

## NEXT STEPS: GUIDELINES AND LOCAL AREA PLANS

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The Master Plan for Buffalo Bayou will take many years to realize. Combined and separate actions by the various implementers and promoters must unfold in a sequenced progression of moves, directed by the coordinated Master Plan.

The Plan has identified key development and conservation sites, and has presented a set of actions organized by priority. These prioritized efforts intend to leverage targeted public investments by sowing the seeds for wider benefits through successive private revitalization efforts.

### Typical Street Section at Crawford “Super” Boulevard looking South



New private development projects can, however, compromise the larger public purposes of the Plan, if they infringe on public access to the Bayou and its linked open spaces, or are not responsive to the character of their neighborhoods. This section places concerns relating to compatible development in the realm of public discussion and recommends a framework for guiding development in the Bayou neighborhoods.

Key aspects of a development guidance system should include:

- A new Buffalo Bayou District introducing guidelines for development within the influence area of Buffalo Bayou.
- Local Area Plans for key development sites.
- A priority WaterView East TIRZ.
- Plans for transitional sites.

## BUFFALO BAYOU DISTRICT GUIDELINES

Guidelines prescribing development compatible with the public purposes of the Master Plan need to be developed and given regulatory authority. This effort outlines a framework for development guidelines and the issues that need to be addressed. Actual guidelines for the Buffalo Bayou District must be developed through a dedicated public process, with regulatory and jurisdictional support from the City. The ULI guidelines for the Main Street Corridor are a useful foundation on which to develop guidelines that overlay the specific concerns of the Buffalo Bayou District.

Buffalo Bayou District guidelines need to address:

- The Bayou Waterway
- Streets and Street Edges: Festival Streets, Green Streets (School Links to the Bayou), and Neighborhood/ Local Streets
- Environmentally Sound Development (Low Impact Development)
- Neighborhood Scale and Quality of Development
- Shared Facilities, such as Shared Parking
- Signage/ Wayfinding and area specific guidelines for lighting

### The Bayou Waterway

The Bayou and its banks are an important public resource, and critical to the environmental health of the region. Special considerations must be applied to the development of the Bayou's banks. In order to address flooding and water quality, a development-free corridor can be maintained along the edges of the Bayou. It is recommended that development be set back 150-feet from the waterline, or beyond

#### Guideline Issues

##### A STREET - BASED PLAN FOR BAYOU LANDS

###### Definition:

An open civic street-based plan – without gated developments – is the best means for cities to connect people and neighborhoods in an urban spirit around public streets and sidewalks.

- It orients streets to promote public frontage facing the Bayou.
- It organizes sites to interface with the street and its combination of public and private activity.
- It is built-out to achieve consistent scale and character among different buildings and times, which unifies individualized architecture and brings different heights and scales into a varied but harmonious whole.

#### Guideline Issues

##### A GOOD “LOW IMPACT “ PALETTE FOR THE BAYOU

In addition to ecological considerations, “Low impact” means building at efficient and economical densities.

Density has impact on economies and population.

Physical density is the amount of built space and human occupancy on a square foot or an acre of land .

Too-low density wastes land and resources.

Human density has impact on local markets, city revenue, street activity and on urban security.

Commercial density produces revenue for both the city and for the maintenance of more open space and amenities.

###### Benefits of a Low-Impact Design Palette:

- Promotes “soft surface” urban fabric (reduced asphalt and concrete) that respects climate and ecosystems. This includes block plans that feature courtyard buildings, roof gardens, pervious (absorbent) parking surfaces, streets with medians drained into grassy swales (absorbent ditches).
- Seeks development using high quality materials, workmanship, and design.
- Local vernacular for sub-tropical climates includes semi-open plans (“green buildings”) for natural ventilation, with the generous ceiling heights found in lofts.
- Building types include street-based townhouses, apartments above; ground floor retail, midrise, and highrise construction if it has a friendly street level design and observes eco-technology standards.

