

AGENDA – WORKSHOP OF THE PLANNING & ZONING COMMISSION OF THE CITY OF PEARLAND, TEXAS, TO BE HELD ON MONDAY, AUGUST 19, 2013, AT 6:00 P.M., IN THE 2ND FLOOR CONFERENCE ROOM, CITY HALL, 3519 LIBERTY DRIVE, PEARLAND, TEXAS.

I. CALL TO ORDER

II. PURPOSE OF THE WORKSHOP:

- 1. COMMISSION INPUT AND DISCUSSION: PEARLAND ECONOMIC DEVELOPMENT CORPORATION – ECONOMIC DEVELOPMENT PLAN UPDATE.** *Presentation by Mr. Matt Buchanan, Executive Director*
- 2. COMMISSION INPUT AND DISCUSSION: UNIFIED DEVELOPMENT CODE (UDC) AMENDMENTS T-16.** *Presentation by Mr. Harold Ellis, City Planner.*

III. ADJOURNMENT

This site is accessible to disabled individuals. For special assistance, please call Young Lorfin at 281-652-1840 prior to the meeting so that appropriate arrangements can be made.

I, Judy Brown, Office Coordinator of the City of Pearland, Texas, do hereby certify that the foregoing agenda was posted in a place convenient to the general public at City Hall on the 16th day of August, 2013, A.D., at 5:30 p.m.

Judy Brown, Office Coordinator

Agenda removed _____ day of August 2013.

WORKSHOP

1



City of Pearland

P&Z AGENDA REQUEST

TO: Planning & Zoning Commission
REQUESTOR: Matt Buchanan, Executive Director
DATE: 08/14/2013
AGENDA ITEM SUBJECT: PEDC Strategic Plan Update

Old Business New Business Discussion Item Workshop

Summary: Pearland's Economic Development Corporation has completed an economic development strategic plan and would like to present it and its findings to the Commission. The P&Z Chair was represented the commission on the steering committee for the strategic plan.

Staff Recommendation: Receive presentation and provide feedback.

Agenda Reviewed by:

HE

Date Reviewed:

8/14/2013

SUMMARY OUTLINE

PEARLAND 20/20: A BLUEPRINT FOR PEARLAND, TEXAS

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.
- 1.5 Conduct an assessment of Pearland’s strategic opportunities related to Port of Freeport and Panama Canal expansion.
- 1.6 Build recruitment networks through attendance at high-value industry meetings and conferences.
- 1.7 Ensure Pearland’s retail sector remains vibrant.
- 1.8 Conduct an incentives review to optimize Pearland’s tools to stimulate business investment.
- 1.9 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 Advocate for the timely design and construction of the SH 288 park-and-ride facility in Pearland.
- 2.3 Continue efforts to secure long-term mass transit options for Pearland.
- 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.
- 2.5 Work with the Houston-Galveston Area Council (HGAC) on regional transportation solutions.
- 2.6 Better inform local residents about east-west mobility options in Pearland.

3.0 Optimize the development potential of Pearland’s principal commercial corridors.

- 3.1 Create a FM 518/Broadway master development plan.
- 3.2 Leverage recent road improvements to create a SH 35 redevelopment plan.
- 3.3 Realize efforts to establish a management district for SH 288.
- 3.4 Link Old Townsite revitalization to FM 518/Broadway and SH 35 redevelopment processes.
- 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.

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

- 4.1 Ensure capital investment in funded park, recreation, and trail capacity continues as scheduled.
- 4.2 Identify strategies to accelerate implementation of Pearland’s master plans for Parks and Recreation and Trails.
- 4.3 Pursue the potential development of a parks foundation in Pearland.
- 4.4 Develop a sports marketing program to attract youth and adult athletic tournaments to Pearland.
- 4.5 Create, program, and staff a unified arts organization in Pearland.

5.0 Develop a comprehensive community beautification strategy.

- 5.1 Establish a city-led task force to coordinate elements of a beautification strategy.
- 5.2 Develop a funding and maintenance protocol for Pearland's landscaped roads and corridors.
- 5.3 Develop iconic and visually appealing gateways to Pearland.
- 5.4 Expand participation in city-wide clean-up efforts and events.
- 5.5 Optimize the siting and replacement of power poles/lines in Pearland.
- 5.6 Continue evaluating the feasibility of establishing a city demolition program for 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.

- 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 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.

8.0 Advance local education and workforce development pipelines in Pearland.

- 8.1 Develop a strategic plan to better support and coordinate education and workforce 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 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.



PEARLAND 20/20: A BLUEPRINT FOR PEARLAND, TEXAS STRATEGIC PLAN

Submitted by Market Street Services Inc.
www.marketstreetservices.com

April 2013

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INTRODUCTION

Sustaining economic prosperity and ensuring long-term competitiveness must be built on a foundation of strong local assets, identification of priorities, and expectations of action. Pearland has a wealth of strategic assets that can support an aggressive economic agenda. Strong commitment to developing talent is evident in high achieving local students, the founding of Turner College and Career High School, Alvin Community College's programs in Pearland, and the development of the University of Houston-Clear Lake Pearland campus. Dedication to providing quality city services to all residents is validated by investments in high-value infrastructure and transportation projects. The importance placed on growing jobs can be seen in the creation and funding of the Pearland Economic Development Corporation (PEDC) and the recruitment and retention of quality employers. This strategy seeks to build upon these assets, Pearland's strategic location in the Houston metro, and other existing and potential competitive advantages in pursuit of a more dynamic, vibrant, and economically sustainable city.

This document is based on **nine high value strategies** designed to take Pearland to the next level of success both as an economy and sustainable residential location. Each strategy, in turn, is comprised of a variety of sub-actions that details steps and tactics necessary to further the strategic goal. As numerous stakeholders pointed out during public input for this process, Pearland must broaden its strategic attention from simply supporting and facilitating population growth to becoming more of a complete community. A focus on enhancing recreation, aesthetics, arts and culture, pride and identity, high-value job growth, and other strategies will be essential to securing Pearland's success for decades to come.

By focusing on a broad range of key aspects that contributes to the enhancement of Pearland's community "product" – the qualities and assets that companies and residents look for when relocating to or remaining in an area – Pearland leaders will best prepare for a sustainable future with continued population and economic growth.

OVERVIEW

The Pearland Economic Development Corporation retained Market Street Services to facilitate the eight-month process that culminates in this holistic and action-oriented Pearland 20/20 strategy. This collaborative, community-driven process was facilitated by the project's Steering Committee, a diverse group of public and private leaders committed to ensuring a prosperous future for Pearland's residents and businesses. The process is divided into three phases:

The **Competitive Assessment** ensured that the strategy emerged from a common understanding of how Pearland compares to other communities. The Assessment evaluated Pearland against three quality peer communities, including Franklin, TN; McKinney, TX; and Sugar Land, TX, as well as the state of Texas, and the nation on a number of social, economic, and place-based indicators. Quantitative data was combined with feedback and critical input garnered through community visioning sessions, interviews with key stakeholders, and an online survey.

This **Pearland 20/20 Strategy** leverages all the research and public input to provide a comprehensive set of strategic recommendations for the next five years. The strategy addresses specific Pearland challenges and capitalizes on opportunities for continued economic growth. Intended to serve as a consensus blueprint, Pearland 20/20 is action-oriented and incorporates a wide range of economic development partners. National best practices are included to provide real examples of successful programming.

If the strategy phase focuses on "what" Pearland must do to succeed, the implementation phase represents "how" that can be accomplished. The **Implementation Guidelines** report operationalizes the Pearland 20/20 plan through development of action timelines for the first year as well as years two through five. In addition, the Guidelines will include metrics and benchmarks to help in measuring success as well as staffing, funding, and operational considerations.

STEERING COMMITTEE

The Steering Committee has been critical to the success of this initiative. Representing a broad group of community leaders from the public and private sectors, the Committee was responsible for reviewing project deliverables, providing feedback, and participating in discussions about the future direction of Pearland. The following individuals served on the Steering Committee:

| | |
|------------------------------------|---|
| Charles Gooden, Jr. (Chair) | President, PEDC Board of Directors |
| Stacy Adams | Commissioner, Brazoria County |
| Teir Allender | General Manager, CBL & Associates |
| Carol Artz-Bucek | President, Pearland Chamber of Commerce |
| Dr. Fred Brent | Superintendent, Alvin Independent School District |
| Matt Buchanan | President, PEDC |
| Tony Carbone | Chair, Pearland Chamber of Commerce |
| Bill Eisen | City Manager, City of Pearland |
| Sue Flannigan | Incoming Chair, Pearland Chamber of Commerce |
| Henry Fuertes | Chairman, City of Pearland Planning & Zoning Commission |
| Richard Graber | Director of Programs & Services, Houston Arts Alliance |
| Dr. Patricia Hertenberger | Dean of Continuing Education & Pearland Center, Alvin Community College |
| Mike Hodge | Assistant City Manager, City of Pearland |
| Dr. John Kelly | Superintendent, Pearland Independent School District |
| Lata Krishnarao | Director of Community Development, City of Pearland |
| Johnna Little | Real Estate Consultant, Keller Williams Realty |
| John Lyle | Vice President of Operations, Kelsey-Seybold Clinic |
| Dion McInnis | AVP for Office of University Advancement, Univ. of Houston Clear Lake |
| Alan Mueller | Vice President, Gromax Development |
| Dale Pillow | President, Adult Reading Center |
| Scott Sherman | City Council, City of Pearland |
| Susan Sherrouse | Mayor Pro Tem, City of Pearland |
| Dr. William Staples | President, University of Houston Clear Lake |
| Lucy Stevener | Secretary, PEDC Board of Directors |

In addition to **Matt Buchanan**, Market Street would like to recognize and thank PEDC staff **Melissa Black**, Director of Marketing, **Carlos Guzmán**, Vice President, and **Janice Vega**, Office Coordinator, for their valuable support, coordination, and insight during the strategic planning process.

PEARLAND 20/20 STRATEGY

At this critical junction in Pearland’s history as it evolves from a fast-growing bedroom community to a complete city with services and amenities consistent with other communities of its size in the Houston region, it is beneficial to have a strategic blueprint to guide growth and development in the coming years. Pearland 20/20 has resulted from comprehensive research into Pearland’s competitive dynamics and input from hundreds of local stakeholders. Nine strategies and corresponding action-oriented tactics emerged from the findings of this research and the perspectives of Pearland’s public and private leadership, citizens, institutions, and businesses. The strategies address all components of Pearland’s growth, including but not limited to providing infrastructure to improve mobility and services to ensure that residents have adequate water, power, public safety, and educational capacity. Importantly, Pearland’s strategic vision must also include an aggressive focus on economic growth, quality of life, quality of place, and the binding of local residents and businesses together through shared experiences, a common identity, and a better understanding of what makes Pearland special.

