

IMPLEMENTATION ASSESSMENT PEARLAND 20/20 MID-COURSE UPDATE

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OVERVIEW

In 2012, the Pearland Economic Development Corporation (PEDC) partnered with Market Street Services to facilitate an eight-month long strategic planning process that culminated in the creation of **Pearland 20/20**, a comprehensive five-year vision strategy for the Pearland community. The strategic planning process was led by a 23-member Steering Committee of diverse public and private sector leaders who invested themselves in the process with the intent to take Pearland to the next level of success. Leveraging comprehensive research, public input from hundreds of community members, and the guidance of top community leaders, the Pearland 20/20 strategic vision plan identified nine high value strategies focused on key elements of Pearland's competitive position, future opportunities, and top challenges.

While the initial years of Pearland 20/20 implementation have been active, it is important that this positive early momentum be sustained through the remaining years of the implementation process. If the Great Recession taught us anything, it is that a community cannot rest on its laurels when it comes to community and economic development. This is especially true in a region like greater Houston that is currently experiencing a decline in its oil and gas sector, one of the key drivers of its recent success.

The purpose of the **Pearland 20/20 Mid-Course Update** is to allow the PEDC and its partners to take a step back and reflect on the first two-plus years of implementation before shepherding the plan through the final stages of its first cycle. The update is comprised of two principal reports. The **Implementation Assessment** leverages quantitative and qualitative data to determine the strategic components that have been advanced most effectively, those that have lagged or yet to be initiated, and some of the challenges and opportunities related to the nine Pearland 20/20 strategies. The Assessment was informed by public input involving over 100 local stakeholders from public, private, non-profit, and institutional sectors. The **Strategic Recommendations** will leverage the findings of the Implementation Assessment and public input components to determine any adjustments that need to be made to the Pearland 20/20 strategies for the final years of its initial implementation cycle.

Ultimately, the Mid-Course Update will not result in a "new" strategy, but rather a fine tuning of the existing nine strategic goal areas that comprise Pearland 20/20 to reflect the experience of implementation to date as well as the city's current competitive realities and opportunities.

QUANTITATIVE ANALYSIS

Ideally, economic and demographic performance trends would be assessed to provide perspective on the early implementation progress of Pearland 20/20. However, because of the timing of the initiative’s launch and the typical lag of government reporting, current data that could speak to direct or indirect Pearland 20/20 impacts were not available. Market Street will instead summarize the results of a city-contracted data study, the 2014 Benchmarking Report, and present a handful of additional indicators not included in the Benchmarking report but germane to Pearland 20/20 strategies.

Ultimately, Market Street recommends that an assessment protocol be developed to track quantitative metrics for a selected number of performance measurements so that investors and partners can be apprised of Pearland 20/20 impacts, challenges, and opportunities. This process would be led by PEDC and/or partnering organizations, and would provide an opportunity to keep public and private stakeholders informed about the strategy and invested in its outcomes.

Summary of City of Pearland Benchmarking Report

The aforementioned November 2014 Benchmarking Report was prepared for the City of Pearland that compared Pearland’s performance across a number of data indicators to that of several other cities in the state of Texas and the United States. A total of nine comparison cities were selected for this report, including the three cities (Franklin, TN, McKinney, TX, and Sugar Land, TX) included in the Pearland 20/20 report as benchmark communities. The selected cities and their respective metropolitan area are listed in the following table.

City	Metro Area
Cary, NC	Raleigh-Durham
Franklin, TN	Nashville
Frisco, TX	Dallas-Fort Worth
League City, TX	Houston
McKinney, TX	Dallas-Fort Worth
Olathe, KS	Kansas City
Plano, TX	Dallas-Fort Worth
Rancho Cucamonga, CA	Riverside-San Bernardino
Sugar Land, TX	Houston

KEY FINDINGS FROM THE BENCHMARKING REPORT

The following categories and findings summarize the components of the November 2014 Benchmarking Report germane to Pearland 20/20. Certain indicators from the Report were not summarized because their data years were the same as reported in the original Pearland 20/20 Competitive Assessment from 2012.

Land Use Indicators

- Pearland ranked last among the comparison cities in both developed city park acreage (175 acres) and park acreage as a percentage of total city area (0.6 percent). Plano, TX ranked first in both metrics, with 4,002 developed city park acres and 8.7 percent of the city area comprised by parks.
 - It is worth noting that privately-owned and operated neighborhood parks and green spaces in Pearland are not included in these rankings.
- Pearland ranked 7th in FY2013-2014 in the total taxable value of real property per capita (\$74,587). Cary, NC ranked first with a per capita value of \$157,118.
- Pearland's commercial/residential split in FY2013-2014 was 27.9 percent commercial/72.1 percent residential. This breakdown was comparable to the other comparison communities.

Public Finances Indicators

- Pearland ranked sixth out of the comparison communities in budget expenditures per capita in FY2013-2014 (\$967). Frisco, TX ranked first with budget expenditures per capita totaling \$1,362.
- Pearland had the second highest amount of debt outstanding per capita in FY2013-2014 (\$3,289) out of all the comparison communities. Frisco, TX had the highest amount at \$4,531.

City Staff Capacity

- Pearland ranked fifth with a population to city staff position ratio of 137.8 to 1.

Real Estate Market Trends¹

- Pearland's average rent per square foot for the office submarket (\$26.41) was the highest of all the benchmark communities.
- Pearland's office occupancy rate (89.2 percent) was the second highest of the benchmark communities behind only Franklin, TN (95 percent).
- Pearland's office market inventory (9.7 million sq. ft.) was the fourth lowest of the benchmark communities. Frisco, TX had the highest office market inventory at 37.9 million sq. ft.
- Pearland had the fourth highest average rent per square foot of applicable industrial submarket (\$7.56). Cary, NC had the highest (\$9.31) and Franklin, TN had the lowest (\$4.56).
- Pearland had an industrial occupancy rate of 95.5 percent, which was the second highest of the benchmark communities behind only Rancho Cucamonga, CA (97 percent).

¹ Source used was CBRE 2Q 2014 Market Reports and PM Realty Group 2Q 2014 Office Market Report. The applicable CBRE submarkets for Pearland were "South Main/South" for office and "South" for industrial.

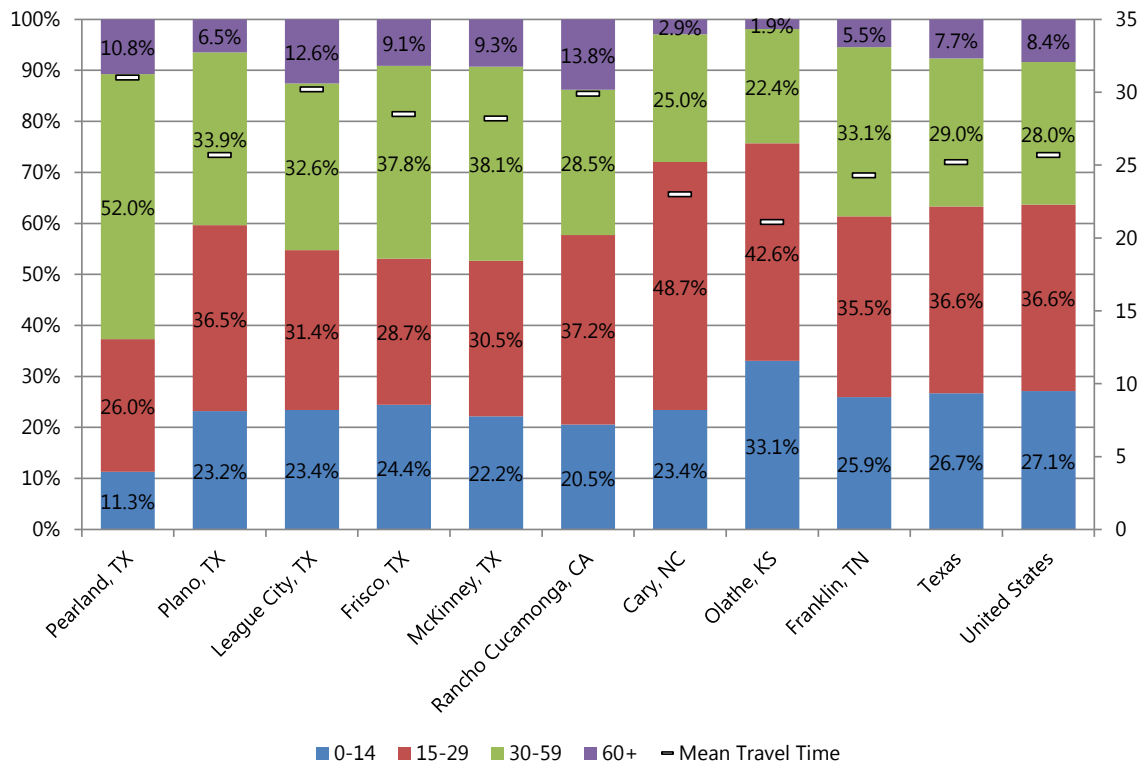
Additional Data Metrics

While the Pearland Benchmarking Report provides a thorough quantitative assessment of how the city's trends compare to peer communities, Market Street believed that additional research and analysis was necessary to provide a more complete profile of data factors related to the Pearland 20/20 strategies. As such, the following categories are intended to supplement the benchmarking data to create a more comprehensive baseline of tracking measurements to serve as a potential foundation for future analysis.

The majority of the following data measures compare the city of Pearland against the nine cities previously identified in the Benchmarking Report, in addition to the state of Texas and the United States. For local public schools data, the Pearland Independent School District (ISD) is compared to the largest districts in the other Texas cities in the Benchmarking Report; these include Plano ISD, McKinney ISD, Clear Creek ISD (League City), Frisco ISD, and Fort Bend ISD. Because city of Pearland students attend schools in the Alvin ISD, data for that district was also included in the K-12 research. Certain data for Pearland's Alvin ISD schools were also broken out to differentiate the Pearland students' performance versus the full district.