### Typical Street Section for Transit Corridor at Clinton Boulevard



the 100-year flood line, depending on whichever is greater. It is also recommended that the banks within this set-back area be held under common ownership or control, in order to provide consistent maintenance, and continuous public access.

### Streets and Street Edges

Streets within the Buffalo Bayou district are important to establishing continuity and connections between key destinations. Wide, tree-lined sidewalks will help to invite walking in a humid and car-oriented city. Pedestrian traffic translates directly into purchasing power. In a city of goods and services, people who walk are people who buy, eat and drink, support culture, and who socialize, keep watch over public safety, and draw more people to the streets and increase public investment in the city. In Houston, as evidenced by the Cotswold streets project, as in other cities that are drained by sprawling suburban growth, there is growing awareness of the importance of pedestrianization as key to downtown revitalization. Guidelines for the Buffalo Bayou District need to apply this pioneering effort to greater and targeted impact. Key connections, such as Festival Streets proposed in Downtown, can have guidelines for street frontages to create a synthetic and high-interest pedestrian environment. Retail and cultural opportunities, including culinary, night and day entertainment events, shops, restaurants and services, can be encouraged at street level. Apartments and lofts, along with business and professional offices, can be accommodated on higher floors, to maintain a mixed-use character to these key streets.

### Environmentally Sound Development

Environmentally sound development, or Low Impact Development, advocates a variety of techniques to reduce and purify stormwater runoff at the source. By changing the way buildings, pavement and landscapes are designed and built, stormwater can be retained on site to reduce the intensity and volume of urban runoff at the Bayou. Rooftop gardens absorb stormwater and slow its flow to drainage structures at ground level. Underground storage cisterns store stormwater runoff and slowly release it, reducing the volume and speed of urban runoff. Vegetated swales slow stormwater runoff and filter out pollutants. Porous pavement allows a portion of stormwater runoff to filter back into the soil or, in the case of impermeable soils, into sand filters and underground detention basins. Bio-filters channel stormwater runoff from roads, parking lots, plazas, and pedestrian spaces below buildings into swales filled with plants where stormwater is purified before draining into underground cisterns. All of these approaches alleviate flooding.

Other low-impact development methods provide a range of environmental benefits (See 4B: Environmental Quality and the Eco-Region, pg. 97-100).



Rooftop garden at a supermarket in Germany cools and absorbs rainwater.

Landscape Architecture Magazine



Bioretention landscape in a parking lot in Maryland slows runoff.

USEPA

## Key Redevelopment Sites



### KEY

1. East Montrose Redevelopment
2. Theater District Expansion
  - a. North Site (Post Office)
  - b. South Site
3. Allen Place
4. North Canal Neighborhood
5. Gable Street Landing
6. Elysian Park
7. South Canal Neighborhood
8. Alexan Redevelopment
9. W Jensen Redevelopment/ Bayou Vista
10. Richardson Park
11. Live Oak Park



### Neighborhood Scale and a Quality of Development

The restored Buffalo Bayou needs to become integral to the Bayou neighborhoods. This can be accomplished by combining imaginative open space planning, environmental restoration and landscape architecture with the urban planning. An existing example in Houston of a well-scaled community includes the Heights Neighborhood.

### Shared Facilities

Creative siting and design of parking structures and parking lots can ensure that the restored Bayou and its banks are readily accessible by automobiles, without the associated aural or visual intrusions that are usually associated with such utilitarian structures.

### Lighting/ Signage/ Wayfinding

Lighting, signage, and wayfinding standards and guidelines are useful tools to establish visual continuity and help to define “place”. It is recommended that the key neighborhoods and destinations identified in the Plan have theme-based guidelines that establish their unique identity, while maintaining a sense of continuity throughout the Buffalo Bayou District.

