7.0 APPENDICES

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7.1 DISTRICT VISION STATEMENT
Vision Statement

1. The District capitalizes on its central location in the metropolitan area by seizing on the special opportunities this affords the District.

2. The District has ample, available land to sustain its growth and redevelopment.

3. The District’s infrastructure, including drainage, roadways and open space, will be renewed in order to support a densifying urban fabric.

4. Economic development will remain a top priority in an effort to add a diversity of new businesses and job opportunities at every level.

5. The District will cultivate and enjoy relationships with key local, state and other governmental units, as a cornerstone of its funding and implementation strategies.

6. The District will be a leader in devising effective tools and techniques to further community benefits through public private partnerships.

7. The District will become more connected with the broadest spectrum of multi-modal transportation options that offer choice and efficiency for local and cross-town commutes.

8. The District’s transformative character, from a predominantly single-family suburban area to a denser, mixed-use community having distinctly identifiable neighborhoods, is key to its future vibrancy and long-term viability.

9. The District will be an advocate for ecological diversity and environmental sustainability, including water use, storm water management, energy use, materials, emissions, building practices, recycling / waste management and other considerations to help improve and distinguish the District.

10. The District will promote it being a highly livable, in-town, hometown with attractive and safe neighborhoods and convenient services.
7.2 ECONOMIC BASELINE SUMMARY
A. Spring Branch Economic Development Context

1. Using the definition that economic development includes the process and policies by which the management district works to improve the economic, political, and social well-being of its business members and people, the Spring Branch comp plan will use factors that not only promote business opportunity, but also seek to increase per capita income and improve the overall quality of life for the residents of the district. All of these policies and factors will need strong political support to ensure that they are successful.

2. In Spring Branch, a mature urban fabric exists which consists primarily of retail corridors, residential clusters and industrial land uses. The overall strategy moving forward is to enhance the existing environment in a variety of ways including business attraction and retention, land redevelopment and amenity creation. As a result, the management district policies of economic development should encompass three major areas:

   a. **Policies and initiatives** that support the success of existing businesses, economic stability, high employment, and sustainable growth. Efforts to achieve these goals could include facilitating access to capital, public-private partnerships, land acquisition and assembly, tax incentives, 380 agreements, development regulations such as Chapter 42 (platting, easements, storm water requirements, parks and open space, landscape regulations / tree protection, transportation, parking ordinance, etc.) as well as creating an urban design vision of the district with identifiable edges, corridors and neighborhood centers, including a ‘town center’ plaza or square along Long Point.

   b. **Programs that provide infrastructure and services** such as roadway improvements, utility upgrades and enhancements, streetscape and other public realm beautification efforts, community image and identity through the implementation of gateways, monument signs, banners, etc., additional parks and open spaces, storm water detention and flood control (in conjunction with Harris Co. Flood Control), affordable housing, apartment complex redevelopment, crime prevention, workforce training and K–12 education in the SB ISD. Many of these activities have already been undertaken by the district and should continue.
c. **Job creation and retention** through specific efforts in business finance, marketing, neighborhood development, workforce training and development, small business incubation and development, existing business retention and expansion, attraction of new businesses, technology sharing / transfer, and real estate development. This third category could be a focus of the future economic development activities in the district, putting a finer point on the strategic growth direction and goals as they are identified.

3. Spring Branch is known for its good location, relative affordability, good schools, good shopping areas particularly the I-10 frontage, solid housing stock and industrial properties. However, it is not necessarily known for a particular industry sector. A trend in successful regional economic development in recent years is the establishment of ‘industry clusters’ within the context of a thriving metropolitan economy.

In an era of ‘community competition’ attract new businesses, industry clusters have the potential to affect competition in three ways: by increasing the productivity, driving innovation in the field, and encouraging new business start-ups. In essence, these industry or business clusters are geographical areas where enough resources and expertise reaches a critical mass, giving it a competitive advantage over other places, such as the Energy Corridor, Texas Medical Center, Silicon Valley and Hollywood.

In the example of the medical center, the translational research that is done in a collaborative fashion between a university, hospital and pharmaceutical company means that the sum of the three institutions working together is greater than the individual parts working independently. Students and faculty performing research share data and knowledge with researchers at the corporation and vice versa. The hospital is used to test new therapies and can offer cutting edge treatment to its patients. The knowledge learned on the test subjects is then fed back into the research being done by the university and the corporation.

So the question in Spring Branch is “What do we want to be known for?”

4. The location of the Spring Branch district has been widely discussed as a competitive advantage. Much of this seems to be centered on the fact that the district is bound by four large transportation networks including I-10, Beltway 8, Hempstead / I-290 and I-610. However, location is also important as applied to the cluster of similar industries, specialties, access to a skilled labor force, availability of high-quality infrastructure and the introduction of technologies in order to help lower operational costs for businesses and encourage a thriving environment of commerce and entrepreneurship. Additionally, if this is achieved in Spring Branch, local services such as restaurants, retail stores, and the service trades experience growth as well, helping to develop a vibrant local economy that is a positive contribution to the larger Houston metropolitan region.
5. In addition to location being a key competitive advantage, how companies make productive use of the resources that surround them and pushing for continuous innovation is equally if not more important. In Spring Branch, the relatively low cost of land and labor costs have contributed to its success historically. In the future, as land prices, development densities, material costs, energy costs and labor costs rise, the district will have to be even more creative about how to leverage its resources to achieve the strategic economic development goals. This will need to include collaboration with or investment in the following:

   a. Federal Agencies
   b. State and Local Government (City of Houston)
   c. Other Management Districts
   d. Super-Neighborhoods
   e. Community and Neighborhood Organizations
   f. Coalitions and Non-Profits
   g. Cultural Groups and Museums
   h. Churches and other Religious Institutions
   i. Public Infrastructure (Utilities, Harris County Flood Control, Parks Board, City of Houston)
   j. Transportation (TXDOT, Harris County, METRO, City of Houston)
   k. Land Use Planning / Urban Design Vision
   l. Corporations and other Employers
   m. Manufacturers and Suppliers
   n. Warehousing and Distribution
   o. Labor Organizations
   p. Workforce Training Programs
   q. Community Colleges and Universities
   r. Sources of Capital

B. Economic Development Factors in Spring Branch

With all of the research and reports that have been completed, the question for the district moving forward is how to use this data to move forward. The recommendations in the Angelou Economics and CDS reports primarily focus on four primary areas, including:

   A. Enhancing the quality of life and visual appeal of the district
   B. Creating a vision for real estate development and neighborhood identity
   C. Assembling land and providing ‘development ready’ parcels
   D. Developing a plan to target specific industries
   E. Establishing a workforce development / education program
   F. Marketing the positive attributes to the businesses, developers and the public
Below are some of the critical factors that will be included in the comp plan as a part of the economic baseline, and will be used to formulate specific recommendations, strategies and policies that can be implemented in the future.

1. Demographics / Cultural Considerations

This is a key attribute of the district and will continue to contribute to the evolution of the economic development of the district. According to the 2010 Census, the following categories made up the ethnic distribution of the population:

- a. Hispanic or Latino 64%
- b. Caucasian 26%
- c. Asian 5%
- d. African American 4%
- e. Other 1%

Based on the prevailing views of leaders in the district, the consensus is that the number of Hispanic and Latino people living in Spring Branch is much higher, as much as 80%. This is attributed to a large number of undocumented people who are not comfortable participating in any government activities such as the Census, for fear of deportation.

The result of this is that although there is a solid middle to upper class of residents and legal citizens in the district, this increased number of undocumented people contributes to a different kind of local economy. For example, with lower wages most of these workers are living from week to week on a cash basis and are not in a position to make their purchase from the large, national retailers and choose small local businesses that are more affordable. The other consideration is to think about providing venues that support social interaction, such as organized / legal / clean flea markets, temporary events, public plazas and the ‘town center’ idea somewhere along Long Point.

Regarding the Korean population, it seems that this group may wield more influence in their presence of churches and retail establishments than in actual population numbers. According to the 2010 U.S. Census there are over 280,000 Asians living in the Houston metro area. The area’s four largest Asian communities include the Vietnamese (28.7% of total Asian pop.), Indian / Pakistani (18%), Chinese / Taiwanese (16%) and Filipinos (8%). This means that of the 5% population of Asian cultures represented in the Census for Spring Branch, that a small number of people who live in the District are likely to be Korean.

Dr. Stephen Klineberg, Co-Director of the Kinder Institute for Urban Research, states in a recent article in the Houston Chronicle states that the Asian population is generally economically successful and highly educated, with 40% being Christians, 40% other religions and the balance not practicing any faith. It was noted that 2/3 of the Korean population is Protestant. As a
result, if more of the Asian and Korean population begins to live in Spring Branch, it could change the local economy toward more culturally relevant establishments.

2. Transportation / Transit

From an Interstate highway perspective, this is one of the greatest assets of the District. As previously mentioned, it is well-served by four of Houston’s primary automobile thoroughfares. The I-10 reconstruction has provided even better access along the southern portion of the district and it has spurred a great deal of retail development. However, these improvements have come at a cost to the image and identity of this edge of the district – there are virtually no trees or meaningful open spaces (esplanades, medians, parkways, etc.) or entry gateways and community identifier elements along the frontage road. This could be dramatically improved as a part of the streetscape and urban design program.

The Beltway 8 frontage is experiencing significant transformation as many vacant parcels are developed and industrial properties are redeveloped. Since this trend is likely to continue, urban design standards as well as community identity will be important. Similarly, as the I-290 reconstruction ramps up, this will be an opportunity to capture the entry portals from the interstate and along the Hempstead corridor to reinforce the edges of the district. The I-610 frontage is currently under construction and will be completed by 2014. Great opportunities exist to redevelop the properties in this area, increasing the diversity of the land uses and the density of the built-up area.

The arterial corridors through the district (Gessner, Blalock, Bingle, Antoine, Clay, Kempwood, Long Point, etc.) seem to function well enough from a traffic perspective. However, most of them lack a sense of continuity in terms of streetscape, community identity, lighting, pedestrian access and particularly any architectural controls. Attention to improving these corridors, as well as the primary entry points to the district, will go a long way to improving the image of Spring Branch.

