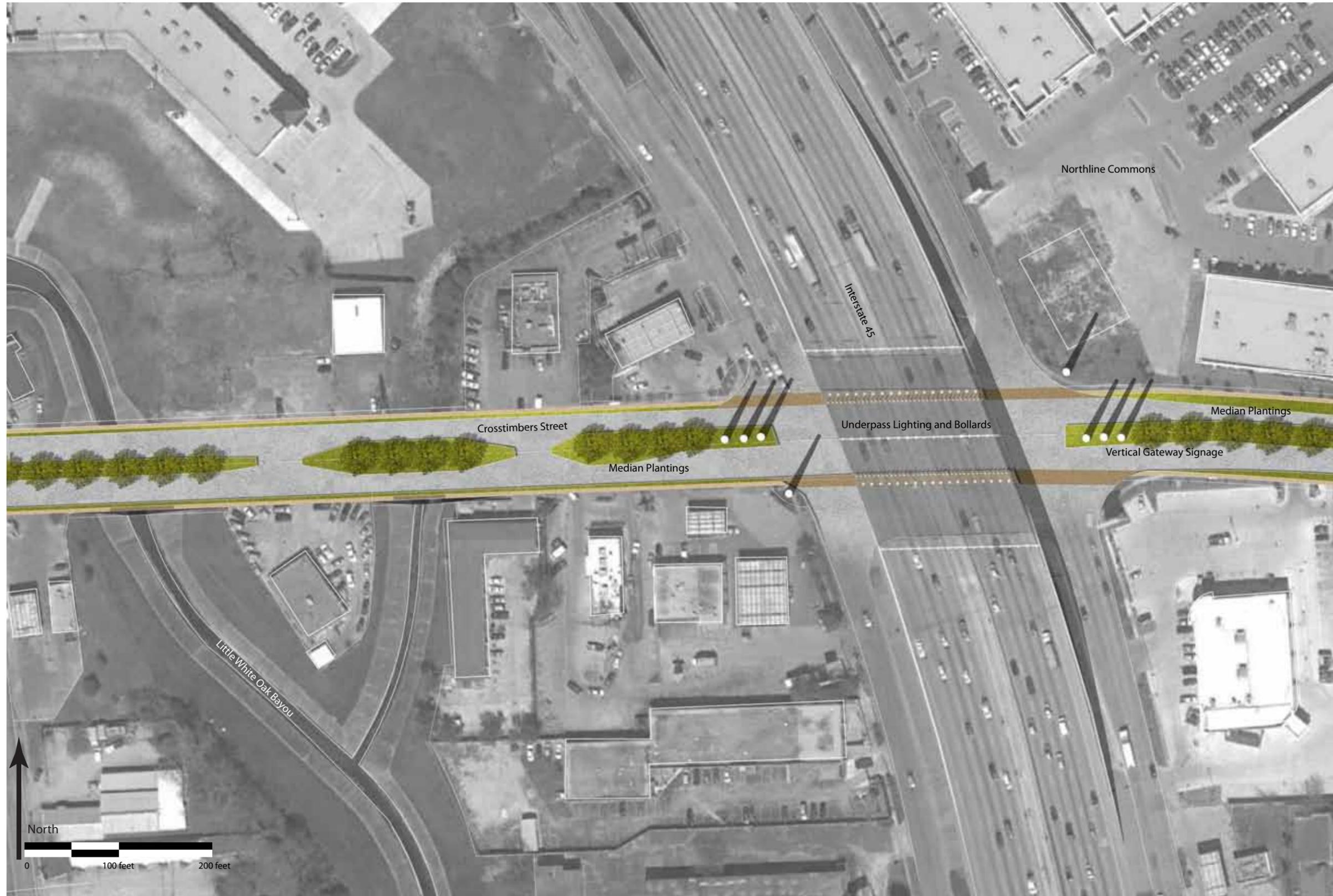
- Circulation and connectivity
- Neighborhood safety
- Crosstimbers Streetscape
- Transit-oriented development
- Crosstimbers and N. Main Streets economic development

Increasing the feeling of safety and accessibility of this major pedestrian link will create greater walkability and serve as a gateway to the neighborhoods as visitors approach each neighborhood economic centers - Northline Commons and the intersection of N. Main and Crosstimbers Streets.

This project builds upon the existing successes at Northline Commons and links it to the Independence Heights neighborhood.

Project Elements

• Painted bike lanes and sidewalks	-\$20,000
• Pedestrian-level lighting under interstate (combined with protective bollards) and painted columns	-\$44,000
• Street Trees and Landscape		
• Enhanced landscape in medians and intersection corners (1,900 SF @ \$3.25/SF)		-\$10,000
• Additional trees (ornamental) (6 @ \$275 each)		-\$2,000
	-\$12,000
• Option 1: Vertical gateway signage (25' height) (2 @ \$40,000 each)	-\$80,000
• Option 2: Vertical gateway signage (25' height) (6 @ \$40,000 each)	-\$240,000
TOTAL COST:		-\$156,000/ \$316,000



I-45 Pedestrian Connection

Sequencing

When possible, streetscapes should be done as cohesive projects with sidewalks, trees and planting improvements all occurring simultaneously. This will ensure adequate planting space for trees, continuous sidewalks and cohesive feel to Crosstimbers Street near I-45.

Priority should be given to increase the safety of the pedestrian and creating better access under I-45.

If funding becomes available, it would be beneficial to complete related portions of the streetscape at the same time instead of breaking the project into these smaller identified sections.



Construct continuous sidewalks and paint in bike lanes to increase alternative modes of transportation under I-45.

Critical Path Components:

- » Cost? \$20,000
- » How? Repair sidewalks where needed in combination with Crosstimbers Streetscape Plan and paint bike lanes along roadway
- » Partners? Greater Northside Management District, City of Houston, TxDOT



Install lighting and bollards under I-45 crossing.

Critical Path Components:

- » Cost? \$44,000
- » How? Coordinate with TxDOT and City of Houston to install lighting, painted columns and bollards.
- » Partners? Greater Northside Management District, City of Houston, TxDOT



Enhance streetscape at the crossing intersections and medians in combination with Crosstimbers Streetscape Plan.

Critical Path Components:

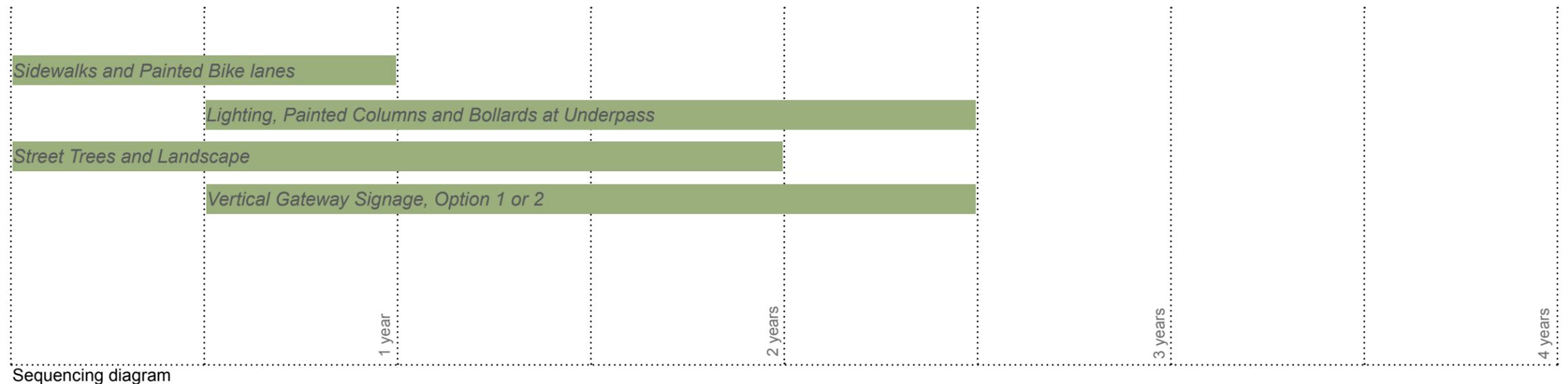
- » Cost? \$12,000
- » How? Coordinate with district program to install enhanced streetscape elements at I-45 crossing intersection
- » Partners? Greater Northside Management District, City of Houston, TxDOT
- » Coincides with sidewalk improvements



Install Gateway Signage in enhanced landscape corners on Crosstimbers Street.

Critical Path Components:

- » Cost? \$80,000
- » How? Contract with Landscape Architect and sign fabricator for design of Gateways, construction
- » Partners? Greater Northside Management District, City of Houston, TxDOT



Legend

■ Design and Construction



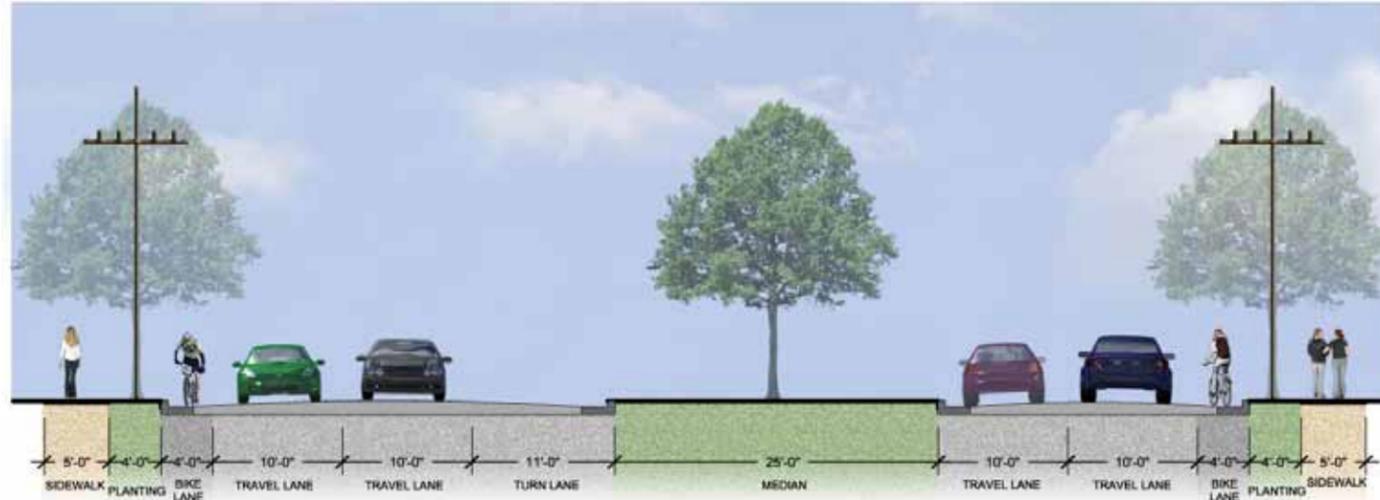
Vertical Gateway Signage - Option 2

Install Gateway Signage along median on Crosstimbers Street.

Critical Path Components:

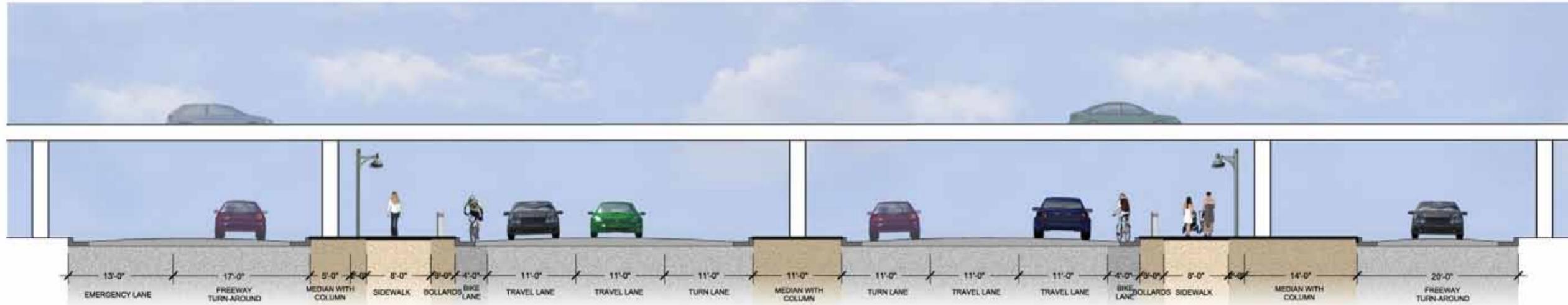
- » Cost? \$240,000
- » How? Contract with Landscape Architect and sign fabricator for design of Gateways, construction
- » Partners? Greater Northside Management District, City of Houston, TxDOT

Crosstimbers Streetscape Section A



CROSSTIMBERS AT I-45 (WEST)
PROPOSED SECTION -
SCALE: 1"=1'-0"

Crosstimbers Streetscape Section B

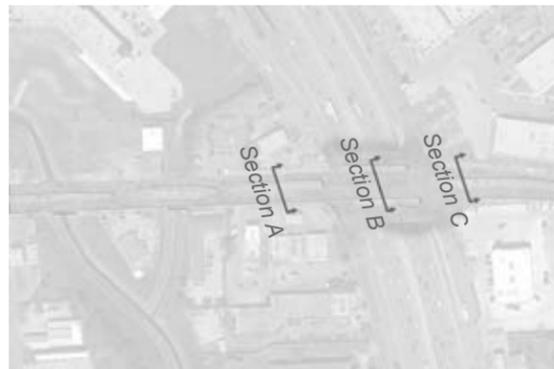


CROSSTIMBERS AT I-45 (UNDER FREEWAY)
PROPOSED SECTION -
SCALE: 1"=1'-0"

Crosstimbers Streetscape Section C

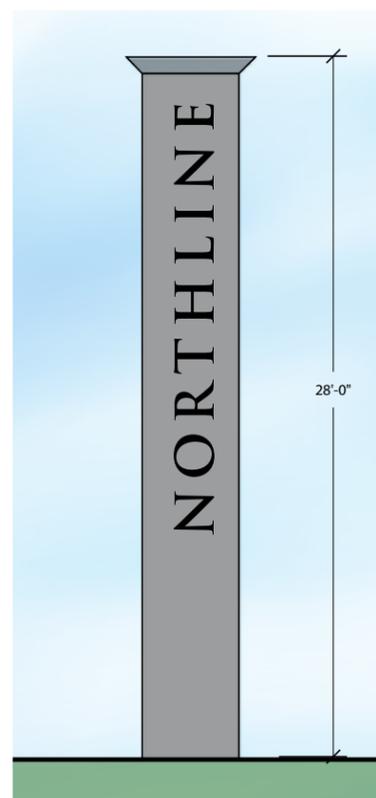
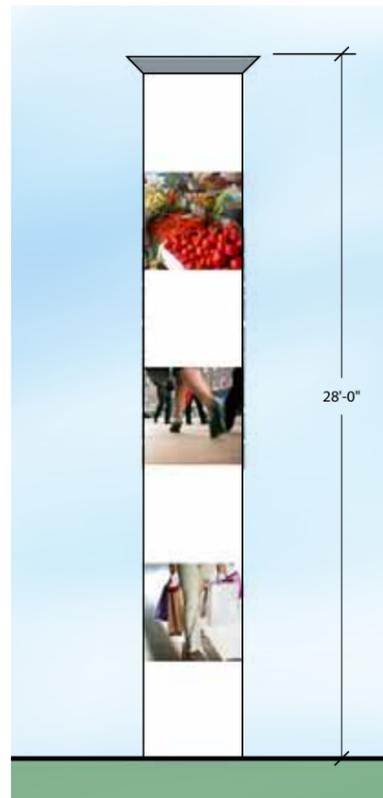
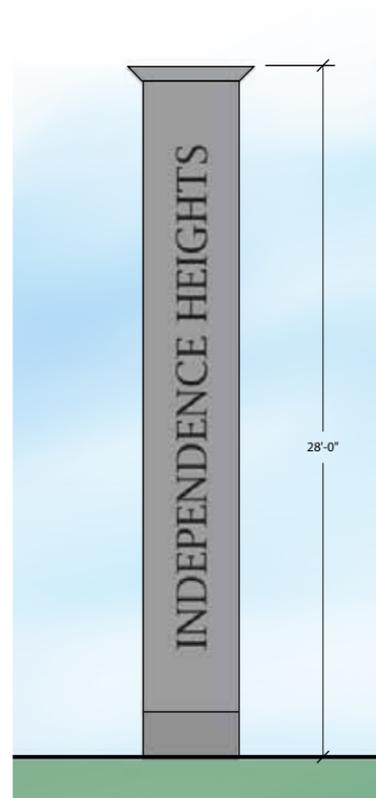
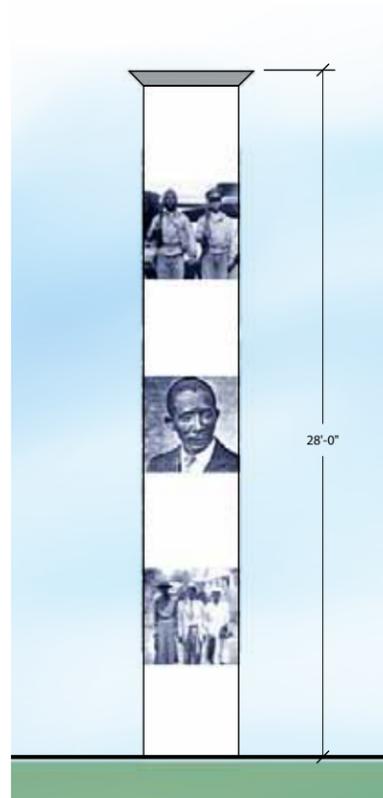


CROSSTIMBERS AT I-45 (EAST)
PROPOSED SECTION -
SCALE: 1"=1'-0"

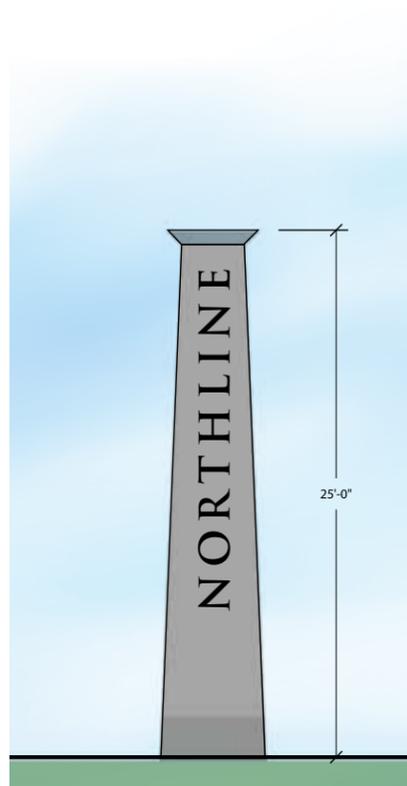
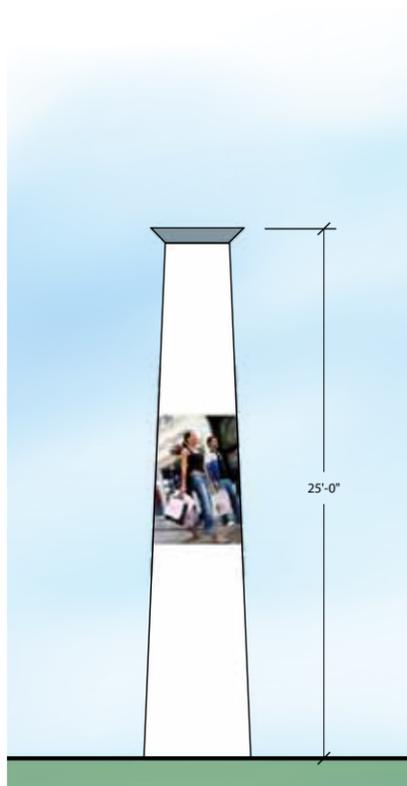
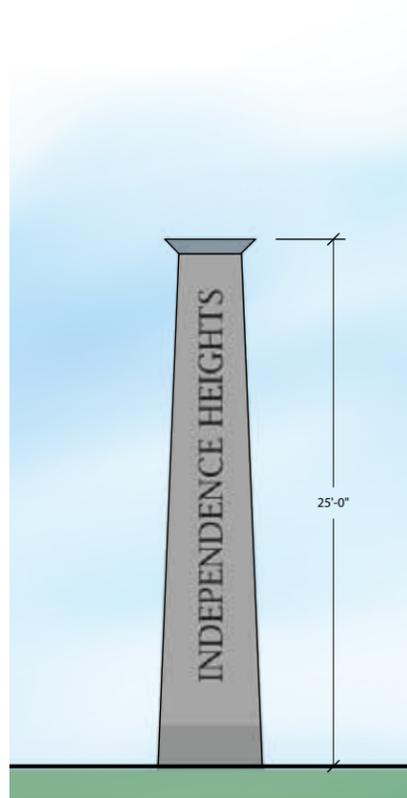
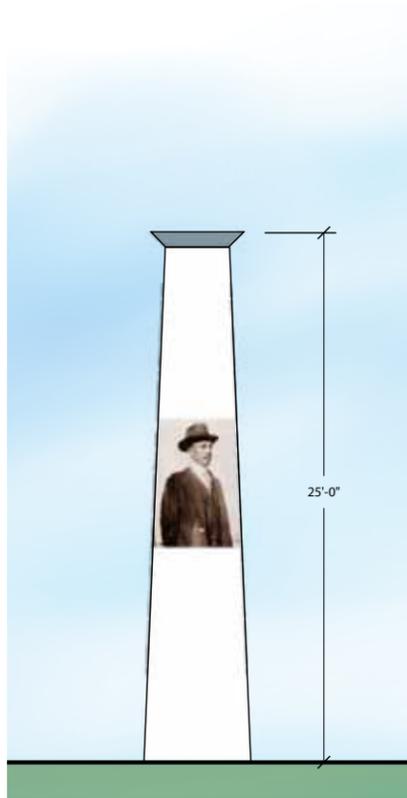


Crosstimbers Streetscape Section Key Map

COLUMN DESIGN OPTION 1



COLUMN DESIGN OPTION 2



LIGHTING CONCEPT



5. Transit-oriented Development at Northline Commons

Description

The transit-oriented development (TOD) at Northline Commons produces the greatest potential for a tax increment or 380 Agreement funding (perhaps the greatest and most predictable funding source). It will provide additional retail, townhomes and incubator space for commercial entrepreneurs around the Northline Commons, Northline Transit Hub and Houston Community College campus (HCC).

Central to this project moving forward is a joint venture between Northline Commons, METRO and HCC to create a parking garage and bus terminal that would accommodate up to 1,800 parking spaces. This parking garage would free up existing on-ground parking spaces around this area for development of mixed-use buildings. These building could include a movie theater, housing, office space and retail.

This would create a walkable amenity and housing area around the transit line to create easy access to downtown along the light rail line and bus terminal.

In order to get projects moving, it is recommended that a 380 agreement or Tax Increment Refinance Zone (TIRZ) that ties the TOD to Independence Heights area be created. A structured parking agreement between METRO, HCC, the City of Houston and the Northline Commons owner will need to be delineated. If built out early, the TOD has the potential to fund \$5-15 million in projects. This could pay several priority projects. Ultimately, timing is both critical and an unknown variable. It could take one to two years to finalize a PPP agreement and then additional years for design, construction and leasing.

Current Efforts

HCC is undergoing design for a parking garage within the TOD limit of work.

METRO Rail is in phases two and three of the light rail line construction. The underground utility has been installed and currently the roads are being widened and the guideway is being placed. Phase two is scheduled to end in Summer 2012 and the line will open in mid-2014.

This project supports...

The TOD will build upon existing successes and economically catalyze other projects within the study area if a TIRZ agreement can be set. The Crosstimbers and N. Main Streets economic development will especially benefit from this project.

This project also has the potential to improve connectivity and pedestrian access across Northline Commons through the parking lot to Northline Transit Center for those walking from Independence Heights.

A pro forma was done the basis of 80% affordability. You can find this exhibit in Appendix D. It was determined to have this much affordability would change the public participation for the structured parking from \$22.5 million (in the 20% affordable scenario) to \$43.5 million. This would make private investment nearly impossible. In the 20% affordability scenario, private investment can occur here with a public-private partnership with the community college and Metro. A TIRZ in this area could fund other improvements in the Independence Heights area.

Project Elements

<ul style="list-style-type: none"> Residential <ul style="list-style-type: none"> 411,765 SF Multi-family Apartments (20% affordable) 130,588 SF Condos Commercial <ul style="list-style-type: none"> 103,000 SF Retail 	
<ul style="list-style-type: none"> For Sale Residential Net Sales Proceeds (NSP) 	<hr/> <hr/> <p>..... \$18,021,176</p>
<ul style="list-style-type: none"> Land, Site & Parking Costs <ul style="list-style-type: none"> Land Acquisition Cost Site Work/Infrastructure Structured Parking Public Partner Participation 	<p>-\$3,267,000 (-\$5.06/SF)</p> <p>-\$1,603,008 (-\$2.48/SF)</p> <p>-\$22,500,000 (-\$34.86/SF)</p> <p>\$22,500,000 (\$34.86/SF)</p> <p>.. -\$4,870,008 (-\$7.55/SF)</p>
<ul style="list-style-type: none"> Building Hard Costs 	<p>-\$60,431,242 (-\$93.64/SF)</p>
<ul style="list-style-type: none"> Soft Costs 	<p>-\$13,772,273 (-\$21.34/SF)</p>
<ul style="list-style-type: none"> Total Development Budget 	<hr/> <hr/> <p>-\$79,073,522 (-\$122.53/SF)</p>
<p>TOTAL COST: -\$61,052,346</p>	

Return on Cost (ROC)

<ul style="list-style-type: none"> Unlevered Project Return on Cost 	<p>..... 7.95%</p>
--	---------------------------

Net Operating Income (NOI)

<ul style="list-style-type: none"> Net Operating Income 	<p>..... \$4,851,405</p>
--	---------------------------------



Transit-oriented Development at Northline Commons

Sequencing

The critical step to the success of this project is the negotiations among HCC, METRO and Northline Commons for the joint venture parking garage/ METRO transit station.

It is anticipated that the Retail and Townhome development would occur through private investment to complete the Transit Oriented Development.



Parcel Negotiation

Discuss alternatives for parcel swap or purchase of Parcel to create a continuous streetscape to round-about or urban design interface at a pedestrian scale.

Critical Path Components:

- » Cost? None
- » How? Agreement with Northline Commons and Parcel landowner
- » Partners? Northline Commons, parcel landowner



HCC, METRO and Northline Partnership

Create a partnership between HCC, METRO and Northline Commons owner to facilitate agreements to develop parcels within this project.

Critical Path Components:

- » Cost? None
- » How? Development Agreement with HCC, METRO and Northline Commons
- » Partners? Northline Commons, HCC, METRO, Greater Northside Management District



Streetscape

Construct sidewalk and streetscape enhancements from the Northline Commons parking lot to the light rail terminus.

Critical Path Components:

- » Cost? \$1,603,008
- » How? Contract with Landscape Architect and Civil Engineer to design streetscape enhancements, construction.
- » Partners? Greater Northside Management District, City of Houston, Northline Commons, METRO
- » Occurs after HCC, METRO and Northline Partnership has completed

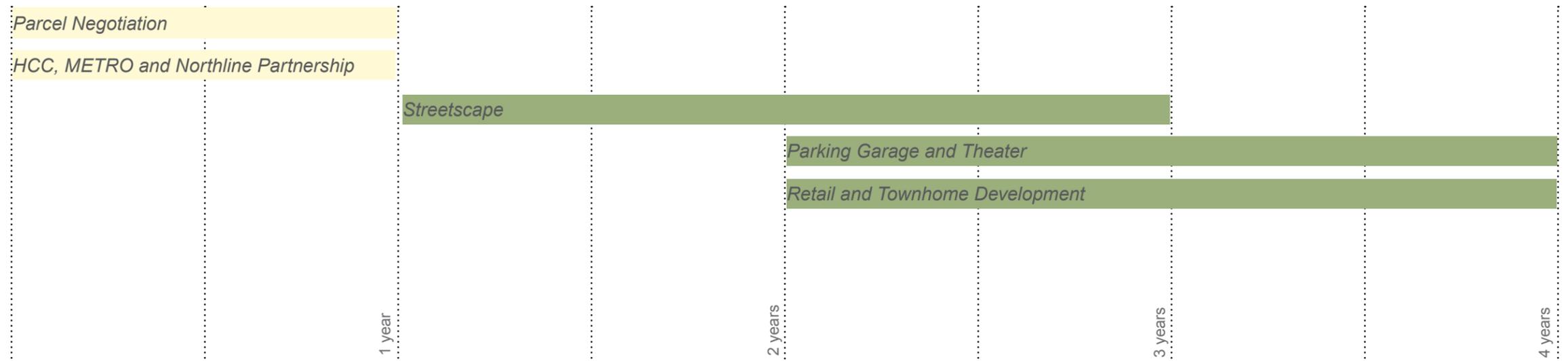


Parking Garage, Bus Terminal and Theater

Construct parking garage and theater.

Critical Path Components:

- » Cost? \$22,500,000
- » How? Contract with Civil Engineer and Architect for parking garage and theater design, construction
- » Partners? Greater Northside Management District, City of Houston, Northline Commons, METRO
- » Requires Public Partner Participation in the amount of \$22,500,000



Sequencing diagram

- Legend**
- Coordination
 - Design and Construction



Market and sell additional land for future retail and multi-family development for the TOD area.

Critical Path Components:

- » Cost? \$60,431,242
- » How? Market to developers
- » Partners? Northline Commons, Greater Northside Management District



4

STREETSCAPES

Streetscape Goals

The top three streetscapes were determined by prioritizing the nearest streetscape to the top priority projects (see Chapter 3). The streetscapes were prioritized as follows:

1. N. Main Street
2. Crosstimbers Street
3. Airline Drive

Twelve goals were determined for the Independence Heights-Northline Livable Centers plan based on the main areas for improvement within the community dovetailed with the goals set forth by H-GAC.

The table (right) shows which of the goals each streetscape project meets. The streetscapes mainly address Goals 1-4, increasing connectivity and improving environmental air quality.

The goals that are not met by streetscape improvements are addressed in either the priority projects (Chapter 3) or the program recommendations (Chapter 5).

One element common in all of the streetscapes is sidewalk connectivity. Increased sidewalk connections This addresses A goal that is addressed in all of the streetscape projects is to increase connectivity between sidewalk connectivity. It is vital to making a neighborhood more safe and walkable.



PRIORITY STREETSCAPES	
1	N. Main Streetscape
2	Crosstimbers Streetscape
3	Airline Drive Streetscape

Streetscape Goals Table

STREETSCAPE	GOAL 1: Increase connectivity between the Independence Heights neighborhood and the Northline Commons and light rail terminus.	GOAL 2: Encourage healthy living and safety.	GOAL 3: Improve environmental air quality.	GOAL 4: Establish strategy for drainage and flood management with the City of Houston, Harris County Flood Control District (HCFCD) and other agencies.	GOAL 5: Craft a long-term implementation strategy to capitalize on the study area's capacity.	GOAL 6: Establish community facilities to support the local neighborhood's service needs.	GOAL 7: Encourage a mix of housing types and maintain housing affordability.	GOAL 8: Promote economic development strategy for strategic investment along key corridors.	GOAL 9: Ensure that public investment in infrastructure proves to have a positive return on investment for the community.	GOAL 10: Incorporate financial literacy and small business development within economic strategies.	GOAL 11: Encourage celebration and preservation of historic places.	GOAL 12: Incorporate art and culture into local projects.
1. N. MAIN STREETSCAPE												
2. CROSTIMBERS STREETSCAPE												
3. AIRLINE DRIVE STREETSCAPE												

Streetscapes Plan

Two of H-GAC's goals are to create quality, walkable, mixed-use places and to increase multi-modal travel choices. Three major thoroughfares have been identified within the study area as follows:

1. N. Main Street
2. Crosstimbers Street
3. Airline Drive

These streets offer a great potential for walkable streets and multi-modal travel choices because of their connections to areas outside of the site and the existing public transit options, such as METRO bus lines and the Northline Light rail terminus. Sidewalk projects have already been engineered or constructed along portions of Crosstimbers, N. Main, Cortlandt and Styers Streets.

Based on the traffic counts obtained from the City of Houston website, the most heavily traveled street is Crosstimbers near Northline Commons, traveled by over 30,000 cars daily. The remainder of the thoroughfares' vehicles per day counts vary between 1,750 to nearly 20,000.

The characteristics of a "Great Street" as described by the American Planning Association include:

- Provides orientation to its users, and connects well to the larger pattern of ways.
- Balances the competing needs of the street - driving, transit, walking, cycling, servicing, parking and drop-offs.
- Is lined with a variety of interesting activities and uses that create a varied streetscape.
- Encourages human contact and social activities.
- Promotes safety of pedestrians and vehicles and promotes use over the 24-hour day.
- Promotes sustainability by minimizing runoff, reusing water, ensuring groundwater quality, minimizing heat islands and responding to climatic demands.
- Has a memorable character.

Prioritization of the streetscapes to receive upgrades to existing infrastructure, new planting

and pedestrian and bicycle improvements is vital in order to best use whatever funds may come available to the study area's advantage. Tree and landscape species should be chosen per the City of Houston list of trees for streets:

(<http://www.houstontx.gov/planning/DevelopRegs/StreetTree.htm>)

and approved shrub list:

(http://www.houstontx.gov/planning/DevelopRegs/tree_shrub.html)

and planted according to the City of Houston Landscape Ordinance.

The thoroughfares are listed in order of priority for sequencing improvements below:

1. Crosstimbers Street from N. Main Street to Fulton (approximately 1.3 miles).
2. N. Main Street from Crosstimbers Street to Loop 610 North feeder road (approximately 1 mile).
3. Airline Drive from Crosstimbers Street to Loop 610 North feeder road (approximately 1 mile).

The City of Houston has design guidelines that give form to the Fulton Street, as it makes up part of the light rail corridor.

Pedestrian-Friendly Routes

Great Street program elements should be incorporated into each streetscape, such as layout of trees, sidewalks, street furniture and lighting. The Safe Routes to School program may help fund the construction of a continuous sidewalk network near schools.

The following design principles should be incorporated into key locations throughout the neighborhood to ensure pedestrian friendly routes:

- Sidewalks on at least one side, but preferably on both sides of the streets within the study area that are on the Major Thoroughfare and Freeway Plan.
- Pedestrian friendly street enhancements on Main and Crosstimbers including sidewalks, trees, ADA, lighting, rain gardens, on-street parking on Main, bulb outs.
- Bus stop and shelter locations analysis based on ridership potential. Consider consolidating bus stops so that demand may also be consolidated at appropriately-sized bus shelters near key destinations such as the Burgess Hall redevelopment area, parks, schools and the economic development at North Main and Crosstimbers.
- Pedestrian access improvement between compatible land uses such as Houston Community College (HCC) to the light rail terminus (LRT), HCC to Northline Commons and the LRT to Northline Commons.
- Airline Drive circulation improvement south of railroad crossing. Reconfigure the south end of Airline so that circulation across and to Airline is improved.

• Litter Brigade effort to target dumping grounds (along Stokes, overpasses, etc.) and improve safety along isolated corridors.

• Increase of patrols along Stokes Street by extending management district patrol boundaries.

• Sidewalk reconstruction with future Capital Improvement Projects, and making all ADA accessible with proper widths, slopes, and ramps.

• Shared bike-vehicle lane concept for Crosstimbers so that bikes and vehicles share the outer lanes and debris is swept clear more frequently.

• Streetscape improvements and accessibility along Crosstimbers and Main.

• Streetscape and accessibility improvements along E. 40 ½ Street connecting to walking trail at McCullough Park and continuing through to Airline Drive.

• Pedestrian and vehicular circulation improvements across North Line LRT along Fulton through signage, pedestrian buttons and train control.

• Wayfinding signage at HOV ramp terminus to direct newcomers to historical, significant sites and retail.

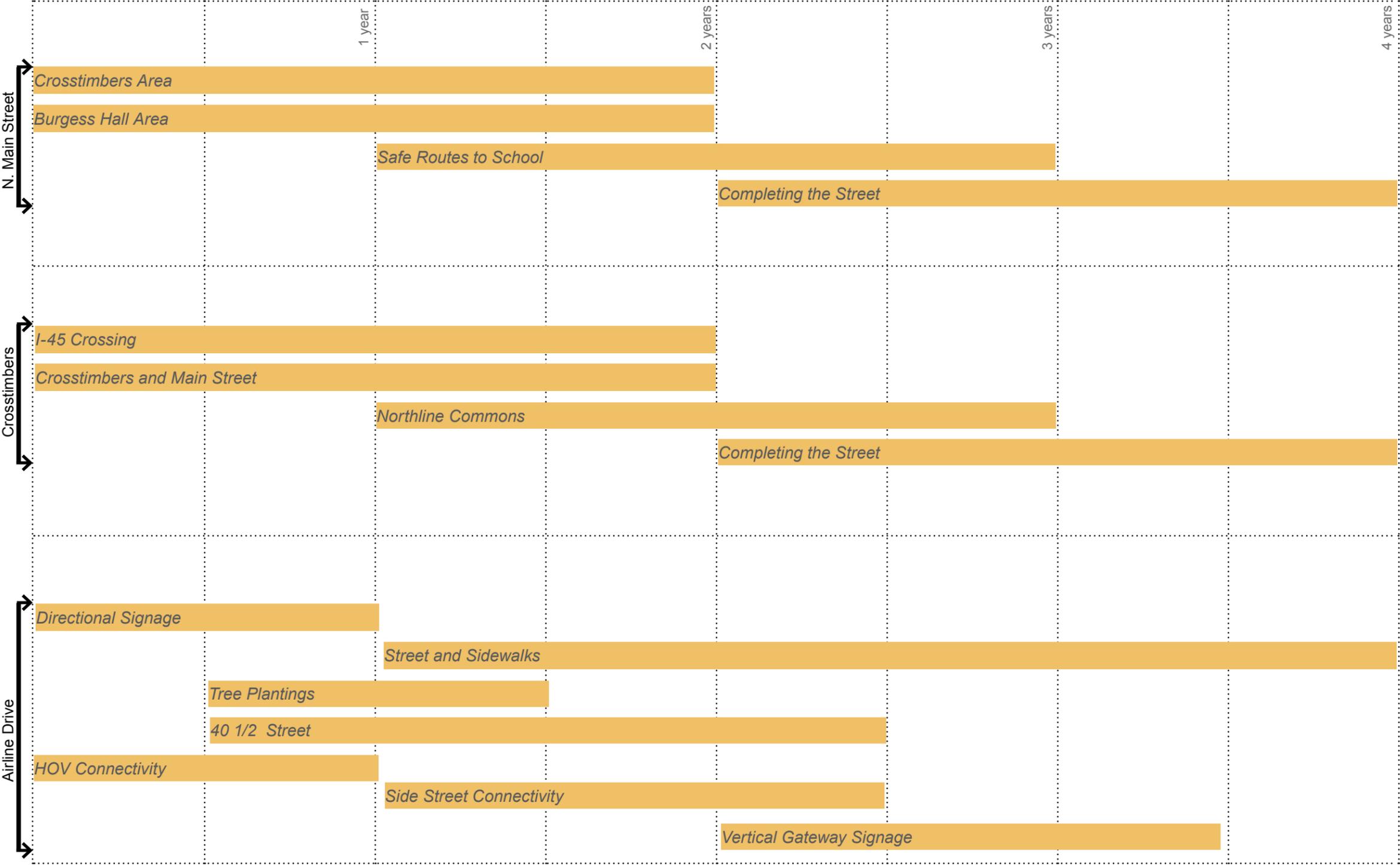
• Transit access enhancements to HOV ramp for direct connection to Downtown. Provide shelter and bike racks along Airline Drive at HOV ramp terminus. Include bus stop here to pick up patrons before buses access HOV ramp to Downtown.

Streetscapes Sequencing

The overall sequencing for streetscapes in the study area includes the prioritization of areas that are located in proximity to catalyst projects.

The estimates presented in this study are general ranges and can vary depending on the level of complexity of negotiations, timing of projects and general funding sources available for these projects. These are presented here to give insight to general sequencing of projects and relative length of time projects could take.

Specific information on which projects, streetscape and programs should be pursued first are presented in the Conclusion Chapter of this plan.



1. North Main Streetscape

Description

North Main Street, also known as “Church Row”, is an important street in the study area, serving as a reminder of Independence Heights’ proud past and faithful character, and a major linkage to the study area’s potential economic core at the intersection of Crosstimbers and North Main. The limit of work for this streetscape extends from the Loop 610 service road to Crosstimbers Street to the north.

Sidewalk reconstruction should be coordinated with future Capital Improvement Projects and should be sure to make all paths ADA accessible with proper widths, slopes, and ramps.

The sections depicted in this section show lane quantity and width that is appropriate for traffic as it currently exists in the area. Current daily volumes are available in Appendix F. Should traffic volume increase, discussions with the city will need to occur in order to ensure that the street sections will be adequately sized.

Pedestrian-friendly street enhancements on North Main and Crosstimbers are to include sidewalks, trees, ADA improvements, lighting, rain gardens, shared use bike/car lanes, on-street parking on North Main and bulb outs.

The placement of rain gardens should be coordinated with drainage plans and be designed according to best management practices. Rain garden vegetation must include plants that meet water filtering, climatic and maintenance requirements for the proposed conditions.

The bus stop and bus shelter locations should be analyzed based on ridership potential. Consider consolidating bus stops so that demand may also be consolidated at appropriately sized bus shelters near key destinations such as the Burgess Hall redevelopment area, parks, schools, and the North Main and Crosstimbers economic center.

Current Efforts

North Main Street has recently received new sidewalks and a landscaping and beautification initiative will kick off in late March. This will include tree planting and shrub beds along the street.

Concord Church on North Main Street is being renovated by a private developer into loft apartments.

Ebenezer Methodist Episcopal Church is currently undergoing landscaping improvements and is considering a building renovation or expansion.

This project supports...

The North Main Street revitalization will work closely with the redevelopment efforts at Burgess Hall. The phasing of these two projects should be carefully coordinated, so that efforts on both projects are not wasted by having to backtrack because construction efforts are out of sync.

The North Main Street revitalization will also improve pedestrian connectivity and, with the rain gardens, reduce flooding in the area.

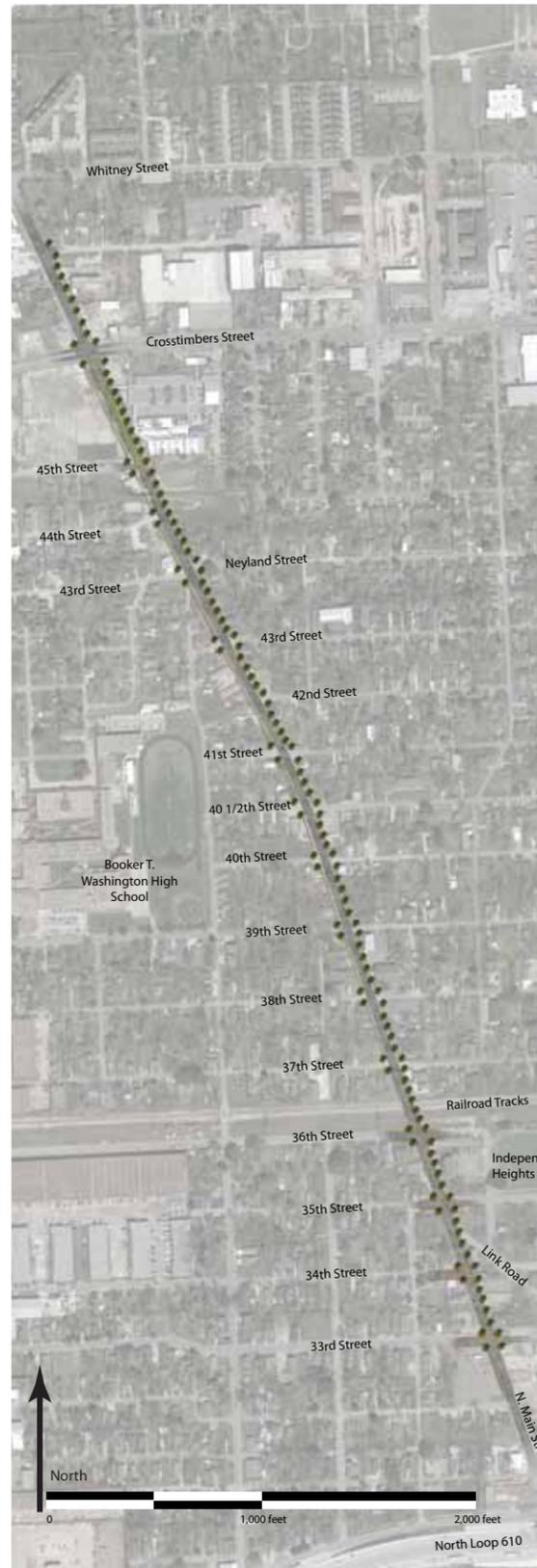
A specific area that will benefit from increased connectivity is the area around Booker T. Washington High School through the implementation of Safe Routes to School elements in the North Main Street streetscape.

