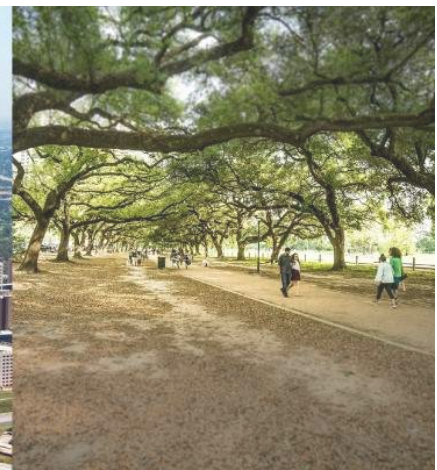


# **SOUTH MAIN ALLIANCE**

## **Placemaking Along the South Main Corridor**

### **BRIEFING BOOK**



**Urban Land Institute Technical  
Assistance Panel (TAP)**

**December 7, 8 & 9, 2021**

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# Executive Summary

The South Main Alliance is partnering with Urban Land Institute to challenge panelists to consider transformative placemaking options for three strategically located intersections in the South Main corridor:

- Main Street/and Fannin where they intersect Holcombe Blvd
- Main Street where it crosses Brays Bayou
- Main Street where it merges with Old Spanish Trail to become 90A

Each of these intersections affords an opportunity to be an important moment on Main Street, which is Houston's signature boulevard. Each of these intersections is currently a confused and confusing crossroads with no defining character. Each has its own unique set of elements in terms of adjacent land use, transportation and drainage infrastructure, travel patterns and activities, and populations that live, work and travel in the environs.

The South Main Alliance is Houston's first area association, formed in 1976, to protect and enhance the area in which many of the institutions that make Houston Houston are located. This work is made possible through sustaining support from the John P. McGovern Foundation.

# AGENDA

## December 7, 8 & 9, 2021

Date	Time Block	Agenda Items	Attendance Plan	
12/7/21		<b>Prep and Sponsor Briefing</b>	<b>Zoom Meeting</b>	
	8:00 - 8:30 am	ULI Organizational Meeting w/ Panel	Zoom Conference	
	8:30 - 11:00 am	Sponsor Briefing Presentation/Discussion		
	11:00 - 11:30 am	Break		
	11:30 am - 12:00 pm	<i>How To Stakeholder Interview, confirm breakout rooms, etc.</i>	Zoom Conference	
	12:00 - 1:00 pm	Lunch	Offline	
	1:00 - 4:30 pm	Interested Party/Stakeholder Interviews	Zoom Breakout Rooms	
	TAKE BREAKS AS NEEDED			
	4:30 - 5:00 pm	Panel Regroup (round robin, one question you have left - talk to panel chair about how to facilitate this)	Zoom Conference	
12/8/21	8:00 - 11:00 am	Panelists review interview information (take breaks as needed)	Group Zoom Meeting	
		Initial discussion for recommendations	Breakout rooms based on TAP Questions	
	11:00 - 11:30 am	Regroup, plan out afternoon		
	11:30 am - 1:30 pm	Lunch		
	1:30 - 5:00 pm	Panelists review interview information (take breaks as needed)	Group Zoom Meeting	
		Round out discussion for recommendations	Breakout rooms as needed based on TAP questions	
		Begin presentation prep	Group Zoom Meeting	
12/9/21	8:00 - 11:30 am	Panelists to finalize presentation (start time may push back, depending on progress made on previous day)	Zoom Meeting	
	11:30 am - 1:15 pm	Lunch		
	1:15 - 1:45 pm	Sponsor Briefing		
	1:45 - 2:00 pm	Panelists log-on to webinar utilizing calendar links		
12/9/21	2:00 - 3:30 pm	Public Presentation	Zoom Webinar	

## Placemaking Along the South Main Corridor

The South Main Alliance (SMA) is the sponsor of this TAP in partnership with Urban Land Institute (ULI). SMA is a non-profit, investor--supported organization formed in 1976 to protect and advocate on behalf of “A Unique Texas Place” – the title of the founding document that called for the creation of this organization. This ULI TAP partnership is made possible by support from the John P. McGovern Foundation that has made transformational investments of many kinds in the Main Street corridor over many decades including their continuing foundational support for SMA..

In 1975, with a National Endowment for the Arts funded grant, Rice Institute of Design and Development posed an essential urban planning challenge to Houston leadership: Many of Houston’s premier and defining institutions clustered in the South Main corridor were surrounded by healthy residential and commercial neighborhoods rather than slums, which was common for many historic urban districts in major American cities. The study – Options for a Unique Texas Place -- recognized the value and fragility of this healthy urban environment for Houston as a whole and the collection of great institutions in the South Main corridor. A key recommendation in the study was to create a civic organization – the South Main Center Association (SMCA) (now known as the South Main Alliance) -- as the dedicated framework for city leaders to protect and enhance this legacy.



The extraordinary resources identified in the study that create this “Unique Texas Place” included Rice University, Texas Medical Center and its member institutions, Hermann Park, Museum of Fine Arts, Houston, Miller Outdoor Theatre, Houston Zoo, and the Astrodome, which was then home to the Houston Livestock Show and Rodeo, the Houston Oilers, and the Houston Astros.

Many changes have occurred in Houston and in the South Main corridor since SMA's founding in 1976. The organization has had a name change but remains an investor-supported 501-c-3 corporation with the same service area identified in 1976. Fundamental changes have occurred for all components listed below that make up this "Unique Texas Place," as well as in the civic and governmental framework in which they evolve.

TMC: The Texas Medical Center (TMC) is the largest medical center in the world and has a density equal to the 8th largest central business district in the United States. The 54 institutions of the Texas Medical Center provide 10 million instances of care annually in a campus that now exceeds 1,345 acres with more than 50 million square feet of facilities.

NRG Park: NRG Park is a complex made up of NRG Stadium, NRG Center (a convention center), NRG Arena, the Astrodome, and the Houston Texans practice facility. Harris County still owns and Harris County Sports and Convention Corporation operates this campus which hosts conventions and large events, and is home to the Houston Livestock Show and Rodeo and Houston's football franchise, the Houston Texans, the team formed when the Houston Oilers relocated to Tennessee. Houston still has the Astros baseball team, but the team moved from the Astrodome to a City-owned stadium (now Minute Maid Park) in Houston's downtown (Central Business District). The City of Houston and Harris County also now compete for convention and exhibit business shared by the City-owned George R. Brown Convention Center in the Central Business District and the County-owned NRG Center in the NRG Park campus.

Houston Museum District: Houston's legacy museums -- Museum of Fine Arts, Houston, Houston Museum of Natural Science and Houston Zoo -- are located adjacent to or in the boundaries of Hermann Park. Hermann Park, Rice University and Museum of Fine Arts, Houston are the heart of the George Kessler beaux arts urban design with the Mecom Fountain punctuating a Champs Elysee-esque allee of great oak trees.

Over time, these three museums have grown in size, visitation and quality, and have been joined by more museums creating enough critical mass for the Houston Museum District to form. In 1997, SMA (then SMCA) helped create the Houston Museum District Association. Since then, the Museum District has grown to nearly 20 institutions within a 1.5 square mile radius from the iconic Mecom Fountain. Museums in the Houston Museum District include (in no particular order): Museum of Fine Arts, Houston; Houston Museum of Natural Science; Houston Zoo, The Menil Collection, Children's Museum of Houston; Holocaust Museum Houston; The Health Museum, Lawndale Art Center, Houston Center for Contemporary Craft; Contemporary Arts Museum Houston; Houston Center for Photography, Buffalo Soldiers National Museum, Houston Museum of African American Culture, Rothko Chapel, The Jung Center; Czech Center Museum Houston and Moody Center for the Arts at Rice University.

Higher Education: The Main Street corridor extending north and south - as well as linking east and west on the Richmond / Wheeler axis --is at the pinnacle of higher education of all types in Houston with more than 100,000 students of higher learning studying at its institutions. Public institutions in the Main Street corridor and those connecting east-west include University of Houston main campus, University of Houston-Downtown, Texas Southern University, Houston Community College, and numerous institutions dedicated to health sciences and training health professionals. Private institutions include Rice University and University of St. Thomas.

Hermann Park: A dedicated cadre of philanthropic leaders have partnered with public officials over a 30 year period to reclaim and animate Hermann Park, raising more than \$100 million in public and private investment. At this time, more than 6 million people visit the park and the venues within it -- Houston Zoo, Houston Museum

of Natural Science, Miller Outdoor Theatre, Hermann Park public golf course, a lake with pedal boats, a train and extensive trails, playgrounds and gardens.

METRO: When SMA formed, there was no METRO as yet, although Houston had a city bus system. The Metropolitan Transit Authority of Harris County, or METRO, was authorized by the Texas State Legislature in 1973 and in 1978 Houston-area voters created METRO and approved a one-cent sales tax to support its operations. Since then, METRO has transformed the transit system into a multimodal transportation system including Park & Ride, Bus Rapid Transit, MetroLift, and Light Rail services. The inaugural contemporary light rail service (the red line) is located in and helps define the Main Street corridor connecting downtown to NRG Park.

Urban Planning and Development Tools: Options for a “Unique Texas Place” were crafted before the advent in Houston of tax increment reinvestment zones (TIRZ), management districts and super neighborhoods. Since then, a patchwork of these useful legal structures have been created in the area, of which at least 10 are active within or overlap the SMA service area. For other areas of town – Downtown, Midtown, Upper Kirby and Galleria area – these legal structures approximate the service areas for which they have been created. That is not the case for South Main because significant portions of the area are public (Hermann Park, NRG Park, UT MD Anderson Cancer Center, Houston Community College) or are owned by non-profit institutions (Rice University; Museum of Fine Arts, Houston; University of St. Thomas). Therefore, there is no tax or assessment based entity that serves the area as a whole. This is one reason SMA continues to play an important role in convening stakeholders and relies on investor support.

SMA had a major organizational reset in 1996-1998. The vastly expanding TMC, with a more fully empowered corporate role, took on many functions previously advanced by SMA. At the same time, the SMA Board leadership redefined the organization’s action plan to be directed by the major institutions and to no longer serve as a meeting place for neighborhoods and institutions to sort out their differences. SMA also formed and administered the Houston Museum District Association, which was created to secure Hotel Occupancy Tax funds to promote the expanding geographic area as a premier destination for the region and national tourism.

Main Street Coalition: The Mayoral priorities of Lee P. Brown, who took office in 1998, also reshaped the role of SMA that worked with METRO, private philanthropists, the development community and Central Houston -- the multi-layered urban design and development framework serving the Central Business District -- to form the Main Street Coalition. The Coalition worked in partnership with the Mayor to develop parameters and urban development goals for a newly introduced light rail system linking downtown to the Texas Medical Center (TMC) and the Astrodome site, and to champion Main Street as Houston’s signature boulevard. The Main Street Coalition was formed as a 501-c-3 organization with a Board headed by developer and civic leader Ed Wulfe and composed of management districts, developers, major institutions, Central Houston and SMA, working in partnership with the City of Houston Planning Department and METRO. Outcomes of these efforts were:

- METRO Rail Line - support for and definition of: alignment on Main Street from downtown through Midtown and Fannin/San Jacinto from Midtown to the rail yard south of I-610 South; streamlined vehicles modeled after Strasburg’s system, single line catenary, simple station design (Menil as model).
- Urban Design competition with philanthropic funding that resulted in selection of EEK (urban design firm) to develop an urban design vocabulary for the system with special focus on the plaza and fountain framework in the Central Business District (downtown Houston)
- Federally funded projects: an effort to seek federal funding for enhancement of the pedestrian realm and corridor elements in several locations, including the planting of 500 oak trees on South Main Street from Kirby to 610

- Changes in City ordinances to facilitate transit-oriented development
- A ULI report regarding development goals and opportunities in the Main Street corridor

Much has happened in the corridor since the Main Street Coalition took this leadership role. Some developments coming out of the Main Street Coalition effort were in the public realm – light rail, pedestrian realm, street beautification. But by far the greatest engines of change have been private investment in Downtown, Midtown, Museum District, Hermann Park, Rice University, Texas Medical Center, NRG Park. Two transformational sets of initiatives have been undertaken by SMA lead stakeholders. The Texas Medical Center has made a massive investment in innovation capacity at an entire new campus, TMC<sup>3</sup>, in a repurposed manufacturing facility converted into an incubator space, TMC X, and in launching the TMC Venture Fund. Rice University has launched ION, a bold innovation center at Wheeler and Main Street, and the BRC (BioScience Research Collaborative) at Main and University Blvd.

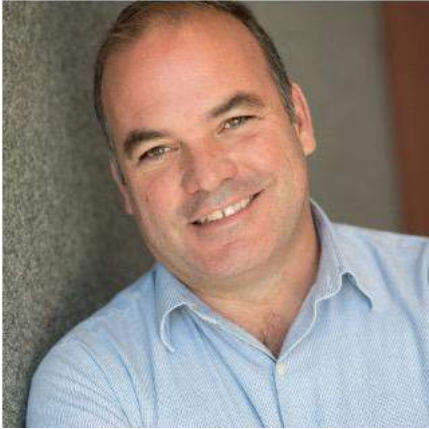
The concept of Main Street as Houston’s signature boulevard always recognized Main Street as a thread that links extremely diverse districts, each with its own character, rather than relying on uniform branding elements as in a single district, neighborhood or shopping center. The signature boulevard concept focused on well defined districts of diverse character that benefit from location on this signature City “spine” with its series of important moments – foremost among these is Mecom Fountain – that punctuate the Main Street journey.