COMPETITIVE ASSESSMENT “KEY TAKEAWAYS” INFORM STRATEGIES

| | |
|---|---|
| <p>Growth trends are not sustainable</p> | <ul style="list-style-type: none"> • Targeted economic diversification strategies • Shovel-ready sites and competitive business climate • Vibrant retail sector |
| <p>Progressive planning and investment must continue</p> | <ul style="list-style-type: none"> • Infrastructure development • Mobility strategies • Corridor planning and development |
| <p>Pearland is the “new America”</p> | <ul style="list-style-type: none"> • Workforce strategies to ensure equity and access to high-value jobs • Neighborhood investment and quality housing • Celebrating diversity as part of an annual event |
| <p>Citizens want more amenities</p> | <ul style="list-style-type: none"> • Ballfields, parks, and trails • Multi-use events center for performance arts and cultural events • A dynamic, mixed-use and urban Lower Kirby district |
| <p>Looks matter</p> | <ul style="list-style-type: none"> • A comprehensive community beautification strategy • Compelling gateways and landscaped corridors • Clean-up efforts, code enforcement, and well-sited utilities infrastructure |
| <p>Pearland must build a sense of community</p> | <ul style="list-style-type: none"> • Internal marketing and branding of a Pearland identity • Communicating Pearland’s strengths and progress to citizens • Events and outreach to bring Pearlanders together as one community |

STRATEGIES COMBINE TO IMPROVE PEARLAND'S "PRODUCT"

The resulting nine strategies are all important and interconnected; ignoring one will risk the success of all. Parallels can be made to developing a product for the commercial marketplace. Ultimately, the success of that product will depend on the sum of its parts and how it competes against other similar products. A car with great design, gas mileage, safety features, reputation, passenger amenities, etc., will sell faster than a vehicle with lesser components. The same can be said about cities. How successful the PEDC is at marketing Pearland will depend on more than just the availability of "shovel ready" development sites and provision of incentives. More than ever before, companies and talent are considering elements like education and workforce quality, entertainment and nightlife amenities, availability of parks and trails, community pride and engagement, and other factors into their decisions to locate or remain in a city. Thus, the success of Pearland 20/20 depends on the entirety of the Pearland "product" being developed effectively. It will take more than the PEDC alone to accomplish this. The Corporation will depend on city and county partners, educational institutions and systems, special-interest organizations, community groups, private businesses, and a litany of other partners to develop and maintain a successful community product. The following graphic highlights the nine strategies that comprise Pearland 20/20.



PEARLAND 20/20 STRATEGY WILL INFORM AND COMPLEMENT THE CITY'S COMPREHENSIVE PLAN

The city of Pearland will soon be developing a completely new Comprehensive Plan for the first time in many years. The research and outreach conducted for this Plan will be exhaustive and touch every part of Pearland's built environment, land use, past and future growth trends, population densities, transportation and utilities infrastructure, city and social services, and numerous other categories. While Pearland 20/20 does not expressly deal with land use at a fine-grained level nor includes the level of specificity that will accompany the Comprehensive Plan's components related to zoning and regulatory categories, infrastructure construction, provision of services, phased development of schools, police and fire stations, and other elements, it nevertheless can inform the Comprehensive Plan in many ways.

As previously noted, the Pearland 20/20 strategy speaks to the development and optimization of Pearland's "product" to best position the city in the economic marketplace. In some cases, it is specific, but in others it provides a more generalized direction for advancement of Pearland's competitive dynamics. Certain recommendations will require a follow-on planning process that can delve into greater detail related to, for example, the logistics sector, beautification, internal marketing, etc. Economic development strategic plans are complimentary to Comprehensive Plans by addressing core strategies and actions designed to bring stakeholders together to work on programs and processes that can make Pearland a better place to live, work, and visit.

While Pearland 20/20 does not include parcel-by-parcel or even district-by-district recommendations for land-use mix, infrastructure, city services, or regulatory policy, it still provides a broad framework for Pearland's future growth and development. Key components of this framework are:

- Pearland will focus on its principal transportation and development corridors to ensure they enable mobility, allow for high-value commercial, retail, and industrial investment, are aesthetically pleasing, and integrate into a broader system of multi-modal connectivity.
- Pearland will leverage redevelopment of FM 518/Broadway and SH 35 to catalyze revitalization of an Old Townsite district that will provide additional retail options for east Pearland and reestablish the city's core.
- Pearland will locate and secure parcels for development of additional athletic fields for use by residents and competitive tournaments that will bring new visitors and investment to the city.
- Pearland will ramp up efforts to beautify its public realm through strategic landscaping, investment in public art, more aggressive code enforcement, improved gateways, and less intrusive siting of power poles and other utilities infrastructure.
- Pearland will focus on the Lower Kirby Urban Center as the city's most intensive mixed-use, transit- and pedestrian-friendly, and entertainment-focused district.

- Pearland will identify the optimal location for a multi-use events center that will provide stakeholders with a dynamic local venue for performing arts, civic gatherings, special events, and touring acts.

It is hoped that the strategic direction provided by Pearland 20/20 will help inform the city's upcoming Comprehensive Plan process and supply direction for its multitude of specific land-use, growth-management, policy dynamics, and infrastructure-development prescriptions.

*Codes corresponding to **best practices, potential funding sources, and implementation entities** are included in the Strategy's action matrices. These are included to:*

- 1. Provide examples of other communities that have effectively implemented certain similar programs and efforts.*
- 2. Demonstrate that, even though municipal budgets are tight, there are multiple revenue sources to potentially fund the Strategy's recommendations.*
- 3. Show that this is not just the PEDC's plan but the entire city's plan; including the full universe of lead and support implementation entities demonstrates this reality.*

*The explanation of these codes can be found in **Appendices A-C**.*

Key Initiatives

Pearland 20/20 focuses on “**what**” the city must do to be most competitive for future jobs, investment, and talent. “**How**” that will be accomplished will be the focus of the forthcoming Implementation Plan, including prioritization of strategies and action steps based on their impact and viability, cost projections, personnel needs, and identification of whether the proposed action is ongoing, enhanced, or new. The following **Key Initiatives** will preview the Implementation Guidelines by reporting the programmatic priorities as determined by Steering Committee discussions, voting, and responses to an online survey. They are all important and not prioritized. The Key Initiatives for Pearland 20/20, listed in the order they appear in the plan, are:

- 1. Ensure that relocation prospects are efficiently and effectively supported and managed. (Action 1.1)**
- 2. Build a competitive portfolio of “shovel-ready” Pearland development sites. (Action 1.2)**
- 3. Enhance efforts to attract key segments of the health care sector to Pearland. (Action 1.3)**
- 4. Optimize a program to retain and expand existing Pearland employers. (Action 1.9)**
- 5. Continue planning, design, and construction of priority road and highway projects. (Action 2.1)**
- 6. 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. (Action 2.4)**
- 7. Create a FM 518/Broadway master development plan (Action 3.1)**
- 8. Realize efforts to establish a management district for SH 288. (Action 3.3)**
- 9. Establish a City-led task force to coordinate elements of a beautification strategy. (Action 5.1)**
- 10. Implement the recommendations of the Lower Kirby Urban Center Master Plan and Implementation Strategy. (Action 6.1)**

These ten actions will comprise the bulk of first-year strategy implementation and serve as the “game changers” that the PEDC, city of Pearland, and other entities will use when promoting and securing buy-in for the strategic plan.



1.0 Design and implement an enhanced economic development marketing program.

Economic development in the city of Pearland was formalized in 1995 with the creation of the Pearland Economic Development Corporation. Since this time, the city has become increasingly active in the attraction, retention, and incentivization of prospect employers. This strategic plan aims to advance and enhance PEDC programming to be even more effective at its core missions of promoting, assisting/facilitating, and enhancing economic and quality of life opportunities in the city.

While Pearland has numerous competitive assets, it would not be fiscally prudent to advocate the creation of an aggressive, costly, comprehensive, and multi-channel external marketing program at this time. Potentially in the future when Pearland is larger and even more established as a regional destination community it would be feasible to discuss competing in the marketplace against major U.S. cities and regions. But at the present time, development activity and interest in Pearland warrants maintaining a focus on core competencies such as working with developers and commercial brokers, partnering with and enhancing relationships with state and regional development professionals, 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. With prospects for the city of Pearland or PEDC funding land acquisition or developing speculative buildings limited due to debt concerns, the most effective means to provide critically needed Class-A office space will be to market local opportunities to interested developers. This is especially true for Pearland’s most competitive business sectors.

Critically, Pearland’s competitive position for economic development will also be strongly influenced by the full breadth of strategies in Pearland 20/20. Enhancing the city’s workforce, infrastructure, mobility, parks and recreation, event facilities, pride and image, arts coordination, and other factors will make Pearland a more compelling destination for companies and the skilled workers needed by those companies.



