



# PEARLAND 20/20 COMMUNITY STRATEGIC PLAN



Revised: November 2015

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# PEARLAND 20/20 STRATEGIC PLAN: EXECUTIVE SUMMARY

In 2012, the Pearland Economic Development Corporation (PEDC), along with local partners in government, education, healthcare and business embarked upon a long-term strategic community and economic development planning process to create a shared vision for the community's future growth and an action plan to achieve it.

The initiative began with the **Competitive Assessment** phase, a series of focus groups and interviews with over 80 local business, government, education and civic leaders. Businesses and residents throughout Pearland had an opportunity to provide feedback about the issues and opportunities facing the community by participating in an online survey.

The **Pearland 20/20 Community Strategic Plan** is the result of months of research, public input, and feedback and oversight from the project Steering Committee. Throughout the process, Committee members, including representatives from the City Council, PEDC Board of Directors, Chamber of Commerce, school districts, City staff, and other key civic and business leaders, reviewed drafts and revised versions of the Strategy and made multiple comments that were incorporated into the Strategic Plan.

The resulting Pearland 20/20 Plan contains nine strategies that are designed to take Pearland to the next level of success both as an economy and sustainable residential location. Each strategy is comprised of a variety of sub-actions that details steps and tactics necessary to further the strategic goal. In mid-2013, the strategic plan was approved unanimously by the project Steering Committee, PEDC's Board of Directors and City Council.

In early 2015, PEDC and the Pearland 20/20 Implementation Steering Committee began working on a **Mid-Course Update** to the plan. This update assessed the implementation thus far to get a big-picture sense of key successes and challenges, as well as looked forward towards the final two and a half years of the plan's implementation.

As part of this process, an **Implementation Assessment** was conducted, which included a facilitated group discussion with the Steering Committee, a series of focus groups on specific initiatives, interviews with local business, government, education and civic leaders and a targeted online survey.

The revised Pearland 20/20 Community Strategic plan was approved unanimously by the project Steering Committee, PEDC's Board of Directors and City Council in late 2015.

The nine key strategies outlined in the revised Strategic Plan are:

1. Design and implement an enhanced **economic development** marketing program.  
*Pearland must maintain a focus on core competencies such as working with developers and commercial brokers, incentivizing high-quality job growth, maintaining a steady intensity of retail development, and ensuring that key parcels and sites in Pearland are "shovel ready" and primed for outside investment. The community must also enhance efforts to attract key segments of the health care and energy sectors to Pearland.*
2. Implement multiple, high-impact **mobility** projects.  
*Development and enhancement of high-impact road projects must continue, with priority placed on improvements to SH 288, FM 518/Broadway, other state roads, such as SH 35, south of Broadway. Pearland should pursue alternative strategies for the development of a park-and-ride facility and continue to work to incorporate City mobility priorities into state and federally funded planning and development processes. The city must also communicate to residents and businesses the projects being constructed or under development and the full breadth of east-west and north-south mobility options in Pearland.*

3. Optimize the development potential of Pearland's principal commercial **corridors and character districts**.  
*Pearland must position its major corridors (SH 288, FM 518/Broadway, and SH 35), to support catalytic development. While pockets of quality development have occurred, the overall look and feel of these corridors is being held back by areas that do not reflect community standards. Pearland must also focus attention on redevelopment issues and opportunities as infrastructure ages in original subdivisions and commercial nodes.*
4. Make Pearland a more competitive **recreation and cultural** destination for residents and visitors.  
*Pearland must effectively implement the 2015 Parks and Recreation master plan and ensure capital investment in funded park, recreation and trail capacity continues as scheduled. Partnerships should be developed with non-profit arts and culture organizations to advance initiatives and projects with a potentially beneficial impact on Pearland's arts and cultural sector.*
5. Improve Pearland's **aesthetics** through strategic community beautification and gateway efforts.  
*Pearland must develop and implement a comprehensive beautification strategy, including the construction of visually appealing gateway features at key entry points. In addition, Pearland must expand city-wide clean-up efforts and continue working to implement and enhance programs to address distressed properties and code violations.*
6. Implement plans to develop the **Lower Kirby Urban Center** (LKUC) as Pearland's most intensive mixed-use employment, residential, and entertainment district.  
*A master plan and implementation strategy has been developed for the LKUC and a form-based code has been designed and approved - the city, PEDC, and its partners must continue to implement the recommendations of this master plan in order to transform this site into Pearland's signature urban district. Aggressive marketing of the district is necessary, along with formalizing a consistent identity and developing quality of life amenities for the LKUC.*
7. Construct a **multi-use events center** in Pearland.  
*There is near-universal agreement that Pearland needs some type of major facility to accommodate large groups of people. A best-in-class multi-use events center is necessary to make the city more competitive for employers and residents. Pearland must work to build consensus, create a master plan and pursue funding, construction and programming for the events center.*
8. Advance local **education and workforce** development pipelines in Pearland.  
*In order for Pearland to maintain its competitive labor advantage and ensure that future generations of local students are prepared for jobs that are available locally, education and workforce providers must continually reassess systematic skills-development issues, improve partnerships, and develop programs necessary to respond to labor force skills deficits and employer needs. As the city continues to grow and diversify, its primary focus must remain on optimizing education systems, aligning training programs with the realities of today's workplace and best positioning students for college and careers.*
9. Develop an **internal marketing** campaign to increase awareness and promotion of Pearland and its assets.  
*An internal marketing campaign is needed in order to develop a stronger identity and sense of pride among Pearlanders for their city, its assets and its future. In addition, a public dialogue on the sustainability of residential development in the city is needed.*

The mid-course update has not resulted in a "new" strategy, but rather a fine tuning of the existing nine strategic goals 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.



# PEARLAND 20/20 STRATEGIC PLAN: SUMMARY OUTLINE

## **1.0 Design and implement an enhanced economic development marketing program.**

- 1.1 Ensure that relocation prospects are efficiently and effectively supported and managed.
- 1.2 Build a competitive portfolio of “shovel-ready” Pearland development sites.
- 1.3 Enhance efforts to attract key segments of the health care sector to Pearland.
- 1.4 Enhance efforts to attract key segments of the energy sector to Pearland.
- 1.5 Leverage and enhance external communications and networking activities.
- 1.6 Ensure Pearland’s retail and hospitality sectors remain vibrant.
- 1.7 Optimize a program to retain and expand existing Pearland employers.

## **2.0 Implement multiple, high-impact mobility projects.**

- 2.1 Continue planning, design, and construction of priority road and highway projects.
- 2.2 Pursue alternative strategies for the development of a park-and-ride facility in Pearland.
- 2.3 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.
- 2.4 Work with the Houston-Galveston Area Council (H-GAC) on regional transportation solutions.
- 2.5 Better inform local residents about mobility issues and projects in Pearland.

## **3.0 Optimize development potential of key Pearland corridors and character districts.**

- 3.1 Create a FM 518/Broadway master development plan.
- 3.2 Finalize and implement a SH 35 redevelopment strategy.
- 3.3 Effectively utilize and sustain the SH 288 management district.
- 3.4 Formalize a process, toolkit and priorities for redeveloping aging Pearland neighborhoods and character districts.

## **4.0 Make Pearland a more competitive recreation and cultural destination for residents and visitors.**

- 4.1 Effectively implement the 2015 Pearland Parks and Recreation Master Plan.
- 4.2 Develop a sports marketing program to attract youth and adult athletic tournaments to Pearland.
- 4.3 Partner with non-profit arts and culture organizations to grow Pearland’s capacity in the sector.
- 4.4 Advance current and potential arts-supportive programs, projects and policies.





**5.0 Improve Pearland's aesthetics through strategic community beautification and gateway efforts.**

- 5.1 Develop a comprehensive Pearland beautification strategy that outlines current priorities and institutes a unified approach and standard for all future efforts.
- 5.2 Develop iconic and visually appealing gateways to Pearland.
- 5.3 Expand participation in city-wide clean-up efforts and events.
- 5.4 Optimize the siting and replacement of power poles/lines in Pearland.
- 5.5 Continue working to implement and enhance programs to address distressed properties and code violations in Pearland.

**6.0 Implement plans to develop the Lower Kirby Urban Center as Pearland's most intensive mixed-use employment, residential, and entertainment district.**

- 6.1 Implement the recommendations of the Lower Kirby Urban Center Master Plan and Implementation Strategy.
- 6.2 Aggressively market the LKUC through all relevant channels.
- 6.3 Formalize and maintain a consistent identity for the LKUC.
- 6.4 Encourage the development of quality of life amenities in the LKUC.

**7.0 Construct a multi-use events center in Pearland.**

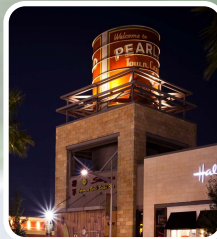
- 7.1 Launch a public process to inform the development of a multi-use events center.
- 7.2 Proceed with multi-use events center development based on expressed public preferences and leadership consensus around funding and operational dynamics.

**8.0 Advance local education and workforce development pipelines in Pearland.**

- 8.1 Seek to create a coalition of partners supporting education and training in Pearland.
- 8.2 Foster and manage partnerships to formalize career pathways in Pearland-area schools.
- 8.3 Support the development of new and expanded educational facilities in Pearland.
- 8.4 Strive to increase matriculation rates for Pearland-area students choosing to attend college.

**9.0 Develop an internal marketing campaign to increase awareness and promotion of Pearland and its assets.**

- 9.1 Design, develop and launch a Pearland internal marketing campaign.
- 9.2 Initiate a public dialogue on the sustainability of residential development in the City of Pearland.



## PEARLAND 20/20

### A BLUEPRINT FOR PEARLAND, TEXAS

Revised: November 2015

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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. These **Strategic Recommendations** 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, this Mid-Course Update has not resulted 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.



# INTRODUCTION

The halfway point of Pearland 20/20 implementation is the ideal time to take a look back, then forward to optimize the strategic program for the final years of its initial cycle. To accomplish this, quantitative and qualitative data were combined to paint a coherent picture of where the initiative has been and where it is headed. While the first Mid-Course report was an Implementation Assessment that looked back at the activities since Pearland 20/20's launch, the Strategic Recommendations look forward towards the culmination of the five-year implementation period.

## IMPLEMENTATION ASSESSMENT

The Assessment integrated quantitative but – principally – qualitative information to determine the efficacy of initial Pearland 20/20 implementation and identify current and ongoing needs, issues, and opportunities. The key conclusions of the Assessment included:

- ✓ There has been much progress on many of the key recommendations in the strategy, especially economic development, mobility, corridor planning, Lower Kirby development, and beautification/gateway efforts.
- ✓ Implementation of projects related to arts and culture, education and training, an events center, and others are slated for the second half of the Pearland 20/20 cycle.
- ✓ 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 participants.
- ✓ Differences of opinion emerged among Pearland stakeholders, especially as they concern investment in infrastructure and amenities contributing to the enhancement of the city's quality of life and quality of place. Note: this excludes the issue of beautification, which was supported in citizens' surveys and by the City Council.
- ✓ Overall, the results of the city's citizen surveys, initial data analysis, and the feedback provided for the Mid-Course Update process reinforce the positive opinions and sentiments Pearlanders have for their city and its future.

## STRATEGIC ADJUSTMENTS

Recommendations principally concern the **strategic components** of Pearland 20/20 for the final half of the program's initial implementation cycle. However, there are a handful of **operational issues** that emerged from public input that also warrant attention as strategic implementation continues. These are addressed in **Appendix A** of this report.

Indeed, both strategic programming and operational concerns are important to the overall success and sustainability of the Pearland 20/20 effort. In order to ensure that the future impact of Pearland 20/20

meets or exceeds the output of its first two-plus years, the initiative must move forward with the PEDC and its partners aligned in the collaborative pursuit of the plan's principal strategies.

Because, as was identified by the Implementation Assessment, a number of Pearland 20/20 programs need to be adjusted to reflect progress to date, ongoing challenges, and shifting future priorities, the structural dynamics and language of the original 20/20 plan must also be adjusted. In addition, new strategic opportunities not identified or present in 2013 must be incorporated under the 20/20 framework.