ULI TAP 2021: The goal of the ULI TAP 2021 is to consider options for and evaluate the special circumstances posed by three intersections, each of which could represent an important gateway moment on Main Street, but are all ill-defined “orphans” lost in the interstices.

The ULI TAP 2021 represents – on a small scale – a continuation of the Main Street Coalition effort to make Main Street Houston’s signature boulevard. However, this TAP is not about transformative infrastructure like light rail, or grand public spaces like the downtown rail and fountain plaza, nor milestone investments like innovation capture at Rice and Texas Medical Center. Rather, this TAP poses the question of “what are strategies that can coax blighted “orphan nodes” to become gateway moments of urban enhancement?” It is also our hope this TAP can be the first among several such studies that address challenging locations in the Main Street corridor as well as corridor-wide land use needs as they emerge.



## THE PANELISTS



### **Gonzalo Echeverria, Panel Chair**

Director of Design & Planning  
McCord Development, Houston

<https://www.mccord.com/leadership/gonzalo-echeverria/>

Gonzalo serves as Director of Design and Planning for MDI. Over the past 20 + years, the focus of his work has been on architecture, urban design, regional planning and research.

Gonzalo's project experience includes several Master Plans for Residential, Commercial, Mix Use, Transit-Oriented, Waterfront and TND communities.

Gonzalo has worked on projects in 38 states across the U.S as well as in Latin America, U.K and Canada.

Prior to joining MDI, Gonzalo was Principal and Design Lead for Looney Ricks Kiss Architects in Princeton NJ and Philadelphia PA. He was a Project Manager with Urban Design Associates in Pittsburgh, PA, Project Manager with URBE in Santiago, Chile, and Intern Architect at Arquitectonica Intl', Miami.

Gonzalo holds an Architecture Degree and graduate degree in Urban Economics from Pontificia Universidad Católica de Chile; and Master's Degree in Architecture and Urban Design from University of Miami, Coral Gables.



### **Lance Gilliam, CRX CSM SCLS CDP**

Partner  
Waterman Steele, Houston

<https://www.watermansteele.com/who-we-are/our-team/>

Lance has spent most of his career focused on retail user transactions, including tenant representation and project development. He has represented national, regional and local restaurateurs and retailers throughout a broad market area including Texas, Arkansas, Louisiana, Oklahoma and most of the southeastern and western United States.

Lance has shared responsibility for leasing numerous significant retail projects in Houston, Texas including lifestyle shopping centers, urban infill redevelopment and community shopping centers associated with master planned communities. He has also advised the City of Houston on programs to incentivize grocers to construct stores in so-called food deserts.

Lance is a partner in Waterman Steele Real Estate Advisors, a member of The Waterman Steele Group and, until 2013, was the managing partner and shareholder in UCR Houston and its predecessors Moody Rambin Interests' Retail Properties Division which he co-founded in 1993. He was also a shareholder in Moody Rambin Interests. Prior to this, Lance was Executive Vice President of Grubb & Ellis Retail Properties Division in Houston, Texas.

A past president of The Children’s Museum of Houston’s board of directors, Lance continues to serve on the museum’s advisory board of directors. He also serves on the Greater Houston Partnership’s Early Matters Committee and as an advisory committee member to The Collaborative for Children.

In 1977, Lance earned a Bachelor of Business Administration in Real Estate with Honors from Southern Methodist University in Dallas, Texas. He also attended Southern Methodist’s graduate program in Real Estate and Regional Science.



## **Rebecca Leonard FAICP, PLA, CNU-A**

Founder

Lionheart Places, Austin

<https://www.lionheartplaces.com/about>

Rebecca has over 25 years of experience in community planning, urban design, stakeholder engagement and facilitation and landscape architecture. With a successful career in both the public and private sector, Rebecca understands the needs of both sides and has mastered negotiations between them. She has worked closely with her

private development and public agency clients to ensure that their projects are implemented and their visions are realized.



## **Vanessa Ortega**

Founder & Principal

Loe Ortega Architecture, Houston

<https://www.beyondthebuilt.com/vanessa-ortega>

Vanessa grew up in the Texas panhandle. A passion for art, math and team sports helped define her path to architecture. She loves that part of her job is helping others realize and build their dreams.

Vanessa started her own commercial architecture firm in 2019, and now leads a team of five. She is excited to see the increase in adaptive reuse projects, especially in the inner city of Houston. She has recently discovered a passion for collaborating with other artists and architects, where she is able to share experiences and resources.

A recent project of hers is Railway Height Market. which is a blend of food hall, local market and art gallery. The 24,000 s.f. space is designed to house all local food, retail and art vendors. The stalls vary in size and allow for each vendor to customize their space. The focus of RHM is to provide a space where small businesses can open up their first storefront and collaborate with other small business owners, which are as diverse as the city of Houston.



## **Beth Ostrowski, PE, PTOE**

Transportation Regional Practice Leader

KCI, Nashville, TN

<https://bit.ly/3xhe7q6>

Beth Ostrowski, PE, PTOE serves as Transportation Regional Practice Leader in KCI's Nashville, Tennessee, office. She oversees traffic planning and design, as well as roundabout and bikeway design, and traffic data collection operations across the state while simultaneously leading business and staff development and strategic planning efforts throughout the region.

Ostrowski joined KCI in 2017 as a senior project manager, and since that time has quickly grown into management roles of increasing responsibility, most recently leading KCI's traffic studies team. Her prolific career in traffic studies, transportation planning, intelligent transportation systems design and neighborhood traffic management has led to her recognition as an expert in the Nashville region. Ostrowski leverages her experience in project management and operations oversight to continue expanding KCI's capabilities in the Southeast and supporting the firm's growing client base in Tennessee.

Ostrowski earned her bachelor's degree in civil engineering from Marquette University and is a registered professional engineer in Tennessee. She recently became a certified professional traffic operations engineer, demonstrating her knowledge and ability in her field. Through technical presentations and involvement in professional organizations, Ostrowski frequently works to further the industry and currently serves on committees for both the Institute of Transportation Engineers and the Urban Land Institute.



## **Heather Personne**

Managing Principal

Evolve Ventures, Phoenix, AZ

<https://evolveventuresphx.com/about-us>

Heather has over 20 years of experience in real estate acquisitions, development, management and dispositions. Throughout her career, she has spearheaded the development of more than 100 retail, office and multi-family properties throughout the western United States. Prior to co-founding Evolve, she held roles as a Principal with Point B Property Development, a Retail Partner with Phoenix-based commercial

development and investment firm ViaWest Group and a Principal with Evergreen Devco, Inc., a regional retail and multi-family developer.

Heather graduated Summa Cum Laude, Phi Beta Kappa from the University of Arizona Honors College and holds a Bachelor of Arts degree in Psychology and French. She is heavily involved with the Urban Land Institute, currently serving as Treasurer for the Arizona District Council and Vice Chair/Founding Member of the National ULI Placemaking Product Council. Heather resides in Phoenix, Arizona with her husband Matt and three children. In her spare time, she enjoys hiking, snow-skiing and traveling.



## **Evan Peterson**

Development Director and Principal  
Radom Capital, Houston

<https://www.radomcapital.com/team>

Evan Peterson is a Principal at Radom Capital and serves as the firm's Development Director. He supports the execution of the Radom Capital's developments by managing the development processes including completing initial land acquisition due diligence, managing consultants through the project design and all construction process. He joined the company in 2017.

Previously, Evan worked at SWA group as a Landscape Architect focusing on urban development projects and transformational master planned communities. He is a member of the Urban Land Institute (ULI) and has been active in a number of civic leadership organizations focused on parks and greenspace. Evan holds a bachelor degree in Landscape Architecture from Louisiana State University.



## **Alex Ramirez**

Associate

Design Workshop, Houston

<https://www.designworkshop.com/people.html>

Alex, a landscape architect practicing in Design Workshop's Houston studio, enjoys the challenges complex projects present to the firm and its clients. Valued for his technical understanding and ability to problem solve, Alex takes great pride in understanding complex design problems and guiding his client teams and design teams to solutions that balance the goals and aspirations of each individual project with real world applications. With a diverse design-build background, Alex draws upon

his experiences to lead his teams through all phases of design – conceptualization to implementation – with thoughtful and organized rigor focused on delivering their clients with the highest quality work, documentation and implementation. Alex is a graduate of Louisiana State University, with a Bachelor of Landscape Architecture degree, a member of Central Houston, American Society of Landscape Architects (ASLA) and the Urban Land Institute (ULI).

# THE ASSIGNMENT

## ***Background***

SMA has engaged ULI to provide objective, independent advisory services to recommend measures that (i) beautify, revitalize, and improve safety; (ii) further enhance the present built environment quickly and (iii) encourage future development along Main Street in Houston, Texas, between Interstate Highway 69 and Interstate 610 (the "Corridor"). The following three intersections within the Corridor will (i) serve as the anchor for the Services and (ii) are referred to as the "Study Area":

- Holcombe Boulevard at Main Street and Fannin
- Brays Bayou and Main Street; and
- The "Y" intersection at the juncture of Old Spanish Trail and Main Street.

It is important to ensure the Services add value by helping to catalyze healthy, economically sustainable improvements at the Study Area and possibly along the Corridor, complementing ongoing efforts by the South Main Alliance (the "Sponsor") and other stakeholders.

The Services will take advantage of (i) synergies with existing developments and potential re-development activities, (ii) application of new safety measures, and (iii) best practices that could be applied in the Study Area and even along other sections of the Corridor.

Due to the current conditions of the COVID-19 pandemic, each panelist will tour the Study Area and the Corridor in person (if safe and feasible) or online individually prior to the formal online convening of the Panel. All of the following meetings will take place online over several days:

- Kickoff meeting with a presentation from the Sponsor, stakeholders and/or other key leaders with brief presentation of background briefing materials AND stakeholder interviews on day one;
- Creation of initial findings and recommendations to the Sponsor on day two; and
- Preview of public presentation to the Sponsor and public presentation to the public with Q&A session on day three.

ULI will work with the Sponsor to make sure any revisions to the format of meetings are mutually agreeable to both ULI and the Sponsor.

Within sixty (60) business days, the first draft of the full written report is delivered to each of the Sponsor and panelists. The full and final draft of the report will be delivered to the Sponsor after such meetings.

## ***Deliverables***

Presentation materials and the report summarizing recommendations and implementation steps (along with a final PDF), after the conclusion of the panel and following the Sponsor's review/ approval of recommendations.

The four critical components of satisfactory advisory service assignments are:

1. A clearly defined problem statement with an appropriate scope for the type of panel selected, to be agreed upon by both the Sponsor and ULI
2. The right experts serving as panelists, with both the on-the-ground experience and the technical expertise to match the assignment to be invited by ULI
3. Thorough and accurate background briefing materials provided by the Sponsor to supply panelists with a factual basis for their analysis. This allows panelists to spend their time with you providing analysis and recommendations, not conducting background fact-finding investigation.
4. Robust and comprehensive stakeholder interview sessions to be organized by the Sponsor with ULI's assistance, to assure the panelists receive all viewpoints and ample input.

The panel will be conducted online beginning with a kickoff meeting for panelists, the Sponsor and key stakeholders on December 7, 2021, take place all day on December 8, 2021, and conclude with a public presentation of findings and recommendations on December 9, 2021.

### ***Questions to the Panel***

*The Panel is requested to address the following questions:*

1. "What could be done to make the drive down the Corridor memorable and an attraction to visitors? What could make the Study Area iconic for the City of Houston?"
2. Leveraging the Sponsor's ongoing work and other efforts, what does the panel recommend as a balanced, "highest and best use" approach with an emphasis on placemaking, safety and revitalization to accommodate current mobility and potential residential, retail, institutional, open spaces and other uses at each of the intersections in the Study Area?
3. Leveraging the Sponsor's ongoing work and other efforts, what does the panel recommend from a balanced, "highest and best use" approach with an emphasis on placemaking, safety and revitalization to encourage and support all kinds of transportation at each of the intersections in the Study Area without reducing automobile mobility given the need for continued access to emergency and important health care services at Texas Medical Center?
4. What potential barriers exist to achieving this approach to such recommendations and plans emerging from the Services? How might these recommendations and plans overcome such barriers?
5. What will it take to encourage and guide subsequent development in the Study Area and along the Corridor to be in alignment with the recommendations and plans emerging from the Services?
6. What additional incentives funding sources and partnerships exist that can be leveraged to ensure the recommendations and plans emerging from the Services are realized?
7. Are there relevant examples or best practices (either regionally or nationally) that provide opportunities for guidance or lessons learned?

### ***Anticipated Outcomes***

The group of expert ULI members volunteering their time to provide the services (the "Panel") will work with the understanding that its product, if successful, should help to create these desired outcomes:

1. Greater consensus among stakeholders moving forward to achieve their desired improvements;

2. Recommendations with clear priorities to focus efforts of consultants, leaders, funders and other stakeholders; and
3. A tool for productive dialogue with public officials and potential private sector partners who seek to use limited public resources well.