TRANSPORTATION

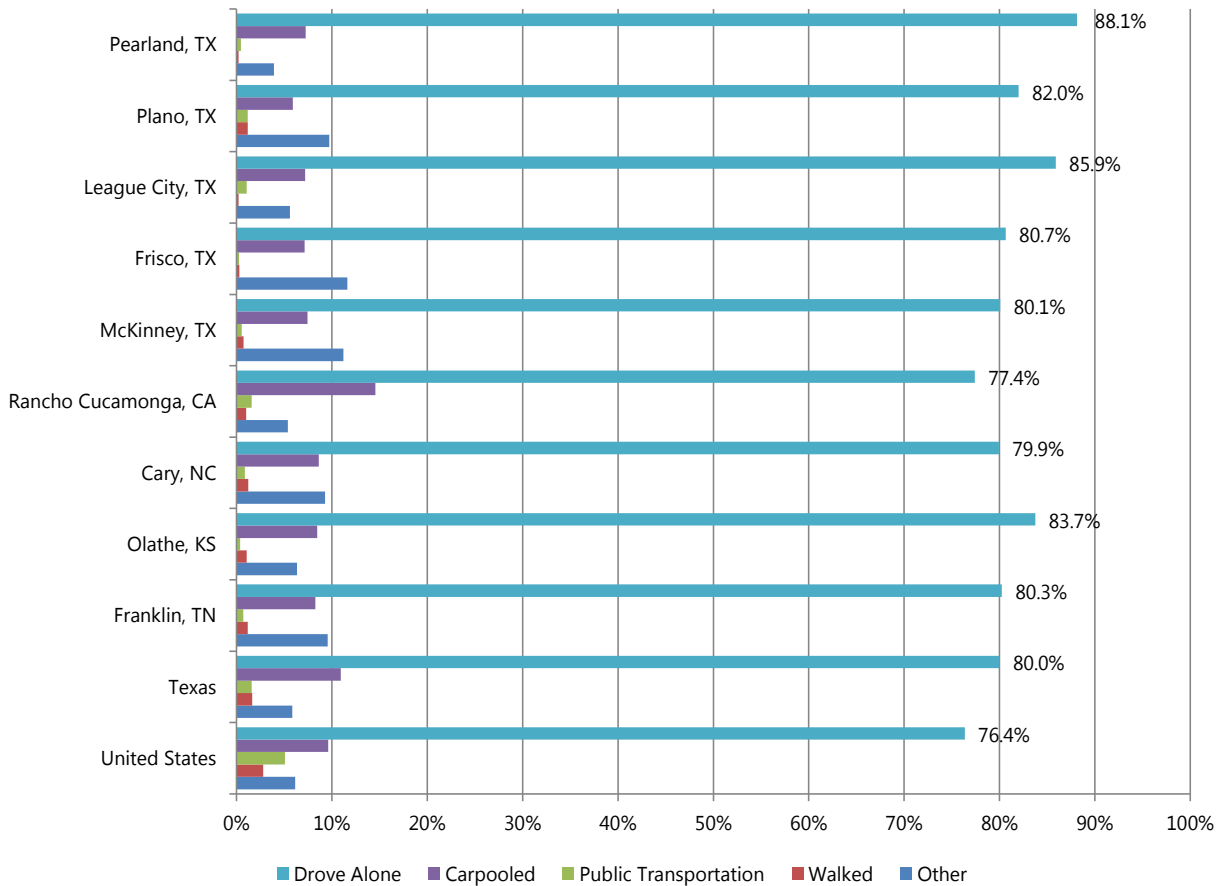
COMMUTING TIMES, 2013



Source: U.S. Census Bureau, American Community Survey, 1-Yr Estimates

- In 2013, 62.8 percent of Pearland commuters took 30 minutes or longer to commute to work. This percentage is well above the next most congested community, McKinney, TX, where 47.3 percent of commuters took 30 minutes or longer to travel to work.
- In 2013, the mean travel time for commuters in Pearland was 31 minutes – the longest commute time of all the comparison communities. League City, TX had the next longest mean travel time (30.2 minutes), while Olathe, KS had the shortest mean travel time (21.1 minutes).

MODE OF TRANSPORTATION FOR COMMUTERS, 2013



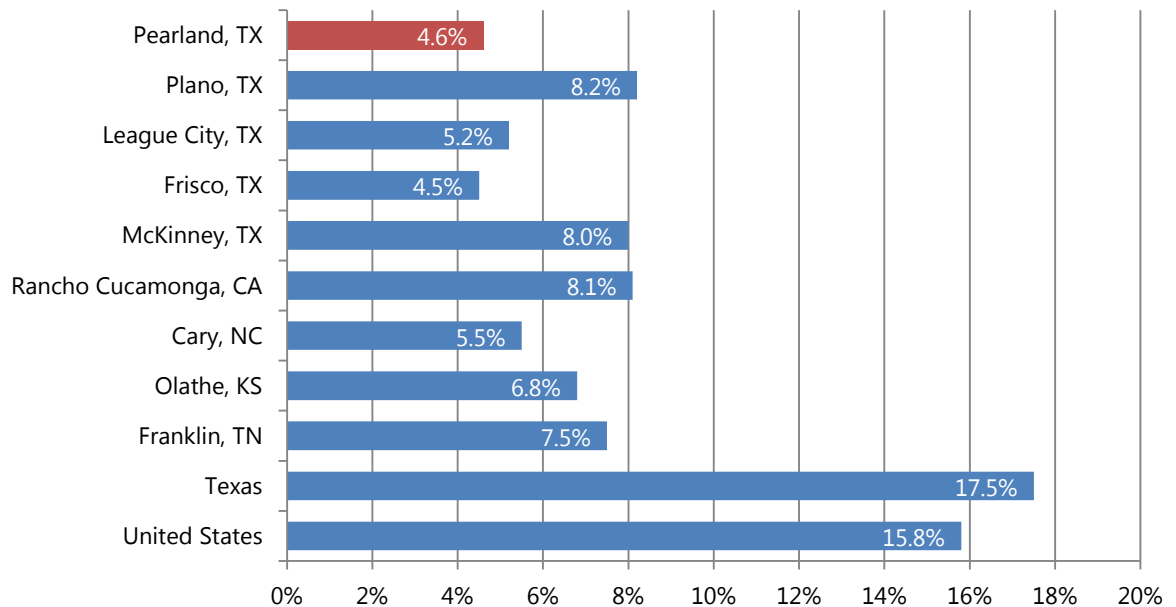
Source: U.S. Census Bureau, American Community Survey, 1-Yr Estimates

- In 2013, 88.1 percent of commuters in Pearland drove to work alone, which was the highest share of all the comparison communities.
- The 7.3 percent of Pearland commuters who carpooled to work ranked 8th among the comparison communities. Rancho Cucamonga, CA had the highest share at 14.6 percent and Plano, TX had the lowest share at 5.9 percent.

- Pearland had the 3rd lowest percentage of commuters who reported traveling to work via public transportation (0.5 percent). The United States (5.1 percent) had the highest share and Frisco, TX had the lowest share.
- Pearland had the lowest percentage of commuters who walked to work in 2013 with just 0.21 percent of commuters using this mode. The United States (2.8 percent) had the highest share among the comparison communities.
- Pearland had the lowest percentage of commuters classify their mode of transportation as “Other” at 3.9 percent. Frisco, TX had the highest percentage with 11.6 percent.

POVERTY

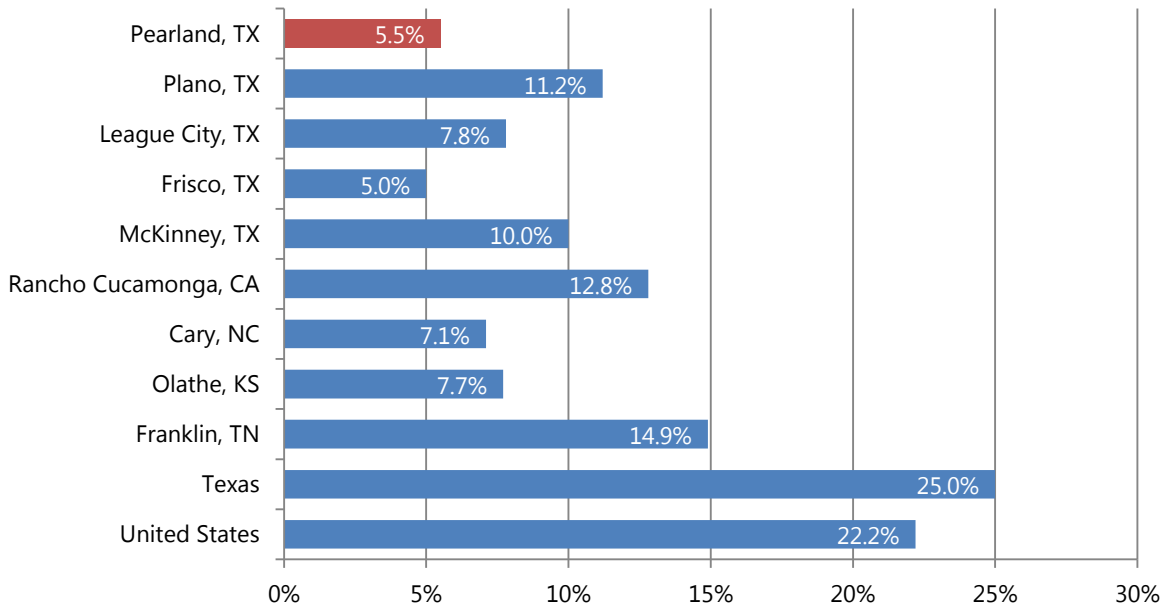
POVERTY RATE, TOTAL POPULATION, 2013



Source: U.S. Census Bureau, American Community Survey, 1-Yr Estimates

- In 2013, Pearland had a poverty rate of 4.6 percent – the second lowest of all the comparison communities. Frisco, TX had the lowest poverty rate (4.5 percent), while the state of Texas (17.5 percent) had the highest poverty rate of all the comparison geographies.

POVERTY RATE, CHILDREN UNDER 18, 2013

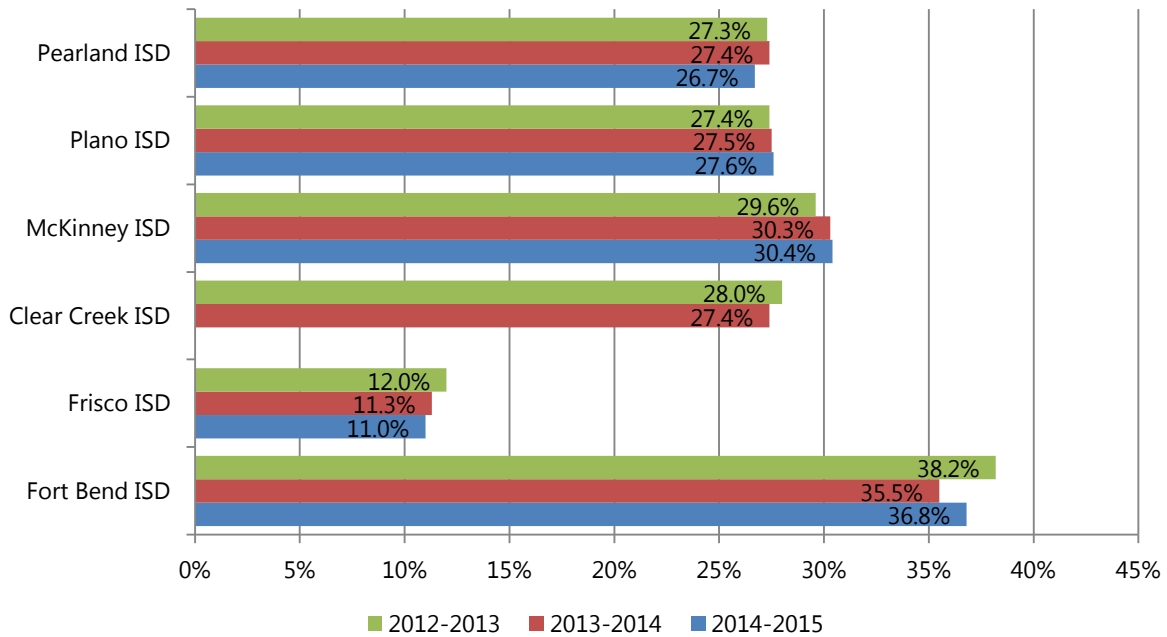


Source: U.S. Census Bureau, American Community Survey, 1-Yr Estimates

- In 2013, Pearland had a child poverty rate of 5.5 percent – the second lowest of the comparison communities. Frisco, TX had the lowest child poverty rate (5 percent), while the state of Texas had the highest child poverty rate (25 percent).