Transit is a deficiency in the district. While some bus service exists, it is not easy to use a bus to travel from one side of the district to the other. Most of the time, this would involve taking a bus downtown and then coming back to a different part of the district, which could take 2 hours. Since very few people would be willing to do this, the ridership potential and transit service need to be re-assessed. This should include leveraging the NW Transit Center and the new BRT line along North Post Oak Boulevard from Uptown. Some freight rail does also exist in the district, with active spurs to some of the industrial areas. If these lines become obsolete, they could be considered as multi-modal transit corridors.

Finally, as more people are choosing alternative forms of transportation, bicycle and pedestrian facilities need to be examined. This should include on-street bike lanes on arterial streets as well as trails and pathways in utility easements and drainage corridors. These linear
connections can be utilized for cross-district commuting as well as for exercise and recreational use by residents.

3. **Land Use / Development**
   With the primary land uses in the District consisting of retail, residential and industrial properties, Spring Branch has a good foundation to build on in terms of the urban environment. Several focus areas exist to provide more land use and real estate product diversity in the future. First, the run-down and dilapidated apartment complexes that are not only unsightly, but contribute to crime must be addressed.

   This should happen in a variety of ways, which includes encouraging property owners to properly address deferred maintenance issues, increasing police and constable presence in the highly troubled areas and redeveloping some of the apartment complexes into high-quality products or other uses. Affordable housing should not be eliminated in this process, but learning from the past, it should not all be concentrated into one area. Diversity of product types and price points reduces the rich vs. poor neighborhood stereotypes.

   Second, as older single-family detached homes are renovated or demolished and re-built, along with the higher density new construction that is taking place, these new residents of the district will demand more amenities, not the least of which will be schools, high-quality parks and open space as well as civic facilities (libraries, meeting halls, recycling centers, etc.).

   Third, the demand for Class A office space and hotel rooms has begun to be addressed in Westway Park. Analysis of where additional office and hotel space should occur and the District should engage in making connections between vacant and underutilized parcels and office / hotel developers. This could also be done by facilitating land assembly, clearing and offering sites that are unencumbered to potential investors.

   Finally, no one wants to see the industrial properties or the blue collar jobs disappear. They are a vital part of the local and regional economy. However, as these facilities age and some become functionally obsolete, the district should be prepared to understand how these buildings can be re-tooled for new industries or the parcels redeveloped to accommodate new technologies and user needs. The transportation and freight rail networks greatly enhance these properties and should be maintained.

4. **Open Space / Storm Water Management**
   This is a critical issue for the District. The greater Spring Branch area has its share of small parks and open spaces, but is deficient in high-quality linear open spaces and large parks with athletic fields or a centralized recreation complex (i.e. pool, tennis courts, basketball courts, meeting space, etc.) or a nature center / preserve. As more businesses and people move into the District,
this will be an increasingly important issue. Creating a plan, identifying land that can be used for these purposes and working with owners to reserve properties for these uses and working with COH departments, Harris County and even private groups to implement some of these improvements will be imperative to achieving success.

In addition, one of the constant battles in Houston is storm water management. This is true for hurricanes as well as normal storm events. As we continue to urbanize and increase the density of the district, the amount of impervious surfaces will also increase. As we do this, more and more storm water will have to be accommodated in the detention basins and drainage channels. The district should consider encouraging Low-Impact Development (LID) techniques for private-sector construction that help to reduce the need for government entities to spend tax-payer dollars on mitigation measures. This can be achieved in a variety of ways including green roofs (particularly on large, flat industrial buildings), rain gardens, bio-swales, recharge beds and permeable pavement among others.

5. Governance / Civic Facilities
Management Districts like the one in Spring Branch provide incredible value to their local business owners and neighborhoods. Without the organizing structure of the District, it would be almost impossible to pool resources, identify issues and challenges and implement strategic improvements for the good of the people. That said, a struggle exists between the COH Planning Department and the various Management Districts over who should have control relative to land use and transportation planning as well as urban design guidelines.

The City of course feels that it has the ultimate legal jurisdiction to handle these matters, while many Management Districts feel that the City does not have the capacity or local knowledge of the local neighborhood issues in order to adequately address the critical needs of the community, including business owners and residents. The Spring Branch Management District, like all districts, is also mandated by state law to produce a comprehensive service plan every five years. Hence, it will be important to include the City in this process to ensure that political support for the comp plan initiatives comes from within the district as well as outside.

Some of the civic facilities that will be needed in the future have been discussed above, but the Spring Branch ‘town center’ is one that will need to be carefully analyzed. The desire to have a central gathering place that encourages social interaction and provides meeting space for a variety of groups is a good goal. However, we will need to determine if this is a public or private facility, how it is financed and whether it is a sustainable business venture as well as how it is managed and maintained over time. Additional considerations include whether there should be one center for such a large geographic area or multiple centers, as well as accommodating the needs of the various user groups and neighborhoods including the Hispanic / Latino, Korean and Caucasian communities.
C. Summary of Angelou Economics Business Recruitment and Marketing Strategy, dated July 2007:

1. Community Assessment
   a. The district experienced very high population growth from 1990 to 2006, adding 26,000 people at an average rate of 25.7%.
   b. 1,500 new single family housing permits were issued between 1991-2005, while 2,800 units were absorbed and the household size grew slightly from 2.88 to 3.09.
   c. The population is young, with nearly 30% being 25-44 years in age, which is higher than the national average and represents long-term economic / workforce capacity.
   d. Housing prices are lower than the Houston MSA, averaging between $80-120K for older houses on small lots and from $350K for teardowns on larger lots.
   e. At the time, most new construction was occurring in the SE portion of the district, with prices ranging from $250K to over $1 million.
   f. Location and accessibility to the regional employment centers in the Houston area is excellent, with average commute times being 5-10% shorter than other urban areas.
   g. Transit in the district and to locations outside the district is lacking. BRT from Uptown to the NW transit center will help, but serves only a small part of the population.
   h. Critical issues included:
      i. Uniting the Spring Branch leadership
      ii. Improving the Spring Branch ISD
      iii. Re-developing the large, run-down apartment complexes
      iv. Reinvigorating key commercial corridors including Long Point and Gessner
      v. Increasing public safety
      vi. Building brand / market awareness of Spring Branch
      vii. Improving the City of Houston code management

2. Business Recruitment / Marketing Strategy
   a. Target Industry Report
      i. Retail, including a mix of local, national and restaurants
      ii. Professional & Business Services, such as engineering, accounting & back office
      iii. Advanced Manufacturing, including oil / gas equipment & industrial machinery
      iv. Health Services, such as medical & rehab centers as well as home health care
      v. Distribution & Warehousing, including retail distribution / mfg. parts storage

3. Strategic Plan
   a. Economic Development Goals
      i. Enhance the quality of life and visual appeal of the district
      ii. Create a long-term vision for real estate development
      iii. Develop a target industry economic development program
iv. Establish a workforce development / education program

b. Goal #1 – Enhanced Quality of Life & Visual Appeal
   i. Fund additional police / constable presence
   ii. Create district-wide urban design & streetscape standards
   iii. Improve the visual image of Spring Branch
   iv. Implement a long term parks & open space implementation plan.
   v. Establish special events that unify the community.
   vi. Promote the accomplishments of the SB ISD schools.

c. Goal #2 – Real Estate Development Vision
   i. Identify 'commercial ready' sites and market them to developers
   ii. Use PPP to redevelop some of the apartment complexes / commercial sites
   iii. Explore long-term funding options for redevelopment
   iv. Create a ‘town center’ plan on Long Point to anchor redevelopment
   v. Work with METRO to establish better transit service
   vi. Upgrade infrastructure to accommodate target industry development

d. Goal#3 – Target Industry Economic Development Program
   i. Provide business support services to grow local businesses
   ii. Target business recruitment in the 4 primary industries – business and professional services, advanced manufacturing, health services and distribution / warehousing, with retail as a secondary focus.
   iii. Create a database of target industry prospects and send regular communication to the members of the list.
   iv. Include a strategy to attract women and minority owned businesses
   v. Establish an Entrepreneurial Association as an incubator

e. Goal #4 – Integrated Workforce & Education Program
   i. Work with the Community College system to leverage existing workforce development programs.
   ii. Establish training programs at a local community college that focus on the 4 primary target industries.
   iii. Establish a formal Council to link workforce development providers to the K-12 educational system – SB ISD and HISD.
   iv. Attract more young professionals between 25 and 44 years of age.
   v. Engage high school students who many leave the area for college to return.

4. Marketing Strategy
   a. Goals
i. Launch a marketing campaign to increase awareness of the district for internal residents and externally for the greater Houston area residents and target industry business prospects

ii. Create public policies that enhance a pro-business environment that appeals to target industries, entrepreneurs and young professionals.

b. Strategy
   i. Develop a brand and logo
   ii. Update and enhance the district web site
   iii. Create an email newsletter
   iv. Develop professional brochures and other collateral material
   v. Install community gateway signs based on the new brand / logo
   vi. Establish and internal marketing campaign

D. Key Conclusions / Recommendations of the CDS ‘State of the District’ Report, dated July, 2012:

1. Key Conclusions
   a. Population / Demographics:
      i. According to the 2010 census, the number Spring Branch households grew by 2,675 or 1.7% from the year 2000, with the average household size decreasing from 3.07 to 3.02 per residence.
      ii. Also according to the 2010 census, the population grew by 1% from 2000 to 2010 with a current total of 106,688 people, which is normal for developed areas. However, many leaders in Spring Branch believe the actual population is much higher due to many undocumented immigrants and many households not reporting an accurate number of residents in the household. Estimates based on 5+ persons per household place the population closer to 180,000.
      iii. Population is projected to increase by 2,500 residents by 2017, along with an addition of 2,200 employees.
      iv. Spring Branch has a higher percentage of Hispanic residents than the greater metropolitan Houston area. The 2010 census indicated 64% as Hispanic or Latino, with 26% Caucasian, 5% Asian, 4% African American and 1% other. However, again local leaders believe the percentage of the Hispanic population is much higher, closer to 80%.

   b. Real Estate
      i. Time after time, the overall regional location is cited as one of the key attributes to the success of Spring Branch. Essentially bound by I-10, Beltway 8, Hempstead / I-290 and I-610, access and visibility of the district is high.
ii. Counter to that is that the conditions along Long Point and property condition / land issues are often cited as problems that negatively contribute to the image.

