



THE ASTRODOME - HARRIS COUNTY, TX

**December 14 - 19, 2014** 

#### **SPECIALTHANKS TO:**

## **Harris County, TX:**

- Judge Ed Emmett
- Ryan Walsh

#### **Houston Livestock Show and Rodeo:**

Joel Cowley

## Houston Texans:

Harris County Sports and Convention Corporation and Staff at NRG Park:

- Edgardo Colon
- Kevin Hoffman
- Mark Miller
- Nicole Mezaros-Richardson
- Nina Jackson
- Kyle Walstad

City of Houston, TX:

Mayor Annise Parker

Jamey Rootes

#### **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**

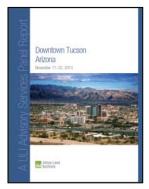
- Since 1947
- 15 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame 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, CT

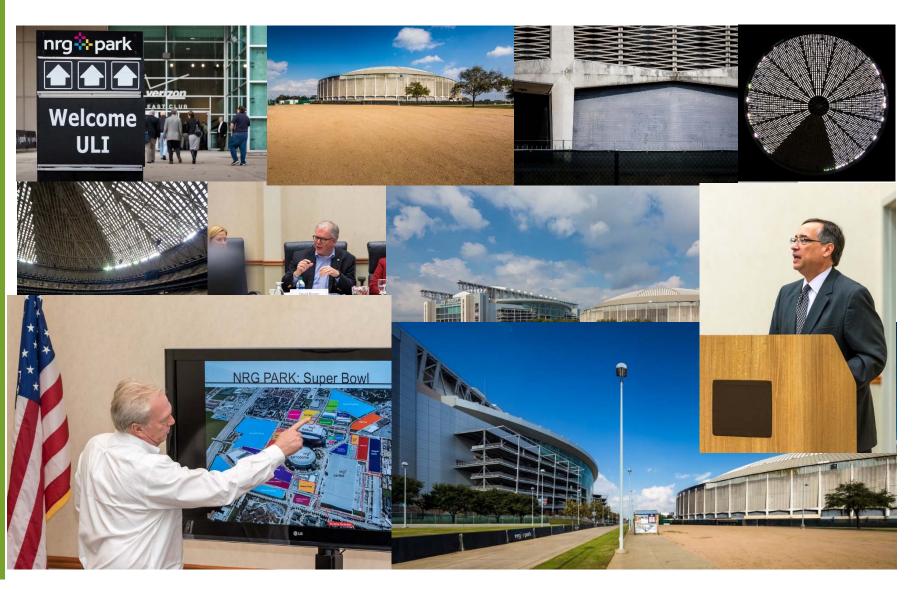
#### **Douette Pryce**

Founder
Pryce Resource LLC
Sewalls Point, FL

#### **Kevin Rieger**

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











## The 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, publiclyaccessible 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





## **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







## **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 16inning Game-7 showdown in 1986
- Astrodome's role in desegregation







## **Key Components: Honor & Celebrate**

- Houston's legacy of space & energy innovation
- STEAM—Science, Technology, Engineering, the Arts and Math







## **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

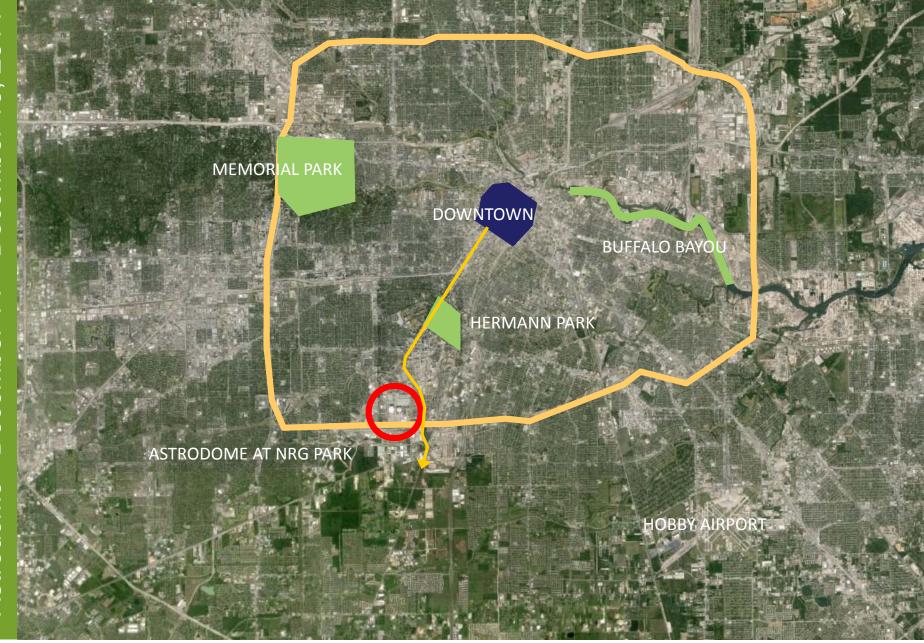














**URBAN CONTEXT** 



**DISTRICT CONTEXT** 



**DISTRICT CONTEXT** 

# 2014 <del>1</del>0, DING PRINCIP December The Astrodome will remain and be REVITALIZED. The Astrodome is a CIVIC SPACE, open to the community. December he Astrodome is ACCESSIBLE and CO. INECTED. The Astrodome is not a relic but has an important history and FUTURE. The Astrodome is a DESTINATION he Astrodome must be an ASSET to the current users- the TEXANS Astrodome the RODEO, and the OTO