K-12

% OF STUDENTS ELIGIBLE FOR FREE OR REDUCED MEALS², 2012 – 2015



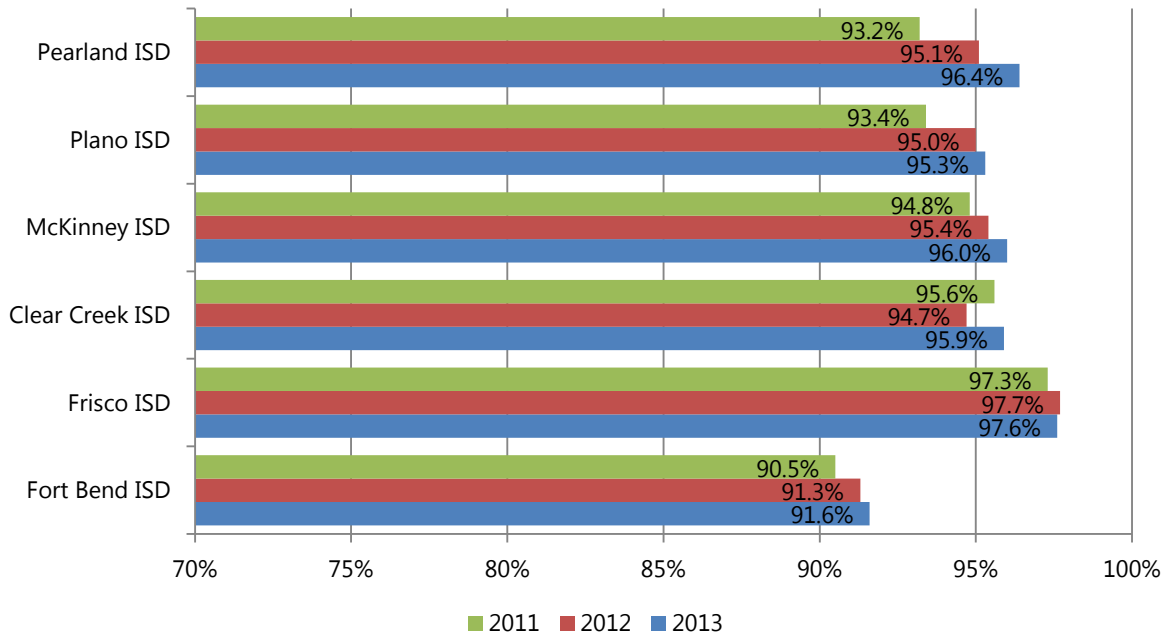
Source: Texas Education Agency

Note: Data for Clear Creek ISD unavailable for 2014-2015 school year

- In the 2014-2015 school year, 26.7 percent of students at Pearland ISD schools were eligible for free or reduced meals. This was lower than all other comparison community school districts in Texas for which data was available except for the Frisco ISD (11.0 percent).

² This percentage should not be considered a proxy for the number of students in poverty, but is the best available indicator reporting the percentage of students considered by the district to be lower income.

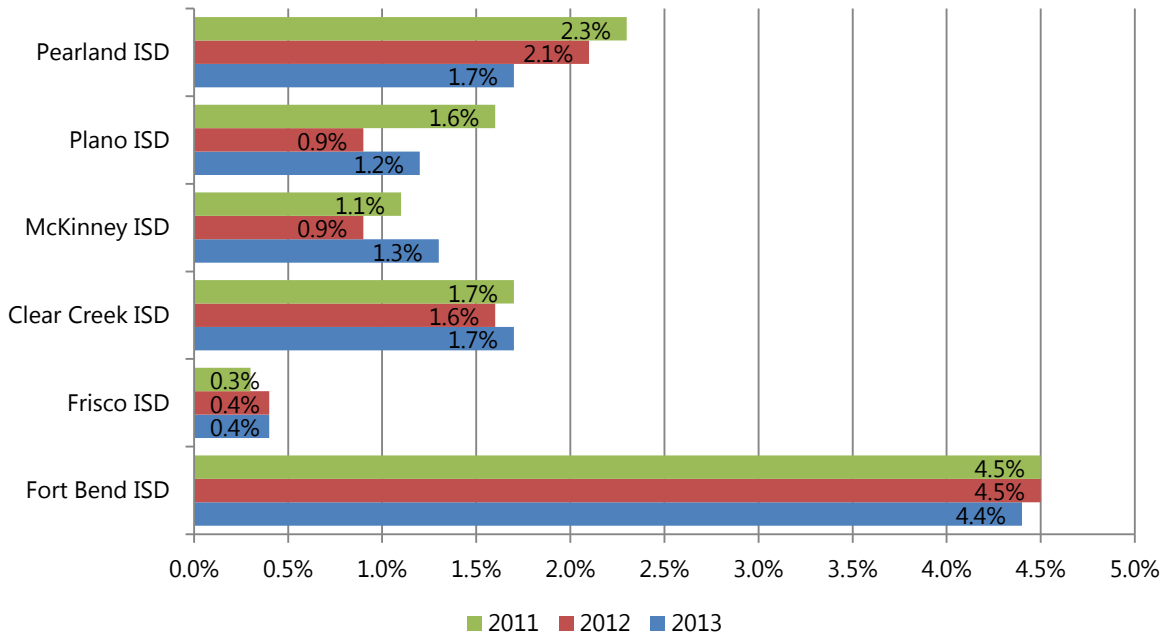
LONGITUDINAL GRADUATION RATE, 2011 – 2013



Source: Texas Education Agency

- In the Pearland ISD, 96.4 percent of the graduating high school class of 2013 completed high school within four years. This four-year graduation rate was higher than all other comparison community school districts in Texas except for the Frisco ISD (97.6 percent).
- The 3.2 percentage point increase in the four-year graduation rates of the class of 2011 and the class of 2013 in Pearland was the largest increase of the other comparison community school districts in Texas.

LONGITUDINAL DROPOUT RATE, 2011 – 2013



Source: Texas Education Agency

- In the Pearland ISD, 1.7 percent of students in the 2013 high school class dropped out of school before completing their high school education. This dropout rate was tied with the Clear Creek ISD as having the second highest rate among the comparison communities in Texas.
- The 0.6 percentage point improvement from 2011 to 2013 in the Pearland ISD’s longitudinal dropout rate topped all the other comparison community ISDs.

As was mentioned in the introduction to this section, it is also important to note that some schools in the Alvin ISD are physically located in Pearland, and thus, warrant inclusion in the conversation about the quality of Pearland area schools. The following four schools are located in Pearland, but are affiliated with the Alvin ISD:

- Glenn York Elementary (grades EE – 5)
- Laura Ingalls Wilder School (grades PK – 5)
- Mary Burks Marek Elementary (grades EE – 5)
- Nolan Ryan Junior High (grades 6 – 8)

These four Pearland schools accounted for **19.4 percent** of the total Alvin ISD’s student population in the 2013-2014 school year.

EDUCATIONAL DATA FOR PEARLAND SCHOOLS IN ALVIN ISD

Alvin ISD Schools in Pearland, TX	Attendance Rate (2012-2013)	% Economically Disadvantaged (2013-2014)	Total Operating Expenditures per Student (2012-2013)	STAAR Passing Rate (% at Phase-in Satisfactory Standard or Above, All Subjects, 2013-2014)	Total Enrollment (2013-2014)
Glenn York Elementary	97.8%	29.8%	\$5,156	85%	819
Laura Ingalls Wilder School	97.8%	15.4%	\$4,984	91%	892
Mary Burks Marek Elementary	97.9%	15.4%	\$4,683	91%	925
Nolan Ryan Junior High	97.9%	29.8%	\$4,876	86%	1,180
Alvin ISD Average	96.1%	50.5%	\$7,875	78%	19,667

Source: Texas Education Agency

These data show that the Pearland resident student population in the Alvin ISD perform at a higher level in terms of passing rate than district students overall. The percentage of economically disadvantaged students in the Pearland schools is also notably lower than the full district, where just over half of all students are categorized as low-income. This would also explain why expenditures per student are higher in the Alvin ISD than the four Pearland schools; campuses with high levels of poverty often qualify for increased state and federal funding.

Although their schools have Manvel addresses, some Pearland students who live west of SH 288 also attend classes at Dr. Red Duke Elementary, Don Jeter Elementary, and Rodeo Palms Junior High in the Alvin ISD. Still other Pearland students attend schools in the Houston, Pasadena, Fort Bend, and Clear Creek ISDs.

KEY FINDINGS

The Benchmarking Report and the additional supplemental data indicators reveal key trends that speak to the competitive position of Pearland.

- The positive trends in the K-12 data indicators clearly separate Pearland from the rest of the comparison communities in Texas. The 2011-2013 data trends for the Pearland ISD in both longitudinal dropout rate and longitudinal high school graduation rate outperformed all the other ISDs in the comparison communities.
- The most recent poverty rate data also shows Pearland outperforming all other comparison communities, except for Frisco, TX, in terms of the fiscal welfare of its population.
- Commuting trend data paints a different picture for the Pearland community. The most recent data shows that commuters in the city of Pearland are more likely to drive individually to work, while the amount of time commuters spend traveling to work also exceeds all of the comparison communities.

Thus, while data included in the Benchmarking Report generally showed Pearland falling in the middle of the pack in comparison to peer communities in terms of key economic, demographic, and civic trends, the supplemental data provided by Market Street paint a brighter picture of a community that is excelling at the critical criteria of public school performance and the fiscal wellbeing of residents.

The second half of this Implementation Assessment report will leverage qualitative information and feedback to supplement the data analysis provided thus far. In terms of establishing an understanding of the relative efficacy of initial Pearland 20/20 implementation, this qualitative data will be a much better gauge of activity measures and stakeholder perceptions of strategic activation in the first two-plus years of the program.