Project Elements

<ul style="list-style-type: none"> Priority I, Crosstimbers Area: North Main Street upgrades from W. Whitney Street to Neyland Street (1,900 LF @ \$200/LF with 5' sidewalks, bulbouts and trees at intersections) 	<p>.....-\$380,000</p>
<ul style="list-style-type: none"> Priority II, Burgess Hall Area: North Main Street upgrades from Neyland Street to 39th Street (1,600 LF @ \$200/LF with 5' sidewalks, bulbouts and trees at intersections) 	<p>.....-\$320,000</p>
<ul style="list-style-type: none"> Priority III, Safe Routes to School: North Main Street upgrades from 39th Street to 36th Street (1,000 LF @ \$200/LF with 5' sidewalks, bulbouts and trees at intersections) 	<p>.....-\$200,000</p>
<ul style="list-style-type: none"> Priority IV, Completing the Street: North Main Street upgrades from 39th Street to 36th Street (1,600 LF @ \$200/LF with 5' sidewalks, bulbouts and trees at intersections) 	<p>.....-\$320,000</p>
<p>TOTAL COST: -\$1,220,000</p>	

Additional Elements

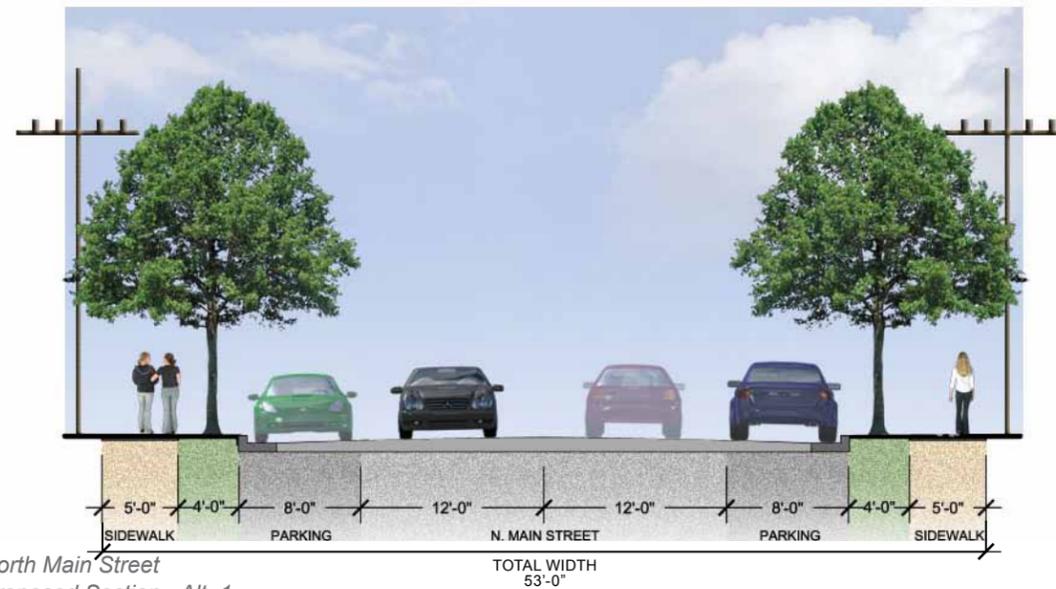
<ul style="list-style-type: none"> Additional Tree and Rain Garden along the east side of N. Main Street (12' width, 5,000 LF @ \$120/LF) 	<p>.....-\$600,000</p>
<p>TOTAL COST: -\$600,000</p>	



N. Main Streetscape Option 1

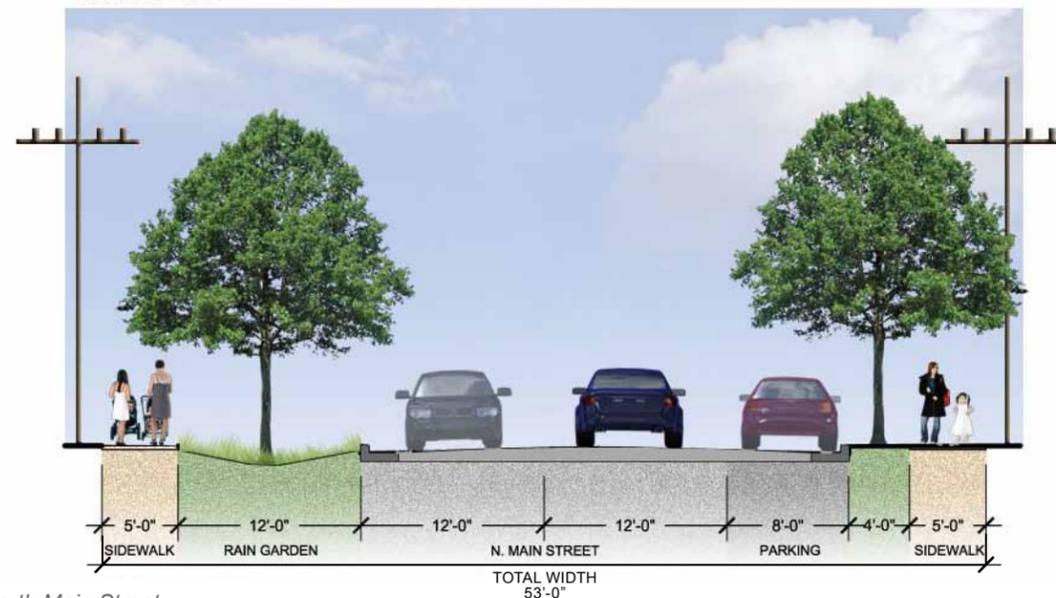


N. Main Streetscape Option 2



Alternative 1 Street Section Elements:

- » (2) 12' Shared Use Lane Width
- » (2) 8' Parking Lane
- » 4' Planting Buffer
- » 5' Wide Sidewalk



Alternative 2 Street Section Elements:

- » (2) 12' Shared Use Lane Width
- » (1) 8' Parking Lane - Side on which parking lies varies
- » 12' Width Rain Garden for Stormwater Management
- » 4' Planting Buffer
- » 5' Wide Sidewalk

Sequencing

Streetscapes should be done as cohesive projects with sidewalks, trees and planting improvements all occurring simultaneously. This will ensure adequate planting space for trees, continuous sidewalks and cohesive feel to N. Main Street.

Priority should be given to streetscape improvements that are included in other catalyst projects in the area, such as Crosstimbers and Main Project and Burgess Hall Project. Priority should also be given to completing Safe Routes to School, specifically the area that connects the study area to Booker T. Washington High School.

If funding becomes available, it would be beneficial to complete adjacent portions of the streetscape at the same time instead of breaking the project into these smaller identified sections.



Priority I: Crosstimbers Area

Complete streetscape improvements along N. Main Street from W. Whitney Street to Neyland Street.

Critical Path Components:

- » Cost? \$380,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District



Priority II: Burgess Hall Area

Complete streetscape improvements along N. Main Street from 36th Street to 32nd Street.

Critical Path Components:

- » Cost? \$320,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District, Independence Heights Redevelopment Council



Priority III: Safe Routes to School

Complete streetscape improvements along N. Main Street from Neyland Street to 39th Street.

Critical Path Components:

- » Cost? \$200,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District, Safe Routes to Schools

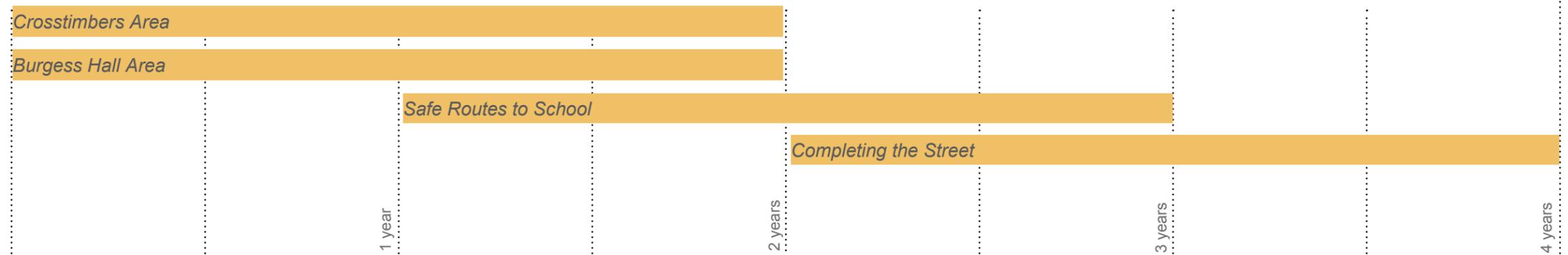


Priority IV: Completing the Street

Complete streetscape improvements along N. Main Street from 39th Street to 36th Street.

Critical Path Components:

- » Cost? \$380,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District



Sequencing diagram

2. Crosstimbers Streetscape

Description

Crosstimbers Street is a major thoroughfare in Independence Heights-Northline and serves as the main connecting street between the two neighborhoods. Economic activity is centered on this street, with Northline Commons and the light rail terminus located on the east side of I-45 and future economic development at the intersection of Crosstimbers and Main Streets. Both neighborhoods will benefit from a Crosstimbers streetscape that physically reflects its importance and increases pedestrian connectivity and safety. The limit of work for this streetscape is from Yale Street on the west side to Fulton Street on the east.

The bus stop and bus shelter locations should be analyzed based on ridership potential. Consider consolidating bus stops so that demand may also be consolidated at appropriately sized bus shelters near key destinations such as the Burgess Hall redevelopment area, parks, schools, and the North Main and Crosstimbers economic center.

Pedestrian-friendly street enhancements on North Main and Crosstimbers are to include sidewalks, trees, ADA, lighting, rain gardens, on-street parking on North Main and bulb outs.

A bicycle-vehicle shared lane concept for Crosstimbers Street should be considered so that bikes and vehicles share the outer lanes and debris is swept clear more frequently.

Current Efforts

New sidewalks have been installed on both sides of Crosstimbers between Yale and I-45, including pedestrian bridges over the channel per CIP project number N-00610A-0109. A Family Dollar store is slated to open at the northeast corner of Oxford and Crosstimbers in Spring 2012.

This project supports...

The Crosstimbers Streetscape will work closely with the economic development efforts at the intersection of Crosstimbers and North Main Streets. The phasing of these two projects should be carefully coordinated, so that efforts on both projects are not wasted by having to backtrack because construction efforts are out of sync.

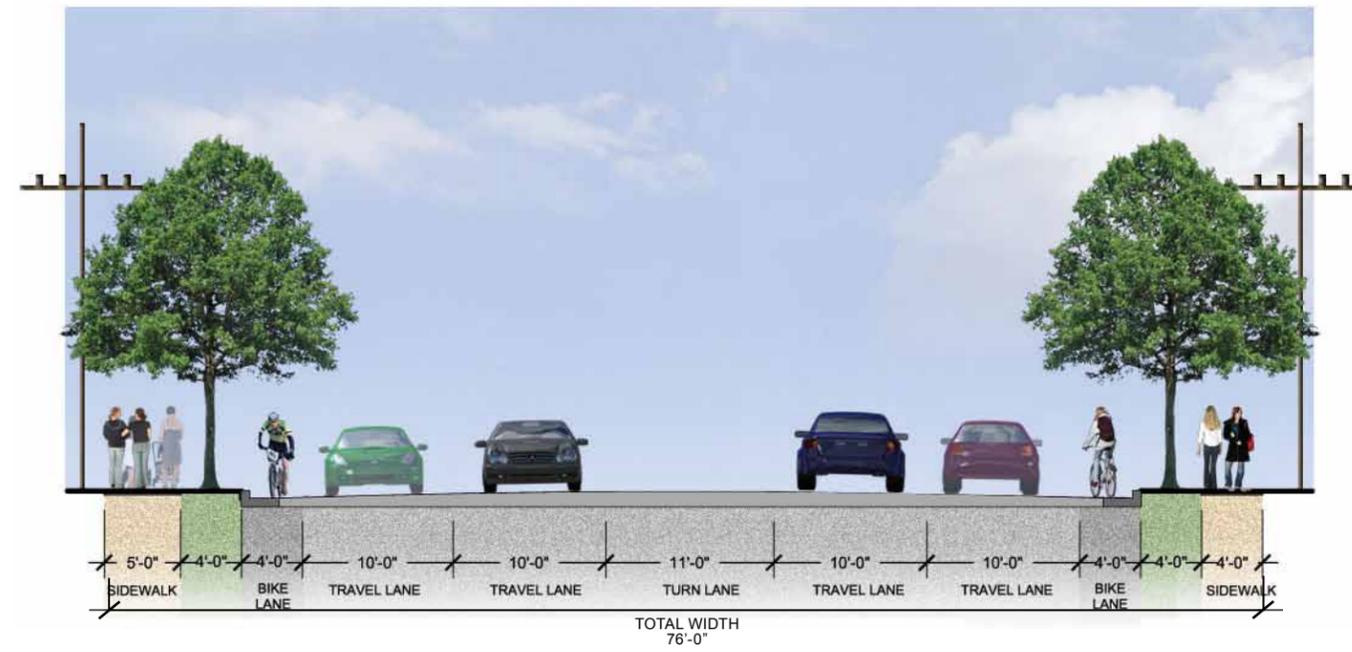
The Crosstimbers streetscape revitalization will also improve pedestrian connectivity and safety between the Northline and Independence Heights neighborhoods and link Northline's economic successes to the Independence Heights neighborhood and N. Main and Crosstimbers economic revitalization.

The I-45 pedestrian connection project is a small piece of the revitalization of the entire Crosstimbers streetscape and will provide excellent opportunities to brand the two neighborhoods as part of the Greater Northside District, while raising awareness for visitors and residents about the rich history of the two neighborhoods.

Project Elements

- Priority I, I-45 Crossing:
Crosstimbers Street from Airline Drive through I-45 Underpass. (Included in I-45 Crossing Project) -\$ included in others
- Priority II, Crosstimbers and Main Street:
Crosstimbers Street from Yale Street to Haygood Street. (1,900 LF @ \$200/LF with 5' sidewalks, trees in medians and trees at intersections)-\$380,000
- Priority III, Northline Commons:
Crosstimbers Street from the I-45 Crossing to Fulton Street. (1,500 LF @ \$200/LF with 5' sidewalks, trees in medians and trees at intersections)-\$300,000
- Priority IV, Completing the Street:
Crosstimbers Street from Haygood Street to Airline Drive. (3,000 LF @ \$200/LF with 5' sidewalks, trees in medians and trees at intersections)-\$600,000
- Crosstimbers shared use bike lane
 - Painted bike lanes (7,500' @ \$5/LF) -\$ 37,500

TOTAL COST: -\$1,317,500



Crosstimbers Streetscape Elements:

- » (4) 10' Lane Width
- » 11' Turn Lane
- » (2) 4' Bike Lane
- » 4' Planting buffer
- » 4-5' Sidewalk - Both Sides (have been installed by City in 2012)

Crosstimbers Street
Proposed Section
Scale: 1"=1'-0"

Sequencing

Streetscapes should be done as cohesive projects with sidewalks, trees and planting improvements all occurring simultaneously when possible. This will ensure adequate planting space for trees, continuous sidewalks and cohesive feel to Crosstimbers Street.

Priority should be given to areas that coincide with other catalyst projects in the area, such as the I-45 crossing and Crosstimbers and Main Street development.

If funding becomes available, it would be beneficial to complete adjacent portions of the streetscape at the same time instead of breaking the project into these smaller identified sections.



Priority I: I-45 Crossing

Complete streetscape improvements along Crosstimbers Street from Airline Drive through I-45 Underpass. This is part of the I-45 Crossing Project.

Critical Path Components:

- » Cost? Included in I-45 Pedestrian Crossing Project
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street, construction
- » Partners? City of Houston, Greater Northside Management District



Priority II: Crosstimbers and Main Street

Complete streetscape improvements along Crosstimbers Street from Yale Street to Haygood Street.

Critical Path Components:

- » Cost? \$380,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street, construction
- » Partners? City of Houston, Greater Northside Management District



Priority III: Northline Commons

Complete streetscape improvements along Crosstimbers Street from the I-45 Crossing to Fulton Street.

Critical Path Components:

- » Cost? \$300,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District, Safe Routes to Schools

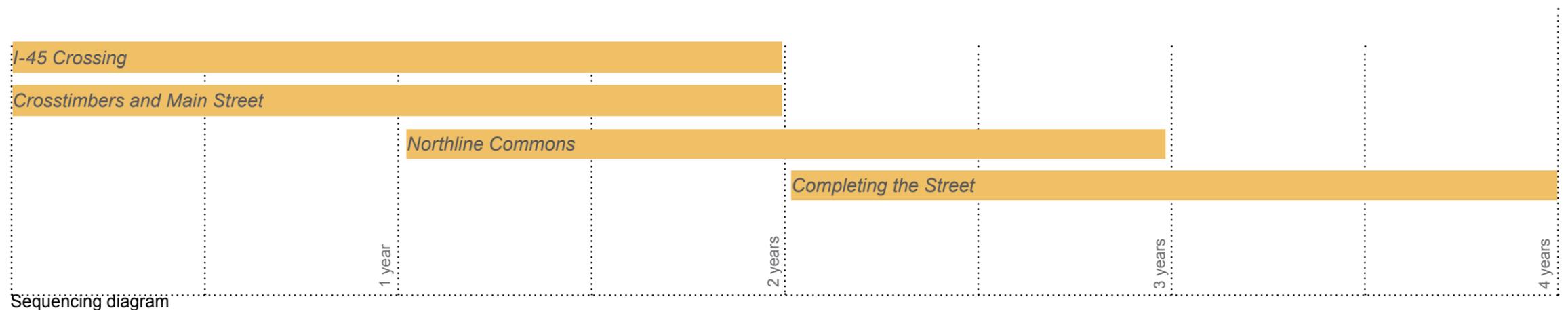


Priority IV: Completing the Street

Complete streetscape improvements along Crosstimbers Street from Haygood Street to Airline Drive.

Critical Path Components:

- » Cost? \$600,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street, construction
- » Partners? City of Houston, Greater Northside Management District



3. Airline Drive Connectivity

Description

Airline Drive is a four-lane road in the Independence Heights neighborhood. Currently it serves as a HOV on-ramp for commuters. Improvements to this street deal mainly with pedestrian connectivity and increased accessibility to public transit.

Goals for this street include:

- Improve Airline Drive circulation south of the railroad crossing.
- Provide wayfinding signage at HOV ramp terminus to direct newcomers to historically significant sites and retail.
- Enhance transit access to the HOV ramp for direct connection to downtown. Provide a bus shelter and bike racks along Airline Drive at the HOV ramp terminus. Include a bus terminus here to pick up patrons before buses access the HOV ramp to downtown.

Current Efforts

The City of Houston Capital Improvement Plan has budgeted improvements for Airline Drive from North Main Street to North Loop 610 in the latest CIP 2012-2016. This area is south of the study limits, but improvements to the designated area of Airline Drive may increase traffic in the study area due to better connectivity.

Other scheduled CIP projects, although outside of the study area may still potentially impact the study area. The Airline Drive drainage improvements project provides for the design and construction of storm drainage improvements, necessary concrete paving, curbs, sidewalks, driveways and underground utilities. This project will serve the Airline Drive area CDP outfall within the Little White Oak Bayou watershed, located north of Independence Heights-Northline neighborhoods. The project will construct storm drainage improvements to address and reduce the risk of structural flooding. The improvements include modification of street conveyance and sheet flow, and provide detention as needed for mitigation.

The Greater Northside Management District has begun live oak tree planting along Airline Drive. To date, 40 trees have been planted, with a projected 120 total.

This project supports...

The Airline Drive streetscape improvements support connectivity and circulation goals by enhancing the public transit rider experience, making connection to downtown easier.

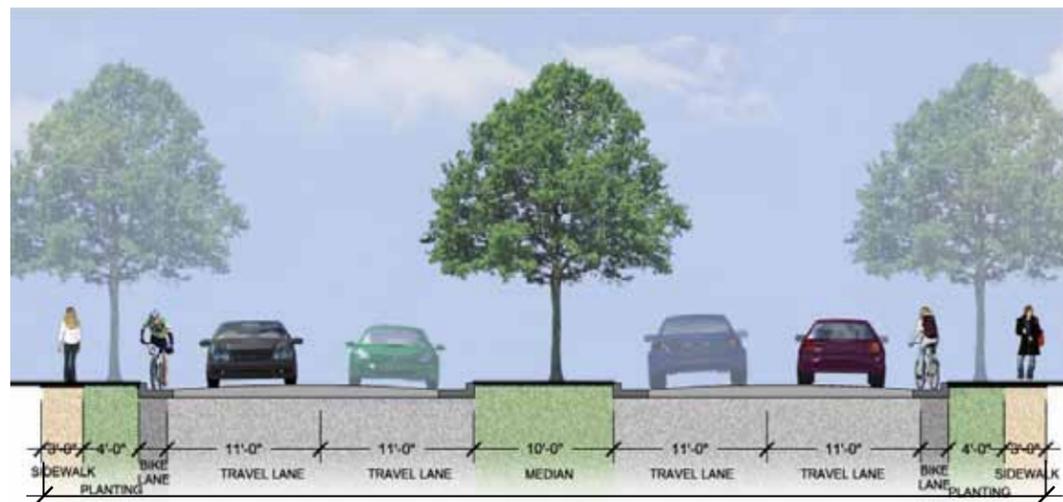
Streetscape and accessibility improvements that are made to E. 40th 1/2 Street, from McCullough Park to Airline, and 33rd Street, from Little White Oak Bayou to Airline, will also serve to increase pedestrian safety and connectivity throughout the study area and to destinations outside of the study limits.

Project Elements

<ul style="list-style-type: none"> • Priority I, Directional Signage: Airline circulation south of railroad crossing <ul style="list-style-type: none"> • Add standard directional signage (10 signs @ \$1,000 each) -\$10,000 • Bike lane along Airline Drive (From Crosstimbers to loop 610 - 5,280 LF \$5/LF) -\$26,400 	<p>.....-\$36,400</p>
<ul style="list-style-type: none"> • Priority II, Street and Sidewalks: Complete streetscape improvements along Airline Drive to create continuous 5' sidewalks instead of 3' sidewalks. (7,920 @ \$150/LF) 	<p>.....-\$1,188,000</p>
<ul style="list-style-type: none"> • Priority III, Tree Plantings: Tree planting on Airline Drive right of way (0\$0 each - live oak trees are available from Trees for Houston and are being planted by the Greater Northside Management District) 	<p>..... -\$0</p>
<ul style="list-style-type: none"> • Priority IV, 40th 1/2 Street: Streetscape and accessibility improvements on E. 40 1/2 Street, from McCullough Park to Airline (1,200'x40' ROW @ \$20/SF) 	<p>.....-\$960,000</p>
<ul style="list-style-type: none"> • Priority V, HOV Connectivity: HOV ramp connections <ul style="list-style-type: none"> • Wayfinding Signage at HOV ramp terminus to historically significant sites and retail (2 signs) -\$4,000 • Enhance Transit access to HOV ramp: add light rail terminus with shelter and bike racks (1 bus shelter) -\$15,000 	<p>.....-\$19,000</p>
<ul style="list-style-type: none"> • Priority VI, Side Street Connections: 5' width sidewalks on 33rd Street, from Airline Drive to Little White Oak Bayou (1,500' @ \$8/SF) 	<p>.....-\$60,000</p>
<ul style="list-style-type: none"> • Priority VII, Gateway Signage: Vertical gateway signage (25' height) (1 @ \$40,000 each) 	<p>.....-\$40,000</p>
<p>TOTAL COST: -\$2,303,400</p>	



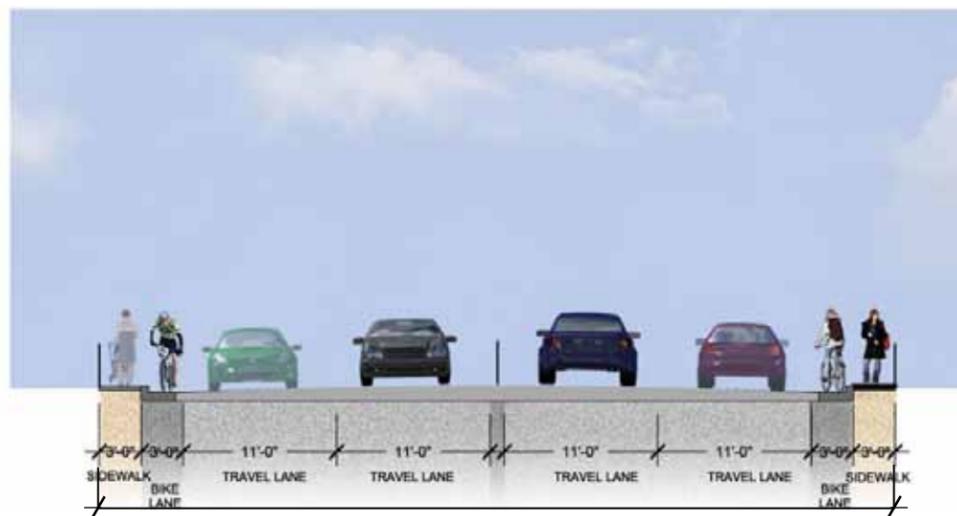
Airline Drive Streetscape Overall Plan
DESIGNWORKSHOP



Airline Drive North
Proposed Section
Scale: 1" = 1'-0"

Airline Drive North Elements:

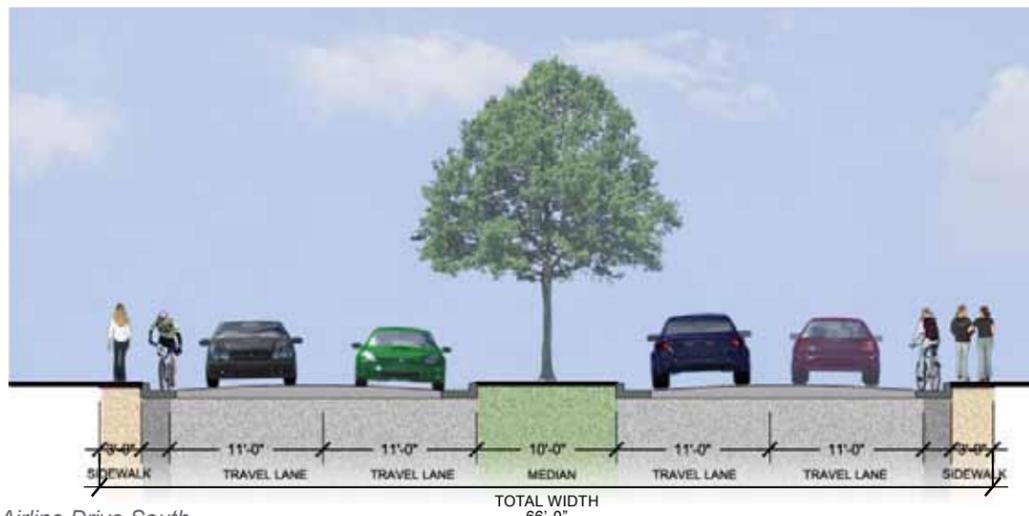
- » (4) 11' Lane Width
- » 10' Median
- » (2) 3' Bike Lane
- » 4' Planting Buffer - Both Sides
- » 3' Sidewalk - Both Sides



Airline Drive Over Railroad
Proposed Section
Scale: 1" = 1'-0"

Airline Drive Over Railroad Elements:

- » (4) 11' Lane Width
- » (2) 3' Bike Lane
- » 3' Sidewalk - Both Sides



Airline Drive South
Proposed Section
Scale: 1" = 1'-0"

Airline Drive South Elements:

- » (4) 11' Lane Width
- » 10' Median
- » (2) 3' Bike Lane
- » 3' Sidewalk - Both Sides

Sequencing

Streetscape improvements for Airline Drive should prioritize creating increased connectivity and informational signage to better connect the multiple levels of transportation in this area.

If funding becomes available, it would be beneficial to complete related elements of these improvements at the same time instead of breaking the project into these smaller identified sections.



Priority I: Directional Signage

Install directional signage at the overpass south of the railroad to help users arriving from Stokes Street onto Airline Drive.

Critical Path Components:

- » Cost? \$10,000
- » How? Funding, construction
- » Partners? City of Houston, Greater Northside Management District



Priority II: Street and Sidewalks

Complete streetscape improvements along Airline Drive to create continuous 5' sidewalks instead of 3' sidewalks.

Critical Path Components:

- » Cost? \$1,188,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District



Priority III: Tree Plantings

Complete tree plantings in the median along Airline Drive.

Critical Path Components:

- » Cost? None
- » How? Contract with Trees for Houston, construction
- » Partners? City of Houston, Greater Northside Management District, Safe Routes to Schools



Priority IV: 40 1/2 Street

Complete streetscape and accessibility improvements along E. 40 1/2 Street from McCullough Park to Airline Drive.

Critical Path Components:

- » Cost? \$960,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District



Sequencing diagram



Priority V: HOV Connectivity

Complete wayfinding and signage at HOV ramp terminus to key community features and public transit shelter.

Critical Path Components:

- » Cost? \$19,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District, Safe Routes to Schools, TxDOT



Priority VI: Side Street Connectivity

Complete streetscape improvements along Stokes Street and 33rd Street to create continuous 5' sidewalks.

Critical Path Components:

- » Cost? \$60,000
- » How? Funding, contract with Civil Engineer and Landscape Architect to design street and sidewalk, construction
- » Partners? City of Houston, Greater Northside Management District



Priority VII: Gateway Signage

Install Gateway Signage in enhanced landscape corners at the intersection of 610 and Airline.

Critical Path Components:

- » Cost? \$40,000
- » How? Contract with Landscape Architect and sign fabricator for design of Gateway, construction
- » Partners? Greater Northside Management District, City of Houston, TxDOT

5

PROGRAMS



Program Goals

The top programs were determined by the community during the Vision Workshop and charrette (see Appendix B). The programs were prioritized as follows:

1. Family and Community Support
2. Affordable and Diverse Housing
3. Historic Preservation

Twelve goals were determined for the Independence Heights-Northline Livable Centers plan based on the main areas for improvement within the community dovetailed with the goals set forth by H-GAC.

The table below shows which of the goals each streetscape meets. The programs address nearly all of the goals, with the exception of Goals 1, 3 and 8. However, these goals are addressed by both streetscapes (Chapter 4) and the priority projects (Chapter 3).

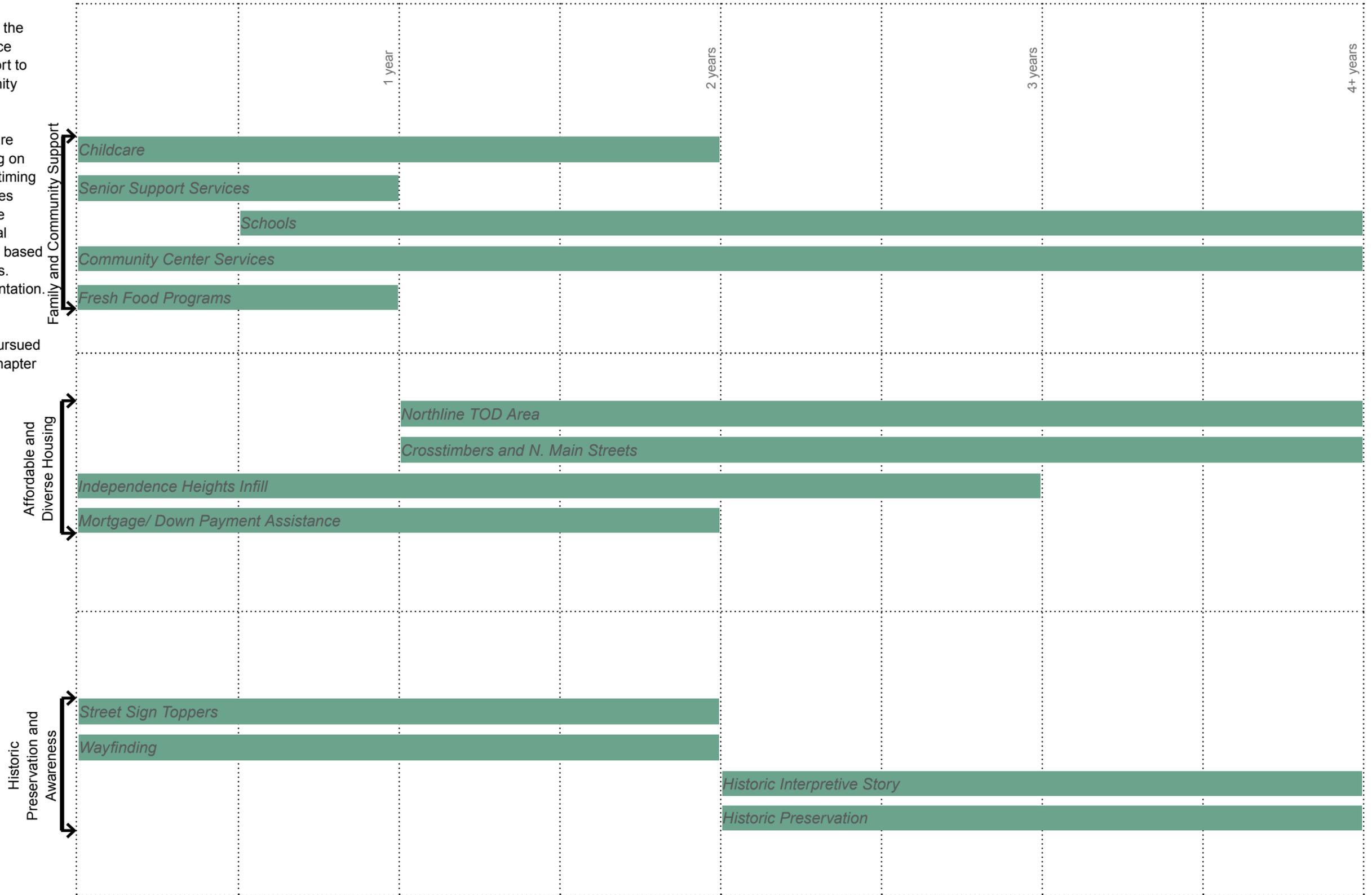
PROGRAMS	GOAL 1: Increase connectivity between the Independence Heights neighborhood and the Northline Commons and light rail terminus.	GOAL 2: Encourage healthy living and safety.	GOAL 3: Improve environmental air quality.	GOAL 4: Establish strategy for drainage and flood management with the City of Houston, Harris County Flood Control District (HCFCD) and other agencies.	GOAL 5: Craft a long-term implementation strategy to capitalize on the study area's capacity.	GOAL 6: Establish community facilities to support the local neighborhood's service needs.	GOAL 7: Encourage a mix of housing types and maintain housing affordability.	GOAL 8: Promote economic development strategy for strategic investment along key corridors.	GOAL 9: Ensure that public investment in infrastructure proves to have a positive return on investment for the community.	GOAL 10: Incorporate financial literacy and small business development within economic strategies.	GOAL 11: Encourage celebration and preservation of historic places.	GOAL 12: Incorporate art and culture into local projects.
1. FAMILY AND COMMUNITY SUPPORT												
2. AFFORDABLE AND DIVERSE HOUSING												
3. HISTORIC PRESERVATION AND AWARENESS												

Program Sequencing

The overall sequencing for programs in the study area includes the highlighting the historic significance of the Independence Heights area and prioritization of support to existing programs that provide community services.

The estimates presented in this study are general ranges and can vary depending on the level of complexity of negotiations, timing of programs and general funding sources available for these programs. These are presented here to give insight to general sequencing of program implementation based upon existing capacity of program types. Funding is the key to program implementation.

Specific information on which projects, streetscape and programs should be pursued first are presented in the Conclusion Chapter of this plan.



1. Family and Community Support

Description

Family and Community Support programming encompasses the planning, budgeting and identification of locations for various community support services, including library services, computer labs, child care, mentoring, parent support and after-school activities. These services are part of the catalyst projects in the area. For example, the redevelopment of Burgess Hall includes a reading room and the economic development at the intersection of Crosstimbers and N. Main Streets has plan for a community center.

Family and community supportive needs include a childcare, re-opening the senior center at Independence Heights Park and physical therapy at the YMCA and YWCA. There is a great need for an expansion of physical therapy services because of the senior population in the study area. There is a YMCA in the Northline neighborhood that provides these services, but are limited by the size of the space. The cost at right is to build additional space, either at the Northline YMCA location or to expand the Motherland Clinic in Independence Heights to provide space for physical therapy. Potential partners contact information is listed in the Conclusions chapter of this document.

The lack of a middle school and the condition of Booker T. Washington High School were consistently cited as community concerns. Though the Livable Centers Plan does not address the actual siting and construction of a middle school, educational opportunities close to and within the study area were explored. The study also addresses pedestrian connectivity to Booker T. Washington and Burrus Elementary.

Both KIPP and YES Academy should be further explored as possible partners for a school in the Independence Heights-Northline neighborhoods.

Many community partners currently exist and a contact list is provided at the end of the Conclusions chapter.

Current Efforts

Kennedy Elementary School closed in 2012 and was relocated to a new school on Oxford and Victoria Streets.

Burrus Elementary School will undergo cosmetic renovations in Summer 2012.

The Ebenezer United Methodist Church will refurbish a historic home that will be used as a community resource center.

The Green Chapel African Methodist Episcopal Church will renovate an old parsonage to be used as the neighborhood food pantry.

The Motherland Clinic applied for a grant that would provide for an expansion of double the current size.

A YES Academy was opened in 2011 just outside of the study area, on Tidwell and Bauman Streets.

This project supports...

The community supportive programs will have far-reaching effects over most of the community. They are heavily tied into the Burgess Hall redevelopment and the Crosstimbers and N. Main Streets economic development.

The floodplain guidelines address food security though the use of community gardens on vacant lots.

Project Elements

• Childcare (40 kids)-\$600,000
• Senior Support Services	
• Senior Center re-opened at Independence Heights Park	-\$300,000
• Motherland Clinic expansion (double the size to accommodate physical therapy)	-\$500,000
• YMCA/YWCA - Physical Therapy	-\$300,000
-\$1,100,000
• Community Center Services (part of Burgess Hall and N. Main/Crosstimbers Streets economic development costs)	
• Reading room renovation (part of Burgess Hall costs)	--
• Media collection (3,500 books, 100 periodicals, 1,600 audio)	-\$20,000
• Computer library (10 computers and printing)	-\$50,000
• Archive room (part of Burgess Hall costs)	--
-\$70,000
• Schools	
• Promotion of KIPP Schools or YES Academy	
• KIPP Generation Collegiate - Serves 9 – 12th grade, KIPP 3D Academy – serves middle school, KIPP Polaris Academy for Boys – serves middle school boys-\$20,000
• Fresh Food Programs-\$3,077,000

TOTAL COST: -\$4,867,000



Childcare was stated to be a needed community service.



Senior Support Services

Support the senior center re-opening at Independence Heights Park, Motherland Clinic expansion and YMCA/YWCA physical therapy services.

Critical Path Components:

- » Cost? \$1,100,000
- » How? Funding to support existing services
- » Partners? HISA, HCHD, NMTC, HUD, Private Foundations



Career day at a KIPP charter school.

Schools

Support the reinvestment into Booker T. Washington High School and other educational services in the area.

Critical Path Components:

- » Cost? \$20,000
- » How? Funding for KIPP or YES Academy
- » Partners? City of Houston, Greater Northside Management District, Safe Routes to Schools



A senior center is a much-needed facility in the Independence Heights-Northline neighborhood.

Community Center Services

Support the Burgess Hall Plaza and Crosstimbers and N. Main Streets projects that house many of the community center spaces and services.

Critical Path Components:

- » Cost? \$70,000
- » How? Additional fundraising for services and supplies
- » Partners? Private Foundations, others



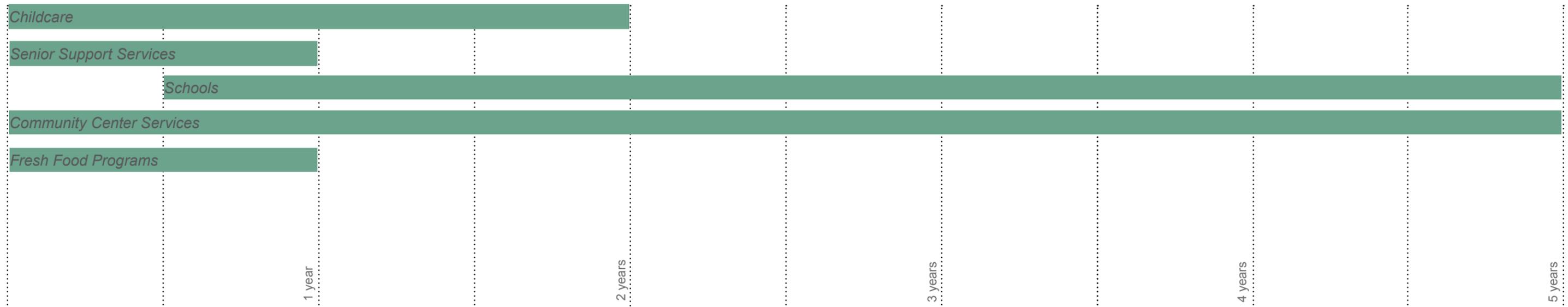
Produce trucks are an opportunity for fresh food.

Fresh Food Programs

Support services that provide fresh food services to families in the community.

Critical Path Components:

- » Cost? \$3,077,000
- » How? Funding to support existing services, grocery store in Crosstimbers-N. Main Streets economic Parcel B redevelopment
- » Partners? Greater Northside Management District, Green Chapel African Methodist Episcopal Church



Sequencing diagram

2. Affordable and Diverse Housing

Description

Seeking sustainable affordable housing options is a concern within the Independence Heights neighborhood. Several community programs have been successful in the area to address some of these concerns.

However, this is not enough. From the early market estimates, it appears that there is a demand for multi-family housing, and in particular, affordable multi-family housing. This is apparent in the recent Low Income Housing Tax Credit (LIHTC) project, Northline Apartment Homes by Stone Arch Development. Through a partnership with Capital One Community Finance and Raymond James Tax Credit Funds, they were able to utilize \$13.8 million of LIHTC equity to construct a 172-unit garden style apartment complex with a mixed income profile. Over 600 people put their name on the interested renter list before the project was complete.

In order to be available for many funding sources, up to 130 affordable housing dwelling units in the area at lease rates at 80 percent of AMI (average median income) were located in two of the priority projects: the economic development at Crosstimbers and N. Main Streets, and the transit-oriented development at Northline Commons. This, combined with single family rehabilitation efforts in connection with organizations such as Faith Initiative, will help add a needed supply of affordable rental homes to the area. There are already down payment assistance programs available in the area; however, there is a lack of education about these programs and a general lack of financial literacy programs in the area. The purpose of these efforts is to assist in the build up of owner-occupied homes in the area.

This project can be implemented through city programs and public-private partnerships, such as using design standards or policy and making accessory dwelling units a viable option for homeowners to build.

Current Efforts

A private developer purchased Land Assemblage Redevelopment Authority (LARA) lots from the city through the \$1 Lot Program. These lots are tax delinquent properties that are to be developed as affordable home ownership units. LARA and the City of Houston work through the "Houston Hope" initiative. Homes are being built on 37th, 38th and 39th Streets.

Catholic Charities CDC is building energy efficient homes with down payment assistance.

This project supports...

Building more affordable housing for both renter-occupied and owner-occupied residents, will inject both life and investment in the community.

Homes that occupy long vacant lots will increase safety in the neighborhood.

Project Elements

• Northline TOD area (workforce/ student housing - 90 units)	-\$5,000,000 (incl. in TOD Project)
• Crosstimbers/N. Main Streets Area (workforce housing 80% AMI, 20-40 units)	-\$1,000,000 (incl. in Crosstimbers-N. Main Streets Project)
• Independence Heights (single family infill, \$30,000/home, 50 units) -\$1,500,000
• Mortgage/ Down Payment Assistance and Marketing -\$20,000
TOTAL COST: -\$1,520,000	



The Northline Apartment Homes by Stone Arch Development are an example of existing affordable multi-family housing.



Catholic Charities affordable housing unit.



Catholic Charities affordable housing unit.

Northline TOD Area

Support the development in the Northline TOD that could set aside up to 90 units as workforce or student housing.

Critical Path Components:

- » Cost? \$5,000,000 - included in Northline TOD project costs
- » How? Funding, partnership with developer

Crosstimbers and N. Main Streets

Support the development in the Crosstimbers and N. Main Streets project that would have 20-40 units that would be available for 80% AMI residents.

Critical Path Components:

- » Cost? \$1,000,000 - included in Crosstimbers and N. Main Streets project costs
- » How? Funding, partnership with developer and low-income housing

Independence Heights Infill

Support single family infill in the Independence Heights neighborhood through church and community programs through funding, streamlining building process and development guidelines.

Critical Path Components:

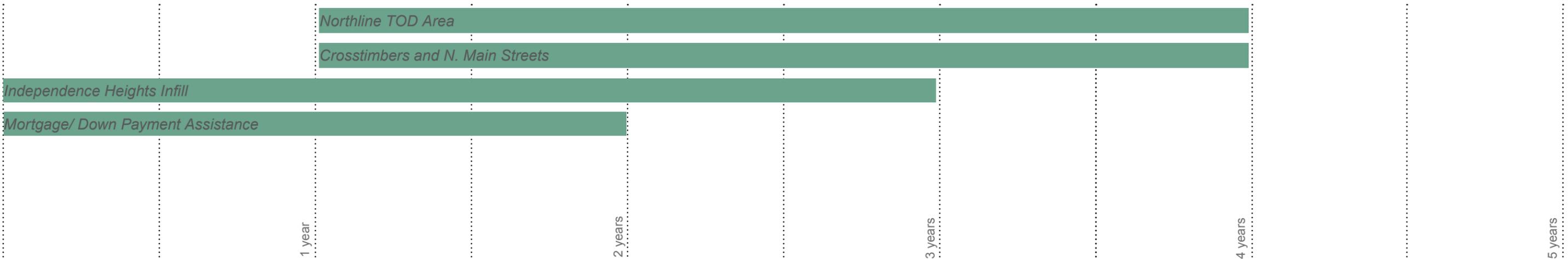
- » Cost? \$1,500,000
- » How? Partner with churches and community groups to build affordable housing in the neighborhoods that are in similar character to historic context of the neighborhood
- » Partners? City of Houston, Greater Northside Management District, Churches, Independence Heights Redevelopment Council

Mortgage/ Down Payment Assistance

Advertise and help residents gain access to mortgage and down payment assistance programs through outreach and education.

Critical Path Components:

- » Cost? \$20,000
- » How? Outreach and education
- » Partners? City of Houston, HUD, Greater Northside Management District



Sequencing diagram

3. Historic Preservation and Awareness

Description

Independence Heights-Northline is a historic community and ensuring the preservation of its built environment and cultural history is important. One way to recognize this is through the City of Houston's Landmark Designation Program. Commercial and residential buildings designated as a "Landmark" or a "Protected Landmark" are eligible for tax abatements and discounts on permit fees. Landmark plaques are also available to designated buildings and are a good way to educate the neighbors and the general public that the building is of historic importance.

Street sign toppers are an effective way to celebrate the neighborhood, outline the original neighborhood plats and educate the public about the history and importance of Independence Heights. The redevelopment of Burgess Hall and its associated public art projects can serve as a catalyst for ongoing art, preservation and cultural activities in the neighborhood.

Current Efforts

Local homeowners are taking steps to designate their houses as historic landmarks. The first house was designated in December. Several other houses have begun the landmark designation process. See Appendix E for those houses that are eligible for local landmark or protected landmark listing within the national register district. Other houses outside of the district that are within the original and two subsequent Independence Heights plats may also be eligible for historic designation.

Houston is proposing amendments to Chapter 42 of the Code of Ordinances, which outlines the rules and regulations for subdividing land and developing within the City of Houston corporate limits and Extra Territorial Jurisdiction (ETJ). The area that falls under the jurisdiction of Ch. 42 will expand to include Independence Heights-Northline. Deed-restricted neighborhoods will not be affected, but the study area does not have deed restrictions.

Currently, there is no minimum lot size in the city. The proposed changes will update standards to reflect changing trends, expand neighborhood tools to protect existing development character (lot size/building line, building code amendment, replat naming, etc.) and clean up code discrepancies. Neighborhoods without deed restrictions may apply for a Special Minimum Lot Size, Special Building Line and Construction/Maintenance Easement Agreement to help protect neighborhood character.

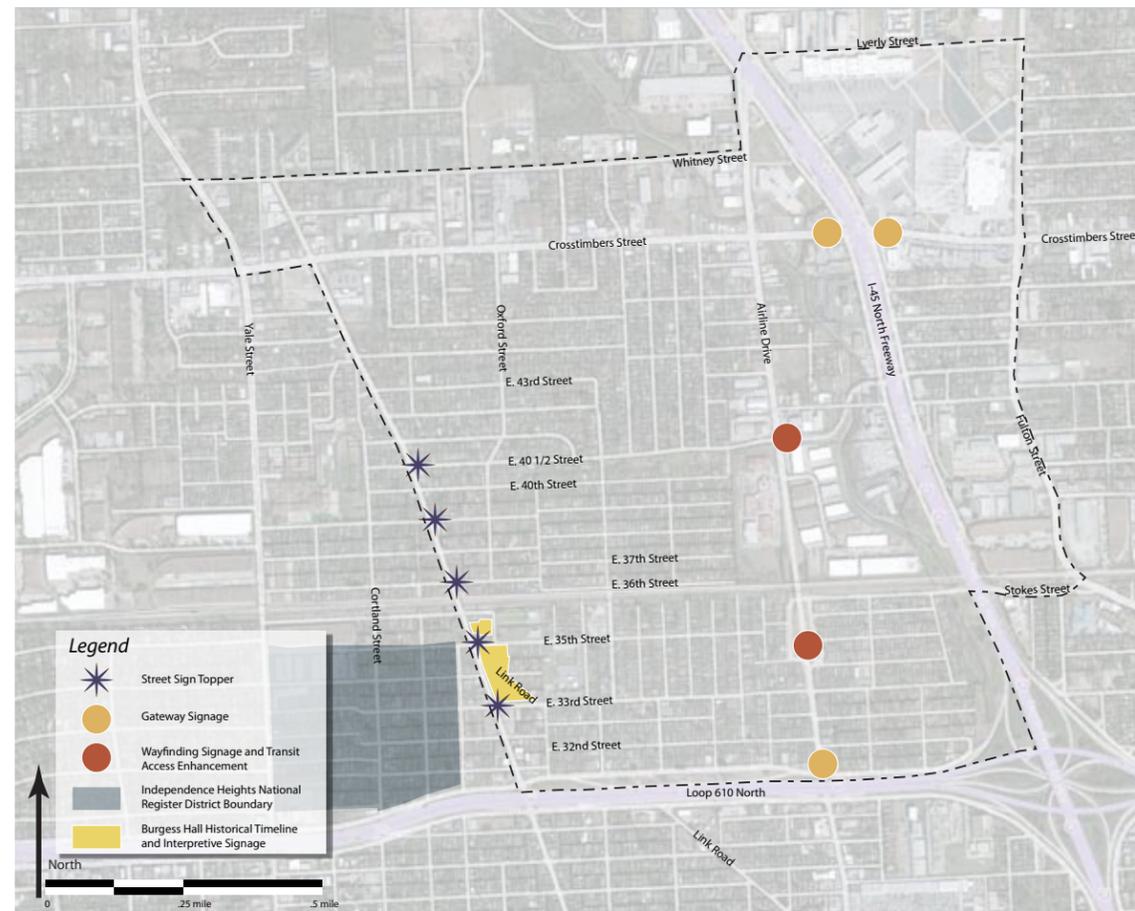
The community needs to come together to decide whether they would like to opt in to the proposed ordinance change. More information is available by calling the Planning Department staff at (713) 837-7701 or pd.planning@houston.tx.gov.