## LOCAL AREA PLANS FOR KEY SITES

The WaterView area covers nearly 500 acres, and is the mixed-use center of the Buffalo Bayou District. A set of key projects critical to activating both banks of Buffalo Bayou have been identified for joint public-private development. Local area plans or Planned Unit Developments (PUDs) will be required to create these planned developments. Development capacities for these key sites are illustrated in the Development Capacities table in this chapter. Illustrative plans for these sites are included in Section 4A: Urban Development and Design Plan. Detailed feasibility studies for these sites will be required before they are developed, to adjust to evolving local ownership and market conditions.

Some key waterfront development sites identified here fall partly or wholly within existing TIRZs whose primary mandate and focus has not been the revitalization of Buffalo Bayou and its bank-edge sites. If the boundaries of existing TIRZs are expanded to incorporate key new sites, some readjustment of priorities and redirection of expanded revenues reflecting the enlarged mandate of these TIRZs will be required to achieve the responsible and coordinated development of both banks of Buffalo Bayou.



Parking structures can blend into neighborhoods (Garage, Rochester, NY)

### Guideline Issues

#### WHAT'S GOOD ABOUT DENSITY?

A city of measurably low density, like Houston, is paying for extensive networks of infrastructure sprawled over large areas – roads, utilities, and public services – that can support more people than are there to pay for them. The consequence of low density is lower tax revenue to carry city budgets, which translates into higher taxes spread among the existing users.

In every downtown Houston neighborhood, there are areas where the rhythmic fabric of homes and buildings is interrupted by vacant lots, parking lots and abandoned structures. This contributes to low density, unsafe streets, poor pedestrian activity, and above all low revenue return to the City, which burdens all other taxpayers in their share of city expenses.

#### INFILL OPPORTUNITIES

Seizing opportunities for infill residential development on such sites – and stimulating them by incentives – will benefit both community coherence and quality. This applies to commercial and residential lands, where infill building can have major impact at the neighborhood level and on the service of the city as a whole. Increased density need not be related to height at all. It is often the result of simply activating vacant sites, filling voids, making more compact designs, and accommodating more uses on currently underbuilt sites. The Plan envisions increased density that does not require high-rise building, that does not violate historic character and scale, that does not dominate the scenic Bayou landscape, and nonetheless makes downtown Houston a richer, more rewarding and more vital place to live, work, and spend leisure time.

## Existing and Proposed TIRZs



KEY

- 1. East Montrose Redevelopment
- 2. Theater District Expansion
  - a. North Site (Post Office)
  - b. South Site
- 3. Allen Place
- 4. North Canal Neighborhood
- 5. Gable Street Landing
- 6. Elysian Park
- 7. South Canal Neighborhood

- KEY REDEVELOPMENT SITES
- EXISTING TIRZs
- PROPOSED NEW TIRZ
- KEY SITES AREAS WITHIN EXISTING TIRZs



Key Redevelopment Sites: Potential Development Capacity								
		Site Area (Acres)	Proposed Redevelopment Program (GSF)					
		Total	Residential	Office	Retail	Hotel	Inst./ Cultural	
1	East Montrose Redevelopment	25.8	1,639,600	1,059,800	302,800	151,400	0	0
2	Theater District Expansion							
	a. North Site (Post Office)	25.6	2,818,400	1,471,520	0	323,130	197,750	575,000
	b. South Site	23.5	1,341,500	670,400	0	671,100	0	0
3	Allen Place	2.9	560,000	168,000	224,000	56,000	0	0
4	North Canal Neighborhood	26.7	1,868,400	1,158,780	223,650	184,670	0	60,800
5	Gable Street Landing	18.8	1,676,900	785,400	224,400	330,600	229,600	121,500
6	Elysian Park	30.5	2,400,200	1,363,640	966,560	70,000	0	0
7	South Canal Neighborhood	32.4	4,406,300	3,038,020	518,110	370,810	0	42,200
8	Alexan Redevelopment							
9	W. Jensen Redevelopment/Bayou Vista	30.7	1,896,800	1,658,480	222,520	15,800	0	0
10	Richardson Park	136.8	5,830,850	2,503,350	2,142,000	22,500	238,500	686,000
11	Live Oak Park	121.4	3,078,200	2,949,200	64,500	64,500	0	0
Total		474.1	27,517,150	16,826,590	4,888,540	2,260,510	665,850	1,485,500

