SPECIAL THANKS TO:

Harris County, TX:
- Judge Ed Emmett
- Ryan Walsh

Harris County Sports and Convention Corporation and Staff at NRG Park:
- Edgardo Colon
- Kevin Hoffman
- Mark Miller
- Nicole Mezaros-Richardson
- Nina Jackson
- Kyle Walstad

Houston Livestock Show and Rodeo:
- Joel Cowley

Houston Texans:
- Jamey Rootes

City of Houston, TX:
- Mayor Annise Parker

ULI Houston:
- Ann Taylor

National Trust for Historic Preservation:
- David Brown
- Beth Wiedower
About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

- ULI is a membership organization with nearly 35,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels
The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues

Process
- Review background materials
- Receive a sponsor presentation & tour
- Conduct stakeholder interviews
- Consider data, frame issues and write recommendations
- Make presentation
- Produce a final report
The Panel

Wayne Ratkovich, Chair
President
The Ratkovich Company
Los Angeles, CA

Amy Barrett
Vice President
Permar, Inc.
Charleston, SC

Peter Hasselman
Owner
Peter M. Hasselman, FAIA
Orinda, CA

Cary Hirschstein
Partner
HR&A Advisors, Inc.
New York, NY

Todd Mead, LEED, ASLA
PWP Landscape Architecture
Berkeley, CA

Robert Mills
Principal
Commonwealth Architects
Richmond, VA

Tom Murphy
Senior Resident Fellow, ULI/Klingbeil Family Chair for Urban Development
ULI - Washington, D.C.

David Panagore
Executive Director
Park New Haven
New Haven, CT

Douette Pryce
Founder
Pryce Resource LLC
Sewalls Point, FL

Kevin Rieger
Senior Vice President, Real Estate Development
Anschutz Entertainment Group (AEG)
Los Angeles, CA
THE VISION

The Creation of a Grand Civic Space That:

- Communicates the can-do spirit of Texas, Harris County Houston to the world
- Creates a one-of-a-kind, publicly-accessible cultural & recreational destination for residents and visitors alike
- Enhances the overall visitor experience at NRG Park
- Provides new opportunities for the park’s three major tenants:
  - The Texans – new space for game day activities, fan zones, etc.
  - The Rodeo – covered event space & additional parking
  - The OTC – much needed additional exhibit space
THE VISION

Key Components: Civic Space & Recreation

- Parks, gardens & green spaces
- Outdoor festivals
- Seasonal programs & celebrations
- “Adventure park” experiences
  - Indoor rock climbing
  - Zip lines
  - Mountain bike & running trails
- Public facilities
  - Libraries
  - Natatorium
  - Skate park
THE VISION

Key components: Honor & Celebrate

- History of the Astrodome
  - Biggest room in the world
  - Architectural & engineering innovation
  - Astroturf
- Historical sporting events
  - Battle of the Sexes, 1973
  - Evel Knievel’s historic jump over 13 cars
  - “Game of the Century” – Houston beating UCLA in 1968
  - The Mets edging the Astros in a 16-inning Game-7 showdown in 1986
- Astrodome’s role in desegregation
THE VISION

Key Components: Honor & Celebrate

• Houston’s legacy of space & energy innovation
• STEAM—Science, Technology, Engineering, the Arts and Math
**THE VISION**

**Key Components: Honor & Celebrate**

- Houston Livestock Show & Rodeo
  - Established in 1932
  - Nearly $375 million in donations raised
  - 30,000+ volunteers from all over the region
GUIDING PRINCIPLES

• The Astrodome will remain and be REVITALIZED.
• The Astrodome is a CIVIC SPACE, open to the community.
• The Astrodome is ACCESSIBLE and CONNECTED.
• The Astrodome is not a relic but has an important history and FUTURE.
• The Astrodome is a DESTINATION.
• The Astrodome must be an ASSET to the current users- the TEXANS, the RODEO, and the OTC.
PARK IN A DOME