So too must Pearland 20/20 reflect and incorporate the prescriptions of the **2015 Pearland Comprehensive Plan**. The Plan looked at all relevant components of the City's operations and its competitive position and recommended dozens of activities designed to position Pearland for continued success. As the Comp Plan sought to reflect Pearland 20/20 priorities, this strategy must also be seamlessly advanced in coordination with the City's principal planning initiative.

# PEARLAND 20/20

The Strategic Recommendations for the Pearland 20/20 Mid-Course Update process represent an evolution of the plan rather than a reinvention. Implementation progress is reflected in slightly adjusted priorities and action areas for the final two-plus years of the strategy's first five-year implementation cycle.

Strategic areas that have been slated for launch in 2015 and beyond will naturally have fewer adjustments as a narrative of their advancement and efficacy is not available. However, changes in Pearland's competitive climate, stakeholder perceptions, and identified opportunities have informed recommendations in these categories as well.

## 1. DESIGN AND IMPLEMENT AN ENHANCED ECONOMIC DEVELOPMENT MARKETING PROGRAM.

The City of Pearland's economy continues to perform well, with stable growth and increasing high-value options for local residents to remain in the city to work. This is due not only to the expansion of existing businesses, development of capacity in the health care sector to serve Pearland's growing population, and increasing presence of non-retail services firms, but also the successful attraction of new employers to the city, especially in the targeted Lower Kirby district.

Despite these positive trends, there are still opportunities to enhance local economic development efforts to better capitalize on established and emerging growth sectors and further define and promote the Pearland brand.

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

#### **STATUS:**

As evidenced by the aforementioned expansions and relocations, prospect management in Pearland is being administered effectively.

The fact that the provision of incentives has been used judiciously and thoughtfully is further evidence that Pearland is being marketed on its merits and is not simply outbidding its competitors for new employment.

#### **RECOMMENDATIONS:**

- ✓ **No adjustments** from the Pearland 20/20 strategy are recommended for this Strategic Action. Efforts to work with existing and external prospect employers and site selection professionals should continue as established by the efficacy of recent activities.

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

### **STATUS:**

Even as PEDC markets and develops sites in districts including Lower Kirby, the need for shovel-ready, infrastructure-served sites across Pearland continues to be a competitive economic development issue.

### **RECOMMENDATIONS:**

- ✓ Continue to leverage **corridor planning and development strategies** to identify and optimize priority development sites.
- ✓ Ensure prescriptions in the City of Pearland’s new **Comprehensive Plan** related to commercial and industrial properties are **sustained and promoted** for those uses.
- ✓ Monitor the development of a potential **Drainage Master Plan**<sup>1</sup> to ensure that recommendations are consistent with site development priorities.
- ✓ Outreach to Texas Aviation Partners to explore potential development site assessment and planning at **Pearland Regional Airport**.
- ✓ Determine the need to conduct a **Class-A Office Needs Assessment**<sup>2</sup> in Pearland based on the capacity of current and planned product to accommodate existing and projected demand.

## ***1.3 Enhance efforts to attract key segments of the Health Care sector to Pearland.***

### **STATUS:**

Activity in this sector has been brisk, with construction of local hospital facilities and attraction of medical technology and manufacturing employers serving as notable “wins.” PEDC has invested in attendance and sponsorship of health care/life sciences events and rolled out a targeted advertising campaign. With this activity initiated, Pearland should assess “next-level” strategies to grow the health care sector.

### **RECOMMENDATIONS:**

- ✓ Continue health care marketing efforts focused on **events and publications**.
- ✓ Identify and advance potential strategies to capitalize on Pearland’s proximity to the **Texas Medical Center**. One opportunity includes outreach to TMC’s CEO (Dr. Robert Robbins) about fostering possible connections and partnerships (potentially through development of an MOU). Local medical leaders could help broker the initial outreach.

<sup>1</sup> Comments from city officials indicate that this process will potentially be pursued in the near future.

<sup>2</sup> There is the potential to expand this study into a full Development Site Assessment of Pearland properties – leveraging completed and ongoing corridor analyses – for multiple industries, including Medical Research and IT and Warehouse and Distribution (*see future actions*).

- ✓ Consider incorporating into the proposed Class-A Office Needs Assessment (see Action 1.2) components related to existing/potential capacity and needs for **Medical Research and Health Care IT (back office) operations**. This could also be a stand-alone study.
- ✓ Explore opportunities to leverage the Pearland Chamber's new **Healthcare Committee** as an advisory group supporting medical job growth and informing workforce development in Pearland. This Committee could also serve a marketing purpose by pitching Pearland to their external networks and serving as ambassadors for relocation prospects.

#### ***1.4 Enhance efforts to attract key segments of the Energy sector to Pearland.***

##### **STATUS:**

As with Health Care, PEDC has launched targeted advertising placements and event attendance and sponsorship activities to expand its Energy sector. Despite the current slowdown in the oil and gas industry and sector fluctuations as a whole, Energy should remain a priority for PEDC's targeted marketing efforts given the sector's importance to the regional economy and the reality that many of the city's recent and current relocation prospects have been in this industry.

##### **RECOMMENDATIONS:**

- ✓ **Fulfill committed investments** in targeted advertising and events related to the Energy sector.
- ✓ **Consistently assess the focus and opportunities** for marketing investments in the Energy sector based on industry trends and prospect activity.

#### ***1.5 Leverage and enhance external communications and networking activities.***

##### **STATUS:**

PEDC has attended and sponsored a number of site selector-, developer-, and real estate-focused events and meetings. Stakeholders believe that these efforts could be incorporated into a broader, yet still focused, communications and outreach program.

##### **RECOMMENDATIONS:**

- ✓ Continue investing in priority opportunities to sponsor and attend high-value **conferences, meetings, and other events**, especially in partnership with Texas One and regional partners.
- ✓ Ensure all principal **social media channels** (Facebook, LinkedIn, and Twitter) are fully leveraged and maintain frequent activity levels.
- ✓ Consider opportunities to identify and outreach to top **regional executives** residing in Pearland as potential ambassadors for the city with their associates and networks.



### ***1.6 Ensure Pearland's Retail and Hospitality sectors remain vibrant.***

#### **STATUS:**

Retail investment continues to be an active and growing contributor to Pearland's economic vitality. The PEDC and city are continually working with property owners, developers, and retailers to grow the local sector. It would also benefit the city to leverage the Pearland 20/20 strategy to highlight opportunities to grow the local Hospitality sector. Not only does Hospitality growth contribute to the local tax base, but development of amenities driven by visitor spending also provides quality of life benefits to existing residents and employers.

#### **RECOMMENDATIONS:**

- ✓ Continue actively working with **all relevant partners** in the Retail sector to facilitate growth and investment in Pearland.
- ✓ Ensure the **Pearland Purchase Power** program receives effective community exposure to support growth in the city's existing retail base.
- ✓ Pursue a **Retail Trade Analysis** of the Pearland market to optimize the marketing and development of the sector.
- ✓ Partner with hotel developers exploring opportunities to develop **hotel properties** in Pearland. Work with investors to communicate the need for and potential of constructing hospitality facilities with **on-site meeting space**, preferably to serve small- to medium-sized conferences and events.
- ✓ Determine how Pearland can **most effectively market and position itself** to benefit from development at Houston Hobby Airport and increased activity at George Bush Intercontinental.

### ***1.7 Optimize a program to retain and expand existing Pearland employers.***

#### **STATUS:**

BizConnect is a partnership of the Pearland Chamber of Commerce under contract from the PEDC. Though the program is still considered an asset, there are always enhancements that can be made to existing business programming, as well as consideration of new strategies to maximize the growth potential of current employers.

#### **RECOMMENDATIONS:**

- ✓ Ensure that **BizConnect** effectively, 1) identifies and maintains a current inventory of issues communicated by existing employers, 2) works to resolve these issues through a formalized system, 3) reports progress of activity back to employers, and 4) keeps the database of identified and addressed issues current.
- ✓ Determine how to better engage and leverage **Pearland Chamber members** to enhance and complement economic development efforts. This could either be through enlisting Chamber members

for testimonials on the city as a place to do business, ambassadors for relocation prospects, and/or connecting employers to new Pearland businesses to identify buyer and supplier opportunities.

- ✓ Better incorporate positive news and information on existing employers into economic development communications programs, media engagement and outreach, and corporate, civic, and organizational events.

## 2. IMPLEMENT MULTIPLE, HIGH-IMPACT MOBILITY PROJECTS.

As Pearland's infrastructure development plays catch up to its phenomenal recent growth rates, traffic congestion continues to rank first on surveys of residents' top local concerns. However, the reality of roadway development and its long-term maze of local, state, and federal planning, approvals, and funding protocols is that there is typically no way for a municipality to build capacity fast enough to fulfill needs. Nevertheless, Pearland has secured millions in transportation funding and built miles of roadways with multiple additional projects in the pipeline. With budgets at all levels of government tightening, the city must continue to be aggressive and creative in securing traditional and alternative financing for priority projects. Despite a spate of roadway expansions either completed or launched, the Pearland public continues to be frustrated by slow-moving traffic and clogged intersections. So, in addition to building the roads themselves, Pearland officials must remain steadfast in seeking to communicate ongoing and future progress and investments to local constituents.

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

#### **STATUS:**

The highest profile roadway work completed since the launch of Pearland 20/20 was the reconstruction of SH 35 from Beltway 8 to FM 518/Broadway. Other projects, like the Pearland Parkway extension, have also recently been completed. However, the list of roadway priorities is long, so multiple additional projects are being advanced through the multiple phases necessary before construction can begin. Projects in this action will thus be differentiated by process phase.

#### **RECOMMENDATIONS:**

- ✓ Advance the timely construction of **funded roadway projects**. These include:
  - Bailey Road (construction underway);
  - CR 94;
  - Fite Road;
  - Hughes Ranch Road/CR 403;
  - Max Road;
  - McHard Road;
  - Mykawa Road;
  - Old Alvin Road;
  - SH 288 northbound feeder between CR 58 and Broadway; and
  - Widening of SH 288's FM 518 overpass to eight lanes.
- ✓ Secure approval and funding commitments for **future roadway priorities**. These include:

- FM 518/Broadway between Pearland Parkway and Friendswood;
- Reconstruction of FM 518/Broadway between SH 35 and SH 288; and
- SH 35 expansion south of FM 518/Broadway.

## ***2.2 Pursue alternative strategies for the development of a park-and-ride facility in Pearland.***

### **STATUS:**

Pursuit of the park-and-ride facility was abandoned after discussions on the purchase of METRO's property by the City of Pearland were suspended after METRO decided not to build a park-and-ride on the site. Despite this, numerous local leaders still feel the construction of a park-and-ride facility linking Pearland with the Texas Medical Center and other major employment hubs would be a competitive advantage. Though leaders say a failure to act might diminish Pearland's desirability for certain commuters, they add that any project must be a regional partnership among Brazoria County and multiple municipalities.

### **RECOMMENDATIONS:**

- ✓ Outreach to Brazoria County, Harris County, and other cities and regional partners to initiate discussions on **options for park-and-ride development** in the region, including express bus connectivity.
- ✓ As part of discussions, determine if there are possibilities to **partner with a private firm** to develop a park-and-ride (with potential additional components such as retail) and commuter bus solution for connecting Pearland and the broader region to the TMC.

## ***2.3 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.***

### **STATUS:**

Design and construction of all phases of the SH 288 managed lane project are moving forward without any major delays anticipated. This includes both the Brazoria and Harris County segments. While continued focus on keeping the project on the front burner of TxDOT and other agencies is of course important, the heavy lifting on the managed lane project was said to be complete.

### **RECOMMENDATIONS:**

- ✓ **No adjustments are recommended** from the Pearland 20/20 strategy for this Strategic Action.
- ✓ With SH 288 on course for construction, the need to **publicize the expansion and educate the public** on the project becomes paramount.

## ***2.4 Work with the Houston-Galveston Area Council (H-GAC) on regional transportation solutions.***

### **STATUS:**

As with local projects, the City of Pearland has also effectively advanced regional mobility efforts in partnership with HGAC and other entities. Certain projects have already been referenced in Action 2.1, but will be noted below as they are linked with HGAC's future Transportation Improvement Program (TIP) project list.

### **RECOMMENDATIONS:**

- ✓ Continue working with HGAC to communicate and incorporate **City of Pearland mobility priorities** into state and federally funded planning and development processes.
- ✓ Determine what local participation options may be available that will accelerate the widening of SH 518 from SH 288 to SH 35.
- ✓ Consistently assess ongoing issues and opportunities that warrant the **submission of new transportation projects** as local priorities.