### ***Stakeholder Categories and Invitees***

The stakeholders recruited to be interviewed by the TAP Panelists were organized in the following groupings:

Holcombe @ Main / Fannin Node (Land Owner Representatives):

*Group 1*

- Jill Pearsall, Senior Vice President, Facilities Planning & Development and Real Estate Services. Texas Children's Hospital
- Scott Fuller, Associate Vice President of Clinical Initiatives, Texas A&M University

*Group 2*

- Chris McKee, Associate Vice President, Business Affairs, University of Texas M.D. Anderson Cancer Center; South Main Alliance Board Member, Immediate Past Chair
- Abbey Roberson, Vice President of Planning, Texas Medical Center; South Main Alliance Executive Committee member
- Norm Livingston, Managing Partner, Norvin Healthcare Properties

Main @ Brays Bayou Node:

- Trent Rondot, Conservation & Maintenance Director, Houston Parks Board
- Marcus Stuckett, Director of Engineering, Harris County Flood Control District
- Leroy Shafer, Chair, Houston South Gateway Improvement District; SMA Board Member, Former Chair

Main @ Old Spanish Trail ("Y" Intersection) Node:

- Ryan Walsh, Executive Director, NRG Park / Harris County Sports & Convention Corp; SMA Board Chair
- Leroy Shafer, Chair, Houston South Gateway Improvement District; SMA Board Member, Former Chair

All Nodes - Real Estate Professionals

- Claude Wynn, Owner, Claude Wynn Interests; SMA Board Member, SMA Treasurer, SMA Transportation Committee Co-Chair
- Justin Brasell, Executive Vice President – Healthcare & Life Sciences, Transwestern; former SMA board member

All Nodes - Transportation Professionals

- Clint Harbert, Vice President of System and Capital Planning, METRO
- Shri Reddy, Executive Vice-President of Planning, Engineering and Construction, METRO (tentative)
- James Koch, Transportation, Planning and Development Director, Texas Department of Transportation
- Ana Ramirez Huerta, Transportation Planner, Texas Department of Transportation
- Amanda Austin, Schematics Supervisor, Texas Department of Transportation

All Nodes - SMA Board Members & Advisory Council Members

*Group 1*

- Susan Young, SMA board member, SMA secretary, SMA Transportation Committee Co-Chair, former SMA Executive Director for 20+ years (through 2015)
- Kathie Easterly, Executive Director, University Place Association; SMA Advisory Council Member

*Group 2*

- Edwin Friedrichs, Managing Principal, Walter P Moore; SMA Board Member
- Josh Hawes, Hawes Hill and Associates; SMA board member

All Nodes - City / County Employees

*Group 1*

- Amar Mohite, Deputy Director, Planning & Infrastructure, Harris County Precinct 1
- Brandie Lockett, City Designer, City of Houston, Public Works Department, Transportation & Drainage Operations
- Priya Zachariah, Chief Resilience and Sustainability Officer, City of Houston, Administration & Regulatory Affairs Dept.

*Group 2*

- Veronica Davis, Director - Transportation & Drainage Operations, City of Houston, Public Works Dept
- David Fields, Chief Transportation Planner, City of Houston, Planning Department

***Invitation Letter to Stakeholders***

**ULI Technical Assistance Panel - Stakeholder Interviews**

You are invited to participate in a Stakeholder Interview/Focus Group to assist the South Main Alliance and Urban Land Institute (ULI) Houston in an upcoming Technical Assistance Panel (TAP). This process will provide objective, independent advisory services to recommend measures that (1) beautify, revitalize and improve safety; (2) further enhance the present built environment quickly; and (3) encourage future development along Main Street in Houston, between Interstate Hwy 69/US 59 and Interstate 610 South.

The TAP will be focused on the following three intersections within the South Main corridor and will serve as the study areas:

- Holcombe Blvd at Main Street and Fannin
- Brays Bayou and Main Street; and
- The “Y” intersection at the juncture of Old Spanish Trail and Main Street/90A.

ULI Houston and the South Main Alliance, which serves as the "sponsor" of the TAP, would greatly appreciate your expertise in informing the final recommendations, and are thereby inviting you to participate in the area stakeholder interview process with our panel of experts who have been enlisted as volunteers to conduct the TAP / study. The TAP will be conducted virtually via Zoom, so the interviews we are trying to line you up for will be held on Zoom.

This form serves to confirm your participation and gather your availability to participate in a group interview on Zoom the afternoon of December 7. Please complete this form BEFORE NOON ON WEDNESDAY, NOVEMBER 17. We will be in touch as soon as we can to notify you of your assigned interview time slot.



Should you have any questions or need anything related to this request, please contact the South Main Alliance Executive Administrator, Monica Rhodes at 979-285-8512 (cell) or [monica@manifest-creative.com](mailto:monica@manifest-creative.com).

1. Email

Your email

2. Do you agree to participate in this interview process as a stakeholder in the area(s) being addressed by this Technical Assistance Panel?

Yes

No

3. If you selected "no", please tell us why you are opting not to participate in this process.

Your answer

*\*Note - If the answer to question 2 was "No" the form would end after question 3. If the answer to question 2 was "Yes" the form would skip question 3 and take respondents directly to question 4.*

4. Stakeholder Interview Time Slots

Please indicate ALL times you would be available to join us. We will finalize your 30 minute interview/focus group ASAP. Our intention is to group your expertise with similar experts to create a small focus group. ALL TIMES WILL TAKE PLACE ON TUESDAY, DECEMBER 7, 2021.

1:00 - 1:30 pm

1:45 - 2:15 pm

2:30 - 3:00 pm

3:15 - 3:45 pm

4:00 - 4:30 pm

5. Which of the study intersections or "nodes" are of interest or relevant to you? The answer to this question will help us group participants that are "node-specific" together, if possible.

Holcombe Blvd at Main Street and Fannin

Brays Bayou and Main Street

The "Y" intersection at the juncture of Old Spanish Trail and Main Street/90A

All / Corridor Wide

6. Please indicate your relevant group (this will help us group similar type individuals into focus groups.)

Developer

Community Leader / Advocate

City / County Employee / Official

Real Estate Service Provider (architect, engineer, etc.)

Land Owner / Land Owner Representative

Other

7. First Name

Your answer

8. Last Name

Your answer

9. Company / Agency

Your answer

10. Title

Your answer

11. Email Address

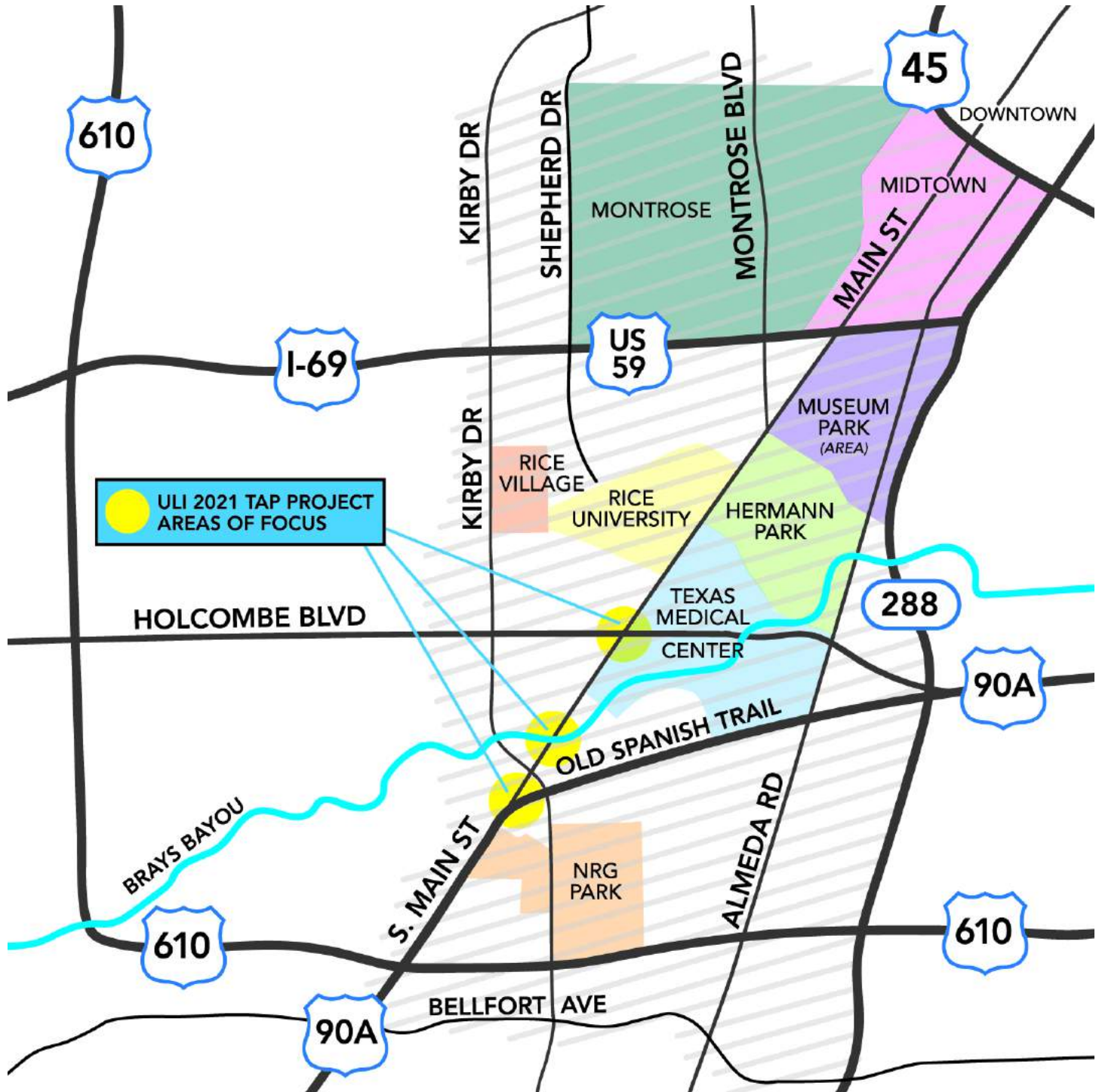
Your answer

12. Cell Phone Number

Your answer

# THE STUDY AREA

Overall South Main Area Map



## **Node 1: Holcombe Blvd. at Main / Fannin**

The intersections where Holcombe Boulevard crosses Main Street and Fannin Street afford an important potential gateway at the southwest corner of the main campus of the Texas Medical Center (TMC). Holcombe is a major boulevard with a generous esplanade that is a remnant of the historic Bellaire Street Car Line. Holcombe extends from TMC at Main Street west to Loop 610 and transitions to “Bellaire Blvd.” to the west, where it continues, making it an extensive and prominent thoroughfare. Holcombe Boulevard has commercial development much of its length, and well maintained middle class residential neighborhoods parallel the boulevard or start a block north and south of the commercial area. At Main Street, Holcombe is one of the most important access points to the main campus of the Texas Medical Center for Texas Children’s Hospital, CHI/St. Luke’s and UT MD Anderson Cancer Center.

These intersections have complex multi-modal travel patterns. It cannot be emphasized strongly enough that access to the Texas Medical Center by ambulances, fire and police, and individual patient trips is the highest priority. Holcombe Boulevard has 26,000 - 28,000 weekday traffic counts and is one of the most heavily used bus routes in Houston. Both intersections are located within the 500-year floodplain of Brays Bayou.

North-south vehicular travel on Main Street and Fannin Street are channeled through an underpass below Holcombe with exit ramps affording ingress and egress to/from Holcombe. Weekday vehicular counts for Main Street are 21,000 - 27,000 and vehicle counts for Fannin Street are 13,000 - 14,000. Fannin Street is also the alignment for METRO Rail Red Line. The rail is located one block south of Holcombe Boulevard at the Pressler transit transfer center.

The pedestrian realm is ill-defined and does not meet current City of Houston standards in all cases. This may change over time as several properties fronting these intersections are likely to redevelop in the future.

*Holcombe at Main Street:* The western corners of Holcombe at Main Street have Wortham Park and the Fountain on TMC property on the southwest corner and a fast-food restaurant on the northwest corner. On the eastern side of the intersection is a planned new development on the south side, which is planned to be a new medical development complex occupied by Texas A&M University. On the northeast corner is an active Bank of America . It is likely this site will be redeveloped in the future.

*Holcombe at Fannin Street:* This intersection is being noted as it is very similar and related to the intersection at Main Street. It is possible that the improvements at the Main Street intersection could be coordinated or replicated at the Fannin/Holcombe intersection.

## **Node 2: Main Street at Brays Bayou**

The double intersections where Main Street crosses Brays Bayou and the North Braeswood and South Braeswood parkways that run parallel to the bayou afford another important gateway opportunity. These intersections are located within the 100-year floodplain of Brays Bayou. They are approximately 4,000 feet south of the main Texas Medical Center campus and mark a substantial change in land use from institutional and residential north of the bayou and commercial south of the bayou. Extending from the north east corner is Old Braeswood, an elegant neighborhood of primarily single-family homes. On the northeast corner of these intersections is a recent mid-rise apartment complex called “South Main.” On the two southern corners are commercial buildings, including a self-storage facility, a medical office building that includes a pharmacy and medical supply retailer and a Courtyard by Marriott.

A series of upper-level and lower-level joint use trails exist along many sections of Brays Bayou. In the Main Street area, connections between the upper and lower trails on the north side of the bayou are located 850-feet upstream and 1,600-feet downstream of Main Street.

Brays Bayou is a critical element in the Harris County managed stormwater drainage system that protects many neighborhoods on its banks, as well as, the TMC campuses on the north and south sides of the bayou. Equally important from a place making standpoint, Brays Bayou is an important public recreational space that connects many important destinations east and west with the Bayou greenway bicycle system, including Third Ward with University of Houston and MacGregor Park, Hermann Park, Texas Medical Center main campus and TMC<sup>3</sup>, NRG Park (via Stadium Drive) and numerous neighborhoods west of Main Street.