QUALITATIVE ANALYSIS

While data in the city-contracted November 2014 Benchmarking Report cited in the first section do not provide perspective on current local conditions, a recent National Citizens Survey of Pearland residents conducted by the National Research Center and International City/County Management Association (ICMA) sheds light on more recent perspectives of Pearland area stakeholders. The following selected key findings from the Pearland Citizens Survey provide context on residents' overall attitudes about the city and its competitive position. More specifically, the attitudes are consistent with input conducted for the Pearland 20/20 Mid-Course Update process that showed stakeholders are happy with the current state of the city, but have concerns about mobility and community attachment. The Survey found:

- A majority of residents (85 percent) rate the quality of life in Pearland as "good" or "excellent."
- Pearland residents rated aspects of the city's mobility much lower when compared to survey respondents in other communities across the nation.
- The overall sense of community in Pearland was rated as "good" or "excellent" by 60 percent of survey respondents.

Indeed, sentiments of Pearland's public and private leadership and key stakeholders are generally bullish on the prospects of the city, especially with a spate of recent high-profile economic development announcements featuring hundreds of new and relocated well-paying jobs. However, optimism is dampened by some in the community who feel that Pearland's growth patterns continue to be unsustainable, especially as the city's debt load prevents expenditures on non-core projects and services and budget negotiations increasingly require city departments to pare spending to balance budgets and allow elected officials to refrain from instituting tax increases.

As city government prioritizes a focus on nuts-and-bolts spending on transportation infrastructure and core services like police, fire, and education, investments in quality of life amenities have taken a back seat, especially without significant commitments of private-sector or philanthropic monies to supplement public spending. A more aggressive focus on investments that enable Pearland to "catch up" to its skyrocketing growth is worrisome to certain stakeholders who feel that Pearland must provide lifestyle amenities consistent with other cities of its size. Thus, supporters of projects such as an events center and the development of increased arts capacity are concerned that the city risks losing its status as a community of choice if it cannot meet residents' expectations for quality of life and place enhancements.

Qualitative feedback like the sentiments noted above came in the form of implementation tracking reports by the PEDC, news reports and other inputs, as well as one-on-one interviews with key Pearland leaders and a number of constituency-specific focus groups. An online survey available to implementation partners also contributed to the perspectives of Pearland 20/20 progress and is summarized in the Appendix of this report.

Pearland 20/20 Strategy Updates

The following pages will take a strategy by strategy look at Pearland 20/20 implementation progress by leveraging activity measures provided by the PEDC and other sources as well as the full breadth of qualitative feedback gathered for the Mid-Term Update process. Ultimately, perspectives on continuing challenges and opportunities to successful implementation, as well as new strategic options and adjustments, will be incorporated into the Pearland 20/20 strategic recommendations report later in this process.

1.0 DESIGN AND IMPLEMENT AN ENHANCED ECONOMIC DEVELOPMENT MARKETING PROGRAM

Efforts to market the economic development assets of the city of Pearland are ongoing, but numerous economic development “wins” have occurred since the implementation of Pearland 20/20 that speak to the effectiveness of PEDC’s economic development outreach. PEDC has attracted numerous new employers to Pearland and facilitated multiple expansion projects from existing employers since the implementation of Pearland 20/20. Recent announcements of note include Keystone Engineering’s new 45,000 square foot office and manufacturing facility, Dover Energy’s new 150,000 square foot manufacturing and operations facility, Tool-Flo Manufacturing’s new 50,000 square foot headquarters, training, and manufacturing facility, and Mitsubishi Heavy Industries Compressor Corporation’s new 180,000 square foot manufacturing and service facility. Collectively, these projects represent hundreds of new jobs and tens of millions of dollars’ worth of new investments in Pearland’s economy.

Both public and private leaders in Pearland believe that the city’s economic development function is performing well and cite the growth of diverse employment sectors as the most viable means to build the local tax base, reduce residents’ tax burdens, and avoid the need to increase tax levies in future budgets.

1.1 Ensure that relocation prospects are efficiently and effectively supported and managed.

- PEDC continues to work with prospects on potential relocations to Pearland. Recent projects include Keystone Engineering’s new facility on South Main, CapRock’s expansion of their facility on South Main and MHI’s expansion of their initial project to include 85,000 SF of warehouse space.
- Many input respondents were pleased that the city did not have to provide significant incentives to attract top employers, but rather relied on Pearland’s competitive assets to secure new investments.
- General consensus from respondents was that Pearland’s regulatory policies and processes were not deterrents to job creation from current or prospective employers.

1.2 Build a competitive portfolio of “shovel-ready” Pearland development sites.

- In August 2013, the PEDC initiated a study to evaluate a potential new development site; this process is ongoing.

- Significant work was also done to improve the infrastructure in the Lower Kirby area, including implementation of a regional detention facility. In fact, most input participants noted that Lower Kirby continues to be the city's most viable destination for new employers.
- A number of respondents felt that the proposed Ivy District from Beijing-based Modern Green Development just west of SH 288 and south of Beltway 8 represents a dynamic opportunity for more mixed use, Class-A office, lifestyle, and destination retail development.

1.3 Enhance efforts to attract key segments of the health care sector to Pearland.

- PEDC completed new print ads to highlight recent healthcare related projects in the community and is looking at publications in which to purchase advertising for 2015 and beyond.
- PEDC has sponsored and/or attended several events targeting the healthcare/life sciences sector, including the Texas Life Sciences CEO summit, various BioHouston events and the Greater Houston Partnership's State of the Medical Center.
- Numerous public input participants continue to emphasize Pearland's proximity to Texas Medical Center (TMC) as perhaps its top economic development opportunity. Some suggested that Pearland could be an attractive "back office" location for TMC entities looking for a lower-priced option to Houston for medical IT and other sectors including research and medical manufacturing.
- Healthcare leaders responded positively to the potential for creating some type of sector committee focused on healthcare issues and opportunities in Pearland.

1.4 Enhance efforts to attract key segments of the energy sector to Pearland.

- PEDC has completed new print ads to highlight recent energy related projects in the community and is looking at publications in which to purchase advertising in 2015.
- PEDC has sponsored and/or attended several events targeting the energy sector including the Petrochemical & Maritime Outlook Conference.
- Input participants were not overly concerned that the slowdown in Houston's energy sector will strongly affect Pearland, as the majority of oil and gas employment is in Houston's I-10 corridor and The Woodlands.

1.5 Conduct an assessment of Pearland's strategic opportunities related to Port of Freeport and Panama Canal expansion.

- This assessment is scheduled for the second half of Pearland 20/20 implementation. However, numerous public input respondents were still bullish on Pearland's opportunities related to the Freeport expansion, especially as it relates to warehouse and distribution projects.
- One respondent said that, in addition to focusing north on Houston/Harris County, Pearland should try to enhance its position as the "front door to Brazoria County."

1.6 Build recruitment networks through attendance at high-value industry meetings and conferences.

- PEDC staff has attended industry conferences along with site selector and developer events such as TEDC and Team Texas meetings.
- PEDC staff also attended a GHP site selector familiarization tour in Houston in October 2014.
- PEDC has secured sponsorships for upcoming events, such as the ULI 2015 Spring Meeting.
- Input respondents feel that investments in external marketing continue to be high-value opportunities for the PEDC.

1.7 Ensure Pearland's retail sector remains vibrant.

- PEDC is working with developers on a grocery-anchored retail center at Barry Rose and Pearland Parkway and a Costco on Business Center Drive.
- PEDC staff met with CBL Properties in Dallas regarding the leasing of the Pearland Town Center.
- PEDC is also exploring the issuance of an RFP for a retail trade analysis of Pearland.
- Corridor-focused revitalization and development along SH 35, FM 518/Broadway, and SH 288 will also serve to enhance opportunities for retail development.
- Of concern to certain public and private stakeholders, the city of Pearland's restrictions on liquor sales, which prevent restaurants and other establishments from selling alcohol unless 51 percent of their revenue comes from food, were said to be an impediment to attracting and developing live performance venues, high-end bars, and other establishments that could make the city more competitive for young professionals.

1.8 Conduct an incentives review to optimize Pearland's tools to stimulate business investment.

- This review is slated for the second half of Pearland 20/20 implementation.
- As noted previously, while challenges related to permitting come up often in discussions with employers through Pearland's existing business program, the consensus belief of most private-sector leaders is that the city's system is effective but simply has a large volume of pending requests.

1.9 Optimize a program to retain and expand existing Pearland employers.

- BizConnect, a partnership between the PEDC and Chamber of Commerce, conducts multiple tours and retention visits. PEDC has recently updated its Agreement with the Chamber.
- Stakeholders noted that BizConnect visits have largely been effective, with Chamber staff and volunteers formalizing a process to advance employer concerns to applicable representatives in city government. Principal issues reported by local businesses include the time required to secure building permits, challenges related to transportation, as well as particular requests for certain restaurants and other lifestyle amenities.

2.0 IMPLEMENT MULTIPLE, HIGH-IMPACT MOBILITY PROJECTS

As with any rapidly growing community, Pearland must confront concerns expressed by citizens over traffic congestion and mobility in the city. The commuting data previously referenced in this report shows Pearland trailing peer communities in data related to time spent traveling to work. The National Citizen Survey report conducted for Pearland in 2015 also showed that several characteristics related to Pearland's mobility were ranked lower by residents when compared to the national benchmark. Despite these trends, Pearland has made notable progress on specific roadway improvement projects that collectively will help to ease mobility concerns in Pearland. The city recently received over \$80 million in federal/state funds for various road expansion projects, with many of these having advanced to the design or construction phase.

There might also be a disconnect between stakeholder perceptions of the city's response to traffic congestion and the actual efforts being made by Pearland officials to build more capacity. The fact is that Pearland has prioritized investments in transportation infrastructure for years and has designed and completed multiple high-impact projects, but the complicated, years-long process for seeing a project from inception to construction is such that year-to-year progress is often hard to communicate or discern.

2.1 Continue planning, design, and construction of priority road and highway projects.

- Reconstruction of SH 35 has been completed.
- Construction has started on the Pearland Parkway extension project and the Bailey Road project is scheduled for bid in late 2015.
- Max Road and Fite Road are currently under design.
- The City has been meeting with TxDOT and Brazoria County to discuss the widening of the FM 518 overpass to eight lanes as part of the managed lane project.
- TxDOT has begun to design the reconstruction of FM 518/Broadway between SH 35 and SH 288.
- Additional funded future projects include McHard Road and Smith Ranch Road. A full list of transportation infrastructure priorities for the second half of Pearland 20/20 implementation will be noted in the Strategic Recommendations report.
- City officials have expressed frustration that the public is not fully aware of all the activity taking place to enhance road and highway infrastructure. Elected officials have also reiterated that investing in new capacity to improve local mobility is their number one strategic priority.