## ***2.5 Better inform local residents about mobility issues and projects in Pearland.***

### **STATUS:**

The issue of east-west mobility options in Pearland was not said to be as critical a communications need as a broader awareness of what the City and its partners are doing to address mobility challenges as a whole. The reality is that a number of efforts are undertaken to communicate transportation planning and construction updates, often failing to penetrate the mindsets of local citizens. Stakeholders have noted that the dissemination of information on transportation issues and projects should remain a component of Pearland 20/20. However, multiple strategies and channels will likely be needed to further move the bar on public awareness of congestion-relief efforts.

### **RECOMMENDATIONS:**

- ✓ **Continue leveraging tools** such as public meetings, City Council meetings, social media, and traditional media as communications opportunities.
- ✓ Assess how to increase awareness and usage of the **CitySource application**.
- ✓ Actively seek out **new technologies and protocols** for better communicating transportation development information to the public.
- ✓ Ensure that the City of Pearland **better leverages partners** such as the PEDC, Pearland Chamber, school districts, public utilities, etc., to incorporate information on transportation planning and construction into their communications programs.



- ✓ Determine how to most effectively incorporate information on transportation and mobility issues and development in the **broader communications effort** discussed in Strategy 9.

### 3. OPTIMIZE DEVELOPMENT AND REDEVELOPMENT OF KEY PEARLAND CORRIDORS AND CHARACTER DISTRICTS.

Much has been advanced related to corridor planning since the launch of Pearland 20/20, including the near-completion of the SH 35 redevelopment plan, the creation of a management district for SH 288, and the pending initiation of a master development plan for FM 518/Broadway. While progress has been made on these fronts, the issue of potential decline of older Pearland neighborhoods and subdivisions has elevated in importance. Regency Park, an older Pearland subdivision, will see millions in city investment on road, drainage, and water line replacements. As infrastructure ages in other original subdivisions and commercial nodes, housing stock becomes less competitive and retail investments gravitate towards SH 288. A growing awareness that Pearland must focus attention on redevelopment issues and opportunities has surfaced among local officials and stakeholders. As such, Strategy 3 of Pearland 20/20 was approved by the initiative's Steering Committee and other leaders to expand the pursuit of corridor redevelopment to include older character districts in the city.

#### *3.1 Create a FM 518/Broadway master development plan.*

**STATUS:**

A proposal design is progressing with the intent of selecting a consultant to facilitate the planning process in 2016.

**RECOMMENDATIONS:**

- ✓ Proceed with the **design, development, and launch** of the master development plan.
- ✓ Consider implementing the master development planning process for FM 518/Broadway **in phases over time** given the scale of the corridor.
- ✓ Ensure the process **leverages and integrates** with completed, ongoing, and planned initiatives related to additional Pearland corridors and districts prioritized for development and redevelopment.
- ✓ Determine how a proposed Class-A **Office Needs Assessment** or broader **site assessment process** (Action 1.2) could be incorporated into project research and design of the FM 518/Broadway plan.

#### *3.2 Finalize and implement an SH 35 redevelopment strategy.*

**STATUS:**

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. Finalization of the strategy occurred in late 2015.

#### RECOMMENDATIONS:

- ✓ Ensure that the redevelopment strategy is **advanced** in a timely manner.
- ✓ Leverage approved strategic 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 roadway's highest-and-best uses.
- ✓ Through target sector marketing, networking activities, and other channels, actively and effectively **outreach to potential investors and developers** to promote opportunities along the SH 35 corridor.

### *3.3 Effectively utilize and sustain the SH 288 management district.*

#### STATUS:

The original intent of this Pearland 20/20 recommendation has been accomplished. 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 a maintenance and operations tax was approved by voters in the District. The Board later adopted the 288 Master Plan in June 2014.

#### RECOMMENDATIONS:

- ✓ Support the coordination of efforts between PEDC, PMMD2, Brazoria County, TxDOT, and the City of Pearland in implementation of the **288 Master Plan**.
- ✓ Ensure that resources from the district tax are effectively directed for **maintenance of funded improvements** from the PEDC and other partners.
- ✓ Regularly assess the benefits of **expanding PMMD2 boundaries** as the SH 288 managed lane project is implemented along with other planned and potential corridor enhancements.

### *3.4 Formalize a process, toolkit, and priorities for redeveloping aging Pearland neighborhoods and character districts.*

#### STATUS:

The majority of public and private leaders interviewed for the Pearland 20/20 update process felt that a significant focus on comprehensive Old Townsite redevelopment was not warranted, principally due to the lack of a private market for major investments in the district. This would make expenditure of public dollars to spur revitalization especially difficult, including the likelihood that creation of an Old Townsite TIRZ would not be supported. As noted, however, Pearland leaders feel that expanding the focus of town core revitalization to a broader redevelopment initiative targeting the city's established central neighborhoods and commercial districts is a worthwhile pursuit.

#### RECOMMENDATIONS:

- ✓ Develop a **protocol for assessing and advancing** subdivision, corridor, and district redevelopment needs and activities.

- ✓ Research best-practice **redevelopment incentives and development tools** for potential application to individual or collective parcels and districts.
- ✓ Program and host an **annual Redevelopment Day**, including presentations on ongoing, completed, and potential redevelopment projects and a guided developers' tour of key sites and buildings.
- ✓ Work to ensure the appropriate **redevelopment of the ACC campus and other key redevelopment sites** in the Old Townsite.
- ✓ Incorporate redevelopment infrastructure priorities into any future city-wide **bond referenda**.

## 4. MAKE PEARLAND A MORE COMPETITIVE RECREATION AND CULTURAL DESTINATION FOR RESIDENTS AND VISITORS.

The impact of a community's arts, culture, and recreation amenities and other quality of life advantages on economic and talent development activities is a subject that causes disagreement among certain Pearland constituencies. Most public officials interviewed for this Mid-Course Update felt that investments in transportation and utilities infrastructure and core services such as education, police, and fire should not be compromised by spending to increase arts, culture, and recreation capacity (beyond parks already funded by the 2007 bond). They feel this is largely the role of the private sector, with the public sector contributing ancillary monies to advance development progress. Some public officials, however, and the majority of private sector leaders surveyed assert that residents and businesses of a fast-growing community of Pearland's size will have increasing expectations for the local provision of these amenities rather than having to consistently drive into Houston. There have also been developments on multiple fronts to increase support capacity for arts and recreation. If pursued, a multi-use events center (Strategy 6) could certainly have a positive impact on arts and cultural development based on the facility specifications and programming ultimately preferred by residents and supported by public officials.

### *4.1 Effectively implement the 2015 Pearland Parks and Recreation Master Plan.*

#### **STATUS:**

The Hickory Slough sports complex recently had its grand opening, while work on the Shadow Creek Ranch sports complex nears completion and the Centennial to Independence trail enters its design phase. Firms have also been selected to begin design of the Shadow Creek Ranch and Green Tee Terrace trail projects. In the process of developing its 2015 Master Plan, the City of Pearland Parks and Recreation department heard from the public that its priorities were to take care of existing facilities before additional resources are provided. As such, operations and maintenance (O&M) will become an increasing emphasis of the department, starting with a new Park Standards status hierarchy.

The Forever Parks Foundation in Pearland has filed for 501(c)(3) status and is moving forward with the help of contracted support from city staff. The Foundation Board of Directors has met, adopted by-laws, reserved a website address, is working on branding efforts, and is also discussing a potential fundraiser and priority projects.

#### **RECOMMENDATIONS:**

- ✓ Ensure that priorities confirmed in the **2015 Parks and Recreation Master Plan** and incorporated into the City of Pearland's new Comprehensive Plan are advanced, including the full provision of projected budgetary needs to support completion of 2007 bond projects and O&M of existing facilities.
- ✓ Through implementation of Pearland's **Trail Master Plan**, capitalize on opportunities from new subdivision developments to connect private trails to the public network as approved by private governing boards.



- ✓ Fully leverage the new **Forever Parks Foundation** to support development of new parks and recreation capacity. Determine the necessary protocols to also leverage the Foundation for O&M, as permissible.
- ✓ Leverage the potential future City of Pearland incorporation of a **Complete Street design approach** into on-street and protected trail planning and development.
- ✓ **Update the Master Plan** as needed to ensure the blueprint addresses issues and opportunities presented by Pearland's continuing growth and development.

#### ***4.2 Develop a sports marketing program to attract youth and adult athletic tournaments to Pearland.***

##### **STATUS:**

The potential development of a new BMX track in Pearland, coupled with two new sports complexes, the natatorium, and popular annual youth sports tournaments in Pearland, make local leaders confident that investing in marketing to attract youth sports activities remains a viable strategy for the city. As this activity was scheduled for implementation in the second half of Pearland 20/20, no results have been reported.

##### **RECOMMENDATIONS:**

- ✓ Assemble an inventory of **existing and planned local facilities and assets** that contribute to Pearland's competitiveness as a location for youth sports tournaments.
- ✓ Research campaigns from competitor cities to identify **potential niches or marketable assets** for Pearland.
- ✓ Work with prospects to determine what issues related to sports infrastructure and/or hospitality amenities might be **affecting Pearland's competitive position**; address these issues proactively as identified.

#### ***4.3 Partner with non-profit arts and culture organizations to grow Pearland's capacity in the sector.***

##### **STATUS:**

The Pearland Alliance for Arts and Culture (PAAC) received its official "tax exempt" status from the IRS; completed the development of its mission, vision, and strategy; developed a logo; launched a website; opened an office; and formalized its Board of Directors and Advisory Committee. Meanwhile, the 501(c)(3) Pearland Arts League (PAL) continues to serve as an advocate and programmatic partner for working artists and cultural organizations in the city. PAL is self-governing and community-directed, with membership open to all interested local citizens.

##### **RECOMMENDATIONS:**

- ✓ Identify ways for Pearland's non-profit arts and cultural entities to **better coordinate and collaborate**.

- ✓ Secure resources and develop a job description for a part- or full-time **staff person** for PAAC.
- ✓ Design an effective and sustainable **resource-development/fundraising plan** for PAAC.
- ✓ Ensure **partnerships** between PAAC and the City of Pearland, Pearland Chamber, Convention and Visitor's Bureau, PEDC, and other supportive entities are collaborative and productive.
- ✓ Consider charging PAAC with initiating a citywide **Arts and Cultural Survey** – perhaps as a component of annual citizens' surveys – to identify and build momentum for arts amenities in demand. This survey could form the basis of the eventual development of a Cultural Arts Plan for Pearland.

#### ***4.4 Advance current and potential arts-supportive programs, projects, and policies.***

##### **STATUS:**

In order to best support the development of key quality of life amenities, public and private partners should leverage existing efforts and propose and advance initiatives and projects with potentially beneficial impact on Pearland's arts and cultural sector.

##### **RECOMMENDATIONS:**

- ✓ Work to **revise the Pearland law** restricting establishments from selling alcohol without earning at least 51 percent of gross sales tax revenue from food sales. Ensure the effort has the resources necessary for effective public education and receipt of a sufficient number of signatures to put the measure on the ballot. Restrict approved applicants to **appropriate areas of the city** for these establishments.
- ✓ Effectively promote and expand the City of Pearland's **Pear Program** designed to spur local interest in the arts.
- ✓ Continue efforts by the City, CVB, PAAC, PAL, and others to plan, fund, and hold signature **festivals, events, and arts shows** in the city.
- ✓ Encourage the City of Pearland and Convention and Visitor's Bureau to partner with the Pearland Historical Society to explore potential restoration and reuse opportunities for the **Santa Fe Railroad Depot** in Pearland.

## 5. IMPROVE PEARLAND'S AESTHETICS THROUGH STRATEGIC COMMUNITY BEAUTIFICATION AND GATEWAY EFFORTS.

While a unified beautification strategy has not yet been undertaken, there has been much movement related to implementation of components of Strategy 5. Highlights include the approval of a SH 288 management district and revenue stream to maintain aesthetic improvements as well as development of a City Gateway plan. While the development of a comprehensive beautification strategy is slated for the second half of Pearland 20/20 implementation, the wording of Strategy 5 has been altered slightly to acknowledge progress made to date as well as broaden the beautification focus to include the installation of gateway markers. Mid-Course Update input participants emphasized the ongoing importance of beautification efforts and strongly supported its continued inclusion as a strategic priority.