## **Node 3: Main Street at Old Spanish Trail (“Y” Intersection)**

The “Y” intersection where US 90A splits into Old Spanish Trail (OST), which angles northeast, and Main Street, which continues north to the Texas Medical Center, is a gateway opportunity. This intersection is located within the 500-year floodplain of Brays Bayou. A federal PASS project implemented in 1999 planted 500 oak and bald cypress trees on Main Street and Old Spanish Trail from I-610 South to Kirby Drive. Additional efforts to enhance the public realm have augmented these plantings on Main Street from Murworth to McNee as a part of the NRG Park enhancement effort in advance of Super Bowl 2017, and McNee from Main Street to NRG Park was enhanced as a pedestrian walkway. However, the absence of an active and funded management district has resulted in inadequate maintenance -- damaged trees, limited mowing and trash pick up, and abandonment of understory plantings.

Traffic volumes for 24-hour weekday travel on Main Street are approximately 27,500 VPD and on OST are 19,000 VPD.

The Old Spanish Trail thoroughfare is named in honor of one of Texas’ earliest highways. However, the actual route of the Old San Antonio Road, the King’s Highway or El Camino Real, its original names, is nowhere near Houston. It started on the Sabine River near what is today the Toledo Bend Reservoir, went southwest to San Antonio and ended on the Rio Grande River in Maverick County near Eagle Pass. Initially traversed in 1691, it was ordered surveyed by the Texas Legislature in 1915 and named a state highway worth preserving in 1929.

# AREA INFORMATION

## ***Government Jurisdiction***

Several governmental entities have jurisdiction over or roles regarding critical activities that are of concern in the three-node study area.

- METRO conducts bus service throughout these areas with a major bus transfer center adjacent to the Holcombe intersections, and the METRORail Red Line crosses Holcombe at Fannin with a stop at the transfer center. Additionally, a substantial Transit Oriented Development opportunity may be possible at the Pressler transfer center with links to the properties bordering Holcombe.
- Texas Department of Transportation (TxDOT) is the department that has jurisdiction over Main Street from the Y intersection south of US 90A.
- Harris County Flood Control District (HCFCD) has responsibility for managing Brays Bayou as a critical stormwater infrastructure element and, with the Corps of Engineers, the implementation of Project Brays.
- HCFCD has responsibility for management of the public recreation elements on the bayou but works in partnership with the City of Houston Parks and Recreation department and the Houston Parks Board for design and funding for the Bayou greenway elements.
- Harris County is also the owner/operator of NRG Park, which is an important stakeholder for South Main Alliance and the ULI project.
- Houston South Gateway Improvement District was formed by the Texas legislature as a framework for enhancing the area (fund, design, maintain) and was the vehicle through which the major Main Street and McNee Street improvements were funded in 2017. The Improvement District is currently in a dormant state.
- Houston Southeast Management District overlaps the study area for Holcombe from Main Street east.
- A Tax Increment Reinvestment Zone was created by the City of Houston and covers a large area that includes this entire TAP study area.
- All three nodes are located in Harris County Precinct 1 for whom Rodney Ellis is the Commissioner.
- The Holcombe location on Main is shared by Houston City Council Districts C and D; the two nodes south of Holcombe fall within Houston City Council District K.
- The Texas Medical Center has state granted powers similar to a Port Authority
- UT MD Anderson Cancer Center and Texas A&M are both state institutions.

## ***Land Use/Demographics/Economic Trends***

The three nodes in the study area are exemplars of a broader transitional land use framework. Stable historic elements include the substantial exempt institutional holdings east of Main Street, and west of Main Street are several well-established upper-income single-family residential neighborhoods that have benefited from proximity to the Texas Medical Center and to Rice University. On the east side of Main Street between Brays Bayou and Holcombe is an apartment complex, several for-profit medical facilities and medical offices, and a tract of land owned by Coventry with plans for a major high-income residential, hospitality and mixed-use complex. The areas south of Brays Bayou, both east and west of Main Street, consist of relatively small-scale commercial properties – storage facilities, hotel/motel, drugstores, restaurants.

While there are rumors of major developments under consideration, Coventry is the only one about which there is readily available public information.

The dynamics for land use and property values are skewed by historical development forces. Large tracts of land throughout this area are owned by non-profit institutions and governmental entities that have a 100-year perspective for return on investment. Many properties not in major institutional or governmental ownership were bought by out-of-town investors through fire sales out of Resolution Trust Corporation managed bankruptcies. These owners have invested in low-cost commodities for which there is no interest in broader urban development strategies.

Apart from the well-established neighborhoods, residential properties are largely rental that cater to singles and young couples who do not yet have children and benefit from living close to work in the Texas Medical Center or other in-the-loop work sites.

### ***Floodplain, Utilities and Infrastructure***

Significant drainage improvements have been made in the Main Street area following Tropical Storm Allison in 2001. Three major underground storm sewers were constructed and major improvements have been made along Brays Bayou, which all combined to mitigate the flooding disaster that may have otherwise occurred from the historic rainfall amounts experienced from Hurricane Harvey in 2017.

Improvements have been made to other service utilities to provide service for the continuing expansion of new developments. These improvements have included electrical power, communication and data lines, potable water and wastewater collection facilities.

### ***Transportation***

Transportation is dealt with in more detail on a node by node basis. From a macro perspective, this area has substantial regular commuter travel to/from the major employment centers and employee residential locations, but also has substantial episodic traffic for events at NRG Park – the Rodeo, NFL games, conventions and other major entertainment events.

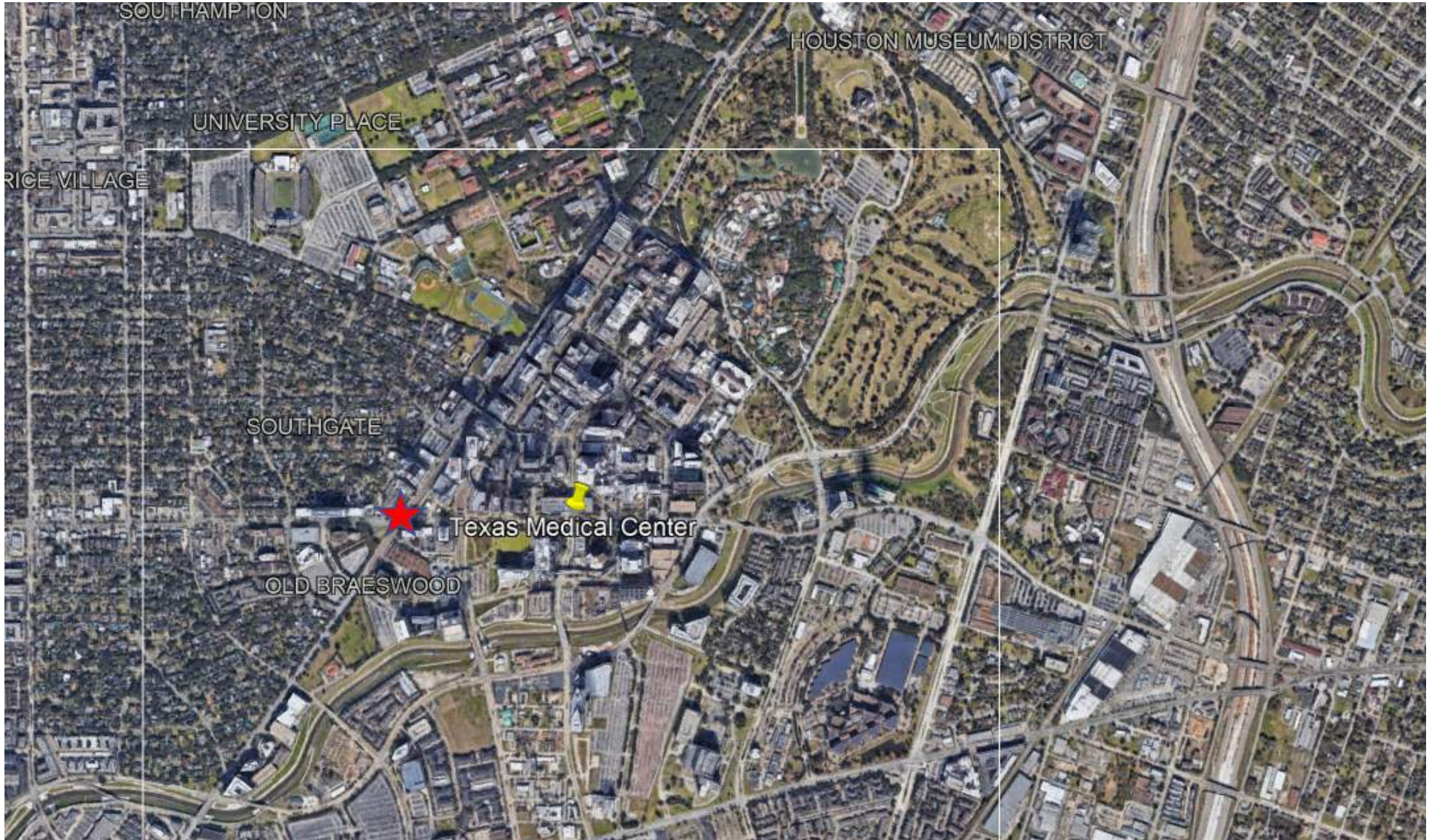
The transportation infrastructure that serves the areas includes METRORail, bus, automobile and bike facilities. The highway and roadway systems have severely constrained lane capacity because of the bayou system and the large institutional holdings in the area. Cycling and walking are incidental and largely confined to the Bayou System and connections to the Texas Medical Center campuses. Ten bike share stations have been installed in the Texas Medical Center area in recent years.

The importance of all-weather access to and from the Texas Medical Center on a 24/7 basis cannot be overstated.

Significant transportation improvements have been completed in the area from Main Street to SH 288 to the east and from IH 610 on the south to downtown Houston on the north. Major transportation projects have kept traffic volumes on most streets similar over the last 20+/- years. Improvement projects such as the METRORail Red Line, SH 288 Managed Lanes, intersection improvements at IH 610 and SH 288, the construction of the Bertner and Cambridge bridges over Brays Bayou, and the construction of significant offsite parking facilities have combined to keep traffic volumes from growing at the same pace as development has in the area.