## WaterView East TIRZ: Illustrative Plan



## **WATERVIEW EAST TIRZ**

A priority 315-acre WaterView East TIRZ is proposed as a framework for the development of sites in the East End. The priority WaterView East TIRZ is proposed with jurisdictional boundaries that exclude areas already included in existing TIRZs. The WaterView East TIRZ comprises four discreet sites on the north and south banks of Buffalo Bayou located East of US-59 and Clayton Homes, and bordered on the East by Hirsch and York Streets. A TIRZ including these sites can help to draw redevelopment to the East Sector, creating a new high quality neighborhood with Buffalo Bayou at its center. This priority project, to be developed by a joint public-private partnership, can help to demonstrate the key objectives and strategies of the plan and spur the revitalization of the East End, with its enormous land resources.

The sites proposed for the WaterView East TIRZ include:

### **Richardson Park**

This 137-acre key site on the north side of Buffalo Bayou is bounded by Jensen Street on the West, Clinton Street on the North, and Hirsch Street on the East, and is comprised of two major holdings: the Halliburton site (formerly Brown & Root), and the Montgomery Ward site. As a gateway to the Bayou for the Fifth Ward, public open space leading to the Bayou can be a key element structuring the plan for this area. The conceptual plan for the area, if available, (See WaterView East TIRZ: Illustrative Plan), proposes a community Village Green, a multi-purpose open space with a focus on neighborhood-level gatherings, markets, and fairs, and the occasional overflow parking for special events on the Bayou.

### **Live Oak Park**

On the south bank of Buffalo Bayou facing the Richardson Park, this 121-acre site includes a combination of smaller holdings along the Bayou. These holdings are largely under-utilized industrial sites on potentially prime waterfront property. The conceptual plan for this area proposes a neighborhood park along Kennedy Street for the existing community to the site's south, while providing public access to the waterfront along North Live Oak Street.

### **Alexan Redevelopment**

The Alexan Redevelopment (formerly El Mercado) is presently slated for redevelopment as housing, and includes two properties, the Alexan Lofts, an adaptive reuse of the old Mercado building, to be developed by Trammel Crow, and new town-homes to its East, to be developed by Perry Homes (See Chapter 1: Existing Conditions and Efforts, page 18).

### **West Jensen/Bayou Vista Redevelopment**

This 31-acre site located west of Jensen Street on the north bank of Buffalo Bayou is comprised of two key holdings, both presently slated for redevelopment as housing. One of the two holdings is presently being planned for medium density housing under the name Bayou Vista. The conceptual plan for the WaterView East TIRZ (See WaterView East TIRZ: Illustrative Plan), proposes loft housing along the northern part of the site with a significant percentage of live-work units. The southern part is well sited to capitalize on the views of the Skyline District and the Bayou. Mid-rise condominium and apartment buildings are proposed around a consolidated open space facing the Bayou. Framing these redevelopment sites are a set of public open spaces which include:

### **Symphony Island Performance Center**

Programmed for audiences up to 25,000: up to 10,000 on grassy amphitheater-type seating, and an additional 15,000 on lawn seating, this open-air performance center is a new venue for outdoor performances and events, a “Tanglewood of Texas.”

### **Buffalo Bayou Wetlands Park at Navigation and York**

This 63-acre park is a key element of the proposed 343-acre Turkey Bend Ecology Park (See 4D: Landscape Plan). This site groups presently underutilized industrial holdings, some of which have already been acquired under the Buffalo Bayou Partnership’s program of land acquisition for public open space.