### *5.1 Develop a comprehensive Pearland beautification strategy that outlines current priorities and institutes a unified approach and standard for all future efforts.*

#### **STATUS:**

Establishment of a task force to coordinate a beautification strategy was not undertaken, but aforementioned efforts related to SH 288 improvements and installation of gateway markers were pursued as well as entry features and landscaping on Cullen Boulevard and landscaping on Pearland Parkway and Dixie Farm Road. The City of Pearland and PEDC also worked with Clark Condon and Associates to develop new specifications and strategies for the maintenance of city rights-of-way and facilities.

#### **RECOMMENDATIONS:**

- ✓ Assemble a **volunteer team** to inform and confirm the development of a **unified beautification strategy** under the guidance of Keep Pearland Beautiful (KPB).
- ✓ Proceed with ongoing **corridor landscaping efforts**, adding priority roadways as feasible. Incorporate these efforts into the beautification strategy framework. Continue working closely with KPB to leverage their state funding for priority landscaping projects.
- ✓ Ensure new standard specifications and strategies for **maintenance of city rights-of-way and facilities** are implemented per contractual agreements.

### *5.2 Develop iconic and visually appealing gateways to Pearland.*

#### **STATUS:**

A focus group of local experts completed work on 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.

## RECOMMENDATIONS:

- ✓ **Proceed with construction** of the Cullen Boulevard gateway and design and construction for gateway features on Pearland Parkway, Dixie Farm Road, SH 35, and Kirby Drive.
- ✓ Per the City Gateway Plan, continue with identification of the **next priority roadways** for implementation of new gateway markers.
- ✓ Ensure that resources are available to facilitate **maintenance** of completed gateways.
- ✓ Work with local and regional media and other public and private partners to **promote the gateway initiative** and tie it back to the Pearland 20/20 vision and priorities.

### *5.3 Expand participation in city-wide clean-up efforts and events.*

#### STATUS:

This action was slated to be addressed in the second phase of Pearland 20/20 implementation. It will principally be focused on partnerships with KPB to support and expand its beautification programs.

#### RECOMMENDATIONS:

- ✓ Work with KPB to develop **volunteer recruitment strategies** to facilitate greater participation in clean-up efforts. Incorporate this activity into all relevant internal marketing messages and outreach (see Strategy 9).
- ✓ Consider adding anticipated **performance metrics** to contracts with KPB to formalize accountability measures for their programs.

### *5.4 Optimize the siting and replacement of power poles/lines in Pearland.*

#### STATUS:

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

#### RECOMMENDATIONS:

- ✓ Work to advance discussions and negotiations with Centerpoint to establish **binding agreements** to revise and adhere to utilities infrastructure siting based on local aesthetic-improvement goals.

### *5.5 Continue working to implement and enhance programs to address distressed properties and code violations in Pearland.*

#### STATUS:

Though an official city-demolition program for distressed properties has not been developed, activity has taken place around this issue. The City of Pearland established a SNAP (Safe Neighborhoods Around

Pearland) team that evaluates distressed properties, while the Eyes of Pearland program managed by City Code Enforcement relies on citizens to report code violations for the City to address.

**RECOMMENDATIONS:**

- ✓ Determine the need to formalize current efforts into an **official City of Pearland program** to demolish properties conforming to established levels of distress. Evolve the **SNAP program** as necessary to reflect the formalized demolition initiative.
- ✓ Report and track all complaints filed through the **Eyes of Pearland program** to ensure that participating citizens are informed of progress of their complaints, follow-up is undertaken when necessary, and code violators maintain their property in accordance with established regulations.



## 6. 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 launch of Pearland 20/20 can be tied to public and private investments made in the Lower Kirby Urban Center (LKUC). While many stakeholders identified Pearland Town Center as a real opportunity for denser, more “urban” mixed-use projects in the city, LKUC and associated opportunities such as the proposed Ivy District continue to be the largest, best positioned, and highest-value employment locations for development of a potential “downtown” Pearland. Certain activities that would advance the district in this regard are slated for implementation in the second half of the Pearland 20/20 cycle.

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

#### **STATUS:**

In 2014, the City of Pearland, the Lower Kirby management district, and Pearland Management District #1 (PMMD1) approved multiple agreements to implement regional detention including a master drainage plan, interlocal agreements, and financing agreements. Preliminary engineering and phase I improvement design are underway. Efforts are also proceeding to incorporate TxDOT's existing drainage ditch into the detention system and implement roadway reconstruction and utilities extensions.

#### **RECOMMENDATIONS:**

- ✓ **Continue implementation** of the LKUC Master Plan and implementation framework.
- ✓ Determine if and when any **adjustments, revisions, or updates** are needed for the Master Plan based on ongoing activities and future conditions.

### ***6.2 Aggressively market the LKUC through all relevant channels.***

#### **STATUS:**

While targeted marketing strategies for LKUC will be pursued in the second phase of Pearland 20/20 implementation, the PEDC already incorporates the district into all of its external marketing efforts and materials. Successful recent recruitments in the Lower Kirby Urban Center include: Cardiovascular Systems, Inc., Merit Medical, Dover Energy, Mitsubishi Heavy Industries Compressor Corporation, and IMC Group's Tool-Flo Manufacturing.

#### **RECOMMENDATIONS:**

- ✓ Create a stand-alone **LKUC website or differentiated microsite** on PearlandEDC.com. Include scrolling feeds of LKUC-related announcements and other information. Prominently feature the URL in

Pearland economic development materials and the websites of local, state, and regional partner governments, organizations, and agencies.

- ✓ Create **electronic and printed information sheets** for the Lower Kirby district for placement on the LKUC and PEDC websites.

### ***6.3 Formalize and maintain a consistent identity for the LKUC.***

#### **STATUS:**

Branding and signage strategies for LKUC were slated for implementation in the second phase of the Pearland 20/20 cycle.

#### **RECOMMENDATIONS:**

- ✓ As resources allow, proceed with contracting for the development of a Lower Kirby **branding and messaging platform**, potentially linked with the proposed development of the LKUC website and collateral (see 6.2).
- ✓ Based on the approved graphical framework, commission the development of light pole **banners**, custom **street signs**, and (potential) **wayfinding** signage for Lower Kirby.
- ✓ Determine if the addition of **Lower Kirby gateway signage** warrants incorporation into the City Gateway Plan.

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

#### **STATUS:**

This action was slated for pursuit in the second phase of Pearland 20/20 implementation.

#### **RECOMMENDATIONS:**

- ✓ Ensure that development of **active and passive recreation space and other amenities** as reflected in the LKUC Master Plan is pursued as the market demands.
- ✓ Facilitate **public-private partnerships** to fulfill development of recreation space in the district.

## 7. CONSTRUCT A MULTI-USE EVENTS CENTER IN PEARLAND.

All components of Strategy 7 were slated for pursuit during the second half of Pearland 20/20 implementation. That does not mean, however, that discussion on the viability of, funding for, specifications of, and uses for some type of events facility has not taken place between public and private leaders in the city as well as constituency groups for the arts and tourism. There is near-universal agreement that Pearland needs some type of major facility to accommodate large groups of people. But that is where the consensus ends; some feel the building should be dedicated to the arts, others to conventions and conferences, others to sports and concerts, and some for a facility flexible enough to accommodate many or all of these different functions. Even if groups reach consensus on the principal function(s) of the center, there is disagreement among key constituencies how construction, operation, and promotion of the facility should be funded. Elected officials and city staff largely believe the private sector should be the principal funder of an events center. Private sector stakeholders and champions of the arts and culture sector feel that the City of Pearland should bear the greatest burden for project funding because the private development community has yet to demonstrate any interest in such a facility.

Market Street feels it is beyond the scope of this Mid-Course Update process to make any prescriptive recommendations related to the dynamics of a multi-use events center. These are discussions and decisions that must take place among Pearland citizens, businesses, and their government. That said, however, Market Street has provided information in **Appendix B** of this report on multiple events centers in Texas metropolitan areas, selected descriptions of their specifications, and – as available – how these facilities were financed. It is hoped that this information can help inform the conversations around event center dynamics and, ultimately, build consensus behind the way forward on facility design, programming, and construction.

### *7.1 Launch a public process to inform the development of a multi-use events center.*

#### **STATUS:**

In January 2014, the City of Pearland held a joint workshop with PISD officials and one issue discussed was the potential for a civic or events center for shared use between the city and district. Both entities thought development of a facility was a great idea and discussed creating a committee to further explore the project. The Pearland City Council discussed this opportunity in a March 2014 workshop, but determined that the initiative would need a majority partner from the private sector to be viable. Most leaders now feel that the concept of “multi-use” as it applies to an events center should be more fully fleshed out and a menu of potential development options developed and debated for advancement.

#### **RECOMMENDATIONS:**

- ✓ Contract with a firm or identify in-house capacity to launch a formal **public outreach and discussion** process around possibilities for the development of **one or more multi-use event facilities** in the city. Potentially leverage existing tools like the annual citizens’ survey for this purpose.

- ✓ Consider holding **planning charrettes** and other engagement processes to identify public preferences and begin to solidify priority design and use specifications.
- ✓ Based on public outreach, conduct a **market study** to assess and confirm the viability of citizen preferences.
- ✓ Leverage the market study to inform **public official discussion** related to potential options for event center funding, construction, programming, and operations. Put a finalized vision to a vote of the City Council for approval and advancement.

***7.2 Proceed with multi-use events center development based on expressed public preferences and leadership consensus around funding and operational dynamics.***

**STATUS:**

Design, programming, and construction activities would of course be preceded by the approval of preferred event center dynamics based on public discussions and a vote of the City Council. The final approved dynamics of a multi-use events center will largely determine the tactical steps of this action.

**RECOMMENDATIONS:**

- ✓ If the approved events center will be a **publically funded facility**, incorporate project costs into a proposed City of Pearland (and, potentially, PISD and other partners') annual budget and proceed with the necessary steps to gain funding approval. Issue a **Request for Proposals** for facility design, engineering, and construction.
- ✓ If the approved events center will leverage **private investment** (either as a 100 percent, majority, or minority funder), issue a **Request for Proposals** to solicit private-sector interest and submissions for project development.
- ✓ In both scenarios, processes will have to be developed and approved to **program and promote** the facility.

## 8. ADVANCE LOCAL EDUCATION AND WORKFORCE DEVELOPMENT PIPELINES IN PEARLAND.

Efforts to enhance education and training in Pearland have largely occurred outside the context of Pearland 20/20. That does not mean that work to connect businesses with local schools or development of career-focused programs and curricula did not take place after the 2013 strategy launch, only that efforts were not incorporated under the Pearland 20/20 framework. Stakeholders participating in Mid-Course public input stressed that there are more opportunities to support education and training in the city, and Pearland 20/20 could be an effective vehicle to drive some of these efforts.

### *8.1 Seek to create a coalition of partners supporting education and training in Pearland.*

#### **STATUS:**

Pursuit of the original action item was slated for the second half of Pearland 20/20 implementation. However, rather than create a formal strategic plan or new capacity, stakeholders said it was more feasible to leverage existing entities to enhance and coordinate education and training support in Pearland. While many of these relationships already exist, being more intentional about the need for and opportunities to bring entities together could ensure that local educational performance continues to be strong.

#### **RECOMMENDATIONS:**

- ✓ **Identify and approach partners** for participation in the educational-support coalition. These would include K-12 districts, Alvin Community College, University of Houston-Clear Lake Pearland, the City of Pearland, the Adult Reading Center, Pearland Chamber's Education Committee, the PISD Foundation, PEDC, Northern Brazoria County Education Alliance, and others. Determine which entity could **take a lead role** in administering the coalition.
- ✓ **Establish guidelines** for the coalition's leadership structure, mission, meeting frequency, goals, and outreach strategies. Ensure the presence and promotion of coalition activities are **incorporated into internal communications** (Strategy 9) efforts.
- ✓ Consistently assess the potential opportunity to **more formally establish** the coalition through branding, staffing, or incorporation.

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

#### **STATUS:**

Targeted pursuit of this action item was planned for the second half of Pearland 20/20 implementation. In fact, the opening of Turner College and Career High School has already gone a long way towards engaging the business community in career-focused education and curricula development. Building on the success of Turner, more opportunities exist to better direct local students towards high-value careers in demand.