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|---------------------------------|-----------------------|---------------------------|
| | | | Lead | Support |
| 1.1 Ensure that relocation prospects are efficiently and effectively supported and managed. | | | | |
| 1.1.1 Continue processes to work with external and internal prospects from the initiation of prospect inquiries to the culmination of negotiations. | | | | |
| 1.1.2 Serve as effective liaisons between prospective investors and city and county officials and processes. | | FM12 | PEDC | BC, CE, CP, GHP, HC, TEDT |
| 1.1.3 Continue to partner with state and regional economic development professionals to obtain information and support beneficial to prospect negotiations. | | | | |
| 1.1.4 Identify and calculate the optimal package of incentives to offer employment prospects to secure investments based on anticipated fiscal impacts for Pearland. | | | | |
| 1.2 Build a competitive portfolio of “shovel-ready” Pearland development sites. | | | | |
| 1.2.1 Leverage research and outreach to assess and identify ownership dynamics of key Pearland development sites and parcels. | | | | |
| 1.2.2 Utilize corridor assessment and development efforts (see Strategy 3.0) to inform the site-optimization process. | | | | |
| 1.2.3 Formalize a development and land-use framework for these parcels to inform efforts to optimize them for investment. | | FM1, FM2, FM4, FM12, FM13, FM14 | PEDC, CP | BC, CE, GHP, HC, TEDT |
| 1.2.4 Confirm that Pearland’s capital improvement program (CIP) reflects the provision of infrastructure to these sites to ensure they are development-ready. | | | | |
| 1.2.5 Pursue regulatory adjustments as needed to ensure that development controls are consistent with the highest-and-best-use opportunities for these sites relative to target-sector opportunities and fiscal impact. | | | | |
| 1.2.6 Determine the potential to create a streamlined permitting process for key parcels as a development incentive. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|---|
| | | | Lead | Support |
| 1.2.7 Update printed and electronic sales sheets and marketing collateral to reflect the portfolio of Pearland’s development-ready sites and parcels and post regularly on the Pearland Sites and Buildings page of the PEDC website. | | | | |
| 1.2.8 Include electronic information sheets for applicable parcels on the target sector sub-pages of the PEDC website. | | | | |
| 1.3 Enhance efforts to attract key segments of the health care sector to Pearland. | | | | |
| 1.3.1 Retool the PEDC website’s sub-page on the Life Science and Health Care sector by populating the page with marketing collateral pieces, site and building information, an inventory of current employers and facilities, testimonials from local executives, labor force information, and details on the Texas Medical Center (TMC). | BP1 | FM2, FM12 | PEDC | BC, CP, GHP, HE, LKMD, PSP, TEDT, TMC |
| 1.3.2 Research and produce an electronic, frequently updated “fact sheet” on Pearland’s cost advantages for medical office and administrative space for posting on the PEDC website’s Health Care sub-page. | | | | |
| 1.3.3 Assess the potential to classify, brand, and sign a section of the city as the Pearland Medical District, Pearland Medical Center (to align with TMC), or some other applicable designation. | | | | |
| 1.3.4 Work with city officials to create targeted incentives for medical manufacturing and research firms, potentially focused on the Pearland Medical District/Center. | | | | |
| 1.3.5 Continue to outreach and network with medical office brokers and developers through attendance at key association meetings and conferences to market Pearland’s health care opportunities (see action 1.6). | | | | |
| 1.3.6 Partner annually with the Houston region and/or state to attend a high-value annual conference focused on medical manufacturing. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|-------------------------------------|
| | | | Lead | Support |
| 1.4 Enhance efforts to attract key segments of the energy sector. | | | | |
| 1.4.1 Retool the Energy sector sub-page on the PEDC website through posting of marketing collateral pieces, site and building information, an inventory of current employers, testimonials from local executives, labor force information, and details on Pearland's proximity and relationship to Houston's I-10 energy corridor and refineries in south Brazoria County and Galveston County. | | FM12 | PEDC | BC, CE, CP, GHP, PSP, TEDT |
| 1.4.2 Continue to leverage membership on Houston regional boards and associations affiliated with the oil and gas industry. | | | | |
| 1.4.3 Partner with the state and/or Greater Houston Partnership to attend a high-value annual conference focused on oil drilling and pipeline equipment manufacturing. | | | | |
| 1.5 Conduct an assessment of Pearland's strategic opportunities related to Port of Freeport and Panama Canal expansion. | | | | |
| 1.5.1 Contract with a logistics consultancy to study Pearland's competitive position and potential strategies to capitalize on increased shipping at the Port of Freeport. | | FM12 | PEDC | BC, CP, HGAC, GHP, PSP, TxDOT, TEDT |
| 1.5.2 Based on the assessment, consider developing a microsite (similar to health care and energy) focused on Pearland's opportunities in distribution management, wholesaling, and import/export assistance. | | | | |
| 1.5.3 Leverage the study's findings and recommendations to build support for specific investments in new infrastructure, marketing, or speculative office capacity. | | | | |
| 1.6 Build recruitment networks through attendance at high-value industry meetings and conferences. | | | | |
| 1.6.1 Continue to attend key meetings of the Society of Industrial and Office Realtors and Industrial Asset Management Council. | | FM12, FM13 | PEDC | GHP, TEDT |
| 1.6.2 Review annual travel schedules to identify high-value trips Pearland can attend along with state and regional economic development partners. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|----------------------------|
| | | | Lead | Support |
| 1.6.3 Conduct thorough pre-meeting preparation and post-meeting analysis to optimize Pearland's investment in these trips. | | | | |
| 1.6.4 Cultivate leads through ongoing communications with brokers and developers of Pearland opportunities. | | | | |
| 1.7 Ensure Pearland's retail sector remains vibrant. | | | | |
| 1.7.1 Continue to work with developers, brokers, and retailers through existing business efforts to ensure that Pearland maintains a competitive climate for retail growth and expansion. | BP2 | FM12 | PEDC | CP, CVB, OTBC, PCC, PSP |
| 1.7.2 Determine the appropriate time to conduct a retail leakage analysis for the Pearland market to inform future retail development and attraction strategies. | | | | |
| 1.7.3 Based on the retail leakage analysis, customize a marketing program leveraging this information to attract high-value retailers to Pearland. | | | | |
| 1.8 Conduct an incentives review to optimize Pearland's tools to stimulate business investment. | | | | |
| 1.8.1 Assess the city's existing incentives offerings compared to regional competitor cities to identify potential local disadvantages. | | FM2, FM12 | PEDC, CP | BC, CE, GHP, HC, PSP, TEDT |
| 1.8.2 Work with state and regional economic development partners, brokers, developers, and other constituencies to inform the review process. | | | | |
| 1.8.3 Consider the potential to create targeted incentives for redevelopment of brownfield properties in Pearland. | | | | |
| 1.8.4 Based on the review, rework Pearland's incentives to reflect best-practice tools and programs. | | | | |
| 1.8.5 Determine through stakeholder interviews if a review of Pearland's regulatory and permitting processes is also necessary to optimize key components of the city's business climate. | | | | |

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|---------------------------------------|
| | | | Lead | Support |
| 1.9 Optimize a program to retain and expand existing Pearland employers. | | | | |
| 1.9.1 Empanel a leadership group of top local executives, economic development staff, and city officials to assess existing business retention and expansion (BRE) efforts and recommend any needed adjustments to enhance the program. | | | | |
| 1.9.2 Ensure that all existing business visits identify any competitive issues or assistance opportunities that require supportive action. | | FM11, FM12 | PCC, PEDC | BC, CE, CP, CVB, GHP, OTBC, PSP |
| 1.9.3 Capture positive information on Pearland businesses for integration into the internal marketing and image-building campaign (see Strategy 9.0). | | | | |
| 1.9.4 Secure commitments from top executives to serve as Pearland business ambassadors in negotiations and discussions with potential investors. | BP3 | | | |

2.0 Implement multiple, high-impact mobility projects.

The need for mobility solutions in Pearland has been manifested by the rapid increase in population, the volume of out-commuters, the dominance of solo commuting, and sub-optimal east-west arterial options. Public input participants identified traffic congestion as the city's top competitive issue. The city of Pearland has long understood the importance of transportation capacity and has undertaken an aggressive agenda to fund, construct, and complete priority road projects. The state has also supported mobility enhancements through projects such as the reconstruction of State Highway 35 north of FM 518/Broadway. Timely SH 35 reconstruction is critical to redevelopment and aesthetic-improvement strategies included in the Pearland 20/20 plan.

Development and enhancement of high-impact road projects should continue, with priority placed on improvements to (*in prioritized order*): 1) SH 288, 2) FM 518/Broadway, 3) other state roads (such as SH 35), and 4) local roads, including east-west arterial options McHard Road and Bailey Road. The recent establishment of a transportation operations center and management of traffic signals in Pearland also points to progress in supporting mobility



efficiency. Such projects must continue, but should be complemented by additional strategies that help mitigate congestion. It is also important that the city communicates 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. This might relieve some pressure on FM 518/Broadway from “pass-through” commuters. It should also be noted that, while Pearland wants to become a more dynamic employment center, providing enhanced capacity for residents to out-commute for work does not preclude this scenario. Currently, Pearland cannot fully compete with some of the region’s principal job centers like the Energy Corridor, TMC, the Galleria, etc.; however, as Pearland’s economy matures and evolves, more high-value jobs will be created to enable residents to stay in the city to work, and attract in-commuting from non-residents. Thus, proactive strategies to better link Pearland to metro job centers through highways and transit continues to position Pearland as a desirable residential location (increasing “housetops” to sustain Pearland’s retail viability) and also paves the way for the city to compete as an employment center by improving access for non-local workers and businesses.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|--------------------------------------|-----------------------|---|
| | | | Lead | Support |
| 2.1 Continue planning, design, and construction of priority road and highway projects. | | | | |
| 2.1.1 Extend frontage roads along SH 288 south of FM 518 to CR 59 to improve access to commercial businesses and alleviate traffic congestion. | | | | |
| 2.1.2 Continue to work with regional and state partners to identify and secure federal planning grants to complete planned improvements on Mykawa Road. | | | | |
| 2.1.3 Continue to implement projects funded by the 2007 bond (projects not yet implemented include Old Alvin, Bailey, and Mykawa) and other local priorities, including County Road 94, McHard Road, and County Road 403. | | FM1, FM2, FM4, FM6, FM13 | CP | BC, CE, HGAC, HC, PEDC, TxDOT, TEDT |
| 2.1.4 Assess the need and feasibility of continuing the expansion of SH 35 to six lanes south of FM 518/Broadway. | | | | |
| 2.1.5 Position FM 518/Broadway for expansion and reconstruction at its most congested point between SH 288 and Cullen Road by working with TxDOT to get the project in the 2035 Regional Transportation Plan and, ultimately, the transportation improvement program (TIP). | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|--|-----------------------|--|
| | | | Lead | Support |
| 2.2 Advocate for the timely design and construction of the SH 288 park-and-ride facility in Pearland. | | | | |
| 2.2.1 Engage key local, regional, and state elected officials to advance efforts to secure final approval for the facility and secure a firm start date for construction. | | FM1, FM2, FM4, FM6, FM9, FM13 | CP | BC, CP, GHP, HC, METRO, PEDC, PCC, TxDOT |
| 2.2.2 Consider development of transportation management association (TMA) to market and incentivize the use of facility. | BP4 | | | |
| 2.2.3 Determine the need and location for future park-and-ride facilities in key Pearland locations. | | | | |
| 2.2.4 Assess the feasibility of connecting nearby residential areas to the facility via mixed-use paths. | | | | |
| 2.3 Continue efforts to secure long-term mass transit options for Pearland. | | | | |
| 2.3.1 Ensure that Pearland continues to be an active participant in dialogues about regional mass transit. | | FM4, FM13 | CP, METRO | BC, HGAC, GHP, HC, PEDC, TxDOT |
| 2.3.2 Determine the viability of pursuing alternative means to integrate Pearland in regional rapid transit networks in lieu of likely delays in light rail funding and construction due to GMP funding formulas. | | | | |
| 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. | | | | |
| 2.4.1 Actively participate in ongoing discussions about the potential to expand the two-lane toll facility to four lanes. | | FM4, FM9, FM13 | TxDOT, PMMD | BC, CP, HGAC, HC, PEDC, PSP |
| 2.4.2 Galvanize the support of Pearland’s local, state, and federal elected officials to ensure SH 288 tolling proceeds for the number of lanes proposed. | | | | |
| 2.4.3 Coordinate construction of toll facilities with the work of the proposed SH 288 management district (see action 3.3). | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|---|-----------------------|--|
| | | | Lead | Support |
| 2.5 Work with the Houston-Galveston Area Council (HGAC) on regional transportation solutions. | | | | |
| 2.5.1 Continue working with HGAC officials on efforts to secure state and federal transportation funds. | | FM1, FM2, FM4, FM6, FM12, FM13 | CP, HGAC | BC, HC, METRO, PEDC, TxDOT, TEDT |
| 2.5.2 Seek to incorporate the redevelopment/expansion of FM518 into the Northern Brazoria County/Pearland Subregional Planning Initiative (SPI), currently under development. | | | | |
| 2.5.3 Assess the draft and final recommendations of the Northern Brazoria County/Pearland SPI to identify and confirm components for Pearland to support. | | | | |
| 2.5.4 Ensure proposed local road and highway projects are integrated into regional transportation improvement programs and Pearland's capital improvement program. | | | | |
| 2.5.5 Include pending transportation-capacity upgrades in assessment of Pearland's opportunities related to Port of Freeport expansion. | BP5 | | | |
| 2.6 Better inform local residents about east-west mobility options in Pearland. | | | | |
| 2.6.1 Design as a component of the internal marketing program (see Strategy 9.0) a campaign to promote viable east-west mobility options to FM 518/Broadway. | | FM2 | CP | BC, HC, PCC, PEDC, PSP, TxDOT |
| 2.6.2 Create an online mapping tool and downloadable handheld app providing real-time information on east-west thoroughfare congestion. | | | | |
| 2.6.3 Consider incorporating electronic signage at key intersections informing drivers of alternative east-west travel options. | | | | |