This project supports...

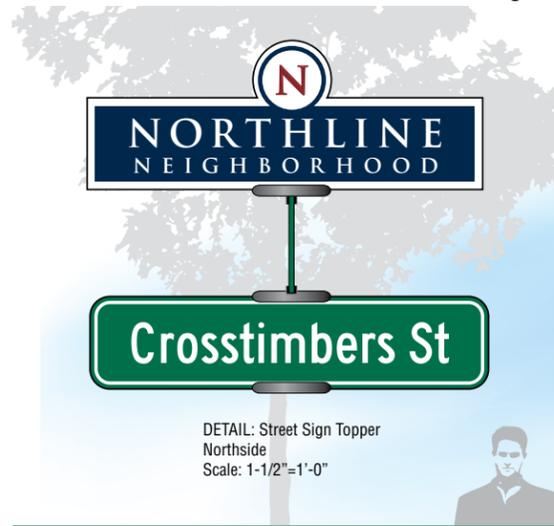
The branding of the Independence Heights-Northline neighborhood will give the area a recognizable identity that can be used for economic marketing and development.

Project Elements

• Street Sign Toppers for Neighborhood Identification (10 toppers)	-\$2,000
• Wayfinding to cultural designations and restaurants (6 signs)	-\$12,000
• Historic Interpretive Story		
• 5 Exterior Story Panels		-\$12,500
• 1 Interior Exhibit		-\$10,000
	-\$22,500
• Historic Preservation		
• State Historical Markers		
• ("Undertold Stories" Grant) (4 markers)	-\$24,000
• City of Houston Landmark Plaques, require landmark designation		
• 5 existing @ \$95/each		
	-\$50,000
• Historic District Design Guidelines	-\$50,000
TOTAL COST:		-\$60,975



Placemaking and Branding Plan



Street Sign Toppers

Install street sign toppers in both Independence Heights historic area and Northline area.

Critical Path Components:

- » Cost? \$2,000
- » How? Funding, installation
- » Partners? City of Houston, Northline Commons, Independence Heights Redevelopment Council



Wayfinding

Install wayfinding signs throughout the neighborhood directing travelers to key destinations like the historic area of Independence Heights, local businesses and schools.

Critical Path Components:

- » Cost? \$12,000
- » How? Funding, installation
- » Partners? City of Houston, Greater Northside Management District, Northline Commons, Independence Heights Redevelopment Council



Historic Interpretive Story

Design and install 5 exterior story panels along the historic timeline. Design and install an interior exhibit in the new Burgess Hall Cultural Center.

Critical Path Components:

- » Cost? \$22,500
- » How? Funding for KIPP or YES Academy, Funding for Booker T. Washington High School renovations and Historic Designation
- » Partners? City of Houston, Greater Northside Management District, Independence Heights Redevelopment Council, Private Foundations
- » Occurs simultaneously with Burgess Hall Cultural Center and Plaza project work



Historic Preservation

Protection of historically significant buildings is done through the City of Houston landmark designation. There is also some protection afforded through the State of Texas Recorded Texas Historic Landmark (RTHL) program. Subject markers, also applied for and issued by the state, are good education tools and more can be researched and installed throughout the neighborhood.

Critical Path Components:

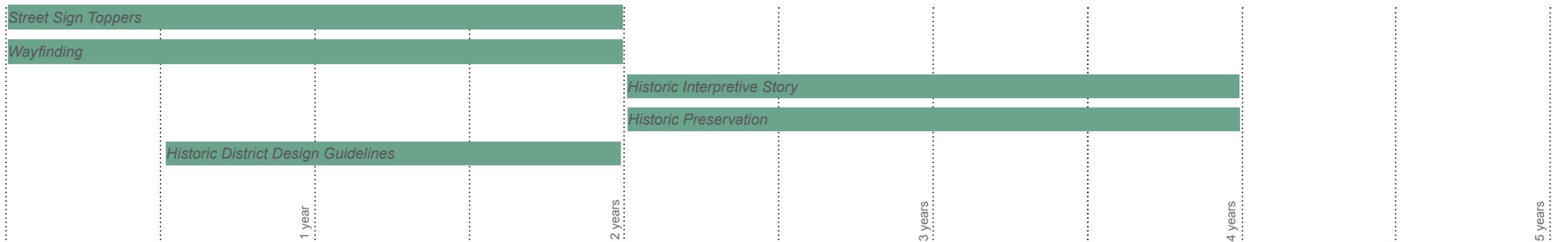
- » Cost? \$24,000
- » How? Funding, applications with the City and State
- » Partners? Independence Heights Redevelopment Council, City of Houston, State of Texas

Historic District Design Guidelines

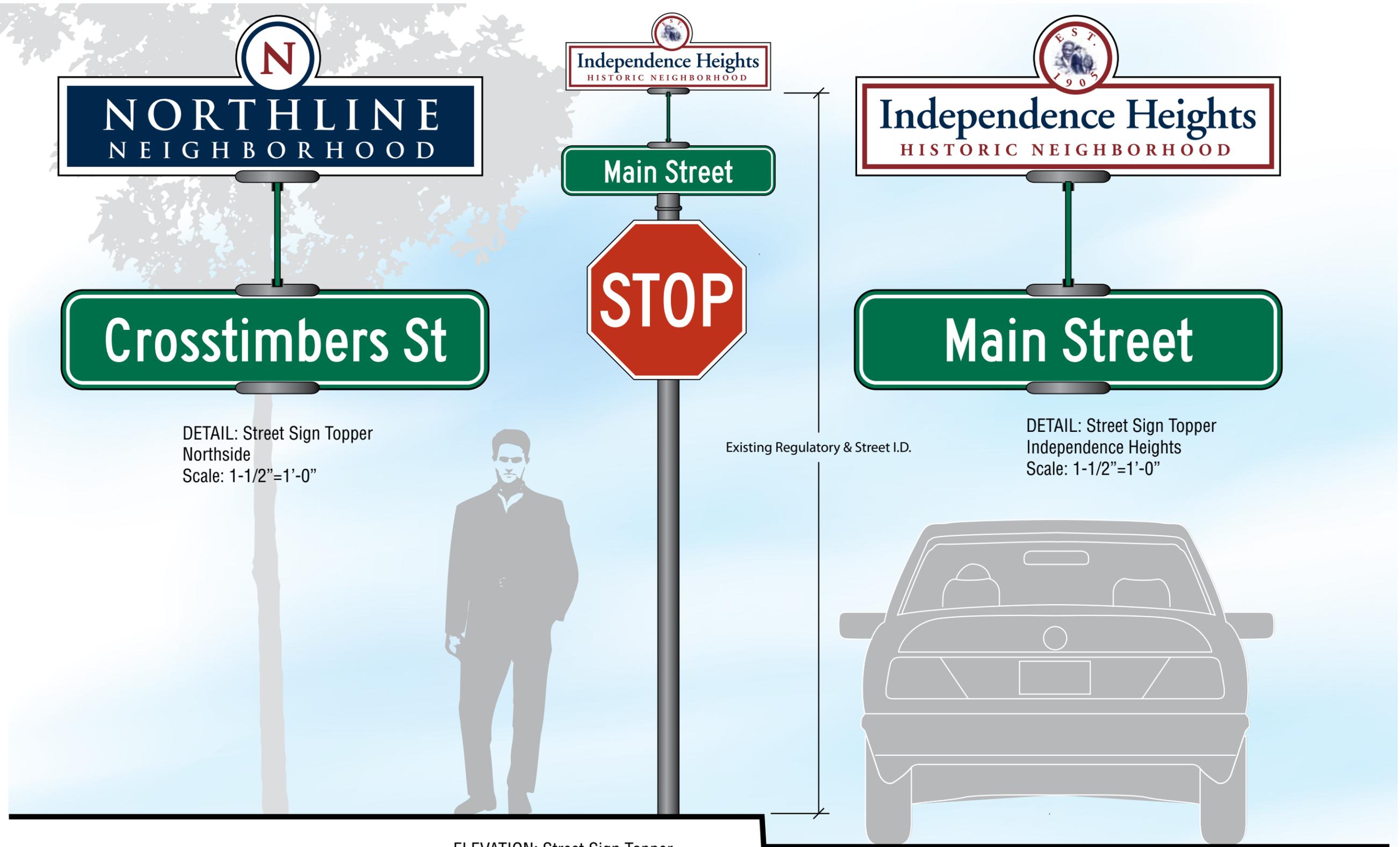
Establish guidelines for new construction to support the architectural character of the Independence Heights neighborhood and reinforce the pedestrian scale of buildings.

Critical Path Components:

- » Cost? \$50,000
- » How? Guidelines incorporated into Independence Heights
- » Partners? Independence Heights Redevelopment Council, City of Houston, State of Texas



Sequencing diagram



DETAIL: Street Sign Topper
Northside
Scale: 1-1/2"=1'-0"

DETAIL: Street Sign Topper
Independence Heights
Scale: 1-1/2"=1'-0"

ELEVATION: Street Sign Topper
Scale: 3/4"=1'-0"

Historic Protections

As part of this Livable Centers Study, a windshield survey of all of the “contributing” buildings located within the boundaries of the Independence Heights Residential National Register Historic District was completed. This historic district was listed on the National Register of Historic Places (NRHP) in 1997 with 125 “contributing” and 109 “non-contributing” buildings. The district is significant as an intact example of an independent municipality developed and incorporated by freed slaves and their descendants in the early twentieth century and later incorporated into the City of Houston. This residential neighborhood is predominantly composed of Bungalow/Craftsmen style houses many of which remain in the families of the original owners. The period of significance of the neighborhood is from 1908 – 1947.

The goal of the windshield survey was to see how many houses identified as “contributing” in 1997 retain their “contributing” status. As these houses are already within the National Register Historic District, they are eligible for designation as individual City of Houston Landmarks. The addresses on the first list include only the “contributing” properties from 1997 and 2011. The second list includes all houses on the 1997 NRHP inventory, their associated status as well as the results of the 2011 survey.

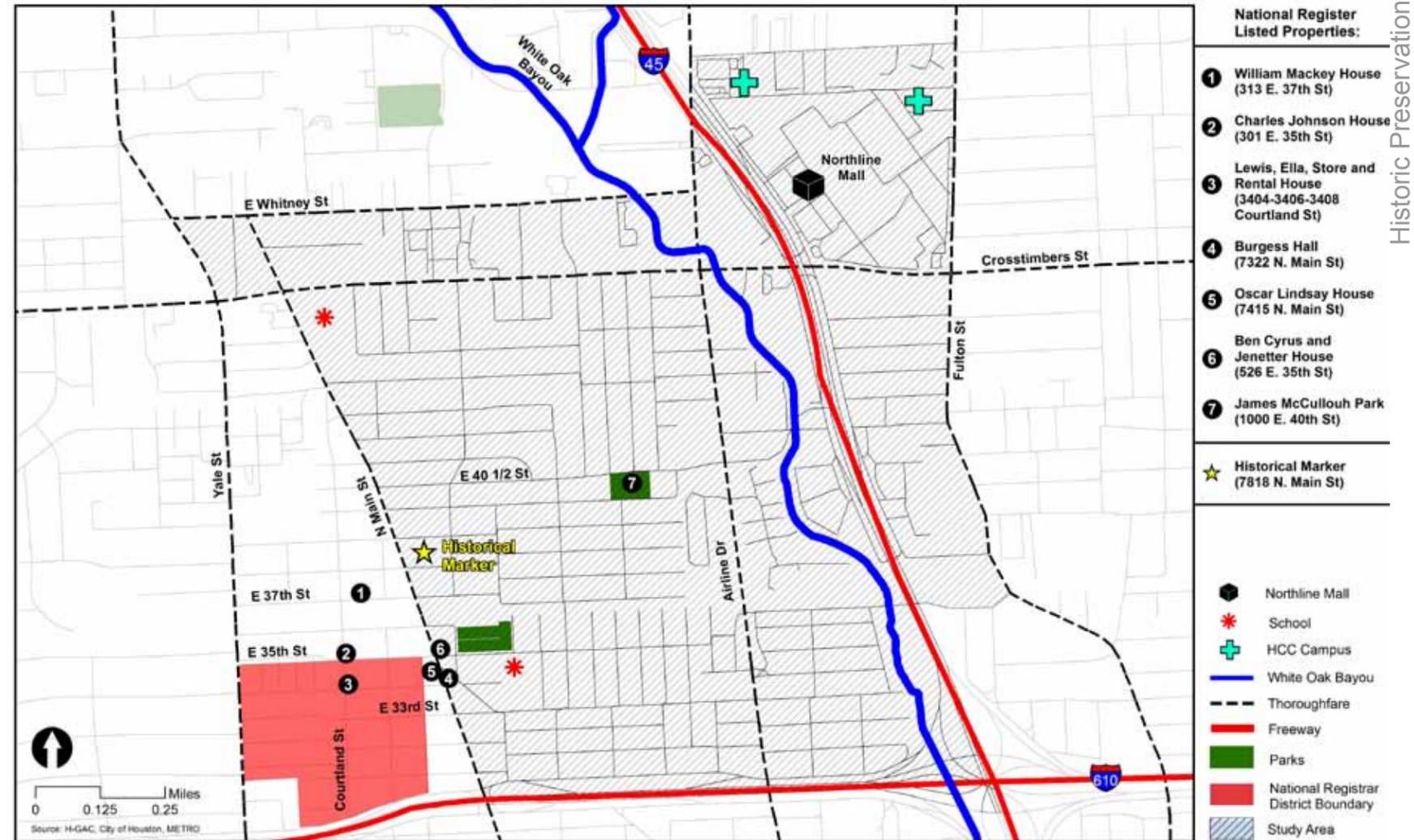
The list is a good starting point to increase the number of City of Houston Landmarks and/or Recorded Texas Historic Landmarks (RTHL) within Independence Heights (It is possible to have both designations). Each property owner would need to agree to the designation and be made aware of any associated restrictions. Prior to researching the application, it is suggested that the applicant and homeowner meet with the City of Houston Historic Preservation staff for guidance to ensure a successful application. It is also important that the property owner understand the review requirements for any exterior alterations.

Definitions

- A “contributing” property is defined as one that is significant to the district due to its age, architectural style and/or for its association with a person important to the city or neighborhood. Contributing properties collectively tell the story of the development of the neighborhood and the history of its residents.
- A “non-contributing” property is any building that was built after 1947 (the 50-year mark on the National Register nomination), an empty lot, or a building that has suffered major alterations to its original fabric. A building with new exterior siding, porch alterations, new window and front or side additions would be considered “non-contributing.”

A full list of the “contributing” properties can be found in Appendix E.

Local homeowners are taking steps to declare their homes “historic”. The first home was declared in December 2011.



New Construction Guidelines

In 1995, City Council adopted Houston's Historic Preservation Ordinance, in an effort to preserve historically significant structures, sites, and districts. Through this ordinance, the City of Houston offers several ways to help maintain Houston's architectural history. Landmark and Protected Landmark designations allow for both recognition and protection of individual historic structures, while Historic District designations help neighborhoods by classifying a specific area of a community as historically important. The Houston Archaeological and Historical Commission (HAHC) is charged with administering the ordinance including reviewing and nominating all designations as well as granting Certificates of Appropriateness (COA), a process required for all projects that seek to alter the exterior appearance of a city designated historic property.

After numerous community meetings and an unprecedented public input process involving over 1,000 stakeholders, Houston City Council approved major changes to the Historic Preservation Ordinance in October 2010. The changes give permanent protection to historic properties within historic districts. All local historic districts are now protected under the amended ordinance.

An approved Certificate of Appropriateness (COA) from the Houston Archeological and Historical Commission (HAHC) is required for exterior alterations, new construction, relocation and demolition of historic buildings within historic districts. The 90-day waiver is still in place for landmarks outside historic districts and for places of worship within historic districts.

Provisions for the Certificate of Appropriateness (COA) have also been revised:

- A COA is not required for ordinary repair and maintenance.
- A COA is not required if a building in a historic district is destroyed by fire or natural disaster, as long as the new structure is built to the same specifications as the building that was destroyed.

- A COA is not required for exterior painting, landscaping, HVAC units, light fixtures, porch ceiling fans, fences, and re-roofing.
- Design Guidelines will be created for existing and proposed historic districts that do not currently have them which will contain standards for alteration, construction, relocation and demolition of structures within the district.
- New construction in historic districts must be compatible with the existing contributing structures within the historic district in setback, proportions, roof line, and height, but no particular architectural style is required.
- There are new criteria for three types of additions which now must be approved by the HAHC: A second story camelback addition, a side addition and a rear addition.
- Building materials that are visible from a public street (excluding public alleys) must be visually compatible with materials being replaced in form, design, texture, dimension and scale, but not necessarily the same as, the materials being replaced.
- A COA for demolition of a contributing structure may be granted if the owner can show an unreasonable economic hardship or unusual and compelling circumstances.
- Repairs may be required if a building is structurally unsound and creates a safety hazard.
- Violators of the ordinance may be fined \$50-\$500 for each violation. (This provision has always existed in the ordinance.)

New Building Setbacks

The historic setbacks in the Independence Heights are minimal and this pattern prevails in much of the district today. The current City of Houston Development Ordinance allows for setbacks of 10 feet along local streets and 25 feet along major thoroughfares. The Independence Heights-Northline area has both types of streets. New development in Independence Heights has eroded the historic pattern over the years.

If a developer requests a setback less than the ordinance, State Law dictates criteria that

must be met before the Houston Planning Commission can grant the variance. Economic hardship is not a basis for a variance, nor is good design or New Urbanist principles.

There are many examples where the setbacks along local streets have been reduced to much less than the historic pattern. New townhomes are built nearly to the property line allowing the developer to increase the number of units or accommodate access to the site. Since the Houston Planning Commission can control the amount of a variance, presumably they could amend their practices to ensure setbacks are in alignment with the surrounding development patterns.

The City of Houston has recently adopted Urban Corridor standards that allow a development along a transit corridor to reduce the setback to less than the 25-foot setback if the developer provides a minimum of 15 feet of pedestrian zone with a 6-foot minimum unencumbered sidewalk. By applying this standard to N. Main Street, Airline Drive and Crosstimbers Streets, Independence Heights can begin to transition from a very auto-oriented development format along these streets to a more walkable, pedestrian-friendly street.

As an un-zoned city, Houston must write its ordinances to be applied uniformly. So, if any other area in Houston can meet the conditions of Independence Heights, that area must be able to use the same standards. This accommodation is a challenge, but it can be done within the confines of existing law. The City would have to draft the Urban Corridors standards to apply to Urban Districts geographically with an easily understandable set of standards and criteria. Houston has done this successfully with the Parking Management Area (PMA) ordinance. The initial PMAs were created when the City of Houston drafted the PMA ordinance. Additional criteria were put in place to provide for new PMAs to be created in other areas of the city where conditions warranted. A city of 620 square miles needs the flexibility to provide opportunities for development within different contexts of conditions.

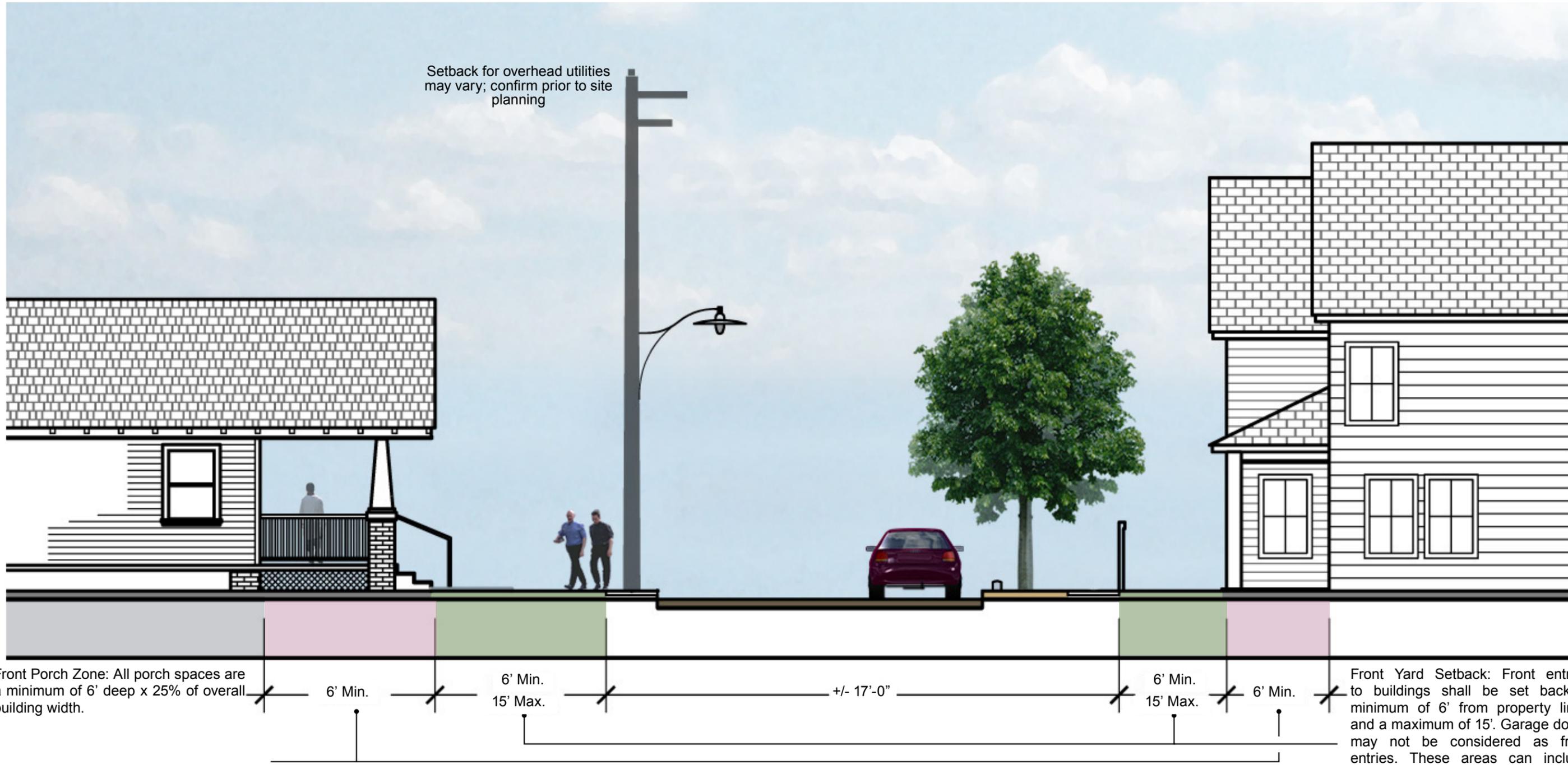
We recommend amendment of the Urban Corridors ordinance to apply to districts that have created a district-wide master plan, or have an approved Livable Centers Plan. This type of amendment would allow the various Management Districts, TIRZs, and Livable Centers Plans to all avail themselves of the more conducive Urban Corridors provisions.



Front porches and architectural detailing make historic homes welcoming from the pedestrian perspective, even with limited front yard space.



This example of new construction has a different scale, materials and a garage facing the street. These elements are not compatible.



Typical Residential Street Section Showing Relationship of House to Street

CONCLUSIONS



Implementation Plan

It is obvious with a brief stroll through the project area that the areas west of I-45 including the historic Independence Heights neighborhood have not been on the forefront of developers' minds. Only recent sparse development has occurred along Crosstimbers Street. The other side of the highway tells a different story with new vibrant development featuring Northline Commons, Walmart and the new Houston Community College (HCC) building.

Bringing some of this excitement and economic activity across the highway is a challenge; however, there is a starting node and some obvious success within the study area. Building on this success will be the fastest way to implement projects throughout the area. It has already been noted that the following projects have been identified through our collective effort and public involvement to date. The prioritization and implementation of these projects is the focus of this section:

Projects

1. Burgess Hall Redevelopment
2. Floodplain Engineering/Guidelines
3. Crosstimbers and N. Main Streets Economic Development
4. I-45 Pedestrian Crossing
5. Transit-oriented Development

Streetscapes

1. N. Main Streetscape
2. Crosstimbers Streetscape
3. Airline Drive Streetscape

Programs

1. Family and Community Support
2. Affordable and Diverse Housing

Partnerships

The first task in determining project implementation is to identify potential partners for the selected projects. There are three (3) basic types of potential partners: private for-profit, private non-profit, and public partners. Each partner type and each individual partner has their own goals and success factors.

Private For-Profit Partnership

The private for-profit partners are typically real estate developers, banks, major property owners or local businesses with the typical goal of profitability. They can invest in projects but they expect a certain rate of return for their investment. With real estate development this means that there needs to be a viable market demand and reasonable development costs associated to the project.

Private Non-Profit Partnership

Private non-profits are typically charitable organizations, service organizations, private foundations, and some banks or local businesses looking for opportunities to invest and give aid in specific areas for specific philanthropic purposes, economic development or to establish general goodwill. Much of their investment and giving comes in the form of grants, low-cost loans, matching funds, volunteer hours or payment in kind. These organizations typically have limited funds and a number of opportunities to give, making the process competitive and the probability of reward limited.

Public Partnership

The final partner type is the public partner. They are the governmental organizations of the area that are funded through public taxes and assessments. Each organization has their individual goals with the basic purpose of serving the public. Public partners can be local, regional, state, or even federal agencies. Public funds are limited in amount and use. Below is a matrix of each identified project and their potential partnerships.

PROJECT POTENTIAL PARTNERS			
Projects	Private For-Profit	Private Non-Profit	Public
Burgess Hall Redevelopment		CDEs, LISC, Churches, Other Non-profits	Management District, City of Houston, HUD, CDFI, H-GAC
Floodplain Engineering and Guidelines			HCFCF, FEMA, TWDB, City of Houston, TIRZ
Crosstimbers and N. Main Streets Economic Development	Developer		HCFCF, HISD, City of Houston, EDA, H-GAC
I-45 Pedestrian Crossing			TxDOT, City of Houston, TIRZ
Transit-oriented Development	Northline Commons/Developer, Walmart		METRO, HCC, H-GAC, City of Houston, PID, Management District
Streetscapes	Private for Profit	Private Non-Profit	Public
N. Main Streetscape			City of Houston, TIRZ, Management District, HUD, TxDOT
Crosstimbers Streetscape			City of Houston, TIRZ, Management District, HUD, TxDOT
Airline Drive Streetscape			City of Houston, TIRZ, Management District, HUD, TxDOT
Programs	Private for Profit	Private Non-Profit	Public
Family and Community Support		Pro Sports Teams, Neighborhood Centers	HISA, HCHD
Affordable and Diverse Housing	Banks, Developers	CDEs, LISC, Churches, Other Non-profits	HUD, City of Houston, Harris County, CDFI, TIRZ
Historic Preservation			

Private Investment

To extend and increase the current economic activity within the project area, private investment is the ultimate economic development goal. Thankfully, private investors are the most predictable. If projects can be identified that will provide a strong return on investment with acceptable risk exposure, then there will be interested investors. In fact, a few potential investors are following this project and have made it known that they have interest.

A single new private development can have a dramatic effect by increasing the economic activity of the area which can have a spillover effect. A common axiom in real estate development is that “development follows development”, meaning that once risks and returns are clarified and successes are evident, then there will be more interested investors. This is commonly referred to as a catalyst development. This new catalytic development also affects the area by increasing the potential tax revenue, therefore attracting public partnership and possibly making additional funding sources available. Because of all of this, early private partnership is crucial to success of this plan and therefore should be a focus.

The projects identified above that have the most private partnership potential include:

- Crosstimbers/N. Main Street Economic Development
- Affordable and Diverse Housing
- Transit-Oriented Development

Potential Economic Return

These projects were further analyzed for private return potential. In particular, a developer pro forma was created for three alternatives at the Crosstimbers/N. Main Street area and one at the transit-oriented development. Submarket assessment data was gathered to assist in determining appropriate land uses, absorption rates, lease/sales rates, and land costs. Pro forma level development costs and pro forma income statements at stabilization were prepared and returns on cost were determined.

Developers will typically utilize this information as well as cash flow pro formas to determine their internal rates of return in order to quantify their return potential and the land residual. Based on the scope of this project, some conservative but reasonable land development assumptions were utilized in order to classify the development potential of the projects.

Investors have their individual return thresholds based on a variety of factors. Larger potential returns will allow for a larger pool of potential developers that find the project as an attractive investment. The prepared pro formas indicated that all projects analyzed did NOT meet a reasonable return threshold for most developers. This means that either revenues (or timing of revenues) need to be increased or development costs need to decrease. To reach an average return that should attract developers, additional partners will need to be gathered to fill this financial shortfall. The following are the projected shortfalls that will need to be filled through the use of potential partnerships.

- Crosstimbers/N. Main Streets Alternative 1
Parcels A&B \$ 1,500,000
- Crosstimbers/N. Main Streets Alternative 1
Parcel A Only \$ 2,000,000
- Crosstimbers/N. Main Streets Alternative 2
Parcel B Only \$ 600,000
- Northline Transit-oriented Development . . .
. \$22,500,000

With these additional investments, the projects become feasible and would attract substantial and potentially catalytic private investment. As discussed previously, the potential partners can come from a variety of sources. For instance, the Northline TOD project has the greatest financial shortfall which is primarily due to the need for structured parking. However, the structured parking will benefit the HCC campus, METRO light rail station/bus facility as well as the Northline Commons. There is a need for the parking, so it is expected that the parking burden should be spread among a variety of partners that would benefit.

At the Crosstimbers/N. Main Streets development, partnership can come in the form of public infrastructure development, City community center development, community center structured long-term lease, HISD community center programming, park and open space development, H-GAC implementation projects, etc. When evaluating the projects, these costs must be added to the overall costs of the project, making the following ranking of projects in order of cost from least to greatest:

1. N. Main Streetscape
2. I-45, Alternative 1
3. Affordable and Diverse Housing
4. Crosstimbers Streetscape
5. Family and Community Support
6. Floodplain Engineering
7. Burgess Hall
8. Crosstimbers/N. Main Streets, Alternative 1
9. Northline TOD

The project cost is only one factor in prioritizing the projects and determining the implementation plan. Understanding the potential increased economic value (i.e. projected real estate value increase due to the project) of these projects will help in determining the greatest economic return (project cost divided by the increased real estate value). This will illustrate the projects that give the “best bang for your buck”. This estimate of value allows us to prioritize the projects. The following is an economic return of projects from greatest to least.

PROJECT	POTENTIAL ECONOMIC RETURN
Northline Transit-oriented Development	267%
Crosstimbers/N. Main Streets Alternative 1	179%
I-45 Pedestrian Crossing Alternative 2	116%
Affordable and Diverse Housing	114%
Crosstimbers/N. Main Streets Alternative 2	96%
Floodplain Engineering	67%
Family and Community Support	59%
I-45 Pedestrian Crossing Alternative 1	38%
N. Main Streetscape	25%
Crosstimbers Streetscape	6%
Burgess Hall Redevelopment	1%

Additional Funding Mechanisms

Monetizing this economic return is key to funding projects throughout the project area. There are funding mechanisms such as tax increment financing through special financing districts, Tax Increment Reinvestment Zones (“TIRZ”), or the now more commonly used 380 Agreements.

TIRZs are special zones created by City Council to attract new investment to an area. TIRZs help finance the cost of redevelopment and encourage development in an area that would otherwise not attract sufficient market development in a timely manner. Taxes attributable to new improvements (tax increments) are set-aside in a fund to finance improvements within its boundaries. Infrastructure, beautification projects, parking, public buildings, land acquisition, parks, rehabilitation of exist buildings, affordable housing and certain development costs are all eligible project costs for funding using tax increments. Based upon the potential tax increment, the following lists the project rank from greatest to least tax increment.

1. Northline TOD
2. Crosstimbers/N. Main Streets
3. Floodplain Engineering and Guidelines
4. Affordable and Diverse Housing
5. Family and Community Support
6. I-45 Pedestrian Crossing
7. Crosstimbers Streetscape
8. Burgess Hall Redevelopment
9. N. Main Streetscape
10. Airline Drive
11. Historic Protections

Looking at this list with an understanding of tax increment financing, real estate development and public funding, there are four (4) distinct groups of projects:

1. Tax Increment Projects
2. Affordable Housing
3. Services
4. Burgess Hall Area

Group 1 - Tax Increment Projects:

The tax increments from the Northline TOD and Crosstimbers/N. Main Streets projects have the funding capacity to fund the remaining projects within this group and perhaps assist with the funding of other projects outside the group. One of the most difficult issues with tax increment financing is to commence the initial project/ private investment in order to start the project area funding.

This situation is ideal for this type of funding. The Northline light rail terminus area has an existing market demand for commercial and residential development, as well as major potential public partners that are aligned with seeing this area as an activity center. The parking of the Northline TOD is important to the success of the project from the standpoint of many of the potential partners and therefore is a logical starting point for a public-private partnership.

Of course, this is always easier said than done. Fortunately, the partnership has many potential partners that can help distribute the costs associated with the project. The parking structure be funded by a major public-private partnership that can include a combination of Developer, METRO, HCC, City (through developer participation contracts), and H-GAC as well as using a PID or other District and/ or structured parking fee if funding can not be garnered from the other public partners.

The Crosstimbers/N. Main Streets can be gap funded by public-private partnership(s) including city developer participation agreements, economic development grants, H-GAC, and participation with Harris County Flood Control District (HCFCD) and/or HISD. Any remaining

pieces of that project can be funded using tax increments from the Northline TOD. Because of the tremendous public impact of the floodplain engineering projects, there are opportunities for HCFCD, Water Development Board, FEMA, City of Houston CIP, and/or City Drainage Fee to cover portions of the projects.

The remaining can be funded through tax increment. City CIP may also be used to fund pieces of the streetscape project, however, the TIRZ and/or the Greater Northside Management District may be the fastest way to fund the project. It is also suggested that the Crosstimbers Streetscape project occur prior to the Crosstimbers/N. Main Streets project because it connects the new development on east side of I-45 with the more difficult development on the west side of I-45 and builds upon the earlier successes. Any leftover tax increment funds can be used with many of the remaining projects as long as they lie within the tax increment zone and meet the project eligibility requirements and district requirements. The proposed project sequence is:

1. Northline TOD
2. I-45 Crossing
3. Floodplain Engineering
4. Crosstimbers Streetscape
5. Crosstimbers/N. Main Streets Economic Development

Group 2 - Affordable Housing Projects

Several of the proposed affordable housing projects are located within the developments mentioned in Group 1. Successful affordable housing projects are currently being developed in the region through the use of multiple funding programs. It is recommended that the remaining affordable housing projects be funded in a similar way though a large list starting with Low Income Housing Tax Credits (LIHTC), Bank programs (similar to the Chase and BOA in the area), City HOME and City HOPE programs as well as the local developers and churches. There are more LIHTC opportunities available in the area that with the proper education and marketing to potential investors could produce more developments. This will be going on from the start simultaneously with the Tax Increment Projects.

Group 3 - Service Projects

This includes Motherland, YMCA, Childcare and Senior Center. These projects can be funded through public and private nonprofit partnerships as grants and low income loans are awarded. The likely funding sources include New Markets Tax Credits and Community Development Block Grant funds. Also creative private for-profit partnerships could occur with local developers and business owners that are looking for foot traffic. Identifying potential partnerships and completing grant applications should begin immediately.

Group 4 - Burgess Hall Projects

The Burgess Hall redevelopment and N. Main Streetscape projects will have to be funded through a combination of partnerships with public and private nonprofit organizations. An example of potential funding sources include New Markets Tax Credits, Historic tax credits/ grants, City HOPE, CDBG, H-GAC, Gates Foundation, NSP, and the Management District. Due to the typical size of the awards, this will likely occur over a significant period of time starting with the smaller more manageable projects. The projects could also tap into tax increment sources; however, because the economic impact is minimal it is recommended that these be near the end of the tax increment project list. Also if a TIRZ is used, there are limitations on the amount of residential areas included within its boundaries which can limit its impact on the Independence Heights area. If a revenue stream can be identified then private for-profit investors may have interest which could speed up the project time frame.

Conclusion

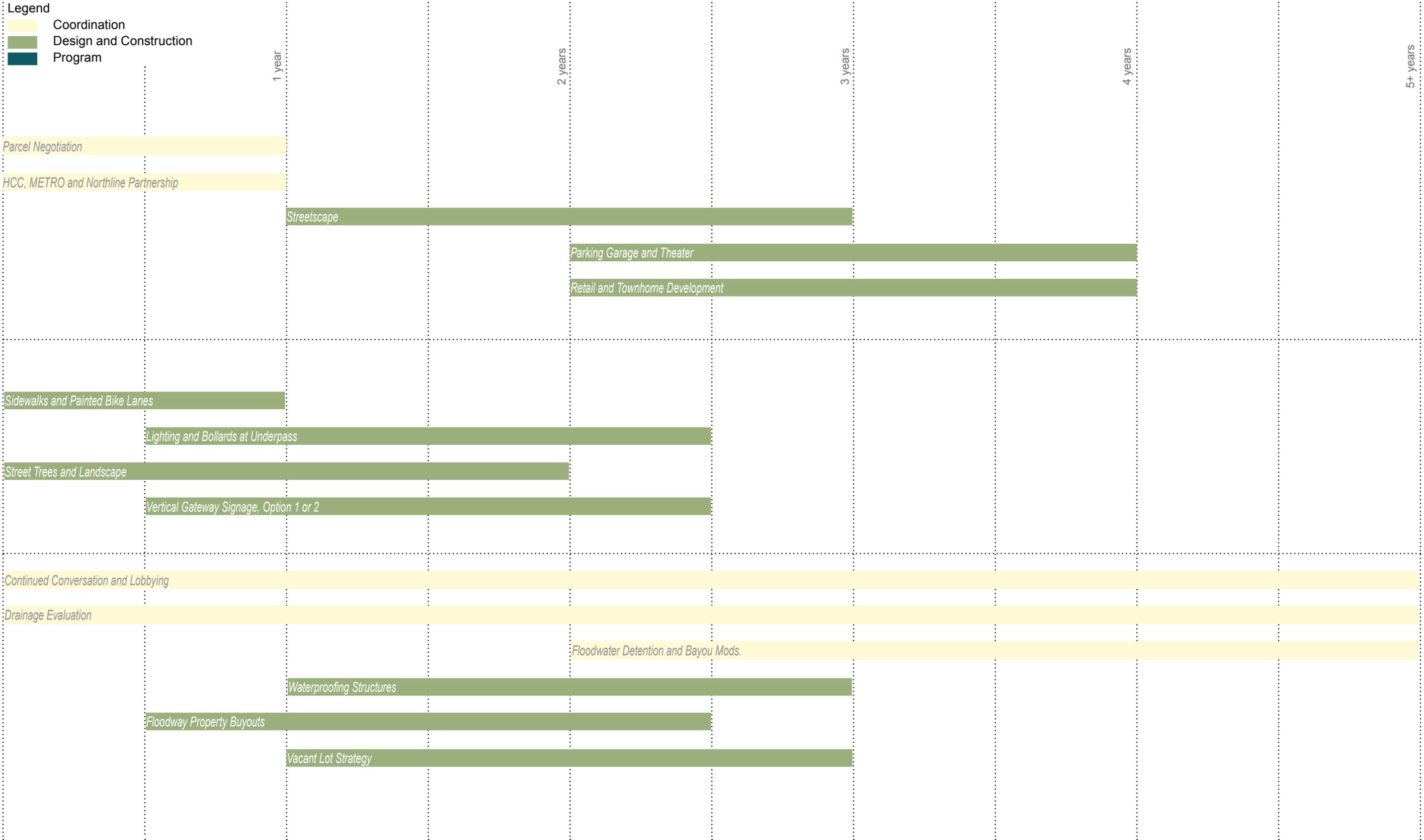
The aim of this study was to further the goals of the H-GAC Livable Centers Program, which should help to create a more walkable, connected and economically viable community through catalyst projects.

Projects outlined in the plan that are implemented are envisioned to be a springboard for other efforts in the neighborhood that are being pursued by other partners, such as the Greater Northside Management District, the Independence Heights Redevelopment Council, LISC and the City of Houston.

Measured Goals

VISION	GOAL	ASSESSMENT CATEGORY	METRICS	BASELINE CONDITIONS	PLANNED CONDITIONS
CIRCULATION AND CONNECTIVITY	Goal 1: Increase connectivity between the Independence Heights neighborhood and the Northline Commons and Light Rail Terminus.	Road Network and Human Comfort	Percent of major roads with public sidewalks.	75% of Major Road Networks have sidewalks.	100% of Major Road Networks have sidewalks.
			Number of Great Street Program Elements on N. Main, Crosstimbers Streets and Airline Drive.	8 bus shelters and sidewalks on the majority of three streets.	1 additional bus shelter on Airline Drive near the HOV on-ramp and sidewalks on all of the major road networks.
		Public Transit Network	Number of bus stops per half mile on major roadway.	2	2
			Number of higher capacity Light Rail Terminus (LRT, BRT) per mile on major roadways.	2	2
PUBLIC SPACE	Goal 2: Encourage healthy living and safety.	Public Open Space	Acres/1,000 residents of park or open space.	0.25 acres / 1,000 residents of park and open space.	Added park space at the Burgess Hall Plaza and Crosstimbers and N. Main Streets pocket park.
		Bike Network	Miles of trails.	10.4 miles of existing bikeways in study area.	Increased bikeways by 20%.
ENVIRONMENTAL/ SUSTAINABILITY	Goal 3: Improve environmental air quality.	Air Quality	EPA air quality standards for ozone.	Houston is currently at a classification of "severe" ozone.	Increased street tree quantities on three major streets, including Airline Drive, Crosstimbers Street and N. Main Street.
			Number of transit riders.	Approximately 2,400 riders per day entering and exiting stops in the study area.	Provided nearly four miles of improved pedestrian connections to public transit stops, via the streetscape improvements, I-45 pedestrian connection and Northline Commons pedestrian circulation.
	Goal 4: Establish strategy for drainage and flood management with the City of Houston, Harris County Flood Control District (HCFCD) and other public agencies.	Drainage and Flooding Issues	Number of lots within the floodplain.	1,843 in 100-year floodplain. 2,699 in 500-year floodplain.	Provided guidance for the 1,843 parcels (63.4% of the total 2,908 parcels) that lie within the 100-year floodplain (p. 35).
			Number of lots participating in HCFCD buyout program.	11 properties.	Created typology of vacant lot types and their associated opportunities.
COMMUNITY DEVELOPMENT PATTERN	Goal 5: Craft a realistic long-term implementation strategy to capitalize on the study area's capacity to fund improvements.	Community Facilities	Number of community services within and around study area.	11 (from the 2011 AIM study).	Provided development opportunities for reading rooms, media collection, archive collection, computer labs and community meeting spaces.
	Goal 6: Establish community facilities to support the local neighborhood's service needs.	Land Use and Opportunity Sites	Percentage of vacant lots.	27.4%	Created typology of vacant lot types and their associated opportunities.
			Number of opportunities to purchase fresh food.	10 convenience stores, Walmart.	Provided development opportunities for food sales at Crosstimbers-N. Main Streets.
Goal 7: Encourage a mix of housing types and maintain housing affordability.	Housing	Percentage of residents who are below the HUD designated "Very Low" income bracket.	Baseline: Average household size in Texas = 2.75. 2011 Very Low Income Limit for a 3-person household in the Houston-Baytown-Sugar Land Metro FMR Area is \$29,700.	Added 677 dwelling units at the Northline Transit-Oriented Development and the N. Main-Crosstimbers Streets economic redevelopment sites.	

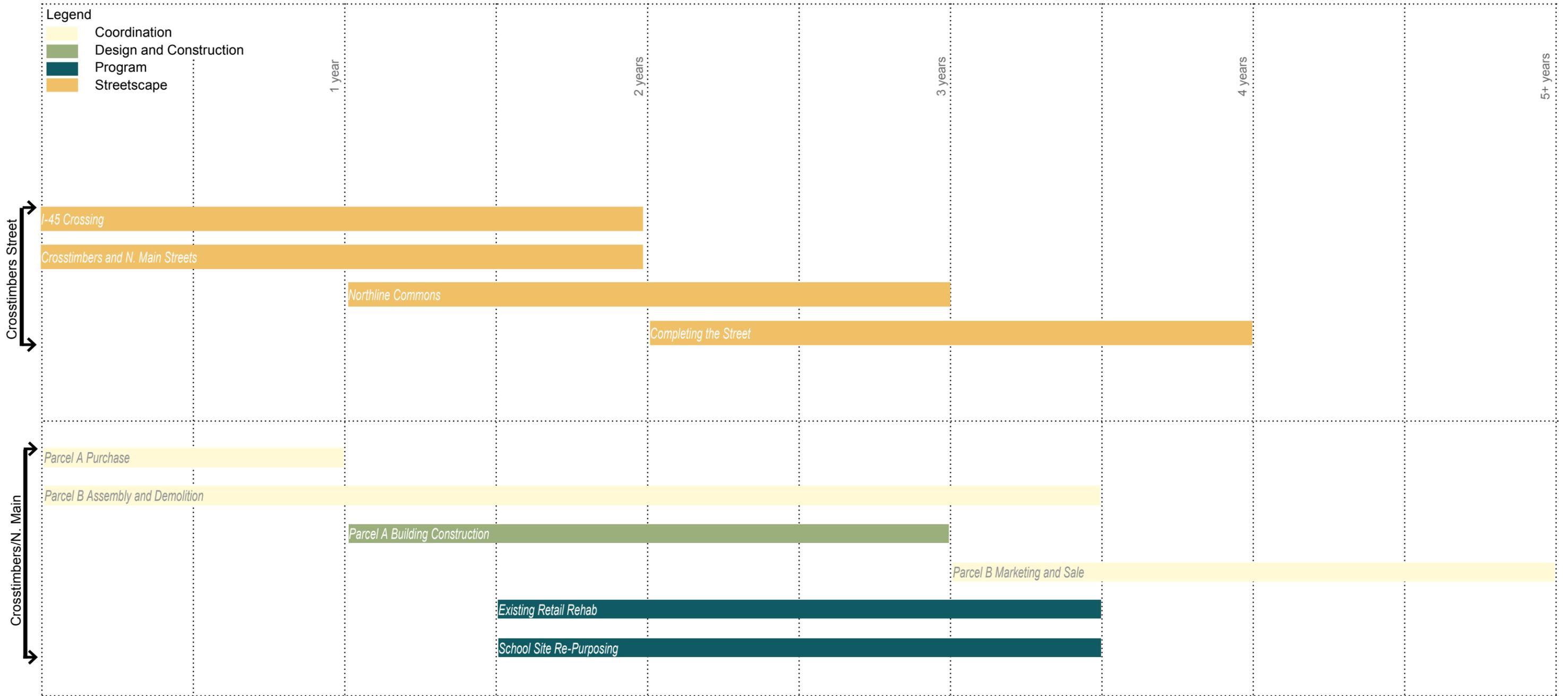
VISION	GOAL	ASSESSMENT CATEGORY	METRICS	BASELINE CONDITIONS	PLANNED CONDITIONS
ECONOMIC DEVELOPMENT	Goal 8: Promote an economic development strategy for vital investment along key corridors.	Land and Economic Development	Amount of leasable space (SF).	175,111 SF of vacant leasable space.	Provided 103,000 SF of Retail at the TOD and 40,000 SF of Office/Retail at Crosstimbers/N. Main Streets development.
			Number of commercial units/buildings available for purchase at any one point in time.	38,000 SF of building space available for sale space.	
			Number of financial districts in the study area.	0 TIRZ districts in the study area.	
	Goal 9: Ensure that public investment in infrastructure proves to have a positive return on investment for the community.	Return on Public Investment	Number of private development projects underway at any one point in time.	0 development deliveries in 2010 - over past few years development deliveries have occurred primarily in the Northline Commons area.	Created 2 separate areas for development opportunities at Northline Commons and the Crosstimbers-N. Main intersection.
Goal 10: Incorporate financial literacy and small business development within economic strategies.	Education and Neighborhood Services	Number of public/private partnerships in study area.	1 project within last 5-6 years.	Median Household Income: \$26,527. Average Household Income: \$35,474. Per Capita Income: \$12,528.	Provided partnering information for mortgage/down payment assistance.
		Tracking of study area incomes and home ownership rates over time.			
PLACEMAKING, HISTORIC PRESERVATION AND BRANDING	Goal 11: Encourage celebration and preservation of historic places.	Historic and Culturally Significant Places	Number of historic buildings and/or parks listed on National Register.	3 identified as National Register properties. 1 maintained and in good condition.	Created a permanent interpretive opportunity with Burgess Hall, the original City Hall for Independence Heights.
	Goal 12: Incorporate art and culture into local projects.	Signage and Branding	Number of gateways into study area.	1 Independence Heights, 2 Northline Commons.	Provided wayfinding, branding and interpretive signage design guidance.
			Number of small, locally owned businesses with identification markers.	There are two small, locally-owned businesses that have been in operation in the neighborhood for more than 15 years: Jackson's Barber Shop and Pruitt's Mortuary, both on N. Main Street.	