## RECOMMENDATIONS:

- ✓ Continue to position **Turner College and Career High School** as the city's most logical tool for engaging students in college- and career-focused and linked training. Leverage the proposed new **Alvin ISD Career and Technical Education Center** as another local tool to spur student interest in career training. Ensure that Turner's **business roundtable luncheons** are productive and lead to actionable outcomes for driving student interest in and success with career-focused education. Fully support dual credit courses with **Alvin Community College** as alternatives for students not interested in four-year schools as well as ACC's efforts to potentially partner with the Texas Workforce Commission on basic and vocational training.
- ✓ Complement Turner's efforts through engagement with **career and technical education** (CTE) programs in public schools across Pearland.
- ✓ Fully leverage literacy, English as a Second Language (ESL), GED, and other programs from the **Adult Reading Center** to position Pearland's working-age population for the labor force. Support **career-focused advisement services**, including Integrating Career Awareness, Roots of Success Curriculum, and career-directed counseling from Center staff.
- ✓ Consider the most effective way to leverage the proposed education and training coalition (Action 8.1) as a **tool to formalize partnerships** between Pearland employers, ISDs, and higher education institutions. These partnerships could potentially include the creation of industry-focused committees discussing training needs in Health Care, Information Technology, and/or Manufacturing. Opportunities for **business community volunteers** to serve as mentors, providers of internships or apprenticeships, job-shadowing hosts, or consultants informing curricula development and purchase of equipment could also be pursued.
- ✓ Develop a **business community survey tool**, perhaps managed by the BizConnect, the Business Training Council, or the education and training coalition, to determine specific hiring plans, workforce needs, skill sets in demand, and other information for Pearland businesses. Leverage the survey results in planning and programmatic development for Pearland ISDs and higher education institutions.

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

### STATUS:

Since the launch of Pearland 20/20, the aforementioned Turner College and Career High School has opened, while construction has started on the new Shadow Creek High School. The University of Houston-Clear Lake has also requested and received \$26.4 million in the 2015 state legislative session for the development of a new Health Sciences building at its Pearland campus. Because the development of new public ISD campuses is closely tied to population growth and is driven by specific and established planning processes, the principal support that would likely need to be provided for campus development and/or expansion is advocating for sufficient funding appropriations and supporting any public bond elections dedicated to increasing available resources for public schools. For public higher education institutions, lobbying at the state level for requested program and facility funding would also be impactful.

#### RECOMMENDATIONS:

- ✓ Through state and local advocacy, support the **sufficient provision of resources** for enhanced and new campus buildings and programs across the Pre-K to 16 spectrum. This includes a **Pearland ISD bond election** in fall 2016 or spring 2017 and the fall 2015 **Alvin ISD bond election** for campus renovations and expansions.
- ✓ Continue to **support UHCL** in their efforts to expand the Pearland campus.
- ✓ Ensure that the conversion of the old Manvel High School to a **career-training campus** is completed after the opening of the new Shadow Creek High School.
- ✓ As feasible, advocate for the development of academic facilities that also have **community-serving spaces and functions** during school off-hours.

#### *8.4 Strive to increase matriculation rates for Pearland-area students choosing to attend college.*

#### STATUS:

This action was slated for implementation in the second half of the Pearland 20/20 cycle. While higher education placement support capacity exists through local school districts' college counseling staff, these personnel are often charged with multiple counseling responsibilities and **cannot devote sufficient time** to college-placement advising. Therefore, any additional **support that can be provided by community and business volunteers** would benefit Pearland students seeking information and advice on opportunities for attending college.

#### RECOMMENDATIONS:

- ✓ In some communities, business volunteers sit down with students and their families to **help them fill out FAFSA (federal student aid) forms**, which can be confusing. This could be an effective way for business representatives to support student matriculation goals.
- ✓ Opportunities for **volunteer mentors** for local high school students can extend to supporting graduates seeking to move on to higher education.
- ✓ Pearland school districts should consider conducting an **annual survey of high school seniors** to quantify their post-secondary plans and assess their college readiness. Matriculation rates should be tracked and **follow-up surveys** conducted to quantify the percentage of Pearland high school graduates who earn a college degree.

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

All Strategy 9 activities were reserved for the second phase of the Pearland 20/20 cycle. Though the challenges of effectively engaging with Pearland stakeholders and providing them with information on local activities, projects, programs, and progress were said to be numerous (and some officials have given up on ever reaching large numbers of residents), the Pearland 20/20 Steering Committee and other leaders feel that the development and implementation of an internal marketing program is still a priority concern for the city. As is often said, a community's residents and businesses are its best salespeople; if they have negative perceptions about their city or are uninformed as to current trends and activities, they will not be able to promote Pearland to their friends and colleagues, both inside and out of the city. As was noted by certain input participants, the "squeaky wheels" in Pearland are not necessarily the majority. Citizens of the city largely "don't take their voice" when it comes to local policy and activities. Another said that there are certainly a number of people in Pearland who do not care about the city, but "the best we can do is engage the people who DO care." Leaders said that more effective outreach and internal communications efforts would also help chip away at the so-called "east-west" divide between "old-timers" in Pearland and more recent arrivals.

### *9.1 Design, develop, and launch a Pearland internal marketing campaign.*

#### **STATUS:**

Although the internal campaign is the focus of Strategy 9, the Steering Committee also emphasized that internal communications with Pearland stakeholders **should be a component of every Pearland 20/20 strategy** in some shape and form. This creates the need to coordinate and incorporate multiple messaging components as effectively as possible into a consistent whole.

#### **RECOMMENDATIONS:**

- ✓ Put together a **Working Group** of public, private, and civic leaders to oversee the internal marketing effort. Engage the services of local communications and marketing professionals in support of the effort, if possible.
- ✓ **Develop an inventory** of all existing internal communications tools, programs, and processes, including the Pearland Chamber's PearlandVotes.com website, the multiple online, mobile-based, and traditional outreach channels of the City of Pearland, outreach efforts of key partners such as local school districts, the Pearland CVB, arts organizations, neighborhood associations, and other tools.
- ✓ Determine how to best **incorporate and coordinate** – and enhance, if necessary – existing capacity along with any **new tools** required to effectively communicate the many aspects of Pearland's story to current residents and businesses.
- ✓ Coalesce all elements into an internally focused **branding and messaging campaign** targeting stakeholder groups across all constituencies and geographies in Pearland. As best as possible, **ensure consistency** across multiple media, channels, and partner entities.



## ***9.2 Initiate a public dialogue on the sustainability of residential development in the City of Pearland.***

### **STATUS:**

An issue that has gained increased recent attention in Pearland, especially with tightening budgets and an unbalanced debt to revenue ratio, is the sustainability of residential development to support new infrastructure and services. According to some estimates, Pearland is essentially “losing” thousands of dollars on each new home constructed at a median price point because the cost of supplying services to the house is greater than revenue from its accrued property taxes. A number of city officials feel the time has come to address this dynamic, some even calling it the “biggest single issue” Pearland will face over the coming years. Even if agreement is reached around the issue of unsustainable housing, “solutions” to the challenge will also require discussion and consensus-building. Indeed, many believe that the development of higher cost housing is not limited by current zoning regulations, house or lot sizes, but by psyches and attitudes of builders and buyers associating Pearland housing with a particular value range.

Another concern raised by some city stakeholders is the lack of diversity in Pearland’s housing product, specifically the dearth of higher-end multi-family residences, for-purchase condo and townhome projects, and housing in mixed-use developments. Discussions around the risks and benefits of more diverse housing choices in Pearland could be incorporated into public conversations on residential sustainability.

### **RECOMMENDATIONS:**

- ✓ Develop consensus around the **need for public outreach and dialogue** on housing sustainability in Pearland.
- ✓ Prepare data-supported **existing condition and trend analyses** to inform narratives framing public conversation on the issue. **Disseminate information** through channels and techniques leveraged for the internal communications campaign and Pearland 20/20 strategy-by-strategy outreach.
- ✓ Based on the tenor of public debate, work towards **identification and advancement of strategic solutions** to address housing sustainability issues.

## ***9.3 Hold an annual public event celebrating Pearland and its progress.***

### **STATUS:**

This action was slated for implementation in the second half of the Pearland 20/20 cycle. Stakeholders believe the recommendation still has merit and should remain in the plan.

### **RECOMMENDATIONS:**

- ✓ **No adjustments** are recommended for this Strategic Action. Design and advancement of a public event should be pursued in the final years of initial Pearland 20/20 implementation.

## CONCLUSION

Even as its growth slows from historically high levels, Pearland continues to be a destination community of choice in the greater Houston area. Strong schools, safe streets, a geographically advantageous location, an increasingly diversified economy, and other factors contribute to the city's continued desirability. Reflective of its proactive history of planning to support growth and investment, the development and activation of Pearland 20/20 in its first years of implementation has achieved many successes and enabled key local priorities to be incorporated under a coordinated framework of partners administered by the City of Pearland and its economic development corporation. The midpoint of the initial Pearland 20/20 strategic cycle has been a useful time to take a step back, assess the initial years of plan implementation, and adjust the dynamics of the strategy to reflect current trends, challenges, and opportunities.

Quantitative and qualitative research conducted for this Mid-Course Update has confirmed that the nine Pearland 20/20 strategies continue to reflect the city's priorities. Adjustments were proposed and approved for certain action areas and tactics to ensure that Pearland 20/20 remains a representative blueprint for the city's future strategic efforts. With the recent development of a new Comprehensive Plan, Parks and Recreation Master Plan, and other strategic processes, this refreshed Pearland 20/20 report must be implemented in coordination with the advancement of these other local frameworks. Continued success will require the PEDC and its partners to remain focused on integration of Pearland 20/20 with all relevant activities designed to maintain Pearland's standing as destination suburb in the Houston metro.

While public and private leaders do not agree on the specifics for certain of Pearland 20/20 action areas, they are nevertheless united in the understanding that the city must continue to evolve and innovate in order to be competitive for the top companies and talent in today's economy.

## APPENDIX A: OPERATIONS

The following pages offer proposed adjustments and enhancements to the operational management of Pearland 20/20 to ensure that the initiative continues successfully. As opposed to the recommendations in the bulk of this report, these suggestions focus on the administration and communication of the strategy itself.

### PARTNER AND VOLUNTEER ENGAGEMENT

The success of the Pearland 20/20 process ultimately depends on the level of engagement of implementation partners and volunteer leadership. In order to ensure that its partner and volunteer base remains engaged and energized, Pearland 20/20 should better communicate with volunteers about how their work fits into the strategic “bigger picture.”

#### *Considerations:*

- ✓ Assess opportunities to provide **more frequent communications** to Pearland 20/20 participants without becoming burdensome. Options include an internal e-newsletter produced quarterly to update all interested participants – including but also expanding beyond the Steering Committee – on the latest implementation-related activities across all nine strategies; joint meetings between different planning committees to hear presentations on the other’s work; and an online, password-protected portal for implementation partners and volunteers to access updates, reports, and engage in electronic dialogue and information-sharing.
- ✓ The Pearland 20/20 Steering Committee indicated a willingness to **meet more frequently**, potentially four times a year, to hear implementation updates.

### COMMUNICATION OF PEARLAND 20/20 PLAN

A key theme to emerge from public input was the need for awareness of Pearland 20/20 to be improved in the community at large. The early stages of implementation have included plenty of successful achievements; these success stories, in addition to the broader goals of the strategy, need to become more embedded in the Pearland community mindset.

#### *Potential actions:*

- ✓ Pearland 20/20 communications will almost certainly be incorporated into the internal marketing program in Strategy 9, but **differentiated messaging** would also be helpful. Options include an annual or bi-annual insert in one or more local publications; a consistently updated social media feed; a P20/20 logo displayed prominently on the PEDC, Chamber, and City websites linking to the strategic website; an annual Pearland 20/20 Summit open to all residents to hear updates from staff and volunteers on strategic implementation; and a Pearland 20/20 Annual Report detailing progress on the plan and upcoming activities.

- ✓ Leveraging implementation staff, partners, and volunteers to **actively promote the strategy** through engagements with their colleagues and networks. A list of talking points or a Speaker's Bureau presentation could be developed to support implementation participants in telling the story of Pearland 20/20.
- ✓ Any enhanced Pearland 20/20 communication efforts should **emphasize the metrics** being used to gauge the performance of the strategic implementation.