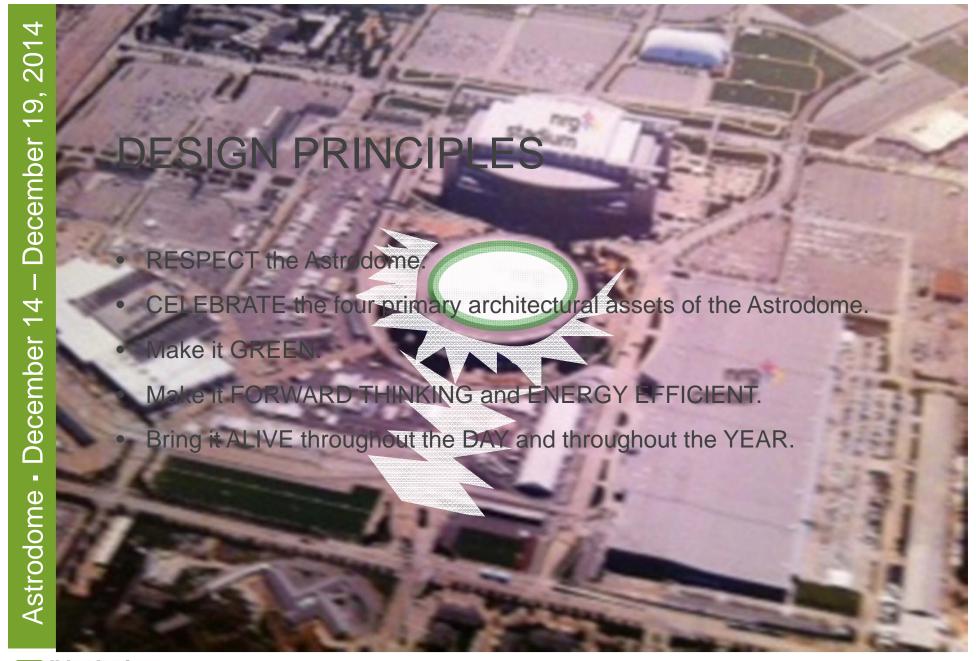




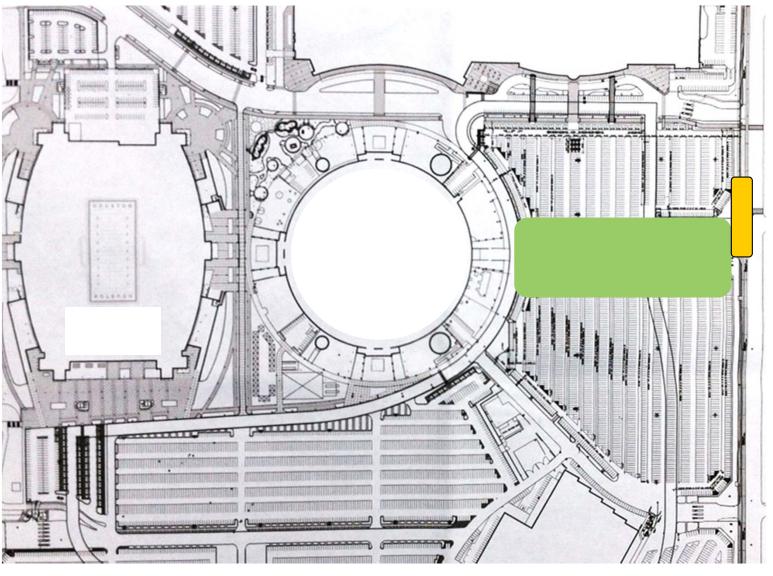






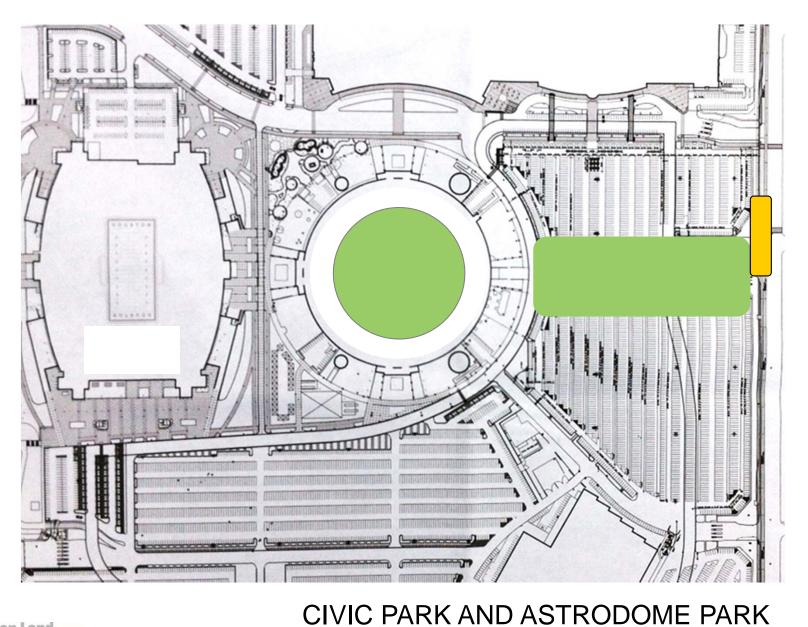






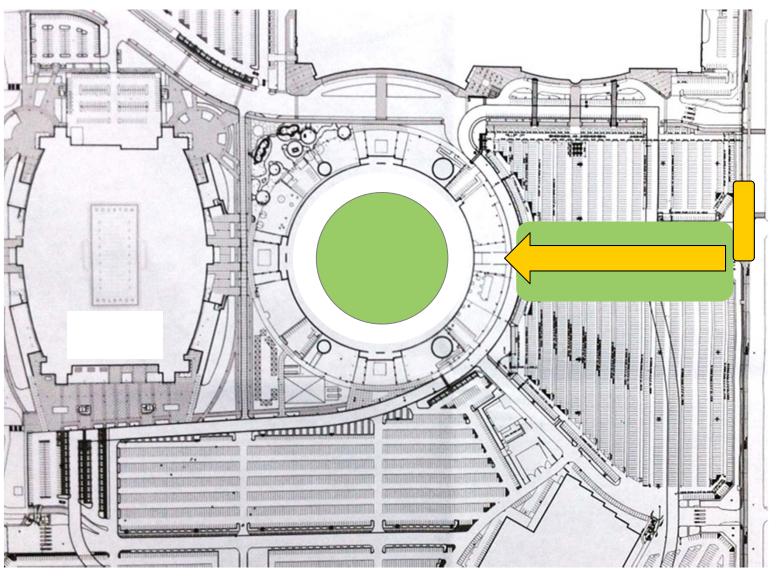
CIVIC PARK





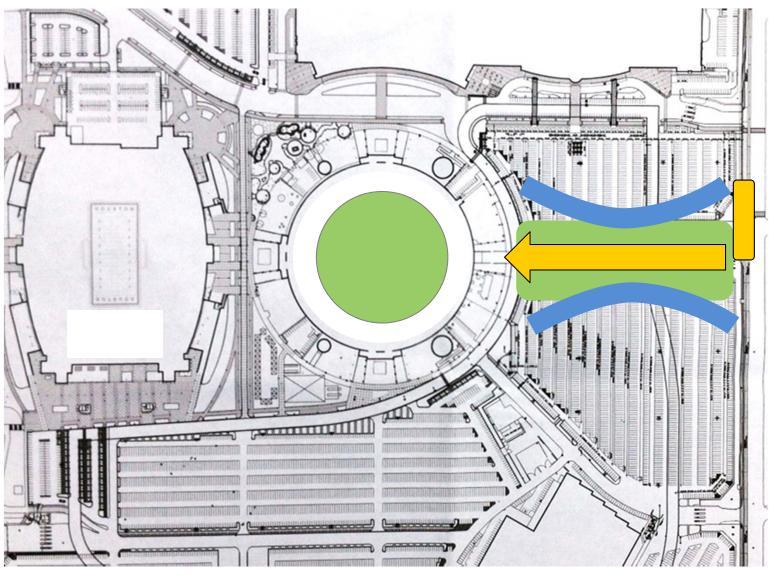






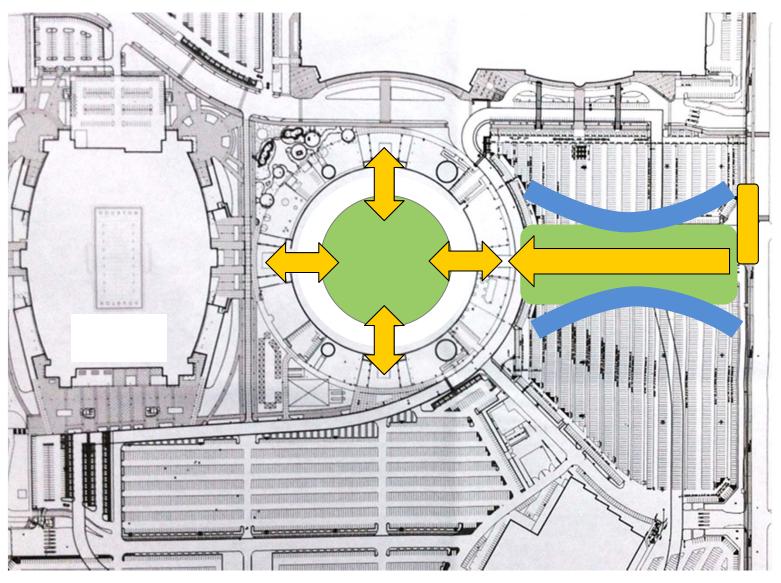
**PROMENADE** 





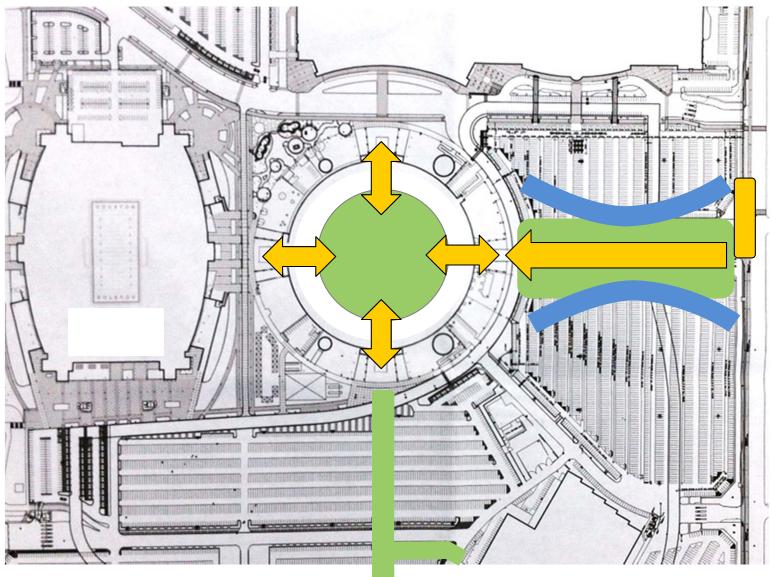
PERMANENT PAVILIONS





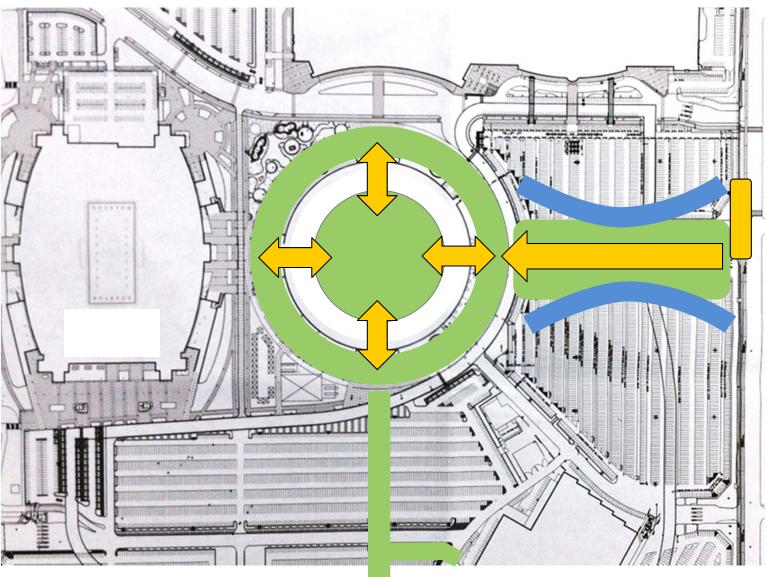






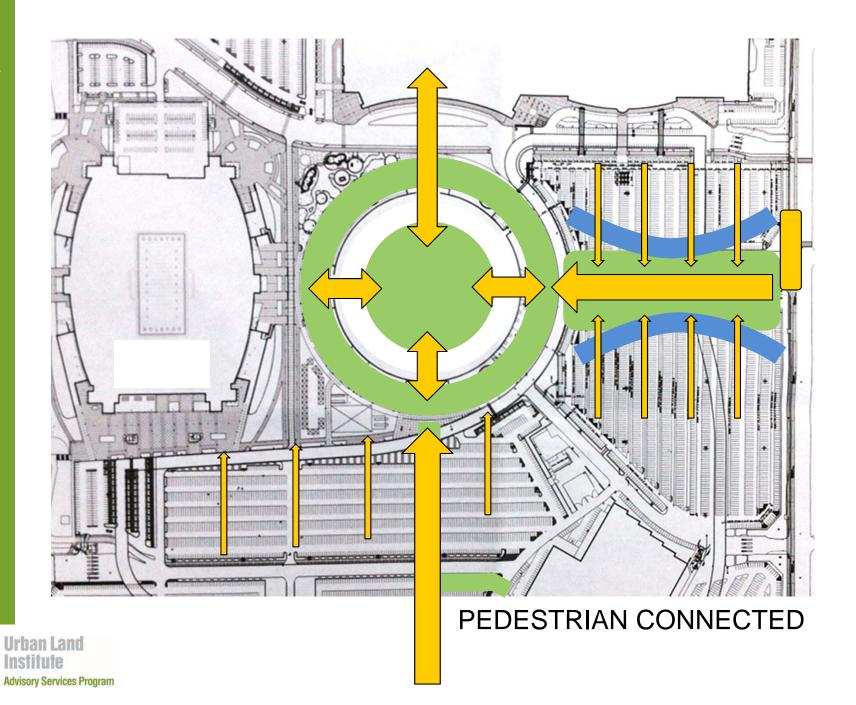


