



PEARLAND 20/20

A BLUEPRINT FOR PEARLAND, TEXAS

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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**¹ 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**² 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.

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

² 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

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

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>