iii. Real estate demand is strong for many different product types in the district:
   1. Many infill residential developments are planned or underway adding a diversity of unit types, replacing old industrial and multi-family stock.
   2. Class A apartments have been developed and have been successful, but most of the multi-family stock is aging and is not well maintained.
   3. Demand exists for more high-quality office space in addition to what has been recently developed in Westway Park.
   4. The Westway Park area has also added several limited service hotels, and as more office space comes online, this trend will likely continue.
   5. Retail has greatly expanded in recent years, with the concentration being on the I-10 and I-290 frontages. The interior of the district has retail along the major thoroughfares, but lacks high-quality national retailers that are found at the edges of the district.
   6. Industrial properties are still functioning well in the northern and western parts of the district, while they are being replaced with retail and residential development in the southern and eastern portions.

iv. Vacant land and redevelopment tracts are available across the corridor, particularly in the eastern and northern sections.

v. Land values are increasing and making it more difficult for some types of development to occur.

vi. Developers interviewed were pleased with past results and optimistic about the future performance potential of their properties in the district.

vii. Development and absorption of commercial and residential property is anticipated to continue at a moderate pace through 2017.

c. Desirable Attributes of the District
   i. Satisfaction with amenities and services
   ii. Location
   iii. Access
   iv. Transportation improvements (particularly I-10)
   v. Mature trees
   vi. Safety
   vii. Quality Schools
   viii. Affordable Housing

d. Challenges / Areas for Improvement in the District
   i. Perception that lower-income populations are increasing
   ii. Perception that some properties are not being well-maintained or are run down
   iii. Aging buildings that have not been updated
iv. Multi-family residences, particularly some apartments that are distressed
v. Perception and reality of crime
vi. Unattractive retail uses along Long Point and Gessner
vii. Lack of high-quality office space
viii. The need for streetscape and other open space improvements

2. Recommendations
   a. Produce a Development Map
      i. Engage a land planner.
      ii. Analyze the district for opportunities to reinforce smaller communities within the Spring Branch area.
      iii. Define neighborhoods more clearly, with a geographic area of ¼ mile radius, define the edges and centers that include access to average daily needs such as coffee shops, convenience stores, cafes and restaurants.
      iv. Identify infill and redevelopment opportunities on a map.
      v. Publish the map to generate interest in the development community.
   b. Land Assemblage
      i. Recognize that greater change comes from assembling and clearing land.
      ii. Utilize the management district to actively assemble and clear land parcels.
      iii. Proactively market the larger / more desirable parcels to developers.
      iv. Guide the development of the parcels to be of high-quality and the land uses that are desired by the management district members.
   c. Office Space Development
      i. Recognize a shortage of Class A office space
      ii. Focus on space for medical office buildings and law firms
      iii. Promote large facilities for corporate users.
      iv. Produce marketing materials illustrating the demand to developers
   d. Beautification Efforts
      i. Improvements to date have had a positive impact and have been well-received
      ii. Streetscape work and branding initiatives have been particularly successful
      iii. Long Point is the primary target of future cleanup and beautification
      iv. Engage business owners in these efforts so private property and the public right-of-way are improved simultaneously and to the same quality level
      v. Consider façade improvement grants to business owners
   e. Marketing
      i. Promote the ‘value’ of living in Spring Branch
      ii. Excellent residential and commercial real estate prices for the product
iii. Located in a well-priced, close-in, urban community
iv. Close proximity to retail, restaurants and regional employment centers,
   including the following examples:
   1. Class A apartments a better value than comparable properties closer in
   2. New higher-density infill single-family homes priced at or below $200K
   3. Resale homes priced at $150K and less
v. Marketing the affordable housing will attract residential buyers, which in turn
   produces demand for retail and other commercial properties.

E. Observations / Comments of Economic Baseline for Comp Plan Update

1. Angelou Economics Report
   a. Since 2007, many of the strategies of the Angelou Economics 2007 report have been
      successfully implemented. This includes the following:
      i. Establishing a logo and marketing campaign
      ii. Updating the district web site, installing gateway elements to mark the entries
         of the district
      iii. Implementing streetscape improvements
      iv. Infrastructure upgrades, particularly the I-10 corridor
      v. Increasing security through the constable program
      vi. Promoting the accomplishments of the SB ISD schools
      vii. Attracting a diversity of new residential development and commercial
devlopment in the target industries.

   b. Some of the outstanding items that have not been implemented and are for
      consideration of implementation include:
      i. District-wide urban design guidelines and streetscape standards
      ii. Creation of a long-term parks and open space implementation plan
      iii. Designate land and actively market it to the development community
      iv. Enter into public-private partnerships to redevelop run-down apartment
         complexes and underutilized commercial properties
      v. Establish long-term funding options to facilitate redevelopment
      vi. The creation of a town center on Long Point
      vii. Improved transit service with METRO
      viii. Establishment of a workforce development program
2. CDS Report

a. The recent completion of the CDS report (July, 2012) provides an excellent baseline for the economic development activities for the next five to ten years and should be incorporated into the comp plan strategies and recommendations:

i. Development Map: This should be prepared by a land planner as quickly as possible to identify specific neighborhoods, establish a theme/image and character for each one and create plans to clearly define the centers and edges.

ii. Land Assembly: This could be a game-changer in Spring Branch as large properties close in are getting increasingly more difficult to find. With the excellent location the district offers, assembling parcels into larger tracts and offering them unencumbered to developers could greatly accelerate the development of the target industries. A priority would be the problem apartment complexes such as the Pittner area.

iii. Office Space: Another critical focus area as the district is heavy on retail, residential and industrial uses, but lacks high-quality Class A office space. The recommendations are for the district to produce marketing materials that illustrate the demand for Class A office within the district and then promote identified sites to high-quality office space developers and corporate users. The ideal sites can be built into the comp plan update.

iv. Beautification Efforts: This should not be a piecemeal effort with independent improvements being implemented in various areas, which will ultimately lack a cohesive look and feel to the image and character of the district. A better approach would be to establish a public realm improvement plan that addresses the district gateways, distinct neighborhoods and primary commercial corridors with a strategy for monuments, signs, graphics, banners, lighting, tree planting, sidewalks, crosswalks, bike lakes, shrub, flower and ground cover planting, etc.

v. Marketing: The recommendation is to market the relative affordability of the district. As an example, one familiar tag line that has been established is the “Affordable Memorial”. This will relate to new Class A apartments and higher-density single-family residences (attached and detached) and has a close connection to families that want good schools. The premise is that this attractively priced residential and good schools will drive population growth and in turn will provide demand for more commercial retail and office development. Identification of how the district can help to facilitate this kind of investment will be a priority.
3. Additional Considerations
   
   a. Quality of Life – a focus of the comp plan update is to best understand the areas in which the district can best leverage its resources to maximize benefits for business and property owners. Part of the attraction and retention of new businesses and residents to the district relates to ‘quality of life’ amenities such as the following:
      i. Passive parks for leisure activities
      ii. Active parks for sports and exercise
      iii. Linear open spaces and trail networks for walking, running and biking
      iv. Community gathering places including outdoor plazas, town squares and indoor conditioned spaces

   b. Mobility – While the location of the district is excellent, access and circulation need additional consideration, particularly transit.

   c. Infrastructure – This includes street and intersection improvements, utilities - particularly for large office and industrial users as well as storm water management and flood control measures.

END OF DOCUMENT
Municipal Management Districts (MMD’s), according to Blueprint Houston, tend to focus their services on “public safety, economic development, marketing and promotion, multi-modal transportation, landscaping, cleanliness, and planning.” MMD’s focus on commercial and multi-family residences as opposed to single-family residences. The first MMD was created in Houston 25 years ago, so looking to others as models can help shape Spring Branch’s vision for its comprehensive plan. We approach the comparison of Spring Branch to other MMD’s within a simple, three-pronged, conceptual framework: their physical makeup, how they are managed, and how they grow.

Municipal Management Districts are a combination of single-family residential neighborhoods, commercial activity, freeways, entertainment areas, and light industrial, as well as the nature components of bayous and the framework of parks and open spaces, among others. Other districts are seeking to integrate their bayous as part of an open space network and treat them as amenities that add value to development instead of treating them as drainage ditches and turning their backs to them. Spring Branch straddles two major watersheds, those of White Oak Bayou and Buffalo Bayou, and as such sits at a higher elevation than districts that fall closer to the main bayou channels. Therefore flooding is not as much of an issue here, but many of the minor bayous and tributaries that do exist are demoted to this drainage function and are not living up to their full potential as ecological and recreational corridors. Additionally, other districts are finding ways to transform old golf courses and large undeveloped parcels of land into community greenspaces that will act to define their district as a regional destination through integrated design and branding.

Other districts are dealing with ways of transforming dated and dilapidated commercial corridors into vibrant, transit-oriented developments with a concern for pedestrian-friendly street level activity. Much of Houston development has focused on automobile-centric streets that are wide, unshaded, and with vast parking lots that separate storefronts from the street, thus making these corridors unfriendly to pedestrians and bicyclists. Other districts are examining and implementing ways of making their major streets more welcoming to pedestrians, integrating future light rail service, and studying bus routes and service to provide better connections both within and between districts. Other districts are also examining land use patterns to encourage the design of well-connected urban fabric that interacts at the ground level with the street. Long Point road, a primary commercial corridor, would benefit from learning from other districts how they apply these principles. Finally, many districts are examining ways of enhancing the perception of their neighborhoods, from simple infrastructure and landscape maintenance regimes to increasing safety and security. Following is a framework that lays out general principles and issues of concern for all management districts and then two specific cases of where they are being applied.

FRAMEWORK FOR PRECEDENT ANALYSIS
Utilizing precedents for comparative analysis is useful only when also considering the context within which these other initiatives are taking place. Simply copying other initiatives from other MMD’s would yield a fragmented plan not appropriate to Spring Branch’s specific needs. We propose a systematic way of evaluating the context (physical, political, and economic) within which these
initiatives happen and applying that framework to Spring Branch to produce uniquely derived solutions.

PART 1: SYSTEMS APPROACH
Here we will define the different types of systems with which MMD’s intervene. Each of these can be defined as discrete types within a larger hierarchy; i.e., they can be separated out from their respective contexts and defined through the agencies that design and manage them.

BROAD STROKES: THREE CATEGORIES OF ANALYSIS
Our analytical framework proposes three major conceptual categories within which other MMD’s produce change for their districts. Each of these three categories contains subcategories that affiliate and entangle with other categories and sub-subcategories.