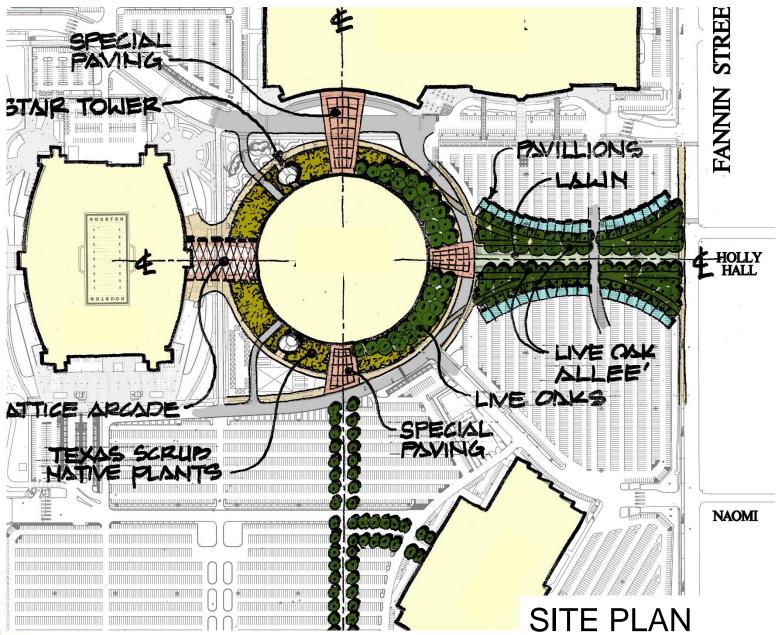
SHADED CONNECTIONS



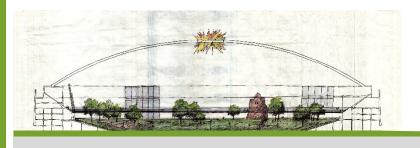


MORE GREEN SPACE







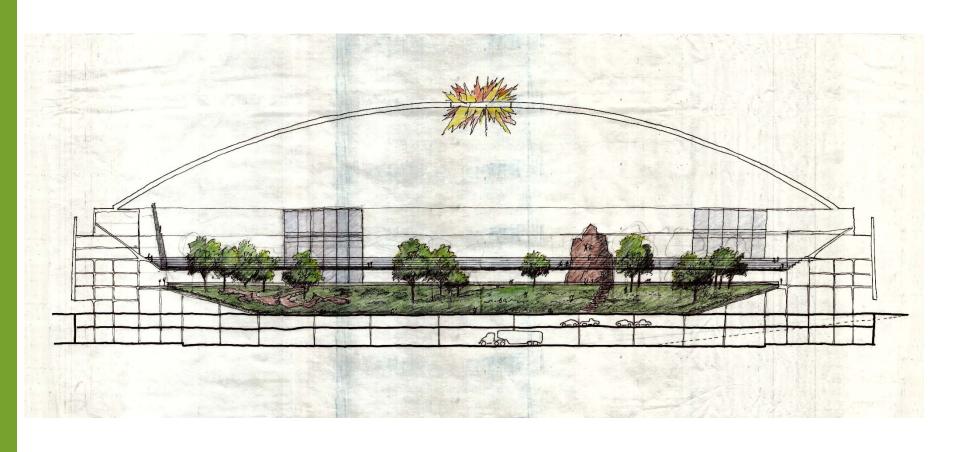


ASTRODOME PORTAL

LIGHT RAIL

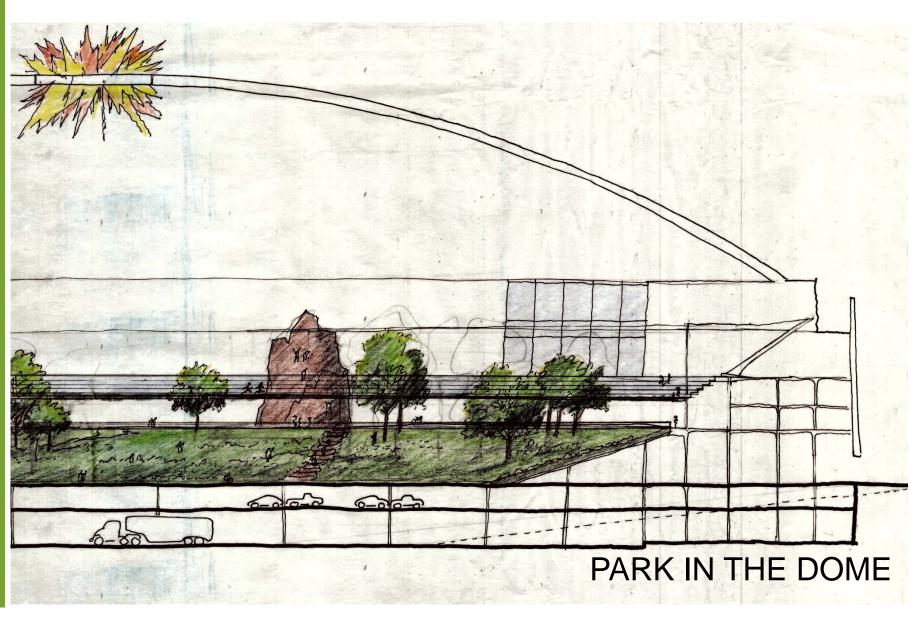
## PARK PROMENADE



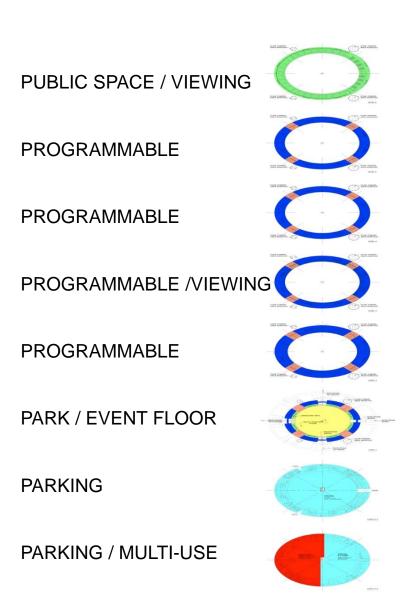


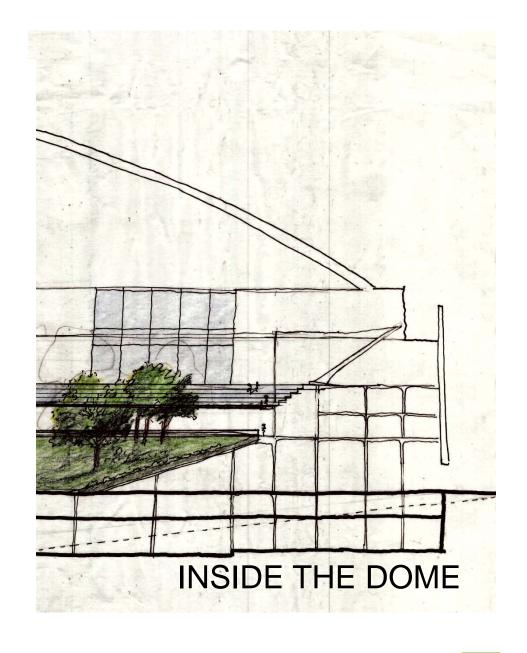
# PARK IN THE DOME



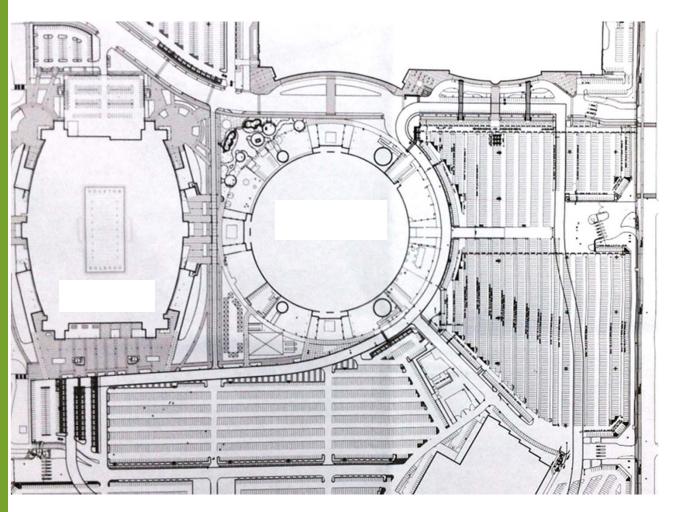






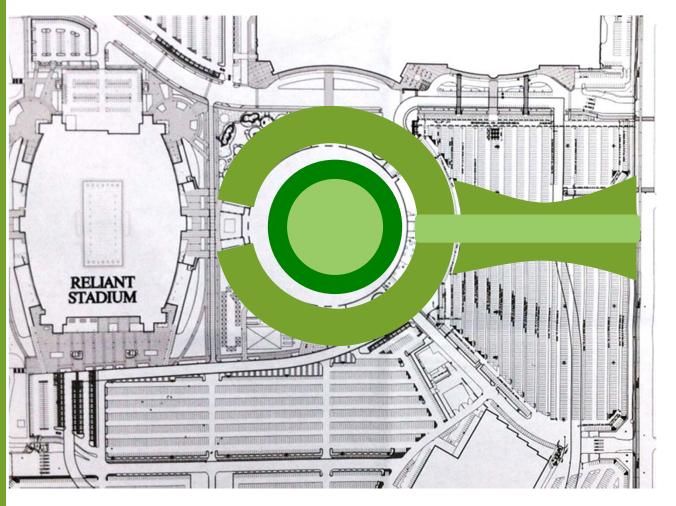