RECOMMENDATION	ELEMENT	COST	TOTAL COST	PARTNERSHIPS																																
				MANAGEMENT DISTRICT	CITY OF HOUSTON	HUD	NMTC	THC	PRIVATE FOUNDATIONS	TIRZ	GATES FOUNDATION	TREES	DEVELOPER	HCFC	FEMA	TWDB	PID	CDBG	EDA	TXDOT	H-GAC	HISD	NEIGHBORHOOD CENTERS	HCC	METRO	NORTHLINE COMMONS	WALMART	HISA	HCHD	PRO SPORTS TEAMS	CHURCHES	BANKS	FED			
4. Crosstimbers Streetscape	I-45 Crossing from Airline Drive	Included in others		x	x					x		x	x				x																			
	Crosstimbers and N. Main Streets	\$380,00		x	x					x		x	x				x																			
	Northline Commons	\$300,00		x	x					x		x	x				x							x												
	Completing the Street	\$600,000		x	x					x		x	x				x																			
	Shared use bike lane	\$37,500		x	x					x		x	x				x																			
				\$1,317,500																																
5. Crosstimbers/N. Main Streets Economic Development	Parcel A Purchase	\$850,830		x	x					x				x																						
	Parcel B Assembly and Marketing	\$1,975,000		x						x																										
	Parcel A Building Construction	\$13,410,118		x	x					x							x																			
	Parcel B Marketing and Sale	To be determined		x						x																										
	Existing Retail Rehab and Offsite Detention	\$700,000																																		
	School Site Re-purposing	To be determined based on future use			x						x																									
		(with For Sale Residential Net Sales Proceeds and Public Partner Participation)	Parcel A: \$7,034,518 Parcel B: \$1,975,000 Miscellaneous: \$700,000																																	

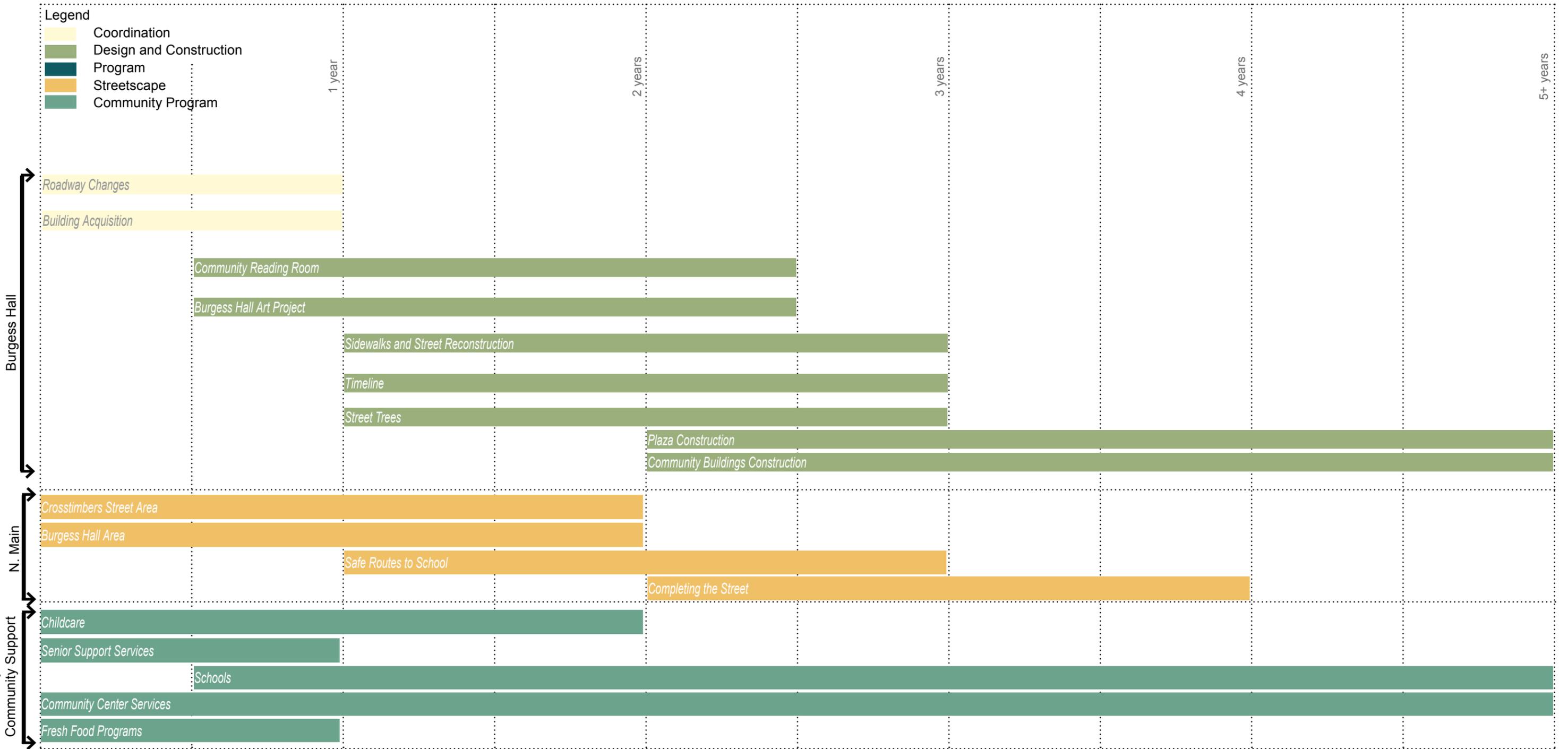
List of Partnership Abbreviations

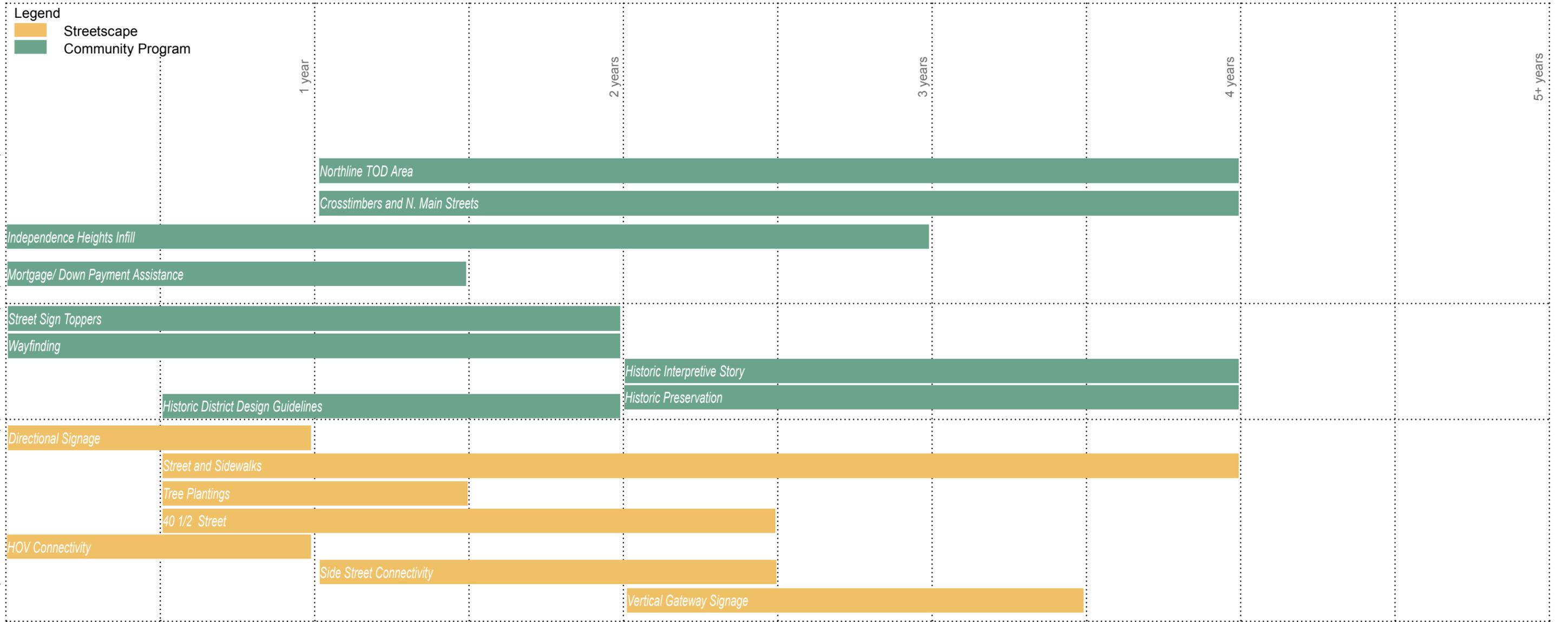
- | | | | | |
|--|---|--|--|--|
| CDBG = Community Development Block Grant Program | FEMA = Federal Emergency Management Agency | HCFC = Harris County Flood Control District | HISD = Houston Independent School District | Trees = Trees for Houston |
| EDA = Economic Development Administration | HUD = U.S. Dept. of Housing and Urban Development | HCHD = Harris County Hospital District | NMTC = New Markets Tax Credit | TWDB = Texas Water Development Board |
| FED = Federal | HCC = Houston Community College | H-GAC = Houston-Galveston Area Council | PID = Public Improvement District | TxDOT = Texas Department of Transportation |
| | | HISA = Home Improvement and Structural Alterations | THC = Texas Historical Commission | |
| | | | TIRZ = Tax Increment Reinvestment Zones | |



Legend

- Coordination
- Design and Construction
- Program
- Streetscape
- Community Program





Partner and Organization Contact Information

ACADEMIC AND OTHER SERVICE	
Allen Elementary	(713) 696-2755 400 Victoria Dr., 77022
Burrus Elementary	(713) 867-5180 701 E. 33rd St., 77022
Booker T. Washington High	(713) 696-6600 119 E. 39th St., 77018
AVANCE, Inc. - Houston, Jensen Dr.	(713) 742-8952 2702 Aldine Westfield, 77093 www.avancehouston.org
AVANCE, Inc. - Houston, Golden Forest	(713) 682-9146 5750 Golden Forest, 77092 www.avancehouston.org
Communities in Schools, Houston	(713) 654-1515 1235 N. Loop West, Suite 300, 77008 heatherl@cis-houston.org http://cantdoitalone.org/
Family Services of Greater Houston Individual and Family Counseling	(713) 861-4849 4625 Lillian Street, 77007 www.familyservices.org
Houston Community College System Northline Campus	(713) 718-8000 8001 Fulton, 77022 www.northeast.hccs.edu
Houston Volunteer Lawyers Program	(713) 228-0735 712 N. Main Street, Suite 2700, 77002 www.hvlp.org
Independence Heights Redevelopment Council	(832) 208-3007 205 W. Crosstimbers St., 77018 www.independenceheights.org
La Rosa Family Services	(713) 699-3974 403 N. Loop East, 77022 info@larosafamilyservices.org
The Life Center	(713) 750-9565 4516 Old Yale Street, 77018 http://lifecenterhouston.com/
The Lighthouse of Houston	(713) 527-9561 3602 W. Dallas, 77019 http://www.houstonlighthouse.org
METRO Solutions North Corridor Office	(713) 343-4354 2613 Fulton, 77009 www.metro-solutions.org
Multicultural Education and Counseling Through the Arts (M.E.C.A.)	(713) 802-9370 1900 Kane St., 77007 www.meca-houston.org
New Lite Counseling Center, Inc.	(713) 696-9885 4625 N. Frwy, #115, 77022 www.newlitecounseling.com
Northside 24 Hour Club	(713) 691-8310 87 Lyerly, 77022
St. Charles Borromeo School	(713) 692-6303 501 Tidwell, 77022
Star of Hope Mission, Inc. Women & Family Emergency Shelter	(713) 222-2220 419 Dowling St., 77003 www.sohmission.org

United Way of Greater Houston	50 Waugh Drive, 77007 (713) 685-2300 www.unitedwayhouston.org
Wesley House Community Center, Inc.	(713) 223-8131 1410 Lee St., 77009 www.wesleyhousehouston.org
Young Men's Christian Association of Houston (YMCA) Harriet and Joe Foster Branch	(713) 869-3378 1234 W. 34th St., 77018 www.ymcahouston.org
CHILDREN	
Child Care Council of Greater Houston, Inc. West End Day Care	170 Heights Blvd., 77007 (713) 868-1555 www.cccghi.com
DePelchin Children's Center	(713) 730-2335 info@depelchin.org 4950 Memorial Dr., 77007
Ed's World	(713) 694-3330 P.O. Box 38773, 77238-8773 www.ed-s-world.org gemartin@ed-s-world.org
Extended Aftercare, Inc.	(713) 695-8403 Main (800) 967-4025 Toll-free 5002 N. Shepherd, 77018 www.extended-aftercare.com
Girls Inc. of Greater Houston Operation S.M.A.R.T.	1235 N. Loop W., #118, 77008 (713) 802-2260 www.girlsinc-houston.org gi@girlsinc-houston.org
John & Cissy Havard Club - Boys & Girls Clubs of Greater Houston	(713) 862-7404 1520 Airline Dr., 77009 www.bgclubs-houston.org
CITY OF HOUSTON DEPARTMENTS	
Department of Health & Human Services	(832) 393-5169 800 N. Stadium Drive, 77054 http://www.houstontx.gov/health/
Department of Neighborhoods Katy Tipton, Interim Director	901 Bagby, 4th Floor, 77002 (832) 393-1038
District H Councilmember Ed Gonzalez's Office	(832) 393-3003 districth@houstontx.gov http://www.houstontx.gov/council/h/index.html
Housing Authority of the City of Houston Lyerly Public Housing/Elderly Housing	(713) 694-6681 75 Lyerly, 77022 http://www.housingforhouston.com/
Housing and Community Development Homebuyer Assistance Program Neal Rackleff, Interim Director	P.O. Box 1562, 77251-1562 (713) 868-8300 www.houstontx.gov/housing/ housingdirector@houstontx.gov
Houston Fire Department	Dial 9-1-1 www.houstontx.gov/fire
Houston Police Department	1200 Travis St. Dial 9-1-1 Non-emergency: (713) 884-3131
Houston Police Department Community Services Crime Prevention Independence Storefront	(713) 742-1491 803 Crosstimbers St., 77022 http://www.houstontx.gov/police/

Housing Authority of the City of Houston Oxford Place Public Housing	(713) 884-8235 605 Berry Road, 77022 http://www.housingforhouston.com/
Mayor's Office Mayor Annise D. Parker	P.O. Box 1562, 77251 Phone: 3-1-1, or (713) 837-0311 mayor@houston.tx.gov or scheduling@houston.tx.gov
Parks & Recreation Department	(832) 395-7000 2999 S. Wayside, 77023 askparks@houston.tx.gov http://www.houston.tx.gov/parks/
COMMUNITY-BASED ORGANIZATIONS	
CenterPoint Energy	(800) 332-7143
Change Happens!	(713) 374-1200 info@changehappenstx.org
Compass (Assists disadvantaged and unemployed in gaining employment)	(713) 229-8319 1117 Texas Ave., 77002 www.houstoncompass.org
Greater Northside Management District	(713) 229-0900 5305 Irvington Blvd., 77009 www.greaternorthside.org
Gulf Coast Community Services	(713) 393-4700 9320 Kirby Drive, 77054 www.gulfcoastcommunityserviceassociation.org
Independence Heights Neighborhood Center	205 W. Crosstimbers St., 77018 (713) 691-1393 http://www.neighborhood-centers.org/
LISC Greater Houston Amanda Timm, Executive Director	(713) 334-5700 111 N. Loop West, Suite 740, 77008 atimm@lisc.org www.lisc.org
Neighborhood Centers, Inc. North Houston Location	(713) 691-1393 205 W. Crosstimbers St., 77018 www.neighborhood-centers.org
Yale Street Community Empowerment Center and Recovery Support Services Center	(713) 460-0781 4808 Yale Street, 77018
FAITH ORGANIZATIONS	
Association of Community Assistance Ministries (ACAM)	(713) 629-9022 770 S. Post Oak Ln., Suite 525, 77056 www.acamweb.org
Bella Vista Missionary Baptist Church	803 E. 36th St. 77022 (713) 694-7132
Greater New Hope Baptist Church	7818 N. Main St. 77022-4754 (713) 695-6664
Independence Heights Assistance Ministries	(713) 312-0043 205 W. Crosstimbers St., 77018
Independence Heights Baptist Pastors and Ministers Alliance Pastor John Bowie	7102 N. Main St., 77022
Interfaith Ministries for Greater Houston	(713) 553-4900 3217 Montrose Blvd., 77006 www.imgh.org

ELDERLY	
EVARS (Elderly & Veterans Assistance & Relief Services, Inc.)	(713) 692-8730 P.O. Box 710336, 77271-0336 EVARS@ureach.com
Senior Community Service Employment Program AARP Sherri Chapman	(713) 643-3200 7015 Gulf Freeway, Suite 140, 77087 schapman@aarp.org www.doleta.gov/seniors
FOOD	
Houston Food Bank	535 Portwall St., 77029 (713) 223-3700
Houston Food Bank The Keegan Center Community Kitchen	2445 North Freeway, 77009
Positive Efforts (HIV/AIDS health education and risk reduction)	7135 W. Tidwell Rd, Bldg. M, Suite 102, 77092 (713) 812-0044 http://www.positiveefforts.org/
Gateway to Care (Non-profit that facilitates access to adequate healthcare for uninsured and underinsured persons in Harris County)	3611 Ennis, 77004 (713) 783-4616 http://www.gatewaytocare.org/
Harris County Hospital District	(713) 566-6509 https://www.hchdonline.com/en/pages/home.aspx
Kids Meals, Inc.	(713) 695-5437 205 W. Crosstimbers St., 77018 www.kidsmealshouston.org ruth@kidsmealshouston.com
MANNA Food Pantry & Vision	(713) 682-7556 2101 W. 34th St., 77018
HOUSING	
Acres Homes Multi-Service Center	(713) 699-9691 6719 W. Montgomery Road, 77091
Avenue Community Development Corporation Mary Lawler, Executive Director	(713) 864-8099 2505 Washington Ave., Suite 400, 77007 www.avenuedc.org maryl@avenuedc.org
Catholic Charities Community Development Corporation	(713) 526-4611 2900 Louisiana St., 77006 www.catholiccharities.org
Independence Hall Apartments	6 Burrell St., 77022 (713) 692-6237
Rebuilding Together Houston	(713) 659-2511 PO Box 15315, 77220 www.rebuildtogetherhouston.org
Woodland Christian Tower, Inc.	(713) 692-2439 600 E. Tidwell, 77022
JOBS	
The WorkSource Houston-Galveston Area Council	(713) 627-3200 PO Box 22777, 77227 www.wrksolutions.com
TEF-Job Corps Outreach Services	(713) 880-2454 1919 N. Loop West, #477, 77008 www.tefinc.com

MEDICAL	
All About Recovery	(713) 697-6820 4141 North Freeway, Suite 310, 77022 www.allaboutrecovery.com
The Council on Alcohol and Drugs Houston	(713) 942-4100 Main 24-hour Toll-free Crisis Line (877) 777-8829 303 Jackson Hill, 77007 www.council-houston.org
Good Neighbor Healthcare Center	(713) 529-3597 190 Heights Blvd., 77007 www.gnhc.org
Kelsey Research Foundation Health Information Center (HIC)	(713) 442-1214 7800 Fannin St., #209, 77054 www.ksfnd.org
MotherLand Independence Heights Clinic	4040 Yale St., 77018 Weekends: (713) 415-8305 (713) 290-0001 www.motherlandinc.org
The Texas House	(888) 268-0905 2208 W. 34th, 77018 www.texas-house.org

A

APPENDIX A: RECOMMENDATION ALTERNATIVES

streetscape improvement plan



Prepare and prioritize streetscape improvements that incorporate long-term tree planting, sidewalk and street improvements.

- connectivity
- public space
- environment
- community development
- economic development
- signage and branding

project details:

This project typically applies to the entire study area in the form of design guidelines and can include layout of trees, sidewalks, street furniture and lighting. There are currently Houston Transit Corridor design guidelines on Fulton Street.

benefits

This project may:

- create a more pedestrian-friendly street environment
- densify neighborhood tree canopy
- visually indicate the major thoroughfares and improve traffic circulation

limitations

This project may:

- increase traffic through study area
- provide additional requirements for private developments to adhere to when improving public right-of-way
- be limited by right-of-way availability
- require maintenance and operations and expenses

cost:

\$30,000-60,000

potential implementation mechanisms:

- Tax Increment Reinvestment Zone
- Public Improvement District
- Livable Centers Implementation Grant Program
- Capital Improvement Plan

Transportation Enhancements Statewide Program
Surface Transportation Program (STP)

DESIGNWORKSHOP

pedestrian-friendly route construction projects



Implement streetscape improvements for key destinations within the study area, focusing on sidewalks and human comfort.

- connectivity
- public space
- environment
- community development
- economic development
- signage and branding

project details:

This project applies only to specific streets designated under a project list. These streets only follow previously established standards by the City of Houston or a subdistrict or Transit Corridor guidelines. The Houston Capital Improvement Plan includes 39th Street.

benefits

This project may:

- encourage more active living by providing safe places to walk
- increase connectivity to parks and pedestrian destinations
- enhance accessibility by having to comply with ADA guidelines

limitations

This project may:

- be difficult to implement sidewalk network on older properties
- require ongoing maintenance and operations expenses

cost:

\$50,000 per block (Crosstimbers Street as example; block measurement is 260 feet in length) and includes ADA ramps, five-foot-wide sidewalks, pedestrian signals, crosswalks, bike lanes striping and street trees

potential implementation mechanisms:

- Public Improvement District
- Livable Centers Implementation Grant Program

Transportation Enhancements Statewide Program
Surface Transportation Program (STP)

DESIGNWORKSHOP

Interstate 45 pedestrian connection



Implement streetscape improvements for key destinations within study area, focusing on sidewalks and human comfort.

connectivity public space environment community development economic development signage and branding

project details:

This project applies only to specific streets designated under a project list. These streets only follow previously established standards by the City of Houston or a subdistrict or Transit Corridor guidelines. The Houston Capital Improvement Plan includes 39th Street.

benefits

This project may:

- encourage more active living by providing safe places to walk
- increase connectivity to parks and pedestrian destinations
- enhance accessibility by having to comply with ADA guidelines

limitations

This project may:

- be difficult to implement sidewalk network on older properties
- require ongoing maintenance and operations expenses

cost:

\$50,000 per block (Crosstimbers Street as example; block measurement is 260 feet in length) and includes ADA ramps, five-foot-wide sidewalks, pedestrian signals, crosswalks, bike lanes striping and street trees

potential implementation mechanisms:

Public Improvement District
Livable Centers Implementation Grant Program

Transportation Enhancements Statewide Program
Surface Transportation Program (STP)

DESIGNWORKSHOP

transit-oriented neighborhoods



Ensure that there is a strong transit connection between commercial and residential uses.

connectivity public space environment community development economic development signage and branding

project details:

This project applies to new development around transit hubs, informed by design guidelines for key corridors. Working with METRO, this would ensure adequate bus stops to service all of neighborhoods by adding stops to currently underserved areas and making sure stops were pedestrian and ADA accessible through streetscape plans.

benefits

This project may:

- provide better access to public transportation for all residents

limitations

This project may:

- take time to amend METRO's transit lines

cost:

\$16,000-20,000 per bus shelter
\$1,200 per bench

potential implementation mechanisms:

METRO
Federal Transit Authority funding
Livable Centers Implementation Grant Program
Transportation Enhancements Statewide Program
Surface Transportation Program (STP)

DESIGNWORKSHOP

neighborhood parks plan



Plan for neighborhood parks and prioritize projects.

connectivity **public space** environment community development economic development signage and branding

project details:

This project applies to planning for improvement of existing park facilities and prioritizing the acquisition of public owned and floodplain lots.

benefits

This project may:

- create more park space for the community
- provide a public use for lands located in the floodplain
- provide multi-use benefits for stormwater capture
- tie into trail system that links to other park facilities
- provide opportunities for joint community facilities such as library and community services

limitations

This project may:

- have a high land or capital cost
- require ongoing maintenance and operations expenses
- reduce land that is to be used for economic redevelopment

cost:

\$20,000-\$50,000

potential implementation mechanisms:

Tax Increment Reinvestment Zone
Public Improvement District

Capital Improvement Plan

DESIGNWORKSHOP

demolition strategy



Identify vacant, dangerous structures to be demolished.

connectivity **public space** **environment** community development economic development signage and branding

project details:

Within the study area are 11 vacant lots that qualify for the Harris County Flood Control District (HCFCD) buyout program. HCFCD then works with the community to determine feasible uses for the land that remains after the structure is removed.

benefits

This project may:

- maximize use of vacant lots as the community sees fit
- make community safer by clearing out vacant and unsafe structures
- increase property values
- improve appearance through conversion of vacant lots into green space

limitations

This project may:

- decrease the availability of developable land
- be limited in extent because the floodplain is a regional issue under the jurisdiction of HCFCD
- not have a very large impact because floodplain management and strategies require a regional approach

cost:

Homes that qualify for the buyout program are demolished free of charge.

potential implementation mechanisms:

Harris County Flood Control District buyout program

DESIGNWORKSHOP

floodplain redevelopment guidelines



Develop guidelines that determine how and what can be built in the floodplain after vacant structures have been cleared.

connectivity public space **environment** community development economic development signage and branding

project details:

This project applies to the entire study area and would guide future development in the floodplain once lots located within the floodplain have been vacated or sold.

benefits

This project may:

- protect future structure from flood damage by restricting development in the floodplain
- maximize use of vacant lots as the community sees fit
- increase property values

limitations

This project may:

- decrease the availability of developable land
- limit economic development

cost:

\$30,000-50,000

potential implementation mechanisms:

Harris County Flood Control District buyout program
 Tax Increment Reinvestment Zone
 City of Houston's Neighborhood Stabilization Program
 Public Improvement District
 Houston HOPE

Leveraging Publicly Owned Property
 Community Development Block Grant Program
 Ground Leases

floodplain engineering projects



Identify projects within the floodplain that would benefit from engineering to be elevated out of the danger of flooding.

connectivity public space **environment** community development economic development signage and branding

project details:

This project applies to the entire study area and would identify land in the floodplain that will benefit from engineering so that the land is no longer within the floodplain.

benefits

This project may:

- protect future structure from flood damage by using engineering techniques to elevate land out of the floodplain
- maximize use of vacant lots as the community sees fit
- increase property values

limitations

This project may:

- be costly
- not have a very large impact because floodplain management and strategies require a regional approach

cost:

Costs will largely depend on the size and scope of the projects.

potential implementation mechanisms:

Tax Increment Reinvestment Zone
 City of Houston's Neighborhood Stabilization Program
 Public Improvement District
 Houston HOPE

Leveraging Publicly Owned Property
 Community Development Block Grant Program
 Ground Leases

increase food security



Increase food security through promotion of farmers markets, creation of community gardens and promoting businesses such as fresh food vendors.

- connectivity
- public space
- environment
- community development
- economic development
- signage and branding

project details:

This project applies to both specific sites within the study area and the entire area. This project would mean the creation of community gardens in conjunction with the floodplain vacant lot plan. Existing markets would be encouraged to carry fresh food.

benefits

- This project may:
- increase residents' access to healthier food choices
 - increase open space
 - allow residents to grow their own food
 - promote healthier lifestyle choices
 - provide after-school activity for youth

limitations

- This project may:
- require ongoing maintenance and operations expenses
 - reduce land that is to be used for economic redevelopment

cost:

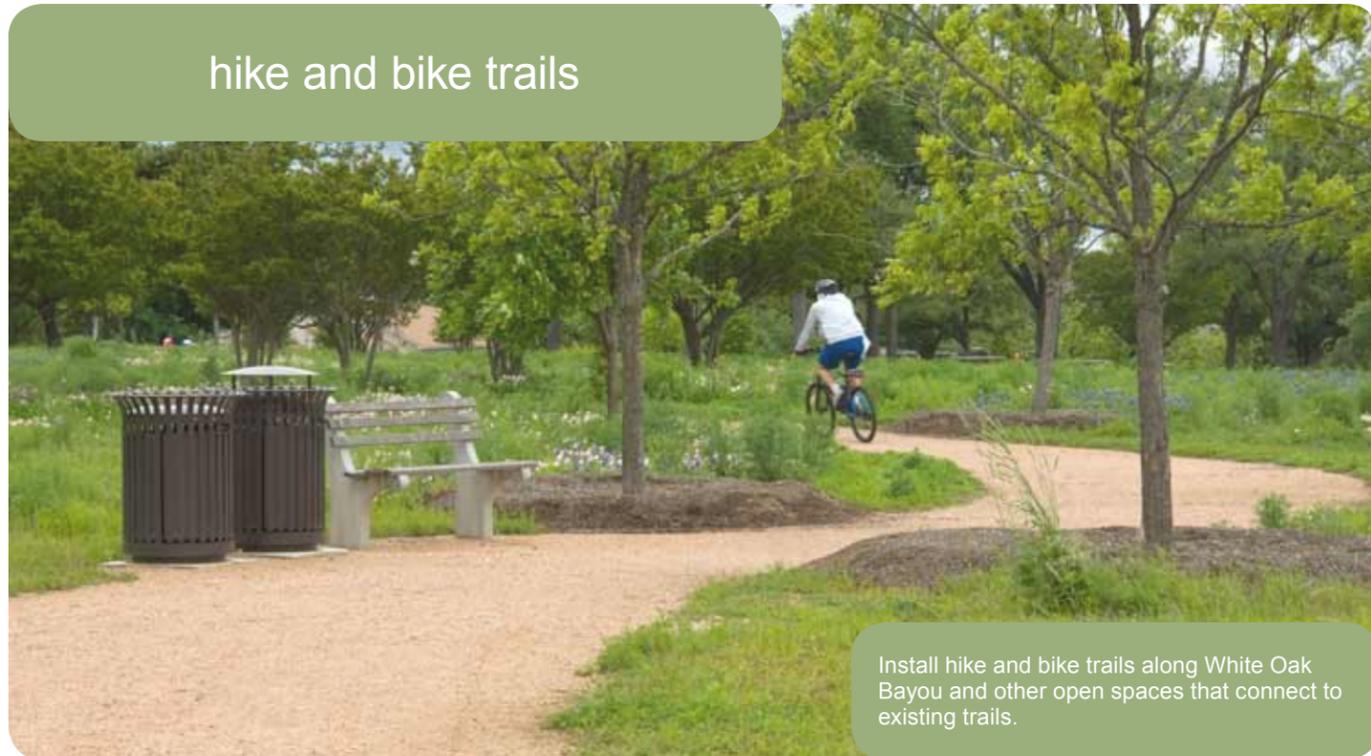
\$1,500-4,000 to start community garden (per www.urbanharvest.org)

potential implementation mechanisms:
 American Community Gardening Association
 Food Trust, Houston
 City of Houston's Neighborhood Stabilization Program

Leveraging Publicly Owned Property
 Ground Leases
 City of Houston Department of Health and Human Services
 Houston HOPE/LARA



hike and bike trails



Install hike and bike trails along White Oak Bayou and other open spaces that connect to existing trails.

- connectivity
- public space
- environment
- community development
- economic development
- signage and branding

project details:

This project applies to open spaces, key corridor streets and White Oak Bayou and consists of the construction of a multi-use trail made of gravel or concrete and the identification of shared use opportunities, such as bike-vehicular use roadways. The City of Houston currently has a bikeways plan.

benefits

- This project may:
- link study area to neighboring communities via greenways
 - encourage physical activity
 - make White Oak Bayou safer by increasing use of trails
 - potential shift in mode split

limitations

- This project may:
- require ongoing maintenance and operations expenses

cost:

\$60 per linear foot of bike trail (12-foot-wide path)

potential implementation mechanisms:
 Harris County Flood Control District - coordinate pedestrian and bike routes with floodplain lot and bayou construction projects

Tax Increment Reinvestment Zone
 Public Improvement District
 Livable Centers Implementation Grant Program
 Capital Improvement Plan



low-impact design techniques



Incorporate LID techniques into development.

connectivity public space **environment** community development economic development signage and branding

project details:

Low-Impact Design techniques may be used on a site-wide or specific development scale. They can be used in streetscapes, parking lots, open spaces, private realm building design, stormwater management through developer incentives, resident education and changes in codes.

benefits

This project may:

- help mitigate effects of damaging floodwaters and reduce runoff
- provide multi-functional open space, serving as both park and detention facility
- improve water quality in stormwater drains and on the Bayou
- conserve water through rainwater harvesting

limitations

This project may:

- deter some developers from building due to regulations
- be costly

cost:

Costs will largely depend on the size and scope of the projects

potential implementation mechanisms:

Harris County Flood Control District
City of Houston

Tax Increment Reinvestment Zone

DESIGNWORKSHOP

tree canopy



Increase tree canopy cover on new and existing properties, rights-of-way and streetscapes.

connectivity public space **environment** community development economic development signage and branding

project details:

This project applies to the entire study area in the form of tree planting programs and the streetscape improvement plan in order to mitigate carbon dioxide levels in the air, reduce the urban heat island effect and increase the neighborhoods' beauty and property value.

benefits

This project may:

- improve air quality
- sequester carbon dioxide, which will contribute to reducing global warming
- increase shade cover on streets and residence, which will lower energy costs

limitations

This project may:

- require ongoing maintenance and operations expenses
- take time for trees to reach a size and height that create enough impactful shade

cost:

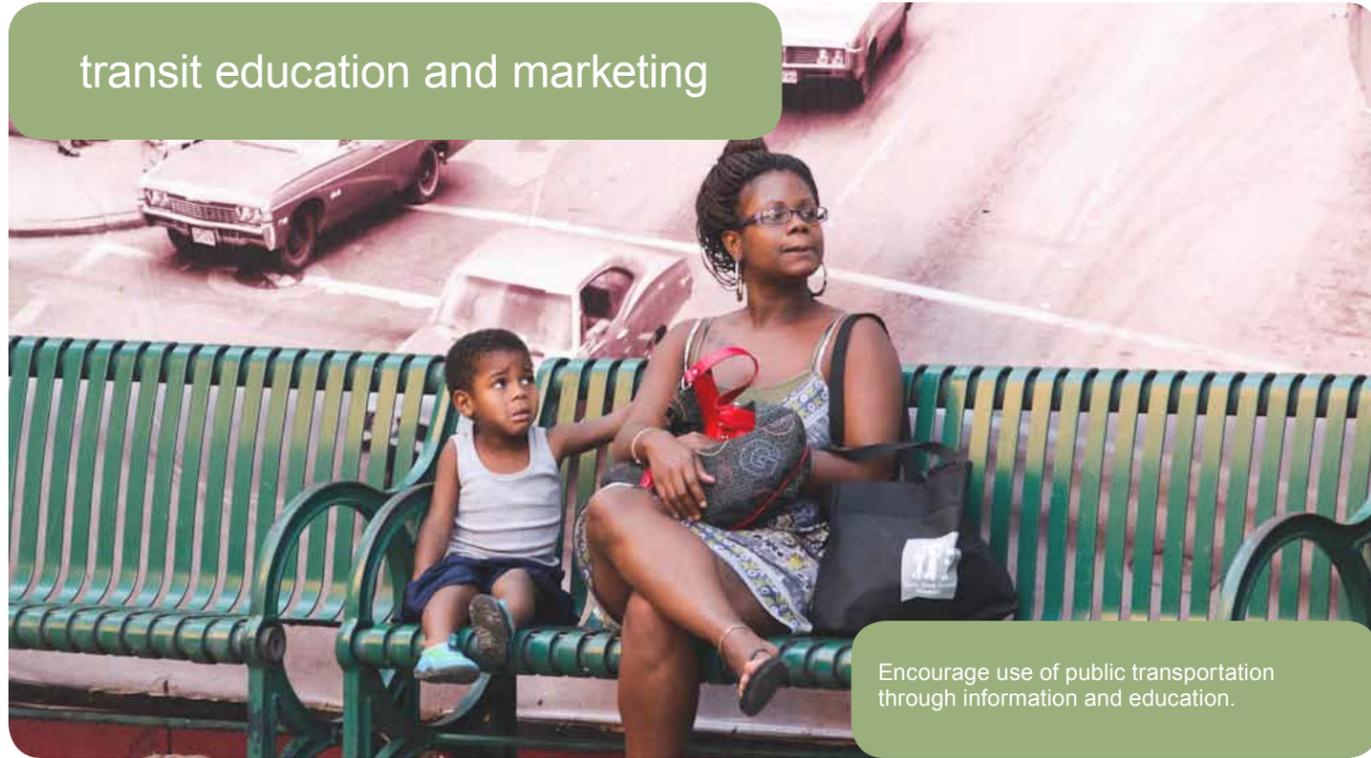
\$350 per planted tree

potential implementation mechanisms:

Trees for Houston
Million Trees + Houston
Harris County Flood Control District
Quality of Life Coalition

Scenic Houston
Center for Houston's Future
Greater Houston Partnership

transit education and marketing



Encourage use of public transportation through information and education.

- connectivity
- public space
- environment
- community development
- economic development
- signage and branding

project details:

This project is an area-wide effort that would educate residents about alternative methods of transportation as well as plan for the location of benches and shade structures at major transit stops.

benefits

This project may:

- save families money on fuel and other related automobile costs
- contribute to better air quality
- encourage pedestrian activity

limitations

This project may:

- not be fully realized until more community services are located within the area

cost:

None - education can occur through churches, schools and community organizations by providing information about bus routes to events, services and parks.

potential implementation mechanisms:

METRO
City of Houston

DESIGNWORKSHOP

library



Strategically plan for library location and construction.

- connectivity
- public space
- environment
- community development
- economic development
- signage and branding

project details:

This project entails the planning, budgeting and construction of a library. If funding or need is not yet available, alternatives to an actual library building are a mobile library and school programs.

benefits

This project may:

- provide a vital community service
- provide space for various community functions
- enable educational opportunities close to the study area residents
- spur economic development

limitations

This project may:

- be costly

cost:

\$6.6 million (per City of Houston 2012 Capital Improvement Plan for Fifth Ward Neighborhood Library budget)

potential implementation mechanisms:

Community Development Block Grant (CDBG)
Houston HOPE
Capital Improvement Plan

DESIGNWORKSHOP

middle school



Strategically plan for middle school location and construction.

connectivity public space environment community development economic development signage and branding

project details:

This project entails the planning, budgeting and construction of a middle school. Critical needs for middle school planning include understanding the study area population, student-to-teacher ratio, and understanding of Houston Independent School District's plans.

benefits

This project may:

- provide a vital community service
- provide space for various community functions
- enable educational opportunities close to the study area residents
- shape an identity for the youth of the Independence Heights – Northline area

limitations

This project may:

- be costly
- be heavily dependent upon Houston Independent School District plans
- have to be located in an heavily trafficked intersection at North Main and Crosstimbers Street

cost:

Approximately \$30 million (per Fort Worth Independent School District)

potential implementation mechanisms:

Houston Independent School District
Charter Schools
Houston Community College

Independence Heights Education Task Force
Houston HOPE

DESIGNWORKSHOP

project details:

This project entails the planning, budgeting and construction of a community support facility and the associated services, including daycare, case management, mentoring programs and parent support. This project should be included as part of a catalyst project for the area.

benefits

This project may:

- promote the long-term stability of local families
- be heavily supported by the community

limitations

This project may:

- be costly
- have to be implemented over long periods of time
- require on-going operation and management

cost:

\$2 million (per City of Houston 2012 Capital Improvement Plan Alief Park & Community Center budget)

potential implementation mechanisms:

Community Development Block Grant (CDBG)
Houston HOPE
HUD Section 3
Capital Improvement Plan
Community Development Block Grant Program

family and community support



Strategically plan for family and community support services location and construction.

connectivity public space environment community development economic development signage and branding

DESIGNWORKSHOP

DESIGNWORKSHOP

affordable and diverse housing



Provide housing affordability and a mix of housing types.

connectivity public space environment **community development** economic development signage and branding

project details:

This project can be implemented through City programs and public-private partnerships, such as using design standards or policy and making accessory dwelling units a viable option for homeowners to build.

benefits

This project may:

- help to maintain the same level of housing affordability that currently exists
- add approximately 10 percent of the study area population without disturbing the character of the area
- be able to build on some of the 27.4 percent vacant lots
- be needed by residents

limitations

This project may:

- be difficult to implement in regards to policy
- be hard to locate because the floodplain covers most of the study area

cost:

Costs will largely depend on the size and scope of the projects.

potential implementation mechanisms:

HUD Section 3
Developer Participation Contracts

New Markets Tax Credits
Tax Increment Reinvestment Zone
Tax Abatements
Capital Improvement Plan
Community Development Block Grant Program
HOME-Home Investment Partnership Act
Economic Development Initiative Grant (EDI)
Low Income Housing Tax Credits

DESIGNWORKSHOP

transit-oriented development at Northline Transit Center



Strategize development within and near the Northline Transit Center.

connectivity public space environment community development **economic development** signage and branding

project details:

This project applies to Northline Transit Center and is concerned with increasing the economic vitality of this transit hub and adjacencies, while simultaneously serving the needs of Independence Heights – Northline.

benefits

This project may:

- more strongly tie Northline Commons into the existing community economic structure

limitations

This project may:

- not bring the desired services to the area
- be too big of a risk to investors

cost:

Costs will largely depend on the size and scope of the projects.

potential implementation mechanisms:

380/381 Agreement
New Markets Tax Credits
Tax Abatements
Municipal Management District
Community Development Block Grant Program
Economic Development Administration (EDA)
Grants

Texas Enterprise Zones

DESIGNWORKSHOP

Crosstimbers and Main Streets implementation



Development of key economic corridors and catalyst projects for the study area.

- connectivity
- public space
- environment
- community development
- economic development**
- signage and branding

project details:

This project outlines the commercial lots available for purchase as opportunity locations in along the key corridors and strategizes economic stimulus focal points in the area.

benefits

- This project may:
- make developers more aware of the developmental opportunities within the study area
 - facilitate projects by prioritizing the most achievable ones

limitations

- This project may:
- be difficult to reach consensus on key projects

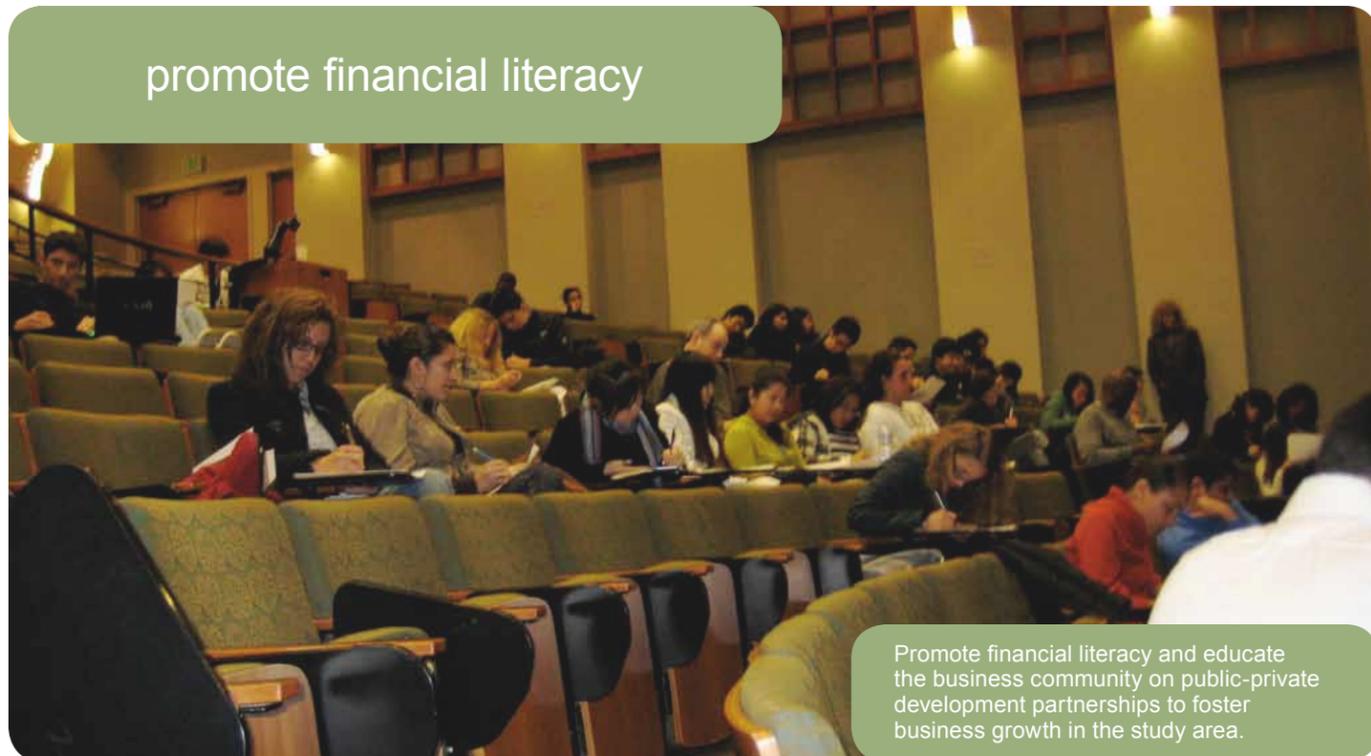
cost:

Costs will largely depend on the size and scope of the projects. This process will help to determine the key catalyst projects.

potential implementation mechanisms:

- | | |
|-------------------------------|--|
| 380/381 Agreement | Community Development Block Grant Program |
| New Markets Tax Credits | Economic Development Administration (EDA) Grants |
| Tax Abatements | Texas Enterprise Zones |
| Municipal Management District | Ground Leases |

promote financial literacy



Promote financial literacy and educate the business community on public-private development partnerships to foster business growth in the study area.