DOME IN A PARK
DOME IN A PARK

PARIS IN A DOME
DESIGN PRINCIPLES

• RESPECT the Astrodome.
• CELEBRATE the four primary architectural assets of the Astrodome.
• Make it GREEN.
• Make it FORWARD THINKING and ENERGY EFFICIENT.
• Bring it ALIVE throughout the BAY and throughout the YEAR.
CIVIC PARK AND ASTRODOME PARK
Astrodome · December 14 – December 19, 2014

PROMENADE
PERMANENT PAVILIONS
Astrodome · December 14 – December 19, 2014

SHADED CONNECTIONS
MORE GREEN SPACE
Astrodome · December 14 – December 19, 2014

PEDESTRIAN CONNECTED
PARK PROMENADE

ASTRODOME PORTAL

LIGHT RAIL
PARK IN THE DOME
Astrodome • December 14 – December 19, 2014

PARK IN THE DOME
PUBLIC SPACE / VIEWING

PROGRAMMABLE

PROGRAMMABLE

PROGRAMMABLE / VIEWING

PROGRAMMABLE

PARK / EVENT FLOOR

PARKING

PARKING / MULTI-USE
Astrodome • December 14 – December 19, 2014

HOW IT WORKS
HOW IT WORKS
Astrodome
December 14 – December 19, 2014
Astrodome · December 14 – December 19, 2014

EXHIBITIONS
CONFERENCE
TRADE SHOW
Astrodome • December 14 – December 19, 2014
DEVELOPMENT STRATEGY

1. INDOOR URBAN PARK
2. IMPROVED SITE CIRCULATION
3. CONNECTION TO EXISTING FACILITIES
4. 3-ACRE COLUMN FREE INDOOR EVENT SPACE
EXPANDS CORE BUSINESS

- Extend Gameday Experience
- New Spaces for Rodeo
- Added space for OTC
CREATION OF NEW REVENUE STREAMS

• Community Festivals
• Farmers Markets
• Movie Nights
• Charity Events
• Private Events
OVER 1,500 NET NEW PARKING SPOTS
ADDITIONAL REVENUE STREAMS

- Programmable Pods
- Sponsorship Activation
**IMPLEMENTATION PLAN**

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<thead>
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<tbody>
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<td>Organizational Actions</td>
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<tr>
<td>Assign County organization/staff member</td>
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<tr>
<td>Identify/empower NRG Park “champion”</td>
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<td>Dedicate additional staff resources</td>
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<td>Master Plan Update</td>
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<td>Establish community workshop process:</td>
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<td>Hire independent market/design consultant</td>
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<td>Involve concerned citizens</td>
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<td>Issue consultant’s report</td>
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<td>Identify Public Initiatives</td>
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<tr>
<td>Initiate Projects</td>
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<td>Plan Complete</td>
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<tr>
<td>Advertise During Superbowl</td>
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<tr>
<td>Fence Signage</td>
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<td>Break Ground/Construction</td>
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<td>Entry promenade</td>
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<td>Parking Lot Softening</td>
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<td>Future Public Private Projects Opportunities</td>
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THE TEAMWORK OF FINANCING,
or how many hands put a light touch on your wallet

The Local Tradition

- Public-Private Partnership Successes
  - Soccer Stadium
  - Justice Complex
  - TRZ24
  - Buffalo Bayou
  - Discovery Green
THE TEAMWORK OF FINANCING

The Local Tradition

Challenges at NRG Park

• Agreements need a refresh
• Existing resources do not meet needs

The Opportunity

• Broad public-public-private partnership
• Reinvent a shared icon
• Prime a regional economic engine
  – New premier space
  – Job creation
  – Regional visitation
  – Support neighborhood real estate investment
THE TEAMWORK OF FINANCING,

or how many hands put a light touch on your wallet

Teamwork Potentials

- The City through TRZ24 with a regional benefit
- Houston First, HOT tax revenues
- The Rodeo and the Texans with improved operations and opportunities under the Dome, help maintaining conditions at the Astrodome.
- The Philanthropic and Business Community once opportunities for leadership are identified.