### **A Reconfigured Guadalupe Park**

Conceptual plans for the South Canal (See 4C: Flood Management Plan) propose the expansion and reconfiguration of Guadalupe Plaza. It should be extended on City-owned land between the Alexan site and the Bayou, to provide graded banks along the Bayou with grassed amphitheater seating. Similar landscaping on the north bank of the West Jensen redevelopment called Bayou Vista, will create a Bayou-side viewing area for water-based events. Landings on both sides of the Bayou with improved access up to bank-level amenities and parking are proposed to attract greater recreational use.

### **WaterView East TIRZ Illustrative Pro Forma**

The following Illustrative Pro Forma for the WaterView District East TIRZ relies on these key assumptions:

- Exclusion of off-site trunk infrastructure costs.
- Exclusion of demolition/brownfield clean-up costs.

- The ability of the area to generate rent premiums over time based on new public investment.
- The ability of the area to capture the entire estimated residential market potential and half of the office potential for the Bayou over the next 20 years.
- Substantial public investment in the area to offset development costs in the order of \$85 million.

The analysis clearly indicates that with substantial public investment the development economics are favorable, with an Internal Rate of Return of around 10 percent. In addition to the pro forma analysis, the Plan also conducted an analysis of the anticipated fiscal revenues attributable to the development. These are summarized in the chart on the next page. The chart indicates that the development is capable of generating substantial public revenues, which the Plan conservatively estimates at around \$85 million. To place this in context, total 20-year development costs are estimated at around \$900 million.

The public investment line item included in the pro forma (next page) approximates the values in the chart. However, as the Plan has previously indicated, funds could be from a number of sources, most notably Harris County Flood Control, Federal and/or State special appropriations, special bonding, and a regional assessment for Bayou-related infrastructure.

This analysis is necessarily conservative, in that it bases a long-term future on relatively short-term market and economic trends. As has been seen before in large-scale urban redevelopment planning, improvement of the Bayou corridor has the potential to alter the marketplace fundamentally. A more optimistic economic future could mean a stronger private-sector response that would likely lessen the need for public investment.

### WaterView East TIRZ Supportable Investment

<b>City of Houston Incremental Property Tax Revenues and Supportable Investment</b>				
	Yr. 0-5	Yr. 6-10	Yr. 11-15	Yr. 16-20
Expected Tax Impact (Avg. Annual Revenues)	\$1.2 m	\$3.1 m	\$4.4 m	\$5.1 m
Capitalized Value of Incremental Revenue (at 8%)	\$14.5 m	\$38.2 m	\$54.6 m	\$63.3 m
Supportable Public Investment (at 50 percent)	\$7.3 m	\$19.1 m	\$27.3 m	\$31.7 m

## PLANNING FOR TRANSITIONAL SITES

A number of areas surrounding the identified key development sites can be expected to be activated as investments in key sites are made, and the benefits of area-wide environmental and infrastructural improvements are seen. While the activation of these sites can be expected to take many years, possibly beyond the 20-year horizon of this Master Plan, plans for development, followed by the reservation and acquisition of lands for infrastructure and open space, need to be made in the present time frame, to allow for value-added development in the future.

WaterView East TIRZ: 20-year Development Pro Forma

In Current Uninflated Dollars (000's)