3.0 Optimize the development potential of Pearland’s principal commercial corridors.

Quality corridor development pairs traffic management solutions with land use planning, commercial development strategies, and multi-modal connectivity solutions. Taken together, these strategies can turn under-developed corridors into vibrant and interesting spaces that are visually appealing, create a sense of place, and stimulate investment from private business. Pearland has three primary corridors – SH 288, FM 518/Broadway, and SH 35 – all of which have the potential to support additional business and pedestrian activity. Grand Boulevard in the Old Townsite also has transformational potential. However, 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. Such dynamics can inhibit investment appeal to companies considering relocation. Positioning these corridors to support catalytic development will be a high priority as Pearland continues to mature and builds its stock of primary jobs. The internal marketing campaign proposed in Strategy 9.0 could also be an effective way to communicate to Pearland stakeholders the importance of the city’s corridors to the community’s success and the need for redevelopment of targeted areas.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|-------------------|-----------------------|--------------------------|
| | | | Lead | Support |
| 3.1 Create a FM 518/Broadway master development plan. | | | | |
| 3.1.1 Issue a request for proposals (RFP) for a master development plan that emphasizes corridor aesthetics, redevelopment potential, and specific market opportunities. | | | | |
| 3.1.2 Select a consulting team and execute the contract. | | | | |
| 3.1.3 Customize incentive and regulatory processes based on the plan’s recommendations. | | FM2, FM12 | CP, PEDC | BC, CE, HGAC, PCC, TxDOT |
| 3.1.4 Ensure master planning informs the proposed redevelopment of the Old Townsite (see action 3.4). | | | | |
| 3.1.5 Integrate promotion of FM 518/Broadway development opportunities into enhanced external marketing activities (see Strategy 1.0). | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|-------------------|-----------------------|---|
| | | | Lead | Support |
| 3.2 Leverage recent road improvements to create a SH 35 redevelopment plan. | | | | |
| 3.2.1 Conduct a parcel inventory of properties along Pearland’s SH 35 corridor. | | FM2, FM12 | CP, PEDC | BC, CE, HGAC, PCC, TxDOT |
| 3.2.2 Build a database inclusive of parcel specifications, current ownership, existing uses, zoning classifications, infrastructure availability, and other information. | | | | |
| 3.2.3 Determine highest-and-best uses for key redevelopment parcels based on analysis of target-sector applicability, relationship to current employer sites, local and regional market conditions, impact on corridor aesthetics and congestion, and other factors. | | | | |
| 3.2.4 Engage stakeholders impacted by SH 35 planning in discussions around the corridor’s revitalization opportunities and redevelopment scenarios., | | | | |
| 3.2.5 Encompass findings in a formalized redevelopment plan, inclusive of funding, regulatory, infrastructure, and land use recommendations and strategies to optimize key intersections and entryways into the corridor. | | | | |
| 3.2.6 Ensure that SH 35 redevelopment planning is contextual to proposed study processes for FM 518/Broadway, the Old Townsite, and the Northern Brazoria SPI. | | | | |
| 3.2.7 Optimize development controls and infrastructure capacity to support efforts to market priority redevelopment parcels to prospective investors. | | | | |
| 3.3 Realize efforts to establish a management district for SH 288. | | | | |
| 3.3.1 Continue efforts to build support of property owners along SH 288 for the district. | | FM9 | CP, PMMD | BC, CE, HGAC, HC, PCC, PEDC, METRO, TxDOT |
| 3.3.2 Formalize the management district through the Texas Legislature via a local bill. | | | | |
| 3.3.3 Appoint board members and determine the appropriate levy. | | | | |
| 3.3.4 Plan and develop aesthetic improvements and a phased landscaping program supported through a long-term financing strategy. | | | | |
| 3.3.5 Establish and implement other strategic priorities. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|--|-----------------------|---|
| | | | Lead | Support |
| 3.4 Link Old Townsite revitalization to FM 518/Broadway and SH 35 redevelopment processes. | | | | |
| 3.4.1 Incorporate key outcomes of master planning for FM 518 and SH 35 into a comprehensive review of all completed Old Townsite development reports, including the Grand Boulevard Master Plan. | BP6 | FM1, FM2, FM4, FM12, FM13, FM14 | CP, PEDC | BC, CE, HGAC, OTBC, PCC, TxDOT |
| 3.4.2 Based on this review, confirm the viability of existing recommendations and designs for integration into a unified Master Implementation Plan that acknowledges FM 518 and SH 35 activity. | | | | |
| 3.4.3 Complete any needed additional master planning (i.e., housing rehabilitation and infill opportunities) and aggregate into the consolidated Master Implementation Plan. | | | | |
| 3.4.4 Identify and propose potential high-impact development opportunities for the former Alvin Community College Pearland Center site. | | | | |
| 3.4.5 Ensure that the sub-regional drainage project for the Old Townsite is included in final planning and implementation documents. | | | | |
| 3.4.6 Consider the development of a form-based zoning code overlay for the Old Townsite district as recommended in the Pearland Comprehensive Plan. | | | | |
| 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. | | | | |
| 3.5.1 Initiate dialogue between the city of Pearland and other taxing jurisdictions regarding establishment of a TIRZ. | | FM14 | CP, PEDC | BC, OTBC, PCC, PEDC, PISD, PSP |
| 3.5.2 Conduct research to determine the optimal configurations of the TIRZ. | | | | |
| 3.5.3 Commission city staff to prepare a preliminary reinvestment zone financing plan. | | | | |
| 3.5.4 Create and market the TIRZ, consistently monitoring new investment in the district to determine when issuance of tax-increment-backed bonds is financially feasible. | | | | |

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|-------------------|-----------------------|---------|
| | | | Lead | Support |
| 3.5.5 Utilize the Master Implementation Plan for the Old Townsite (action 3.4.2) to inform priority uses for future funding in this quadrant of the TIRZ through a public-private partnership development model. | | | | |

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

A key component of Pearland’s evolution to a more complete city is to provide residents with additional local options for recreation and culture. While greater Houston has strong capacity in both of these categories, many Pearlanders want to access these amenities closer to home. For a city of its size, Pearland was shown in the Competitive Assessment report to be significantly underserved for parks compared to benchmark cities. Construction of new athletic fields and parks has lagged in recent years as the fiscal effects of the Great Recession led city officials to prioritize funding of transportation and infrastructure projects rather than public amenities. Monies for park development approved in a 2007 bond election are now starting to be applied to projects on Max Road and in Shadow Creek Ranch. However, the city still has much work to do to bring its recreational capacity up to levels recommended by the Pearland Parks and Recreation Master Plan. This includes development of projects included in the 2007 Pearland Trail Master Plan.

Despite a comparative lack of facilities versus other hubs of youth sports, Pearland has demonstrated an impressive ability to launch and grow events such as the Pearland Texas Classic basketball tournament and the Nike Pearland Volleyball Classic, the nation’s largest high school volleyball tournament. The construction of Pearland’s Recreation Center and Natatorium has also provided the city with a best-in-class facility that has already begun to attract interest from tournament and meet sponsors. With the city now investing in additional soccer, softball, and baseball fields in order to increase capacity and meet demand, the time is right to explore marketing Pearland as a desirable location for youth sports activities and competitions, and, potentially, adult tournaments as well depending on the event.



In terms of arts and cultural amenities, Pearland has comparatively few facilities that can accommodate performances and exhibits. Even so, stakeholders comment that the city has a lively arts scene if you know where to look for it. Mayor Tom Reid recently empaneled a Cultural Planning Committee to come up with a vision for the city’s cultural arts sector and launch a nonprofit organization to serve as an “umbrella” entity for Pearland’s arts and cultural community. The Cultural Planning Committee has evolved into this entity, which is being branded as the Pearland Alliance for Arts and Culture. Efforts to better coordinate the arts in Pearland will be an important first step towards providing additional cultural capacity in the city.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|------------------------------|-----------------------|--|
| | | | Lead | Support |
| 4.1 Ensure capital investment in funded park, recreation, and trail capacity continues as scheduled. | | | | |
| 4.1.1 Proceed with construction of the Max Road Sports Complex (Phase I) and Shadow Creek Ranch Sports Complex (Phase I) as planned in the 2013-2017 CIP | | FM1, FM2, FM6, FM10 | CP | BC, HC, KPB, PCC, PSP, YMCA |
| 4.1.2 Ensure that scheduled trail development included in the 2013-2017 CIP is funded and constructed as planned. | | | | |
| 4.1.3 Communicate construction progress to stakeholders via the proposed internal marketing campaign (see Strategy 9.0). | | | | |
| 4.1.4 Promote new capacity through the sports marketing program (see action 4.4). | | | | |
| 4.2 Identify strategies to accelerate implementation of Pearland’s master plans for Parks and Recreation and Trails. | | | | |
| 4.2.1 Assemble a working group to assess implementation progress of the Parks and Recreation and Trails master plans. | | FM1, FM2, FM6, FM10 | CP | BC, CVB, HC, KPB, PCC, PSP, YMCA |
| 4.2.2 Leverage the working group to confirm and/or identify new parcels and right-of-ways to secure for park and trail development, assess current and potential funding streams to facilitate capacity enhancements, and determine ways to better integrate park and recreation discussions into Pearland’s land-development processes. | | | | |
| 4.2.3 Focus additional discussion on leveraging the city’s trail system to connect existing and future residential and commercial nodes and strategies to secure state and federal funds for hiking and bicycle trail development. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|----------------------|-----------------------|---|
| | | | Lead | Support |
| 4.2.4 Update the Parks and Recreation and Trails master plans with the findings of the working group’s assessment and input all necessary new information into Pearland’s GIS database. | | | | |
| 4.2.5 Work with the directors of the Pearland Texas Classic, the Nike Pearland Volleyball Classic, and other tournaments to determine event-expansion potential based on planned enhancements to the city’s parks and recreation inventory. | | | | |
| 4.2.6 Brainstorm ideas for new signature youth and adult athletic events in Pearland for communication to potential administrative and/or funding partners. | | | | |
| 4.2.7 Integrate new parks and recreation inventory into sports marketing promotional materials and messaging (see action 4.4). | | | | |
| 4.3 Pursue the potential development of a parks foundation in Pearland. | | | | |
| 4.3.1 Research top park foundations to identify the design process and essential components of best-practice models. | BP7 | FM5, FM6, FM10 | CP | BC, HC, KPB, PCC, PSP, YMCA |
| 4.3.2 Conduct or contract for a feasibility analysis to confirm opportunities to incorporate, fund, and launch a parks foundation in Pearland. | | | | |
| 4.3.3 Based on the recommendations of the feasibility analysis, proceed with development of the parks foundation. | | | | |
| 4.4 Develop a sports marketing program to attract youth and adult athletic tournaments to Pearland. | | | | |
| 4.4.1 Empanel a coordinating committee to oversee program development | BP8 | FM2, FM7, FM12 | CP | ACC, AISD, CVB, GHP, HE, ISDS, PCC, PEDC, PISD, TEDT, UHCL, |
| 4.4.2 Research established programs in other communities to gain an understanding for potential program dynamics and components. | | | | |
| 4.4.3 Leverage the Parks and Recreation Master Plan update process to inform the marketing of Pearland’s existing and planned athletic field and facility capacity. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|------------------------------|-----------------------|--|
| | | | Lead | Support |
| 4.4.4 Design and formalize the sports marketing program. | | | | YMCA |
| 4.4.5 Determine the highest-value external markets for the campaign. | | | | |
| 4.4.6 Identify goals, benchmarks, and metrics for implementation tracking. | | | | |
| 4.4.7 Implement the program, integrating the campaign into ongoing Destination Marketing efforts. | | | | |
| 4.5 Create, program, and staff a unified arts organization in Pearland. | | | | |
| 4.5.1 Continue ongoing efforts to unify Pearland arts organizations under a single framework, the Pearland Alliance for Arts and Culture (PAAC). | BP9 | FM2, FM3, FM5, FM10 | PAAC | ACC, AISD, CP, CVB, HE, ISDS, PAL, PCC, PISD, PSP, UW, UHCL |
| 4.5.2 Leverage the PAAC’s volunteer leadership to identify programmatic opportunities for the consolidated arts organization. | | | | |
| 4.5.3 Identify resources to hire an executive director and fund initial marketing, communications, and programming. | | | | |
| 4.5.4 Position PAAC as the lead entity forging relationships and partnerships with Greater Houston arts organizations, facilities, foundations, artist networks, institutions, and other groups. | | | | |
| 4.5.5 Assist with identifying and securing arts and cultural performances, events, and exhibitions for the proposed Pearland multi-use events center (see Strategy 7.0). | | | | |
| 4.5.6 Work with the future PAAC Board of Directors to discuss and design a public art program for the city of Pearland funded by private and philanthropic forces. | | | | |