## APPENDIX B: EVENT CENTER ANALYSIS

*The following examples of suburban events centers in major Texas metros is intended to provide context for the City of Pearland's efforts to develop a multi-use events center through the Pearland 20/20 process.*

**Allen Event Center, Allen, TX:** Opened in 2009, the Allen Events Center is a multi-sport and entertainment event space with a capacity of over 8,100. The Event Center is home to the Allen American (Canadian Hockey League), the Allen Wranglers (Indoor Football League), and the Tom Thumb Texas Stampede (pro rodeo). Numerous high-profile music acts and other traveling shows have been booked in Allen as opposed to the region's highest population cities.

<http://alleneventcenter.com/Index.aspx?NID=100>

The \$59.6 million facility was paid for by the City of Allen through voter approved bonds. In May 2009, voters approved \$119 in bonds required to build the Allen Event Center, as well as a performing arts center and a district service center. The bonds were approved by 63 percent of voters. At the time, the bonds raised the district's debt level to \$490 million, and were funded by a 7-cent property tax increase and restructuring of some of the district's existing debt.

Source: <http://www.dallasnews.com/sports/high-schools/allen-news/headlines/20120825-state-of-art-eagle-stadium-rises-from-recession.ece>

**Cedar Park Center, Cedar Park TX:** The Cedar Park Center, which opened in 2009, is a multi-purpose event venue with capacity up to 8,700 for concerts (configurations also accommodate hockey games and theater style events). The Center is home to the Texas Stars and has hosted Cirque du Soleil, Disney on Ice, and George Strait. The Center can also host seminars, banquets, and exhibition/trade shows.

[http://www.cedarparkcenter.com/arena\\_info](http://www.cedarparkcenter.com/arena_info)

The \$55 million dollar Center was paid for primarily by the city via \$43 million in voter-approved sales tax money with the remaining \$12 million being covered by Hicks Cedar Park, LLC. Multiple attempts to fund the Center's construction via voter-approved bonds failed in the early 2000s, before the Cedar Park 4A Board proposed funding the project with 4A bonds, which voters approved in November 2006. Funding for the Center did not require any property tax increases. As part of the agreement, Hicks agreed to pay rent of \$2.5 million over 25 years, with the first five years being rent-free. Event proceeds were agreed to be split evenly by the city and Hicks Cedar Park.

As part of the agreement between the City and Hicks, Hicks purchased 17 acres of land around the Center with the intention to turn it into mixed-use development. In 2013, the Cedar Park City Council approved economic incentives for the 17-acre tract of land around the Center owned by Hicks. Under the agreement, Hicks would receive 80 percent of property taxes and city sales taxes collected from development on the land. The agreement would expire in 10 years of when Hicks Cedar Park received \$2 million worth of incentives.

In 2014, the Northland Properties Corporation acquired the Cedar Park Center from Hicks, and formed the Texas Stars LLP. to operate the Cedar Park Center under the long-term lease running through 2034.

Source: <http://recenter.tamu.edu/newstalk/newstalkSearch.asp?CID=41557>  
<http://www.statesman.com/news/news/local/agreement-sets-stage-for-growth-near-cedar-park-ce/nZ2FS/>  
<http://www.cedarparkcenter.com/news/detail/northland-properties-corporation-completes-acquisition-of-texas-stars-and-assumes-control-of-cedar-park-center>

**Cynthia Woods Mitchell Pavilion, The Woodlands, TX:** Built in 1990, and renovated in 2008 after damage sustained by Hurricane Ike, the Cynthia Woods Mitchell Pavilion is an amphitheater with 6,500 covered seats and a lawn with capacity for 10,000. The Pavilion is the Summer Home of the Houston Symphony and Home Away from home of Houston Ballet. The facility has an affiliated nonprofit and is governed by a volunteer board.

<http://www.woodlandscenter.org/about.html>

The \$10 million pavilion was paid for by The Woodlands Corporation as a gift to the community. Local philanthropists, George and Cynthia Mitchell, personally donated several millions of dollars to various Houston-area arts organizations to help stage their productions at the Pavilion.

Source: <http://www.rgiwoodlands.com/history/1109%20Galatas.pdf>

**Curtis Cullwell Center, Garland, TX:** Opened in 2005, the Curtis Cullwell Center is owned by the Garland ISD. It was built to host graduations while also providing space for other community events. The center has 190,000 square feet, can host 7,000 people, and has a lecture hall in addition to the arena space and extra meeting rooms. The total cost of the center was \$31.5 million.



[http://www.specialeventscenter.com/about\\_the\\_center/index.cfm](http://www.specialeventscenter.com/about_the_center/index.cfm)

The Curtis Cullwell Center's construction was approved and financed by voters in a bond election in 2002. Revenue bonds were the primary source of funding for the project.

Source: <http://www.educationdesignshowcase.com/view.esiml?pid=37>

**Merrell Center, Katy, TX:** Opened in 2005, the Merrell Center offers 145,000 square feet for events such as graduation ceremonies, banquets, trade shows, conventions, sporting contests, and concerts. Funded by a Tax Increment Reinvestment Zone the Center is located adjacent to Katy ISD facilities, but the bonds are not ISD debt. The debt



is retired with property tax revenues from the Katy Mills Mall

<http://www.merrellcenter.org/general-information/arena-history>

The Merrell Center was funded via a Tax Increment Reinvestment Zone (TIRZ), developed in partnership with the City of Katy and the Katy Development Authority. Property taxes generated by the Katy Mills Mall, the largest taxpayer in the Katy ISD, were used to pay for the Merrell Center and its operations. The bonds are not Katy ISD bonds, but are issued by the City of Katy and the Katy Development Authority.

Source: <http://www.merrellcenter.org/general-information/arena-history>

**Dr. Pepper Arena, Frisco, TX:** The Dr. Pepper Arena is a multi-purpose sports and entertainment venue that is home to the Texas Tornados (NAHL) and the Texas Legends (NBA Development League). The facility can seat between 5,000 and 7,000 people and can accommodate 2,100 vehicles. The facility can host concerts, family shows, graduation ceremonies, trade shows and many other live entertainment events.

<http://www.drpepperarena.com/page/show/192432-about-dr-pepper-arena>

The Dr. Pepper Arena is a city-owned property that cost \$27 million to construct. The project was supported via a public/private partnership where \$20 million in bonds was covered by the public, and the remaining \$7 million was funded by Southwest Sports Group (SSG). The City of Frisco and SSG executed a lease contract where SSG pays the City of Frisco an annual lease payment that funds a portion of the annual debt retirement.

Source: <http://www.nlc.org/documents/Influence%20Federal%20Policy/Policy%20Committees/CED/ced-presentation-frisco-tax-increment-financing-sept2010-pdf.pdf>

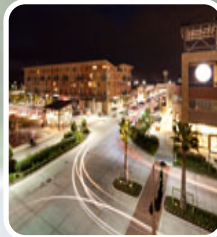
**Mallet Event Center, Levelland, Texas:** Opened in 2012, the Mallet Event Center & Arena has 155,000 square feet, including an air-conditioned arena, banquet hall, exhibit hall, and patio area. Funding for the facility was provided by a 2009 bond referendum. The facility also has a horse barn that will be able to accommodate up to 300 horses.

<http://www.malleteventcenter.com/>

The Mallet Event Center was funded entirely via a \$15 million bond issue that was approved by the voters of Hockley County in May 2009.

Source: <http://redraiders.com/local-news/2010-07-10/hockley-county-celebrate-start-building-construction#.Vfr M5d1Y21>





## IMPLEMENTATION ASSESSMENT PEARLAND 20/20 MID-COURSE UPDATE

Submitted by *Market Street Services, Inc.*  
[www.marketstreetservices.com](http://www.marketstreetservices.com)

August 28, 2015

**MARKET ST**





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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 7<sup>th</sup> 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 Trends<sup>1</sup>*

- 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).

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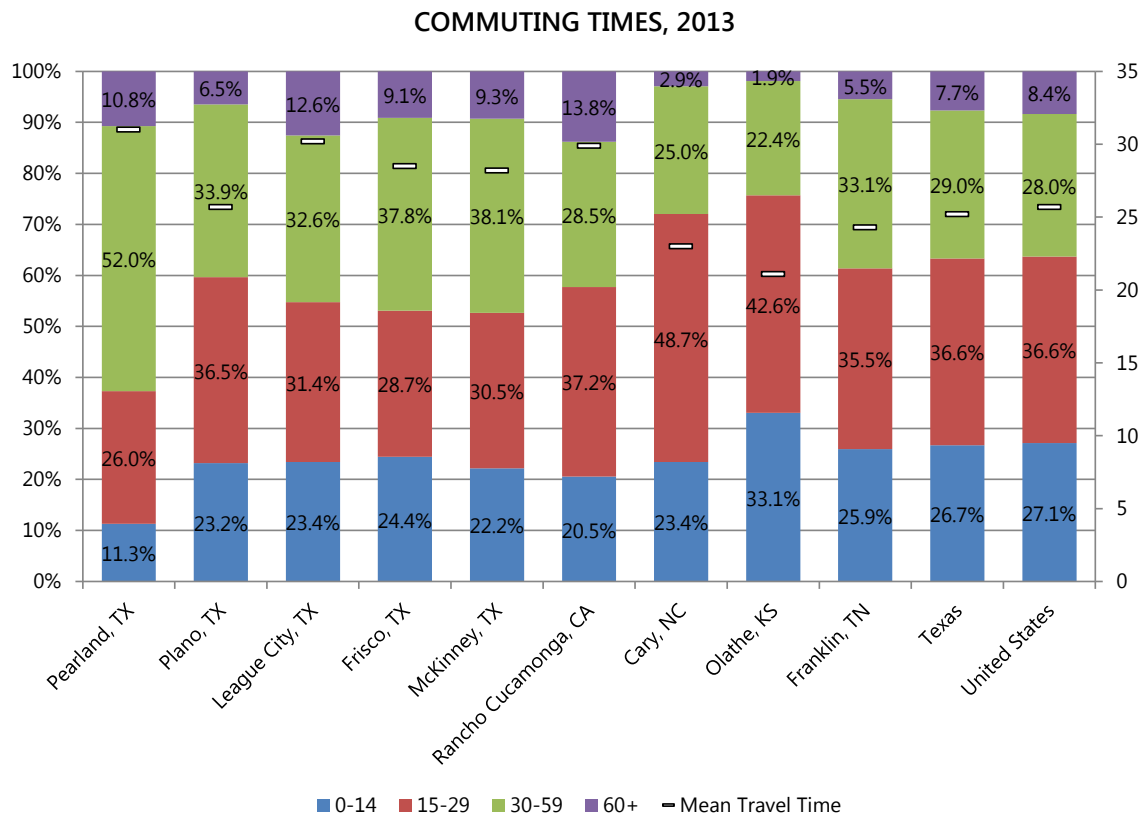
<sup>1</sup> Source used was CBRE 2Q 2014 Market Reports and PM Realty Group 2Q 2014 Office Market Report. The applicable CBRE submarkets for Pearland were "South Main/South" for office and "South" for industrial.