Variable	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<i>Development Costs</i>											
Office	(\$29,147)	(\$29,147)	(\$29,147)	(\$29,147)	(\$29,147)	(\$29,147)	(\$52,464)	(\$52,464)	(\$52,464)	(\$52,464)	(\$52,464)
Residential	(\$8,580)	(\$8,580)	(\$8,580)	(\$8,580)	(\$8,580)	(\$8,580)	(\$20,592)	(\$20,592)	(\$20,592)	(\$20,592)	(\$20,592)
Retail	\$0	\$0	\$0	\$0	\$0	\$0	(\$2,708)	(\$2,708)	(\$2,708)	(\$2,708)	(\$2,708)
Hotel	\$0	\$0	(\$57,600)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total	(\$37,727)	(\$37,727)	(\$95,327)	(\$37,727)	(\$37,727)	(\$37,727)	(\$75,764)	(\$75,764)	(\$75,764)	(\$75,764)	(\$75,764)
<i>Net Revenues (1)</i>											
Office	\$0	\$2,630	\$5,656	\$9,120	\$13,071	\$16,748	\$20,600	\$27,449	\$34,628	\$42,149	\$50,024
Residential	\$0	\$88	\$189	\$304	\$436	\$586	\$756	\$1,138	\$1,572	\$2,066	\$2,625
Retail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$556	\$1,140	\$1,753	\$2,395
Hotel	\$0	\$0	\$0	\$6,426	\$6,522	\$6,620	\$6,720	\$6,820	\$6,923	\$7,026	\$7,132
Sub-Total	\$0	\$2,718	\$5,844	\$15,850	\$20,030	\$23,954	\$28,075	\$35,963	\$44,263	\$52,994	\$62,176
Public Investment	\$7,000					\$19,000					
Net Operating Income	(\$30,727)	(\$35,008)	(\$89,482)	(\$21,877)	(\$17,697)	\$5,227	(\$47,689)	(\$39,801)	(\$31,501)	(\$22,770)	(\$13,588)
<i>Variable</i>											
	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Total
<i>Development Costs</i>											
Office	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$437,200)
Residential	(\$20,592)	(\$20,592)	(\$20,592)	(\$20,592)	(\$20,592)	(\$25,740)	(\$25,740)	(\$25,740)	(\$25,740)	(\$25,740)	(\$386,099)
Retail	(\$5,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$18,542)
Hotel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$57,600)
Sub-Total	(\$25,592)	(\$20,592)	(\$20,592)	(\$20,592)	(\$20,592)	(\$25,740)	(\$25,740)	(\$25,740)	(\$25,740)	(\$25,740)	(\$899,441)
<i>Net Revenues</i>											
Office	\$58,267	\$59,723	\$61,216	\$62,747	\$64,315	\$65,923	\$66,912	\$67,916	\$68,935	\$69,969	\$867,997
Residential	\$3,256	\$3,967	\$4,766	\$5,663	\$6,667	\$7,790	\$9,212	\$10,804	\$12,582	\$14,566	\$89,032
Retail	\$3,069	\$3,775	\$3,869	\$3,966	\$4,065	\$4,166	\$4,229	\$4,292	\$4,357	\$4,422	\$46,053
Hotel	\$7,239	\$7,347	\$7,458	\$7,569	\$7,683	\$7,798	\$7,915	\$8,034	\$8,155	\$8,277	\$131,665
Sub-Total	\$71,830	\$74,812	\$77,309	\$79,945	\$82,730	\$85,679	\$88,269	\$91,046	\$94,028	\$97,234	\$1,134,747
Public Investment	\$27,000					\$32,000					
Net Operating Income	\$73,238	\$54,220	\$56,717	\$59,353	\$62,139	\$91,939	\$62,529	\$65,306	\$68,288	\$71,494	\$665,221
Net Present Value @ 10%											\$6,338

(1) Revenues inflated by 7.5% years 1 through 3, 2.5% years 4 through 15, and 1.5% thereafter.



# APPENDIX

Supplemental Technical Reports detailing the findings of the Master Plan Report available on request from Buffalo Bayou Partnership.

## TECHNICAL REPORTS

- A. Environmental Quality and the Eco-region (Turner Collie & Braden)
- B. Hydrology & Hydraulics (Turner Collie & Braden/ Harris County Flood Control District)
- C. Bayou Access and Transportation (Sunland Engineering)
- D. Water-based Activities (International Waterfront Group)

## List of Participants

Through a series of major workshops, neighborhood focus groups, and one-on-one meetings, the Buffalo Bayou master plan consultant team has secured input about Buffalo bayou's redevelopment from a cross section of the Houston community. Among the civic groups, governmental agencies, and other entities that have participated in the planning process are:

American Institute of Architects/Houston Chapter  
 Art & Environmental Architecture  
 Asia Society  
 Bayou Preservation Association  
 B.O.N.D.  
 The Brown Foundation  
 Buffalo Bayou Artpark  
 Center for Houston's Future  
 Central Houston  
 Clark Pines Civic Club  
 Country Club Place Civic Club  
 DaCamera  
 Denver Harbor/Port Houston Super Neighborhood Council  
 DiverseWorks  
 Downtown Houston Association  
 Downtown Historic District  
 East End Super Neighborhood  
 East Sunset Heights Civic Club  
 Eastwood/Broadmoor Area Community Development Corporation  
 Eastwood/Lawndale/Wayside Super Neighborhood  
 Fifth Ward Community Redevelopment Corporation  
 First Ward Civic Council  
 FotoFest  
 Greater East End Management District  
 Greater Heights Alliance  
 Greater Houston Partnership  
 Greater Houston Preservation Alliance  
 Gulf Coast Institute  
 Harrisburg/Manchester/Magnolia/Pineview Super Neighborhood Council

Harris County Extension Service  
 The Heritage Society  
 Hobby Center Foundation  
 Houston Audubon Society  
 Houston Canoe Club  
 Houston Downtown Management District  
 Houston Endowment  
 Houston-Galveston Area Council  
 Houston Homeowner's Association  
 Houston Parks Board  
 Houston Seminar  
 Houston Quality of Life Coalition  
 Idylwood Civic Club  
 International Study for the Study of Environmental Problems  
 Lindale Park Civic Club  
 Livable Houston Initiative  
 Main Street/Market Square Redevelopment Authority  
 Memorial Drive Presbyterian Church  
 METRO  
 Mitchell Center  
 Mother Dog Studios  
 Museum of Fine Arts, Houston  
 Navigation Area Business Association  
 Neighborhood Centers  
 North Montrose Civic Association  
 Northside Management District  
 Northside Redevelopment Center  
 Northside Village Super Neighborhood Council  
 Oaklawn/Fullerton Civic Association  
 Old Sixth Ward Association  
 Old West End Association  
 The Park People  
 Pleasanthill Community Development Corporation  
 The Powell Foundation  
 Rice Design Alliance  
 Rice University Rowing Club  
 Rice University School of Architecture  
 Rockwell Fund

San Jacinto Historical Commission  
 San Jacinto Museum of History  
 Second Ward Residents Association  
 Shady Acres Civic Club  
 Silverdale Civic Club  
 Sixth Ward Tax Increment Reinvestment Zone  
 Texas Executive Women  
 Theatre District Association  
 The Metropolitan Organization  
 Timbergrove Manor Civic Club  
 Trees for Houston  
 Scenic Houston  
 Sons of the Republic of Texas/San Jacinto Chapter  
 Talento Bilingue de Houston  
 2012 Foundation  
 University of Houston-Downtown  
 University of Houston School of Architecture  
 Washington Avenue Coalition  
 Washington on Wescott  
 White Oak Bayou Association  
 Wildlife Habitat Council  
 The Wortham Foundation

Governmental Agencies

City of Houston Brownfields Program  
 City of Houston Building Services Department  
 City of Houston Convention & Entertainment Facilities Department  
 City of Houston Historic and Archeological Commission  
 City of Houston Municipal Arts Commission  
 City of Houston Parks & Recreation Department  
 City of Houston Planning & Development Department  
 City of Houston Public Works & Engineering Department  
 Cultural Arts Council of Houston/Harris County  
 Harris County Flood Control District  
 Harris County Flood Control Task Force  
 Harris County Public Infrastructure Department  
 Housing Authority of the City of Houston