5.0 Develop a comprehensive community beautification strategy.

The rapid growth in Pearland has necessitated investment in community infrastructure. However, as the city has grown, residents are increasingly interested in the development of Pearland as a unique location characterized by its own sense of place. Deliberate attention to how roadways, public spaces, and gateways look and feel is not only appealing to residents and visitors, but it also signals to prospective businesses that the community has the foresight to invest in public aesthetics. Previous efforts, such as the construction of the Project Stars Monument on Pearland Parkway and other gateway signs, support the notion that looks do matter. Further, Keep Pearland Beautiful has made strong strides in marshaling resources and coordinating volunteers in support of mitigating specific aesthetic and waste issues; but it can only do so much. Leveraging such successes and community resources into a more robust and “next level” strategy can elevate Pearland’s attractiveness for a wide range of audiences. While Keep Pearland Beautiful is the logical entity to oversee beautification efforts, it will require participation community-wide to make the impact needed to implement this strategy. Input from the Steering Committee and public input participants validated this desire for enhanced aesthetics in the community.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|---|-----------------------|--|
| | | | Lead | Support |
| 5.1 Establish a city-led task force to coordinate elements of a beautification strategy. | | | | |
| 5.1.1 Engage local organizations, private businesses, and neighborhood groups as planning partners. | BP10 | FM2,FM3 FM5,FM6 FM9, FM10, FM11 | CP, KPB | BC, CE, LKMD, OTBC, PCC, PEDC, PMMD, PSP, TxDOT |
| 5.1.2 Identify top beautification issues, needs, locations, and goals for the city. | | | | |
| 5.1.3 Coordinate a “first impressions” exchange with another metro Houston city to receive impartial feedback on Pearland’s aesthetics and gateways and confirm the task force’s initial assessments. | BP11 | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|--|-----------------------|---|
| | | | Lead | Support |
| 5.1.4 Research other municipalities for best practice ideas on how to engage the private sector in beautification efforts and funding, including development of an instruction manual for use by private property owners to enhance their property and bring it up to code. | BP10 | | | |
| 5.1.5 Formalize the beautification plan for public review, comment, confirmation, and adoption of the final plan by the Pearland City Council. | | | | |
| 5.1.7 Identify public and private funding sources to activate priority projects. | | | | |
| 5.1.8 Seek to coordinate beautification plan implementation with ongoing corridor development, redevelopment, and landscaping (see Strategy 3.0) | | | | |
| 5.2 Develop a funding and maintenance protocol for Pearland’s landscaped roads and corridors. | | | | |
| 5.2.1 Work with city officials to develop a plan for adoption of uniform standards for the maintenance of landscaped roads and corridors like Pearland Parkway, Dixie Farm, Yost, Pearland Parkway, Magnolia, Cullen, Broadway, and McHard roads. | | FM2, FM5, FM8, FM9 | CP | BC, KPB, LKMD, OTBC, PCC, PEDC, PMMD, PSP, TxDOT |
| 5.2.2 Identify sustainable funding sources to support the landscape maintenance protocol. | | | | |
| 5.2.3 Regularly evaluate the maintenance plan to assess performance and implement needed adjustments. | | | | |
| 5.3 Develop iconic and visually appealing gateways to Pearland. | | | | |
| 5.3.1 Leverage the “first impressions” exchange (see 5.1.3) to inform gateway assessments and priorities. | BP12 | FM2, FM5, FM9, FM10, FM13, FM14 | CP | BC, KPB, LKMD, OTBC, PAAC, PAL, PCC, PEDC, PMMD, PSP, TxDOT |
| 5.3.2 Conduct a public contest to seek submissions on potential Pearland gateway markers. | | | | |
| 5.3.3 Nominate a selection committee to narrow down the gateway submissions for a public vote. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|---|-----------------------|---|
| | | | Lead | Support |
| 5.3.4 Seek public and private benefactors to fund development and placement of gateway markers. | | | | |
| 5.3.3 Complement the gateway effort with advancement of community/portal parks proposed in Pearland’s Comprehensive Plan, based on ease and cost of acquisition and development. | | | | |
| 5.4 Expand participation in city-wide clean-up efforts and events. | | | | |
| 5.4.1 Incorporate enhanced promotion of Keep Pearland Beautiful programs in the proposed Pearland internal marketing campaign (see Strategy 9.0). | | | | |
| 5.4.2 Consider adding a competitive element to KPBP’s Don’t Mess With Texas Trash-Off event to increase participation. | | FM2, FM5, FM9, FM10 | CP, KPBP | ARCM ACC, AISD, BC, LKMD, OTBC, ISDS, PCC, PEDC, PISD, PMMD, PSP |
| 5.4.3 More effectively promote the Eyes of Pearland program and its top volunteers. | | | | |
| 5.4.4 Develop a mobile phone and tablet application enabling Pearland residents and businesses to report code violations wirelessly. | | | | |
| 5.4.5 Ensure code-enforcement violations are mitigated promptly by creating a special section on the city’s web page listing reported issues and the city’s response. | | | | |
| 5.5 Optimize the siting and replacement of power poles/lines in Pearland. | | | | |
| 5.5.1 Continue efforts to increase awareness among public and private officials of the aesthetic challenges presented by overhead utilities. | | FM1, FM2, FM6, FM9, FM10, FM14 | CP, PEDC | CE, LKMD, OTBC, PCC, PMMD, TxDOT |
| 5.5.2 Partner with Pearland staff to assess and update the Unified Development Code (UDC) to ensure that new development citywide features underground electricity where possible. | | | | |
| 5.5.3 Ensure the UDC update more effectively prescribes underground utility project criteria in corridor overlay districts. | | | | |

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|---------------------|
| | | | Lead | Support |
| 5.5.4 Conduct regular outreach to Centerpoint officials to help inform the prescribed orientation of power poles/lines in new/redeveloped projects through the updated UDC. | | | | |
| 5.5.5 Determine the viability of identifying high-visibility locations where overhead electricity could be placed underground. | | | | |
| 5.5.6 Identify potential sources of funding to allay the costs of burying overhead utility lines, including TIRZ funds, electricity bill surcharges, revenue bonds, management districts, etc. | | | | |
| 5.6 Continue evaluating the feasibility of establishing a city demolition program for distressed properties. | | | | |
| 5.6.1 Formalize the city-developed list of sub-standard structures for removal or remediation. | | | | |
| 5.6.2 Proceed with pursuing a state-sanctioned process for demolition of identified sub-standard properties. | | FM2 | CP | BC, KPBB, PEDC, PSP |
| 5.6.3 Establish a protocol for building awareness of the program among Pearland property owners, communicating program dynamics to the public at large, and following up on remediation of demolished properties. | | | | |

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

Multiple stakeholders identified the Lower Kirby Urban Center (LKUC) as Pearland’s best potential location of the type of intensive, mixed-use, walkable, transit-friendly, and “urban” district that many young professionals and technology workers seek in a destination to live and work. Previous calculations of the site’s capacity indicate it could accommodate between 5,000 and 7,000 housing units and 3 to 5 million square feet of total commercial space over a 30-year build-out. LKUC’s proximity to the Beltway, tracts of largely undeveloped land, role as a park-and-ride and transit location, and the investments Pearland and PEDC have already made in the district make it a major strategic priority for the city’s future. A management district has been established for the LKUC, the Lower Kirby Urban Center Master Plan and Implementation Strategy have been developed, and a form-based code designed and approved. What remains is for the PEDC, the city, and their partners to realize the implementation of the Master Plan to transform this site into Pearland’s signature urban district. It will also be critical that Pearland leaders are vigilant about working with investors to ensure that the LKUC develops as the city’s most urban and use-intensive district even before land values would encourage this type of density.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|------------------------------|-----------------------|------------------------|
| | | | Lead | Support |
| 6.1 Implement the recommendations of the Lower Kirby Urban Center Master Plan and Implementation Strategy. | | | | |
| 6.1.1 Coordinate with the Lower Kirby Management District and the Pearland Municipal Management District #1 to construct district infrastructure in a timely, phased manner. | | FM1, FM2, FM9, FM12 | PEDC, CP | CE, HC, LKMD, TxDOT |
| 6.1.2 Work with the management districts to pursue amendments of their funding and reimbursement policies to best facilitate this infrastructure development. | | | | |
| 6.1.3 Continue planning and engineering work to construct the Regional Detention project in the LKUC. | | | | |

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|-------------------|-----------------------|---|
| | | | Lead | Support |
| 6.1.4 Coordinate with Planning and Zoning to implement a form-based zoning code in the LKUC to ensure development predictability and uniformity. | | | | |
| 6.2 Aggressively market the LKUC through all relevant channels. | | | | |
| 6.2.1 Assess the development history of the LKUC to identify issues, challenges, and constraints that could inform future marketing and site-preparation strategies. | | FM12 | PEDC | CE, CP, CVB, GHP, LKMD, PCC, PMMD, TEDT |
| 6.2.2 Consider developing a unique URL redirecting visitors to a LKUC-specific sub-page on the PEDC website. | | | | |
| 6.2.3 Populate the sub-page with enhanced LKUC marketing collateral and data on available development parcels. | | | | |
| 6.2.4 Continue to promote LKUC opportunities to brokers and developers at national and regional real estate conferences and events. | | | | |
| 6.2.5 Ensure that all potential investors inquiring about Pearland development opportunities are familiar with the vision for the LKUC district and its current/future assets. | | | | |
| 6.3 Formalize and maintain a consistent identity for the LKUC. | | | | |
| 6.3.1 Leverage the form-based code to prescribe district-wide standards for landscapes, hardscapes, building materials, and other aesthetic components. | | FM2, FM9, FM12 | PEDC, CP | LKMD, PCC, PMMD |
| 6.3.2 Consider development of a branding and visual-design schematic for the LKUC to be used in all online and print marketing, communications, and signage. | | | | |
| 6.3.3 Assess when development densities reach a point when the creation of a wayfinding system in the LKUC would be beneficial to drivers and pedestrians. | | | | |
| 6.4 Encourage the development of quality of life amenities in the LKUC. | | | | |
| 6.4.1 Determine the potential of positioning the LKUC Regional Detention project (see action 6.1.3) as a lake amenity for passive recreation and limited active uses. | BP13 | FM1, FM2, | CP | KPB, LKMD, PAAC, PAL, |

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|------------------------------|-----------------------|-------------------------|
| | | | Lead | Support |
| 6.4.2 Identify potential locations in the district for a performance venue or amphitheater. | BP14 | FM5, FM6, FM9, FM10 | | PCC, PEDC, PMMD, PSP |
| 6.4.3 Ensure that greenspace is provided in the LKUC as a gathering space for shows, festivals, art fairs, etc. | | | | |
| 6.3.4 Consider taking Pearland public and private officials on an inter-city visit to tour comparable public-amenity developments. | | | | |

7.0 Construct a multi-use events center in Pearland.

As stakeholders noted often in this strategic process, the time has come for Pearland to complement the development of physical infrastructure to support growth with a focus on cultural and lifestyle amenities for residents and businesses looking for a more complete community to call home. Currently, the lack of a multi-use events center means that Pearland residents must travel to other jurisdictions to attend shows, plays, and other cultural events. Lack of a suitable facility for large community meetings and get-togethers impedes Pearland’s ability to bring citizens together to discuss issues and build a sense of local identity and pride. Guaranteeing a steady stream of events drawing patrons from across Pearland – and potentially other cities as well – also generates a built-in market for restaurants, retail, and other establishments in the surrounding district. Ensuring that such a facility is flexible and can accommodate a range of events and configurations will be important to the utility of such a space.