- connectivity
- public space
- environment
- community development
- economic development**
- signage and branding

project details:

This project applies to all of the residents and business owners in the study area. It serves to promote financial literacy through assisted income tax preparation (Neighborhood Centers, Inc.), financial education and homebuyer courses, financial coaching and support in finding money for education self-employment/small business.

benefits

- This project may:
- create new opportunities for local entrepreneurs and business growth
 - educate families on budget management, financing and taxes

limitations

- This project may:
- require volunteers and community outreach

cost:

None - the programs by the organizations listed below are provided for free

potential implementation mechanisms:

- | | |
|-------------------------------------|---|
| Women's Resource of Greater Houston | New Markets Tax Credits |
| People's Trust | Municipal Management District |
| Neighborhood Centers, Incorporated | Leveraging Publicly Owned Property |
| Houston Area Urban League | Community Development Block Grant Program |
| Houston HOPE | HOME-Home Investment Partnership Act |
| 380/381 Agreement | Low Income Housing Tax Credits |
| | Texas Enterprise Zones |

Burgess Hall redevelopment



Develop Burgess Hall into a commemorative community facility.

connectivity public space environment **community development** economic development signage and branding

project details:

This project applies specifically to the feasibility study, planning, budgeting and reconstruction and/or deconstruction of Burgess Hall in its current location.

benefits

This project may:

- provide much needed community space for the residents
- serve as the heart of Independence Heights – Northline district
- preserve neighborhood’s history

limitations

This project may:

- be extremely costly
- be difficult to fund building refurbishment

cost:

\$500,000-1 million to redevelop Burgess Hall

potential implementation mechanisms:

Tax Increment Reinvestment Zone
Tax Abatements
Historic Site Tax Exemption

“Under-told Stories” Grants
Houston Arts Alliance
City of Houston’s Neighborhood Stabilization Program

DESIGNWORKSHOP

historic preservation



Identify and strategize historic buildings preservation to protect community sites.

connectivity public space environment **community development** economic development signage and branding

project details:

This project applies to the historic buildings within the study area and within the historic district. In particular, the project may include placement of historic markers (city, state and federal) and illustrated interpretive panels.

benefits

This project may:

- increase neighborhood visibility
- educate residents and the greater Houston community about the historic importance of Independence Heights
- protect neighborhood against unwanted uses (such as cellphone towers)
- provide tax abatement to owners

limitations

This project may:

- incur high up-front cost to rehabilitate historic structures
- cause economic hardship on some property owners
- be coupled with owner education about restrictions

cost:

Varies: Cost per marker ranges from \$95 (City of Houston); \$750 (State of Texas); \$150 (National Register)

potential implementation mechanisms:

Historic Site Tax Exemption
City of Houston Tax Abatement Program
Federal Investment Tax Credit Program
County Tax Exemption

Sales Tax Exemption on Labor
ADA Credits
National Register of Historic Places Historic District
Preserve America Grants

DESIGNWORKSHOP

gateway and signage plan



connectivity public space environment community development economic development signage and branding

project details:

This project applies to the historic district and the study area as a whole. It may consist of enhanced street signage, neighborhood gateways, art in prominent places and enhanced METRO stops.

benefits

- This project may:
- create a sense of identity for the community
 - allow visitors to know that they are in a culturally and historically significant neighborhood

limitations

- This project may:
- be costly
 - require a maintenance partner
 - have to be approved by the Arts Alliance

cost:

\$50,000-75,000 per block for signage and markers

potential implementation mechanisms:

- Tax Increment Reinvestment Zone
- Public Improvement District
- Historic Site Tax Exemption
- Houston Arts Alliance (Art Ordinance)

DESIGNWORKSHOP

historic business owners



connectivity public space environment community development economic development signage and branding

project details:

This project will work to highlight long-term business owners as special within the community.

benefits

- This project may:
- foster long-term relationships between business owners and the community
 - create a sense of identity for the business community

limitations

- This project may:
- require up-front and on-going involvement between members of the business community and the neighborhood's representatives

cost:

wayfinding sign: \$4,000 each
interpretative sign: \$6,000 each

potential implementation mechanisms:

- Tax Abatements
- Municipal Management District
- Historic Site Tax Exemption
- Community Development Block Grant Program
- Texas Enterprise Zones

DESIGNWORKSHOP

B

APPENDIX B: PRIORITIZING THE VISION PROJECTS

Community Charrette and Project Selection

Project selection was based upon the conclusions from the needs assessment, projects identified in the previous studies and client feedback. At this stage of the study, all projects were included as potential implementation projects for public feedback. Projects that rose to the top of the prioritization during the Values Workshop and Visioning Charrette have been included in the Vision for Independence Heights – Northline Livable Centers Study.

Each project included an overall description and an evaluation by identifying the potential elements included in the project, a range of costs for projects of similar nature in other communities and potential benefits and limitations of the project. This level of information is helpful in prioritizing not just by wants, but also to begin discussions of financial capacity benefits and costs and partners. This will result in implementable projects to meet the vision of the community.

The projects identified for this study included:

- Streetscape Improvement Plan
- Pedestrian Friendly Routes
- Interstate 45 Connections
- Transit-Oriented Neighborhoods
- Transit Education and Marketing
- Neighborhood Parks Plan
- Demolition Strategy
- Floodplain Redevelopment Guidelines
- Increase Food Security
- Hike and Bike Trails
- Low-Impact Design Techniques
- Floodplain Engineering Projects

Design Charrette and Workshops

Community and stakeholder buy-in is critical to creating implementable projects in the Independence Heights – Northline area. A series of public meetings was held in a three-day period from October 25 through 27, 2011. These included an open public meeting on October 25 to confirm previously identified values and visions, two days of focus group meetings, an open studio where the design team completed project visions and implementation options, and a final vision open house where the potential implementation projects and overall visions for the study area were presented.

Values Workshop

The Values Workshop held on October 25 was a large public meeting where members of the community were asked to voice opinions on priority visions and projects. The purpose of the workshop was to:

- Bring the community and stakeholders together,
- Inform community of the planning process,
- Provide an opportunity for the community to give opinion and voice to direction of this process,
- Review previous visions and projects identified by the community, and
- Prioritize potential projects that meet the visions of the community.

This meeting was open to anyone who had an interest in the community and this process. Invitees included: residents, churches, business interests and owners (i.e. Independence Heights Business Owners Associations or Groups), historic preservationists, transit enthusiasts (i.e. TxDOT), community groups (i.e. Independence Heights Redevelopment Council and Neighborhood Centers, Inc.), service organizations (i.e. City of Houston Health and Human Services Department and Houston HOPE), and LISC.

Material presented at the Values Workshop included a brief presentation confirming previously identified visions and goals for the community through key-pad polling devices. This was followed by a project prioritization activity done by different tables. Each group was asked to discuss and prioritize the projects into 10 projects per table. This effort informed the design team of the most critical projects to focus efforts on during the remainder of the visioning workshop.

The projects presented at the Values Workshop were based upon projects identified in previous visioning and planning documents and confirmed with the client group. A summary of these projects and evaluation is before this section. The full details of each project, including the cards presented at the workshop, are included in Appendix A.

The priority projects identified at the Values Workshop were:

VALUES WORKSHOP: PRIORITY PROJECTS	
1	Floodplain engineering
2	Burgess Hall redevelopment
3	Affordable and diverse housing
4	Crosstimbers and N. Main Streets economic development
5	Library
6	Family and community support
7	Interstate 45 pedestrian connection
8	Safety in neighborhoods
9	Middle school / schools
10	Increased food security
11	Historic business owners
12	High school upgrade
13	Transit-oriented development at Northline Commons



The design team presented its work on the project implementation options at the Visioning Open House.



Groups participated in project prioritization activities at the Values Workshop.

Focus Groups

Smaller groups of community members participated in meetings focused around key topics identified in previous community vision documents. The purpose was to gain insight from the area's key stakeholders concerning project priorities and appropriate implementation options for priority projects.

Participants typically were stakeholders with a vested interest in the potential priority projects or influence over decisions being made to implement projects. They included major landowners, business owners, residents, district board members, utility providers in the area or others.

The focus group meetings occurred at the following times:

October 26
1-3pm Neighborhood and Community Services Implementation
3-5pm Park, Open Space, and Flooding Implementation

October 27
10am-12pm Transportation Implementation
10am-12pm Historic Preservation Implementation
1-3pm Economic and Community Development Implementation

Focus Group Meetings included a brief introduction to the process, a review of priority projects that are included in the focus group topic, and a group discussion on issues and implementation options for the priority projects. Participants were asked to dot-vote on their priority projects for the entire project.

Many key issues were identified during the meetings. These key issues were incorporated into the priority project visions and will be incorporated into implementation steps as this effort moves forward.

The focus groups identified the following projects as having high priority for the study area:

FOCUS GROUPS: PRIORITY PROJECTS	
1	Burgess Hall redevelopment
2	Floodplain engineering
3	Library
4	Middle school / schools
5	Family and community support
6	Increase food security
7	Interstate 45 pedestrian connection
8	Affordable and diverse housing
9	Floodplain redevelopment guidelines
10	Crosstimbers and N. Main Streets economic development
11	Transit-oriented development at Northline Commons
12	Hike and bike trails
13	Low-impact design techniques

Open Studio

The purpose of the Vision Workshop Open Studio was to give the design team time to flesh out high-priority projects and evaluate them against a set of performance criteria set up from the project goals.

Community members and stakeholders were encouraged to walk through the studio and ask questions of the work being completed during the charrette. Materials produced during the open studio were presented at the Visioning Open House.

Visioning Open House

The purpose of the Visioning Open House was to give community members and stakeholders an opportunity to evaluate work completed over the charrette including additional details on the priority projects' benefits and limitations as well as to discuss overlapping projects and resulting benefits toward the visions and implementation

options identified during the week that could move projects forward.

This meeting was intended for anyone who has an interest in project alternatives and implementation costs.

The Open House included a presentation reviewing the key elements and costs of the priority projects identified at the Values Workshop, keypad polling on whether or not the design team was heading in the right direction with project elements, and opportunity for community members to prioritize with dollars the priority projects and alternatives.

The Open House participants identified the following project alternatives with high priority:

OPEN HOUSE: PRIORITY PROJECTS	
1	Burgess Hall redevelopment
2	Floodplain engineering
3	Transit-oriented development at Northline Commons
4	Crosstimbers and N. Main Streets economic development - alternative #1
5	Library
6	Crosstimbers and N. Main Streets economic development - alternative #2
7	Middle school / schools
8	Affordable and diverse housing
9	Gateway and signage
10	Interstate 45 pedestrian connection - alternative #1
11	Family and community support
12	Historic business owners
13	Interstate 45 pedestrian connection - alternative #2

Details on the project alternatives presented at the Visioning Open House are included each of the framework sections that follow in this Appendix.



Each groups prioritized project list was presented to the other groups at the end of the Values Workshop meeting.



Participants were asked to vote with keypad polling devices on alternatives discussed at the Visioning Open House.

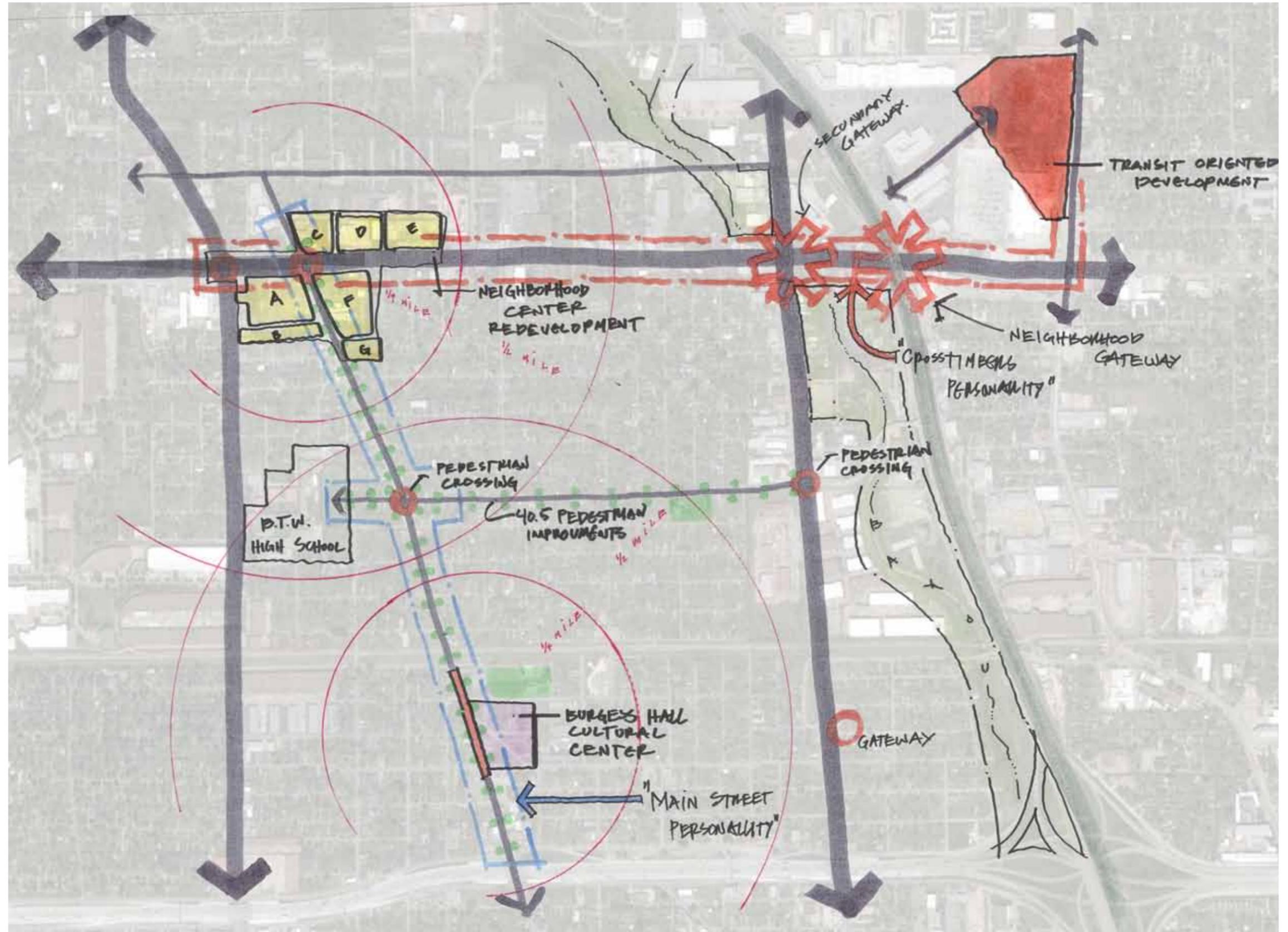
Framework Plan

The Framework Plan includes the focus on catalyst projects around the Northline Transit Centers, Crosstimbers and N. Main Streets, and Burgess Hall Historic Area along N. Main Street. These project provide the framework for other projects and efforts identified by the community such as pedestrian access along key routes, including the Interstate 45 crossing, increased safety, gateway and signage measures, and floodplain development strategies.

The following pages present the framework plans and project visions for each Vision category. Each framework plan presents a table of the potential projects to be included in that framework, narrative feedback of what was captured at the Values Workshop and Visioning Charrette, the resulting Vision Plan and Framework Map and Project Visions for each of the projects included in the Vision Plan.

The culmination of projects in the Vision Plan results in the adjacent framework plan. A more detailed Vision and Implementation Plan will be created as the Final Plan is created during the next phase of this study.

The projects included in the Vision Plan were also compared against the goals created for the project to ensure all goals were addressed and to observe any imbalance in project selection. The table of this analysis is on the following page. A goal that may need further project identification is Goal 10: Encouragement of financial literacy.



Study Area Framework Plan

Circulation and Connectivity Framework Projects

The projects in the following table were seen as possible projects that could meet the needs identified for the community. This framework of projects was presented at the focus groups

and each project's potential and relevance to this study were discussed with the group. The following focused discussion points were identified during the Transportation focus group meeting.

Participants voiced the desire for sidewalks within the residential neighborhoods. Participants commented that many seniors have difficulty accessing the streets in front of their

homes because of the open-ditch drainage. The high and dry access to the street for many residential properties in the study area is via the residential driveways across the open ditches. However, when vehicles are parked

within the driveways, there is very little room for a pedestrian to maneuver on the driveway and across the open-ditch drainage feature.

Table 1: Circulation and Connectivity Potential Projects

VISION	GOAL CATEGORY	POTENTIAL PROJECTS OR STRATEGIES	COSTS COMPONENTS	BENEFITS	LIMITATIONS
CIRCULATION AND CONNECTIVITY	Road Network and Human Comfort	STREETSCAPE IMPROVEMENT PLAN: Prepare and prioritize streetscape improvements in a plan that incorporate long-term tree planting, sidewalk and street improvements.	<ul style="list-style-type: none"> \$30,000-60,000 	<ul style="list-style-type: none"> Create a more pedestrian-friendly street environment to encourage walking Safe routes for children to access schools Shift transportation mode from driving to walking/biking/transit Provide on-street parking near retail/commercial storefronts Slow speeds through narrowing cross section elements where appropriate Shorten pedestrian crossings through bulb outs at intersections where appropriate Encourage transit ridership through providing shelters, reducing exposure to weather elements Densify neighborhood tree canopy Visually indicate the major thoroughfares and improve traffic circulation Neighborhood would be accessible for those with disabilities Initiate litter brigade to target trash removal along major roadways and bike paths within the study area 	<ul style="list-style-type: none"> Key destinations are varied and scattered within the study area Increase traffic through study area May provide additional requirements for private development to adhere to when improving public right-of-way May be limited by right-of-way availability Construction cost ADA compliance is costly Crossing major barriers such as railroad, freeway and bayou May require maintenance and operations expenses Vacant properties create safety hazards, discourage alternative modes of travel other than the safety of a private automobile Trash heaps along roadways make walking and biking unsafe and uncomfortable
		PEDESTRIAN-FRIENDLY ROUTES: Implement streetscape improvements for key destinations within the study area, focusing on sidewalks and human comfort.	<ul style="list-style-type: none"> \$50,000 per block (Crosstimbers Street as example; block measurement is 260 feet in length) Includes ADA ramps, 5 foot sidewalks, pedestrian signals, crosswalks, bike lanes striping and street trees 	<ul style="list-style-type: none"> Encourage more active living by providing safe places to walk Increase connectivity to parks and pedestrian destinations Enhance accessibility by having to comply with ADA guidelines 	<ul style="list-style-type: none"> May be difficult to implement sidewalk network on older properties May require ongoing maintenance and operations expenses
		INTERSTATE 45 PEDESTRIAN CONNECTION Implement streetscape improvements for key destinations within study area, focusing on sidewalks and human comfort.	<ul style="list-style-type: none"> \$50,000 per block (Crosstimbers Street as example; block measurement is 260 feet in length) Includes ADA ramps, 5 foot sidewalks, pedestrian signals, crosswalks, bike lanes striping and street trees 	<ul style="list-style-type: none"> Encourage more active living by providing safe places to walk Increase connectivity to parks and pedestrian destinations Enhance accessibility by having to comply with ADA guidelines 	<ul style="list-style-type: none"> May be difficult to implement sidewalk network on older properties May require ongoing maintenance and operations expenses
	Public Transportation Connectivity	TRANSIT-ORIENTED NEIGHBORHOODS: Ensure that there is a strong transit connection between commercial and residential uses.	<ul style="list-style-type: none"> \$16,000-20,000 per bus shelter \$1,200 per bench 	<ul style="list-style-type: none"> Provide better access to public transportation for all residents 	<ul style="list-style-type: none"> May be more difficult for METRO to maintain even more bus shelters
		TRANSIT EDUCATION AND MARKETING: Encourage use of public transportation through information and education.	<ul style="list-style-type: none"> None - education can occur through churches, schools and community organizations by providing information about bus routes to events, services and parks 	<ul style="list-style-type: none"> Save families money on fuel and other related automobile costs Contribute to better air quality Encourage pedestrian activity 	<ul style="list-style-type: none"> May not be fully realized until more community services are located within the area

One participant was very familiar with biking through the study area. There was not a strong desire to provide a bike path/trail along White Oak Bayou. Most recognized that there were alternative parallel paths that would provide similar access.

Participants and METRO acknowledged that there are still concerns about the North Line Light Rail Transit construction along Fulton particularly south of Crosstimbers Street. There are very few areas where pedestrian and/or vehicles can cross the North Line LRT since it runs in the middle of Fulton.

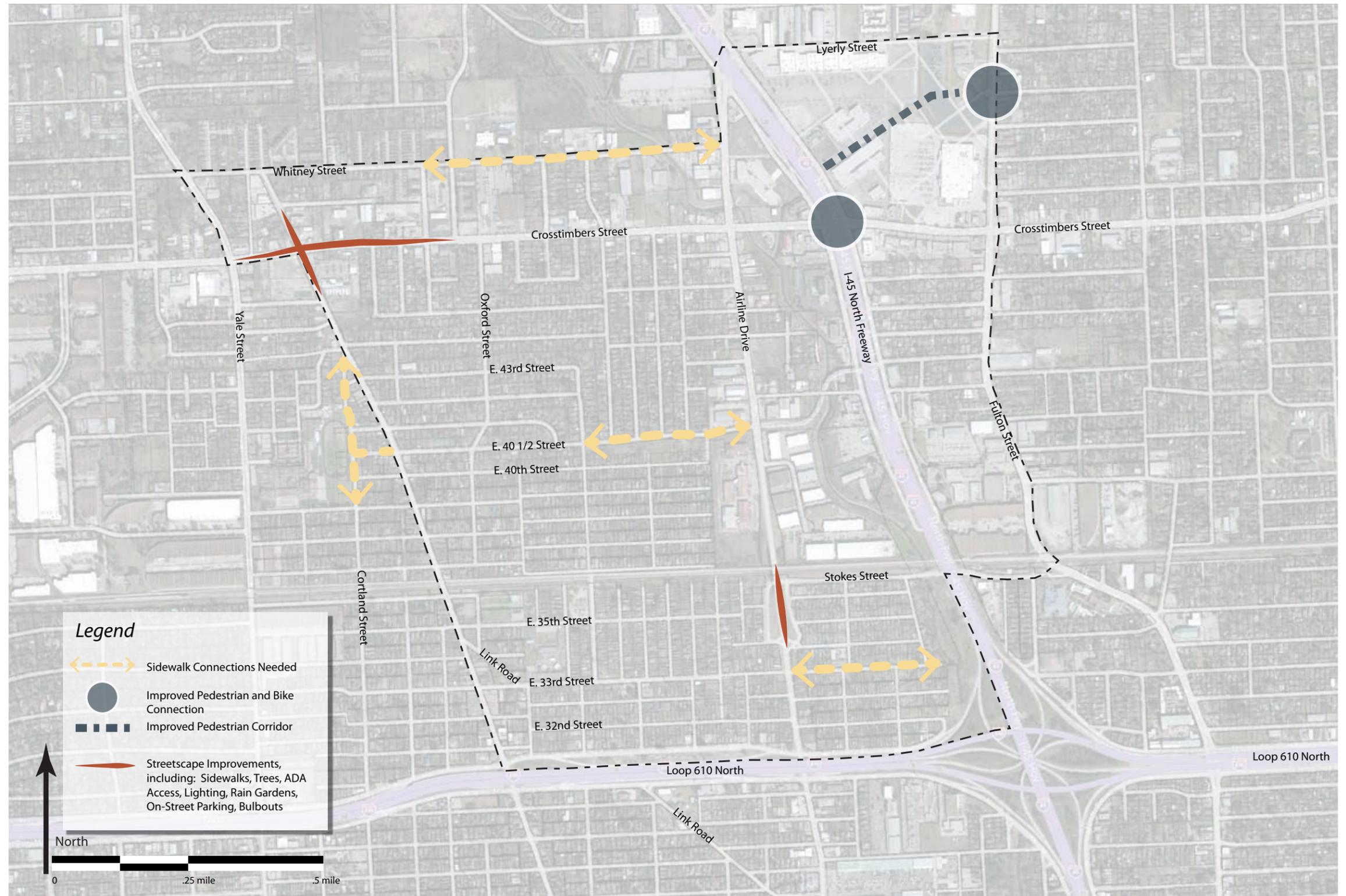
Overall, participants and public officials felt the largest issues were in pedestrian access along streets, access across Interstate 45 and the future rail line along Fulton Avenue.

Vision Plan

The projects that were identified by the community and clients as a priority and that will be moved forward as part of this study are:

- Pedestrian-Friendly Routes
- Interstate 45 Crossing

These two projects focus on the principles of pedestrian access to key economic and community amenities, including schools, economic centers and community support services. These projects should plan for future community amenity locations in identifying routes for pedestrian improvements and public transit access.



Circulation and Connectivity Plan

Pedestrian-Friendly Routes

This project typically applies to the entire study area in the form of design guidelines, incorporating Great Street program elements such as layout of trees, sidewalks, street furniture and lighting. City of Houston has

Transit Street design guidelines along light rail corridors such as Fulton Street. Safe Routes to School funding can help provide continuity of sidewalk networks near schools.

The following design principles should be incorporated into key locations throughout the neighborhood to ensure pedestrian friendly routes:

Improve Airline circulation south of railroad crossing. Reconfigure south end of Airline so that circulation across and to Airline is improved.

Initiate Litter Brigade effort to target dumping grounds (along Stokes, overpasses, etc.) and improve safety along isolated corridors.

Improve patrols along Stokes by extending management district patrol boundaries.

Coordinate sidewalk reconstruction with future Capital Improvement Projects making sure that all sidewalk paths are ADA accessible with proper widths, slopes, and ramps.

Consider shared lane concept for Crosstimbers Street so that bikes and vehicles share the outer lanes and debris is swept clear more frequently.

Improve streetscape and accessibility along Crosstimbers and N. Main Streets.

Improve streetscape and accessibility along E. 40 ½ Street connecting to walking trail at McCullough Park and continuing through to Airline.

Improve pedestrian and vehicular circulation across North Line LRT along Fulton through signage, pedestrian buttons, train control, etc.

Provide wayfinding signage at HOV ramp terminus to direct newcomers to historical, significant sites and/or retail.

Enhance transit access to HOV ramp for direct connection to Downtown. Provide shelter and bike racks along Airline at HOV ramp terminus. Include light rail terminus here to pick up patrons before buses access HOV ramp to Downtown.

Provide sidewalks on at least one side of the streets within the study area that are on the Major Thoroughfare and Freeway Plan.

Preferably, provide sidewalks on both sides of all streets within the study area that are on the Major Thoroughfare and Freeway Plan.

Pedestrian friendly street enhancements on N. Main and Crosstimbers Streets (sidewalks, trees, ADA, lighting, rain gardens, on-street parking on N. Main, bulb outs, etc.)

Analyze bus stop vs. shelter locations based on ridership potential. Consider consolidating bus stops so that demand can be consolidated at appropriately sized bus shelters near key destinations such as Burgess Redevelopment area, parks, schools, N. Main/Crosstimbers Streets)

Interstate 45 Pedestrian Connectivity – itemized on other pages

Improve pedestrian access along Crosstimbers Street under Interstate 45 to Northline Mall.

Improve pedestrian access across Northline Mall through the parking lot to Northline Transit Center for those walking from Independence Heights.

Improve pedestrian access between compatible land uses such as HCC to Transit Center, HCC to mall, Transit Center to mall, etc.

Element:

- Sidewalks (on at least one side of street on all roads on MTFP) (\$8/SF; 5' wide)
 - E. Whitney – Haygood to Airline (2800')
 - E. 40 ½ St. – Cornell to Airline; Cortlandt to N. Main (2300')
 - Cortlandt – N. Main to 39th (1600')
 - 33rd – Airline to Bayou (1500')
- N. Main at Crosstimbers Street improvements (sidewalks, trees, ADA, lighting, rain gardens, on-street parking, bulbouts)
- Bus Stops (consolidate and add shelters)
- I- 45 Pedestrian Connectivity
- Pedestrian access across Northline Commons parking lot from Northline Transit Center (\$8/SF of raised sidewalk/crosswalk; 5' wide) (approx. 1000')
- Pedestrian access between compatible land uses – Combination of striping and sidewalk improvements (\$30/LF)(approx. 2500')
- Airline circulation south of railroad crossing
 - Add standard directional signage (10 signs @\$1000)
 - Intersection geometric improvements
- Crosstimbers Street shared use bike lane
 - Painted bike lanes (7,500' @ \$5/LF)
- Streetscape and accessibility improvements on Crosstimbers and N. Main Streets
- Streetscape and accessibility improvements on E. 40 ½ from McCullough Park to Airline (1200'x40' ROW @ \$20/SF)
- Pedestrian and vehicular circulation across North Line LRT at Fulton (signage, pedestrian buttons, train control)
- Wayfinding Signage at HOV ramp terminus (to historical, significant site, and/or retail) (2 signs)
- Enhance Transit access to HOV ramp (add light rail terminus with shelter, bike racks) (1 bus shelter)

Cost:

- \$112,000
- \$ 92,000
- \$64,000
- \$60,000
- See project details under 'Economic Development'
- \$15,000/bus shelter
- See project details on next pages
- \$40,000
- \$75,000
- \$10,000
- TBD
- \$37,500
- See project details under 'Economic Development'
- \$960,000
- Should be part of METRO Rail project costs
- \$4,000
- \$15,000

TOTAL COST: **\$1,484,500**

potential implementation mechanisms:

- Tax Increment Reinvestment Zone
- Public Improvement District
- Livable Centers Implementation Grant Program
- Capital Improvement Plan
- Transportation Enhancements Statewide Program
- Surface Transportation Program (STP)
- Safe Routes to Schools Program

Interstate 45 Pedestrian Crossing - Alternative #1

Currently, pedestrian access under Interstate 45 is dangerous and uninviting. Children walking with their parents to and from school are forced to contend with poor lighting and fast-moving vehicular traffic.

Alternative #1 seeks to alleviate these conditions by adding the following enhancements:

Enhanced paving at the intersection corners may consist of pavers, color and shrubs and groundcover.

Twenty-five-foot-tall vertical gateway signage with enhanced landscape in the Crosstimbers Street medians will signal to drivers that they are approaching a noteworthy intersection and neighborhood.

Mid-height pole lighting combined with safety bollards will protect pedestrians and painted columns will brighten up the space underneath the interstate.

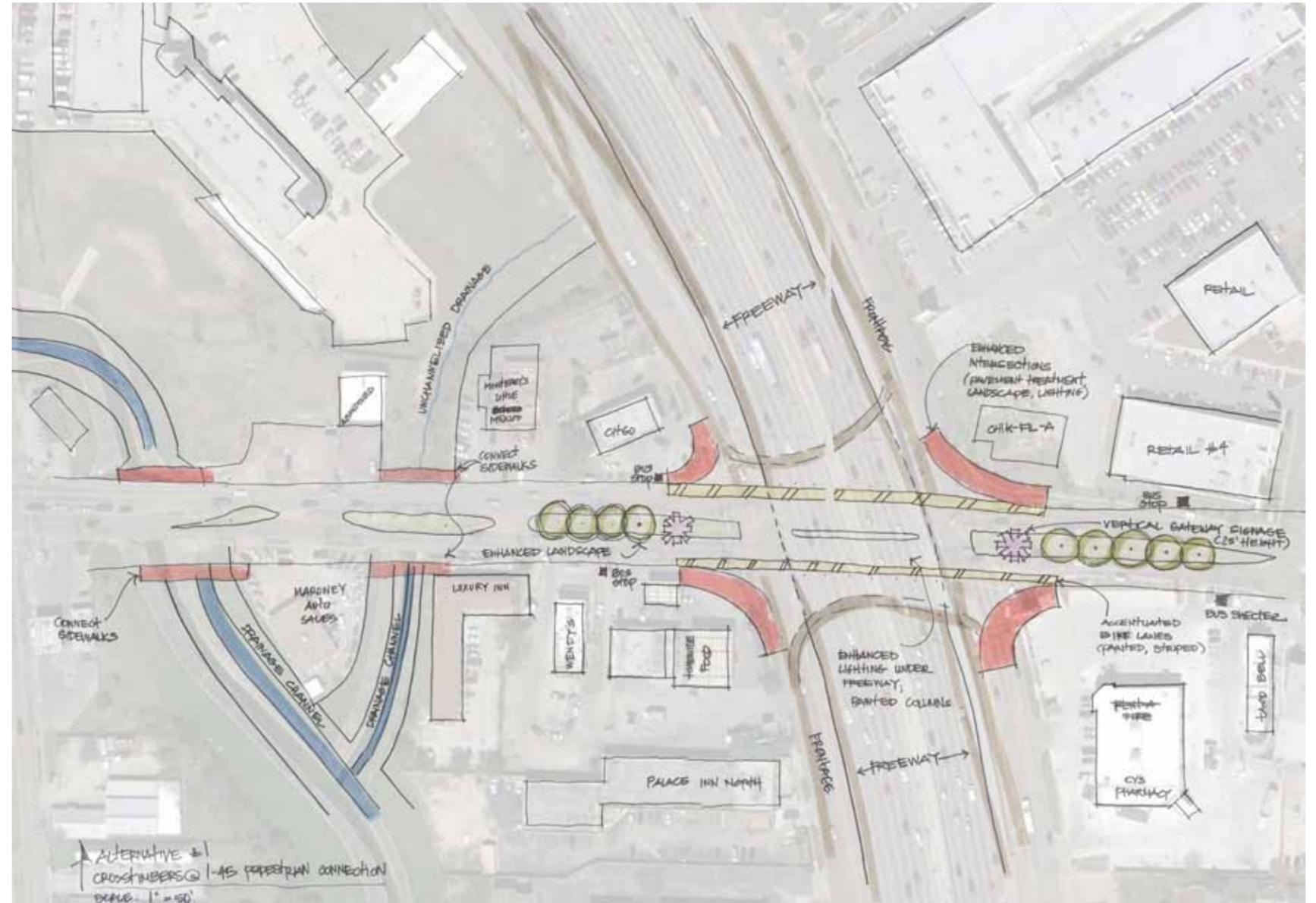
Painted bike lanes under Interstate 45 will make bikers more apparent to drivers and missing sidewalk connections made complete on the western portion of Crosstimbers Street will enhance pedestrian safety.



Painted bike lanes provide safer travel routes.



Signage makes the district apparent.



Element:

• Painted bike lanes	\$20,000
• Pedestrian-level lighting under interstate (combined with protective bollards)	\$30,000
• Vertical gateway signage (25' ht) (2 @ \$40,000 each)	\$80,000
• Connected sidewalks over channels (400' length @ \$30/lf)	\$120,000
• Enhanced landscape in medians (1,500 sf @ \$3.25/sf)	\$5,000
• Enhanced landscape at intersection corners (400 sf per corner @ \$3.25/sf)	\$5,000
• Painted columns under interstate	--
• Additional trees (ornamental) (6 @275 each)	\$2,000

Cost:

TOTAL COST:

\$262,000

potential implementation mechanisms:

- Livable Centers Implementation Grant
- Texas Department of Transportation could provide Transportation Enhancement grants
- City of Houston Public Works Department
- Interstate 45 Hardy Toll Road Expansion

Interstate 45 Pedestrian Crossing - Alternative #2

Alternative #2 is similar to Alternative #1, but it addresses the pedestrian-connection issue from a slightly different approach:

Intersection corners are enhanced with landscape and colored pavers, and the intersection is repaved with textured material, so drivers are subtly alerted to an important intersection.

The 25 foot height gateway signs are moved to opposite corners, which in addition to creating an interesting juxtaposition, move the maintenance responsibility to the appropriate Management District.

Overhead lighting and shorter crossings in the underpass space will increase safety and visibility for pedestrians.

Painted bike lanes under Interstate 45 will make bikers more apparent to drivers and missing sidewalk connections made complete on the western portion of Crosstimbers Street will enhance pedestrian safety.



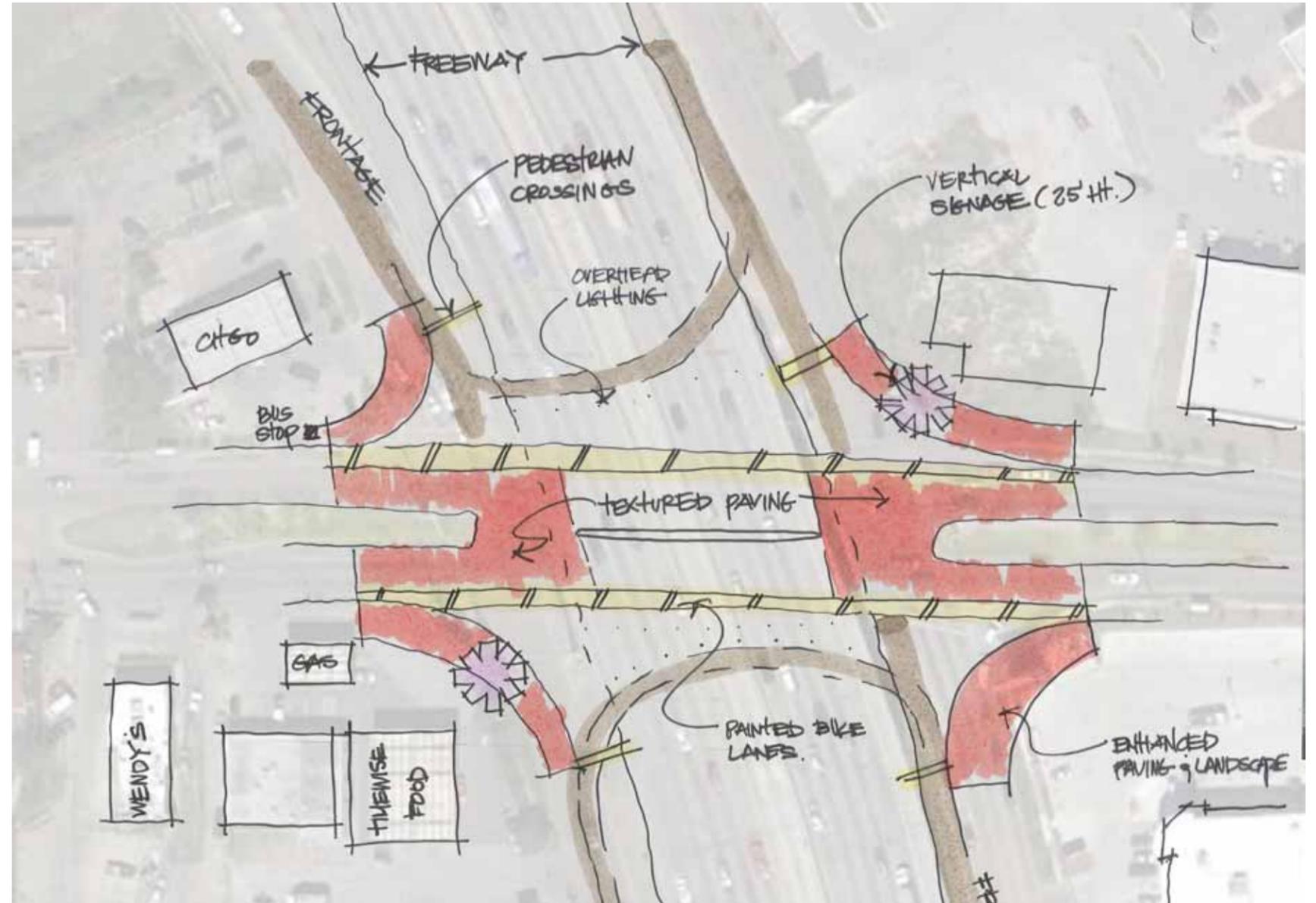
A well-lit underpass is safer for pedestrians.



Enhanced paving increases pedestrian visibility.



Intersection landscaping enhances the neighborhood's beauty.



potential implementation mechanisms:

- Livable Centers Implementation Grant Program
- Texas Department of Transportation could provide Transportation Enhancement grants
- City of Houston Public Works Department
- Interstate 45 Hardy Toll Road Expansion

Element:

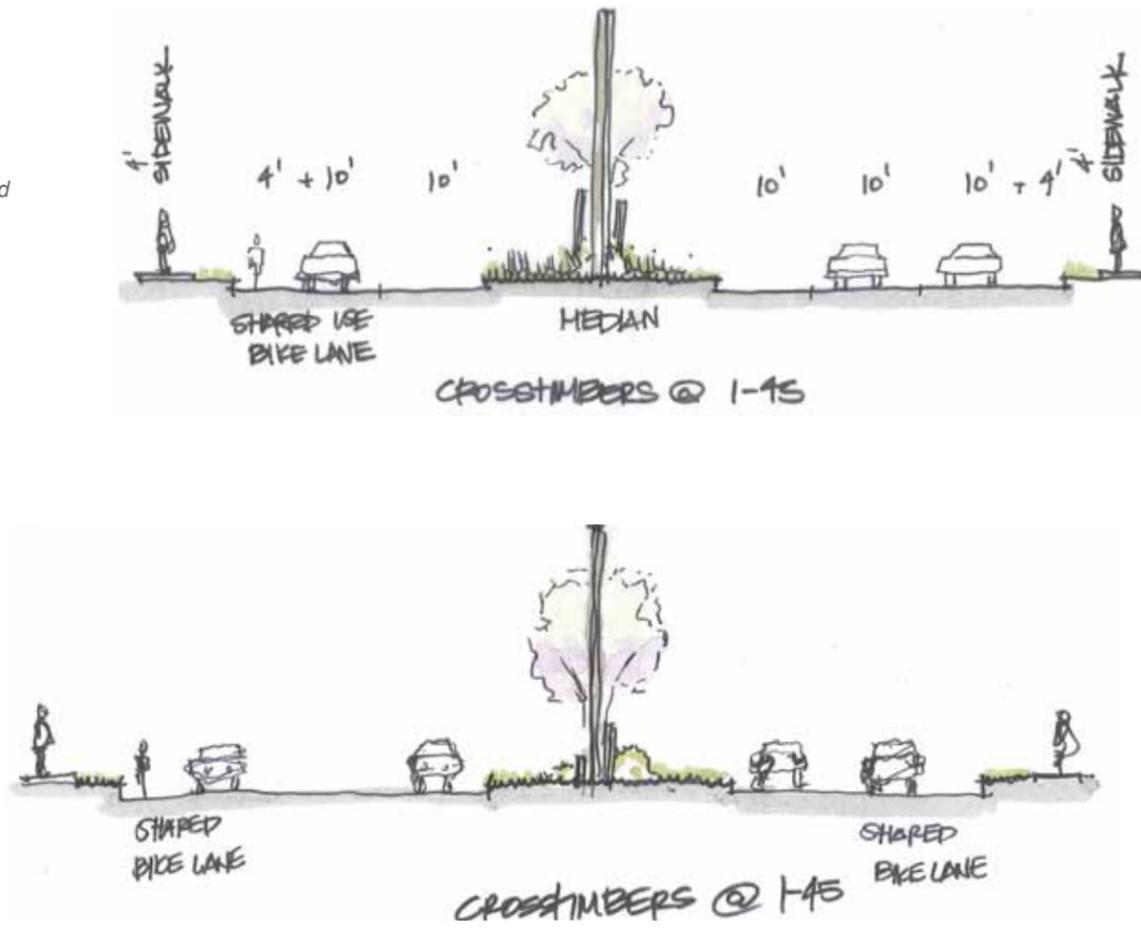
• Painted bike lanes	\$20,000
• Overhead lighting under interstate	\$30,000
• Vertical gateway signage (25' ht) (2 @ \$40,000 each)	\$80,000
• Enhanced paving at intersection (textured)	\$90,000
• Connected sidewalks over channels (400' length @ \$30/lf)	\$120,000
• Enhanced landscape at intersection corners (400 sf per corner @ \$3.25/sf)	\$5,000

TOTAL COST:

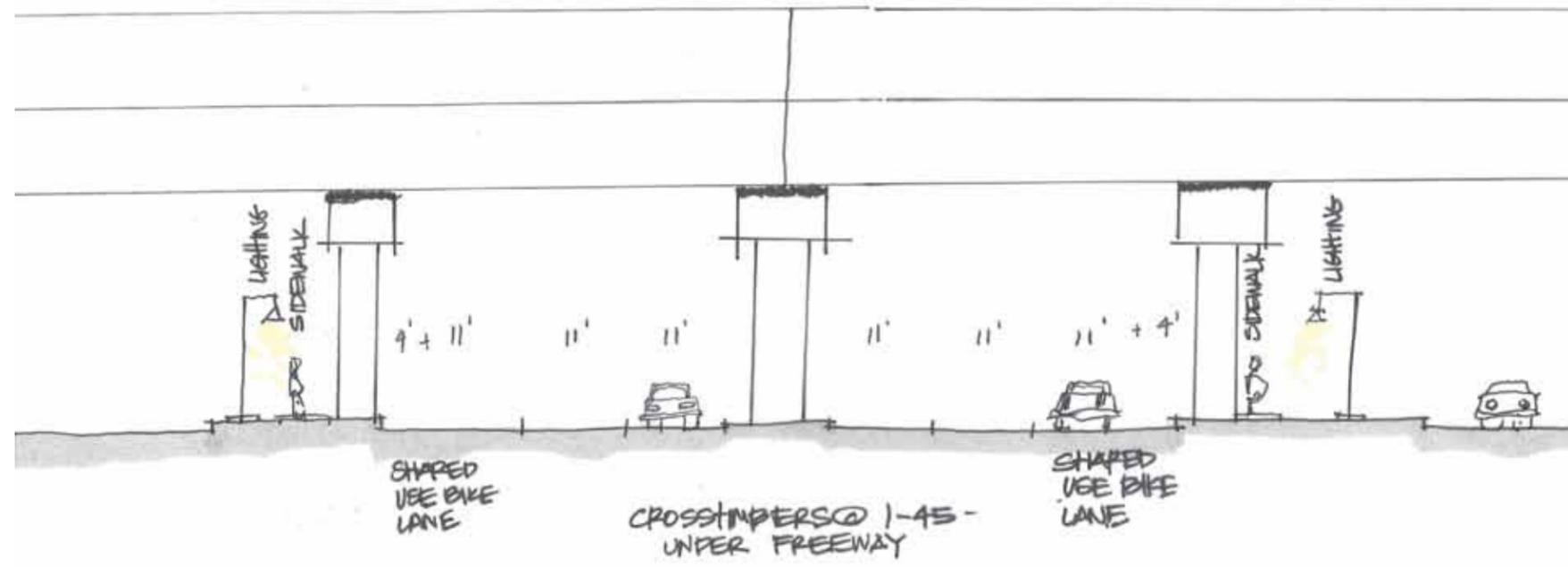
\$345,000

Interstate 45 Pedestrian Crossing Cross Sections and Vision

The sections show the proposed landscape amendments that will increase pedestrian safety and create neighborhood identity.



Bollards, lighting and brightly painted elements help make the underpass safer and enliven the space.



Public Space Framework Projects

The projects in the following table were seen as possible projects that could meet the needs identified for the community. This framework of projects was presented at the focus groups, and each project's potential and relevance to this study were discussed with the group. The following focused discussion points were identified during the Public Space focus group meeting.

Participants desired a connection of Independence Park to the school through the expansion of the park. Participants would like to see baseball, the re-opening of the swimming pool and indoor basketball. Quiet walking trails

were also important to the community for the use by seniors and young children.

Participants felt that community gardens are a good way to get funding, incorporate healthy living into schools and increase adult nutritional education. The potential to build upon the Farmers Market on Airline and 610/ Link Rd. was thought of as a good idea.

Participants discussed the need for more “eyes on the street” and better lighting along Stokes and the Interstate 45 underpass that connects Airline to Fulton. The area under the overpass structures of both Airline and Interstate 45, the

Bayou and public parks have become dumping grounds due to lack of enforcement and minimal patrols. Participants did not see a strong need to spend money on a bike trail along White Oak Bayou since the section along the study area is too isolated to be able to create a safe environment.

Participants were concerned about drug use, prostitution, safety and dumping while discussing transportation connectivity issues and concerns. Participants hope for better lighting and pedestrian paths when crossing from one side of Interstate 45 to the other at Crosstimbers Street as well as focus on Crosstimbers Street.