## **APPENDIX 1**

**NODE:  
HOLCOMBE BLVD AT MAIN STREET / FANNIN**

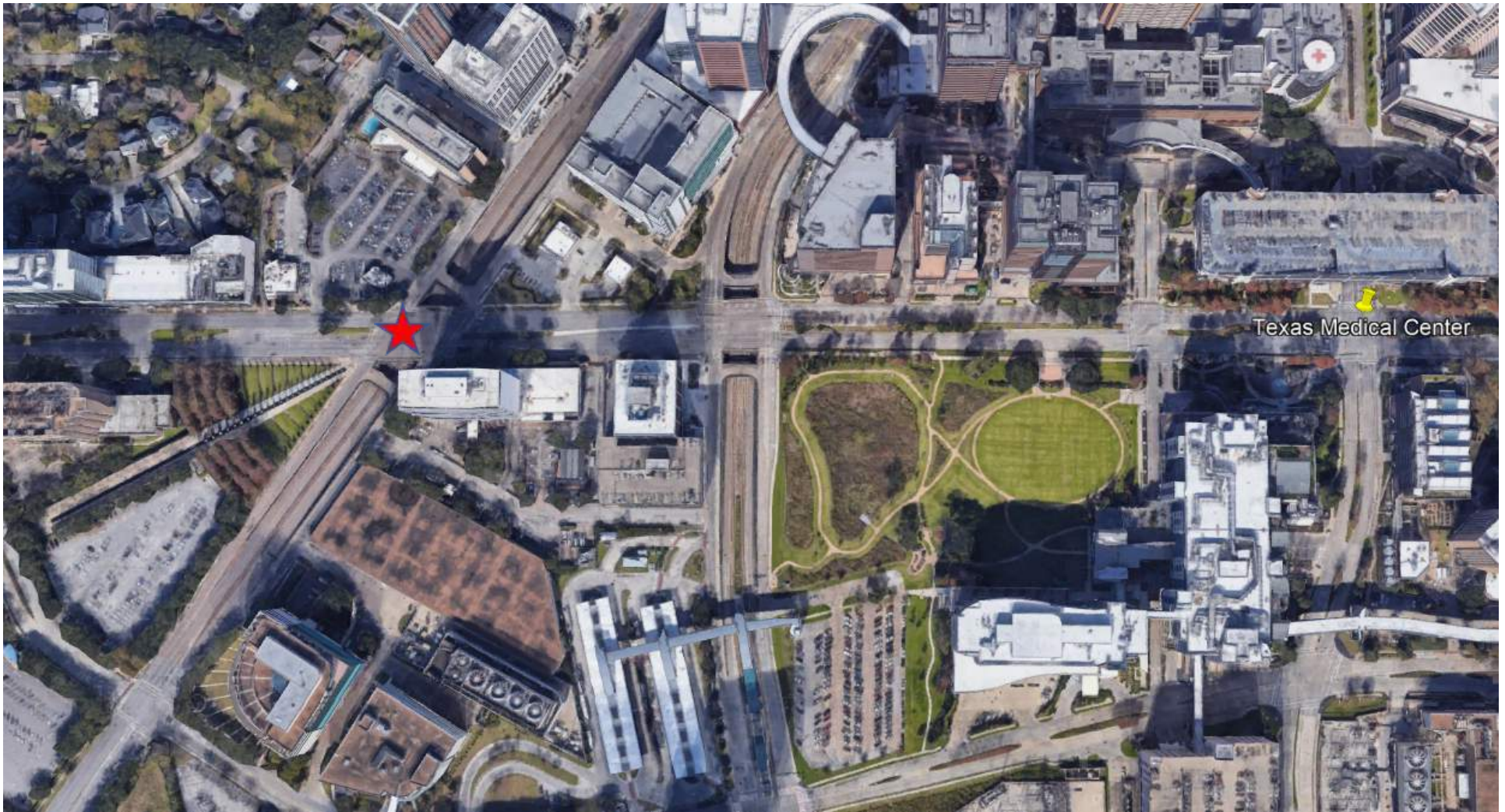


**Holcombe Boulevard at Main Street Intersection Location Aerial**



**South Main Alliance TAP**

**Main Street at Holcombe Boulevard**



**Holcombe Boulevard at Main Street Area Aerial**



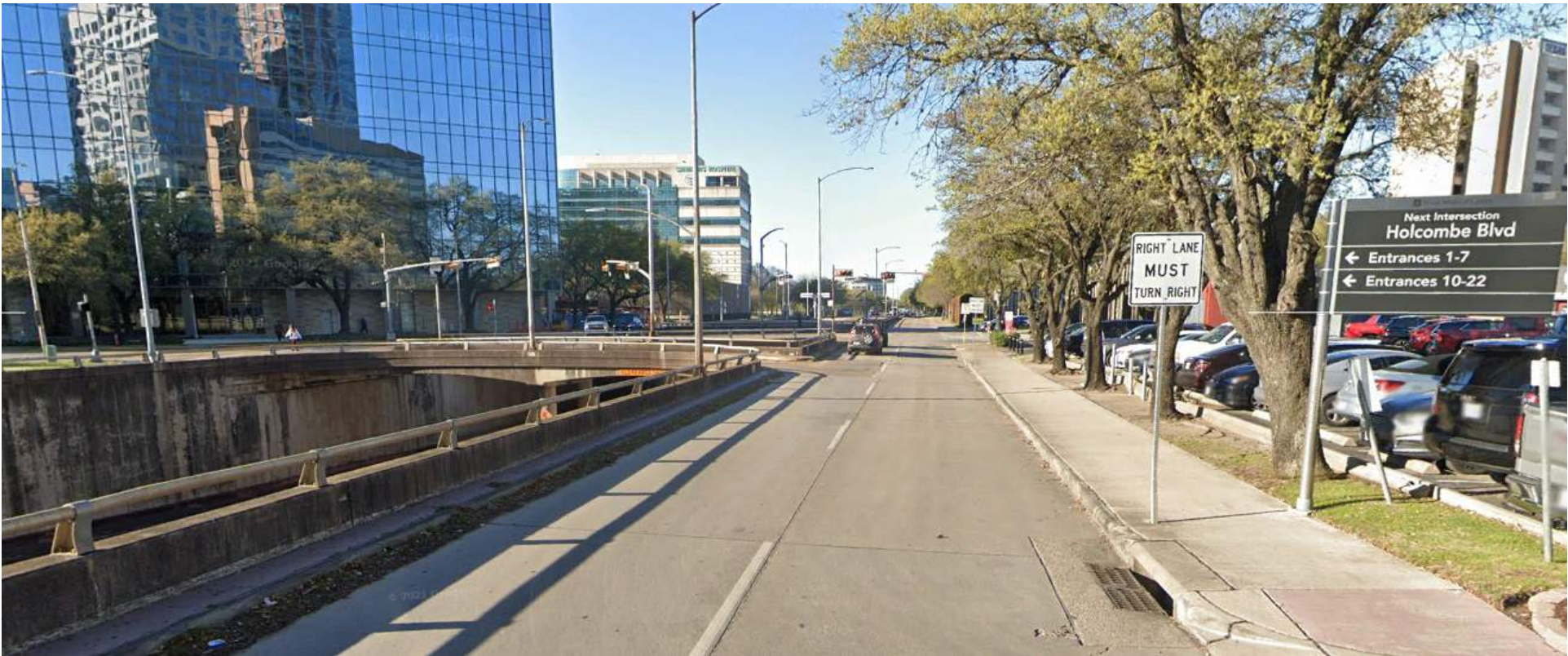
**Holcombe Boulevard at Main Street Area Aerial Detail**



**Holcombe Boulevard at Main Street Area Aerial Detail Looking Northeast**



**Main Street Looking North at Holcombe Boulevard**



**Main Street Looking South at Holcombe Boulevard**

**South Main Alliance TAP**

**Main Street at Holcombe Boulevard**



**Holcombe Boulevard Looking East at Main Street**



**Holcombe Boulevard Looking West at Main Street**



**Main Street Underpass Looking South at Holcombe Boulevard**



**South Main Alliance TAP**

**Main Street at Holcombe Boulevard**



**Main Street Underpass Looking North at Holcombe Boulevard**

## **APPENDIX 2**

**NODE:  
MAIN STREET AT BRAYS BAYOU**



**Brays Bayou at Main Street Intersection Location Aerial**



**Brays Bayou Aerial**



**Brays Bayou Aerial Detail**



**Brays Bayou Trail Looking Southeast**



**Main Street Looking South at N. Braeswood at Brays Bayou**



**Main Street Looking South on Brays Bayou Bridge**





**Main Street Looking South at S. Braeswood at Brays Bayou**



**Main Street Looking North at S. Braeswood at Brays Bayou**



**Main Street Looking North on Brays Bayou Bridge**



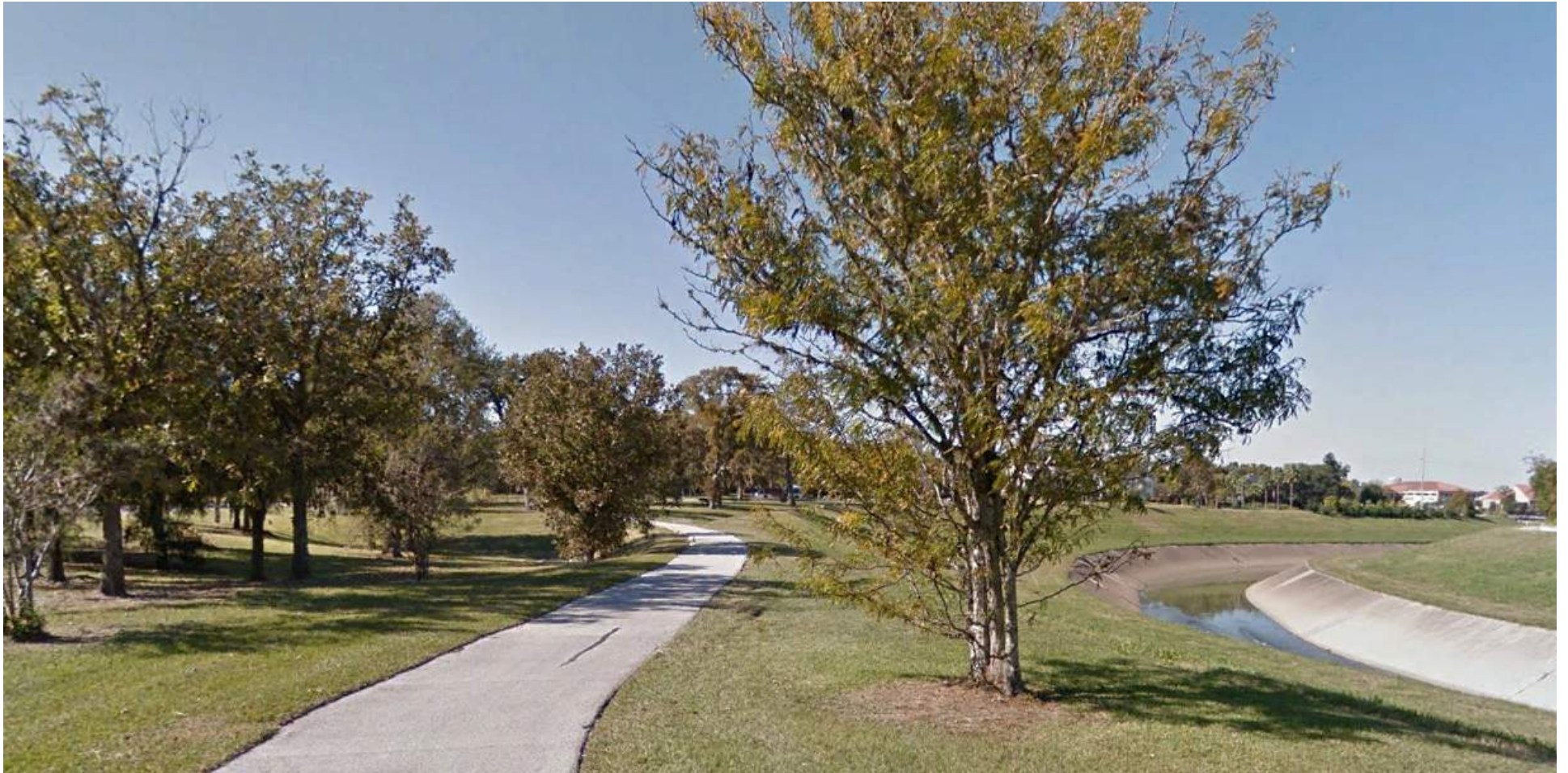
**Main Street Looking North at N. Braeswood at Brays Bayou**