The need for an events center has been noted in multiple Pearland planning processes; a feasibility study for a performance facility was even commissioned and released. While a critical mass of support for an events center has been elusive, that does not diminish the viability of the project or the potential for its impact. A central theme of this strategic plan has been the enhancement of the Pearland “product” to make the city more competitive for employers and residents; a best-in-class multi-use events center would almost certainly have that desired effect.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|--|
| | | | Lead | Support |
| 7.1 Build consensus for the development of the events center. | | | | |
| 7.1.1 Leverage tactics in the proposed internal marketing campaign (see Strategy 9.0) to promote a potential events center and build public support for its funding and construction. | | | | |
| 7.1.2 Arrange for local leaders to visit events centers in other regional Houston cities. | | FM2, FM12 | CP | AISD, CVB, PAAC, PAL, PCC, PEDC, PISD |
| 7.1.3 Consider contracting for an economic impact study of a Pearland events center to help inform consensus-building discussions. | | | | |
| 7.1.4 Determine the potential to hold a non-binding public referendum to assess support for development of the facility. | | | | |
| 7.2 Create a master development plan for the events center. | | | | |
| 7.2.1 Establish a city-led working group to lead the planning process. | | | | |
| 7.2.2 Identify high-value stakeholders and local developers to serve as an advisory committee. | | | | |
| 7.2.3 Revisit the Public Facilities Option Study for Pearland, Texas report to assess its applicability to current efforts. | | FM2 | CP | CVB, PAAC, PAL, PCC, PEDC |
| 7.2.4 Formalize a master development plan that incorporates past studies and necessary new actions to construct the events center in a strategic Pearland location. | | | | |
| 7.3 Pursue funding, construction, and programming of the multi-use events center. | | | | |
| 7.3.1 Develop a financing plan for facility construction, operations, programming, and maintenance. | BP15 | FM1, FM2, FM5, | CP | AISD, CE, CVB, ISDS, PAAC, PAL, PCC, PEDC, PISD, |
| 7.3.2 Issue and execute an RFP for construction of the events center. | | | | |

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|-----------|
| | | | Lead | Support |
| 7.3.3 Commission, leverage, or contract with an entity charged with developing programming, operating and managing the facility, and booking shows, events, and meetings. | | FM10, FM13, FM14 | | PSP, UWBC |

8.0 Advance local education and workforce development pipelines in Pearland.

Pearland already boasts a comparatively well-educated workforce; its percentage of adults with a bachelor’s degree or higher tops the state and national figures by a wide margin. The opening of Turner College and Career High School and the construction of the UHCL Pearland Campus show that investments in capacity-building continue, as does Alvin Community College’s ongoing commitment of resources to support workforce development in the city. Efforts by the non-profit Northern Brazoria County Education Alliance to improve communications, coordination, and alignment between Pearland’s education and workforce providers and private industry have also made an impact. The Alliance’s 2009 strategic plan led to programs that continue to this day. The Adult Reading Center in Pearland is an economic incubator and complete services center using a comprehensive approach designed to take an adult learner from learning to read, write and speak English to obtaining a GED and a job earning a living wage while becoming contributing members of the community.

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 in the city must continually reassess systematic skills-development issues, improve partnerships with companies and each other, and develop programs and facilities necessary to respond to labor force skills deficits and employer needs. As the city of Pearland continues to grow and diversify, its priority 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. True integration of local pre-K to 16 systems into a seamless education and training pipeline should be the ultimate goal for Pearland ISDs, institutions, and partners.



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|-------------------------------|-----------------------|---|
| | | | Lead | Support |
| 8.1 Develop a strategic plan to better support and coordinate education and workforce training in Pearland. | | | | |
| 8.1.1 Empanel a coordinating committee of public and private leaders to oversee strategic plan development. | | FM6, FM8, FM12 | ACC | ARC, AISD, CP, HE, NBCEA, ISDS, PCC, PEDC, PISD, PSP, UWBC, UHCL |
| 8.1.2 Assess the current capacity of P-16 education and training pipelines and their alignment with Pearland’s occupational and employment profile. | | | | |
| 8.1.3 Research best-practice public-private workforce support models nationally. | | | | |
| 8.1.4 Focus on helping to ensure that the quality and performance of Pearland’s P-12 systems continues to advance. | | | | |
| 8.1.5 Work with education and workforce entities to design new programs and optimize ongoing efforts. | | | | |
| 8.1.6 Formalize and approve the strategic plan. | | | | |
| 8.1.7 Consider identifying or formalizing a local organization to coordinate strategic plan implementation and lead fundraising efforts. | | | | |
| 8.2 Foster and manage partnerships to formalize career pathways in Pearland-area schools. | | | | |
| 8.2.1 Convene regular strategic sessions with local practitioners, employers, and officials focused on career-pathway development. | BP16 | FM6, FM8, FM10, FM12 | ACC | ARC, AISD, CP, HE, NBCEA, ISDS, PCC, PEDC, PISD, PSP, UWBC, UHCL |
| 8.2.2 Ensure that career and technical education, “2+2” community college/high school partnerships, and other direct-to-work programs are encouraged as viable options for Pearland area students. | | | | |
| 8.2.3 Leverage locally-serving ISDs, UHCL-Pearland, and Alvin Community College to create, customize, and coordinate skills-based curricula to serve local business. | | | | |
| 8.2.4 Connect teachers with local businesses via workplace visits, networking opportunities, and brown-bag lunch opportunities. | | | | |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|--------------------------|-----------------------|--|
| | | | Lead | Support |
| 8.2.5 Formalize a protocol for non-Turner College and Career High School students in PISD and AISD schools to participate in internship opportunities. | | | | |
| 8.2.6 Encourage local employers to provide paid and unpaid internships for high school students. | | | | |
| 8.2.7 Hold an annual Pearland Workforce Summit to engage the public in sessions focused on Pearland’s labor force dynamics. | | | | |
| 8.3 Support the development of new and expanded educational facilities in Pearland. | | | | |
| 8.3.1 Effectively partner with AISD as it works to establish a new high school in Pearland. | | | | |
| 8.3.2 Support ACC as it reassesses its physical presence in Pearland to better serve constituents, potentially at a site(s) co-located with another institution or learning facility. | | FM8 | ACC, AISD, UHCL | BC, CP, HC, PCC, PEDC |
| 8.3.3 Lobby for the continued expansion of the UHCL Pearland Campus to accommodate a growing student body and programmatic capacity. | | | | |
| 8.4 Strive to increase matriculation rates for Pearland-area students choosing to attend college. | | | | |
| 8.4.1 Hold regular sessions with high school seniors and their families to assist them with filling out federal scholarship forms. | | | | |
| 8.4.2 Consider the potential to launch and capitalize a college scholarship fund for high-achieving Pearland students. | | FM4, FM5, FM6, FM8, FM10 | ACC | ARC, AISD, CP, HE, NBCEA, ISDS, PCC, PEDC, PISD, PSP, UWBC, UHCL |
| 8.4.3 Complement school counselors by providing supplemental counseling and college advisory assistance. | | | | |
| 8.4.4 Implement an annual survey of high school seniors to quantify their post-secondary plans and assess their college and workplace readiness. | | | | |

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

In addition to elements of this strategic plan that seek to establish more of a “sense of place” in Pearland, Strategy 9.0 strives to develop a stronger identity and sense of pride among Pearlanders for their city, its assets, and its future. With so many recently-arrived residents, it is not surprising that many in Pearland affiliate more with their neighborhoods than the city at large. Distinctions between west and east Pearland exacerbate divides that often make it difficult to cultivate support for city-wide efforts or initiatives. Some input respondents said that many Pearlanders actually associate themselves more with their local high school football team than anything else. In order for Pearland to successfully transition from boomtown to established city, it will be important for Pearland residents and businesses to commit more time and, occasionally, resources for local projects. This will be difficult to accomplish if the majority of city stakeholders do not identify themselves as Pearlanders.

| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|---------------------|-----------------------|----------|
| | | | Lead | Support |
| 9.1 Establish consensus on the parameters of an internal marketing campaign. | | | | |
| 9.1.1 Empanel a coordinating committee of top public, private, and institutional leaders. | | FM2, FM3, FM5, FM11 | CP, PCC | Multiple |
| 9.1.2 Facilitate a session for the committee to define the need, design the basic parameters, and establish the goals of the campaign. | | | | |
| 9.1.3 Consider leveraging prize drawings, free food/refreshments, retail gift cards, or other incentives to attract participants to a series of public meetings and events to engage Pearland residents in the development of campaign programs and materials. | | | | |
| 9.2 Develop and launch the internal marketing campaign. | | | | |
| 9.2.1 Leverage public meetings (Action 9.1.3) to inform the program’s content, messages, graphics, and scope. | BP17 | FM2, FM3, FM5, | CP, PCC | Multiple |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|--|---------------|---------------------|-----------------------|----------|
| | | | Lead | Support |
| 9.2.2 Ensure Pearland schools are integral components of campaign development and implementation. | | FM11 | | |
| 9.2.3 Charge the coordinating committee with making final decisions on internal marketing campaign elements. | | | | |
| 9.2.4 Consider development of a website, window decals for businesses, yard signs for homeowners, and other promotional materials with the campaign's brand and message. | | | | |
| 9.2.3 Publicly roll out campaign as a grassroots, citywide effort to establish a Pearland identity and develop a local pride in community. | | | | |
| 9.3 Establish an ongoing communications program to ensure campaign's sustainability. | | | | |
| 9.3.1 Consistently update the affiliated website with new information, photos, and videos. | BP18 | FM2, FM3, FM5, FM11 | CP, PCC | Multiple |
| 9.3.2 Produce monthly e-newsletters for distribution to all interested citizens and stakeholders. | | | | |
| 9.3.3 Add a recognizable logo and tagline to city vehicles, websites, letterheads, and other official properties. | | | | |
| 9.3.4 Leverage the city of Pearland's <i>Pearland Connect</i> and <i>Pearland in Motion</i> newsletters to inform residents of entities, programs, and projects such as Keep Pearland Beautiful, Pearland Purchase Power, Chamber Ambassadors, BizConnect, local sports teams and tournaments, road and infrastructure projects, local businesses, and other noteworthy items. | | | | |
| 9.4 Hold an annual public event celebrating Pearland and its progress. | | | | |
| 9.4.1 Identify a theme for each annual event, potentially tied to a major Pearland advancement the year before. | | FM2, FM3, FM5, | CP, PCC | Multiple |



| Strategic Actions | Best Practice | Potential Funding | Implementation Entity | |
|---|---------------|-------------------|-----------------------|---------|
| | | | Lead | Support |
| 9.4.2 Program the event with demonstrations, performances, booths, crafts, games, food and drink vendors, and other features. | | FM11 | | |
| 9.4.3 Feature elements in the annual event that highlight and celebrate Pearland's diverse races, ethnicities, and cultures. | | | | |
| 9.4.4 Hold the event and provide a mechanism for attendees to make comments to inform the following year's event. | | | | |

CONCLUSION

Pearland 20/20 is comprised of nine high-value and impactful strategies that will position the city to continue its growth trajectory through the attraction and retention of skilled workers and quality employers. Improvements resulting from implementation of the plan will ensure that Pearland remains a destination of choice rather than suffering the fate of so many fast-growing suburbs that saw their residents' quality of life diminish over time.