Vision Plan

The projects the community and clients identified as a priority and will be moved forward as part of this study are:

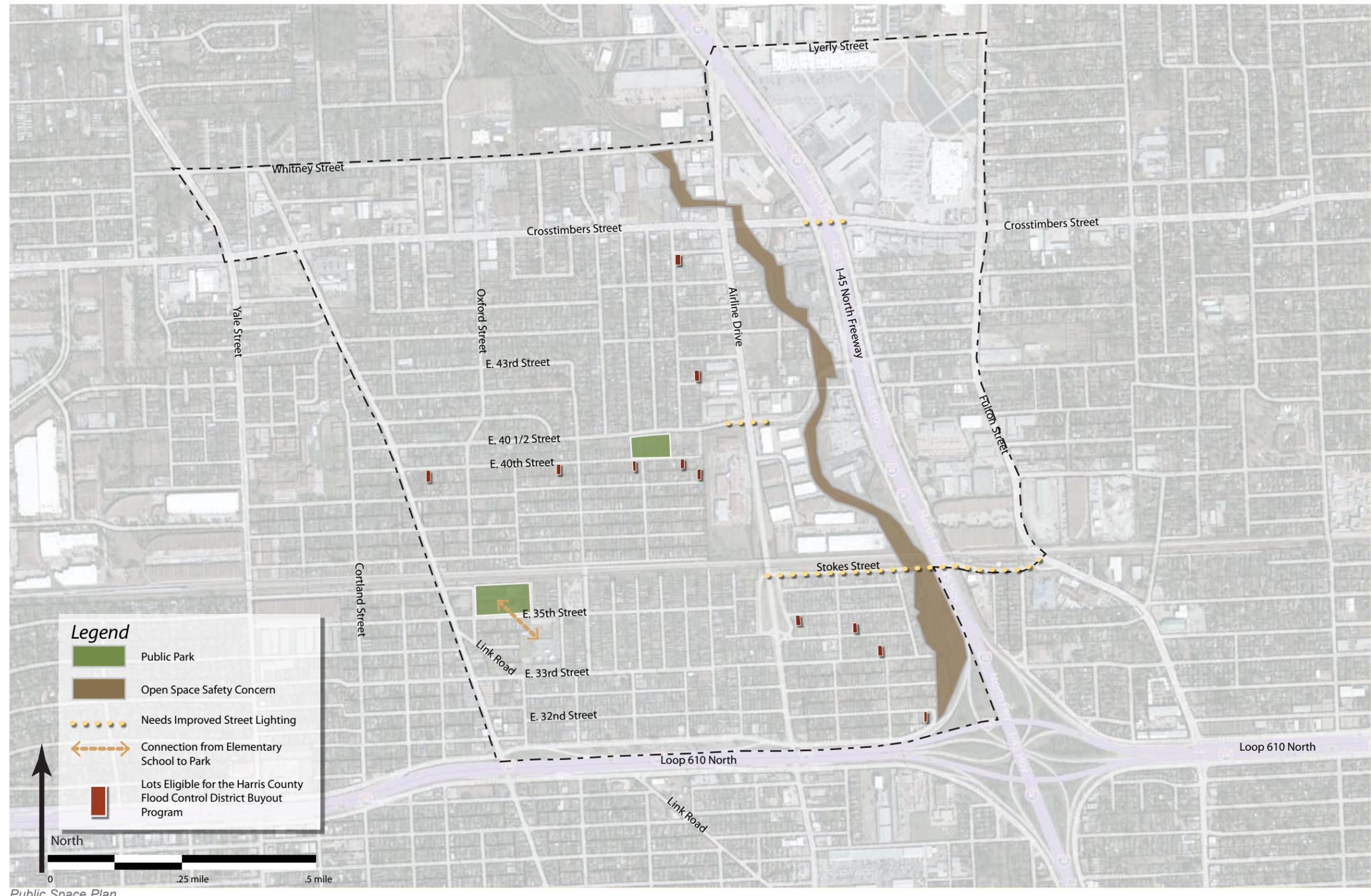
- Neighborhood Parks Plan
- Demolition Strategy
- Increase Food Security
- Safety in Neighborhoods

These projects focus identifying a plan for acquiring and maintaining public spaces. This includes use of publicly owned vacant land for public access and creating spaces that are safe.

Public spaces need to be programmed to meet the needs of the community and ensure safety through lighting, design and use year round.

Table 2: Public Space Potential Projects

VISION	GOAL CATEGORY	POTENTIAL PROJECTS OR STRATEGIES	COSTS COMPONENTS	BENEFITS	LIMITATIONS
PUBLIC SPACE	Public Open Space	NEIGHBORHOOD PARKS PLAN: Plan for neighborhood parks and prioritize projects.	• \$20,000-50,000	<ul style="list-style-type: none"> • Create more park space for the community • Provide a public use for lands located in the floodplain • Provide multi-use benefits for stormwater capture • Tie into trail system that links to other park facilities • Provide opportunities for joint community facilities such as library and community services 	<ul style="list-style-type: none"> • Have a high land or capital cost • Require ongoing maintenance and operations expenses • Reduce land that is to be used for economic redevelopment
		DEMOLITION STRATEGY: Identify vacant, dangerous structures to be demolished.	• Homes that qualify for the buyout program are demolished free of charge	<ul style="list-style-type: none"> • Maximize use of vacant lots as the community sees fit • Make community safer by clearing out vacant and unsafe structures • Increase property values • Improve appearance through conversion of vacant lots into green space 	<ul style="list-style-type: none"> • Decrease the availability of developable land • Be limited in extent because the floodplain is a regional issue under the jurisdiction of HCFCD • May require a regional approach for greatest impact
		INCREASE FOOD SECURITY: Increase food security through promotion of farmers markets, creation of community gardens and promoting businesses such as fresh food vendors.	• \$1,500-4,000 to start a community garden (per www.urbanharvest.org)	<ul style="list-style-type: none"> • Increase residents' access to healthier food choices • Increase open space • Allow residents to grow their own food • Promote healthier lifestyle choices • Provide after-school activity for youth 	<ul style="list-style-type: none"> • Require ongoing maintenance and operations expenses • Reduce land that is to be used for economic redevelopment
		SAFETY IN NEIGHBORHOODS: Identify strategies to address unsafe places in the neighborhood.	• \$7,500 per new light	<ul style="list-style-type: none"> • Increase residents feeling of safety • Focus on key areas in the community • Provide additional benefits to neighborhood spirit 	<ul style="list-style-type: none"> • Difficult to identify sources • Long term strategy • Requires cooperation with Police
	Trail and Bike Route	HIKE AND BIKE TRAILS: Install hike and bike trails along White Oak Bayou and other open spaces that connect to existing trails.	• \$60 per linear foot of bike trail (12 foot wide path)	<ul style="list-style-type: none"> • Link study area to neighboring communities via greenways • Encourage physical activity • Make White Oak Bayou safer by adding more patrols • Potential shift in mode split 	<ul style="list-style-type: none"> • Require ongoing maintenance and operations expenses



Legend

- Public Park
- Open Space Safety Concern
- Needs Improved Street Lighting
- Connection from Elementary School to Park
- Lots Eligible for the Harris County Flood Control District Buyout Program

North

0 .25 mile .5 mile

Public Space Plan

Neighborhood Parks Plan

This project applies to planning for improvement of existing park facilities and prioritizing the acquisition of publicly owned and floodplain lots for parks.

The parks plan should capitalize on the two parks already in the area, focus on the improvement to these two facilities and the creation of additional public gathering spaces.

The first priority should be to re-open and re-program existing facilities to better meet the desires of the community. Focus should be on the pool and community center on 35th Street and improvements to the Independence

Heights Park and McCullough Park to improve pedestrian access and programming.

Analysis of desired park programming is needed to accurately plan for additional park facilities and to help create an overall plan that is financial and manageable.

Part of this plan is working with the Demolition Strategy included as part of the Vision for Public Space.

Demolition Strategy

Independence Heights – Northline has many parcels with vacant structures that have become safety hazards. Some of these structures fall under the purview of the Harris County Flood Control District’s (HCFCD) Voluntary Home Buyout Program.

Removing damaged structures that lie within the floodplain is one way to reduce flood damage. HCFCD seeks to reduce flood damage and losses by purchasing, on a voluntary basis, homes that lie in the floodplain and removing the structures from harm’s way.

The Federal Emergency Management Agency, through the Texas Governor’s Division of Emergency Management and the Texas Water Development Board, has provided substantial federal funding for the purchase of flooded homes through FEMA’s Flood Mitigation Assistance Program, the Hazard Mitigation Grant Program, the Pre-Disaster Mitigation Program and the Sever Repetitive Loss Program.

Each of FEMA’s grant programs has requirements for local participation that are updated on an annual basis. Generally speaking the process is such that:

- Homes are appraised at fair market value by certified independent appraisers,
- Homeowners are screened for eligibility for relocation assistance and/or moving expenses,
- Negotiations are carried out with the Harris County Right of Way Division and
- Homeowners have access to HCFCD buyout counselors during the transaction.

The property acquisition process varies depending on the funding source, but can usually be completed in 16-20 weeks from the time the District turns the property over to the Harris County Right of Way Division for acquisition. Title issues could extend the timeline.

Once the home is purchased, demolition of the structure is scheduled soon thereafter, and the structure, with slabs or supports, is removed.

The District then works with the community and individual neighboring property owners to determine what should be done with the land after the structure is removed. The District works with the adjacent property owners so that they may use an adjacent lot as yard space in exchange for mowing and maintaining the land, which continues to be owned by the District.

Element:

- Parks Plan
- Re-opening of pool and at Independence Heights Park (6 months/year)
 - Staff (2 people)
 - Maintenance
- Improvements to Independence Heights Park
- Improvements to McCullough Park

Cost:

- \$20,000-\$50,000
- \$25,000
- \$50,000
- \$450,000 (TBD)
- \$450,000 (TBD)

TOTAL COST: \$1,025,000

Element:

- Homes that qualify for the buyout program are demolished free of charge.
- Education program on the benefits and costs to buy-out program

Cost:

- \$0
- \$10,000

TOTAL COST: \$10,000

potential implementation mechanisms:

- Tax Increment Reinvestment Zone
- Public Improvement District
- Capital Improvement Plan
- Public-private Partnership

potential implementation mechanisms:

- Harris County Flood Control District buyout program

Food Security

Lack of readily-available, fresh food is of major concern to the Independence Heights – Northline Community. Several options to improve this situation include installing community gardens on empty floodplain lots, implementing the services of a fresh produce truck, weekend meal delivery, healthy choices education and extending further support of existing food programs.

A high-level grocery store would be fully accepted into the community, but the economic feasibility of this project is difficult.



Produce trucks are an opportunity for fresh food.



Community gardens provide fresh food and neighborhood interaction.



Trash cleanup in vacant lots where dumping occurs reduces places for crimes to occur.

Element:

- Community Gardens (1-2 gardens)
- High Level Grocery (50,000 sf)
- Support for Food Programs Existing Services (\$400/month for food to double capacity of kids program - 100 kids)
 - Kids programs and elderly programs with churches
- Education of Healthy Options
- Delivery of Meals on Weekends
- Fresh produce truck

Cost:

\$6,000
 \$3,000,000
 \$48,000

 \$20,000
 -- volunteers
 \$3,000

TOTAL COST: **\$3,077,000**

potential implementation mechanisms:

- USDA Food Deserts funding for grocery store west of N. Main Street.
- Marketing Orders for small, minority-owned businesses potentially a grocery store.
- Churches, schools or community centers for food distribution.
- Organizing volunteers for food distribution.
- HISD Food Summer program, additional resources for food distribution.

Safety in Neighborhoods

One of the projects that emerged during the Visioning Workshop was the issue of neighborhood safety. Open spaces as they currently exist invite crime due to the lack of lighting and supervision.

Element:

- Expansion of the Greater Northside District's patrol area (two police officers)
- Trash removal/demolition champion
- Neighborhood Protection Education Program (311)
- Lighting (100 new lights)
- Sidewalk development and repair

Cost:

\$100,000

 \$100,000
 \$20,000

 \$300,000
 \$750,000

TOTAL COST: **\$1,270,000**

potential implementation mechanisms:

- Greater Northside District Police Department would need to partner for additional police patrol.
- City of Houston Department of Public Works and Safe Route to Schools for lighting
- City of Houston Health and Human Services to partner for trash removal and neighborhood protection education program

Environment and Sustainability Framework Projects

The projects in the following table were seen as possible projects that could meet the needs identified for the community. This framework of projects was presented at the focus groups, and each project's potential and relevance to this study were discussed with the group. The following focused discussion points were identified during the Public Space focus group meeting.

Participants discussed the need for improvements along White Oak Bayou including widening and need for clean-up on a more regular basis. In addition, participants also felt the need for improved curbs and gutters and enhancements to streetscapes to address some of the localized flooding in the neighborhood.

Participants voiced concern over the HCFCD Buy-Out Program. People that own parcels in the floodplain are also unsure of what to do with their properties.

Participants felt that there were great efforts to plant trees currently, including "Trees for Houston" and other programs. Tree canopy should be focused in areas of high pedestrian areas as discussed in the Pedestrian-Friendly Routes project.

Vision Plan

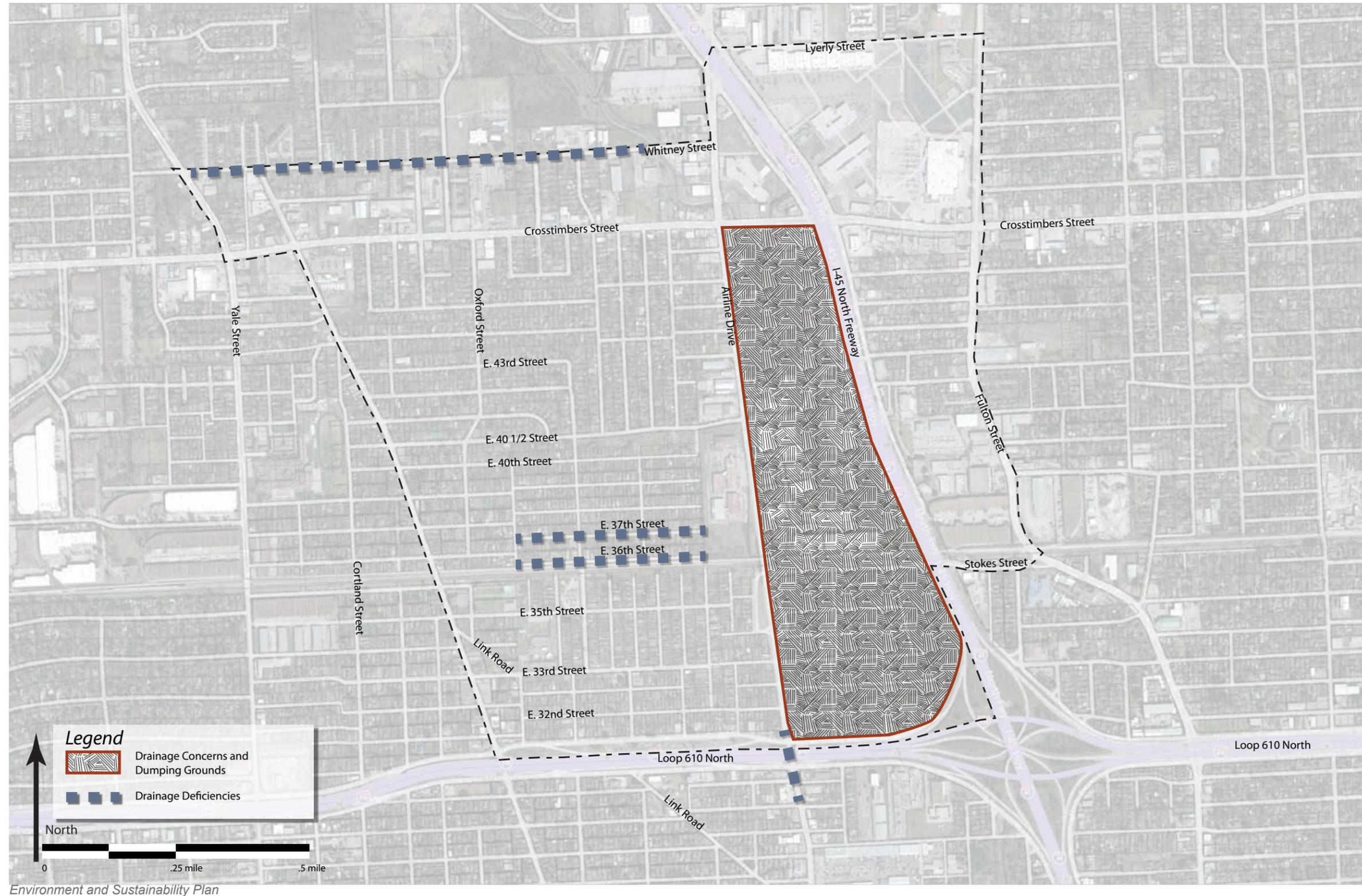
The projects the community and clients identified as a priority and will be moved forward as part of this study are:

- Demolition Strategy (discussed in Public Space Vision)
- Floodplain Engineering Projects

Two of these projects focus on identifying solutions to the flooding issues in the community. It was recognized that investment in the community is slow due to the high levels of risk that are associated with development in many parts of the community. These projects help to bring some clarity and direction to alternatives to address flooding for the neighborhood.

Table 3: Environment and Sustainability Potential Projects

VISION	GOAL CATEGORY	POTENTIAL PROJECTS OR STRATEGIES	COSTS COMPONENTS	BENEFITS	LIMITATIONS
ENVIRONMENTAL/ SUSTAINABILITY	Flooding	LOW-IMPACT DESIGN TECHNIQUES: Incorporate LID techniques into development.	<ul style="list-style-type: none"> • Cost will largely depend on the size and scope of the projects 	<ul style="list-style-type: none"> • Help mitigate effects of damaging floodwaters and reduce runoff • Provide multi-functional open space, serving as both park and detention facility • Improve water quality in stormwater drains and on the Bayou • Conserve water through rainwater harvesting 	<ul style="list-style-type: none"> • Deter some developers from building due to regulations • Be costly
		DEMOLITION STRATEGY: Identify vacant, dangerous structures to be demolished.	<ul style="list-style-type: none"> • Homes that qualify for the buyout program are demolished free of charge 	<ul style="list-style-type: none"> • Maximize use of vacant lots as the community sees fit • Make community safer by clearing out vacant and unsafe structures • Increase property values • Improve appearance through conversion of vacant lots into green space 	<ul style="list-style-type: none"> • Decrease the availability of developable land • Be limited in extent because the floodplain is a regional issue under the jurisdiction of HCFCD • May require a regional approach for greatest impact
		FLOODPLAIN REDEVELOPMENT GUIDELINES: Develop guidelines that determine how and what can be built in the floodplain after vacant structures have been cleared.	<ul style="list-style-type: none"> • \$30,000-50,000 	<ul style="list-style-type: none"> • Protect future structure from flood damage by restricting development in the floodplain • Maximize use of vacant lots as the community sees fit • Increase property values 	<ul style="list-style-type: none"> • Decrease the availability of developable land • Limit economic development
		FLOODPLAIN ENGINEERING PROJECTS: Identify engineering projects within the floodplain that would reduce or mitigate the risk of flooding.	<ul style="list-style-type: none"> • Cost will largely depend on the size and scope of the projects 	<ul style="list-style-type: none"> • Protect future structure from flood damage by using engineering techniques to elevate land out of the floodplain • Maximize use of vacant lots as the community sees fit • Increase property values • Reduce or mitigate flooding risk by using structural protection or non-structural strategies 	<ul style="list-style-type: none"> • Be costly • Require large regional approach
	Air Quality	TREE CANOPY: Increase tree canopy cover on new and existing properties, rights-of-way and streetscapes.	<ul style="list-style-type: none"> • \$350 per planted tree 	<ul style="list-style-type: none"> • Improve air quality • Sequester carbon dioxide, which will contribute to reducing global warming • Increase shade cover on streets and residence, which will lower energy costs 	<ul style="list-style-type: none"> • Require ongoing maintenance and operations expenses • Take time for trees to reach a size and height that create enough impactful shade
		TRANSIT EDUCATION AND MARKETING: Encourage use of public transportation through information and education.	<ul style="list-style-type: none"> • None - education can occur through churches, schools and community organizations by providing information about bus routes to events, services and parks 	<ul style="list-style-type: none"> • Save families money on fuel and other related automobile costs • Contribute to better air quality • Encourage pedestrian activity 	<ul style="list-style-type: none"> • Will not be fully realized until more community services are located within the area



Floodplain Engineering Strategy

Residents identified flooding recurrence and drainage deficiency as one important element negatively affecting quality of life. Typical flooding problems mentioned by residents are street flooding that reduces mobility and transportation, fear and distress, need of frequent evacuation even when rainfall is small or moderate, and repetitive economic loss.

Flooding problems originate in two separate elements: Bank overflow from Little White Oaks Bayou and drainage deficiencies. The improvements of the Little White Oak Bayou are managed by Harris County Flood Control District, while the local drainage systems

(underground pipes, manholes, and inlets) are within the jurisdiction of the City of Houston.

Residents identified areas with drainage deficiencies including:

- 36th and 37th street, just north of the railroad
- Area encompassed by Airline Dr., Interstate 45, Stokes, and Loop 610
- Area around the underpass of Airline Boulevard at Loop 610
- Whitney Street west of the Little White Oak Bayou

It was also mentioned that the Bayou crossing at Stokes has become a dumping ground that reduces the flowing capacity of the Bayou and may contribute to the floods.

Residents seem open to solutions to mitigate or eliminate flooding problems. The consensus is that flooding is a serious problem that needs to be addressed. The neighborhood seems to be open to low impact development strategies to reduce runoff and flood mitigation guidelines, which should be part of a comprehensive management plan to mitigate or eliminate the risk.

Harris County Flood Control District confirmed that the current Capital Improvement Plan for flood control does not include any work in the Little White Oak watershed (a portion is the study area). The only strategy at this time is buy-outs. There may be some projects in the early conception stage to be analyzed at the feasibility level, but the information at this level is vague and very broad, and it will take time for them to make specific plans and a decision on implementing any project.

The planning department from HCFCD is working on a proposed study to begin in 2012 to look at ways to reduce flooding in the Little Oak watershed from Loop 610 to the upper end, a portion covering the study area. The study will formulate different alternatives of flood control and mitigation (detention, channel improvements etc) and determine the feasibility of various alternatives. Participation in this study will be critical to getting implementation projects in the Independence Heights – Northline area.

Houston's Proposition 1 is a pay-as-go mechanism for the City to fund street and drainage projects. Collection of the funds began in July 2011. The City is prioritizing the projects that can be funded. Once a project is identified, it is added to the City's Capital Improvement Plan cycle. Due to the nature of flooding in Independence Heights, some street and drainage projects may be added to the Capital Improvement Plan and be implemented sooner.

Any projects funded by the City will only improve local drainage. This means that water will get from streets to the Bayou safely, without entering resident's properties, as long as the Bayou has available capacity. Problems related to the lack of the capacity or Bayou overflow are floodplain issues, which are addressed by Harris County Flood Control.

Element:

- Floodwater Detention and Bayou Modifications (including using vacant land for detention or expanding the channel of Little White Oak Bayou)
- Waterproofing Structures (protect 92 structures)
- Warning System (include forecasting and warning system to alert of flooding risks)
- Buy-outs of floodway property (HCFCD or other program @ \$30,000/ac (approximately) (3.0 acres of property in the flood way)

Cost:

\$2,500,000

\$950,000

\$50,000

\$100,000

TOTAL COST:

\$3,600,000



Flooding in the study area is a serious concern.

potential implementation mechanisms:

- Funded through Harris County Flood Control District
- Cooperative Agreement between City, Management District and HCFCD for efficient use of land subject to buy-out
- Grant programs for Community Development through CDBG, Houston HOPE, Texas Water Development Board or a TIRZ district

Community Development Pattern Framework Projects

The projects in the following table were seen as possible projects that could meet the needs identified for the community. This framework of projects was presented at the focus groups, and each project's potential and relevance to this study were discussed with the group. The following focused discussion points were identified during the Community Development focus group meeting.

Participants expressed the need for a grocery store, not just a farmers market or community gardens. There also needs to be further support for the after-school programs, youth food programs and senior hot meal programs.

Participants strongly felt the need for a library in the community. After further discussion, participants voiced the critical components to that were access to computers and a gathering place to hold classes and events. Books were also an important part to support the youth readers and people who do not have access to electronic media. Participants felt that the facility could be run by volunteers and it would need to be centrally located.

Participants were concerned with the closing of schools in their community and the threat to Booker T. Washington. Major renovations are needed to the historic school. Efforts to save

and improve the schools they have are critical, including ensuring safe routes to schools.

Participants identified many family and community support services needed, including child care, physical therapy/ exercise, health clinic, senior services and community center.

Participants identified the need for affordable housing but were hesitant of apartment housing. They felt that the ownership structure of the apartments and type of apartments were critical. Town homes on main roads were more acceptable for the community.

Vision Plan

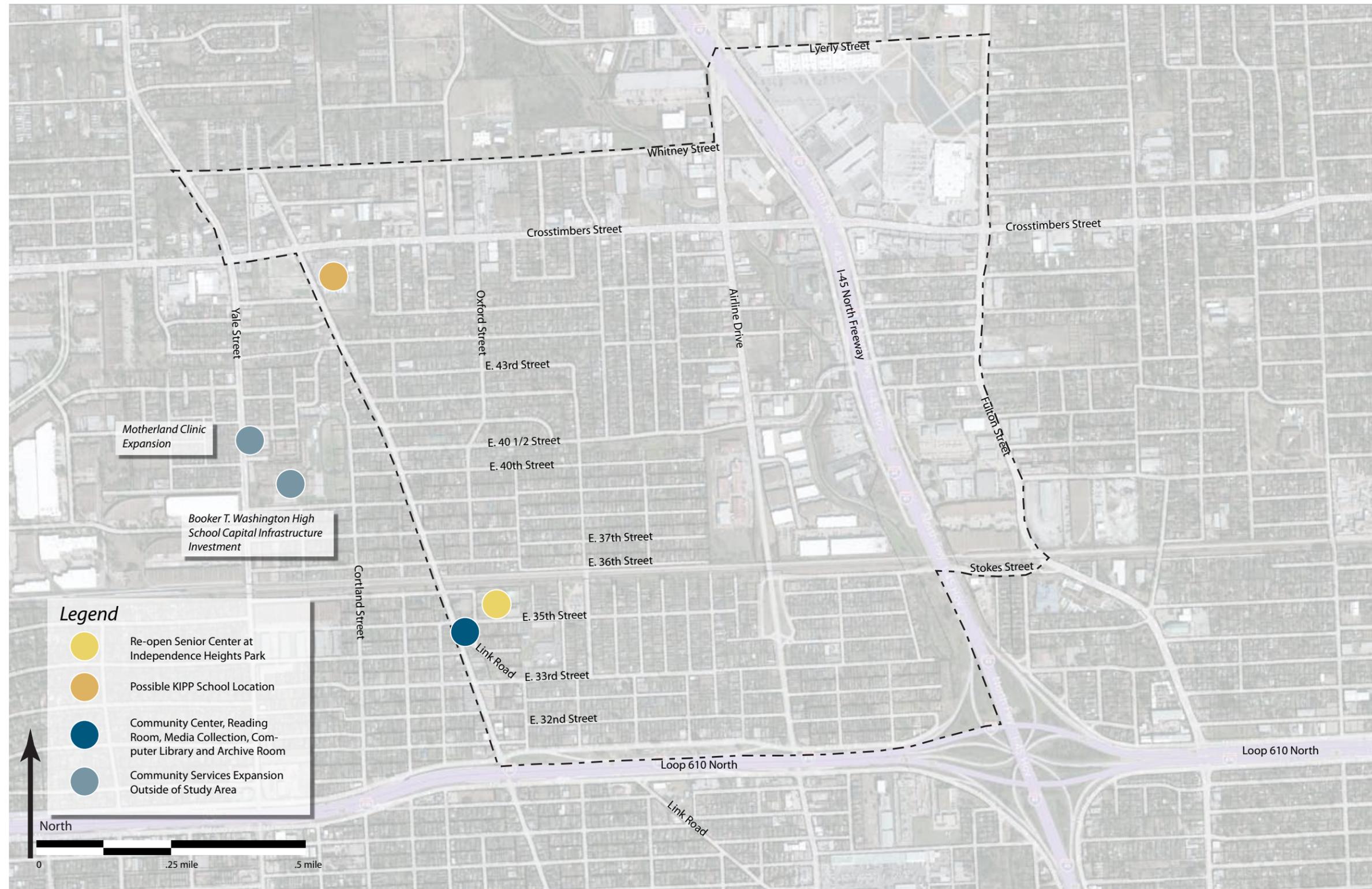
The projects the community and clients identified as a priority and will be moved forward as part of this study are:

- Demolition Strategy (discussed in Public Space Vision)
- Food Security (discussed in Public Space and Economic Development Visions)
- Library
- Schools - including a middle school
- Family and Community Support Services
- Affordable and Diverse Housing

The majority of these project focus on the service needs of the community. In order to encourage retail and new development, there needs to be a population demand in the neighborhood. Because this community has a shrinking population, services to support the existing population and encourage the return of those community members that left have been identified as critical to community support and health.

Table 4: Community Development Potential Projects

VISION	GOAL CATEGORY	POTENTIAL PROJECTS OR STRATEGIES	COSTS COMPONENTS	BENEFITS	LIMITATIONS
COMMUNITY DEVELOPMENT PATTERN	Land Use and Opportunity Sites	DEMOLITION STRATEGY: Identify vacant, dangerous structures to be demolished.	<ul style="list-style-type: none"> • Homes that qualify for the buyout program are demolished free of charge 	<ul style="list-style-type: none"> • Maximize use of vacant lots as the community sees fit • Make community safer by clearing out vacant and unsafe structures • Increase property values • Improve appearance through conversion of vacant lots into green space 	<ul style="list-style-type: none"> • Decrease the availability of developable land • Be limited in extent because the floodplain is a regional issue under the jurisdiction of HCFCD • Not have a very large impact because this requires a regional approach
		FLOODPLAIN REDEVELOPMENT GUIDELINES: Develop guidelines that determine how and what can be built in the floodplain after vacant structures have been cleared.	<ul style="list-style-type: none"> • \$30,000-50,000 	<ul style="list-style-type: none"> • Protect future structure from flood damage by restricting development in the floodplain • Maximize use of vacant lots as the community sees fit • Increase property values 	<ul style="list-style-type: none"> • Decrease the availability of developable land • Limit economic development
	Community Services	LIBRARY: Strategically plan for library location and construction.	<ul style="list-style-type: none"> • \$6.6 million (per City of Houston 2012 Capital Improvement Plan for Fifth Ward Neighborhood Library Project) 	<ul style="list-style-type: none"> • Provide a vital community service • Provide space for various community functions • Enable educational opportunities close to the study area residents • Spur economic development 	<ul style="list-style-type: none"> • Be costly
		MIDDLE SCHOOL: Strategically plan for middle school location and construction.	<ul style="list-style-type: none"> • Approximately \$34 million (per Forth Worth Independent School District) 	<ul style="list-style-type: none"> • Provide a vital community service • Provide space for various community functions • Enable educational opportunities close to the study area residents • Shape an identity for the youth of the Independence Heights – Northline area 	<ul style="list-style-type: none"> • Be costly • Be heavily dependent upon Houston Independent School District plans • Have to be located in an heavily trafficked intersection at N. Main and Crosstimbers Street
		FAMILY AND COMMUNITY SUPPORT: Strategically plan for family and community support services location and construction.	<ul style="list-style-type: none"> • \$2 million (per City of Houston 2012 Capital Improvement Plan Alief Park & Community Center budget) 	<ul style="list-style-type: none"> • Promote the long-term stability of local families • Be heavily supported by the community 	<ul style="list-style-type: none"> • Be costly • Have to be implemented over long periods of time • Require on-going maintenance
	Housing	AFFORDABLE AND DIVERSE HOUSING: Provide housing affordability and a mix of housing types.	<ul style="list-style-type: none"> • Cost will largely depend on the size and scope of the projects 	<ul style="list-style-type: none"> • Help to maintain the same level of housing affordability that currently exists • Add approximately 10 percent of the study area population without disturbing the character of the area • Be able to build on some of the 27.4 percent vacant lots • Be needed by residents 	<ul style="list-style-type: none"> • Be difficult to implement in regards to policy • Be hard to locate because the floodplain covers most of the study area



Community Services in Independence Heights-Northline

Community Services

This project entails the planning, budgeting and identification of location for various community support services, including library services, computer labs, child care, mentoring, parent support and after-school activities. These services should be part of the catalyst projects in the area.

Element:

- Motherland Clinic expansion (double the size)
- YMCA/ YWCA - Physical Therapy
- Childcare (40 kids)
- Senior Center re-opened at Independence Park

Cost:

\$500,000
\$300,000
\$600,000
\$300,000

TOTAL COST: **\$1,700,000**

potential implementation mechanisms:

- All Pro Sports Programs (expand partnership) is a great example of how to partner for public-private.
- Harris County Hospital District is interested in senior care if HISA is funding a program.
- Neighborhood Centers, Inc. could partner to implement child care at affordable levels.



Mobile libraries are an affordable alternative to a permanent structure.



A senior center is a much-needed facility in the Independence Heights-Northline neighborhood.



Childcare was stated to be a needed community service.

Library

Instead of funding a single building for a library, several viable, more immediate options to incorporate a library into the neighborhood include housing a media collection, reading room, archive room and computer equipment within the rehabilitation of Burgess Hall.

Element:

- Community Center (part of Burgess Hall and N. Main/ Cross Timbers costs)
- Reading room (as part of Burgess Hall)
- Media collection (3,500 books, 100 periodicals, 1,600 audio)
- Computer library (10 computers and printing)
- Archive room (part of Burgess Hall costs)

Cost:

--
\$75,000
\$20,000
\$50,000
--

TOTAL COST: **\$145,000**

potential implementation mechanisms:

- Partnering with other developments for implementation of library elements in new facilities throughout the community.
- Volunteers to run services.
- Enhancing bus routes to libraries throughout the City in partner with METRO.

Economic Development Framework Projects

The projects in the following table were seen as possible projects that could meet the needs identified for the community. This framework of projects was presented at the focus groups, and each project's potential and relevance to this study were discussed with the group. The following focused discussion points were identified during the Economic Development focus group meeting.

The largest issues that seem to limit economic development in the community are crime and flooding. If these two issues are not addressed, participants felt that there would be less economic investment in their community.

Participants felt that bringing affordable housing to the neighborhood was important. There was especially a desire for multi-family homes that younger community members could afford. There was also a desire for senior multi-family homes with services.

Participants also had an interest in rehabilitation funds and sustainable housing options. Programs such as HOME funds, although funding is likely cut for the next fiscal year up to 15 percent which would be \$12M for entire city, Neighborhood Stabilization funds, CDBG money, 380 Agreements and REBUILD HOUSTON for funding infrastructure improvements including floodplain and Houston Business Development Inc as a NMTC applicant to use seed money to help fund small businesses.

Vision Plan

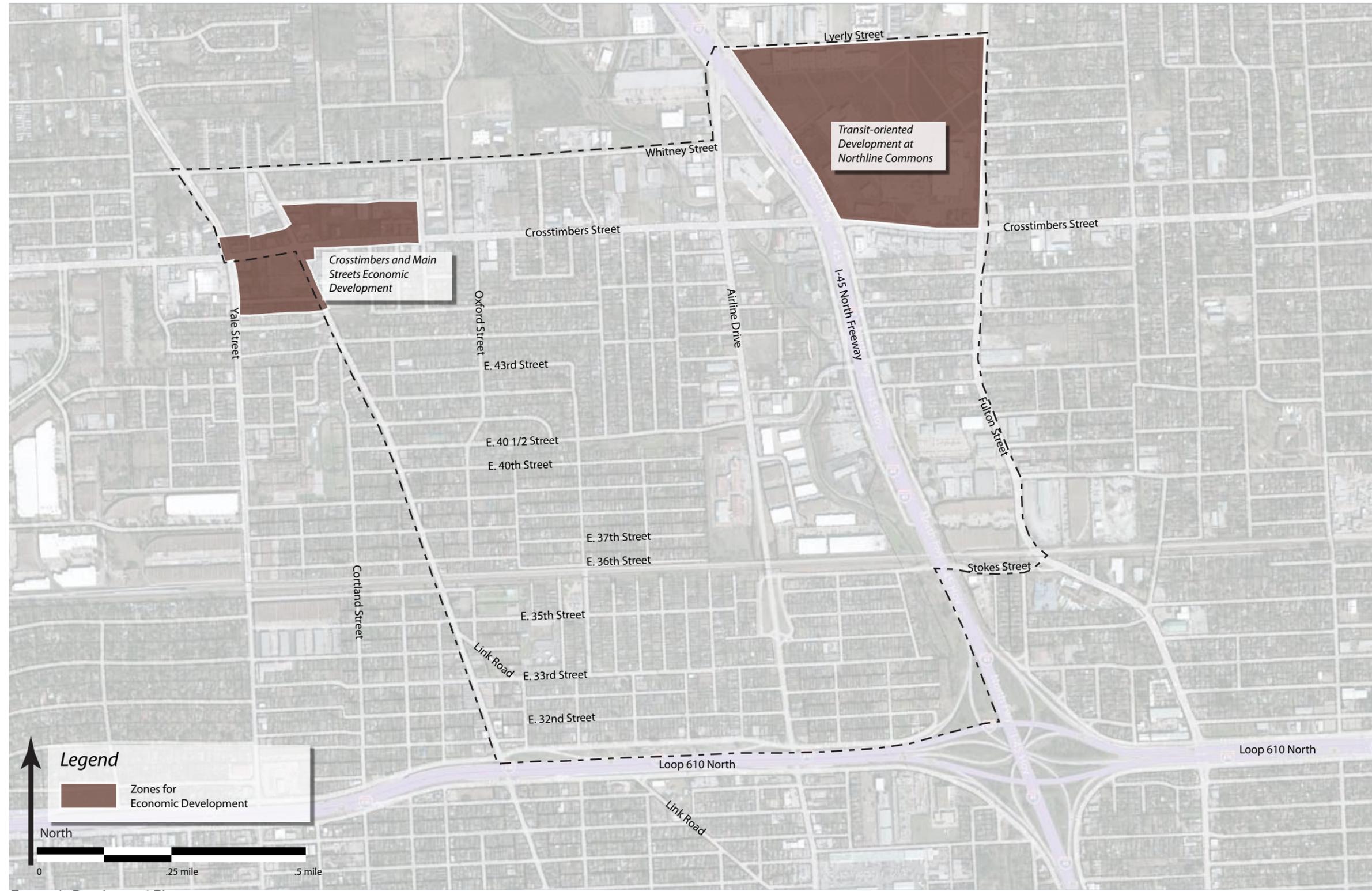
The projects the community and clients identified as a priority and will be moved forward as part of this study are:

- Crosstimbers and N. Main Streets Implementation
- Transit Oriented Development at Northline Light rail terminus

These projects are seen as catalyst project for the community that can house many of the community services desired and bring economic incentives to additional investment into the neighborhood.

Table 5: Economic Development Potential Projects

VISION	GOAL CATEGORY	POTENTIAL PROJECTS OR STRATEGIES	COSTS COMPONENTS	BENEFITS	LIMITATIONS
ECONOMIC DEVELOPMENT	Land Use and Economic Development	TRANSIT-ORIENTED DEVELOPMENT AT NORTHLINE TRANSIT CENTER: Strategize development within and near the Northline Transit Center.	<ul style="list-style-type: none"> • Cost will largely depend on the size and scope of the projects 	<ul style="list-style-type: none"> • More strongly tie Northline Commons into the existing community economic structure 	<ul style="list-style-type: none"> • Won't bring the desired services to the area • Will be too big of a risk to investors
	Return on Investment	CROSSTIMBERS AND MAIN STREETS IMPLEMENTATION: Development of key economic corridors and catalyst projects for the study area.	<ul style="list-style-type: none"> • Cost will largely depend on the size and scope of the projects • This process will help to determine the key catalyst projects 	<ul style="list-style-type: none"> • Make developers more aware of the developmental opportunities within the study area • Facilitate projects by prioritizing the most achievable ones 	<ul style="list-style-type: none"> • Will be difficult to reach consensus on key projects
	Financial Literacy	PROMOTE FINANCIAL LITERACY: Promote financial literacy and educate the business community on public-private development partnerships to foster business growth in the study area.	<ul style="list-style-type: none"> • None - the programs by the organizations listed below are provided for free 	<ul style="list-style-type: none"> • Create new opportunities for local entrepreneurs and business growth • Educate families on budget management, financing and taxes 	<ul style="list-style-type: none"> • Will be costly when there is no direct return on investment



Transit-Oriented Development at Northline Transit Center

This project includes additional retail, townhomes and incubator space for commercial entrepreneurs around the Northline Commons, Northline Transit Hub and Houston Community College campus.

Central to this project moving forward is a joint venture between Northline Commons, METRO and HCC to create a parking garage and bus terminal that would accommodate up to 1,800 parking spaces. This parking garage would free up existing on-ground parking spaces

around this area for development of mixed-use buildings. These building could include a movie theater, housing, office space and retail.

This would create a walkable amenity and housing area around the transit line to create easy access to downtown along the LRT line and bus terminal.

Element:

- 1,800-space parking garage and bus terminal
- Off-site detention

Cost:

\$22,200,000

\$250,000

TOTAL COST:

\$22,450,000



potential implementation mechanisms:

- HCC, Metro and Northline commons can partner to implement remainder of the planned development in the area.

Transit-oriented Development at
Northline Transit Center Vision

*Proposed streetscape improvements integrate
Northline Commons, the Houston Community College
campus and the light rail terminus into a
cohesive unit.*



Crosstimbers and N. Main Streets Implementation - Alternative #1

In response to the public prioritization of this high visibility intersection, two alternative site plans were developed. The first alternative features mixed-uses of higher residential components. The buildings are served almost entirely by surface parking and there is a more refined street scene on 45th and N. Main Streets.

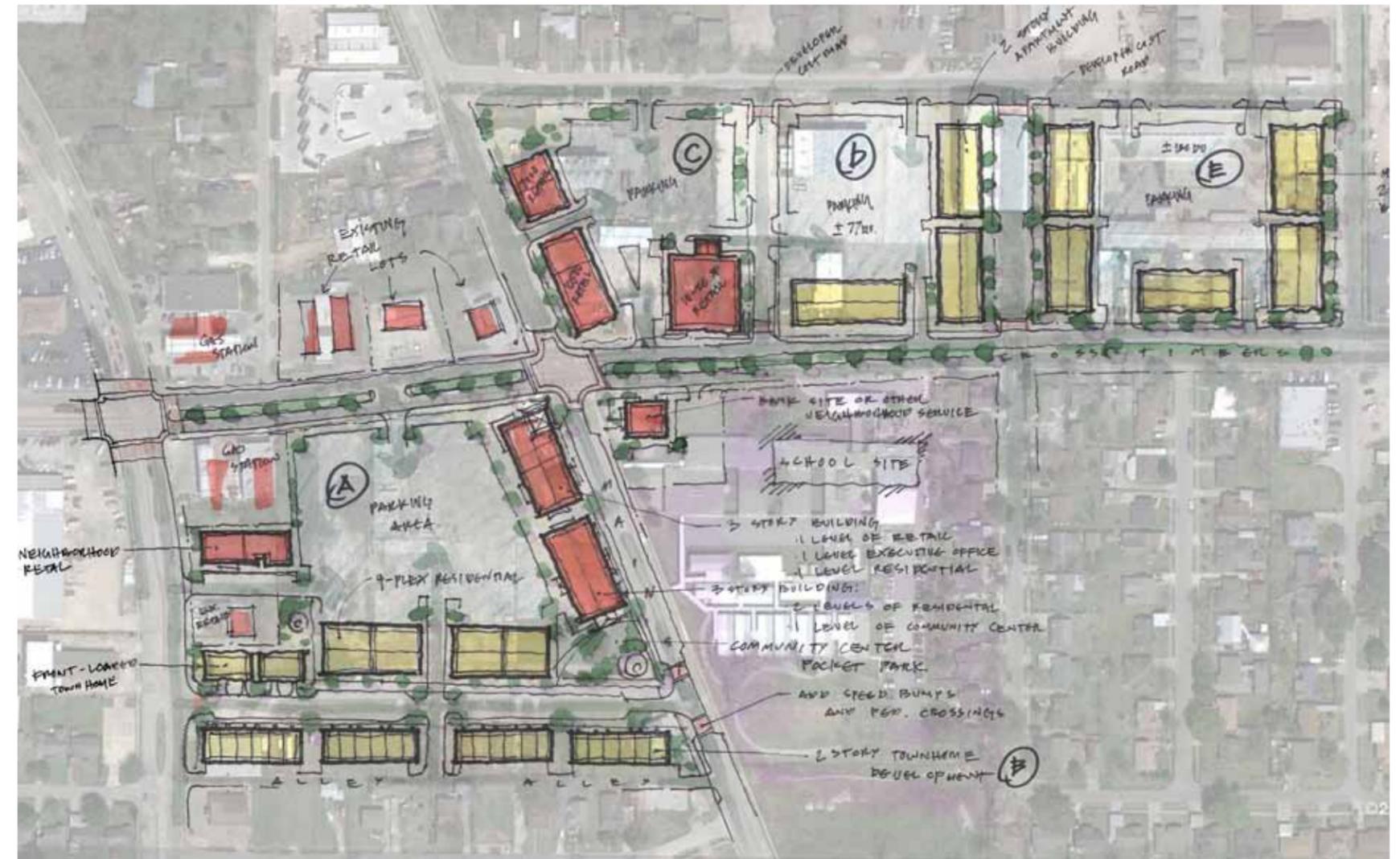
Mixed-use buildings include an executive incubator office space, a smaller community center with park space and modest retail.

The second phase consists of a multi-family development on Crosstimbers Street with a small retail center at the corner of N. Main and Crosstimbers Streets. An existing retail structure will be rehabilitated into a better use in order to support existing uses.

This alternative would require high public investment in order to acquire the land and remediate environmental issues. The redevelopment at the southeast corner of Crosstimbers and N. Main Streets will involve a partnership with a future privately run school and the current land owner.

Public investment on N. Main Street would contribute towards improvements including traffic calming, lighting, vegetation and accessibility.

Key constraints may include the costs to develop parcel A and the costs of land assembly for Parcels C, D and E (as shown in the diagram below).