**Photos at Other Area Brays Bayou Bridges – Cambridge Street Richard E. Wainerdi Bridge**



**Photos at Other Area Brays Bayou Bridges – Cambridge Street Richard E. Wainerdi Bridge**



**Photos at Other Areas Along Brays Bayou**

## **APPENDIX 3**

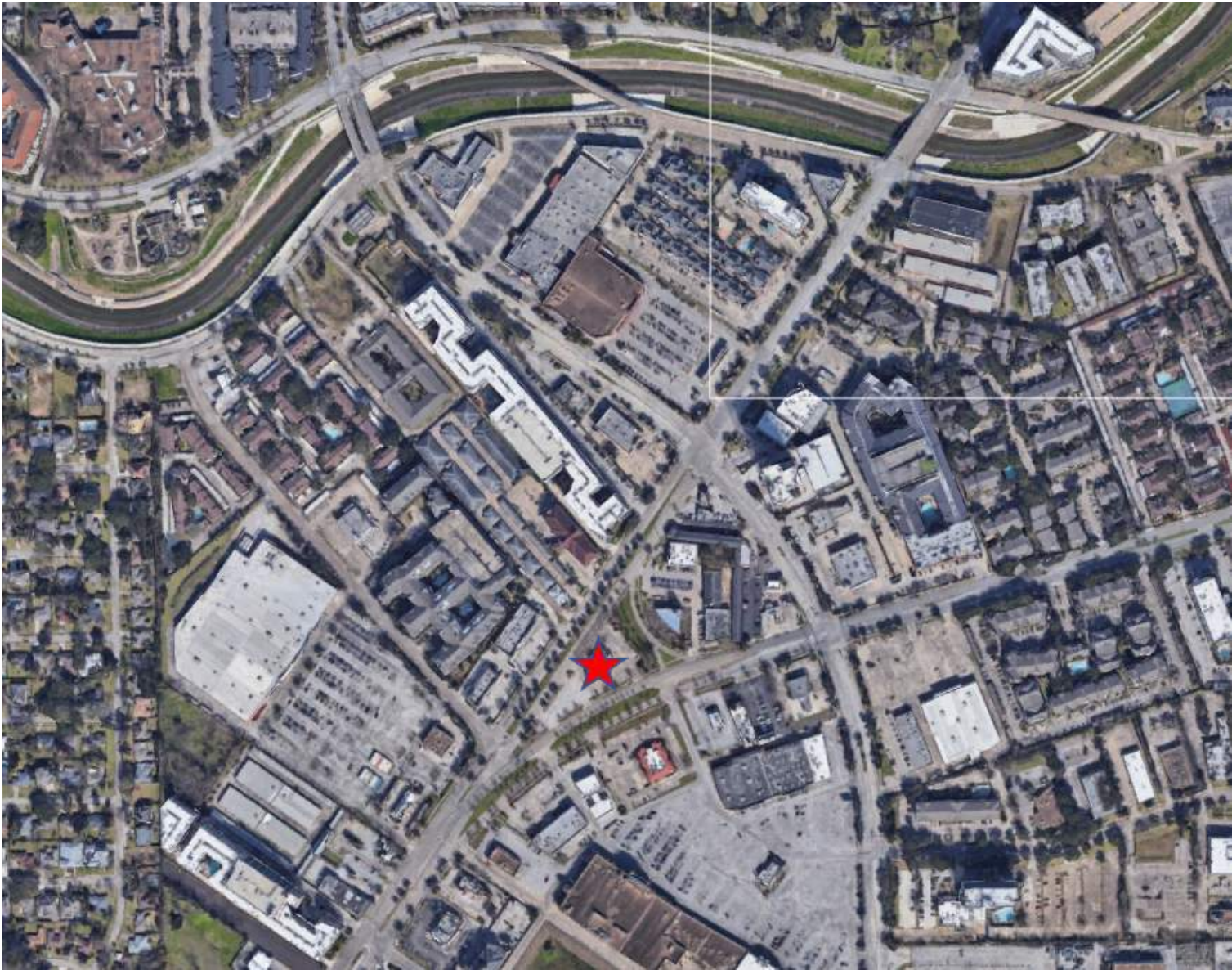
**NODE:**

**MAIN STREET AT OLD SPANISH TRAIL (“Y” INTERSECTION)**

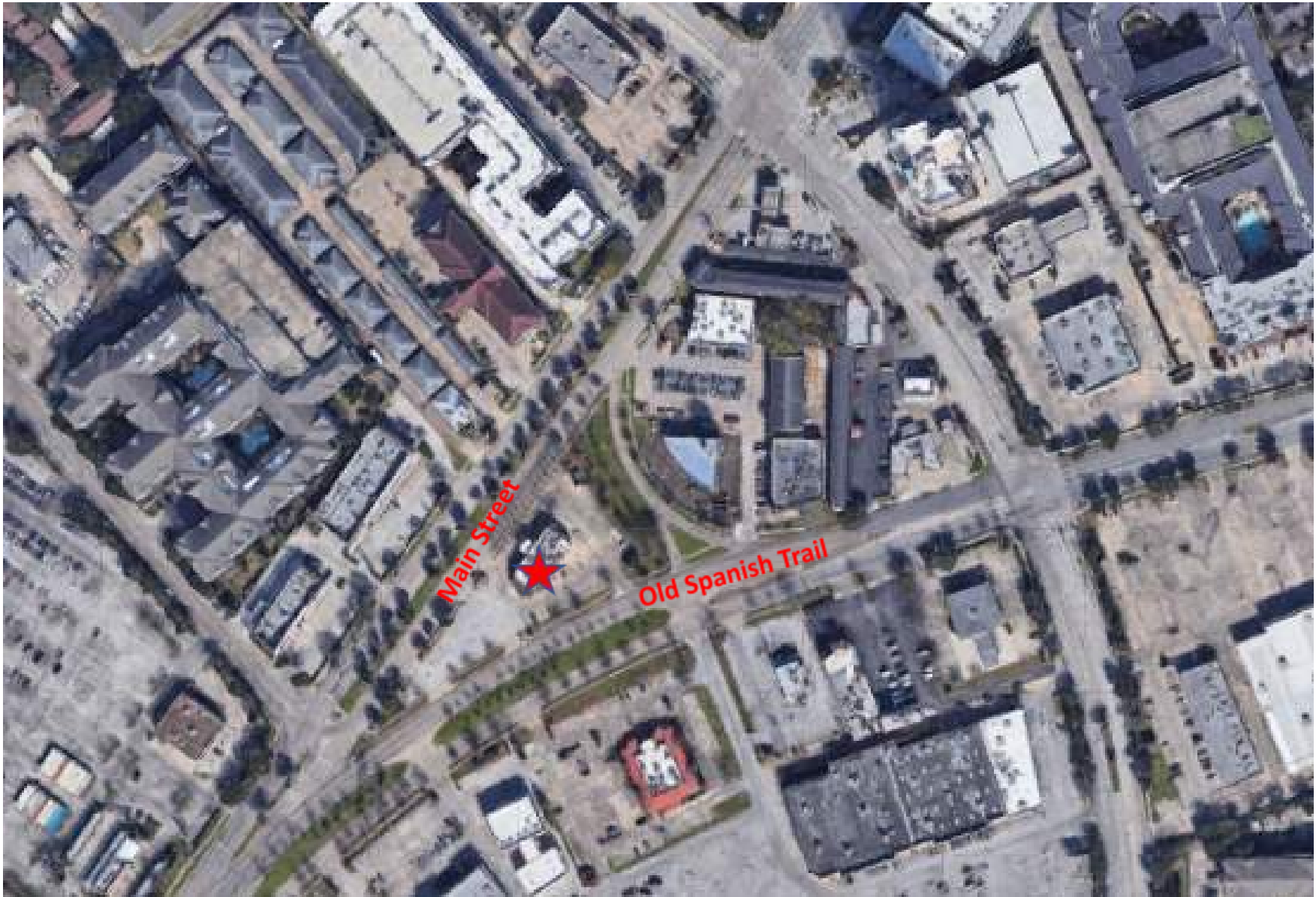


**South Main Alliance TAP**

**Main Street at Old Spanish Trail**



**Old Spanish Trail at Main Street Area Aerial**



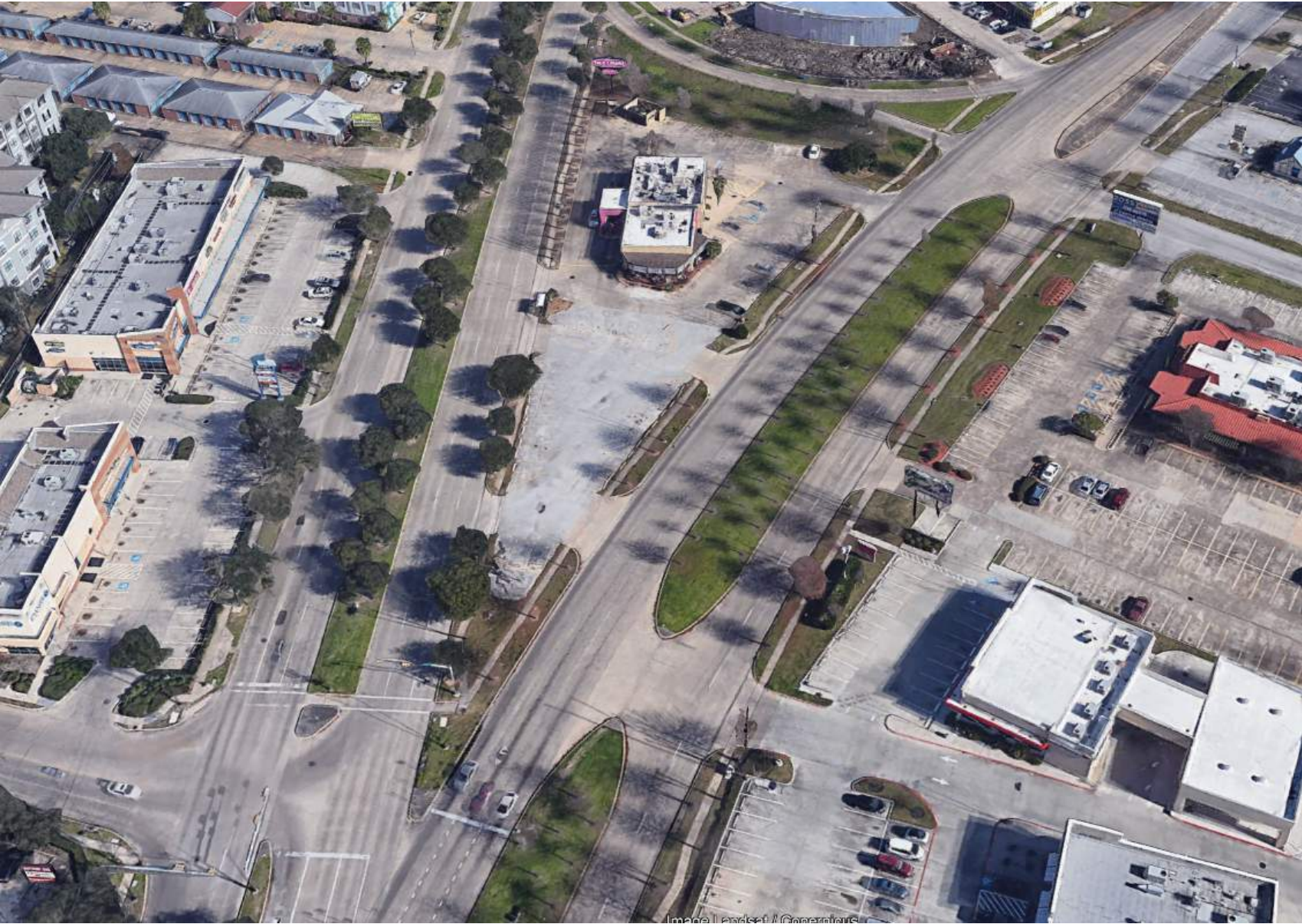
**Old Spanish Trail at Main Street Aerial**

**South Main Alliance TAP**

**Main Street at Old Spanish Trail**



**Old Spanish Trail at Main Street Aerial Detail**



Old Spanish Trail Looking North at South End of Main Street Intersection

## South Main Alliance TAP

## Main Street at Old Spanish Trail



## Main Street Looking North at Old Spanish Trail 1



**Main Street Looking North at Old Spanish Trail 2**



**Main Street Looking North Mid-Block Old Spanish Trail Intersection**



**Existing Development on Triangular Block Old Spanish Trail Intersection**





Main Street Looking North End of Triangular Block Old Spanish Trail Intersection

# **APPENDIX 4 - 9**

## Appendix 4

### South Main Alliance Board of Directors

**FY 2021-2022**

#### **Board Members**

Doug Childers, HKS

Spencer Conroy, University of St. Thomas

Mike DeMarco, Houston Livestock Show & Rodeo

Edwin Friedrichs, Walter P Moore

Greg Grissom, Houston Texans

Josh Hawes, Hawes Hill & Associates

Norm Livingston, Norvin Healthcare Properties

Greg Marshall, Rice University

Chris McKee, U.T.M.D. Anderson Cancer Center

Robert Miller, Locke Lord LLP  
Abbey Roberson, Texas Medical Center

Christian Schörnich, Museum of Fine Arts,  
Houston

Leroy Shafer, Houston South Gateway  
Improvement District (honorary)

Muddassir Siddiqi, Houston Community  
College – Central Campus

Ryan Walsh, NRG Park

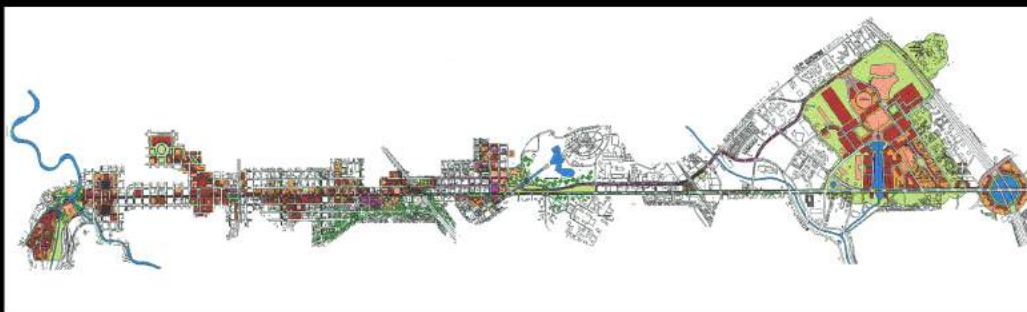
Claude Wynn, Claude Wynn Interests

Susan C. Young (honorary)

# APPENDIX 5

## MAIN STREET AS HOUSTON'S SIGNATURE BOULEVARD

These images are part of a slide deck by the urban design firm engaged by the Main Street Coalition to develop a comprehensive urban design framework for the design and implementation of a Main Street Light Rail line and the enhancement of Main Street as Houston's signature boulevard. This framework and the light rail line implementation that followed were also the subject of a ULI study titled "The New Economic Corridor."



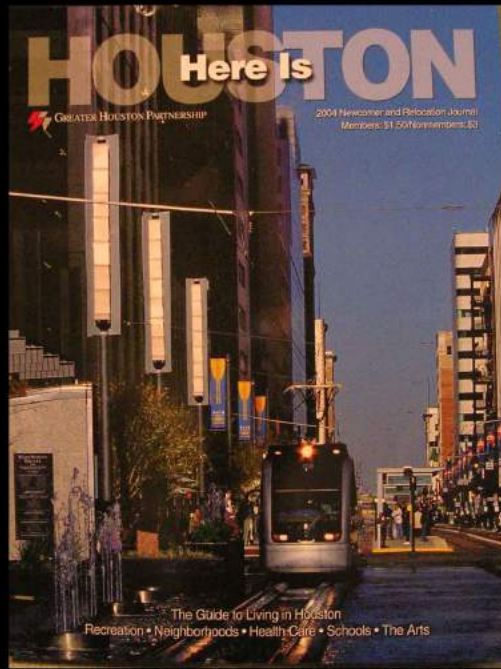




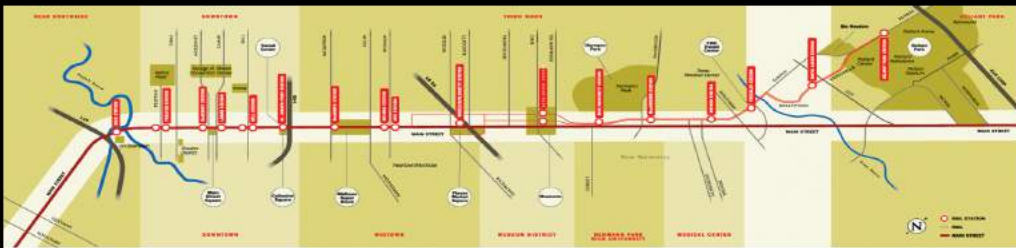








MAIN STREET HOUSTON  
★  
THE NEW ECONOMIC CORRIDOR





INCREMENTAL EFFECTS OF A TRANSIT-SYNERGISTIC URBAN ENVIRONMENT, 2001 - 2020			
Category	Period	Additional Growth due to Synergistic Policies Amount	% Increase
POPULATION <i>(thousands)</i>	2001-2010	\$ 2.7	13.8%
	2011-2020	\$ 2.5	25.5%
	Total 2001-2020	\$ 5.2	17.7%
EMPLOYMENT <i>(thousands)</i>	2001-2010	\$ 18.1	26.2%
	2011-2020	\$ 21.3	42.5%
	Total 2001-2020	\$ 39.4	33.0%
ANNUAL RETAIL / RESTAURANT /CLUB SALES <i>(\$ millions)</i>	2001-2010	\$ 68.1	10.7%
	2011-2020	\$ 181.5	77.5%
	Total 2001-2020	\$ 249.6	28.6%
ANNUAL HOTEL REVENUES <i>(\$ millions)</i>	2001-2010	\$ 12.9	5.0%
	2011-2020	\$ 104.5	50.5%
	Total 2001-2020	\$ 117.4	25.2%
NEW DEVELOPMENT <i>(\$ billions)</i>	2001-2010	\$ 0.7	12.7%
	2011-2020	\$ 0.9	25.6%
	Total 2001-2020	\$ 1.6	17.7%

Sources: CDS Market Research and PKF Consulting.