Effectively advancing these strategies will require greater investments of time, resources, and personnel, while compelling those with influence in the community to think more broadly about Pearland's identity and assets. While the PEDC will play a major role in strategic implementation, it is not alone in taking responsibility for moving the plan forward; this is not the "business community's" plan, but rather a blueprint to be embraced and activated by government, educational institutions, community groups, special-interest organizations, and the full complement of Pearland's public and private stakeholders.

Currently, the activities in Pearland 20/20 are not prioritized. Through the work of the project's Steering Committee, the highest-value and most impactful strategies will be identified and communicated to implementation partners. The end result will be a set of transformative strategies to address in early years of implementation, and those that can be worked on in the latter half of the strategic cycle. The Implementation Guidelines report will provide even more information on activating the plan, including detailed implementation timelines for years one to five, proposed budgets, performance metrics, and other important components. Ultimately, Pearland 20/20 provides the opportunity for the full breadth of the city's stakeholders to come together in the implementation of a transformative plan for change. This "network" developed through implementation partners and organizations will enable Pearland to truly move forward as one community with one vision and one mission.

APPENDIX A: BEST PRACTICES

Market Street maintains an extensive library of best practice programs, processes, organizations, and efforts for application to key competitive opportunities and challenges identified through our comprehensive research process. Best practices recommended to inform Pearland 20/20 were selected based on their specific relevance to actions and efforts the city can pursue. Ultimately, local leadership should utilize these best practices as guidelines and potential programmatic models to inform strategic efforts custom-tailored to Pearland. Some of the best practices detailed in the following pages are applied to components (sub-actions) of a strategic recommendation, as opposed to the full strategy itself.

The following best practices are CODED and integrated into the strategy's matrices according to the action or sub-action (noted parenthetically after the BP number) they correspond to.

BP1 (1.3): Greater Jackson (MS) Chamber Partnership Healthcare Initiatives

The Greater Jackson Chamber Partnership is the economic development organization for the Central Mississippi region. One of the key sectors that is driving new job growth and capital investment in Jackson is health care. Working with the health care community is a priority for the Partnership as the sector employs approximately 59,000 people in the three-county region. In support of the sector, the Partnership created an organizational division, Health Care Initiatives, which focuses on new projects related to developing health services and positioning Jackson as a healthcare destination. The Health Care Initiatives is comprised of numerous programs, including branding and developing the Mississippi Healthcare Corridor (MHC). Anchored by the Jackson Medical



Mall, a public-private partnership between Jackson State University, Tougaloo College, and University of Mississippi Medical Center, the corridor is home to numerous health care organizations, destination amenities, and centers of learning. The Partnership is currently working on a master plan that includes new signage, green space, lighting, and landscaping that will help position the corridor to be competitive for additional development. The goal of the Health Care Initiatives is to leverage collaboration and cooperation to support and grow health care in the region. Over the past three years, investment into regional health care has totaled over \$790 million and created more than 6,000 jobs.

<http://www.greaterjacksonpartnership.com/pages/HealthcareInitiatives/>

BP2 (1.7): RETAIL ANALYSIS AND ATTRACTION CITY OF DENTON, TX

Attracting retail development is one of the more tangible aspects of economic development as it shapes where and how people spend their money. Understanding the dynamics and demographics, down to the household level, is integral to formulating a comprehensive attraction strategy. Further, the ubiquity of data analysis done by retailers to site new stores requires that public sector clients understand how their demographics impact opportunities for new stores. Data analysis can pinpoint retail leakages and surpluses in a trade area, which can suggest the types of retail that local consumption patterns would be able to support. The City of Denton, TX partnered with a national retail analytics firm, to understand their market in support of creating jobs and development that would be supportive of local residents. The City was working with a developer to establish a mixed-use development. The consultant was retained to identify the types of retail, and the specific retailers, who would best fit within the market parameters and who would be able to anchor the development. The City has seen success and successfully attracted a Bed, Bath and Beyond as well as a TJ Maxx. Other retailers in the development include Best Buy, Kroger, and Chipotle Mexican Grill. By understanding the trends and data that shaped the trade area, the City was able to proactively attract the types of retailers they wanted for their community.

http://static.buxtonco.com/Field_Brief/CityofDentonCaseStudy.pdf

BP3 (1.9.4): SELECT GREATER PHILADELPHIA (PA) – BUSINESS AMBASSADOR INITIATIVE

A business marketing organization, Select Greater Philadelphia (SGP), focuses on building the economy of its region by attracting and retaining businesses. The Greater Philadelphia region encompasses Southeastern Pennsylvania, Southern New Jersey, and Northern Delaware. SGP's Ambassador Initiative is a program that leverages top regional stakeholders as advocates and "salespeople" for Greater Philadelphia. SGP provides volunteer ambassadors with a variety of tools to further educate them on the assets of Greater Philadelphia and how to share this information with others. Registering to be an ambassador also enables volunteers to access the SGP site through a password-protected portal. Ambassadors are also encouraged to participate in the "Bring it Home" program coordinated by the Philadelphia Convention and Visitors Bureau. The program encourages business leaders to bring and "keep" meetings/conventions in the Greater Philadelphia region.

Ambassadors can choose to participate in SGP activities in a number of ways. These include:

- Advocating the attractiveness of doing business in Greater Philadelphia when talking with peers, vendors, and clients, and providing referrals to SGP from these discussions.
- Hosting and/or meeting with prospective company executives and acting as a resource for their questions about the region, labor force, business opportunities, etc.
- Participating in task forces to define the business opportunity in Greater Philadelphia for companies in regional target sectors.

- Including information/slides about doing business in Greater Philadelphia when speaking on the conference/lecture circuit.
- Incorporating messages about why the Ambassador's company does business in Greater Philadelphia in the company's marketing materials.
- Offering access to Human Resource executives in the Ambassador's company who can participate in task forces to share their recruiting/retention experience.
- Providing research data about the region, industry in the region, industry trends, industry suppliers, housing, tax data, etc.
- Giving quotes to reporters about the Ambassador's company/industry for trade journals, newspapers, etc.
- Sharing success stories about business innovations or accomplishments that SGP can market.
- Providing speaking opportunities in front of the Ambassador's corporate board members, employees, associations, trade and business groups.
- Sharing industry knowledge as well as association, alumni, and other industry databases to help SGP identify and contact companies for business development efforts.

SGP's Business Ambassador Initiative enables the organization to take tremendous advantage of Greater Philadelphia's most effective marketing resources: the companies already doing business in the region.

<http://www.selectgreaterphiladelphia.com/select/ambassador/ambassador.cfm>

BP4 (2.2.2): TRANSPORTATION MANAGEMENT ASSOCIATION – CITY OF PASADENA (TX)

The Pasadena Transportation Management Association (TMA) is a voluntary, non-profit, city directed organization that provides transportation information to employers in the city of Pasadena. Participants share ideas and strategies for developing and implementing a successful rideshare program; these may include but are not limited to: transit, bicycling, carpool/vanpool, walking strategies and incentives to use a particular mode. The TMA offers public-private forums on transportation demand management (TDM) planning, parking programs and updates on local, county, and statewide transportation issues and projects.

http://www.ci.pasadena.ca.us/Transportation/Transportation_Management_Association/

BP5 (2.5.5): U.S. ROUTE 460 CORRIDOR IMPROVEMENTS PROJECT

The Port of Virginia is the third busiest port on the East Coast and is known for its 50 foot deep natural channels, accessibility to open ocean, and intermodal service. The Port of Virginia is the only East Coast port that can currently handle the Post-Panamax ships. One of the routes into and out of the Port of

Virginia area is U.S. Route 460. Spanning 55 miles, the route connects the City of Suffolk with Petersburg (outside of Richmond) and is a key connection from the port to I-95 and I-85. In 2000, the Virginia General Assembly designated the corridor a high priority for improvement. A proposed new route, which would parallel the current route, is designed to be a limited access four lane divided highway. The route is being financed through a public-private partnership with an overall cost of \$1.396 billion. With financing in place, construction is scheduled to begin in 2014. The new route will relieve truck volumes on I-64 and lessened congestion will shorten truck times by 20 minutes. The original U.S. Route 460 will be left in place to primarily accommodate local traffic.

<http://www.route460ppta.org/default.asp>

BP6 (3.4): LANCASTER, CA - THE BLVD TRANSFORMATION PROJECT

Lancaster, CA is a city of 157,000 located in northern Los Angeles County. The city's population has tripled since 1980 and increased by 31 percent between 2000 and 2010. Like many cities in California, the demographics reflect a majority-minority population. In 2008, the City of Lancaster decided that it had to do something to revive the downtown district. The first step was the adoption of a form-based code for the downtown Lancaster Boulevard corridor. Leveraging the revamped code,



the City hired an architecture and planning firm to redesign the boulevard. With a focus on walkability, aesthetic appeal, and public spaces, the study became the basis for what has come to be known as THE BLVD Transformation. Key design elements identified by the architect and planning firm included "wide, pedestrian-friendly sidewalks, awnings and arcades, outdoor dining, single travel lanes, enhanced crosswalks, abundant street trees and shading, and added lighting, gateways and public art." Further, a coordinated branding and marketing strategy, along with uniform landscaping and signage, has produced an area with an identity.