# 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.

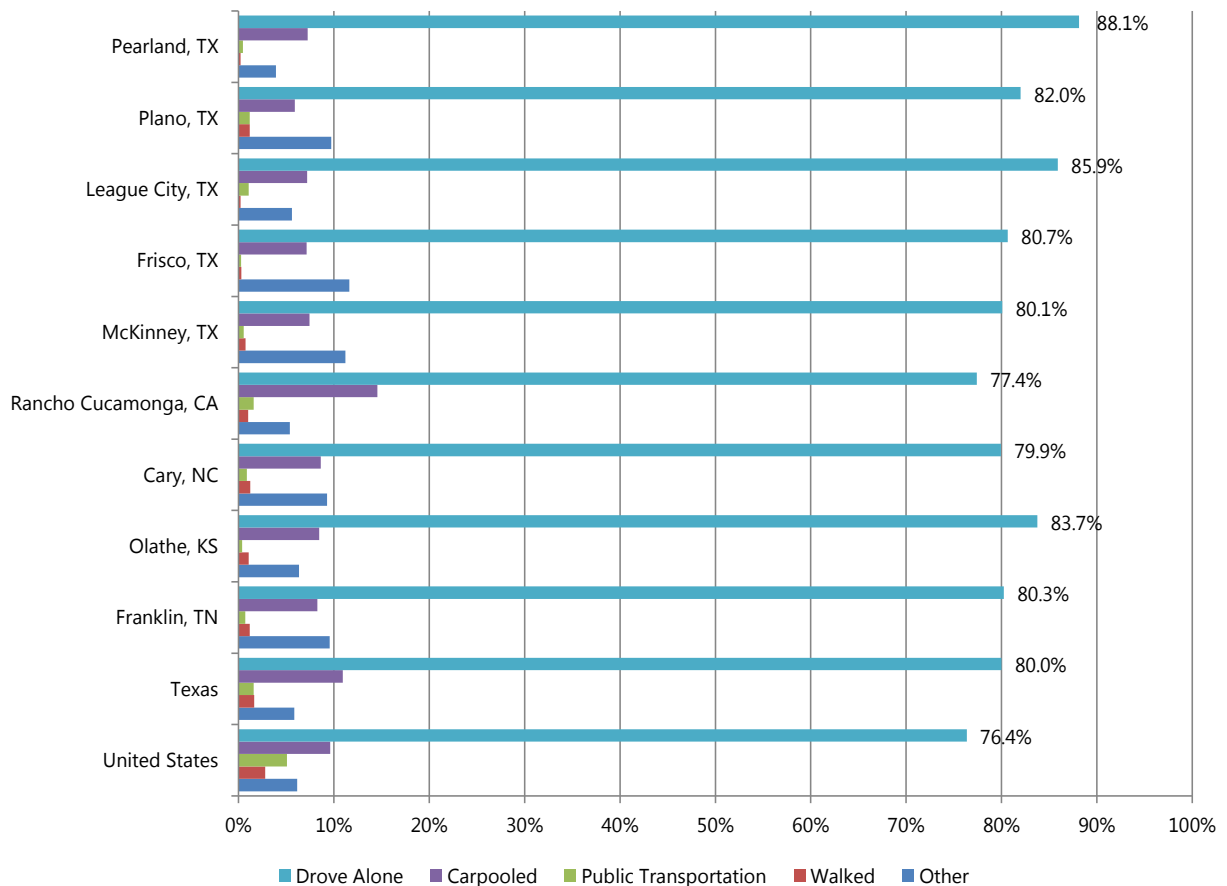
## TRANSPORTATION



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



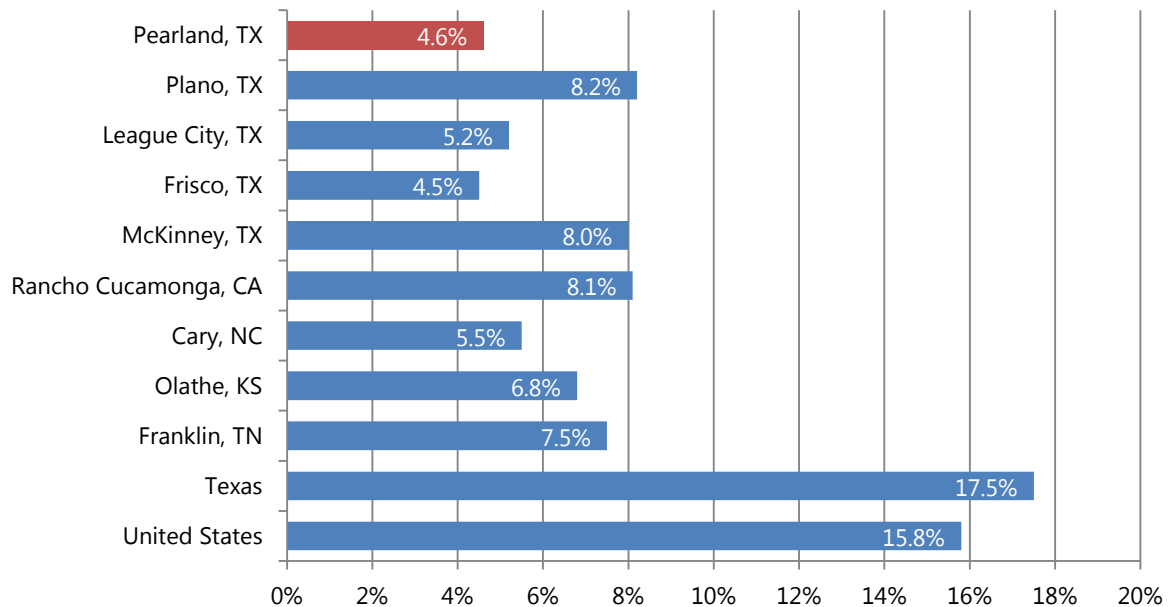
Source: U.S. Census Bureau, American Community Survey, 1-Yr Estimates

- 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

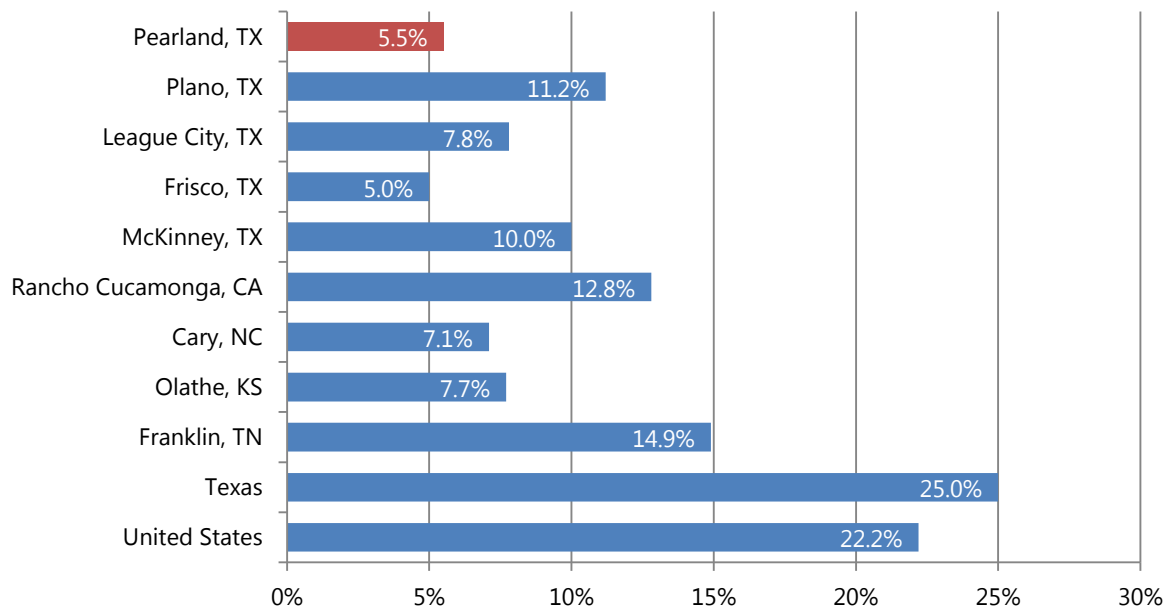
### POVERTY RATE, TOTAL POPULATION, 2013



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



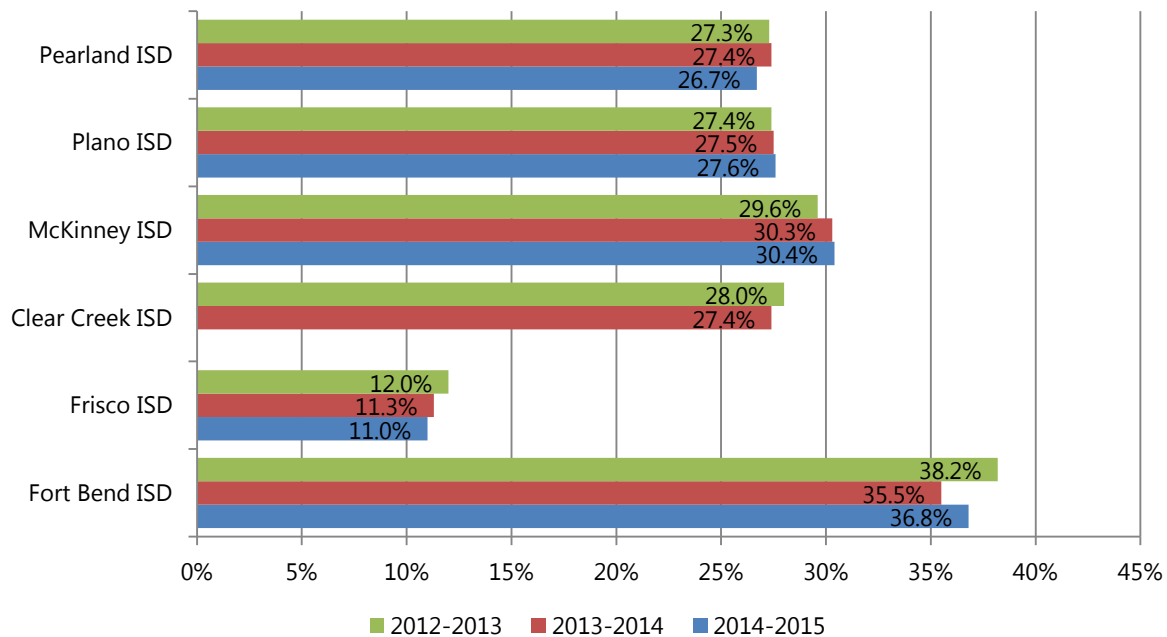
Source: U.S. Census Bureau, American Community Survey, 1-Yr Estimates

- 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 MEALS<sup>2</sup>, 2012 – 2015



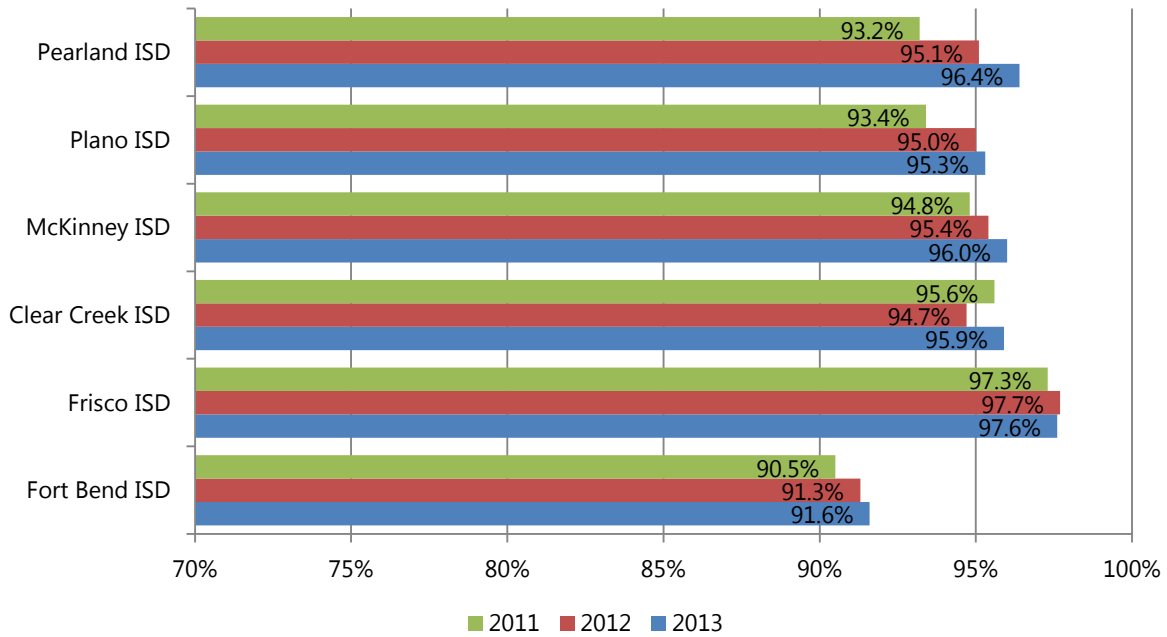
Source: Texas Education Agency

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).

<sup>2</sup> 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.