## APPENDIX 6

### Rice University

Located on a 300-acre forested campus in Houston, Rice University is consistently ranked among the nation's top 20 universities by U.S. News & World Report. Rice has highly respected schools of Architecture, Business, Continuing Studies, Engineering, Humanities, Music, Natural Sciences and Social Sciences, and is home to the Baker Institute for Public Policy and the Kinder Institute for Urban Research.

With 4,052 undergraduates and 3,484 graduate students, Rice's undergraduate student-to-faculty ratio is just under 6-to-1. Its residential college system builds close-knit communities and lifelong friendships, just one reason why Rice is ranked No. 1 for lots of race/class interaction and No. 1 for quality of life by the Princeton Review. Rice is also rated as a best value among private universities by Kiplinger's Personal Finance.

The university has recently invested more than \$100 million in the first phase of The Ion District, a 16-acre innovation hub located in Houston's Midtown super neighborhood, where an existing TIRZ will assure that 30 percent of the tax increment generated by current and future investments in the district's creation will directly support affordable housing in the nearby Third Ward neighborhood. The Ion District seeks to build a technology ecosystem that attracts, connects and retains innovators, entrepreneurs, businesses, investors and local talent in order to accelerate the Houston economy. By creating a live/work/play destination that celebrates Houston's diverse culture, the project seeks to empower our community by connecting Houstonians to jobs and economic opportunities in an urban district that prioritizes street life, public space, and a mix of land uses that embrace technology, community and sustainability.

## APPENDIX 7

### Texas Medical Center

The Texas Medical Center is the world's largest medical center and also ranks as the 8th-largest downtown business district in the United States. The sprawling campus has expanded from 134 acres at its founding in 1925 to more than 1,345 acres at this time. Facilities built by the 54 member institutions total more than 50 million square feet with another 3 million to be added in the next five years. This sprawling campus receives over 160,000 visitors daily and administers 10 million patient encounters a year.

TMC is at the forefront of advancing life sciences. Home to the brightest minds in medicine, TMC nurtures cross-institutional collaboration, creativity and innovation because together, we can push the limits of what's possible.

Home to the world's largest children's hospital & world's largest cancer hospital, TMC delivers one baby every 20 minutes, resulting in approximately 26,280 births per calendar year. TMC begins one surgery every three minutes.

10 million	patient encounters per year
180,000+	annual surgeries
750,000	ER visits per year

9,200	total patient beds
50 million	developed square feet
13,600+	total heart surgeries
\$3 billion	in construction projects underway
106,000+	total employees
8th largest	business district in the U.S. (with 1,345 total acres)
13,600+	total heart surgeries each year

Home to the world's largest children's hospital - Texas Children's Hospital  
Home to the world's largest cancer hospital - MD Anderson Cancer Center



The original Texas Medical Center site adjacent to Hermann Hospital circa 1925.



The Texas Medical Center perspective from Hermann Hospital south today.

# The History of Texas Medical Center

**91 YEARS AGO THE TEXAS MEDICAL CENTER (TMC) TOOK THE FIRST STEPS TOWARD BECOMING THE WORLD'S LARGEST MEDICAL COMPLEX.**

Since then, TMC has pioneered medical innovations bordering on the impossible. Many of these advancements continue to change people's lives. This timeline celebrates our milestones and breakthroughs, and the profound impact they've made across the entire spectrum of patient care.

**1900** 1930 1940 1950 1960 1970 1980 1990 2000 2016

**1925** Hermann Hospital opens to the public and admits its first patient.

**1936** Monroe Anderson and trustees establish MD Anderson Foundation with \$300,000.

**1942** The University of Texas creates MD Anderson Hospital of Cancer and Research of The University of Texas, the first member institution of TMC.

**1943** The City of Houston provides 134 acres next to Hermann Hospital to establish a hospital district. Baylor University College of Medicine moves from Dallas to Houston and becomes a member of TMC.

**1950** Leopold Meyer starts building a three-story, 106-bed Texas Children's Hospital.

**1964** Dr. Michael DeBakey performs world's first coronary artery bypass procedure at The Methodist Hospital.

**1968** Dr. Denton Cooley performs one of the first heart transplants in the U.S. at Texas Heart Institute.

**1971** Texas Children's Hospital collaborates with NASA to construct plastic isolator bubble for boy born with severe immune disorder.

**1976** Hermann Hospital launches Life Flight, the first private hospital air ambulance service.

**1991** Texas Heart Institute releases first patient in the world with an electric, portable, battery-powered heart pump.

**2011** Researchers from Rice University and Baylor College of Medicine discover a way to grow blood vessels and capillaries.

**2012** Texas Children's Hospital delivers Perkins sextuplets—the only surviving sextuplets in Texas—at 30 weeks.

**2014** Over 150 member and community leaders gather to discuss the future of TMC and position it as the world's leader in life sciences.

**2014** TMC launches the Innovation Institute, the first of five institutes, developed to foster collaboration across the member institutions.

**2015** The Health Policy Institute is launched in 2015. TMC Health Policy is the second of five collaborative programs created by TMC to elevate the collective resources of its member institutions on a national and global scale.

*Photos courtesy of the Texas Medical Center and the John P. McGovern Historical Collections and Research at the TMC Library.*

## APPENDIX 8

### NRG Park

**NRG Park** (formerly **Reliant Park and Astrodomain**) is a complex in Houston, TX, USA, named after the energy company NRG Energy. It is located on Kirby Drive at the South Loop West Freeway (I-610). This complex of buildings encompasses 350 acres (1.4 km<sup>2</sup>) of land and consists of four venues: NRG Stadium, NRG Center, NRG Arena and NRG Astrodome. The complex hosts many sporting events and conventions each year, the largest of which are Houston Texans home games, and the Houston Livestock Show and Rodeo. The complex is served by the Stadium Park / Astrodome station, a light rail station on the Red Line of the METRORail light rail system. It also includes one of the world's largest parking lots (holding 26,000 total) and sees nearly 750 events yearly.

The **Houston Livestock Show and Rodeo** is dedicated to promoting agriculture, Texas youth and their education, and world class entertainment. The Rodeo relies on the active participation of 35,000 volunteers. In 2019, the Rodeo hosted 2.5 million visitors in a 24-day run and generated \$27 million for scholarships, bringing the total since 1932 to \$500 million.

# APPENDIX 9

## Land Use & Demographic Data



### Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

<b>Population Summary</b>	
2000 Total Population	40,976
2010 Total Population	44,822
2021 Total Population	52,337
2021 Group Quarters	2,944
2026 Total Population	57,071
2021-2026 Annual Rate	1.75%
2021 Total Daytime Population	172,318
Workers	147,709
Residents	24,609
<b>Household Summary</b>	
2000 Households	20,529
2000 Average Household Size	1.93
2010 Households	21,502
2010 Average Household Size	1.96
2021 Households	25,251
2021 Average Household Size	1.96
2026 Households	27,573
2026 Average Household Size	1.96
2021-2026 Annual Rate	1.77%
2010 Families	9,446
2010 Average Family Size	2.82
2021 Families	10,846
2021 Average Family Size	2.83
2026 Families	11,879
2026 Average Family Size	2.83
2021-2026 Annual Rate	1.84%
<b>Housing Unit Summary</b>	
2000 Housing Units	22,644
Owner Occupied Housing Units	32.4%
Renter Occupied Housing Units	58.2%
Vacant Housing Units	9.3%
2010 Housing Units	24,776
Owner Occupied Housing Units	31.9%
Renter Occupied Housing Units	54.9%
Vacant Housing Units	13.2%
2021 Housing Units	28,430
Owner Occupied Housing Units	28.1%
Renter Occupied Housing Units	60.7%
Vacant Housing Units	11.2%
2026 Housing Units	30,828
Owner Occupied Housing Units	27.8%
Renter Occupied Housing Units	61.6%
Vacant Housing Units	10.6%
<b>Median Household Income</b>	
2021	\$67,472
2026	\$72,992
<b>Median Home Value</b>	
2021	\$594,643
2026	\$619,355
<b>Per Capita Income</b>	
2021	\$58,740
2026	\$63,026
<b>Median Age</b>	
2010	31.9
2021	33.1
2026	32.8

**Data Note:** Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

November 04, 2021





## Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

<b>2021 Households by Income</b>	
Household Income Base	25,249
<\$15,000	13.8%
\$15,000 - \$24,999	5.9%
\$25,000 - \$34,999	6.5%
\$35,000 - \$49,999	9.9%
\$50,000 - \$74,999	18.2%
\$75,000 - \$99,999	11.1%
\$100,000 - \$149,999	12.5%
\$150,000 - \$199,999	5.6%
\$200,000+	16.6%
Average Household Income	\$121,203
<b>2026 Households by Income</b>	
Household Income Base	27,571
<\$15,000	12.0%
\$15,000 - \$24,999	5.2%
\$25,000 - \$34,999	6.1%
\$35,000 - \$49,999	9.1%
\$50,000 - \$74,999	18.7%
\$75,000 - \$99,999	11.8%
\$100,000 - \$149,999	14.0%
\$150,000 - \$199,999	6.4%
\$200,000+	16.8%
Average Household Income	\$129,856
<b>2021 Owner Occupied Housing Units by Value</b>	
Total	7,977
<\$50,000	0.6%
\$50,000 - \$99,999	1.9%
\$100,000 - \$149,999	5.2%
\$150,000 - \$199,999	7.2%
\$200,000 - \$249,999	5.3%
\$250,000 - \$299,999	6.3%
\$300,000 - \$399,999	7.5%
\$400,000 - \$499,999	9.6%
\$500,000 - \$749,999	16.7%
\$750,000 - \$999,999	13.3%
\$1,000,000 - \$1,499,999	16.0%
\$1,500,000 - \$1,999,999	6.8%
\$2,000,000 +	3.6%
Average Home Value	\$739,247
<b>2026 Owner Occupied Housing Units by Value</b>	
Total	8,564
<\$50,000	0.2%
\$50,000 - \$99,999	0.8%
\$100,000 - \$149,999	1.1%
\$150,000 - \$199,999	5.0%
\$200,000 - \$249,999	4.7%
\$250,000 - \$299,999	8.6%
\$300,000 - \$399,999	8.7%
\$400,000 - \$499,999	11.5%
\$500,000 - \$749,999	19.7%
\$750,000 - \$999,999	11.4%
\$1,000,000 - \$1,499,999	18.0%
\$1,500,000 - \$1,999,999	7.0%
\$2,000,000 +	3.4%
Average Home Value	\$772,513

**Data Note:** Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

November 04, 2021



# Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

<b>2010 Population by Age</b>	
Total	44,824
0 - 4	6.2%
5 - 9	4.8%
10 - 14	3.5%
15 - 24	15.5%
25 - 34	27.2%
35 - 44	14.0%
45 - 54	11.1%
55 - 64	9.6%
65 - 74	4.3%
75 - 84	2.2%
85 +	1.6%
18 +	83.5%
<b>2021 Population by Age</b>	
Total	52,336
0 - 4	5.1%
5 - 9	4.4%
10 - 14	4.3%
15 - 24	15.3%
25 - 34	25.3%
35 - 44	14.3%
45 - 54	10.2%
55 - 64	9.5%
65 - 74	6.9%
75 - 84	3.3%
85 +	1.5%
18 +	83.7%
<b>2026 Population by Age</b>	
Total	57,069
0 - 4	5.3%
5 - 9	4.3%
10 - 14	3.8%
15 - 24	15.8%
25 - 34	25.5%
35 - 44	14.1%
45 - 54	10.2%
55 - 64	8.5%
65 - 74	7.0%
75 - 84	4.0%
85 +	1.5%
18 +	84.4%
<b>2010 Population by Sex</b>	
Males	21,794
Females	23,028
<b>2021 Population by Sex</b>	
Males	25,726
Females	26,610
<b>2026 Population by Sex</b>	
Males	27,969
Females	29,101