2.2 Advocate for the timely design and construction of the SH 288 park-and-ride facility in Pearland.

- Though the regional transit authority approved an authorization to purchase land for a Brazoria Park and Ride, Pearland officials felt that the city was bearing an undue fiscal burden for the project compared to the benefit to be accrued by other regional communities and failed to approve the local match for the land purchase. The property is currently being marketed for sale to all interested bidders.

- While most local leaders feel the potential window to locate a park-and-ride facility in Pearland has now closed, others hope that the issue remains active, citing the tremendous potential benefit to Pearland due to the large presence of TMC workers in the city.

2.3 Continue efforts to secure long-term mass transit options for Pearland.

- Analysis of mass transit opportunities is slated for implementation in the second half of the Pearland 20/20 cycle.
- Public input respondents were lukewarm to the possibilities of funding intra-city mass transit in Pearland, but many feel that the potential extension of light rail from Houston down to Lower Kirby would be a boon for the city and create opportunities for mixed-use and transit-oriented development in the district.

2.4 Support the construction of toll lanes on State Highway 288 between U.S. Highway 59 in Harris County and State Highway 6 in Brazoria County.

- The construction of toll lanes on SH 288 from US 59 in Harris County to CR 58 in Brazoria County continues to move forward. A construction contract has been conditionally awarded to the Blueridge Transportation Group.
- Design of the \$100 million Brazoria County phase is 95 percent complete with a T&R Investment Grade Study being finalized. Local officials feel confident that the project will advance to construction in a timely manner and provide great benefit to Pearland's residents and economy.
- The 10.3 mile, \$800 million Harris County segment is also moving forward, with construction estimated to begin in the first quarter of 2016 and the toll lanes opening to traffic by early 2019.

2.5 Work with the Houston-Galveston Area Council (HGAC) on regional transportation solutions.

- The city of Pearland has secured funds for multiple regional transportation projects. Hughes Ranch Road (CR403), Mykawa Road, and the SH288 northbound feeder projects will all be submitted to HGAC for federal and state funding through the Transportation Improvement Plan (TIP) process.
- The city, Pearland Chamber and PEDC all supported Proposition 1, a voter-approved measure that authorizes additional Texas transportation funding to be used for new construction and preservation of the state highway system.

2.6 Better inform local residents about east-west mobility options in Pearland.

- This initiative is tentatively slated for implementation in the second half of the Pearland 20/20 implementation cycle. However, many stakeholders have questioned the continuing need for the initiative and feel that Pearland drivers are becoming more aware of east-west mobility options as construction progresses on principal east-west thoroughfares.

3.0 OPTIMIZE THE DEVELOPMENT POTENTIAL OF PEARLAND'S PRINCIPAL COMMERCIAL CORRIDORS

The Pearland 20/20 strategic planning process revealed that there is great potential for development along Pearland's principal commercial corridors; this key strategy area has gained traction as work has been completed on major corridor plans and key opportunities have been identified. The redevelopment strategy that was developed for SH 35, Pearland's oldest major corridor, is an example of a tangible accomplishment that was led by PEDC. The redevelopment strategy involves a number of phased projects that will aim to transform this critical entry point into the city into a visually appealing corridor that invites private investment.

Public input participants continue to demonstrate optimism regarding the potential for corridor revitalization to not only identify and promote high-value commercial and industrial development sites, but also explore opportunities for more urban, mixed-use project types.

3.1 Create a FM 518/Broadway master development plan.

- A contract was awarded for the creation of a master plan and work continues on its development.
- Lessons learned from the SH 35 plan have compelled the PEDC and consultants to focus on high-priority segments of the corridor for initial planning rather than the full span originally conceived for the project.
- Already, the consultant has begun to determine options to incorporate development opportunities for the Old Townsite into SH 35 corridor planning.

3.2 Leverage recent road improvements to create a SH 35 redevelopment plan.

- Through its consultant, PEDC has completed the background and market analyses phases for the SH 35 Redevelopment Strategy and has held several steering committee meetings with representatives of the corridor.
- Implementation of the Strategy will focus on leveraging recommendations to create opportunities for economic diversification along the SH 35 corridor; commercial, retail, and industrial uses were determined to be more viable than residential in terms of the roadways highest-and-best uses.

3.3 Realize efforts to establish a management district for SH 288.

- In 2013, a management district for SH 288 (PMMD2) was established to improve the appearance of the corridor. A Board of Directors has been empaneled and on November 5, 2013, a maintenance and operations tax of \$0.10 per \$100 in valuation was approved by voters in the District. The Board adopted the 288 Master Plan at its June 4, 2014 meeting.
- Funding for the maintenance of the corridor and long-term improvements will be the primary responsibility of the District via its taxing authority. PEDC and the City will be working with BCTRA on the engineering and design of the long-term improvements that the District will ultimately maintain.

- Opportunities to enhance the aesthetics of the SH 288 corridor are among the earliest “victories” anticipated by local officials, with resources now available for this purpose. Many input participants feel that the SH 288 management district holds great potential to be transformative for west Pearland.

3.4 Link Old Townsite revitalization to FM 518/Broadway and SH 35 redevelopment process.

- This component of Pearland 20/20 is largely being addressed through integration with the SH 35 redevelopment planning effort. With multiple master plans for the Old Townsite already completed, officials feel that additional investment focused exclusively on the district is not appropriate.
- The majority of public and private leaders interviewed for the Pearland 20/20 update process feel that a significant focus on Old Townsite redevelopment is not warranted. They feel that the assets of the district – other than the former ACC building – are not dynamic enough to attract private dollars and public investment is not feasible.
- With private development increasingly focused in west Pearland, stakeholders feel that a private market simply does not exist for major investments in the Old Townsite, including any expenditures of city money without a significant private partner. A handful of input respondents said that developing the Old Townsite as a suburban downtown simply “isn’t us,” and is out of character with Pearland’s past, present, and future.

3.5 Evaluate the feasibility of establishing a Tax Increment Reinvestment Zone (TIRZ) for the Old Townsite and key sections of the SH 35 and FM 518/Broadway corridors.

- Activation of this component has been slated for the second half of Pearland 20/20 implementation. However (see 3.4), officials have noted that they do not feel that creation of an incentive tool to stimulate Old Townsite investment is warranted at this time.

4.0 MAKE PEARLAND A MORE COMPETITIVE RECREATION AND CULTURAL DESTINATION FOR RESIDENTS AND VISITORS

Pearland continues to evolve into a community that seeks to develop its own identity within and beyond the Houston metro area. An important component of this growth process to many stakeholders involves highlighting the quality of place amenities that make Pearland distinctive and making continuous improvements to these amenities. Since the implementation of Pearland 20/20, local entities have sought to secure investments in recreational and cultural assets that could enhance the attraction of visitors and residents to the city. The newly formed Pearland Alliance for Arts and Culture and parks foundation are examples of public and private leaders coming together in an attempt to improve the city’s capacity in these areas. While opinions vary among private sector leaders, elected officials in Pearland are largely united in the belief that any arts and cultural enhancements will need to be driven by private sector investment and not the expenditure of public monies.

4.1 Ensure capital investment in funded park, recreation, and trail capacity continues as scheduled.

- Construction on the Hickory Slough and Shadow Creek Ranch sports complexes are nearing completion.
- The Centennial to Independence trail is currently under design.
- Firms have been selected to begin design of the Shadow Creek Ranch and Green Tee Terrace trail projects. In addition, the City is requesting 2017 TIP funds for Clear Creek trail, which would run from north of Riverstone Ranch to the UHCL-Pearland campus.

4.2 Identify strategies to accelerate implementation of Pearland's master plans for Parks and Recreation and Trails.

- This action is slated to be addressed in the second phase of Pearland 20/20 implementation. However, a Master Plan developed by the city's Parks and Recreation department is currently being finalized and will be incorporated into the identification and advancement of Pearland 20/20 priorities in this category.
- City officials are especially focused on completing projects funded by voters in 2007 before future efforts are identified and advanced.

4.3 Pursue the potential development of a parks foundation in Pearland.

- The development of a parks foundation was pursued and accomplished in the first phase of Pearland 20/20 implementation.
- The Forever Parks Foundation has officially met, adopted by-laws and is currently working on an agreement to present to the City Council to establish the relationship between the Foundation and the City. They are also working on branding efforts, have reserved a website for future development, and are discussing their first fundraiser and potential projects to support.

4.4 Develop a sports marketing program to attract youth and adult athletic tournaments to Pearland.

- This action is slated to be addressed in the second phase of Pearland 20/20 implementation.
- A concern from officials in the tourism and hospitality industry is the need for additional hotel beds to accommodate any increase in local sports tournaments. The development of more hotel and motel product, however, was said to be contingent on additional issues such as the presence of an events or conference center in Pearland.

4.5 Create, program, and staff a unified arts organization in Pearland.

- The development of an arts organization was pursued and accomplished in the first phase of Pearland 20/20 implementation. The organization follows in the footsteps of previous attempts to create a formal association representing the arts in Pearland, many of which have been spearheaded by the city's mayor, Tom Reid.

- The Pearland Alliance for Arts and Culture has received its official “tax exempt” status by the IRS, completed the development of its mission, vision, and strategy, developed a logo, launched the PAA&C website, opened the PAA&C office, and expanded the Board of Directors for the organization to five Directors, and expanded the Advisory Committee to 17 local artists. While volunteer staff was temporarily employed, the Alliance is currently without full-time, dedicated administration. Many in the community feel that the Alliance’s impact will not be optimized until it is fully staffed.
- Arts advocates in Pearland had previously attempted to secure public money for the development of a local arts strategy but were rejected by City Council. Most public officials interviewed by Market Street for this Mid-Term Update process expressed cynicism that arts funding was a worthwhile public investment, especially with so many pressing infrastructure and services needs and the proximity of cultural amenities in the city of Houston. Officials said that arts capacity in Pearland will likely only be enhanced through private and/or philanthropic donations.

5.0 DEVELOP A COMPREHENSIVE COMMUNITY BEAUTIFICATION STRATEGY

A key concern of certain stakeholders in the Pearland 20/20 development process, the aesthetics of the city emerged as a strategic priority. There has been notable movement on implementation of these activities, including the all-important identification and commitment of resources to facilitate aesthetic improvements and gateway enhancement. Even so, some in the community are still skeptical that investments in community beautification are warranted, will have a real impact on local economic growth, or are the purview of the PEDC. Others, however, note that investments in improving the look of Pearland and better identifying its principal gateways will also foster greater awareness and attachment of Pearlanders to their city, especially those residents who may not be aware they actually live within the city boundaries.