Element:

• Crosstimbers Street upgrades (60,000 sf @ \$20/sf)	\$1,200,000
• N. Main Street upgrades (20,000 sf @ \$20/sf)	\$400,000
• Parcel "A" development costs	\$2,000,000
• Parcel "A" community center and park	\$1,125,000
• Parcel "C-E" assembly	\$1,800,000
• Existing retail rehab	\$250,000
• Creation of off-site detention	\$450,000
• Parcel "B" Partnership	\$900,000
• Parcel "C-E" Demolition and perimeter fence	\$175,000

TOTAL COST:

\$8,300,000

potential implementation mechanisms:

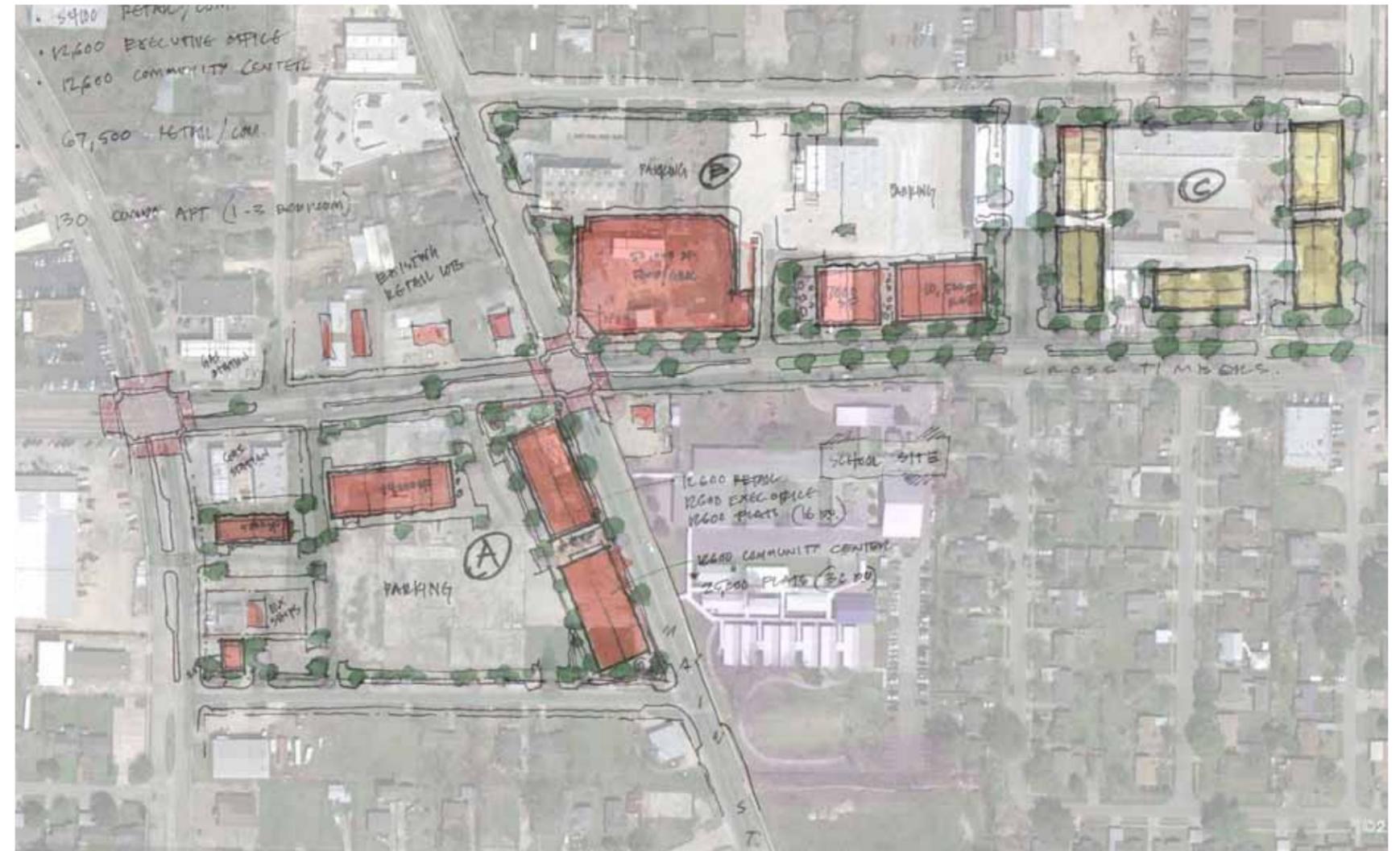
- Potential future TIRZ or redevelopment authority to champion some initial public improvements on the site
- Local affordable Housing Authority (Foundation Communities) to partner for implementation of affordable housing
- Houston beautification group for some street improvements

Crosstimbers and N. Main Streets Implementation - Alternative #2

Alternative #2, while similar to the first, has a heavier retail use. The feasibility of Parcel A is increased because there is not as high of a need for public investment.

Both Alternative #1 and #2 features public land that is to be used for off-site detention.

This site plan features a larger indoor community center with a small park and a local grocery store concept to be located on two combined parcels on Crosstimbers Street. Parcel C is a multi-family piece fronting Crosstimbers Street, with parking behind.



Element:

- Crosstimbers Street upgrades (60,000 sf @ \$20/sf)
- N. Main Street upgrades (20,000sf @ \$20/sf)
- Parcel "A" development costs
- Parcel "A" community center and park
- Parcel "C-E" assembly
- Existing retail rehab
- Creation of off-site detention
- Parcel "C-E" Demolition and perimeter fence
- Grocery store incentives

Cost:

- \$1,200,000
- \$400,000
- \$1,000,000
- \$1,600,000
- \$1,800,000
- \$250,000
- \$450,000
- \$200,000
- \$3,000,000

TOTAL COST: **\$9,900,000**

potential implementation mechanisms:

- Potential future TIRZ or redevelopment authority to champion some initial public improvements on the site
- Local affordable Housing Authority (Foundation Communities) to partner for implementation of affordable housing
- Houston beautification group for some street improvements

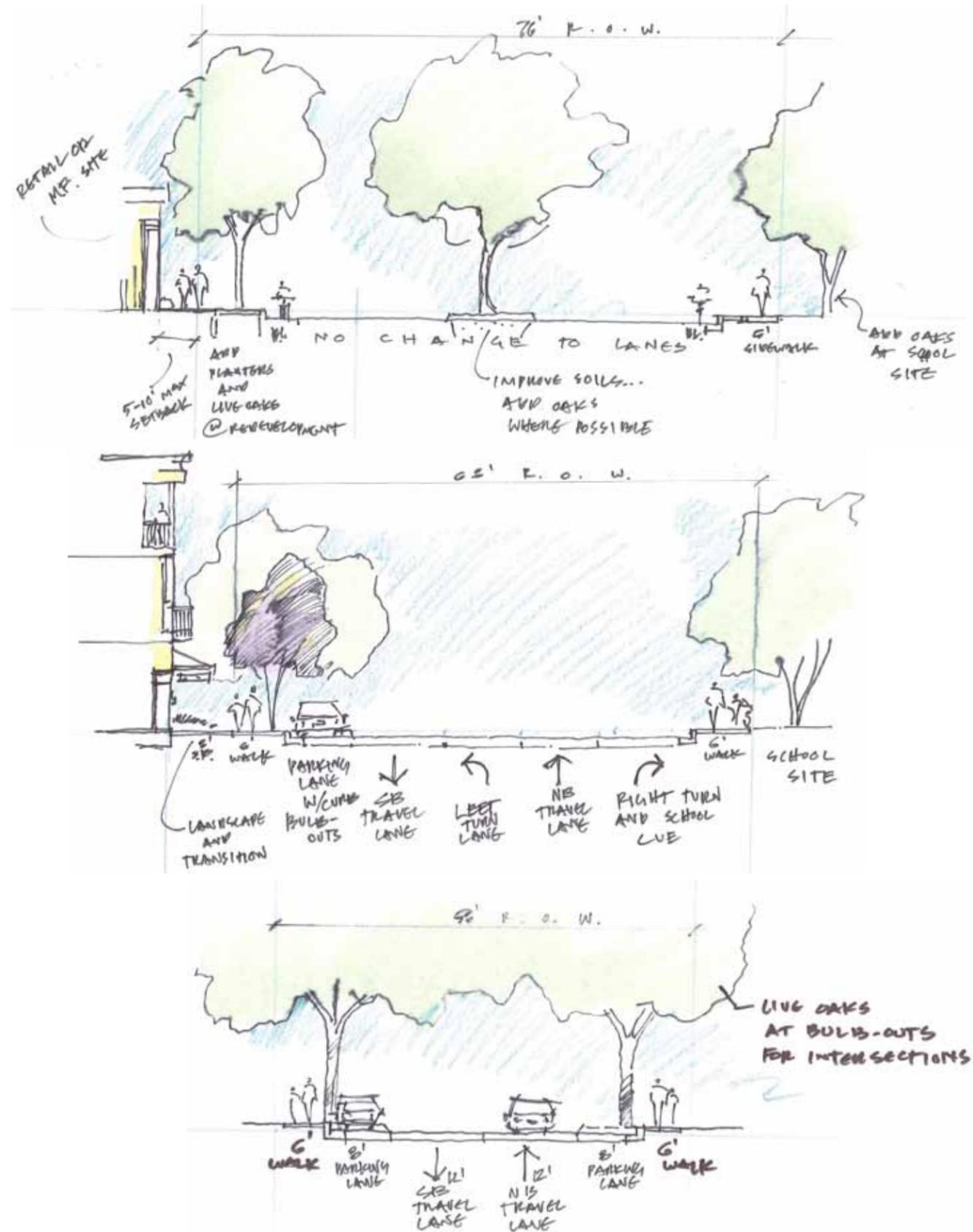
Crosstimbers and N. Main Streets
Implementation
Vision

*Economic development occurs at the corners of
Crosstimbers and N. Main Streets, drawing life into
the neighborhood.*



Crosstimbers and N. Main Streets Implementation Cross Sections

Streetscape elements such as shrubs, groundcover and tree plantings, pedestrian-oriented building facades and street medians calm traffic, increase pedestrian circulation and convey the character of a lively neighborhood.



Placemaking, Historic Preservation and Branding Framework Projects

The following table includes possible projects that could meet the needs identified for the community. This framework was presented at the focus groups, and each project’s potential and relevance to this study were discussed with the group. The following focused discussion points were identified during the Historic Preservation focus group meeting.

Participants felt that there needed to be a consistent and uniform branding of the historic areas.

The concepts of sign toppers was well favored by participants and resources were identified to move that kind of program forward.

SWCA conducted a windshield survey of the “contributing” buildings within the Independence Heights Residential National Register Historic District. This 2011 survey identified all properties that remain “contributing” to the district and are thus eligible for City of Houston landmark designation. Members of the IHRDC identified five properties on this list that have interested owners and funding is in place to have the landmark applications researched and submitted in the next few months. The 2011 windshield survey list of “contributing” properties can be used to identify subsequent properties for City Landmark designation provided the owner is interested.

Participants had a great desire to locate the Texas Historical Marker and reinstall in the neighborhood. Minimal cost would be required to dig a hole and pour concrete.

An idea participants supported was the concept used in the Fifth Ward, called the “Fifth Ward Jam”. A similar project here would turn Burgess Hall into a public art project to generate community interest and later incorporate materials into the new community center.

Vision Plan

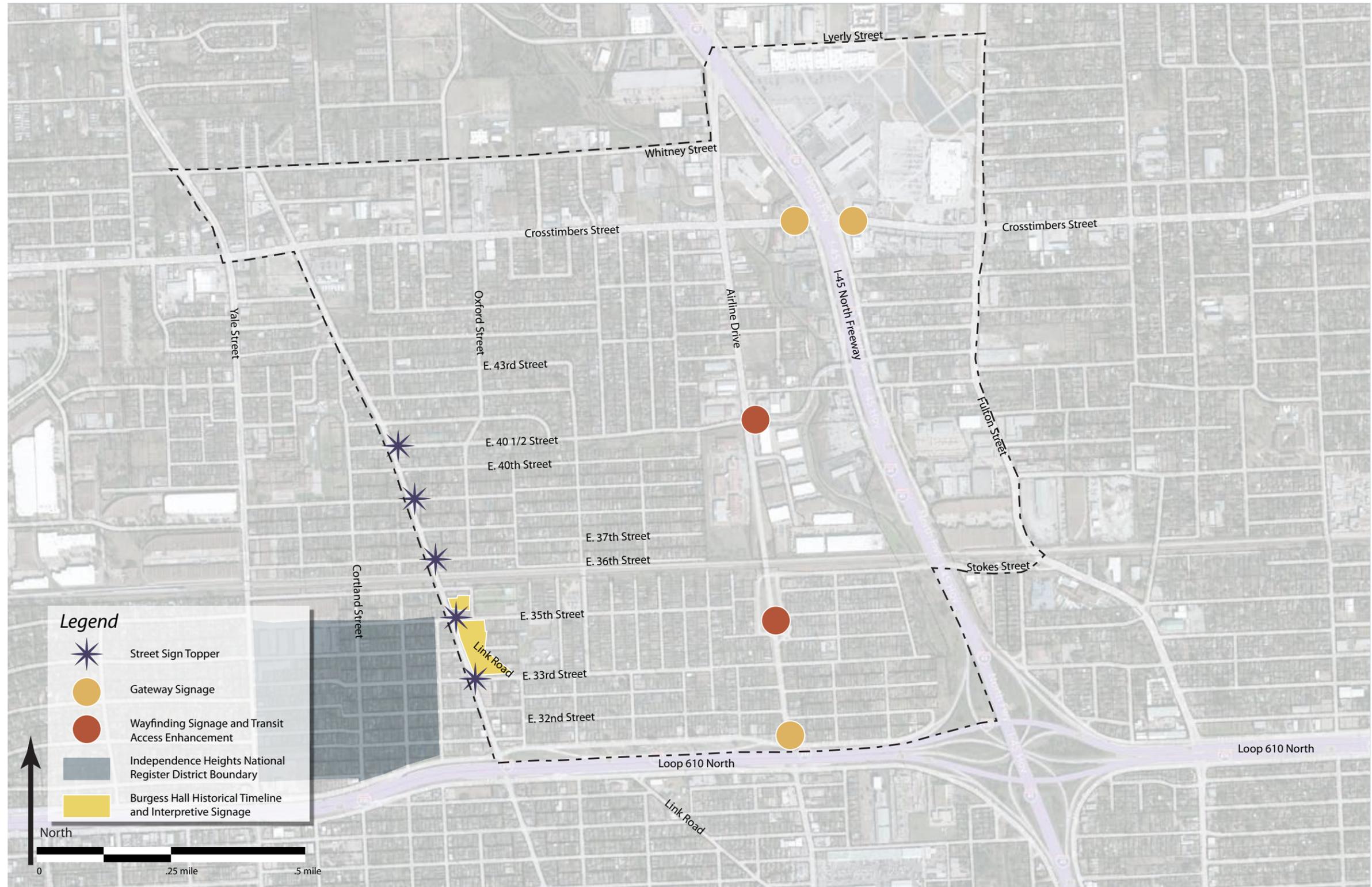
The projects the community and clients identified as a priority and will be moved forward as part of this study are:

- Burgess Hall Redevelopment
- Historic Preservation
- Gateway and Signage - including locally-owned businesses

These projects focus on celebrating the special place that is the Independence Heights neighborhood and balance that with the new development in the Northline Commons area. The redevelopment of Burgess Hall and the associated public art project can serve as a catalyst for ongoing historic preservation activity in the neighborhood. Signage is a way to bring attention to the places and spaces that have helped build this community.

Table 6: Placemaking, Historic Preservation and Branding Potential Projects

VISION	GOAL CATEGORY	POTENTIAL PROJECTS OR STRATEGIES	COSTS COMPONENTS	BENEFITS	LIMITATIONS
PLACEMAKING, HISTORIC PRESERVATION AND BRANDING	Historic and Culturally Significant Places	BURGESS HALL REDEVELOPMENT: Develop Burgess Hall into a commemorative community facility.	<ul style="list-style-type: none"> • \$500,000-1 million 	<ul style="list-style-type: none"> • Provide much needed community space for the residents • Serve as the heart of Independence Heights – Northline district • Preserve neighborhood’s history 	<ul style="list-style-type: none"> • Will be extremely costly • Will be difficult to fund building refurbishment • Public art component will need Arts Alliance Partnership
		HISTORIC PRESERVATION: Identify and designate historic buildings and/or landmarks in the neighborhood.	<ul style="list-style-type: none"> • Varies: cost per marker ranges from \$95 (City of Houston); \$750 (State of Texas); \$150 (National Register) 	<ul style="list-style-type: none"> • Increase neighborhood visibility • Educate residents and the greater Houston community about the historic importance of Independence Heights • Protect neighborhood against unwanted uses (such as cellphone towers) • Provide tax abatement to owners 	<ul style="list-style-type: none"> • Incur high up-front cost to rehabilitate historic structures • Cause economic hardship on some property owners • Adequate education of property owners • Must be coupled with owner education about restrictions
	Signage and Branding	GATEWAY AND SIGNAGE PLAN: Identify gateway hierarchy and incorporate local art into the gateways’ signage.	<ul style="list-style-type: none"> • \$50,000-75,000 per block for signage and markers 	<ul style="list-style-type: none"> • Create a sense of identity for the community • Allow visitors to know that they are in a culturally and historically significant neighborhood 	<ul style="list-style-type: none"> • Will be costly • Require a maintenance partner • Have to be approved by the Arts Alliance
		HISTORIC BUSINESS OWNERS: Involve long-term business owners in signage and branding plan.	<ul style="list-style-type: none"> • Way finding sign: \$4,000 each • Interpretive sign: \$6,000 each 	<ul style="list-style-type: none"> • Foster long-term relationships between business owners and the community • Create a sense of identity for the business community 	<ul style="list-style-type: none"> • Require up-front and on-going involvement between members of the business community and the neighborhood’s representatives



Placemaking and Branding Plan

Burgess Hall Cultural Center

The vision for Burgess Hall is that it will be a place that honors and celebrates the neighborhood's history. It will provide a public community gathering space, archive room, reading room, computer center, historic timeline and public plaza. This vision builds upon the proposed reading room that will be part of the building re-use near the existing Burgess Hall.

Burgess Hall is part of a collective vision for N. Main Street that anticipates a mixed use corridor with multi-story buildings on both sides of the street that will have retail on the bottom story and residential above. This area will be most able to capitalize on the resources Burgess Hall will provide.

Element:

- N. Main Street Streetscape (3 blocks)
 - Sidewalks (@ \$8/sf)
 - Trees (4 at each intersection @ 300 each)
 - Signage (4 @ \$4,000 each)
- Building Re-Use for Community Services (re-use of interior and exterior re-development)
- Burgess Hall Cultural Center – 15,000 sq ft (includes gathering space, archive space, reading room, computer room, classroom/multi use rooms, historic interpretive display)
 - Deconstruction and Art Project
 - Design and Construction (\$200/sq ft)
- Burgess Hall Plaza
 - Enhanced paving and bollards (18,320sf)
 - Street Trees and landscaping (along Link)
 - Plaza/park(30,000 sf @\$40/sf)
- Historic interpretive elements (6 signs @ \$6,000 each and Historic timeline)
- Designation and Restoration of other Historic Structures (3 structures @ \$50,000 each)

Cost:

\$60,000	
\$5,000	
\$16,000	
.....	..\$81,000
.....	..\$75,000
\$75,000	
\$2,400,000	
.....	..\$2,475,000
\$366,400	
\$10,800	
\$1,120,000	
.....	..\$1,167,440
.....	..\$13,500
.....	..\$150,000

TOTAL COST:
\$3,960,000



potential implementation mechanisms:

- Gates Foundation for renovation of reading room
- Livable Centers Implementation Grant
- Works, Capital Improvement Program for streetscapes
- Churches, City of Houston Historic Commission for Historic Plaza

Burgess Hall Cultural Center Vision

The redevelopment of Burgess Hall also involves streetscape amendments to Link Road to allow for safer pedestrian movement. The public plaza incorporates a historical timeline and gathering space.



Gateway and Signage Plan

Neighborhood entry identity signage can be in the form of a vertical column, as seen locally in the design of front porches.

Vertical elements express a strong sense of arrival and can educate visitors and residents with historic photos. Interpretive elements can be sized at a pedestrian scale.

Historically, the stand alone column was used as a memorial with story telling elements.

More contemporary uses of the freestanding columns are vertical markers for increased impact and identity.

For Independence Heights, the simplified square column or the battered column found in the Bungalow style are appropriate to communicate local identity.

The signage plan could also highlight historic business owners and historic buildings in the neighborhood.

Element:

- Gateways (Neighborhood Entry Identification) (3 signs)
- Street Sign Toppers (Neighborhood Identification) (6 toppers)
- Wayfinding (to cultural designations & Restaurants) (6 signs)
- Historic Interpretive (5 Exterior Story Panels) (1 Interior Exhibit)
- City of Houston Landmark Plaques (Require Landmark Designation) (5 existing) @ \$95/each
- State Historical Markers ("Undertold Stories" Grant) (4 markers)
- Promotion – Marketing/Signage
 - Burgess Hall (City Hall)
 - Bradley Store (demolished) 37th & N. Main
 - Albright Building (Drug Store) Next to Concord Church

Cost:

- \$82,500
- \$1,200
- \$12,000
- \$12,500
- \$10,000
- \$475
- \$24,000
- \$4,500

TOTAL COST:

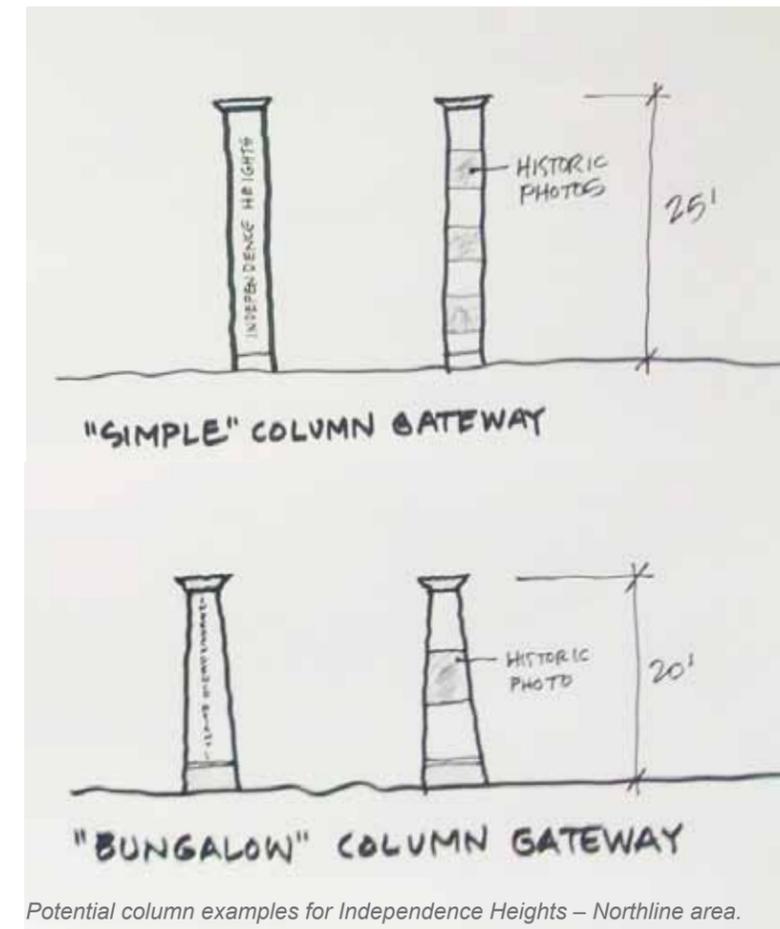
\$147,500



Detail: Houston Street Sign Topper Program - Option 1
Scale: 3" = 1'-0"



Detail: Houston Street Sign Topper Program - Option 2
Scale: 3" = 1'-0"



Potential column examples for Independence Heights – Northline area.

potential implementation mechanisms:

- Metro District and City of Houston to fund street sign toppers
- Churches could partner to enhance with any of these signage elements
- Private investment for gateways
- Texas Historical Commission grant partnering with Harris County Historical Commission for "Undertold Stories" marker.
- Funding sources include Tax Abatements, CDBG, TIRZ, 380 Agreement, New Markets Tax Credits, EDA Grants and leveraging publicly-owned real estate

Conclusions and Next Steps

Based upon all of the feedback received at the public meetings, the following implementation projects are part of the Framework Plans and Visions for the Independence Heights – Northline Livable Centers Study:

IMPLEMENTATION PROJECTS	
1	Burgess Hall redevelopment / public art project
2	Floodplain Engineering
3	Transit-oriented development at Northline Transit Center
4	Crosstimbers and N. Main Streets economic development - alternative #1
5	Library
6	Middle school / schools
7	Affordable and diverse housing
8	Gateway and signage
9	Interstate 45 pedestrian connection - alternative #1
10	Family and community support
11	Historic business owners

The next phase of this study will be to confirm these frameworks and visions with the clients and community. During that effort, the consultant team will be furthering the implementation alternatives and creating a road map for each project implementation and funding. This Implementation Plan will be part of the Final Plan and will include feedback from the client on what efforts are currently being pursued by the community for each project and how additional funding and partners could be incorporated into those efforts.

APPENDIX C: CASE STUDIES



Case Studies

Case studies are a great way to look at other locations that have similar opportunities and challenges as the Independence Heights - Northline. This type of research helps to identify potential problems and solutions that others have dealt with in the past.

The case studies included address issues that range from affordable housing issues, to narrow right of way conditions. Many other historically African American communities throughout the U.S. have dealt with infrastructure issues and redevelopment in recent decades. Some have chosen to emphasize historic restoration as a catalysts for redevelopment, while others have looked at much more strict preservation plans. Either way, cities are always on the move, and these case studies can perhaps provide a look at the future of the district.

Anacostia

Washington D.C.

Similar to Independence Heights-Northline:

- Proximity to downtown
- Highway separates neighborhood from downtown
- Historic downtown was/is rundown
- New construction and developments taking over historic buildings
- African American population
- Moderate household income

Project Understanding:

Anacostia is a historic neighborhood in southeast Washington, located east of the Anacostia River. The Anacostia Historic District, founded in 1854, is an area of approximately 20 blocks. This was one of the first suburbs in the District of Columbia. Anacostia was designed to be affordable to Washington's working class, most of who were employed across the river at the Navy Yard.

In 1978, the Anacostia District was listed on the National Register of Historic Places.

Today Anacostia is home to middle-class, moderate household income families wanting proximity to downtown D.C. Anacostia includes a mix of housing types, retail opportunities, and a variety of amenities. Some of the amenities include Anacostia Park, Frederick Douglas

Ideas for moving forward with Independence Heights-Northline:

Renewal / Revitalization efforts and process:

- Revitalize a 45 acre piece of the Anacostia River waterfront to promote community.
- Numerous parks restored.
- Engage visitors and residents in learning about the history and use of the area.
- Designation of DC Main Streets Program impacted commercial revitalization

Influence of historic designation

National Historic site, and Smithsonian Anacostia Neighborhood Museum. Recently created is the Anacostia Waterfront Initiative plans. The focus of the plan is a 45-acre piece of open space located between the Anacostia River and the historic neighborhood of Anacostia. Plans include several parks, playgrounds, a four-acre 9/11 Memorial Grove, and an Environmental Education Center. The Center will engage visitors and adjacent neighbors to learn about the history and use of the Anacostia River.

In addition to the redevelopment of the open space to revitalize the community, the Anacostia Historic District has revitalized its main street and commercial areas. This was jump started as a result of being designated a DC Main Streets district. This has brought a heightened degree of publicity to the community's efforts to enhance

the economic marketability of the area. This program as well as many additional programs have been a vital resource and benefit to the community and Main Street District.

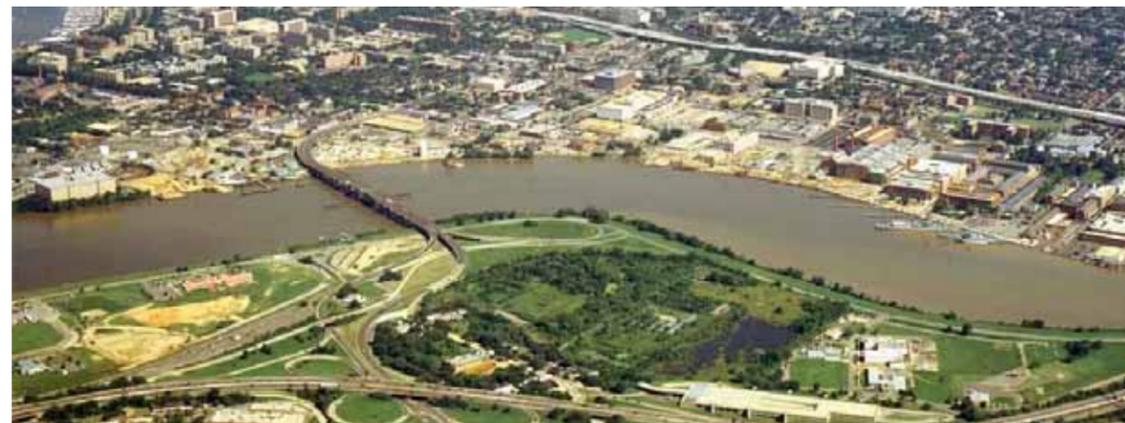


Photo of Anacostia in the foreground. The highway separates the neighborhood and Anacostia park. Downtown D.C. is in the background, across the river.



Photo of houses in Anacostia.

South Chicago

Chicago, Illinois

Similar to Independence Heights-Northline:

- Vacant and deteriorating lots
- Highway separates neighborhood from downtown
- Grid street pattern
- Large African American population
- Strong presence of churches

Project Understanding:

Around the early 1900s, immigrants travelled to South Chicago for the World's Columbia Exposition and the presence of the steel mill, US Steel South Works. The mill attracted immigrants from Ireland, Eastern Europe, Scandinavia and Italy. Today the diverse culture still exists in South Chicago; 65% of the population is African American and 30% is Latino. However the booming economy does not still exist. When South Works closed in 1992, the impacts affected residents as well as local businesses.

The South Chicago community reached out to city leaders to support redevelopment schemes, including a new airport, a plan to host the summer Olympics, and new enterprise zones. All of these efforts were without ultimate success.



Photo of South Shore Drive in South Chicago in 1988.

Ideas for moving forward with Independence Heights-Northline:

Techniques to redevelop:

- New construction on brown field site
- Infill in existing neighborhoods

LEED ND

Pilot project for the city

Community approached the city

City funded

In an effort to simulate the economy in South Chicago, the City of Chicago is sponsoring its redevelopment. The effort represents one of the largest sustainable neighborhood revitalization developments in the country. This will be a LEED ND project and the plan will serve as a guide to the city for sustainable redevelopment for the next 25 years.

The redevelopment will consist of new construction that will populate the former steel site and urban infill into the existing neighborhood. The long range plan is to produce sufficient households to support new commercial development; residential-over-retail. The development is envisioned to produce a mixed-income neighborhood. One of the first efforts to produce a mixed-income community and of the first projects proposed is an affordable housing project.

Cabrini-Green

Chicago, Illinois

Similar to Independence Heights- Northline:

- Vacant and deteriorating lots
- Proximity to downtown
- Interest from developers to infill

Project Understanding:

Cabrini-Green was home to 15,000 people, living in mid- and high-rise apartment buildings. Over the years, gang violence and the city's neglect created terrible conditions for the residents, and the name "Cabrini-Green" became symbolic of the problems associated with public housing in the United States.

In 1994, the Chicago Housing Authority received a HOPE VI grant from the federal government to begin planning redevelopment at Cabrini-Green. In 1997, the Near North Redevelopment Initiative plan was released; it recommended demolishing most of Cabrini-Green (leaving only the original rowhouses intact) and replacing it with a dense, mixed-income, mixed-use community. The mission was to transform underdeveloped city-owned land, including deteriorated public housing - specifically the infamous Cabrini-Green - along with schools, libraries and parks



Photo looking northeast on Cabrini-Green housing project in 1999.

Ideas for moving forward with Independence Heights- Northline:

Redevelopment and infill efforts

Support from government

- Hope VI project funds

Goal to balance plans and economic viability

into a mixed-use, mixed-income community. It was Chicago's largest urban revitalization effort in more than 30 years and has received over \$320 million in public and private investments.

Their support and feedback ensured that the development would properly balance both physical planning and economic viability. Proposed neighborhood plans featured housing densities of 40-units-per acre, meeting the city's housing needs and in keeping with existing adjacent neighborhoods.

The new plan did away with isolated high rises for the poor, replacing them with inter-connected community new schools, improved parks, a town center and mixed-income townhouses and flats (50 percent market rate, 30 percent affordable and 20 percent low income), in which public units are virtually indistinguishable. It is a compact, pedestrian-friendly community that unites, rather than isolates, its residents.



Image of proposed redevelopment of Cabrini Green; created by JJR.

King Plaza Neighborhood Revitalization

Philadelphia, Pennsylvania

Similar to Independence Heights- Northline:

- Vacant and deteriorating lots
- Proximity to downtown
- Interest from developers to infill

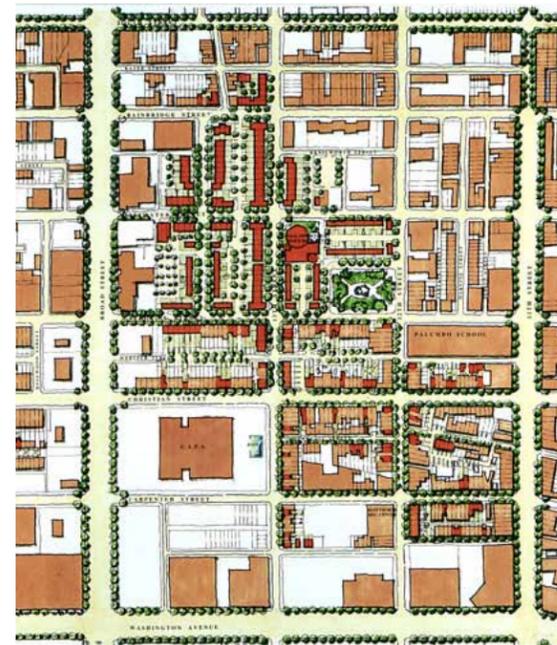
Ideas for moving forward with Independence Heights - Northline:

Redevelopment and infill efforts
 Hope VI efforts and funds to support the project
 Architectural character

Project Understanding:

The Martin Luther King Plaza Towers were built in 1960 in the Hawthorne neighborhood of South Philadelphia. By the time they were demolished in the late 1990s, over 200 of the 594 public housing units were uninhabitable. The Plaza has been replaced with new streets and contextual architecture, reconnecting the old public housing site to the revitalizing existing fabric of the community. A range of housing types for a mix of incomes and new commercial, institutional and open space use has brought new life to a working-class rowhouse community suffering from decades of disinvestment and disrepair.

Architecture modeled after traditional Philadelphia types residential, retail and local institutional mix of uses reuses existing infrastructure reconnects residents to existing neighborhood provides range of housing options creates new public outdoor space.



Plan of proposed redevelopment.



Photo of housing in King Plaza Neighborhood.



Photo of architecture modeled after traditional Philadelphia housing.

North End

Boston, Massachusetts

Similar to Independence Heights - Northline:

- Narrow streets
- Strong identity
- Proximity to downtown
- Highway separates neighborhood from downtown
- Strong presence of churches

Ideas for moving forward with Independence Heights - Northline:

Cross section of narrow streets

- Parking on one side
- Street trees on one side
- Narrow sidewalks on both sides in many cases

Preservation of historic streets and squares
 Preservation and celebration of history and heritage

Project Understanding:

The North End is one of the oldest parts of Boston. Over the past two centuries many immigrants have settled in the North End, creating a multi-layered neighborhood. The community visually represents the culture and history of its settlers; specifically its most predominant population of Italian descent.

In the 1950's, the Central Artery was built, which divided the North End from the rest of Boston. Recently the Central Artery was taken down as a result of the Big Dig construction. This created a stronger visual and physical connection, and rejoined the North End to the rest of Boston.

Today, the North End hosts many neighborhood events focused on bringing the community together and celebrating its history and heritage.

Every weekend in the summer, the North End hosts religious feasts. These feasts include religious services, Italian foods, parades and other related activities.

The North End worked to preserve the history and heritage by saving and restoring the cobblestone streets, small squares, and unique architecture. These streets, squares, parks and architecture bring character to the neighborhood and make this section of Boston such a memorable and appealing place to visit.



This street provides one way travel lane, one lane for parallel parking and sidewalks on each side.



Photo of community, public open space in Boston's North End.

Fells Point and Federal Hill

Baltimore, Maryland

Similar to Independence Heights - Northline:

- Narrow, gridded streets
- Vacant and deteriorating lots
- Proximity to downtown
- Historic downtown was/is rundown

Project Understanding:

In the 20th century, Fells Point and Federal Hill were made up of working class families, with business focused around shipping and shipbuilding. When the shipping moved to larger facilities, the neighborhoods began to decline. In the late 1970s these areas became one among many struggling, Baltimore, inner-city neighborhoods, with increasing crime, racial tension, depressed property values, and an aging and decaying housing stock.

In the 1990s, these neighborhoods were discovered by the children of baby boomers. These were individuals who worked downtown, wanted to live in close proximity to employment, and be a part of an urban community outside of downtown Baltimore.

Ideas for moving forward with Independence Heights - Northline:

Process to revitalize the neighborhood

- Invested in infill and rehabilitation of existing homes
- Emphasize pedestrian connections and comfort
- Variety of housing types
- Sense of community and connection to neighborhood
- Support of local businesses

These young professionals first invested in infill and single-family home rehabilitation. Large development projects on former industrial sites followed. After the critical mass of residents was created, the final step in redevelopment was the influx of new restaurants and shops.

To help enhance and promote restaurants and shops, an educational campaign called “Buying Local Baltimore” was created to encourage residents to purchase from local businesses. This focus on the local economy, as well as enhancement of parks and open space created a strong sense of community that continues to attract professionals to the area.



Photo of Broadway Street in Fells Point, looking north.

Hunters Point / Bayview

San Francisco, California

History and Context:

- 1939 Hunters Point purchased by Navy for a Naval Shipyard
- 1974 Navy closes the Shipyard
- 1993 Congress authorizes the transfer of Hunter's Point to the City of San Francisco
- 1997 Hunters Point Redevelopment Plan adopted
- 1999 Lennar selected as master developer for the Hunters Point redevelopment
- 2005 Community Benefits Agreement between Lennar and the City of San Francisco for Phase 1 of the Hunters Point redevelopment
- 2007 Construction is complete on the 3rd Street Light Rail Project and full service runs through the Bayview neighborhood
- 2010 Groundbreaking for demolition of Hunters View public housing through the Hope SF program
- 2010 Groundbreaking on 5800 3rd Street, a 340-unit condo project adjacent to a new light rail station

Demographic Changes:

The redevelopment work has begun, but the majority of the vertical development is still to come. However there have already been clear signs of the impacts of the redevelopment on the local community. A look at demographic trends over time begins to highlight the effects of these pressures. (See table entitled "Demographic Characteristics")

Many of the major redevelopment projects are yet to come. They include the redevelopment of two public housing projects into mixed income housing, preserving the affordable units that exist in those developments while increasing density to accommodate market rate housing. As well as a 1,400 unit project, with 30% of units set aside for affordable housing. The ultimate impact of these projects on stabilizing the affordability and racial composition of the neighborhood are yet to be seen.

Demographic Characteristics	1990	2000	2009
Population	40,264	49,586	56,415
Annual Change		2.10%	1.44%
Households	14,732	17,887	21,016
Annual Change		1.96%	1.81%
% Households African American	47%	36%	27%
Per Capita Income	\$13,822	\$26,975	\$34,428
Median Household	\$28,838	\$46,257	\$58,068
Median Household Income - African American HHs	N/A	\$27,347	\$33,458
Housing Units	16,300	18,852	24,553
Annual Change		1.47%	2.98%
Median Home Value (Owner Occupied)	\$216,061	\$294,881	\$538,505
% Owners	41%	42%	38%
% Owners that are African American	N/A	23%	N/A

Source: Claritas



Source: San Francisco Redevelopment Authority, MUNI, Lennar, allbusiness.com, socketsite.com, SFGate.com

Strategies and Lessons:

Several strategies and key lessons can be gleaned from this neighborhood which has undergone substantial planning over the past 10 – 15 years as it prepares for redevelopment.

Strategies for Redevelopment:

Provisions in the Bayview/Hunters Point Redevelopment Plan and Community Concept Plan

- Commitment of 50% of the Redevelopment Agency's tax increment financing funds allocated to the project area to funding affordable housing programs
- Deeper affordable housing income limits, including maximum household income levels of 50% of the area median income (AMI) for rental housing and a maximum of 80% of AMI for for-sale housing
- Requirement of at least 15% of new residential units built in market-rate projects are affordable to households at 50% of AMI for rental and 80% of AMI for for-sale
- 50% goal for new construction and permanent jobs to be provided to San Francisco residents, with first preference given to BVHP residents

Disposition and Development Agreement

- Through the 2003 Phase 1 Disposition and Development Agreement (Phase 1 DDA), the master developer was required to provide a certain percentage of the proposed new residential units at below-market rates, in addition to providing public parks and open space on the redevelopment site.

Hope SF

- The Hope SF program is modeled after the federal Hope VI program, designed to replace substandard public housing units with new, mixed-income communities. In 2007 the San Francisco mayor secured \$5 million from the General Fund to back \$95 million in revenue bonds to finance the Hunters View Hope SF project. The city plans to also rely on additional federal, state, and private funds to complete the Hunters Point project. The market rate units

developed as part of the Hunters View redevelopment is key to subsidizing the public housing units.

Community Benefits Agreement with Lennar

- International African Marketplace, which will be established as venue that hosts a series of regular events and activities that celebrate cultural diversity.
- Homebuyer Assistance Program, sponsored by Lennar and the City of San Francisco includes down payment assistance, first-time homebuyer financing programs, and homeownership counseling services.
- Job Training and Employee Assistance Program includes \$225,000 annually during the redevelopment process for job training and employee assistance services for BVHP residents. The job training will be conducted by local organizations, and include the topic areas of construction skilled trades, occupational skills, youth development, and professional services

Key Lessons Learned:

- Preserving homeownership is a key component to preserving the character and culture of a neighborhood through redevelopment and gentrification.
- The San Francisco Housing Development Corporation, a private non-profit developer and community organization, has been a key mechanism to implementing a homeownership strategy. Driven by the community goals and objectives, the organization is able to use its resources to provide affordable housing in areas beginning to gentrify before for-profit developers move into the market.
- The Community Concept Plan, created by the community through the Project Area Committee and incorporated into the Redevelopment Plan, has been an important mechanism for communicating community preferences and guiding the development activity.
- Financial education for the community on homeownership opportunities, financing, and options and opportunities for existing homeowners in gentrifying neighborhoods has proved an effective means of preparing

the community and existing homeowners for managing gentrification and benefiting from the changes. Anticipating gentrification and providing financial education in a timely manner equips the existing community to manage and participate in the community investment.

Major Redevelopment Projects:

Phase 1/Parcel A

Phase 1/Parcel A of the Hunters Point redevelopment covers 63 total acres and includes 1,400 new residential units, with approximately 30% of the housing affordable to low-income households, 25 acres of public parks and open space, and 9,000 square feet of retail and commercial space.

Candlestick - Hunters Point Phase 2

This phase is in the planning stages and undergoing the environmental review process. The plans include around 10,000 residential units with a mix of market-rate and affordable units, retail, 2 million square feet of commercial office space, new artist studio spaces, more than 300 acres of parks and open space, and the potential site for the new 49ers stadium. The plans also call for the redevelopment of the Alice Griffin public housing project.

5800 3rd Street/Carroll Station Residential Development

This project is a medium-density mixed-use project adjacent to a new 3rd Street light rail station on the site of a former Coca-Cola bottling plant. The project has 340 condominiums and approximately 20,000 square feet of retail space, which is planned to be anchored by the U.K.-based grocer Fresh and Easy. The project is the first privately funded development in the BVHP redevelopment area that is consistent with the Project Area Committee's Community Concept Plan. The project was funded by Goldman Sachs Urban Investment Group (UIG), and UIG also provided \$750,000 in a community benefits package. The community benefits package was negotiated during the entitlements process and includes funds for job training, senior services, first-time homeownership opportunities, and local businesses.

Alice Griffith Public Housing

As part of the Phase 2 Hunters Point Development, the Alice Griffith public housing development will be redeveloped through the Hope SF program. The 256 housing units will be replaced by new housing units; the new units will be built adjacent to the existing public housing so that none of the residents are displaced during the construction process. The financing for the Alice Griffith redevelopment will come through tax increment revenue generated by the Candlestick Point-Hunters Point redevelopment, developer subsidies, and City affordable housing funds.

Hunters View Public Housing

Hunters View, a public housing projected located on Hunters Point, was considered by federal inspectors to be one of the worse public housing projects in the country. The project is now part of the Hope SF program to demolish and rebuild the public housing units in a new mixed-use and mixed-income development. Only 137 of the 267 total units are currently occupied, and demolition of 113 of the units is currently underway and expected to be completed by mid 2010. Replacement of the first 113 units, a new park, and new infrastructure is slated for completion in 2011. Additional phases of the Hunters View redevelopment includes rebuilding the remaining 154 units to replace the affordable housing on a one-to-one basis, in addition to developing 84 new affordable rental units and between 350 and 450 market rate condos and townhomes. The final project completion is expected in 2015.

UN Global Compact Sustainability Center

The former Hunter's Point Naval Shipyard is proposed to be the United Nation's Global Compact Sustainability Center. The Center would house research and development related to climate change and UN office space. Plans call for the center to open in 2012, and the City is currently working with UN Global Compact office to guide the development plans and fundraising.

Source: San Francisco Redevelopment Authority, San Francisco Municipal Railway, Lennar, allbusiness.com, socketsite.com, SFGate.com



U Street / Shaw Neighborhood

Washington, D.C.

History and Context:

- 1860's-1900 Development of the U Street Area
- 1890's Development of the Streetcar Line
- 1921 Lincoln Theater Developed
- 1921 Southern Aid Society/Dunbar Theater Developed
- 1926 Development of the Howard Theater
- 1968 Washington, D.C. Riots
- 1991 New Metro stop at 13th & U Streets NW
- 1998 Greater U Street listed on National Register of Historic Places
- 2001 Harrison Square redevelopment is complete (home ownership townhomes)
- 2004 The Ellington Apartments is complete (190 rental units)

Demographic Changes:

The majority of redevelopment along the U Street corridor has occurred, the gentrification of the neighborhood coincided with the real estate boom in the mid 2000s accelerating development, and the introduction of new, higher income households and businesses that serve those households. Both of these factors have had an impact on the levels of affordability in the neighborhoods. A look at demographic trends over time begins to highlight the effects of these pressures. (See table entitled "Demographic Characteristics")

While there has been substantial growth households and household income in the neighborhood over the past twenty years; it is clear that the majority of this growth has occurred by non African American households. As an example the percentage of all households that are African American declined from 57% in 1990 to 32% in 2009. Similarly, while the overall median income has risen over time, African American median incomes have been and remain much lower than incomes overall (\$57,000 for all households, vs. \$25,000 for African American households).

Demographic Characteristics	1990	2000	2009
Population	8,461	8,830	10,338
Annual Change		0.43%	1.77%
Households	4,065	4,173	4,905
Annual Change		0.26%	1.81%
% Households African American	57%	48%	32%
Per Capita Income	\$15,844	\$29,147	\$40,108
Median Household	\$24,235	\$38,367	\$56,657
Median Household Income - African American HHS	N/A	\$21,277	\$24,875
Housing Units	4,626	4,675	5,568
Annual Change		0.11%	1.96%
Median Home Value (Owner Occupied)	\$141,468	\$225,714	\$517,606
% Owners	24%	29%	31%
% Owners that are African American	N/A	18%	N/A

Source: Claritas



- | | | |
|----|--|--|
| 1 | Lincoln Theater | Historic theater |
| 2 | Howard Theater | The city's first theater for African American audiences and entertainers |
| 3 | Evans - Table House | Home of first intentionally organized African American Opera |
| 4 | Prince Hall Masonic Temple | Home of the first African American Masonic Order of the world |
| 5 | Southern Aid Society/Dunbar Theater | Built for the United Order of True Reformers |
| 6 | Frederick Douglass University | First female of Frederick Douglass University |
| 7 | Adelphi Bowen YMCA | Nation's first African American chapter of the YMCA |
| 8 | Whitman Hotel | Historical hotel and meeting place for notable African Americans |
| 9 | St. Augustine Catholic School and Church | Religious institution and school |
| 10 | Mathis Table | Social service organization |
| 11 | Frederick Baptist Church | Religious institution |
| 12 | Apostolic Lutheran Church | Religious institution |
| 13 | Embassy of Angola | International embassy |
| 14 | Embassy of Guinea-Bissau | International embassy |
| 15 | Washington, D.C. Transportation | Municipal office space |
| 16 | Howard University & Hospital | University campus and hospital |

U Street / Shaw Neighborhood

Strategies and Lessons:

Several strategies and key lessons can be gleaned from this neighborhood which has undergone substantial redevelopment over the past 15 years.

Key Strategies:

1. Designation of U Street Corridor as a historic district
 - Ensures cultural institutions are preserved and restored.
 - String organizations formed to hold developers and public sector accountable for retaining and celebrating history of the corridor.
 - Over time has enhanced the value of development along the corridor and within the residential neighborhoods.
2. Redevelopment of Public Assets
 - The U Street neighborhood was in substantial decline when the initial public infrastructure and investments were made. As such, initial public property offered for redevelopment included little in the way of requirements for affordable housing. Once gentrification took hold, affordability of housing for many residents became unattainable. The City did retain some land ownership, and has been able to enforce affordable housing requirements within those units; but establishing this policy at the beginning may have resulted in many fewer displaced households within the neighborhood.