CATEGORY 1: FABRICS
Fabrics are the physical constitution of a district. Two qualities of fabrics should be considered as part of this analysis: proximity and access. Proximity is the distance of one thing to another, for example, a building near another building, or a district near another district. Access is the degree of connectivity between two things. Proximity and access should be considered together; for example, two districts might be adjacent to one another but poorly connected, which inhibits communication and exchange between them. Similarly, two districts located farther apart but highly connected by transit or freeways may share a stronger affiliation with one another.

A. Urban Fabric
1. Systems: These will be defined as generally linear networks that comprise communally utilized space and managed by an agency.
   a. Streets
   b. Sidewalks
   c. Hike and Bike Trails
   d. Public Transit
      A. Bus
      B. Light Rail
   e. Storm Sewer
   f. Sanitary Sewer
   g. Water Supply
2. Objects: These are discrete entities generally owned and/or managed by a person.
   a. Parcels
   b. Businesses
   c. Open Space (Function and Access)
      A. Parks
      B. Plazas

B. Nature Fabric
1. Bayous: These form the natural framework of Houston and as such should be considered for both their ecological and recreational value.
2. Forests: Forest areas should be evaluated for their inherent ecological value. Many “sustainable” suburbs merely utilize tree plantings to simulate nature without actually producing high quality habitat.
3. Parks: Parks represent the merger of nature with culture, and as such should reflect both ideals in each community they serve.
CATEGORY 2: MANAGEMENT
Management deals with the time aspect of the physical and material qualities of the fabrics. Daily, weekly, yearly (etc.) timescales suggest mundane as well as notable events in time that help determine the quality and perception of neighborhoods within each district.

A. Maintenance and Cleanliness (General Perception)
   1. Landscape Maintenance
   2. Trash Collection
   3. Graffiti
   4. Infrastructure Repairs

B. Safety and Security
   1. Police Patrol
   2. Lighting
   3. Traffic Control
      a. Timing of lights
      b. Metered Parking
      c. Shared Parking Lots/Structures
      d. Pedestrian Crossings
   4. Social Services
      a. Long-term Housing
      b. Short-term Housing
      c. Feeding
      d. Counseling
      e. Training

C. Branding and Identity
   1. Entry Markers
   2. Identity Signage and Logos
   3. Median Landscaping

D. Events
   1. Weekly (Farmers Markets)
   2. Annual (Parades, Festivals, Cultural Holidays)

CATEGORY 3: GROWTH

A. Physical
   1. Densification: Does the population grow by building taller buildings that house more people? By buying large lots and subdividing into smaller ones?
   2. Sprawl: Does the population grow by taking existing undeveloped land and building suburban lots and houses on it?
   3. Redevelopment Opportunities
   4. Development Opportunities

B. Economic
   1. Property Tax Base
   2. Sales Tax
   3. SBMD Membership Base

PART 2: LOCATION APPROACH
In contrast to the systems approach, the location approach takes a particular geographic area and considers the entanglement of systems (physical, political, and economic / fabric, management, and growth) present there. Because all systems are not present at all places within a district, it is important to understand that what works within a particular area in one district might not work within another district. A geographic area may be (and should be) considered at multiple scales, for example: building, block, street, neighborhood, district, and city.

APPLYING THE FRAMEWORK: CASE STUDIES
We analyzed two comparable MMD’s to Spring Branch: MMD#4, the East End, and MMD#15, Near Northwest. These are different yet similar enough to one another to see how the framework outlined above suggests a method for Spring Branch. These case studies are based upon the Livable Centers Studies conducted for each MMD. Each summary below contains three scales of challenges: large, medium and small. The large-scale challenge represents the major goal of each district that its MMD seeks to address. The medium-scale challenge addresses issues with the district that inhibit the major challenge from being addressed, for example connectivity between major activity centers within the district. Small-scale challenges can be thought of as concrete piecemeal goals that when executed together will contribute to addressing the large-scale challenge, such as providing new sidewalks on certain streets or adding ground-floor activity to particular buildings.

CASE STUDY 1: MMD #4: EAST END (paired with Downtown Management District)
Large-Scale Challenge: Provide housing options close to downtown jobs for a diverse range of incomes and households.
Medium-Scale Challenges: Major public venues in this area and the adjacent downtown area act as islands in that they draw a lot of activity to them and as barriers in that they produce discontinuities in the urban fabrics that inhibit movement and connectivity.
Small-Scale Challenges: Provide active ground floors at critical areas, improve pedestrian realm, better integrate bicycle system, and create structured parking for shared use between major venues.

EaDo Livable Centers Study Synopsis:
A. Goals of Livable Centers Study:
   1. Compact and Mixed-Development
   2. Well-Connected to Surrounding Communities
   3. Reduce Vehicle Miles Traveled
B. Islands and Barriers: Six major venues within the Downtown District and EaDo (Discovery Green, George R. Brown Convention Center, Toyota Center, Hilton Americas Convention Hotel, Minute Maid Park, and BBVA (Dynamo) Compass Stadium) have not resulted in a connected urban fabric. Instead, they function as “islands of activity, disconnected from each other and the surrounding context. Moreover, they have acted as physical barriers within the urban fabric” (8). Also, US-59 runs north-south along the boundary between Downtown and EaDo, and presents a perceptual and physical barrier between the two districts.
C. Connectivity
   1. Within EaDo
   2. To Surrounding Communities
D. 5 Categories of Recommendation
   1. Land Use: Land Use is currently transitional. Existing stock is mostly one- and two-story buildings built as warehouses or light industrial. These are gradually being converted to other uses including restaurants, entertainment, artists’ studios, and small businesses. As land prices rise, the viability for medium density
housing for a range of downtown workers decreases. Two proposals seek to address this: first, on the demand side, by making improvements to the public realm that would increase the amount residents are willing to pay in a particular neighborhood; second, on the supply side, by offering subsidies or other incentives to developers.

2. Pedestrian: Public realm (streets, sidewalks, shade trees, lighting, signage) is in poor condition. The study recommends continuous connected networks, including improvements to underpasses at US-59 and pedestrian plazas interfacing with Dynamo Stadium and GRB Convention Center, as well as a proposal for the Bastrop Promenade.

3. Bicycle: EaDo has great access to major off-road bike trails. Downtown and EaDo can be more effectively linked into the larger network. Recommendations include better signage, better connections between Discovery Green and major trails, new connections to the Buffalo Bayou Trail, enhancements to the existing on-street bike network, and Houston's first on-street separated bike path.

4. Transit: Service in downtown and EaDo is typically strong compared to most of Houston. Recommendations are to provide service to overcome the island/barrier effect, and strengthen proposed land uses and EaDo as a walkable, mixed-use, multi-modal destination. Streetcar service is proposed between EaDo and the Greater East End.

5. Vehicular Traffic: US-59, I-10, and I-45 all pass within a few blocks of EaDo. Large venues terminate east-west streets and freight rail infrastructure restricts movement at northern and eastern boundaries. Recommendations focus on improving connectivity by converting certain one-way streets to two-way streets. There is currently plenty of parking in EaDo, but as land use intensity and density increase, structured parking will be needed. Should optimize use of shared parking strategies and minimize impact of large garages on the urban fabric.

E. Implementation Matrix: “The matrix is a key document that summarizes all of the projects and identifies entities responsible for implementation, funding strategies, regulatory approvals and proposed implementation time frames” (8). Below is the list for each these categories. This list could serve as a model for Spring Branch.

1. Possible Implementation Agency
   a. Private
   b. Houston First
   c. COH-Public Works and Engineering
   d. COH-Parking Management
   e. COH-Planning and Development
   f. COH-Economic Development
   g. Houston Downtown Management District
   h. East Downtown Management District
   i. TIRZ / Redevelopment Authority
   j. METRO
   k. Not-for-Profit / Civic

2. Possible Funding Sources
   a. Private / For-Profit Unreimbursed
   b. Houston First
   c. COH-General Fund
d. COH-Renew Houston
e. COH-Housing and Community Development / Houston Housing Authority
f. Houston Downtown Management District
g. East Downtown Management District
h. TIRZ 15 / East Downtown Redevelopment Authority
i. 380 Agreements
j. Federal
k. METRO
l. Foundations / Conservancies / Private Grants

3. Approval Required
a. City Council
b. TxDOT
c. COH-Public Works and Engineering
d. COH-Planning & Development / Planning Commission
e. METRO

4. Priority
a. Short Term (1-3 years)
b. Medium Term (3-10 years)
c. Long Term (10 years+)
d. Based on Opportunity / Need
e. Based on Other Projects Outside Study Area

5. Operational Funding
a. Houston Downtown Management District
b. East Downtown Management District
c. COH-Public Works and Engineering
d. Private Landowners
e. Not-for-Profit / Civic
f. COH-Parking Management
g. Houston First
h. METRO

CASE STUDY 3: MMD #15: NEAR NORTHWEST
Large-Scale Challenge: “Change the public perception of the Near Northwest as rundown, unsafe, and unappealing for businesses or as a destination” (3).
Medium-Scale Challenges: Increase public transportation in the area, increase safety and security, enhance greenspace (identify value of water as a community focus), and attract new businesses.
Small-Scale Challenges: Improved entrances and signage, synchronizing lights, regular police patrols, anti-gang grants, youth leaders, completion of bike trails, transform former golf course into a greenspace, and improve business relationships inside the District and the city.