5.1 Establish a city-led task force to coordinate elements of a beautification strategy.

- Recently, two major beautification efforts have been completed: the 288 Master Plan and Gateway features. PEDC, Keep Pearland Beautiful (KPB), and the City continue working on plans to implement an entry feature and landscaping on Cullen Road.
- PEDC has also coordinated efforts to implement landscaping on Pearland Parkway and Dixie Farm Road.
- PEDC hopes to develop a comprehensive beautification strategy that outlines current priorities and institutes a unified approach and standard for all future beautification efforts in Pearland.

5.2 Develop a funding and maintenance protocol for Pearland’s landscaped roads and corridors.

- The City and PEDC worked with Clark Condon and Associates to develop new specifications and strategies for the maintenance of city rights-of-way and facilities. The public rights-of-way contract awarded in Spring 2014 is based on these new standard specifications.

- PEDC has also completed a list of recommended species that will serve as an amendment to the UDC.
- PEDC plans to continue working closely with KPBB – which receives beautification grants from TxDOT – to leverage funding on priority landscaping projects.

5.3 Develop iconic and visually appealing gateways to Pearland.

- The Gateway focus group completed a City Gateway plan in Summer 2014. The plan includes an evaluation of existing conditions, results of multiple workshops, final design concept for an entryway monument, recommended locations and cost estimates.
- PEDC hopes to begin construction of the first new gateway location on Cullen Road in the spring of 2015.
- PEDC has also entered into the design phase for gateway features on Pearland Parkway and Dixie Farm Road.

5.4 Expand participation in city-wide clean-up efforts and events.

- This action is slated to be addressed in the second phase of Pearland 20/20 implementation.

5.5 Optimize the siting and replacement of power poles/lines in Pearland.

- The City and PEDC have had multiple meetings with Centerpoint to discuss this issue.

5.6 Continue evaluating the feasibility of establishing a city demolition program for distressed properties.

- The City has established a SNAP (Safe Neighborhoods Around Pearland) team that evaluates distressed properties.

6.0 IMPLEMENT PLANS TO DEVELOP THE LOWER KIRBY URBAN CENTER AS PEARLAND'S MOST INTENSIVE MIXED-USE EMPLOYMENT, RESIDENTIAL, AND ENTERTAINMENT DISTRICT

Much of the positive economic development momentum that Pearland has enjoyed since the implementation of Pearland 20/20 can be tied to the Lower Kirby Urban Center (LKUC) and the investments that have been made in this geographically important district. Tool-Flo Manufacturing and Mitsubishi Heavy Industries Compressor Corporation are among the companies that have recently made significant investments in the Lower Kirby area. These projects were made possible in part by public infrastructure improvements that were made in the LKUC, which will also play an important role in driving future private investment. The LKUC also represents a prime location for Pearland to develop walkable, mixed-use developments that will be especially critical in supporting growth in the region's young professional workforce. Some also see Lower Kirby as the most logical destination for some type of mass transit linkage to greater Houston, either via light rail or some other mode.

6.1 Implement the recommendations of the Lower Kirby Urban Center Master Plan and Implementation Strategy.

- Key elements of regional detention in Lower Kirby were focused on utilizing the existing TxDOT drainage ditch and the city's existing pond. In 2014, the city, the Lower Kirby management district, and Brazoria County Drainage District No. 4 approved multiple agreements to implement regional detention including a master drainage plan, interlocal agreements, and financing agreements.
- The preliminary engineering and phase I improvement design is underway.
- PEDC is still working with TxDOT to utilize their drainage ditch. MHI was the first developer to purchase regional detention.
- The city, PEDC, and Lower Kirby management district are working on the reconstruction of Hooper Road and extension of underground electricity on Kirby Drive.

6.2 Aggressively market the LKUC through all relevant channels.

- Marketing strategies for LKUC will be pursued in the second phase of Pearland 20/20 implementation.

6.3 Formalize and maintain a consistent identity for the LKUC.

- Branding and signage strategies for LKUC will be pursued in the second phase of Pearland 20/20 implementation.

6.4 Encourage the development of quality of life amenities in the LKUC.

- This action will be pursued in the second phase of Pearland 20/20 implementation.

7.0 CONSTRUCT A MULTI-USE EVENTS CENTER IN PEARLAND.

Without a large enough facility to even hold the graduation of its principal high school, Pearland has long explored the potential to develop some type of event facility to accommodate not only public events but also attract events such as concerts, theater, trade shows, conferences and association meetings, and other activities. Despite investments in analysis of potential event center funding and construction, no action has yet been taken to officially advance this initiative. Most stakeholders Market Street spoke to for this Mid-Course Update process were in favor of some type of event/conference facility being developed in Pearland. For some, the construction of this facility is key to the future growth of Pearland's tourism sector and is also a lynchpin for expansion of the city's arts and cultural capacity. The principal differences of opinion on event center development concern how to fund its design and construction. City officials largely believe a center should be privately developed, while some in the business community feel that significant public investments are warranted considering the potential benefit of such a center to Pearland's future vitality.

7.1 Build consensus for the development of the events center.

7.2 Create a master development plan for the events center.

7.3 Pursue funding, construction, and programming of the multi-use events center.

- All components of Strategy 7.0 are slated to be pursued during the second half of Pearland 20/20 implementation.
- Elected officials interviewed by Market Street were nearly universally in agreement that an events or conference center would have benefit for the city of Pearland, but should be funded primarily by the private sector.
- The majority of business people participating in public input believed that the importance of an events center was such that the city of Pearland should bear a larger funding burden for the facility than preferred by elected leaders.

8.0 ADVANCE LOCAL EDUCATION AND WORKFORCE DEVELOPMENT PIPELINES IN PEARLAND.

The quality of the Pearland community's workforce is a key determining factor that contributes to the community's overall economic competitiveness. While Pearland boasts competitive independent school districts and a growing higher education presence through UHCL's Pearland campus, it will be imperative in coming years to integrate these educational assets and develop a seamless education and training pipeline that can satisfy the community's labor needs for years to come. Notable progress has already been made in developing Pearland's workforce development capabilities since the implementation of Pearland 20/20. The newly opened Turner College and Career High School is a distinctive asset that provides high school students the option of earning college credits or training for employment in their career field of choice. The construction of Turner has also allowed Alvin Community College to provide a physical presence in Pearland despite the fact that most of the city is not in its taxing district.

On the whole, however, efforts to enhance education and training in Pearland have occurred outside the context of Pearland 20/20. Existing meetings between education and training administrators as well as volunteers on the Pearland Chamber's education committee have largely advanced independently of work being done to implement the 20/20 strategy.

8.1 Develop a strategic plan to better support and coordinate education and workforce training in Pearland.

- Pursuit of this action item is slated for the second half of Pearland 20/20 implementation.

8.2 Foster and manage partnerships to formalize career pathways in Pearland-area schools.

- Pursuit of this action item is slated for the second half of Pearland 20/20 implementation.

- Business leaders and representatives from the education and training communities cited the development of Turner College and Career High School as the signature achievement related to career-focused education in Pearland and one that can be further leveraged. This is especially true with the addition of an Alvin Community College presence at Turner.
- Private sector and education leaders also expressed support for the creation of some type of business-training council that would provide a formal, regularly scheduled opportunity for the discussion of career training and skills development needs in Pearland.

8.3 Support the development of new and expanded educational facilities in Pearland.

- Construction has started on the new Shadow Creek High School, with the campus scheduled to open in Fall 2016.
- UHCL will be requesting funding in the 2015 legislative session for a 60,000 square foot Health Sciences building at the UHCL Pearland campus.

9.0 DEVELOP AN INTERNAL MARKETING CAMPAIGN TO INCREASE AWARENESS AND PROMOTION OF PEARLAND AND ITS ASSETS.

The Pearland 20/20 strategic planning process revealed that there are certain divisions among citizens in Pearland – often based on residency in the eastern or western parts of the city – that contribute to a belief that the greater Pearland community lacks a common identity. Pearland’s elected officials and department staff also struggle to engage residents in a meaningful way and often feel like they are governing in a vacuum. Whether or not the improved engagement of Pearland citizens in their community should be the focus of tangible investment and programmatic capacity is open for debate among local leaders. Many feel that all viable strategies to enhance connectivity between residents and their city have been exhausted with little meaningful impact. Others feel that the nature of Pearland’s growth and geography do not lend themselves to building lasting identity or attachment with the city, especially in west Pearland where children attend Alvin ISD schools.

However, as the looming need to potentially increase taxes and the possibility of another bond election to finance multiple infrastructure projects become more likely, some city officials worry that building support for these initiatives will be difficult using existing outreach tools. Thus, the need for an internal marketing campaign remains viable for many respondents participating in Mid-Course Update public input.

9.1 Establish consensus on the parameters of an internal marketing campaign.

9.2 Develop and launch the internal marketing campaign.

9.3 Establish an ongoing communications program to ensure campaign’s sustainability.

9.4 Hold an annual public event celebrating Pearland and its progress.

- All activities related to Strategy 9.0 are slated for pursuit in the second phase of Pearland 20/20 implementation.
- Opinions of public input participants were mixed about the need for and potential of an internal marketing and engagement plan. While many acknowledged that a lack of resident identification with Pearland was a detriment to the advancement of certain initiatives and policies, others noted that the city has been able to grow and progress effectively even without pervasive public engagement.
- Public officials said that effectively engaging Pearland residents in the business of city government has been and continues to be very difficult despite multiple attempts to leverage new and traditional technologies to reach a broad base of Pearland stakeholders. Some wondered if improved engagement of residents was even possible given the city's growth rate, divergent growth patterns and demographic bases between east and west Pearland, and the fact that some city residents have children in Alvin community schools.
- Other input respondents said that the PEDC was not the right organization to develop and oversee internal marketing efforts and should stick to its core competencies of economic development and job creation.

CONCLUSION

With over two years of Pearland 20/20 implementation completed, there has been much progress on many of the key recommendations in the strategy. Economic development, mobility, corridor planning, Lower Kirby development, and beautification/gateway efforts have been the most prominent implementation successes and advancements. Implementation of projects related to arts and culture, education and training, an events center, Old Townsite revitalization, and others are slated for the second half of the Pearland 20/20 cycle. It is an accepted reality of plan implementation that not all activities can be initiated and advanced in the first years of strategic activation and Pearland is no exception. The choices made by the PEDC, its implementation partners, and the Pearland 20/20 Implementation Committee in terms of the first phase of strategic activation were largely supported by public input stakeholders contributing to the qualitative feedback for this Implementation Assessment.

However, differences of opinion certainly emerged among Pearland stakeholders, especially as they concern investment in “non-core” infrastructure and amenities contributing to the enhancement of the city’s quality of life and quality of place. Many elected officials and business leaders believe that the need to continue “catching up” with Pearland’s growth through the development of additional transportation capacity and other infrastructure as well as maintaining high levels of public safety are the city’s clear priorities, especially as finances grow tighter under a high debt load and continued operational needs for existing facilities and assets. While the prospects of a future tax increase were said to be possible, most leaders would like to see existing departmental budgets fully optimized before any increases in tax rates are proposed.