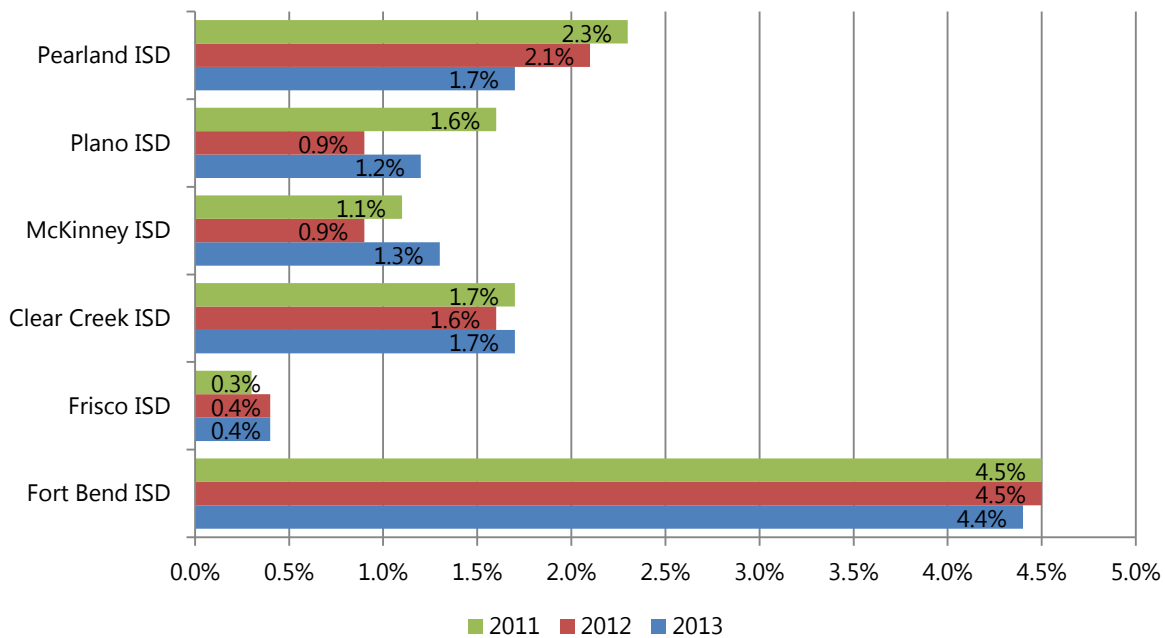
### LONGITUDINAL GRADUATION RATE, 2011 – 2013



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 KPB – 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.

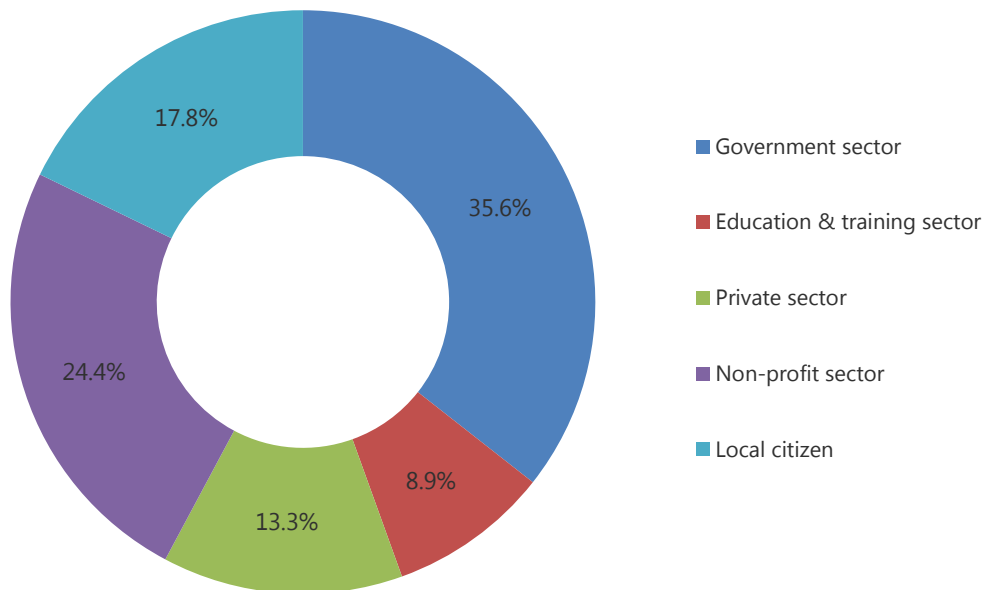
Despite differences in opinion on Pearland’s strategic priorities, however, the results of the city’s citizen surveys and the feedback provided for this Mid-Course Update reinforce the positive opinions and sentiments Pearlanders have for their city and its future.

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

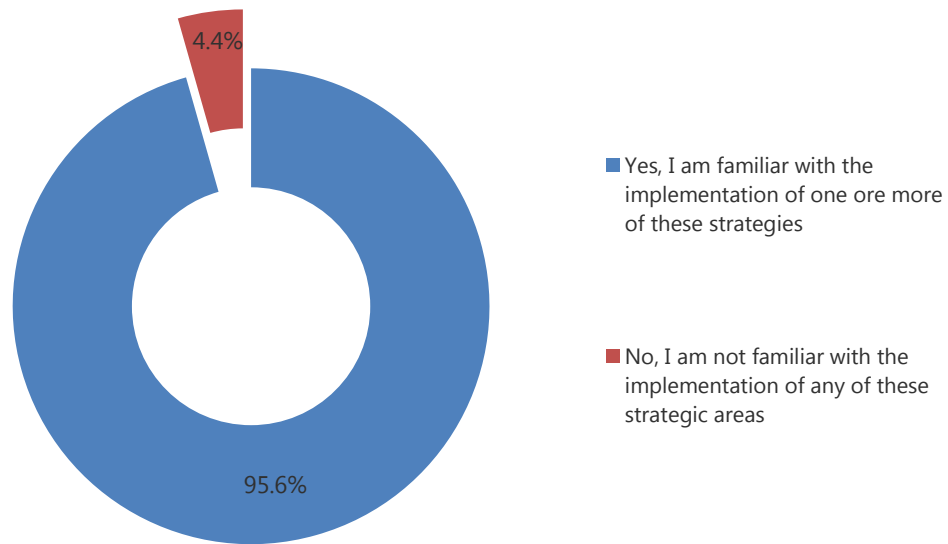
An online survey was developed for those individuals who expressed previous involvement with the implementation of one or more of the Pearland 20/20 strategic goal areas. The survey link was distributed to a list of local stakeholders determined to have at least some level of awareness of Pearland 20/20 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:**

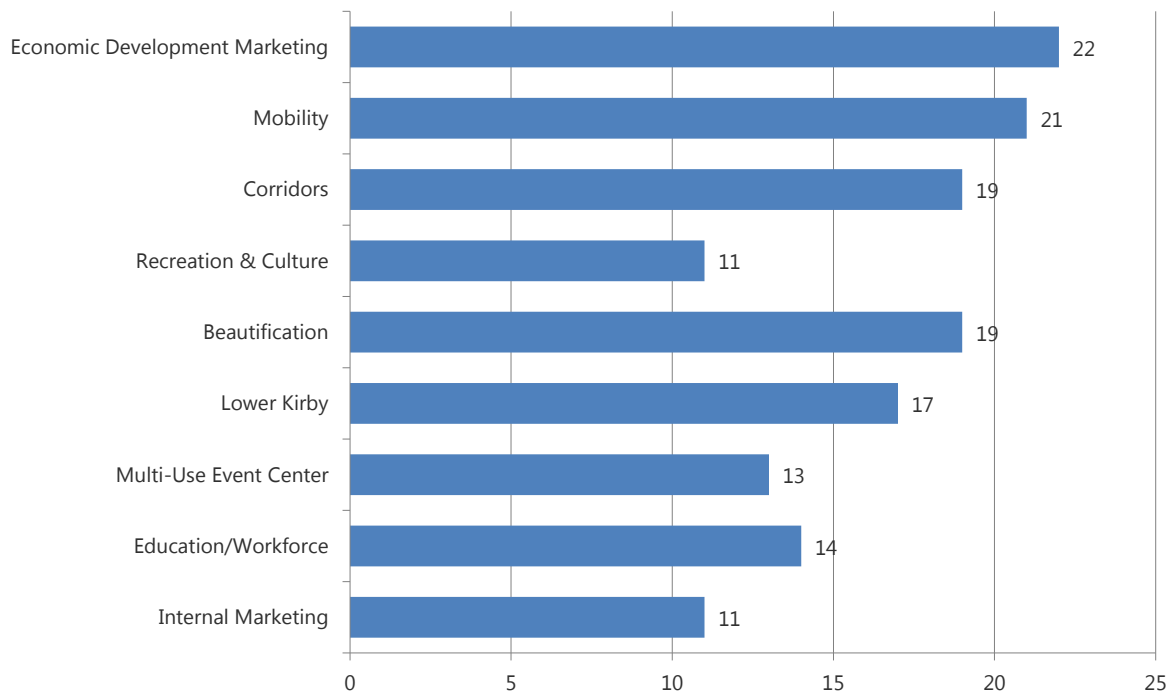


**Question 2: Are you familiar with activities that have taken place to implement one or more of the strategies listed below that were included in the Pearland 20/20 Strategic Plan?**

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



**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?***

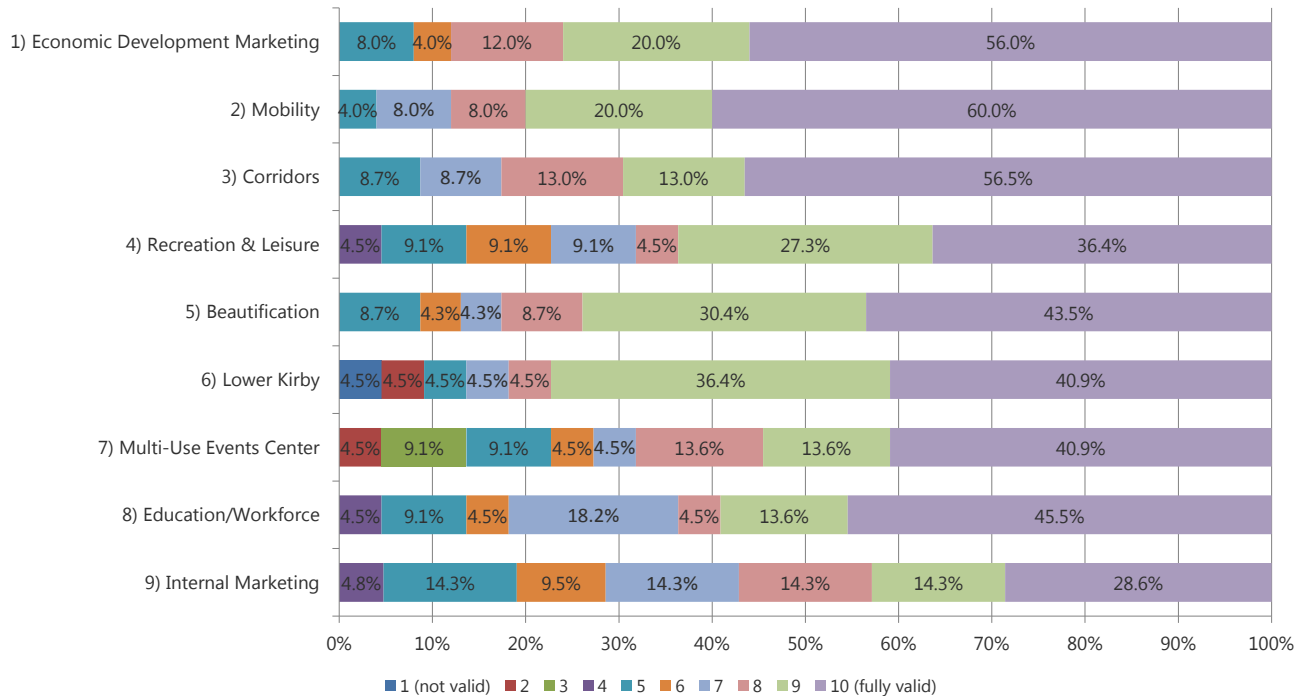
- The Plan needs to be shared better with citizens, residents, and staff. Need better alignment of individual department's goals with those of 20/20 plan.
- No
- Put progress of plan in community newsletter
- In a period that happens to be inundated with surveys and master plans, I'm not sure the gravity 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 bio-tech 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!