# **HOW IT WORKS**

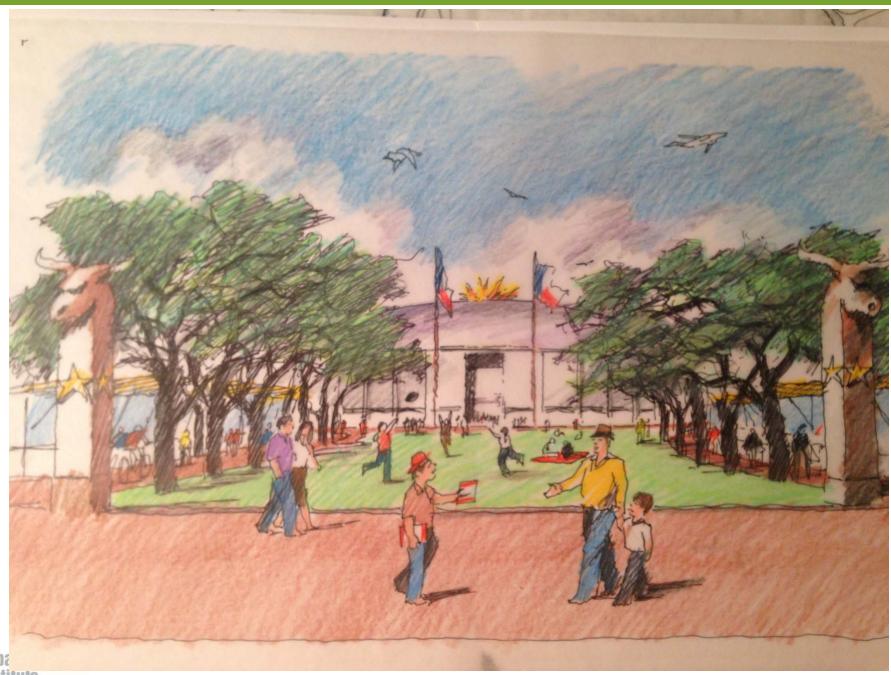




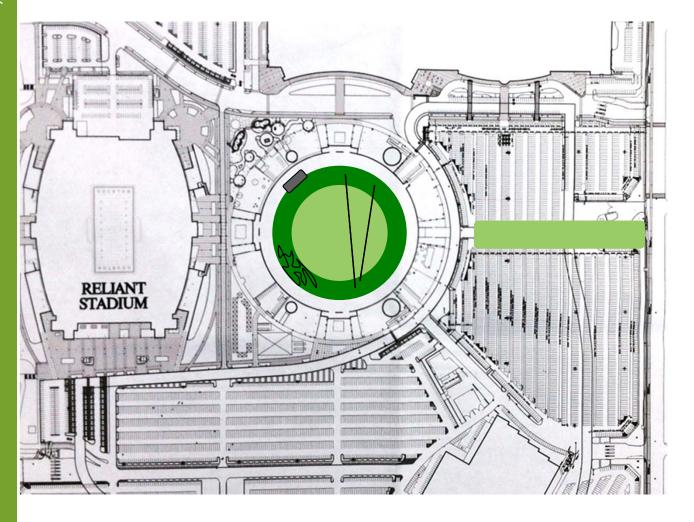
**CIVIC GREEN** 

# **HOW IT WORKS**



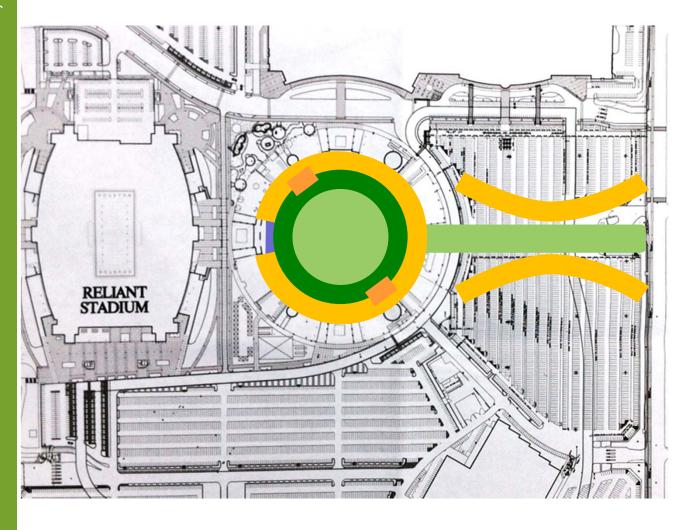


ULI Urba Institute



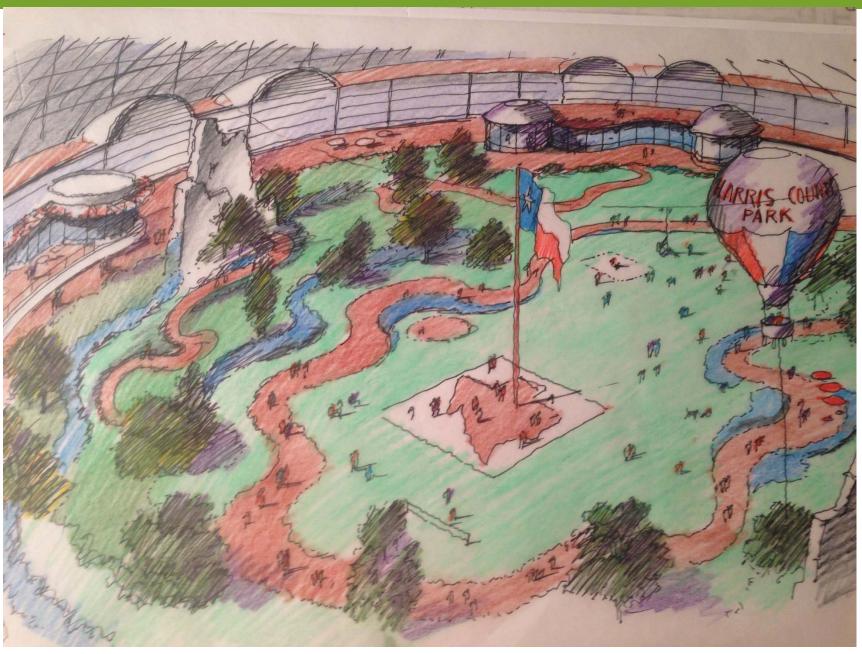
#### **ADVENTURE PLAY**



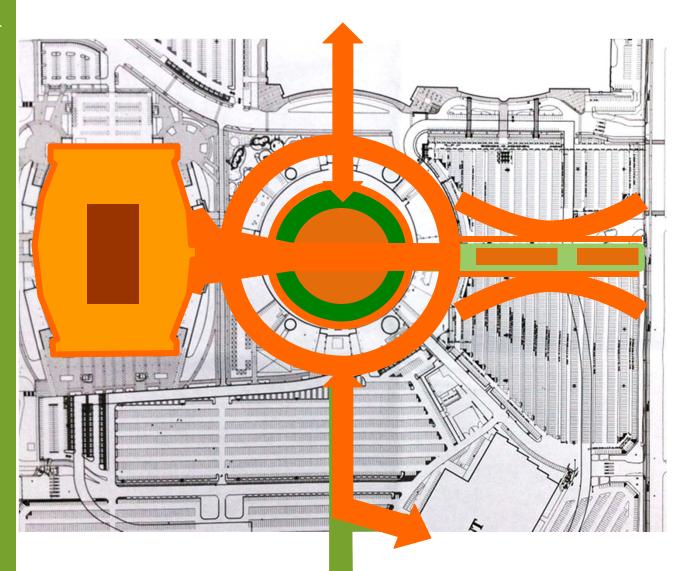


CULTURE INNOVATION EDUCATION





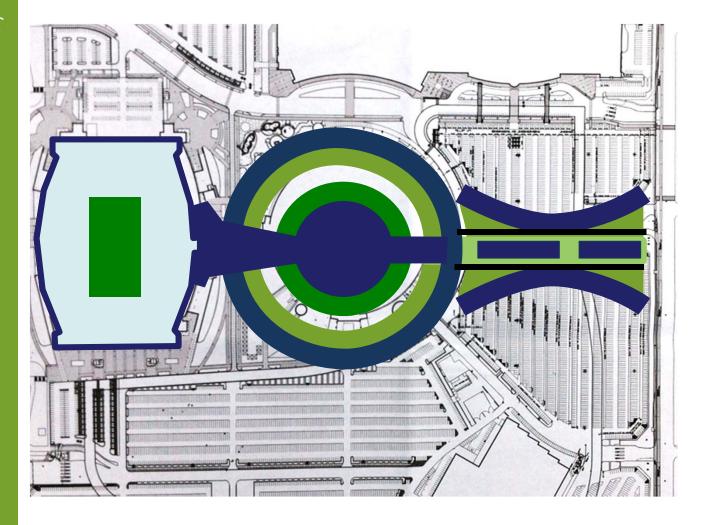




**RODEO** 

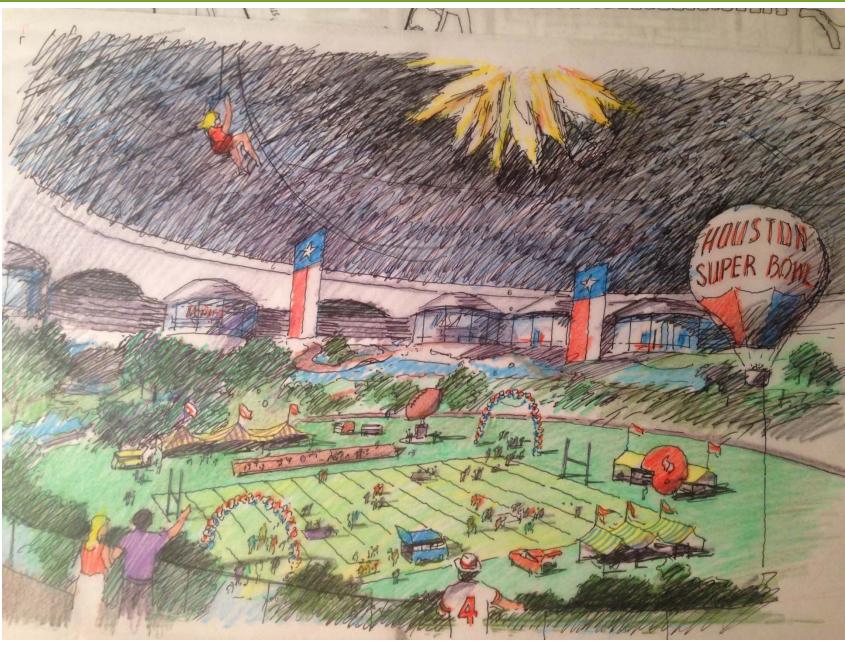




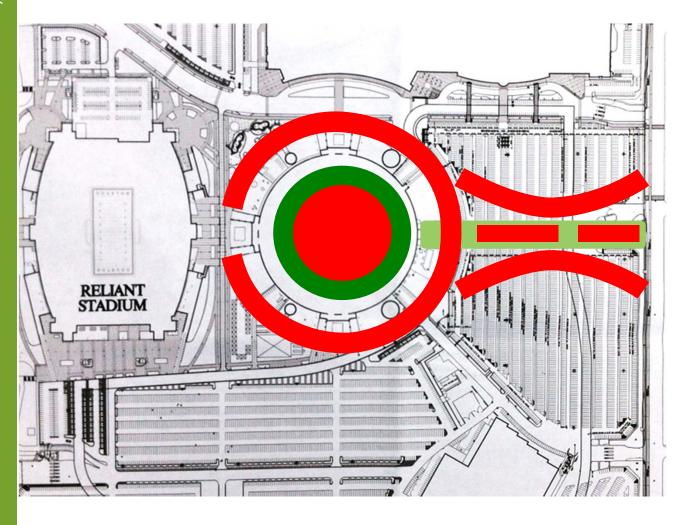