Near Northwest Livable Centers Study Synopsis:
A. 2010: 15-year Service, Improvement, and Assessment Plan, a “guide in developing and administering services and programs for commercial property owners in the following areas” (3)
   1. Security and Public Safety
   2. Planning and Urban Design
   3. Marketing and Perception Enhancement
   4. Administration
B. Community Partnerships
   1. City of Houston
   2. Harris County Flood Control
   3. Houston Parks Board
4. METRO  
5. Urban Land Institute  
6. Aldine ISD  
7. Greater Inwood Partnership  
8. Lone Star College  
9. H-GAC  
C. Strategic Objectives  
1. “Create an urban environment that is distinctive and memorable to those within or through the Study Area while enhancing street connectivity as the area redevelops” (49). Antoine Drive currently serves as the primary thoroughfare, and also the primary means of exposure for travelers passing through the district as well as contains most of the area’s retail activity. Changes to this streetscape represent a strong opportunity to change perceptions. Improvements include improved sidewalks, safer crossings, trees and landscaping, and slower traffic. Decorative placemaking enhancements to waterway bridges in the Antoine / Victory / West Little York area will contribute to the development of the Five Bridges project area. Enhanced bus service and a transfer center at Antoine and Tidwell would enhance access.  
2. “Stabilize and fortify the commercial, single-family and multi-family residential markets by reducing the supply of nearby deteriorated, blighted, and nuisance properties and replacing them with uses that have more positive effects on value” (50). Single-family neighborhoods in the area have remained viable, although as many of the homes approach 40 years in age, they will require investment by buyers with the financial means to upkeep them. The oversupply of lower-income, sometimes dilapidated, multi-family properties and deteriorating aged retail strip centers are an inhibitor to this. Commercial revitalization is thus a key for the long term. An accelerated intervention scenario is the possibility of the condemnation of blighted multi-family and commercial uses by the city to transform them into open space/recreation private housing or mixed use via the Urban Renewal statute (Local Government Code Chapter 374). A moderate intervention scenario would not include condemnation but would focus on bringing additional resources to fund an “arms-length” friendly transaction, such as through incentives.  
3. “Elevate the Study Area’s regional market awareness through unique and functional open space investments that simultaneously build community” (52). Goal is to create a destination-quality development node “White Oak Gardens” and the adjacent “Five Bridges” area. The bayou channel along White Oak Bayou, owned by Harris County Flood Control District, would be the starting point for these open space improvements. These plans could require the use of private property, of which the city could use eminent domain, but this constitutes and aggressive action. A more moderate scenario would involve friendly acquisition by the City, private not-for-profit organizations, or educational institutions. The community gardens element is relatively inexpensive but will need organizational help that could be facilitated by the District.  
4. “Capitalize economically on existing and potential transit services” (53).
Desire is to create a transit-oriented place at Tidwell and Antoine. This will require monitoring METRO’s plans and prepare for transit-oriented development possibilities.
7.4 COMP PLAN COMMUNITY ENGAGEMENT STRATEGY
SPRING BRANCH COMP PLAN
Community Engagement Strategy
Ver. 2/04/2013

Community engagement for the Spring Branch Comp Plan is critical for creating an informed, community-based comp planning process and plan formulation. The engagement activity should be as broad-based and as deeply penetrating into the community as possible. As this activity can entail substantial resources and these resources are limited, the approach for this project requires both efficiency and acknowledgement that “engagement” will require using appropriate methods based on priority levels of stakeholders. Note that since the Spring Branch Board of Directors and the Comp Plan Committee are the de facto Leaders of the project, neither group is specifically included in the proposed engagement strategy. References to “Study Team” loosely indicates the District’s consultants retained for this assignment and the Comp Plan Committee members.

STAKEHOLDER PRIORITY LEVELS
For expediency, and given available resources, four levels of stakeholders are proposed:

1. Elected Officials and their designees
2. Property Owners (Management District Members)
3. Lead Agencies & Community Leaders
4. Community-At-Large

These constituencies are sufficiently distinct to justify specific consideration in terms of engagement methods, timing and frequency.

ENGAGEMENT METHODS & TOOLS
Engagement will be achieved through timely information, education and consensus-building. This will be achieved through a two-tiered effort:
- **Targeted Interaction / Data Collection / Recommended Plan Consensus** through invited, one-on-one and small group meetings (up to 6 persons) will allow the Study Team to engage targeted entities that have detailed knowledge of the area who may have the means and methods to partner with the District to implement certain strategies anticipated by the Comp Plan. Initial meetings will focus on information collection as outlined below. As the Comp Plan evolves, subsequent individual meetings will review ideas for the partnering components of the Comp Plan and consider strategies for implementing these components. Methods to insure robust interaction at these meetings will include discussion facilitated by a variety of media.
  (note: scope of work includes 2 rounds of 8 meetings; one round in Task I and one round in Task III)
- **Broad Interaction / Data Collection / Recommended Plan Consensus** through publicized, large group (up to 25 persons) and Town Hall meetings will allow the Study Team to engage a broad constituency including organizations, residents and the interested public who decide to attend and participate in these meetings. These meetings will serve as a sounding board to verify that the Study Team is capturing the most relevant and important issues felt in the community. The meetings will also be important to educate the community about community and provide the community with information about the Comp Plan and its development. Methods to insure robust interaction at these meetings will include both presentation and facilitated discussion using a workshop format. Smaller, break-out groups will be organized when meetings grow too large.
PROCEDURES

Targeted Interaction / Data Collection / Recommended Plan Consensus
1. Setting Meetings:
   - SWA will schedule meetings with individuals. Venues will be determined opportunistically, where and as available.
   - SWA will put scheduled meetings on Outlook posted to the Study Team.
   - Study Team intending to attend will confirm their attendance with SWA 24 hours prior to meeting times.
2. Setting Agendas, Holding the Meeting and Preparing Meeting Notes:
   - SWA will develop agendas in advance of all meeting and post these via Outlook to the Study Team.
   - Agenda items will include:
     - Introductions; Project overview; meeting purpose; pertinent facts and exhibits; targeted questions (topics as appropriate to the meeting / group); discussion; and, next steps.
   - SWA will prepare all meeting notes and distribute these via Outlook posted to the Study Team within 72 hours of the meeting.
   - When language translation is appropriate, a Spanish-speaking and / or Korean-speaking Team Member will participate.
3. Integration of Information Received:
   - SWA will incorporate and up-date information on the District Framework Plan.
4. Tracking the Information
   - SWA will annotate the Community Framework Plan to associate inputs to potential partners / information sources.
5. Coordination with the District:
   - SWA will periodically up-date contact list showing meetings held / anticipated.

Broad Interaction / Data Collection / Recommended Plan Consensus
1. Setting Meetings:
   - SWA will schedule community meetings in coordination with the District. The District will use its contact lists, public meeting notifications procedures and venue space to support the scheduled community meetings.
   - SWA will put scheduled meetings on Outlook posted to the Study Team.
   - Study Team intending to attend will confirm their attendance with SWA 24 hours prior to meeting times.
2. Setting Agendas, Holding the Meeting and Preparing Meeting Notes:
   - SWA will develop agendas and collateral materials in advance of the meeting and post these via Outlook to the Study Team.
   - Agenda items will include:
     - Introductions; Project overview; meeting purpose; pertinent facts and exhibits; targeted questions (topics as appropriate to the meeting / group); discussion; and, next steps.
   - SWA will prepare meeting outcomes and distribute these via Outlook posted to the Study Team within 72 hours of the meeting.
   - When language translation is appropriate, a Spanish-speaking and / or Korean-speaking Team Member will participate.
3. Integration of Information Received:
   - SWA will incorporate and up-date information on the District Framework Plan.
<table>
<thead>
<tr>
<th>ENTITIES</th>
<th>OBJECTIVES</th>
<th>TOPICS</th>
<th>FORMAT</th>
<th>CONTACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Tranche</strong></td>
<td>Elected Officials &amp; Designees</td>
<td>Keep them informed as the Comp Plan Project progresses.</td>
<td>Selectively solicit input for enhancement projects that might be coordinated / accomplished in conjunction with other publically-funded improvements.</td>
<td>One-on-One Meetings.</td>
</tr>
<tr>
<td><strong>Second Tranche</strong></td>
<td>Property Owners</td>
<td>Keep them informed as the Comp Plan Project progresses.&lt;br&gt;Engage them as potential partners in strategic development opportunities</td>
<td>Selectively solicit input from potential partners for enhancement projects that might be coordinated / accomplished in conjunction with other privately-funded improvements.</td>
<td>One-on-One and Small Group Meetings</td>
</tr>
<tr>
<td><strong>Third Tranche</strong></td>
<td>Lead Agencies &amp; Community Leaders&lt;br&gt;TxDOT&lt;br&gt;HCFCD&lt;br&gt;Super Neighborhoods Business Chambers</td>
<td>Keep them informed as the Comp Plan Project progresses.&lt;br&gt;Engage them as potential partners in strategic development opportunities</td>
<td>Topics will vary depending on the interests, responsibilities and authority of the party we are meeting with and will center on their area of interest.</td>
<td>One-on-One and Small Group Meetings</td>
</tr>
<tr>
<td>Fourth Tranche</td>
<td>Community-At-Large</td>
<td>other publically-funded improvements.</td>
<td>Experiences, Facts, Community Values and Cultural Assets.</td>
<td>Town Hall Meetings and Workshops</td>
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<tr>
<td>Introduce Comp Plan and verify understanding of facts, experiences and aspirations that can be recorded in the base mapping and Framework Plan.</td>
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7.5 SBMD PAST ACCOMPLISHMENTS (2006-2015)
SPRING BRANCH COMPREHENSIVE PLAN
2015 – 2030

BOARD VISION SESSION 27 March 2013

District Accomplishments in Comprehensive Plan 2006 - 2015

Public Safety

- Mobile surveillance camera program
- Graffiti Removal – erased at 1192 locations in 2009; 225 locations-first quarter 2010; 335 locations-first quarter 2011
- 413 Arrest from warrants in 2012
- 269 Misdemeanor arrests in 2012
- 60 Felony arrests in 2012
- Constable Bicycle Program
- Apartment Initiative
- County Attorney and Investigative Program
- Nuisance Abatement Program

Mobility and Transportation

- Street Signs - Obtain permission from COH, and design signs and banner poles; install 410 signs @ 51 intersections
- Road Improvements (visible signs of revitalization)
  1. Brick pavers (Long Point @ Wirt) associate with CIP
  2. Submit brick paver plan to COH @ Blalock and Long Point
  3. Sidewalk (Bunker Hill @ Pine Lake to Long Point) – paid for plantscape/widen sidewalk cooperate with COH/Memorial City/TIRZ
  4. Bunker Hill Expansion @ I-10 – Memorial management District/SBMD
- Coordinating COH Intersection and Signal Improvements at 5 intersections.