Port of Houston Authority  
 U.S. Natural Resources Conservation Service

Buffalo Bayou Master Plan Steering Committee

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 Kay Crooker, Buffalo Bayou Partnership Co-chair  
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 Harvey Clemons, Jr., Fifth Ward Community Redevelopment Corporation  
 Ramona Davis, Greater Houston Preservation Alliance  
 Robert M. Eury, Central Houston  
 Mary Margaret Hansen, Greater East End Management District  
 Guy Hagstette, Houston Downtown Management District  
 Susan Keeton, Buffalo Bayou Partnership  
 Sara Kellner, DiverseWorks  
 Yolanda Navarro, Navigation Area Business Association  
 Kelley Parker, Cushman & Wakefield of Texas  
 Vicki Rivers, Main Street/Market Square Redevelopment Authority  
 Max Schuette, Buffalo Bayou Partnership  
 Louis Sklar, Hines  
 Dick Weekley, Houston Quality of Life Coalition

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The Honorable Jim Fonteno, Harris County Precinct Two  
Guy Hagstette, Houston Downtown Management District  
Pat Henry, Texas Department of Transportation  
Artie Lee Hinds, City of Houston Municipal Arts Commission  
Thomas Kornegay, Port of Houston Authority  
The Honorable El Franco Lee, Harris County Precinct One

Robert M. Litke, City of Houston Planning & Development  
Department  
Barry Mandel, Theatre District Association  
Mike McClellan, White Oak Bayou Association  
Maria Munoz-Blanco, Cultural Arts Council of Houston/Harris County  
The Honorable Steve Radack, Harris County Precinct Three  
Kevin Shanley, Bayou Preservation Association  
Scott Slaney, American Society of Landscape Architects/Houston-  
Galveston Chapter  
Art Storey, Harris County Public Infrastructure Department  
Michael D. Talbott, Harris County Flood Control District  
Dawn Ulrich, City of Houston Convention & Entertainment Facilities  
Department  
Jon C. Vanden Bosch, City of Houston Public Works & Engineering  
Department  
Roxan Okan-Vick, City of Houston Parks & Recreation Department

Staff

Anne Olson  
President  
  
Aaron Tuley  
Director of Planning  
  
Leigh Cutler  
Public Relations/Special Events Assistant  
  
Sara Stevens  
Planning Assistant

## **Buffalo Bayou Master Plan Funders**

City of Houston  
Harris County  
Harris County Flood Control District  
The Wortham Foundation  
Main Street/Market Square Redevelopment Authority  
Houston Downtown Management District  
Port of Houston Authority  
Reliant Energy  
Toni and Jeff Beauchamp  
American General Corporation  
Alan Atkinson  
BP America  
C.M. Garver  
Greater East End Management District  
Halliburton/Brown & Root  
Hines  
Kirksey  
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Marsha and Sam Dodson  
Leslie Elkins  
Gerald and Karen Higdon  
Artie Lee Hinds  
Houston Chinese American Lions Club  
Lynne B. Johnson  
Susan and Richard Keeton  
Ann and Thomas R. Kelsey  
Locke, Liddell & Sapp LLP  
Anne and Dr. John Mendelsohn  
WEDGE Group Incorporated

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## **MASTER PLAN TEAM**

### **Thompson Design Group Inc. / EcoPLAN**

*Planning, Urban Design*

Jane Thompson

Pratap Talwar

Ranjan Nambiar

### **Landscape Architecture**

Dodson Associates

Harry Dodson

Peter Flinker

### **Policy and Implementation**

Armando Carbonell, Lincoln Institute of Land Policy

Robert Yaro, Regional Plan Association, NY

### **Economic Feasibility**

Patrick Phillips, Economic Research Associates, Washington, DC

### **Perspective Renderings**

Kevin Wilson

### **Sub-Consultants**

Turner Collie & Braden

Georganna Collins, *Environmental*

Alem Gebriel, *Hydrology and Hydraulics*

Carrie Eick, *Civil*

Sunland Engineering

Jerry King

*Transportation and Access Planning*

International Waterfront Group

Rudy Rodriguez

*Water-based Activities*

Vinson & Elkins

*Regulatory Analysis*

International Waterfront Center

*Workshop Facilitation*