**GAME DAY** 



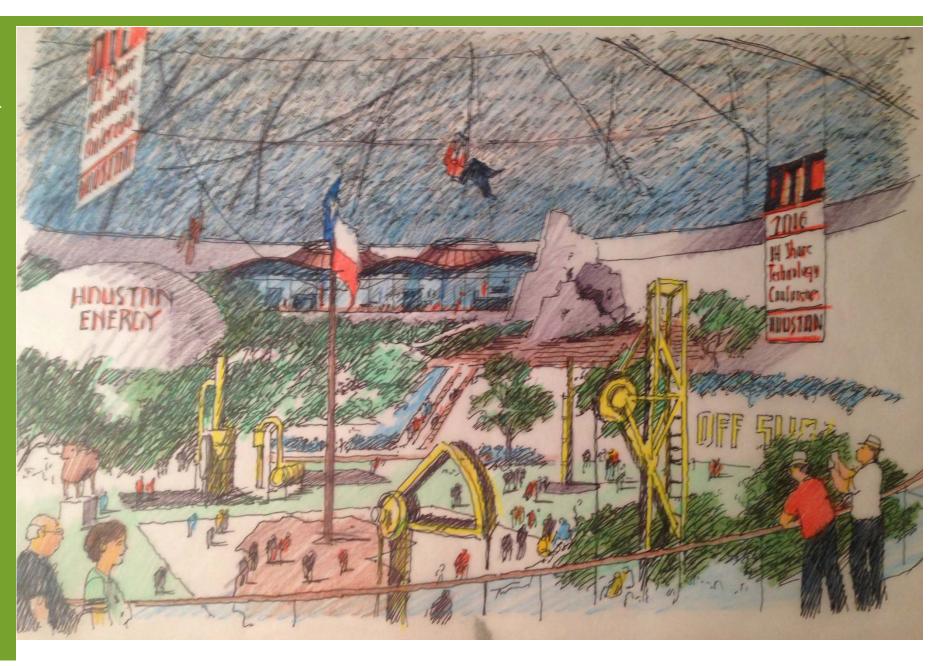






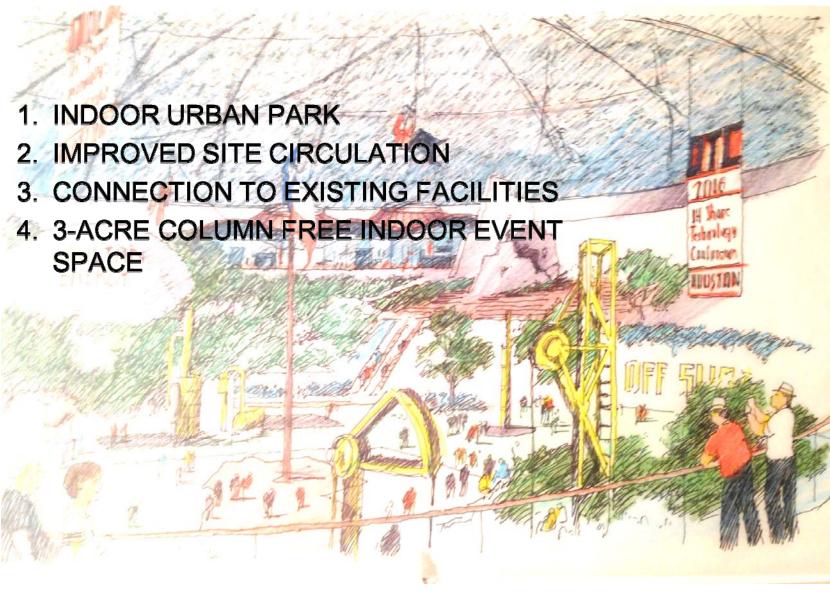
EXHIBITIONS CONFERENCE TRADE SHOW







### **DEVELOPMENT STRATEGY**





### **EXPANDS CORE BUSINESS**

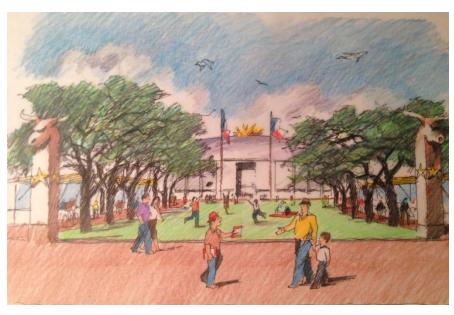
- Extend Gameday Experience
- New Spaces for Rodeo
- Added space for OTC







### **CREATION OF NEW REVENUE STREAMS**

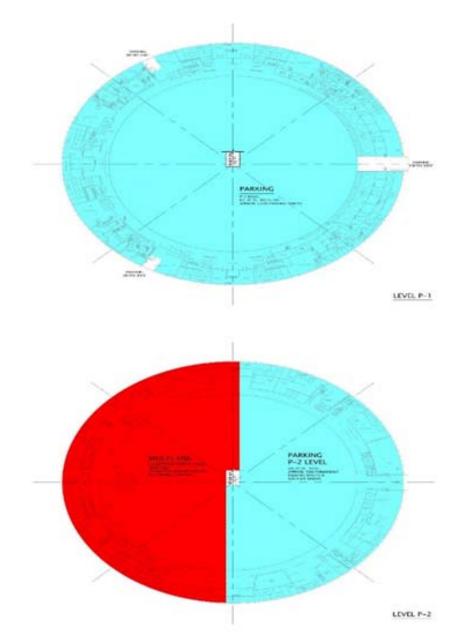


- Community Festivals
- Farmers Markets