Environment and Urban Design

- Mowing / Heavy trash / Bandit sign removal program
  1. Coordinated with COH Neighborhood Protection Corps
  2. Clean up mobile vendors - 264 site inspections and 73 health code violations written up
  3. Remove 2,700 signs per year
  4. Newsstand cleaned up -@ Blalock & Long Point
- Esplanade Enhancements – Design, permits, public bid; 90% complete/continue design planting
- Esplanade Maintenance – Corner Bandit Signs
SPRING BRANCH COMPREHENSIVE PLAN
2015 - 2030

- Monumentation – Design/Installation of 13 monuments
- Wall Design – Adkins & Blalock @ I-10

Business Development

- Target TIRZ creation to provide drainage and mobility improvement (Kempwood/Hammerly/Hollister)
- Develop Marketing strategy / District Website / Angelou Report (economic study)
- Finalize Marketing and PR Plan
- Marq-E renovation
- B2B Business Meeting
- No. 5 Fire Station reopening
- Back to School Health Fair
- Hollibrook Elementary SPARK Park opens
- New residential house built and refurbished (house value risen more than 10%); New Shadow Spring Community - Riverway properties;
- Five Star Plaza @ Westview & Conrad Sauer
- Membership at Houston West Chamber
- Bus Tour Program – small business encouragement
- New Women’s Hospital Center opens
- New Elementary – Ridgecrest Elementary opens
- New Spring Branch Family Health Center opens
- New 99 Ranch Markets opens
7.6 WORKSHOP + COMMUNITY MEETING SUMMARIES
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MEETING NOTES

Project Name: Spring Branch Comp Plan
Meeting Location: Spring Branch District Office
Subject: Committee / Planning Kick-Off Session
Present: David Hawes, Josh Hawes – Spring Branch District
        Pat Maddox, John Chiang – Board Members
        Doug Konopka – DHK Development
        Mahmoud Salehi – Cobb Fendley
        James Vick, Todd Meyer – SWA Group

Notes
The following notes follow the agenda posted for the meeting and summarize the discussion.

1. INTRODUCTION
   A. Round Table Introductions
   B. Visioning Exercise: David, Josh, Pat and John were asked to independently provide their opinions about both the positive aspects and some of the challenges facing the District that the Comprehensive Plan should consider. The following summary lists the issues as grouped by the greatest number of common responses indicated first (4,3,2,1):

   Top 3 current positive attributes of the district:
   1. Location (4)
   2. Residential + commercial development opportunities (3)
   3. Diversity (2)
   4. Land availability (1)
   5. Mobility (1)
   6. Neighborhood / community bonds (1)

   Top 3 current challenges facing the district:
   1. Age / condition of infrastructure and roads (3)
   2. Diversity / increase in Hispanic population (3)
   3. Apartments / low-income properties (2)
   4. Storm water drainage / detention (1)
   5. Green open space / trails (1)
   6. Safety (1)
   7. Perception of schools – i.e. 2 districts north and south of I-10 (1)
   8. Public opinion of the district (1)
   9. Helen Huey (1)
2. COMMUNITY ENGAGEMENT

The group discussed engaging the community in the Comp Plan and developing an engagement plan in Task 1, considering the following, preliminary list of stakeholders. It was noted that some of the meetings would be one-on-one and others would be small group:

a. Community Groups / Elected Officials
   1. Super Neighborhoods – 4 super neighborhoods (SBMD Board has a member also on a SN Board)
   2. Civic Associations – collecting dues and deed restriction enforcement
   3. Helen Huey
   4. Toni Lawrence (also Near Northwest MD)
   5. Commissioner Brown (w/ B. Stardig)
   6. Commissioner Jack Cagle
   7. Dwayne Bosak
   8. Commissioner Steve Radack
   9. Mayors of the Villages of Spring Valley and Hillshire
  10. Marlene Gaffrick
  11. Andy Icken
  12. Spring Branch ISD – Duncan / Klussman
  13. Houston Community College
  14. Sheriff / Constables / HPD
  15. Fire Department / EMT
  16. John Blont – Harris County
  17. Mike Talbot – Harris County Flood Control
  18. Art Storey - HCID
  19. David Turkell - Harris County
  20. Harris County Judge Ed Emmitt
  21. Mayor Anise Parker
  22. Memorial City Management District / TIRZ

b. Business Entities
   1. Property Owners Association (note: this is a critically important group to engage)
   2. Spring Shadows – Metro National Corporation
   3. Westway – David Wolff / David Hightower
   4. Major Employers
   5. Houston Apartment Association
   6. Non-HAA member apartment owners

c. Arts / Cultural Groups
   1. New Spring at HCC
   2. Korean Community Center
   3. Spring Branch Community Center (primarily senior citizens)
   4. Ricardo Barnes (Latin community)

d. Social Services
   1. Sandy T - Drug Use Prevention
   2. Boy Scouts of America
   3. Memorial City Ministries
e. Recreation
   1. Baseball USA
   2. Park District

**Action:**
   1. Alice Lee to edit the list above using the SBD database and provide to SWA for use by
      the Consultant Team.
   2. SWA to draft letter to constituents / stakeholder group for SBD review introducing the
      Comp Plan and community engagement process.
   3. SBD to include a summary of the Comp Plan in upcoming quarterly newsletter.

3. ECONOMIC DEVELOPMENT BASELINE

David was asked about the status of the CDS Study. It has been completed as of last fall, and Ray
Lawrence has prepared an executive summary of the report. The full report and the summary will
be provided to the consultant team.

**Action:** Spring Branch District to provide digital copies of CDS study and summary to SWA for
distribution to / use by the consultant team.

4. PRECEDENT INITIATIVES AND PLANS

The group discussed similar studies from other districts to be referenced as benchmarks that might
inform the Spring Branch Comp Plan exercise. An initial list of comparable efforts included the
following:

   1. Westchase
   2. Greens Pointe
   3. Energy Corridor
   4. NW Management District
   5. HGAC Livable Centers Studies

**Action:** SWA to compile an executive summary of these reports and others as appropriate in order
to characterize the challenges and recommendations proposed in each, as well as the relevancy to
the Spring Branch District. This summary will be presented to the SBD Board at the board
workshop, the date for which will be determined at the next board meeting.

5. BOARD WORKSHOP

The group discussed the preferred format to conduct a planning workshop and visioning session
with the Board. The goal is to have an in-depth discussion of the strengths, weaknesses,
opportunities and threats to the District to set the foundation or basis of the study. Since the
Board meets the third Thursday of each month and generally has a full agenda, it was determined
that the best option would be to have a separate meeting dedicated to the topic of the Comp Plan.
This separate workshop will be held during a work day during the month of February.

**Action:** SBD board to set the exact date and location of the workshop during the next board
meeting, scheduled on 17 January. SBD to inform SWA of date and location once it is set. SWA to
develop a detailed agenda of the work session format to efficiently maximize the board member’s
time.
6. PROCEDURES

SWA discussed the project schedule, which includes an overall duration of 24 months. The first task includes the community engagement strategy, economic development baseline, assessment of precedent plans and initiatives and the board workshop. These tasks are anticipated to be completed by the end of February.

The group also discussed the need to interface with the various Committees at some of their regularly scheduled meetings, as well as the specific deliverables for each task.

Looking forward to the next task (#2), some additional data collection will be important, including GIS coverage.

**Action:** SWA to clarify the deliverables for each task and correlate it with the scope of work and project schedule. SWA and the Consultant Team will compile a data request list and provide it to SBD. A request from SWA to SBD has already been made to acquire the GIS coverage.

END OF MEETING NOTES
MEETING NOTES

**Project Name**  
Spring Branch Comprehensive Plan (2015 - 2030)

**Meeting Location**  
Committee / Planning Vision Session

**Subject**  
Vision

**Present**  
Board Members - Sherri Oldham, Mauricio Valdes, David Gutierrez, Rino Cassinelli, Catherine Barchfeld-Alexander, Victor Alvarez, Patricia Maddox, David Schwab, Dan Silvestri, Melanie Hoff

Spring Branch District - David Hawes, Josh Hawes

Consultants -  
Doug Konopka – DHK Development

Mahmoud Salehi - Cobb Fendley

James Vick, Todd Meyer, Michael Robinson, Fangyi Lu – SWA Group

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**Notes**

The purpose of the meeting was to facilitate the Board’s drafting of a vision statement(s) to guide the District’s future, and to begin a discussion of community core values and priorities for the District. The meeting results - a Vision Statement(s) - will be used in the comprehensive planning process for setting goals and objectives, and the basis for setting priorities, benchmarks/metrics for the District’s Service Plan update (2015-2030).

**Highlighting items from Group A and B vision session**

**Group A:** (Sherri Oldham, Mauricio Valdes, David Gutierrez, David Schwab, Rino Cassinelli)

1. Challenge for the public transportation system is to fulfill the population’s needs in the District, which is increasing in density. (Older bus routes do not adequately serve the new population concentration areas). The District needs a comprehensive, multi-modal transportation system.

2. Challenge for the drainage system is to fulfill the request of draining the increased runoff water from new developments (impervious surfaces / roofs). The District must continue to advocate for basic infrastructure including drainage system improvements.

3. The City of Houston is fixing some of the ponding problems that result from the storm events. The District should consider the consequences of property development / redevelopment, to improve existing flooding problems and design in advance to reduce flooding risk - i.e. try to not just react, but act positively and proactively on this issue. The District has already experienced repetitive flooding at Wirt to Hempstead.

4. The District must continue to advocate for special revenue funding to provide for drainage and mobility improvements for the District.
5. The district was described as a “quilt”, as being perceived as composed of unique patches (both social and physical), as well as the question of the District having one or several “hearts”. The discussion of a main “heart” for the district considered its use as a town center. Town centers create a sense of “home town”, which is needed by the District for community gathering purpose. Facilities such as library, arts or cultural venues, amphitheater/music venue should be included in the town center. Unifying element character to fulfill the needs of multi-culture and multi-generations. The size of the Town center should be 10-20 acres, consider Discovery Green as a precedent.

6. The District needs a better road system in order to attract more and bigger businesses. Right-of-way acquisition is expensive; better to ask easement donation from adjacent property owners. A signature street is very important to set up the sense of a “district”. Long Point Road seems to be a good starting point. Right now, Long Point’s ROW is 60-70ft; and needs to be at least 80’ ft to put 4 lanes. Hopefully can transfer Long Point Rd to a “boulevard” with a planted central median.

7. Other mobility improvements include building up sidewalks, pedestrian paths, trails and bikeways, to make more walkable neighborhoods and communities.