Critical Lessons:

- Public land, and the ability to direct policy interventions on the uses of that land to further neighborhoods goals is critical. Public investment in the development of a new municipal center, bringing thousands of jobs and daytime workers to the neighborhood was critical in beginning to redirect the image of the neighborhoods. Key infrastructure (new Metro stop), made the neighborhood more accessible and enticed private developers to enter the market. Finally, public assets were

leveraged to encourage development; once development was in progress; additional public assets have been utilized to ensure affordable housing remains in the neighborhoods. Streetscape, façade and other improvements were critical to attracting private development to the neighborhood.

- Providing small grants directly to residents to complete community based projects. The Neighborhood Investment Fund (NIF) program is funded through a portion of the annual collection of Personal Property tax throughout the District. The program provides grants for job training, job placement for adult and youth, affordable housing preservation, and small business technical assistance, as well as pre-development project grants to support the development and rehabilitation of affordable housing, mixed-use, and community-based facilities, both non profits and individuals are eligible for the funding.
- Strong cultural organizations have helped to guide redevelopment, ensuring the historic designation for U Street was received and historic and cultural institutions are maintained. Local neighborhood and cultural associations have been a key component in the U Street revitalization. These organizations have sought to preserve the historical and cultural character of the neighborhood and communicated community values and preferences for development. These organizations have been a mechanism for sustaining an engaged and informed community that participates in its own investment and revitalization.
- Zoning that support community goals, and works to preserve cultural heritage . The arts overlay district provided a zoning code that supports the development and restoration of arts organizations, cultural uses, small businesses, restaurants, and neighborhood retail and services.

Source: GDA, DC.gov, U Street Main Streets

U Street / Shaw Neighborhood

Major Redevelopment Projects:

Harrison Square

This 2001 redevelopment of the former Children's Hospital property into a townhome project sparked the redevelopment on the U Street corridor and served to test the market by offering a unique product type to the neighborhood.

The Lincoln Condominiums

This market-rate 156 unit condo project is located at 12th and U Streets NW was complete in 2000 and served as a catalyst for redevelopment on the corridor.

The Ellington

This 190 unit market-rate apartment building is a mixed-use transit-oriented development located along the U Street corridor at the corner of 13th Street NW. The design of the building looks like separate buildings along the corridor, and is a successful example of the historical architecture in the neighborhood.

The Whitelaw Hotel

Manna, a D.C.-based affordable housing developer, purchased the historic hotel in 1991 and renovated the deteriorated property into 35 apartment units. The central dining room/ ballroom of the Whitelaw Hotel was also renovated, and Manna created an exhibit to highlight the historical and cultural significance of the neighborhood in the early and mid 1900's.

DC Jazz Festival

The DC Jazz Festival is the largest music event in the city, and includes over 100 performances in dozens of venues. The festival also promotes year-round music education programs for youth. A number of the events are hosted by venues along U Street and bring attention to the cultural legacy of this corridor of the city.

View 14

This new apartment development in neighborhood surrounding U Street includes 185 apartments with a mix of studios, one, and



two bedroom units. To meet Office of Planning requirements, the developers contributed \$1 million to the tenant association of a nearby low-income apartment building. The association used the \$1 million to acquire and rehabilitate 48 low-income apartments as a cooperative. The project also includes 7 on-site units affordable to households at or below 80% of AMI.

Howard Theater Restoration

The historic Howard Theater is planned for a \$28 million restoration which will bring the theater back to use and also will reveal the original building façade from 1910, which hasn't been seen since 1940. This theater is an important part of the cultural heritage of the U Street corridor.

The Jazz at Florida Avenue

The proposal for the redevelopment of the current U Street Flea Market at U and 9th Streets NW includes developing a string of WMATA-owned vacant lots along Florida Avenue. This development is proposed to include 124 apartments and 20,00 square feet of retail space in three adjacent buildings. The project is proposed to include 26 units affordable to households at or below 50% of AMI. The proposed project funding includes Low Income Housing Tax Credits and Tax Increment Financing through the Department of Planning and Economic Development.

United Negro College Fund Redevelopment

This mixed-use transit-oriented development is planned for the partially vacant site adjacent to the Shaw/Howard metro station. The project will include office space for the United Negro College Fund (UNCF), market-rate and affordable residential units, and retail.

African American Heritage Trail

The Cultural Tourism organization of D.C. has organized an African American Heritage Trail of the greater U Street area. The self guided tour includes major historical and cultural landmarks in the U Street neighborhood, and signs throughout the neighborhood that provide maps, historic photos, and the history of the U Street corridor.



Source: D.C. Department of Planning and Economic Development, D.C. Department of Housing and Community Development, Manna, Dcmud, Banneker Ventures, Urban Land Institute, view14.com, EYA, Howard Theater Restoration, Cultural Tourism DC

APPENDIX D: PROJECT PRO FORMA



Crosstimbers and N. Main Streets Economic Development Pro Forma

BUILDING PROGRAM COMPONENTS						
Residential Square Footage:						
	Units	Unit GSF	Building GSF	Parking Spaces	Parking GSF	Total GSF
Multifamily Apartments (80% Affordable)	40	1,176	47,059	60	19,500	66,559
Condo	0	0	0	0	0	0
Townhomes	42	1,500	63,000	63	20,475	83,475
Totals / Averages	82	1,342	110,059	123	39,975	150,034
Residential Pricing:						
	Efficiency	Unit GLA	Building GLA	Unit Pricing ⁽¹⁾	Annual GPI	Sell-Out Price
Multifamily Apartments (80% Affordable)	85.0%	1,000	40,000	\$0.48	\$230,400	-
Condo	85.0%	0	0	\$0	-	\$0
Townhomes	100.0%	1,500	63,000	\$165,000	-	\$6,930,000
Totals / Averages	90.0%	1,306	103,000	N/M	\$230,400	\$6,930,000
Commercial Square Footage:						
	Units	Unit GSF	Building GSF	Parking Spaces	Parking GSF	Total GSF
Retail	-	-	20,000	100	32,500	52,500
Office	-	-	20,000	100	32,500	52,500
Community Center	0	0	7,500	38	12,188	19,688
Totals / Averages	0	0	47,500	238	77,188	124,688
Commercial Pricing:						
	Efficiency	Unit GLA	Building GLA	Pricing ⁽²⁾	Pass-Through	Yrly. Gross Rev.
Retail	95.0%	-	19,000	\$22.00	\$146,300	\$564,300
Office	85.0%	-	17,000	\$8.00	\$37,200	\$173,200
Community Center	85.0%	0	6,375	\$0.00	-	\$0
Totals / Averages	88.3%	0	42,375	N/M	\$183,500	\$737,500
Total Building Program GSF (Excl. Parking)		157,559	Total Building Program GSF (Incl. Parking)		274,721	

ANNUAL CASH FLOW COMPONENTS @ STABILIZATION						
	Residential Component		Commercial Component			Total Cash Flow
	Condos / T.H.	Apartments	Retail	Office	Civic	
Income Components & Operating Expenses:						
Sell-Out Price / Gross Potential Income (GPI)	\$6,930,000	\$230,400	\$418,000	\$173,200	\$0	\$821,600
Vacancy & Collection Loss	\$0	-\$16,128	-\$20,900	-\$12,124	\$0	-\$49,152
Unit Closing Costs, Commissions, Warranty Reserve	-\$554,400	-	-	-	-	\$0
Net Sale Proceeds / Net Rental Income	\$6,375,600	\$214,272	\$397,100	\$161,076	\$0	\$772,448
Other Income / Expense Pass-Through Income	-	\$11,520	\$124,355	\$31,620	\$0	\$167,495
Net Revenue / Hotel Gross Dept. Profit	-	\$225,792	\$521,455	\$192,696	\$0	\$939,943
Operating Expenses	-	-\$80,640	-\$146,300	-\$37,200	-\$13,950	-\$278,090
Real Estate Property Taxes	-	-\$54,957	-\$23,357	-\$23,357	\$0	-\$101,670
NET OPERATING INCOME	-	\$90,195	\$351,798	\$132,139	-\$13,950	\$560,183
CapEx and Reserves (4.0% Res. 3.0% Com.)	-	-\$3,608	-\$10,554	-\$3,964	\$1,395	-\$16,731
NET CASH FLOW BEFORE DEBT SERVICE	-	\$86,588	\$341,244	\$128,175	-\$12,555	\$543,452
NOI Contribution - %	N/M	16.1%	62.8%	23.6%	-2.5%	100.0%

TOTAL DEVELOPMENT BUDGET			
	Total	Cost per GSF	Notes / Assumptions
Land, Site & Parking Costs:			
Land Acquisition Cost	-\$850,030	-\$5.39	5.50 Acres @ \$3.55/SF
Site Work / Infrastructure	-\$871,200	-\$5.53	does not include env remediation
Surface Parking	-\$432,600	-\$2.75	361 Spaces @ \$1,200 per Space, w/ 0.0% Shared Pkg. Reduction
Public Partner Participation	\$5,000,000	\$31.73	
Total Land, Site & Parking Costs	\$2,846,170	\$18.06	16.1% of TDB (Excl. Participation)
Building Hard Costs:			
Residential Buildings	-\$8,728,824	-\$55.40	\$65/SF Apts. \$150/SF Condos \$90/SF T.H.
Commercial Buildings	-\$2,400,000	-\$15.23	\$40/SF Retail \$80/SF Office \$40/SF Civic
Tenant Improvements	-\$875,000	-\$5.55	\$20/SF Retail \$20/SF Office \$10/SF Civic
Hard Cost Contingency	-\$1,287,502	-\$8.17	10.0% Residential Hard Structure Cost per SF
Total Building Hard Costs	-\$13,291,326	-\$84.36	99.1% of TDB
Soft & Indirect Costs:			
Title Insurance, Recording and Closing	-\$66,457	-\$0.42	0.5% Total Building Hard Costs
Legal	-\$132,913	-\$0.84	1.0% Total Building Hard Costs
Architecture, Engineering & Other Consulting	-\$664,566	-\$4.22	5.0% Total Building Hard Costs
Permits and Impact Fees	-\$200,000	-\$1.27	\$200,000 of Permit Fees (Estimated)
RE Taxes During Const., Project Ins. & Pre-Opening	-\$132,913	-\$0.84	Taxes Waived, Ins. 0.5% / Pre-Opening 0.5% of Hard Costs
Leasing Expense	-\$240,000	-\$1.52	\$6.00/SF on Retail and Office only
Marketing / FFE	-\$99,685	-\$0.63	0.75% of Total Hard Costs
Financing Costs	-\$83,174	-\$0.53	1.0% of Construction Loan, 70.0% LTC Ratio
Construction Period Interest	-\$566,139	-\$3.59	6.50%, 75.0% Avg. Bal., 30 Mo. on Dev. Cost, less Income
Construction Management Fee	-\$265,827	-\$1.69	2.0% Total Hard Costs
Development Fee	-\$411,718	-\$2.61	3.0% of Building Hard Costs & Structured Parking
Developer Overhead	-\$20,586	-\$0.13	5.0% of Development Fee
Soft Cost Contingency	-\$80,985	-\$0.51	5.0% of Soft Costs
Total Soft & Indirect Costs	-\$2,964,963	-\$18.82	22.3% of Hard Costs & 22.1% of TDB
Total Development Budget (TDB)	-\$13,410,118	-\$85.11	
For Sale Residential Net Sales Proceeds (NSP)	\$6,375,600		
Net Total Development Budget	-\$7,034,518		Unlevered Project Return on Cost (ROC) 7.96%

Transit-Oriented Development Pro Forma

TOD
with 20%
Affordable
Housing

TOD
with 80%
Affordable
Housing

BUILDING PROGRAM COMPONENTS						
<u>Residential Square Footage:</u>	Units	Unit GSF	Building GSF	Parking Spaces	Parking GSF	Total GSF
Multifamily Apartments (80% Affordable)	400	1,029	411,765	600	195,000	606,765
Condo	74	1,765	130,588	111	36,075	166,663
Townhomes	0	0	0	0	0	0
Totals / Averages	474	1,144	542,353	711	231,075	773,428
<u>Residential Pricing:</u>	Efficiency	Unit GLA	Building GLA	Unit Pricing ⁽¹⁾	Annual GPI	Sell-Out Price
Multifamily Apartments (80% Affordable)	85.0%	875	350,000	\$0.59	\$2,478,000	-
Condo	85.0%	1,500	111,000	\$220,588	-	\$16,323,529
Townhomes	100.0%	0	0	\$0	-	\$0
Totals / Averages	90.0%	1,025	461,000	N/M	\$2,478,000	\$16,323,529
<u>Commercial Square Footage:</u>	Units	Unit GSF	Building GSF	Parking Spaces	Parking GSF	Total GSF
Retail	-	-	103,000	515	167,375	270,375
Office	-	-	0	0	0	0
Civic Space	0	0	0	0	0	0
Totals / Averages	0	0	103,000	515	167,375	270,375
<u>Commercial Pricing:</u>	Efficiency	Unit GLA	Building GLA	Pricing ⁽²⁾	Pass-Through	Yrly. Gross Rev.
Retail	95.0%	-	97,850	\$28.00	\$958,930	\$3,698,730
Office	85.0%	-	0	\$9.00	\$0	\$0
Civic Space	85.0%	0	0	\$0.00	-	\$0
Totals / Averages	88.3%	0	97,850	N/M	\$958,930	\$3,698,730
Total Building Program GSF (Excl. Parking)		645,353		Total Building Program GSF (Incl. Parking)		1,043,803

BUILDING PROGRAM COMPONENTS						
<u>Residential Square Footage:</u>	Units	Unit GSF	Building GSF	Parking Spaces	Parking GSF	Total GSF
Multifamily Apartments (80% Affordable)	400	1,029	411,765	600	195,000	606,765
Condo	74	1,765	130,588	111	36,075	166,663
Townhomes	0	0	0	0	0	0
Totals / Averages	474	1,144	542,353	711	231,075	773,428
<u>Residential Pricing:</u>	Efficiency	Unit GLA	Building GLA	Unit Pricing ⁽¹⁾	Annual GPI	Sell-Out Price
Multifamily Apartments (80% Affordable)	85.0%	875	350,000	\$0.59	\$2,478,000	-
Condo	85.0%	1,500	111,000	\$220,588	-	\$16,323,529
Townhomes	100.0%	0	0	\$0	-	\$0
Totals / Averages	90.0%	1,025	461,000	N/M	\$2,478,000	\$16,323,529
<u>Commercial Square Footage:</u>	Units	Unit GSF	Building GSF	Parking Spaces	Parking GSF	Total GSF
Retail	-	-	103,000	515	167,375	270,375
Office	-	-	0	0	0	0
Civic Space	0	0	0	0	0	0
Totals / Averages	0	0	103,000	515	167,375	270,375
<u>Commercial Pricing:</u>	Efficiency	Unit GLA	Building GLA	Pricing ⁽²⁾	Pass-Through	Yrly. Gross Rev.
Retail	95.0%	-	97,850	\$28.00	\$958,930	\$3,698,730
Office	85.0%	-	0	\$9.00	\$0	\$0
Civic Space	85.0%	0	0	\$0.00	-	\$0
Totals / Averages	88.3%	0	97,850	N/M	\$958,930	\$3,698,730
Total Building Program GSF (Excl. Parking)		645,353		Total Building Program GSF (Incl. Parking)		1,043,803

ANNUAL CASH FLOW COMPONENTS @ STABILIZATION						
<u>Income Components & Operating Expenses:</u>	Residential Component		Commercial Component			Total Cash Flow
	Condos / T.H.	Apartments	Retail	Office	Civic	
Sell-Out Price / Gross Potential Income (GPI)	\$16,323,529	\$2,478,000	\$2,739,800	\$0	\$0	\$5,217,800
Vacancy & Collection Loss	\$0	-\$173,460	-\$136,990	\$0	\$0	-\$310,450
Unit Closing Costs, Commissions, Warranty Reserve	-\$1,305,882	-	-	-	-	\$0
Net Sale Proceeds / Net Rental Income	\$15,017,647	\$2,304,540	\$2,602,810	\$0	\$0	\$4,907,350
Other Income / Expense Pass-Through Income	-	\$123,900	\$815,091	\$0	\$0	\$938,991
Net Revenue / Hotel Gross Dept. Profit	-	\$2,428,440	\$3,417,901	\$0	\$0	\$5,846,341
Operating Expenses	-	-\$867,300	-\$958,930	\$0	\$0	-\$1,826,230
Real Estate Property Taxes	-	-\$527,008	-\$131,827	\$0	\$0	-\$658,835
NET OPERATING INCOME	-	\$1,034,132	\$2,327,143	\$0	\$0	\$3,361,276
CapEx and Reserves (4.0% Res. 3.0% Com.)	-	-\$41,365	-\$69,814	\$0	\$0	-\$111,180
NET CASH FLOW BEFORE DEBT SERVICE	-	\$992,767	\$2,257,329	\$0	\$0	\$3,250,096
NOI Contribution - %	N/A	30.8%	69.2%	0.0%	0.0%	100.0%

ANNUAL CASH FLOW COMPONENTS @ STABILIZATION						
<u>Income Components & Operating Expenses:</u>	Residential Component		Commercial Component			Total Cash Flow
	Condos / T.H.	Apartments	Retail	Office	Civic	
Sell-Out Price / Gross Potential Income (GPI)	\$16,323,529	\$2,478,000	\$2,739,800	\$0	\$0	\$5,217,800
Vacancy & Collection Loss	\$0	-\$173,460	-\$136,990	\$0	\$0	-\$310,450
Unit Closing Costs, Commissions, Warranty Reserve	-\$1,305,882	-	-	-	-	\$0
Net Sale Proceeds / Net Rental Income	\$15,017,647	\$2,304,540	\$2,602,810	\$0	\$0	\$4,907,350
Other Income / Expense Pass-Through Income	-	\$123,900	\$815,091	\$0	\$0	\$938,991
Net Revenue / Hotel Gross Dept. Profit	-	\$2,428,440	\$3,417,901	\$0	\$0	\$5,846,341
Operating Expenses	-	-\$867,300	-\$958,930	\$0	\$0	-\$1,826,230
Real Estate Property Taxes	-	-\$527,008	-\$131,827	\$0	\$0	-\$658,835
NET OPERATING INCOME	-	\$1,034,132	\$2,327,143	\$0	\$0	\$3,361,276
CapEx and Reserves (4.0% Res. 3.0% Com.)	-	-\$41,365	-\$69,814	\$0	\$0	-\$111,180
NET CASH FLOW BEFORE DEBT SERVICE	-	\$992,767	\$2,257,329	\$0	\$0	\$3,250,096
NOI Contribution - %	N/A	30.8%	69.2%	0.0%	0.0%	100.0%

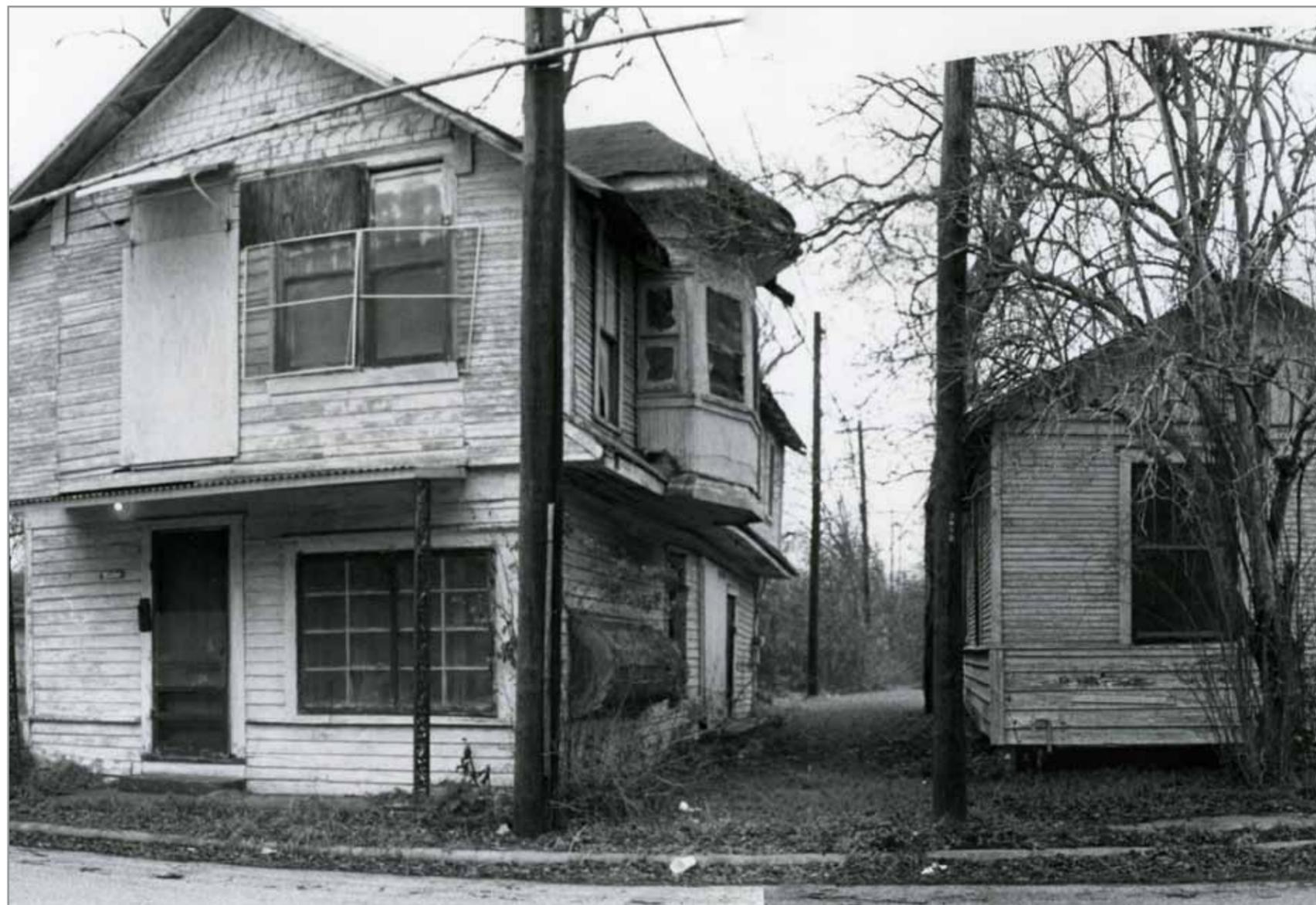
TOTAL DEVELOPMENT BUDGET			
<u>Land, Site & Parking Costs:</u>	Total	Cost per GSF	Notes / Assumptions
Land Acquisition Cost	-\$3,267,000	-\$5.06	5.00 Acres @ \$15.00/SF
Site Work / Infrastructure	-\$1,603,008	-\$2.48	
Structured Parking	-\$22,500,000	-\$34.86	1,800 Spaces @ \$12,500 per Space, w/ 0.0% Shared Pkg. Reduction
Public Partner Participation	\$43,500,000	\$67.40	
Total Land, Site & Parking Costs	\$16,129,992	\$24.99	48.0% of TDB (Excl. Participation)
<u>Building Hard Costs:</u>	Total	Cost per GSF	Notes / Assumptions
Residential Buildings	-\$48,611,765	-\$75.33	\$80/SF Apts. \$120/SF Condos \$90/SF T.H.
Commercial Buildings	-\$4,120,000	-\$6.38	\$40/SF Retail \$80/SF Office \$40/SF Civic
Tenant Improvements	-\$2,060,000	-\$3.19	\$20/SF Retail \$20/SF Office
Hard Cost Contingency	-\$5,639,477	-\$8.74	10.0% Residential Hard Structure Cost per SF
Total Building Hard Costs	-\$60,431,242	-\$93.64	106.0% of TDB
<u>Soft & Indirect Costs:</u>	Total	Cost per GSF	Notes / Assumptions
Title Insurance, Recording and Closing	-\$302,156	-\$0.47	0.5% Total Building Hard Costs
Legal	-\$604,312	-\$0.94	1.0% Total Building Hard Costs
Architecture, Engineering & Other Consulting	-\$3,021,562	-\$4.68	5.0% Total Building Hard Costs
Permits and Impact Fees	-\$200,000	-\$0.31	\$200,000 of Permit Fees (Estimated)
RE Taxes During Const., Project Ins. & Pre-Opening	-\$604,312	-\$0.94	Taxes Waived, Ins. 0.5% / Pre-Opening 0.5% of Hard Costs
Leasing Expense	-\$618,000	-\$0.96	\$6.00/SF on Retail and Office only
Marketing / FFE	-\$453,234	-\$0.70	0.75% of Total Hard Costs
Financing Costs	-\$347,561	-\$0.54	1.0% of Construction Loan, 70.0% LTC Ratio
Construction Period Interest	-\$2,405,824	-\$3.73	6.50%, 75.0% Avg. Bal., 30 Mo. on Dev. Cost, less Income
Construction Management Fee	-\$1,208,625	-\$1.87	2.0% Total Hard Costs
Development Fee	-\$2,487,937	-\$3.86	3.0% of Building Hard Costs & Structured Parking
Developer Overhead	-\$124,397	-\$0.19	5.0% of Development Fee
Soft Cost Contingency	-\$307,557	-\$0.48	5.0% of Soft Costs
Total Soft & Indirect Costs	-\$12,685,478	-\$19.66	21.0% of Hard Costs & 22.3% of TDB
Total Development Budget (TDB)	-\$56,986,728	-\$88.30	
For Sale Residential Net Sales Proceeds (NSP)	\$15,017,647		
Net Total Development Budget	-\$41,969,081		Unlevered Project Return on Cost (ROC) 8.01%

TOTAL DEVELOPMENT BUDGET			
<u>Land, Site & Parking Costs:</u>	Total	Cost per GSF	Notes / Assumptions
Land Acquisition Cost	-\$3,267,000	-\$5.06	5.00 Acres @ \$15.00/SF
Site Work / Infrastructure	-\$1,603,008	-\$2.48	
Structured Parking	-\$22,500,000	-\$34.86	1,800 Spaces @ \$12,500 per Space, w/ 0.0% Shared Pkg. Reduction
Public Partner Participation	\$43,500,000	\$67.40	
Total Land, Site & Parking Costs	\$16,129,992	\$24.99	48.0% of TDB (Excl. Participation)
<u>Building Hard Costs:</u>	Total	Cost per GSF	Notes / Assumptions
Residential Buildings	-\$48,611,765	-\$75.33	\$80/SF Apts. \$120/SF Condos \$90/SF T.H.
Commercial Buildings	-\$4,120,000	-\$6.38	\$40/SF Retail \$80/SF Office \$40/SF Civic
Tenant Improvements	-\$2,060,000	-\$3.19	\$20/SF Retail \$20/SF Office
Hard Cost Contingency	-\$5,639,477	-\$8.74	10.0% Residential Hard Structure Cost per SF
Total Building Hard Costs	-\$60,431,242	-\$93.64	106.0% of TDB
<u>Soft & Indirect Costs:</u>	Total	Cost per GSF	Notes / Assumptions
Title Insurance, Recording and Closing	-\$302,156	-\$0.47	0.5% Total Building Hard Costs
Legal	-\$604,312	-\$0.94	1.0% Total Building Hard Costs
Architecture, Engineering & Other Consulting	-\$3,021,562	-\$4.68	5.0% Total Building Hard Costs
Permits and Impact Fees	-\$200,000	-\$0.31	\$200,000 of Permit Fees (Estimated)
RE Taxes During Const., Project Ins. & Pre-Opening	-\$604,312	-\$0.94	Taxes Waived, Ins. 0.5% / Pre-Opening 0.5% of Hard Costs
Leasing Expense	-\$618,000	-\$0.96	\$6.00/SF on Retail and Office only
Marketing / FFE	-\$453,234	-\$0.70	0.75% of Total Hard Costs
Financing Costs	-\$347,561	-\$0.54	1.0% of Construction Loan, 70.0% LTC Ratio
Construction Period Interest	-\$2,405,824	-\$3.73	6.50%, 75.0% Avg. Bal., 30 Mo. on Dev. Cost, less Income
Construction Management Fee	-\$1,208,625	-\$1.87	2.0% Total Hard Costs
Development Fee	-\$2,487,937	-\$3.86	3.0% of Building Hard Costs & Structured Parking
Developer Overhead	-\$124,397	-\$0.19	5.0% of Development Fee
Soft Cost Contingency	-\$307,557	-\$0.48	5.0% of Soft Costs
Total Soft & Indirect Costs	-\$12,685,478	-\$19.66	21.0% of Hard Costs & 22.3% of TDB
Total Development Budget (TDB)	-\$56,986,728	-\$88.30	
For Sale Residential Net Sales Proceeds (NSP)	\$15,017,647		
Net Total Development Budget	-\$41,969,081		Unlevered Project Return on Cost (ROC) 8.01%

CobbFendley

CobbFendley

APPENDIX E: HISTORIC ANALYSIS



Independence Heights Residential Historic District

A National Register of Historic Places Historic District

Houston, Texas

In the fall of 2011, SWCA Environmental Consultants conducted a windshield survey of all of the “contributing” buildings located within the boundaries of the Independence Heights Residential National Register Historic District. This historic district was listed on the National Register of Historic Places (NRHP) in 1997 with 125 “contributing” and 109 “non-contributing” buildings. The district is significant as an intact example of an independent municipality developed and incorporated by freed slaves and their descendants in the early twentieth century and later incorporated into the City of Houston. This residential neighborhood is predominantly composed of Bungalow/Craftsmen style houses many of which remain in the families of the original owners. The period of significance of the neighborhood is from 1908 – 1947.

The goal of the windshield survey was to see how many houses identified as “contributing” in 1997 retain their “contributing” status. As these houses are already within the National Register Historic District, they are eligible for designation as individual City of Houston Landmarks. The addresses on the first list include only the “contributing” properties from 1997 and 2011. The second list includes all houses on the 1997 NRHP inventory, their associated status as well as the results of the 2011 survey.

The first list is a good starting point to increase the number of City of Houston Landmarks and/or Recorded Texas Historic Landmarks (RTHL) within Independence Heights (It is possible to have both designations). Each property owner would need to agree to any designation and be made aware of any associated restrictions. Prior to researching the application, it is suggested that the applicant and homeowner meet with the City of Houston Historic Preservation staff for guidance to ensure a successful application. It is also important that the property owner understand the review requirements for any exterior alterations.

Definitions

A “**contributing**” property is defined as one that is significant to the district due to its age, architectural style and/or for its association with a person important to the city or neighborhood. Contributing properties collectively tell the story of the development of the neighborhood and the history of its residents.

A “**non-contributing**” property is any building that was built after 1947 (the 50-year mark on the National Register nomination), an empty lot, or a building that has suffered major alterations to its original fabric. Some buildings have been altered significantly. A building with new exterior siding, porch alterations, new window and front or side additions would be considered “non-contributing.”

Minor alterations, such as a change in the materials of a front porch from wood to concrete, are not enough to render a building non-contributing in Independence Heights. This is because the importance and significance of the neighborhood is related to its history and the people who lived there rather than its architectural form and appearance. All empty lots are considered non-contributing.

Recommendations for City of Houston Landmark and/or Recorded Texas Historic Landmark (RTHL) designation					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
201	E.	30th	C	Abandoned	C
205	E.	30th	C	Good Condition	C
214	E.	30th	C	Good Condition	C
215	E.	30th	C	Good Condition	C
219	E.	30th	C	Good Condition	C
206	E.	31st	C	Good Condition	C
214	E.	31st	C	Good Condition	C
319	E.	31st	C	Good Condition	C
322	E.	31st	C	Good Condition	C
401	E.	31st	C	Good Condition	C
410	E.	31st	C	Severely Deteriorated	C
415	E.	31st	C	Good Condition	C
133	E.	31 1/2	C	Good Condition	C
138	E.	31 1/2	C	Good Condition	C
200	E.	31 1/2	C	Good Condition	C
201	E.	31 1/2	C	Good Condition	C
202	E.	31 1/2	C	Good Condition	C
203	E.	31 1/2	C	Good Condition	C
204	E.	31 1/2	C	Good Condition	C
206	E.	31 1/2	C	Good Condition	C
209	E.	31 1/2	C	Good Condition	C
211	E.	31 1/2	C	Good Condition	C
212	E.	31 1/2	C	Good Condition	C
214	E.	31 1/2	C	Poor Condition	C
113	E.	32nd	C	Good Condition	C
114	E.	32nd	C	Good Condition	C
115	E.	32nd	C	Good Condition	C
116	E.	32nd	C	Good Condition	C
117	E.	32nd	C	Abandoned	C
118	E.	32nd	C	Good Condition	C
119	E.	32nd	C	Good Condition	C

Recommendations for City of Houston Landmark and/or Recorded Texas Historic Landmark (RTHL) designation					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
120	E.	32nd	C	Good Condition	C
121	E.	32nd	C	Good Condition	C
122	E.	32nd	C	Good Condition	C
200	E.	32nd	C	Good Condition	C
205	E.	32nd	C	Good Condition	C
215	E.	32nd	C	Abandoned	C
217	E.	32nd	C	Good Condition	C
221	E.	32nd	C	Good Condition	C
227	E.	32nd	C	Good Condition	C
309	E.	32nd	C	Good Condition	C
310	E.	32nd	C	Good Condition	C
312	E.	32nd	C	Good Condition	C
320	E.	32nd	C	Good Condition	C
321	E.	32nd	C	Good Condition	C
322	E.	32nd	C	Good Condition	C
401	E.	32nd	C	Good Condition	C
405	E.	32nd	C	Good Condition	C
415	E.	32nd	C	Good Condition	C
419	E.	32nd	C	Good Condition	C
103	E.	33rd	C	Good Condition	C
111	E.	33rd	C	Good Condition	C
113	E.	33rd	C	Good Condition	C
115	E.	33rd	C	Good Condition	C
115 1/2	E.	33rd	C	Good Condition	C
116	E.	33rd	C	Good Condition	C
117	E.	33rd	C	Good Condition	C
117A	E.	33rd	C	Good Condition	C
119	E.	33rd	C	Good Condition	C
122	E.	33rd	C	Good Condition	C
202	E.	33rd	C	Good Condition	C
214	E.	33rd	C	Good Condition	C
223	E.	33rd	C	Good Condition	C
304	E.	33rd	C	Good Condition	C

Recommendations for City of Houston Landmark and/or Recorded Texas Historic Landmark (RTHL) designation					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
306	E.	33rd	C	Good Condition	C
315	E.	33rd	C	Good Condition	C
318	E.	33rd	C	Severely Deteriorated	C
320	E.	33rd	C	Good Condition	C
401	E.	33rd	C	Good Condition	C
403	E.	33rd	C	Good Condition	C
414	E.	33rd	C	Good Condition	C
417	E.	33rd	C	Good Condition	C
220	E.	34th	C	Good Condition*	C
302	E.	34th	C	Good Condition	C
308	E.	34th	C	Good Condition	C
312	E.	34th	C	Severely Deteriorated	C
314	E.	34th	C	Good Condition	C
316	E.	34th	C	Good Condition	C
408	E.	34th	C	Poor Condition	C
3106-08		Arlington	C	Abandoned	C
3010		Cortlandt	C	Good Condition	C
3012		Cortlandt	C	Good Condition	C
3014		Cortlandt	C	Good Condition	C
3016		Cortlandt	C	Good Condition	C
3210		Cortlandt	C	Good Condition	C
3212		Cortlandt	C	Good Condition	C
3214		Cortlandt	C	Good Condition	C
3216		Cortlandt	C	Good Condition	C
3303		Cortlandt	C	Good Condition	C
3218		Yale	C	Good Condition	C
303		Loop 610	C	Good Condition	C
315		Loop 610	C	Good Condition	C
317		Loop 610	C	Poor Condition	C

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
201	E.	30th	C	Abandoned	C
202	E.	30th	NC		
203	E.	30th	C	Restored beyond recognition as an historic-age building	NC
204	E.	30th	NC		
205	E.	30th	C	Good Condition	C
209	E.	30th	C	Vacant Lot	NC
214	E.	30th	C	Good Condition	C
215	E.	30th	C	Good Condition	C
217	E.	30th	NC		
219	E.	30th	C	Good Condition	C
220	E.	30 th	C	Vacant Lot	NC
221	E.	30th	NC		
204	E.	31st	NC		
204 1/2	E.	31st	NC		
206	E.	31st	C	Good Condition	C
206 1/2	E.	31st	NC		
214	E.	31st	C	Good Condition	C
215	E.	31st	C	Restored beyond recognition as an historic-age building	NC
216	E.	31st	C	Vacant Lot	NC
220	E.	31st	C	Vacant Lot	NC
301	E.	31st	NC		
307	E.	31st	NC		
315	E.	31st	C	Vacant Lot	NC
316	E.	31st	NC		
318	E.	31st	NC		
319	E.	31st	C	Good Condition	C
320	E.	31st	NC		
322	E.	31st	C	Good Condition	C
323	E.	31st	NC		
326	E.	31st	NC		

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
400	E.	31st	C	Vacant Lot	NC
401	E.	31st	C	Good Condition	C
401 1/2	E.	31st	C	Address no longer exists	NC
402	E.	31st	NC		
404	E.	31st	NC		
410	E.	31st	C	Severely Deteriorated	C
415	E.	31st	C	Good Condition	C
419	E.	31st	NC		
421	E.	31st	C	New Construction	NC
108	E.	31 1/2	C	Vacant Lot	NC
110	E.	31 1/2	C	Vacant Lot	NC
111	E.	31 1/2	NC		
114	E.	31 1/2	NC		
115	E.	31 1/2	NC		
119	E.	31 1/2	NC		
121	E.	31 1/2	NC		
123	E.	31 1/2	NC		
125	E.	31 1/2	NC		
125 1/2	E.	31 1/2	NC		
126	E.	31 1/2	NC		
129	E.	31 1/2	NC		
131	E.	31 1/2	NC		
133	E.	31 1/2	C	Good Condition	C
137	E.	31 1/2	C	Vacant Lot	NC
138	E.	31 1/2	C	Good Condition	C
200	E.	31 1/2	C	Good Condition	C
201	E.	31 1/2	C	Good Condition	C
202	E.	31 1/2	C	Good Condition	C
203	E.	31 1/2	C	Good Condition	C
204	E.	31 1/2	C	Good Condition	C
205	E.	31 1/2	NC		
206	E.	31 1/2	C	Good Condition	C
209	E.	31 1/2	C	Good Condition	C

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
210	E.	31 1/2	C	New Construction	NC
211	E.	31 1/2	C	Good Condition	C
212	E.	31 1/2	C	Good Condition	C
214	E.	31 1/2	C	Poor Condition	C
215	E.	31 1/2	C	Restored beyond recognition as an historic-age building	NC
103	E.	32nd	NC		
104	E.	32nd	NC		
105	E.	32nd	NC		
107	E.	32nd	NC		
108	E.	32nd	NC		
109	E.	32nd	NC		
110	E.	32nd	NC		
112	E.	32nd	NC		
113	E.	32nd	C	Good Condition	C
114	E.	32nd	C	Good Condition	C
115	E.	32nd	C	Good Condition	C
116	E.	32nd	C	Good Condition	C
117	E.	32nd	C	Abandoned	C
118	E.	32nd	C	Good Condition	C
119	E.	32nd	C	Good Condition	C
120	E.	32nd	C	Good Condition	C
120 1/2	E.	32nd	NC		
121	E.	32nd	C	Good Condition	C
122	E.	32nd	C	Good Condition	C
200	E.	32nd	C	Good Condition	C
205	E.	32nd	C	Good Condition	C
210	E.	32nd	C	Vacant Lot	NC
214	E.	32nd	NC		
215	E.	32nd	C	Abandoned	C
216	E.	32nd	NC		
217	E.	32nd	C	Good Condition	C

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
219	E.	32nd	NC		
220	E.	32nd	C	New Construction	NC
221	E.	32nd	C	Good Condition	C
227	E.	32nd	C	Good Condition	C
232	E.	32nd	NC		
301	E.	32nd	NC		
305	E.	32nd	NC		
308	E.	32nd	C	Address no longer exists	NC
309	E.	32nd	C	Good Condition	C
310	E.	32nd	C	Good Condition	C
312	E.	32nd	C	Good Condition	C
313	E.	32nd	C	Vacant Lot	NC
314	E.	32nd	C	Vacant Lot	NC
320	E.	32nd	C	Good Condition	C
321	E.	32nd	C	Good Condition	C
322	E.	32nd	C	Good Condition	C
401	E.	32nd	C	Good Condition	C
402	E.	32nd	NC		
405	E.	32nd	C	Good Condition	C
407	E.	32nd	NC		
408	E.	32nd	NC		
410	E.	32nd	NC		
411	E.	32nd	NC		
415	E.	32nd	C	Good Condition	C
419	E.	32nd	C	Good Condition	C
420	E.	32nd	C	New Construction	NC
422	E.	32nd	C	Vacant Lot	NC
100	E.	33rd	NC		
103	E.	33rd	C	Good Condition	C
104	E.	33rd	NC		
106	E.	33rd	NC		
107	E.	33rd	NC		
108	E.	33rd	C	New Construction	NC

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
110	E.	33rd	NC		
111	E.	33rd	C	Good Condition	C
113	E.	33rd	C	Good Condition	C
114	E.	33rd	C	Vacant Lot	NC
115	E.	33rd	C	Good Condition	C
115 1/2	E.	33rd	C	Good Condition	C
116	E.	33rd	C	Good Condition	C
117	E.	33rd	C	Good Condition	C
117A	E.	33rd	C	Good Condition	C
118	E.	33rd	C	Vacant Lot	NC
119	E.	33rd	C	Good Condition	C
120	E.	33rd	NC		
122	E.	33rd	C	Good Condition	C
126	E.	33rd	NC		
131	E.	33rd	NC		
202	E.	33rd	C	Good Condition	C
203	E.	33rd	NC		
203 1/2	E.	33rd	NC		
205	E.	33rd	NC		
206	E.	33rd	NC		
210	E.	33rd	NC		
212	E.	33rd	NC		
213	E.	33rd	C	Vacant Lot	NC
214	E.	33rd	C	Good Condition	C
216	E.	33rd	NC		
220	E.	33rd	NC		
221	E.	33rd	NC		
222	E.	33rd	NC		
222 1/2	E.	33rd	NC		
223	E.	33rd	C	Good Condition	C
302	E.	33rd	NC		
303	E.	33rd	NC		
304	E.	33rd	C	Good Condition	C
306	E.	33rd	C	Good Condition	C

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
311	E.	33rd	NC		
314	E.	33rd	NC		
314 1/2	E.	33rd	NC		
315	E.	33rd	C	Good Condition	C
318	E.	33rd	C	Severely Deteriorated	C
320	E.	33rd	C	Good Condition	C
322	E.	33rd	NC		
322 1/2	E.	33rd	NC		
401	E.	33rd	C	Good Condition	C
402	E.	33rd	NC		
403	E.	33rd	C	Good Condition	C
404	E.	33rd	C	Restored beyond recognition as an historic-age building	NC
406	E.	33rd	NC		
412	E.	33rd	NC		
414	E.	33rd	C	Good Condition	C
415	E.	33rd	NC		
417	E.	33rd	C	Good Condition	C
418	E.	33rd	NC		
419	E.	33rd	NC		
421	E.	33rd	NC		
202	E.	34th	NC		
204	E.	34th	NC		
206	E.	34th	NC		
206 1/2	E.	34th	NC		
210	E.	34th	NC		
214	E.	34th	NC		
220	E.	34th	C	Good Condition*	C
302	E.	34th	C	Good Condition	C
304	E.	34th	NC		
306	E.	34th	NC		
308	E.	34th	C	Good Condition	C

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
312	E.	34th	C	Severely Deteriorated	C
314	E.	34th	C	Good Condition	C
316	E.	34th	C	Good Condition	C
318	E.	34th	C	Vacant Lot	NC
406	E.	34th	NC		
408	E.	34th	C	Poor Condition	C
414	E.	34th	NC		
418	E.	34th	NC		
3305		Columbia	NC		
3307		Columbia	NC		
3311		Columbia	NC		
3317		Columbia	NC		
3317 1/2		Columbia	NC		
3005		Arlington	NC		
3105		Arlington	NC		
3106-08		Arlington	C	Abandoned	C
3112		Arlington	C	Vacant Lot	NC
3308		Arlington	C	Vacant Lot	NC
3010		Cortlandt	C	Good Condition	C
3012		Cortlandt	C	Good Condition	C
3014		Cortlandt	C	Good Condition	C
3016		Cortlandt	C	Good Condition	C
3114		Cortlandt	NC		
3210		Cortlandt	C	Good Condition	C
3212		Cortlandt	C	Good Condition	C
3214		Cortlandt	C	Good Condition	C
3216		Cortlandt	C	Good Condition	C
3303		Cortlandt	C	Good Condition	C
3303 1/2		Cortlandt	NC		
3000		Yale	NC		

2011 Windshield Survey of Buildings listed as "Contributing" in the 1997 National Register of Historic Places nomination and their 2011 status					
Street Number	Street Prefix	Street Name	1997 NRHP Status	2011 Windshield Survey Status	2011 NRHP Status
3100		Yale	NC		
3200		Yale	NC		
3218		Yale	C	Good Condition	C
217		Loop 610	NC		
303		Loop 610	C	Good Condition	C
305		Loop 610	C	New Construction	NC
307		Loop 610	NC		
311		Loop 610	NC		
313		Loop 610	NC		
315		Loop 610	C	Good Condition	C
317		Loop 610	C	Poor Condition	C

APPENDIX F: TRAFFIC ANALYSIS



Cube Output Attributes

- A: From Node
- B: To Node
- SECT_NUM: Sector Number. The whole region is divided into 47 main areas. For example, sect_num in the CBD area is equal to 1. (Sector shape file is located in the GIS folder of the model)
- FTYPE: Facility Type. The 1st digit represents the county code. 1-Harris, 2-Brazoria, 3-Fort Bend, 4-Waller, 5-Montgomery, 6-Liberty, 7-Chambers, 8-Galveston. The last two digits represent the RTYPE.
- RTYPE: Two digit Facility Type Code:
 - X: county codes
 - x01: Radial Freeway without Frontage Roads
 - x02: Radial Freeway with Frontage Roads
 - x03: Circumferential Freeway without Frontage Roads
 - x04: Circumferential Freeway with Frontage Roads
 - x05: Radial Tollway without Frontage Roads
 - x06: Radial Tollway with Frontage Roads
 - x07: Circumferential Tollway without Frontage Roads
 - x08: Circumferential Tollway with Frontage Roads
 - x09: Principal Arterial with some Grade Separations
 - x10: Principal Arterial-Divided
 - x11: Principal Arterial-undivided
 - x12: Other Arterial – Divided
 - x13: Other Arterial – undivided
 - x14: One-way Facility
 - x15: One-way Pair
 - x16: Major Collector
 - x17: Collector
 - x18: Ferry
 - x19: Saturated Arterial
 - x20: HOV lanes
 - x21: HOV ramp to PNR/TC

- x22: Transfer between PNR and bus stop node
- x23: Transfer between walk access node and bus stop nodes
- x24: Transfer between local and commuter bus stop nodes
- x25: Transit drive access connector
- x26: PNR/TC access link from surface street
- x27: HOV slip ramp
- x28: Transfer between informal PNR and bus stop nodes
- x29: HOV ramp
- x30: Guideway/rail

- Facility_N: Name of the streets
- Distance: Distance in miles
- Lanes: number of lanes in one way
- Area_Type: 1-CBD, 2=Urban, 3=suburban, 4=Fringe Suburban, 5=Rural
- SPDLIMIT: Speed limit: Please ignore this data
- DLSPD: Daily Speed (mph)
- DLCAP: Daily Capacity,
- PKCAP: Peak hours Capacity
- V_1: Directional Output Model Daily Volume
- TIME_1: Travel time
- VC_1: Volume to capacity ratio
- CSPD_1: output speed, mph
- VDT_1: vehicle Distance/miles traveled
- VHT_1: vehicle hours traveled
- VT_1: Loaded volumes on both directions
- V7_1 + V8_1: directional total trucks (non-toll trucks + toll trucks)
- V7T_1 + V8T_1: non-directional total trucks (non-toll trucks + toll trucks) – Total trucks for both directions together.