- Movie Nights
- Charity Events
- Private Events





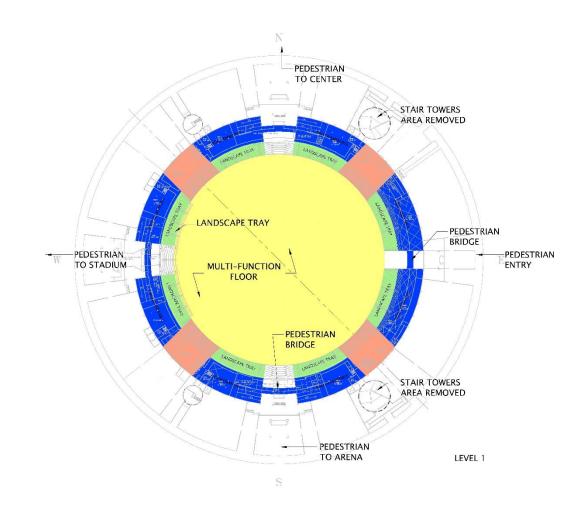
# **OVER 1,500 NET NEW PARKING SPOTS**





### ADDITIONAL REVENUE STREAMS

- Programmable Pods
- Sponsorship Activation





# **IMPLEMENTATION PLAN**

Implementation Plan	<i>2015</i>	2016	2017	2018	2020-2025
Organizational Actions					
Assign County organization/staff member	X				
Identify/empower NRG Park "champion"	X				
Dedicate additional staff resources	X				
Master Plan Update					
Establish community workshop process:	X				
Hire independent market/design consultant	X	X	X		
RFQ/RFP (National)	X				
Involve concerned citizens	X	X			
Issue consultant's report	X				
Identify Public Initiatives	X				
Initiate Projects					
Plan Complete	X	X			
Advertise During Superbowl		X	X		
Fence Signage		X	X		
Break Ground/Construction		X	X	X	
Entry promenade		X	X		
Parking Lot Softening		X	X		
Future Public Private Projects Opportunities					X