8. It is great to see cultural diversity and cosmopolitan life in the District. The District will keep moving the area in a positive direction by improving its economics/ ordinances. The District needs to locate one focused area to be the town center for people gathering and various events.

9. People are shifting housing choice preference from single family houses to town houses since the latter are closer to different resources and desirable amenities.

**Group B:** (Patricia Maddox, Catherine Barchfeld-Alexander, Victor Alvarez, Dan Silvestri)

1. Communication with City of Houston and Harris County needs to take place in order to push the District’s desires / requirements on to the City CIP plan and to request funds for other projects.

2. Stabilize real estate investment by using alternative funding sources (i.e. TIRZ or 380 Agreements).

3. Partner with different groups and agencies such as TxDOT, METRO, Parks and Recreation Department, Harris County Flood Control Department, Super Neighborhoods, etc. Need to make an inventory of easement and vacant abandoned property and seize the opportunities for future development.

4. Educate the public about the perception of the District, including residents and people who live outside the district. Develop PR inside + outside to correct misperceptions about: crime, schools, apartments, retail mix.

5. Cooperate with Spring Branch ISD on different projects, training programs and events:
   - Vocational schools trades
   - HCC and University of Phoenix
   - IT Technical Institute
   - Legislative change - voluntary
   - District participation of assignment
   - Mentoring/apprenticeship programs

6. Focus on Long Point as the District’s “signature” street.
7. Build up a safe and clean retail corridor that can bring national retailers of quality. Opportunity could happen on Long Point Rd, Gessner Rd, Westview Rd, Kempwood Rd, Blalock St, Silber Rd, Wirt Rd and Campbell.

8. Public basic infrastructure needs to be improved. Includes utilities /overhead power lines improvements, streetscapes and esplanade maintenance, roads and street improvements, better flood control strategy, public open spaces and family centered parks development, existing golf course maintenance.

9. Public safety and security need enhancement by constable patrol, prosecution and District patrol management. Set up more graffiti-safe apartments.

10. Spring Branch Hospital is a development opportunity.

DRAFT VISION STATEMENT

A. The District's transformative character, from a predominantly single-family suburban area to a more dense, mixed-use community having distinctly identifiable neighborhoods, is key to its future vibrancy and long-term viability.

B. Economic development will remain a top priority in an effort to add a diversity of new businesses and job opportunities at every level.

C. The District has ample, available land to sustain its growth and redevelopment.

D. The District capitalizes on its central location in the metropolitan area by seizing on the special opportunities this affords the District.

E. The District will become more connected with the broadest spectrum of multi-modal transportation options that offer choice and efficiency for local and cross-town commutes.

F. The District's cultural diversity will underpin its attraction as a key location in Houston to live, learn, work and play.

G. The District's infrastructure, including open space, drainage and roadways, will be renewed in order to support a densifying urban fabric.

H. The District will cultivate and enjoy relationships with key local, state and other governmental units, as a cornerstone of its funding and implementation strategies.

I. The District will be a leader in devising effective tools and techniques to further community benefits through public private partnerships.

J. The District is a highly livable, in-town, hometown with attractive, safe neighborhoods and convenient services.
MEETING NOTES (continued)

K. The District will be an advocate for ecological diversity and environmental sustainability, including water use, storm water management, energy use, materials, emissions, building practices, recycling / waste management and other considerations to help improve and distinguish the District.

End of Draft Vision
Interested in looking at what we have now and in the near future.

How can we fix what we have now, drainage being a major issue.

Take care of immediate needs.

Hines development is coming and we need to plan ahead. – TxDOT – Clay Rd. and Post Oak Blvd. – Additional infrastructure

Drainage/Detention system for future development, ponds or underground – Regional Detention

**Priority:**

Projects with different sections. Ranking System?

**John Chiang**  Mobility – Getting people into the area, major thoroughfares – upgrade/maintain – enhance. Leverage funds through TxDOT and the City. Create a list. Kirby as an example of fund leverage. TIRZ/380.

**Victor Alvarez**  Enhance property values & change retail. New development – Upper middle class. Quality development & security. Flooding & mobility.

**Dan Silvestri**  Enhance streets and retail will change.

**Melanie Hoff**  Safety. Mobility – Keep everything moving. Infrastructure.

**Mobility/Drainage**

Residential – Higher priority. Resources – High density development. Trail system.

**Priority Locations:**

Long Point – Mobility – Clay Rd. – Some Drainage

Gessner – Bottlenecks – Drainage and safety issues

Campbell Road – Curb and gutter

Push projects forward – SBISD – Mobility Involvement – Walkability

Drainage ditches – Flood control intervention for regional detention – District buy in – Private developers
TxDOT – 290 – Regional Drainage? Worth the effort/trying? Involve as many stakeholders as possible.

Budget Map – District spearheads efforts that have been identified – advocate projects – leverage of funds – District promotion with good plan. Pre-engineering of roads.

SB Town Center
District Push or Natural Development?
Private driven with District support?
Open space issues
Mini scale – Gathering place is more likely
Open plaza with mixed use – Demographic change would be needed.

MARIBEL’S NOTES:

Thomas Sumner
On the commercial/retail end, think about what we would like to attract vs. what we are attracting now.

Pat Maddox
Major companies are setting up on the periphery of Spring Branch. Need more substantial infill businesses but drainage is an issue in attracting the business we want for infill.

Carl (CF)
Annexing the area around 290 would help in beginning to address the drainage issue.

John Chiang
Transportation/Mobility is a priority for the district if we want to enhance infill for Spring Branch.

Dan Silvestri
Need to find a way to leverage the District’s relationship with entities like TxDOT, COH, Harris County, etc. to get them to help with some of the drainage and infrastructure projects.

John Chiang
Kirby Drive & Upper Kirby Drive is an example of leveraging mobility dollars.

Victor Alvarez
Creation of a TIRZ is instrumental to giving the District leverage. Enhance property values to elevate retail. No more gated communities. Upper middle class homes is what is going to help the District turn over. Build better projects.

John Chiang
Gated communities are not necessarily bad. They have their own security.

Dan Silvestri
The market wants gated communities.
Melanie Hoff  Mobility and Safety is a priority

Victor Alvarez  Long Point @ Blalock is a troublesome area where water backs up when it rains

General  Tie Spring Branch into the Energy Corridor, TC Jester trails for increased mobility and pedestrian connectivity.

Town Centers  Too soon for town centers unless we change the demographics. Who would the users be now? It’s not the City Center users.

Notes from Cobb Fendley

- Storm water improvements are most effective when performed from downstream to upstream.
- The management district needs to determine areas of interest to prioritize drainage improvements.
- The area east of Hempstead road is optimally placed for regional detention solutions and can still provide sufficient commercial frontage property along the road.
- Residential areas should not be prioritized higher than commercial areas when considering drainage solutions.
- An extension of Centrepark Dr through the Hines property would ease the impact of the development on Clay Rd by allowing traffic to access Beltway and Gessner.
- Discussions of LRT/heavy rail transit on Hempstead with Metro/Harris County are needed.
- North-south transit service through the district is needed, particularly on Bingle. Metro is studying their entire route system, which may address this issue. Metro needs to be engaged in order to input into this process.
- Explore partnership with HCTRA/TxDOT for improvements at Clay Road and Beltway.
- Engage ISDs for input on Metro bus routes.
- It would be helpful to see current and future large developments overlayed on transportation plan.
- Improvements needed on Campbell between Westview and Long Point.
- Hike and bike master plan should incorporate input of school districts in order to encourage more alternative modes of transportation for school traffic, reduce car trips for people driving short trips to drop kids off at school.
1) INFRASTRUCTURE
   a) Mobility
      i) Major Thoroughfares / Streets
         (1) Mobility is a priority issue.
            (a) Long Point.
            (b) Gessner - bottlenecks.
            (c) Clay Rd.
            (d) Campbell Road – curb and gutter.
         (2) SBISD – push mobility projects forward.
         (3) Hines development is coming and we need to plan ahead - TxDOT, Clay Rd. and Post Oak Blvd.; additional infrastructure.
         (4) Getting people into the area, major thoroughfares; upgrade/maintain; and enhance.
         (5) Keep everything moving. Transportation/mobility is a priority for the District if we want to enhance infill for Spring Branch.
         (6) An extension of Centrepark Dr through the Hines property would ease the impact of the development on Clay Rd. by allowing traffic to access Beltway and Gessner.
         (7) Explore partnership with HCTRA/TxDOT for improvements at Clay Road and Beltway.
         (8) It would be helpful to see current and future large developments overlaid on transportation plan.
         (9) Improvements needed on Campbell between Westview and Long Point.
         (10) Need another east-west connector to between Gessner and Beltway near Clay.
         (11) Can we extend Centrepark Drive through to feeder?
         (12) Show expanded turn lanes (remove left turn lane at H Mart).
         (13) Long Point needs to be finished as soon as possible—will attract businesses
         (14) Although traffic moves fairly well through the district currently, everyone knows that the area will become more congested with new development, so strategies to accommodate the increase volume of vehicles needs to be considered.
      ii) Transit
         (1) Light Rail on Hempstead?
         (2) There are no intra-Spring Branch metro routes.
         (3) There are no north-south bus routes.
         (4) Discussions of LRT/heavy rail transit on Hempstead with Metro/Harris County are needed.
         (5) North-south transit service through the District is needed, particularly on Bingle.
         (6) Metro is studying their entire route system, which may address this issue. Metro needs to be engaged in order to input into this process.
         (7) Get bus back on Westview.
         (8) Get bus on Bingle.
         (9) Make sure bus lanes meet needs of schools / interconnect within Spring Branch.
         (10) Corridor approach: identify routes where need METRO service.
         (11) Engage ISDs for input on Metro bus routes.
   b) DRAINAGE
      i) Drainage is a priority:
(1) Fix the major thoroughfares:
   (a) Gessner
   (b) Clay Rd.
   (c) Through Rebuild Houston, make sure Spring Branch gets its fair share.
   (d) Study potential locations for additional regional detention facilities.
   (e) Address near term areas of interest for redevelopment including the Hines site on Beltway 8, the hospital site and the flea market site.
   (f) Continue to deal with ongoing localized flooding issues in Bunker Hill and other neighborhoods with repetitive problems.
(2) Long Point @ Blalock is a troublesome area where water backs up when it rains.
(3) Regional Detention - drainage/detention system for future development, ponds or underground.
(4) TxDOT – US290 – Regional Drainage? Worth the effort/trying? Involve as many stakeholders as possible.
(5) Drainage ditches – Flood Control (FC) intervention for regional detention; FC buy-in including private developers.
(6) Storm water improvements are most effective when performed from downstream to upstream.
(7) The District needs to determine areas of interest to prioritize drainage improvements.
(8) The area east of Hempstead Rd. is optimally placed for regional detention solutions and can still provide sufficient commercial frontage property along the ROW.
(9) Residential areas should not be prioritized higher than commercial areas when considering drainage solutions.
(10) Storm water drainage / flood mitigation will be the primary issue to resolve to facilitate redevelopment.
(11) There needs to be a comprehensive and holistic strategy as opposed to reacting to localized drainage problems on a case by case basis.