- Working together there are opportunities for partnership, while maintaining Project goals
THE TEAMWORK OF FINANCING

Potential capital sources

- Philanthropy
- Other potential contributions
  - Historic Tax Credits
  - Houston First hotel tax
  - County TIRZ
- County bond issue

Other potential sources:
- New Markets Tax Credits
- Conversion Tax Credit
- Federal Energy Funds
- State Energy Funds
THE TEAMWORK OF FINANCING,  
Or how many hands put a light touch on your wallet

World Class Upkeep

- Revamp the current approach to R & R funds
- The 1998 Financing Agreement
  - inflation and proper allocation of funds
- A Replacement and Reserve
- Should be at least 10% of the replacement costs
  - Based on:
    - Event Ticket Surcharge
    - Parking Ticket Surcharge
    - City participation in TRZ24
      - Set limits, apportioned to each fund and the site
MAINTAINING A WORLD-CLASS CIVIC SPACE

Vision, planning & execution must align along a singular framework
GOVERNANCE & STEWARDSHIP MODEL

Recommendation:
Create an independent entity to manage the new Astrodome

Align interests:
- Regional economic development
- Astrodome & NRG Park tenants
GOVERNANCE & STEWARDSHIP MODEL

Potential Leadership

- Harris County/HCSCC
- City of Houston
- Existing NRG Park tenants
- New Dome tenants
- Civic & community leaders
GOVERNANCE & STEWARDSHIP MODEL

Management Responsibilities

- **Tenanting** of institutional & commercial uses
- **Operations & maintenance** of Astrodome & Promenade
- Conception & execution of exciting **programming strategy**
- **Coordination** with HCSCC & key tenants on **event days**
A SUSTAINABLE FINANCIAL PLAN

Operating costs vary based on size, visitation & program

Source: HR&A Advisors, Inc., 2013
A SUSTAINABLE FINANCIAL PLAN

Operating costs vary based on size, visitation & program

Source: HR&A Advisors, Inc., 2013

Assumes that tenants will operate & maintain their own spaces
A SUSTAINABLE FINANCIAL PLAN

Public-Private Funding Opportunities

<table>
<thead>
<tr>
<th>Public Income Sources</th>
<th>Private Income Sources</th>
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<tbody>
<tr>
<td>General Fund/Bond</td>
<td>Corporate Sponsorship</td>
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<tr>
<td>Special Levy</td>
<td>philanthropy</td>
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<tr>
<td>BID Charge/Bond</td>
<td>Real Estate Proceeds</td>
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<tr>
<td>Food &amp; Beverage</td>
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<tr>
<td>Events &amp; Promotions</td>
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<tr>
<td>Parking Fees/Bond</td>
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</tbody>
</table>

Source: HR&A Advisors, Inc., 2013
A SUSTAINABLE FINANCIAL PLAN

Operating Income: Discovery Green

~$4.5 million annual operating budget

- Earned income
- Licensing & sponsorship
- Philanthropy
- City funding
A SUSTAINABLE FINANCIAL PLAN

Operating Income: Potential Target Funding for Astrodome

- Philanthropy
- Gov’t funding
- Earned income
- Parking revenues
- Licensing & sponsorship
- Other contributions
ARE YOU SATISFIED??
AN INTERSECTION OF CHOICES

• To act rather than procrastinate
• To demand quality rather than settle for mediocrity
• To be bold rather than timid
• To create a common interest rather simply protect self interests
• To protect the status quo rather than reach for the future
Horatio Nelson Jackson’s Road Trip
THE GRAND BARGAIN

- A common vision
- Focused leadership and partnership
- Insistence on quality
- Financing the dream
Where Will the New Roads Lead... IMAGINE! REACH!
QUESTIONS ?