### 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

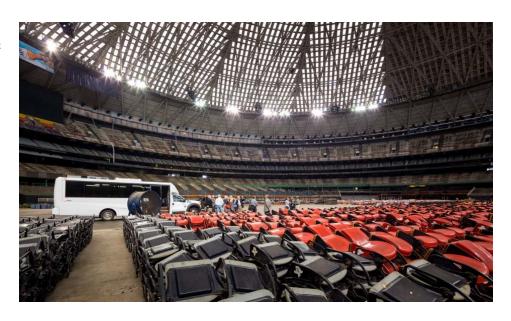


### THE TEAMWORK OF FINANCING,

Of how many hands put a light touch on your wallet

### **World Class Upkeep**

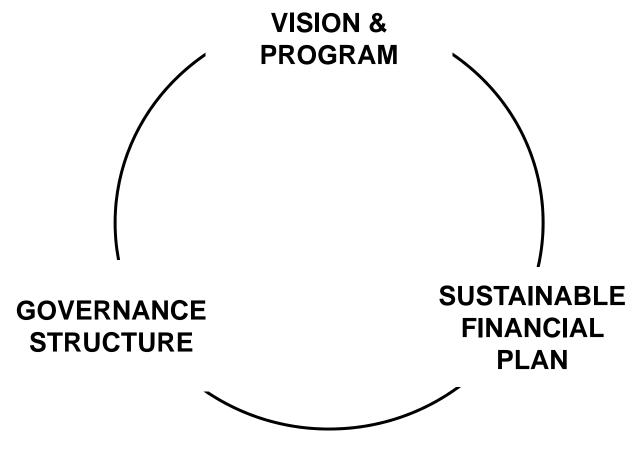
- Revamp the current approach to R & R funds
- The 1998 Financing Agreement
  - inflation and proper allocation of funds
- A Replacement and Reserve
- Should be at least 10% of the replacement costs
  - Based on:
    - Event Ticket Surcharge
    - Parking Ticket Surcharge
    - City participation in 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



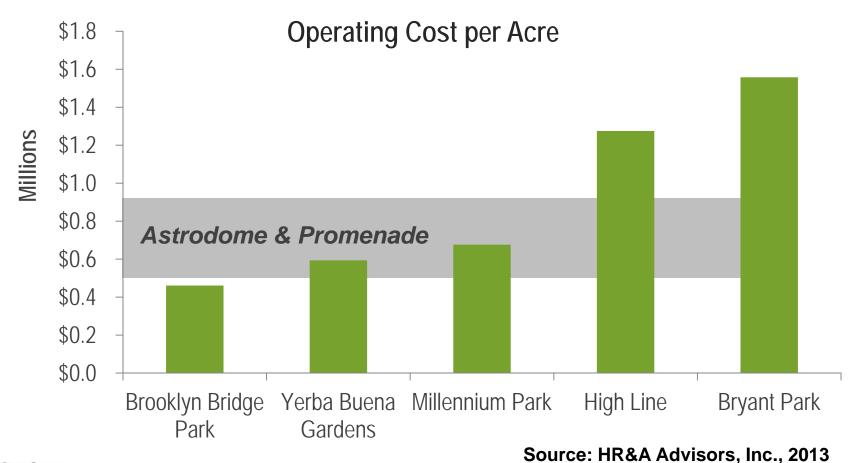
### Operating costs vary based on size, visitation & program





Source: HR&A Advisors, Inc., 2013

### Operating costs vary based on size, visitation & program





### **Public-Private Funding Opportunities**

General **Special BID Charge** Food & **Events & Parking** Corporate **Real Estate** Philanthropy Fund/Bond Levy /Bond Beverage **Promotions** Fees/Bond **Sponsorship Proceeds** Employer Ider 20-4323713 DLN: 170530880040 at&t

Public Earned Income Private



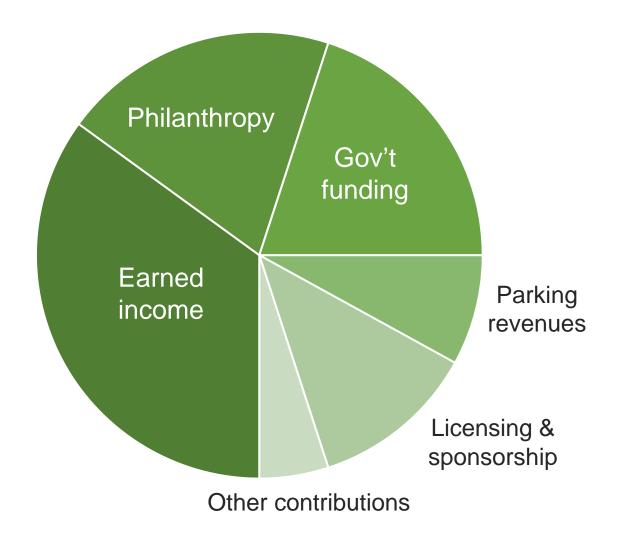
Source: HR&A Advisors, Inc., 2013

**Operating Income:** Discovery Green



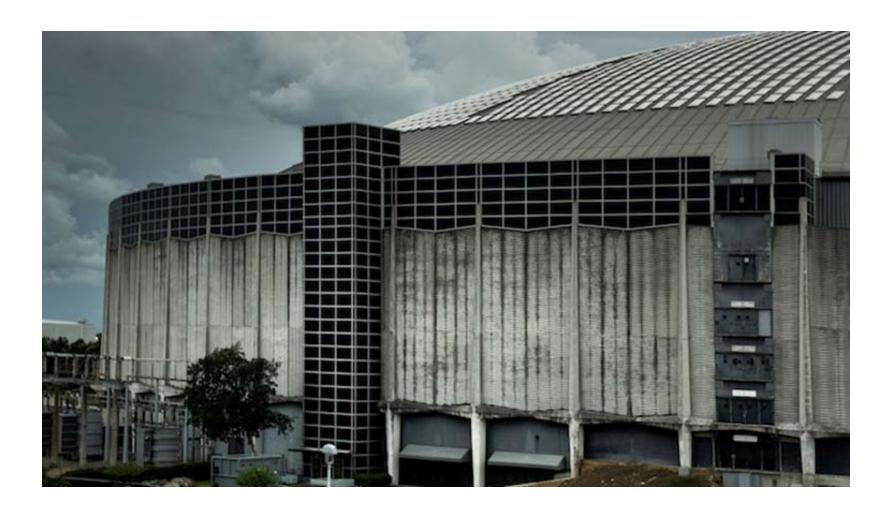


**Operating Income:** Potential Target Funding for Astrodome





# 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







# **CHANGE**

# **Horatio Nelson Jackson's Road Trip**



HORATIO NELSON JACKSON (driving), SEWALL K. CROCKER, AND BUD IN THE "VERMONT" PHOTO CREDIT; UNIVERSITY OF VERMONT, SPECIAL COLLECTIONS



### THE GRAND BARGAIN

- A common vision
- Focused leadership and partnership
- Insistence on quality
- Financing the dream





### Where Will the New Roads Lead... IMAGINE! REACH!