2) LAND USE
   i) SB Town Center
      (1) District "push" or "organic" development?
      (2) Private driven with District support?
      (3) Open space issues.
      (4) Mini scale – gathering place is more likely.
      (5) Open plaza with mixed use – demographic change would be needed.
      (6) Too soon for town centers unless we change the demographics. Who would the users be now? It’s not the City Centre users.
      (7) Long Point: most logical place to have hub (far from City Center, close to 10, close to high end housing)

   ii) HOUSING
      (1) Residential – higher priority.
      (2) Resources – high density development.
      (3) Upper middle class homes is what is going to help the District turn over.
      (4) Build better projects.

   iii) Need to map current and best uses.

   iv) Long Point: Blalock to Wirt: med center almost in middle.
3) OPEN SPACE / PARKS
   i) Trail system:
      (1) Tie Spring Branch into the Energy Corridor and TC Jester trails for increased mobility and pedestrian connectivity.
      (2) Hike and bike master plan should incorporate input of school districts in order to encourage more alternative modes of transportation for school traffic, reduce car trips for people driving short trips to drop kids off at school.
      (3) Abandoned pipelines: treat like Centerpoint easements.

4) ECONOMIC DEVELOPMENT
   (1) Enhanced property values will change retail.
   (2) Enhanced streets and retail will change.
   (3) New development – attract upper middle class.
   (4) Foster quality development and security.
   (5) On the commercial/retail end, think about what we want to attract vs. what we are attracting now.
   (6) Major companies are setting up on the periphery of Spring Branch. Need more substantial infill businesses but drainage is an issue in attracting the business we want for infill.
   (7) There is a goal to attract more large corporate entities either as tenants of larger office buildings or single users of entire buildings or small campuses.
      a) Should be promoted by current rents that are in the $12 / SF range in Spring Branch vs. $25-30 / SF rents in other areas including downtown, uptown and the energy corridor.

5) QUALITY OF LIFE
   (1) Safety is a priority need:
      a) Gessner
   (2) Walk-ability
   (3) No more gated communities.
   (4) Gated communities are not necessarily bad. They have their own security.
   (5) The market wants gated communities.
   (6) The large residential lots are an attractive element to Spring Branch, but the feeling is that the gated communities are not desirable due to the fact that they cut streets off from the grid and limit public access to common thoroughfares.
   (7) The overall goal of the service plan and management District’s activities should be to promote a high quality of life and business development in Spring Branch.
   (8) More bike trails, linear open space improvements and ‘complete streets’ will attract residents and businesses to the district.
   (9) Code enforcement issues in the District will remain a challenge, but should be a priority to maintain a high quality environment, particularly with retail establishments on primary corridors.

6) IMPLEMENTATION / PRIORITIZATION STRATEGIES
   (1) Look at what we have now and in the near future.
   (2) How can we fix what we have now, drainage being a major issue?
   (3) Take care of immediate needs.
(4) Projects with different sections. Ranking system?
(5) Create a list of priority mobility projects.
(6) Upper Kirby is an example of fund leverage; TIRZ/380. Leverage funds through TxDOT and the City.
(7) Enhance property values to elevate retail.
(8) Budget (CIP) Map – District spearheads efforts that have been identified; advocate for projects; leverage of funds; District promotes using a good plan. Pre-engineering of roads.
(9) Annexing the area around US290 would help in starting to address the drainage issue.
(10) Need to find a way to leverage the District’s relationship with entities like TxDOT, COH, Harris County, etc. to get them to help with some of the drainage and infrastructure projects.
(11) Creation of a TIRZ is instrumental to giving the District leverage.
(12) Need to be aggressively engaged with HGAC/METRO/HCTRA for mobility plan as early as possible.
(13) Continuously update new development and future development in mapping
(14) Produce database for choke points to take to METRO.
(15) Need to start working on Long Point before development happens, not after.
(16) Make a Long Point district (like Washington Avenue):
   (a) Long Point as a the 'Main Street' of Spring Branch.
   (b) Include mixed-use buildings pushed close to the street, wide sidewalks with space for cafes and window shopping, street trees, shade canopies, etc.
(17) One of the focus areas that could act as a catalyst for redevelopment is the Long Point + Blalock intersection and the corridor headed north.
(18) Annexation of more area within the District has support to add the west edge along Beltway 8 and the north edge along US290, but there is a negative reaction to including the industrial area in the NW corner - Tanner / Little York.
(19) Completion of a traffic impact analysis and a detailed hydrology / drainage analysis in the near future should be two of the primary recommendations of the service plan.
(20) There is strong consensus that the management district should champion these efforts and be the primary facilitator of the various government bodies - i.e. City of Houston, Harris County Flood Control, TxDOT, etc.

7) Other Comments
   (1) Describe level of service is on mobility legend.
   (2) Turn anecdotes into data.
   (3) Show new developments and big picture.
   (4) Make sure to add the primary street names to all future maps so that they are easy to reference when in discussion.
   (5) First public meeting: show the facts on the ground (not proposals yet).
COMMUNITY OPEN HOUSE
4 March 2014

Summary of Discussion Issues:

Roadways
- Pavement condition is very bad in a lot of places. Particular locations that people highlighted were:
  - Campbell Street
  - Long Point
  - Hollister
- Congestion most evident near freeway. Would like additional capacity for turn lanes etc. Several intersections other than IH-10 mentioned:
  - Westview at Witte
  - Campbell at Blalock
- Would like to see street design with better sidewalks, slower traffic speeds, better bike options (e.g., complete streets).

Drainage
- The flood zone maps are clearly not correct as evidenced by FEMA repetitive losses in areas that are not marked as floodplain. That’s a major problem because people don’t know they are at risk of flooding until it happens.
- Feeling that a lot of the new projects are not providing sufficient detention which impacts neighbors.

Transit
- The transit network is confusing and many routes are on branches or don’t connect all the way across the district. This is particularly true in the northern half of the district.
- Desire for better transit connections to jobs (Memorial City, Uptown, Downtown, Energy Corridor).
- The transit network makes it difficult to make many trips within Spring Branch due to the lack of north-south connections between Gessner and Antoine.
- The wait between buses is the worst part about the service so higher frequency would be a big improvement.
- Quote “Houston needs to get its transit up to speed to help address rapid development and the needs on an aging population.”

Walkability
- Many residents spoke about the desire to be able to walk more.
- Key barriers included:
  - Personal Safety - poor lighting
  - Incomplete sidewalk grid and ditches
  - Traffic speeds
  - Widely spaces crossing points with challenging intersection design making even those crossings hard
- Would like more walking trails, particularly at school SPARK parks.
- Trail connectivity is a key improvement that is just starting in Spring Branch. This needs to expand both within the District and also outside - to the Energy Corridor, to Memorial City, to White Oak Bayou.
The CenterPoint easement is a major asset for connectivity that should be improved now that the Texas Legislature has removed key obstacles (limitation of liability).

Development
- Region lacks signature places, when I asked people what key locations they thought of they either had hard time thinking of somewhere or mentioned something outside the District.
- Most people mentioned spending time/money on entertainment/restaurants etc. outside the District at places like Memorial City.
- Opportunity to develop (or brand which is my word) small neighborhood centers, potentially themed around diversity of residents (Korean, Latino, Italian).
- Quote "I don't really think we are taking advantage of our location".
- Too many tire stores, repair shops etc. Would like more neighborhood service places.
- There are a lot of good things that have happened in the District including new schools, new roads and infrastructure.
- District should annex areas between the Beltway and Addicks that are part of Spring Branch.
## Draft Priority Action Program

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Notes:
Quantities noted above represent the tally of single, color dots placed on the priority action displays presented at the workshop; Priorities were represented by color:: green dot = "high"; yellow dot = "medium"; red dot = "low".

Three (3) comment cards were received -
1) "Please annex west of Brittmore into the District; Develop a park at the Dam and Sherwood Forest."
2) "Need to annex west of Brittmore."
3) "I would like to see more walking / biking opportunities to connect neighborhoods to Long Point and economic development; On-Street bike / hike trails separated by a median from traffic would be ideal."
7.7 SBMD INVENTORY MAPPING
| 1. Spring Branch Management District Location | 26. Land Market Value (Land + Improvements) |
| 2. 2008 Aerials | 27. Improvement Value (dollars/sqft) |
| 3. 1953 Aerials | 28. Improvement Value By Land Use Type |
| 4. 2008 Topo | 29. Public Schools with Elementary School Attendance Zone |
| 5. 1915 Topo | 30. Public Schools with Middle School Attendance Zone |
| 6. Hydrology | 31. Public Schools with High School Attendance Zone |
| 7. Current FEMA Floodplain | 32. Urban Characteristics |
| 8. Houses Damaged by Water and Wind during Ike | 33. Open and Public Space |
| 9. 1915 Floodplain | 34. City of Houston Proposed CIP Projects and Rebuild Houston Projects |
| 10. 2011 Land Cover | 35. Transportation |
| 13. Business Concentration | 38. Harris County Precincts |
| 15. Population Concentration | 40. Special Management Districts |
| 16. Ethnicity | 41. Utility Districts |
| 17. Food Desert Area and Over 35% Poverty Area | 42. Super Neighborhoods |
| 18. Food Desert Area and Over 35% Poverty Area with Population Density | 43. City Limits and TIRZ |
| 19. House Vacancy | General Sources of Mapped information: |
| 20. Residential Housing Density | Spring Branch Management District |
| 23. Condition of Structures | Unless otherwise noted the information is based on 2012 data |
| 24. Year of Improvement - Residential | |
Improvement Value by Type of Land Use (2011)