Still others in city government feel that Pearland’s development patterns and housing stock itself are not sustainable. They advocate for a review of the city’s development guidelines and other regulations that have enabled a certain type of housing product to proliferate in Pearland, namely a stock of entry-level and mid-priced single-family detached houses that do not contribute enough to the tax base to support the new infrastructure and services needed to accommodate them. Some estimates point to a net loss of tens of thousands of dollars for every new mid-priced home constructed in Pearland. Increasing minimum lot sizes for parcels platted for new housing development is one of the ideas floated to address this disparity.

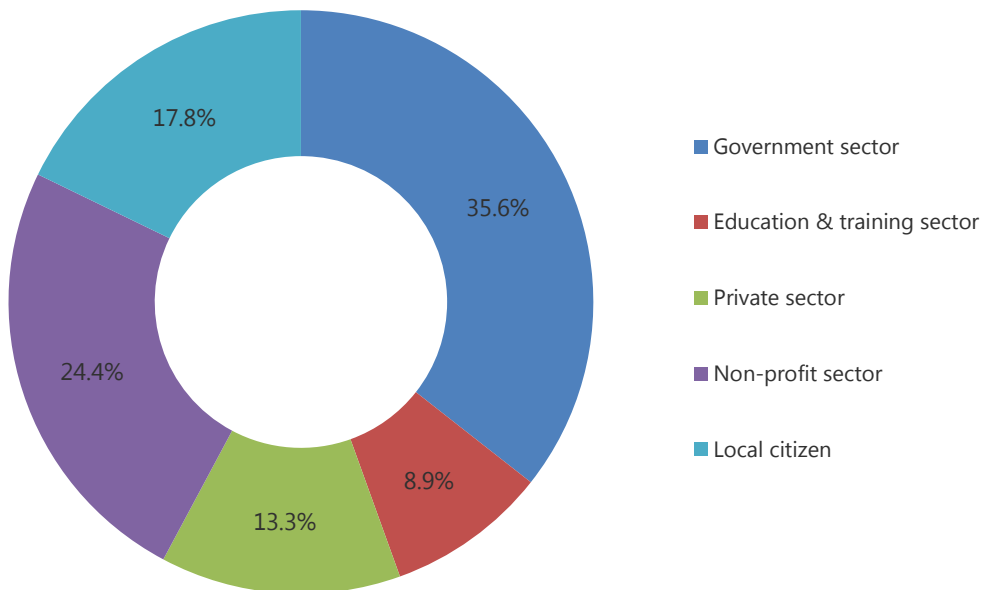
Despite differences in opinion on Pearland’s strategic priorities, however, the results of the city’s citizen surveys and the feedback provided for this Mid-Course Update reinforce the positive opinions and sentiments Pearlanders have for their city and its future.

In addition to leveraging the implementation perspectives identified and noted in this Assessment, the forthcoming Strategic Recommendations report will incorporate feedback on potential new and adjusted Pearland strategic priorities as well as any operational changes proposed by key volunteers and implementation partner staff to make the ongoing activation of Pearland 20/20 as effective as possible.

APPENDIX: ONLINE SURVEY

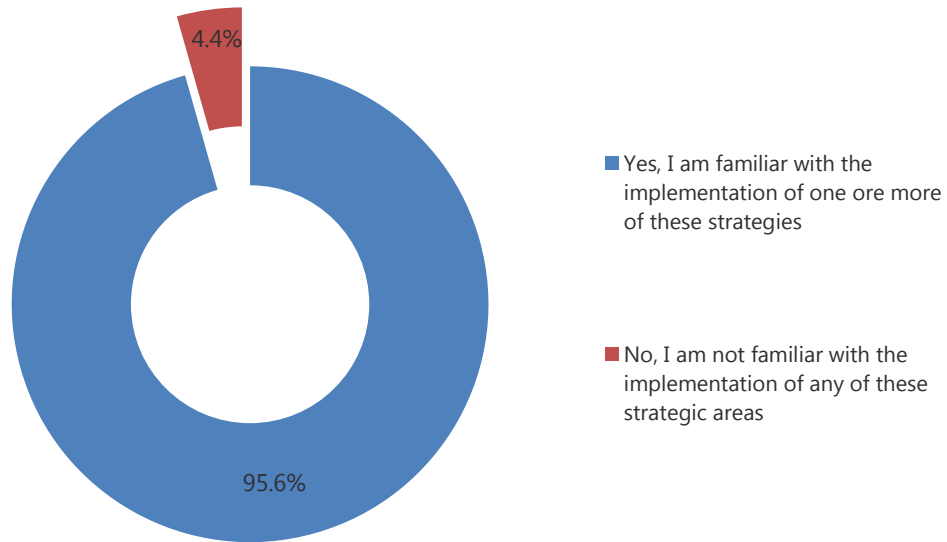
An online survey was developed for those individuals who expressed previous involvement with the implementation of one or more of the Pearland 20/20 strategic goal areas. The survey link was distributed to a list of local stakeholders determined to have at least some level of awareness of Pearland 20/20 implementation activities. The survey was open for roughly six weeks and elicited 46 responses.

Question 1: Please choose the selection that best describes your affiliation for the Pearland 20/20 process:

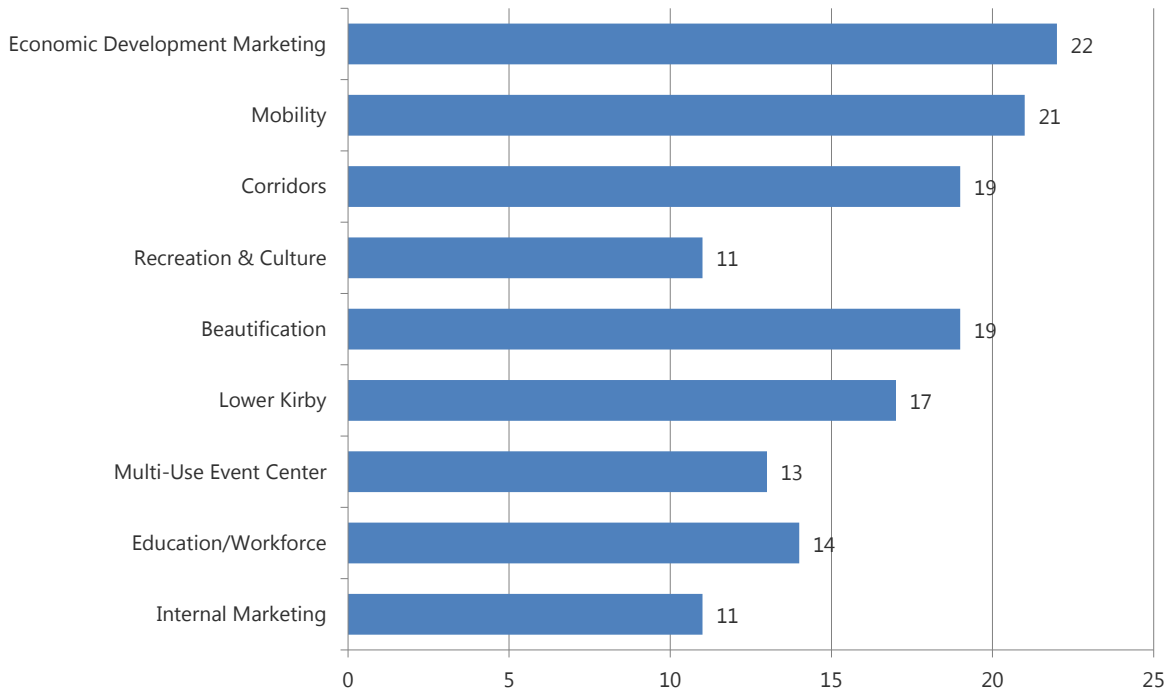


Question 2: Are you familiar with activities that have taken place to implement one or more of the strategies listed below that were included in the Pearland 20/20 Strategic Plan?

- | | |
|--|----------------------------------|
| 1) Economic Development Marketing | 6) Lower Kirby |
| 2) Mobility | 7) Multi-Use Event Center |
| 3) Corridors | 8) Education/Workforce |
| 4) Recreation & Culture | 9) Internal Marketing |
| 5) Beautification | |



Question 3: Please select all the strategies you are familiar with (select all that apply):



Question 4: What do you consider to be the TOP SUCCESSES of implementation from your perspective? Please provide comments for the strategies you are most familiar with.

1) Economic Development Marketing:

- Pearland has attracted key employers to the city
- Building brand awareness for healthcare and life sciences companies
- We are attracting more industries to Pearland
- Recruiting companies, particularly healthcare
- Community Impact Newsletter
- Attracting clean high technology employers including medical
- Landing several good employers.
- New business coming to the area
- New companies opening
- Increase to the business tax base
- Wonderful coverage, I would like to see more social media
- Great job in recruiting new businesses to Pearland

2) Mobility:

- Magnolia, Bailey Road, Cullen, McHard
- More roads either opening or are being planned
- Highway 288 expansion
- SH288, McHard funding
- Expanding McHard and other roadways
- Pearland Parkway, Bailey Road, McHard Road and Smith Ranch
- More east west routes
- 288, 518, opening other roads will help with traffic; I would like to see a transit mobility program

3) Corridors:

- Good Progress - 288 plan implementation is moving along well
- More access to important areas
- Plans for the development of corridors
- Beautification strategy for SH 288
- 288 Corridors and Beautification
- SH 35 and Olde Town Site
- 288 Management District
- Beautification of corridors - I would like to see Old Townsite developed.
- Work on the SH 288 corridor is crucial

4) Recreation & Culture:

- More parks

- New sports parks being built
- Hickory Slough, Centennial to Independence trail, BMX track, Pearland Alliance for Arts & Culture
- Nice parks

5) Beautification:

- Guidelines being formulated will be beneficial
- Beautifying entrances
- Not done yet but the monuments will be a nice touch
- SH 35 and Cullen Parkway, Pearland Parkway
- Planned new entries into Pearland
- Creation of management district on west side of 288
- Planned entryway monuments and cleanup of 288 corridor
- Continued efforts
- Gateways and entrance beautification
- We must work on the major entry points to Pearland

6) Lower Kirby

- Successful recruitment of businesses
- Attraction of major employers
- Spectrum Road and Kirby Drive Development
- Road widening, upgraded lighting
- More industries looking at the area, working with Pearland EDC
- Several new developments and implementation of the initial phases of the regional detention plan.
- New business
- This continues to be developed - great job

7) Multi-Use Event Center

- No progress evident
- Not on the horizon yet
- Ongoing efforts for this
- This would greatly benefit the schools - and needs to continue to be discussed
- We need to take a serious look at this. There will be no more land at some point

8) Education/Workforce

- Turner High School/Remington College/UHCL Pearland
- UHCL and Turner are huge successes.
- School district growing
- Continue need in area for better trained workforce
- Working together with all partners helps advance the educational outcomes sought
- We will always need a skilled workforce, professional, blue collar etc.