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

November 04, 2021



## Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

<b>2010 Population by Race/Ethnicity</b>	
Total	44,822
White Alone	56.3%
Black Alone	16.6%
American Indian Alone	0.2%
Asian Alone	21.9%
Pacific Islander Alone	0.1%
Some Other Race Alone	2.4%
Two or More Races	2.6%
Hispanic Origin	10.5%
Diversity Index	68.1
<b>2021 Population by Race/Ethnicity</b>	
Total	52,337
White Alone	50.2%
Black Alone	16.9%
American Indian Alone	0.2%
Asian Alone	26.1%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.0%
Two or More Races	3.5%
Hispanic Origin	13.2%
Diversity Index	73.1
<b>2026 Population by Race/Ethnicity</b>	
Total	57,069
White Alone	47.6%
Black Alone	17.1%
American Indian Alone	0.2%
Asian Alone	27.9%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.2%
Two or More Races	3.9%
Hispanic Origin	14.7%
Diversity Index	75.0
<b>2010 Population by Relationship and Household Type</b>	
Total	44,822
In Households	94.0%
In Family Households	60.4%
Householder	21.1%
Spouse	16.4%
Child	19.1%
Other relative	2.9%
Nonrelative	0.9%
In Nonfamily Households	33.6%
In Group Quarters	6.0%
Institutionalized Population	0.8%
Noninstitutionalized Population	5.3%

**Data Note:** Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

November 04, 2021



## Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

### 2021 Population 25+ by Educational Attainment

Total	37,077
Less than 9th Grade	1.0%
9th - 12th Grade, No Diploma	1.5%
High School Graduate	5.7%
GED/Alternative Credential	0.5%
Some College, No Degree	11.0%
Associate Degree	5.4%
Bachelor's Degree	31.3%
Graduate/Professional Degree	43.5%

### 2021 Population 15+ by Marital Status

Total	45,094
Never Married	44.4%
Married	45.2%
Widowed	2.8%
Divorced	7.6%

### 2021 Civilian Population 16+ in Labor Force

Civilian Population 16+	29,787
Population 16+ Employed	93.7%
Population 16+ Unemployment rate	6.3%
Population 16-24 Employed	11.1%
Population 16-24 Unemployment rate	9.6%
Population 25-54 Employed	70.6%
Population 25-54 Unemployment rate	5.3%
Population 55-64 Employed	12.0%
Population 55-64 Unemployment rate	10.2%
Population 65+ Employed	6.3%
Population 65+ Unemployment rate	3.5%

### 2021 Employed Population 16+ by Industry

Total	27,903
Agriculture/Mining	2.6%
Construction	2.3%
Manufacturing	3.3%
Wholesale Trade	2.4%
Retail Trade	5.2%
Transportation/Utilities	3.2%
Information	0.9%
Finance/Insurance/Real Estate	6.6%
Services	71.5%
Public Administration	2.1%

### 2021 Employed Population 16+ by Occupation

Total	27,901
White Collar	88.0%
Management/Business/Financial	22.4%
Professional	54.1%
Sales	4.8%
Administrative Support	6.7%
Services	7.0%
Blue Collar	5.0%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	0.9%
Installation/Maintenance/Repair	0.4%
Production	1.5%
Transportation/Material Moving	2.1%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

November 04, 2021



## Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

<b>2010 Households by Type</b>	
Total	21,502
Households with 1 Person	44.7%
Households with 2+ People	55.3%
Family Households	43.9%
Husband-wife Families	34.1%
With Related Children	15.4%
Other Family (No Spouse Present)	9.9%
Other Family with Male	2.4%
With Related Children	1.0%
Other Family with Female	7.4%
With Related Children	4.2%
Nonfamily Households	11.3%
All Households with Children	20.7%
Multigenerational Households	1.3%
Unmarried Partner Households	4.7%
Male-female	3.9%
Same-sex	0.7%
<b>2010 Households by Size</b>	
Total	21,502
1 Person Household	44.7%
2 Person Household	31.7%
3 Person Household	11.7%
4 Person Household	8.3%
5 Person Household	2.6%
6 Person Household	0.6%
7 + Person Household	0.3%
<b>2010 Households by Tenure and Mortgage Status</b>	
Total	21,502
Owner Occupied	36.8%
Owned with a Mortgage/Loan	25.0%
Owned Free and Clear	11.8%
Renter Occupied	63.2%
<b>2021 Affordability, Mortgage and Wealth</b>	
Housing Affordability Index	55
Percent of Income for Mortgage	37.0%
Wealth Index	120
<b>2010 Housing Units By Urban/ Rural Status</b>	
Total Housing Units	24,776
Housing Units Inside Urbanized Area	100.0%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	0.0%
<b>2010 Population By Urban/ Rural Status</b>	
Total Population	44,822
Population Inside Urbanized Area	100.0%
Population Inside Urbanized Cluster	0.0%
Rural Population	0.0%

**Data Note:** Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

November 04, 2021



## Community Profile

SMA AOI One Mile Buffer  
Area: 7.8 square miles

Prepared by Esri

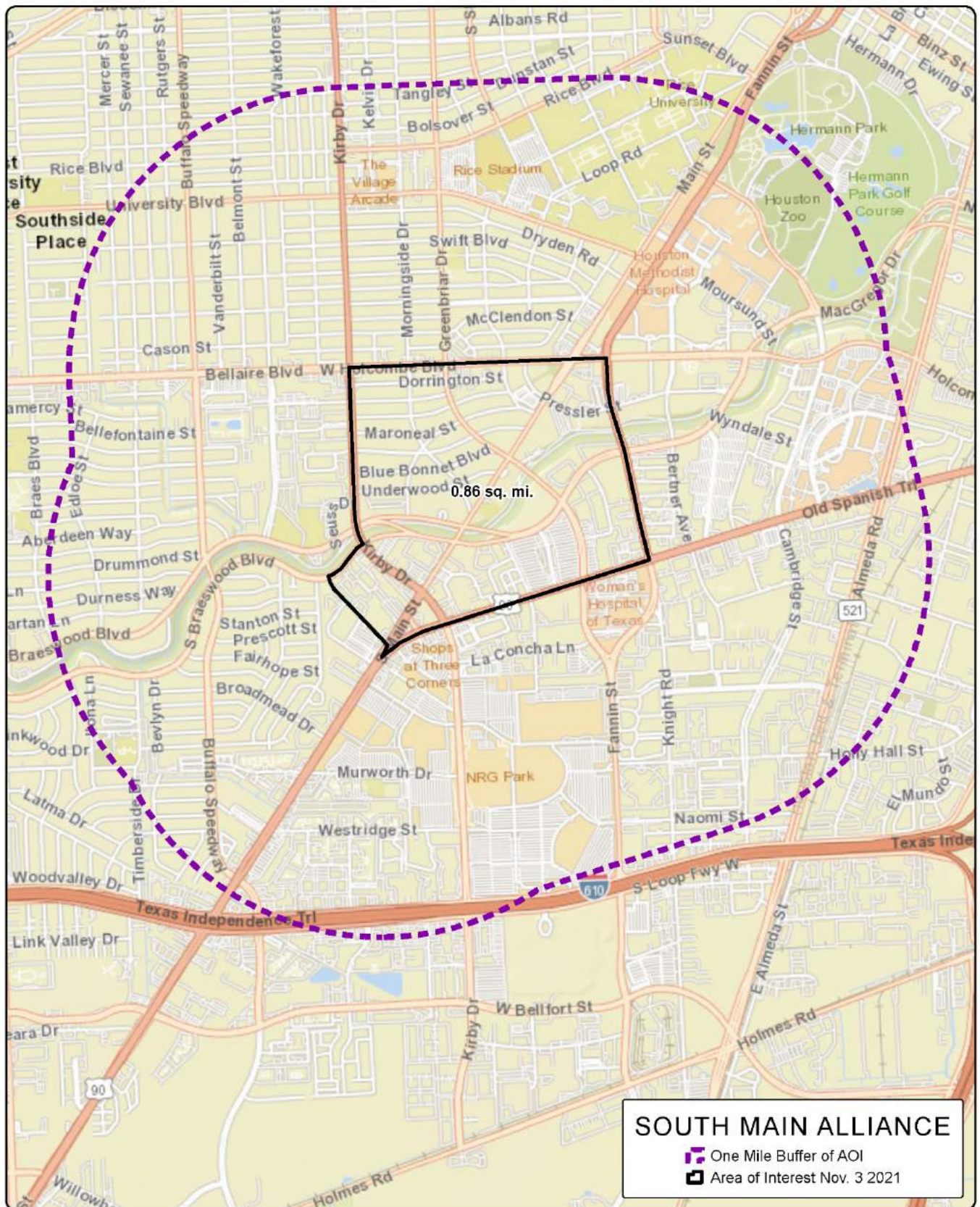
Top 3 Tapestry Segments	
1.	Metro Renters (3B)
2.	Young and Restless (11B)
3.	Laptops and Lattes (3A)
2021 Consumer Spending	
Apparel & Services: Total \$	\$74,232,466
Average Spent	\$2,939.78
Spending Potential Index	139
Education: Total \$	\$64,955,318
Average Spent	\$2,572.39
Spending Potential Index	149
Entertainment/Recreation: Total \$	\$101,680,938
Average Spent	\$4,026.81
Spending Potential Index	125
Food at Home: Total \$	\$177,771,838
Average Spent	\$7,040.19
Spending Potential Index	129
Food Away from Home: Total \$	\$133,135,632
Average Spent	\$5,272.49
Spending Potential Index	139
Health Care: Total \$	\$179,933,009
Average Spent	\$7,125.78
Spending Potential Index	114
HH Furnishings & Equipment: Total \$	\$71,547,189
Average Spent	\$2,833.44
Spending Potential Index	126
Personal Care Products & Services: Total \$	\$29,973,164
Average Spent	\$1,187.01
Spending Potential Index	132
Shelter: Total \$	\$706,832,239
Average Spent	\$27,992.25
Spending Potential Index	139
Support Payments/Cash Contributions/Gifts in Kind: Total	\$67,904,452
Average Spent	\$2,689.18
Spending Potential Index	112
Travel: Total \$	\$81,089,598
Average Spent	\$3,211.34
Spending Potential Index	127
Vehicle Maintenance & Repairs: Total \$	\$34,471,559
Average Spent	\$1,365.16
Spending Potential Index	123

**Data Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

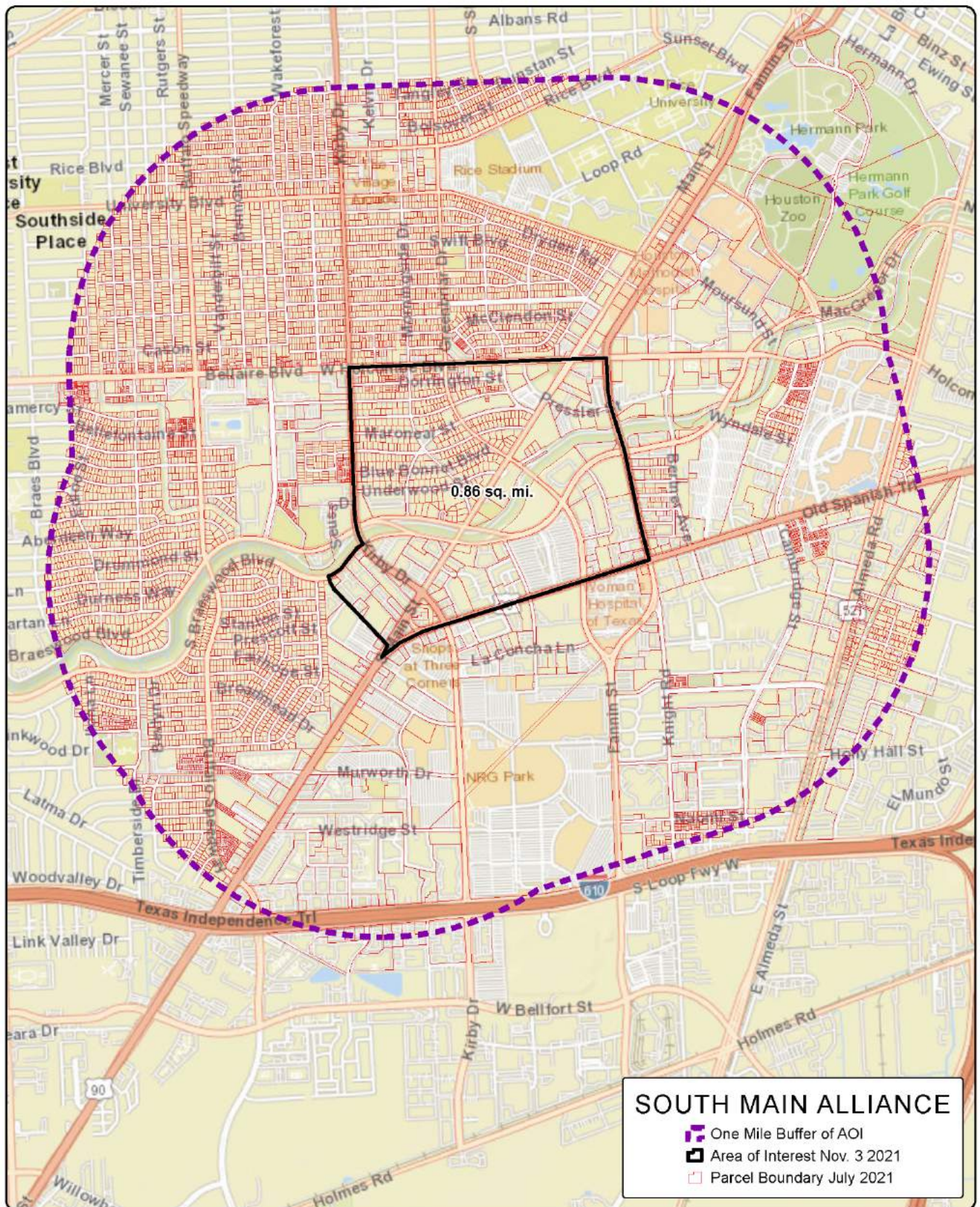
**Source:** Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics, Esri.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

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