- Good relationship with Alvin Community College and UHCL

9) Internal Marketing

- Not aware of any progress

Question 5: What were the BIGGEST CHALLENGES of implementation from your perspective? Please provide comments for the strategies you are most familiar with.

1) Economic Development Marketing:

- Funding
- Attracting businesses that promote entertainment and culture
- Strong competition

2) Mobility:

- Coordination with TX DOT and METRO
- Educating Pearland on the options for travel through Pearland
- Cannot bike through town and businesses are not required to add bike racks
- The city should look into participating in making the existing corridors more efficient with signal timing improvements, right turn additions at intersections and continued maintenance of landscaping the inhibits sight distances at intersections.
- Finances and acquiring land
- Working with multiple government jurisdictions
- Working with TxDOT
- Visitors and residents getting around internally throughout Pearland.
- Eminent domain is sometimes needed and can be litigious
- Funding

3) Corridors:

- Still need more east to west roadways
- Highway 35 - leverage resources and revitalize Old Townsite
- Funding

4) Recreation & Culture

- No theatre, nothing to draw someone from Houston
- Dedicated space for arts and culture
- Funding

5) Beautification

- Excited to see what will happen with the 288 efforts

6) Lower Kirby

- Lack of any interest in mixed use development as envisioned in the Lower Kirby Plan
- Multi-use "urban" projects in suburban markets can be slow to establish density
- Working with TxDOT

7) Multi-Use Event Center

- Coming to consensus on EVERYTHING for the event center
- Finding the funding
- Finances
- Nothing on the horizon
- Still not the growth to support a venue yet. Unless the City goes out for a bond election to support this it's not profitable at this time
- Funding
- It is a very expensive project - though worthwhile
- Funding
- Land, funds to develop and to manage. We need to collaborate with a developer

8) Education/Workforce

- The education community needs more information on how it can help you
- Communicating to new and existing businesses the educational/workforce opportunities that exist in Pearland.
- I think that we need to be aware of the multiple school districts in Pearland and not just focus these efforts on PISD.
- We need to continue to offer unique opportunity for innovative education and training with our community educators. We need to focus on continued educations program dedicated to developing top-notch skilled labor force to increase recruitment, development and retention in our city.

Question 6: Is there anything you think could be improved about the administration, coordination, or communications of the Pearland 20/20 process?

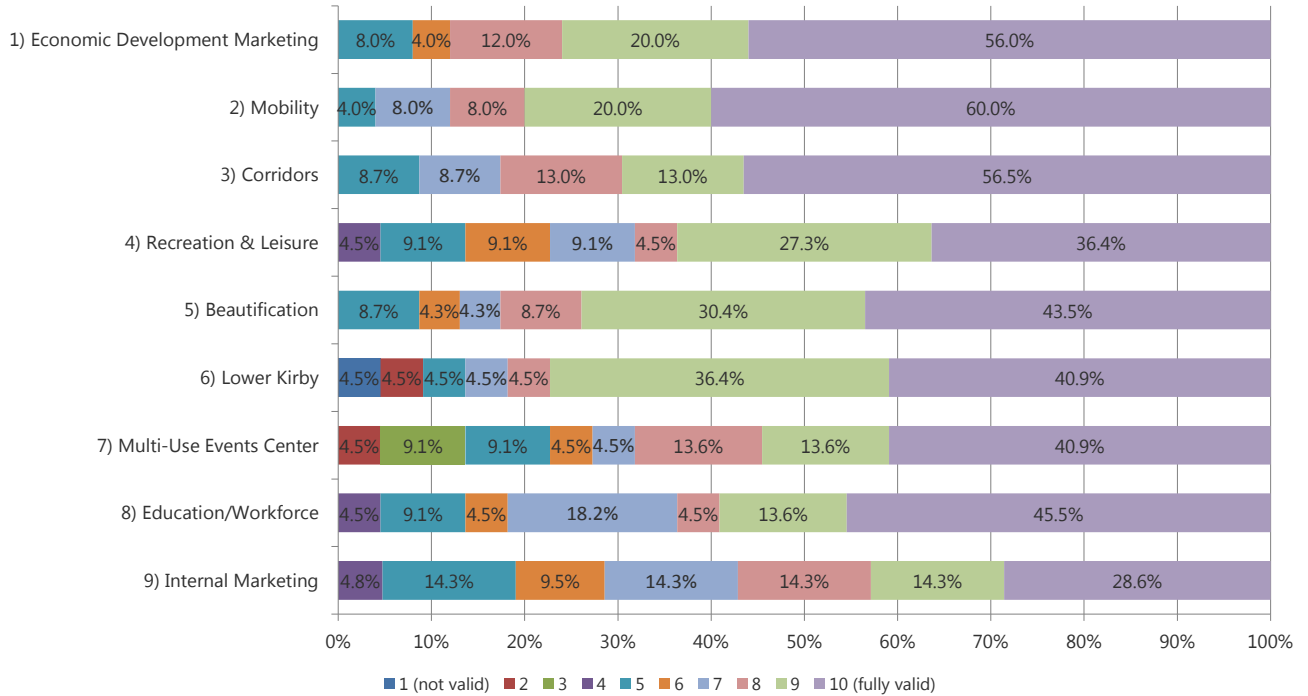
- The Plan needs to be shared better with citizens, residents, and staff. Need better alignment of individual department's goals with those of 20/20 plan.
- No
- Put progress of plan in community newsletter
- In a period that happens to be inundated with surveys and master plans, I'm not sure the gravity of the plan/process is being realized.
- Increase the interaction with local secondary partners
- No, outreach seems appropriate and well-coordinated through multiple channels
- No
- I would try and put more about it in the local paper and the community newsletters.

- Seems well-managed to me
- No. They do a good job communicating progress.
- I think it's been very well done.
- An annual update of the 20/20 plan via media
- No...Great job with the P20/20 process!

Question 7: Is there anything that could be done by the Pearland Economic Development Corporation or its implementation partners to improve the Pearland 20/20 volunteer experience?

- The volunteers are treated very well. The volunteers need to go back to their agencies/ organizations and share the vision.
- No
- Stronger partnerships with local public agencies to find funding for the proposed/needed improvements. (Grants, matching funds, etc.)
- Communication outreach with local residents and businesses. I don't think there are many aware of this program other than the key leaders. I think we need to get a more significant community involvement and buy in.
- No
- No, PEDC does a great job
- We are moving forward. I would like to see more community awareness and possibly implementing branding that Pearland is the Mini-Medical Center which gives us a major edge in increasing our market.
- No. Great job!

Question 8: Please assess the ongoing validity of the Pearland 20/20 core strategies.



Question 9: What do you foresee as the biggest challenge(s) to achieving success with the Pearland 20/20 strategic effort(s)?

- Lack of funding, consensus on prioritization, educating Council, staff, and citizens
- Awareness to both new and existing businesses
- A lot of transient folks that don't intend to stay in Pearland
- Ongoing funding
- Funding
- Quality development in Lower Kirby and mobility and connectivity from east to west side of town.
- Long-term commitment of funding for major projects such as events center, alignment between property owners and public sector for beautification and higher development standards
- Financial issues are the biggest challenges. I think we would like to see all strategies are valid, but the problem is paying for them.
- Priorities are out of sync. We need to address issues that the citizens want FIRST, and then worry about others outside our city!
- Funding
- Mobility for all
- Wonder how the multi-use event center will be justified; there is a glut of well-established competition in the region. Also, does Pearland have the bandwidth to attack and manage 9 priorities?

- Funding
- City and PEDC efforts to ensure the plan does not just sit on a shelf
- Personnel, time and funds
- Too rapid growing pains. Consensus on Council to pathway forward.

Question 10: What do you think are Pearland's top strategic priorities for the coming 2-3 years?

- Quality of life issues - reinvestment in older areas and infrastructure maintenance. Maintaining the competitive edge by responding to the needs of current residents and attracting quality development.
- Mobility and multi-use events center
- As always, anything relating to transportation. Possibly the attraction of more recreational/nightlife type venues.
- Mobility, Lower Kirby, Education, Recreation/Leisure. Attracting new business with large employee bases.
- Embracing the new development, new people, and new businesses and realizing a new ever-changing identity and reality of a growing City is a challenge.
- Increasing east/west corridors and size of 518 to improve traffic flow; ensuring that the addition of multiple apartments won't increase the amount of crime
- Mobility; attraction; infrastructure
- Mobility and education
- Mobility and connectivity, quality in all commercial (existing and future) and development of a well-rounded quality community (business, leisure and recreational)
- 1. Identify a major biotech employer to retain talent driving to TMC daily. 2. Establish a formal biotech brand to capture that market. 3. Position Pearland as a high-value cost advantage to markets like Sugarland and The Woodlands
- Mobility
- Defining industries that are best fit for Pearland's continued growth
- East-west corridors and parks/recreation/arts/greenspace/trails and connectivity. Again all for us first, then others will come.
- We need to attract business by showing we have the infrastructure to support the headquarters for large corporations. We need an events center and the traffic congestion on the west side of town must be dealt with.
- Econ Dev, mobility/traffic.
- 1. Getting TxDOT to move forward with the widening of FM518 between SH288 and Cullen. 2. Higher quality/value residential that has sustainable value. 3. Revenues inadequate to meet all needs.
- Attracting tax paying businesses; beautifying the town to engender pride and attraction; creating mobility avenues to handle traffic.
- Mobility / infrastructure maintenance / public safety
- Corridors, Lower Kirby, mobility, beautification
- Mobility and business recruitment

Question 11: Do you have any final comments about the Pearland 20/20 process?

- The process was a great one, good involvement from stake holders.
- I thought the education/workforce committee had a great discussion about the capabilities of our educational system within Pearland.
- I think we are all putting forth a great effort to achieve these goals!
- Good use of community feedback.
- Do NOT waste our sales tax funds on things that were approved many years back. Are we going to change and revamp things every time we get a new BOD or ED? That is a waste of our funds! Focus on what WE need, NOT what others want! The 20/20 vision has been done before and those thoughts are the same now, so why did we waste funds to do it again? I am begging you to do the things we NEED as PEARLAND CITIZENS FIRST and then address others outside our community.
- I think the multi-use event center should be a higher priority.
- Pearland is a wonderful community, and well-run community that still has a small town closeness. Whatever we do, please preserve that.
- Well done so far!
- Keep up the great work! I am looking forward to the continual growth and progress of Pearland.
- No...Great job!