Before and after shots of Lancaster Boulevard. Images courtesy of the City of Lancaster

The EPA recently recognized the transformation of Lancaster Boulevard with the 2012 Overall Excellence in Smart Growth Award. However, the benefits to the city are more impressive as city officials estimate that the transformation has resulted in \$273 million in economic output, \$130 million in private investment, 48 new locally owned businesses, and over 1,900 jobs.

http://www.youtube.com/watch?feature=player_embedded&v=pojylzK2uSM

<http://www.theatlanticcities.com/design/2013/01/case-walkability-economic-development-tool/4317/>

BP7: AUSTIN (TX) PARKS FOUNDATION

Founded in 1992, the Austin Parks Foundation is a 501c3 corporation with a mission of connecting people to resources and partnerships to develop and improve the city's parks. Through a mix of volunteer labor, in-kind donations from local contractors, cash donations, and grant dollars, the Foundation serves to help make improvements to parks in need of repair or enhancement. Citizens and businesses are provided opportunities to "adopt" a park, make grants, get access to "tools" to assist them with park projects, and be connected with additional park-related resources. Since its launch, the Foundation has initiated, promoted, and facilitated physical improvements to parks, created new programming, and facilitated community involvement in the city's parks.

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

BP8 (4.4): SPORTS TOURISM GRANT PROGRAM – LOUDON COUNTY (VA)

Recognizing that sports tourism has become the fastest growing sector in the global travel industry, Loudon County in Virginia established the Sports Tourism Grant Program as one of the County's strategic growth initiatives in 2006. The program is designed to support bids on sports tournaments that have the opportunity to generate the greatest return on investment in terms of visitor spending in Loudoun. The application process is competitive, with applications reviewed by a volunteer committee of business and marketing professionals. The committee ensures that incentivized tournaments can be accommodated by county facilities, thereby increasing their likelihood of local success. The board of directors of the Loudon County tourism organization then votes on the committee's recommendations to determine funding for approved tournaments.

<http://www.visitloudoun.org/industry/Sports-Grant-Program>

BP 9 (4.5): PUBLIC ART CHATTANOOGA (TN)

The origins of Public Art Chattanooga can be traced back to 2001 when the City held public art forums. Participation from over 500 residents catalyzed the development of a Public Arts Plan, which was unveiled in 2003. During this time, the City was also embarking on an aggressive project to revitalize and transform its waterfront. The emphasis on public art has grown since the early 2000s, and the program currently

oversees a permanent collection of over 100 installations as well as 42 temporary pieces. Public Art Chattanooga is housed within the Parks and Recreation Department and is governed by a citizen committee appointed by the Mayor. Other programs, such as a juried art show, exhibitions, and art grants to neighborhoods are supported by Public Art Chattanooga along with private sponsors. The City budgets about \$20,000 per year, thus private dollars make up a large portion of the budget (upwards of \$350,000).

<http://www.publicartchattanooga.com/about.htm>

BP10 (5.1): CITY OF PACIFICA (CA) BEAUTIFICATION TASK FORCE

A desire to improve the look of his city prompted the Mayor of Pacifica to recommend the establishment of a Beautification Task Force to the City Council. The Task Force had the following three objectives:

- Identify and map city owned parcels of land throughout the City with particular emphasis on main thoroughfares for planting and beautification.
- Establish themes and plants appropriate for use by community groups in these parcels with emphasis on native plants and water saving plants.
- Identify possible methods, outreach and funding sources for ongoing organization/volunteer participation and maintenance of these areas.

The Task Force was comprised on nine citizens representing a range of interests and organizations. The main thrust of the Task Force was to identify high-value areas and parcels in need of beautification efforts and to lay out a plan to coordinate the aesthetic upgrades. Four primary recommendations came from the Taskforce:

- Establish a beautification theme of *Keep Pacifica Beautiful*. The theme is comprised of a color palette, local plants, and common landscape themes, among other elements intended to invoke a sense of place.
- Establish a Beautification Taskforce Advisory Committee. The Advisory Committee would consist of three to five members and would advise the Director of Public Works.
- Adapt the Adopt a Landscape Program to allow groups and individuals to adopt medians, road islands, parking lots, and public right of ways.
- Work with Cal Trans to increase participation and effectiveness of cleanup and graffiti removal along Highway 1.

The City Council adopted the plan unanimously on November 13, 2012.

<http://www.cityofpacific.org/civica/filebank/blobload.asp?BlobID=5339>

BP11 (5.1.3): FIRST IMPRESSIONS EXCHANGE – CHRISTIAN COUNTY, KY

The Christian County Chamber of Commerce partnered with the Henderson-Henderson County (KY) Chamber of Commerce to conduct First Impressions Exchange visits. This program is designed to help communities develop a more robust understanding of the “impression” they leave with visitors and newcomers. Each chamber organized a delegation of 10-12 volunteers who visited the other community during the month of June to compile a report on their first impressions. The undercover teams experienced many aspects of the community and offered feedback on cleanliness and appearance, directional signage, neighborhoods, downtown areas, retail options, friendliness, customer service orientation, parks and recreation, green space, industrial parks, key intersections and corridors, and many other areas of consideration. Representatives of each chamber then gave a presentation of their first impressions to the boards of the other chamber.

<http://www.hopkinsvillechamber.com/pages/FirstImpressionsVisit/>

BP12 (5.3): CEDAR PARK (TX) GATEWAY SIGNS

The City of Cedar Park, TX recently held a public contest to determine how five proposed gateway signs would look. The contest, which garnered more votes than the most recent mayoral election, allowed residents to choose between four options. The winning design, option A in the following image, was endorsed by the City Council. Proponents of the signs feel that they will help brand the city and provide a feeling of community identity. Funding for the signs is planned to come from the Cedar Park Community Development Corporation, which receives sales tax dollars. The estimated cost for the signs is about \$500,000, which includes land acquisition and construction.



Source: Austin American-Statesman

BP13 (6.4): WILLOW WATERHOLE GREENWAY, HOUSTON, TX

Flooding is a major concern in and around the Houston area given the relatively flat topography and the recurrence of hurricanes and tropical storms. As part of a larger detention project to mitigate flooding concerns from Brays Bayou, the Willow Waterhole Greenway is a 280 acre park surrounding a series of wet-bottom basins that can accommodate 600 million gallons of stormwater. In 2001, the Willow Waterhole Greenway Conservancy (WWGC) was established. The WWGC is a nonprofit organization dedicated to the further development of the park space and reserve area. The park has already played host to multiple music performances, movie screenings, and offers a wide range of amenities including walking paths and bridges, bike trails, playgrounds and picnic areas. The WWGC has partnered with the Houston Parks and Recreation Department to raise additional funds and have been approved for a \$399,000 federal grant to fund additional trails, picnic areas, and outreach.



<http://www.houstontx.gov/parks/ourparks/willowwaterhole.html>

BP14 (6.4.2): GREENFIELD LAKE AMPHITHEATER, WILMINGTON, NC

In 2008, the City of Wilmington spent \$1.2 million to renovate the Hugh Morton Greenfield Lake Amphitheater. The renovations added an expanded cover for the stage, a stage house with shower and dressing facilities, new concession and restrooms buildings, and improved landscaping. The amphitheater can hold up to 1,000 people seated or 1,200 for a standing room only show. The Amphitheater offers a lower cost option and the flexibility to sell alcohol, which other venues in the city lack. Profits from beer and food from Amphitheater events go to the city. City leaders believe that the Amphitheater keeps dollars in the Wilmington area that would otherwise be exported to other cities such as Myrtle Beach, Raleigh, or Charlotte. It has also become a welcome amenity for Wilmington residents.



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

BP15 (7.3): MULTI-USE EVENT CENTERS IN TEXAS SUBURBS

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>

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

Green Event Center, Friendswood, TX: Located in Friendswood, TX, the Green Event Center is a venue that can accommodate a range of events, including weddings, special occasions, social, and corporate events. The facility has 5,000 square feet and can host parties ranging from 25 to 250.

<http://www.greeneventcenter.com/#/about/>

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>

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

Lewisville Event Center, Lewisville, TX: The Lewisville Event Center offers 35,000 square feet and can accommodate exhibitions, seminars, conferences, weddings, trade shows, and other events. The center has easy access to I-35 and Highway 21, as well as proximity to over 1,000 hotel rooms.

<http://lewisvilleeventcenter.com/about/>

Pharr Events Center, Pharr, TX: The Pharr Events Center, which underwent a 10 month renovation, has capacity for 2,500 in a seated configuration and 3,500 in a standing room only configuration. The parking lot can accommodate 600 vehicles and offers concession areas.

<http://www.pharrevents.com/about.php>

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>

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>

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/>

BP16 (8.2): PATHWAYS TO SUCCESS, COACHELLA VALLEY, CA

The Coachella Valley Economic Partnership (CVEP) is a regional economic development organization in southern California. In 2009, CVEP launched the Pathways to Success in an effort to create a pipeline of college educated workers to sustain new industry clusters in the area. Building on partnerships and relationships established by the CVEP, Pathways to Success “links business, education, regional economic development and a variety of local non-profits under the unifying goal of improving college going rates and college success for our under-served youth.” The organization is funded through grants, primarily used to provide over 300 scholarships to low and moderate income students. Scholarship awards are based on a rubric reflecting FAFSA eligibility, residency requirements, and GPA requirements. As part of the program,

scholarship recipients are expected “to sign a contract with Pathways to Success involving you in scheduled events, mentoring, workshops, and web based interactions.” The overarching goal of the program is to coordinate and link various scholarship programs to provide a unified and collaborative approach to creating a more competitive workforce.

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

BP17 (9.2): MADE IN MANDAN, MANDAN, ND

Leaders from business, government and education collaborated in 2009 on a strategic visioning process, later branded Mandan Tomorrow. Looking at research conducted as part of the planning process, steering committee members recognized Mandan's lack of a strong reputation and residents lack of knowledge about local assets made it difficult to compete head-to-head with our better-known neighbor, Bismarck. Research pointed to the need for a unified identity to help Mandan boost local pride, attract positive attention, and stimulate economic growth. The Made in Mandan brand seeks to “position Mandan as a place of economic opportunity, where achievement is possible and adventure widespread.” Adoption of the logo and theme by the business community, civic organizations, and others is a large aspect of the campaign. For example the Mandan Public School District has a section on its website that encourages employees to incorporate the logo and theme into school collateral, displays, and activities. Further, themed collateral one-sheets and examples of how to leverage the logo are available at [MadeInMandan.com](http://www.madeinmandan.com/).

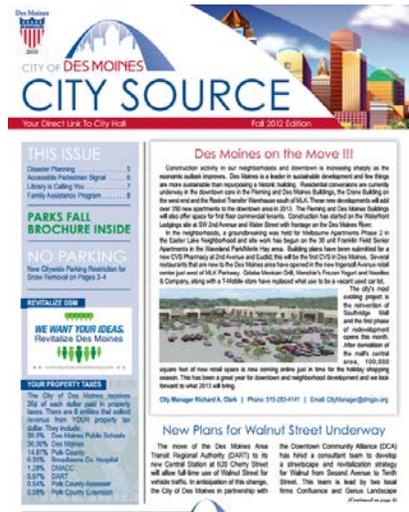


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<http://www.madeinmandan.com/>

BP18 (9.3): CITY OF DES MOINES (IA) CITY SOURCE

As part of a concerted effort to proactively communicate with citizens about city services and policies, the City of Des Moines launched the City Source newsletter. The newsletter contains information about government operations, ongoing plans, resident involvement tips, and resources for further information. The newsletter is published quarterly by the Public Information Office and mailed to every household in the City (total circulation of 83,000 copies) and published online. The most recent edition available online (Fall 2012) contained articles on new construction, relocation of city service offices, green tips, snow removal, city awards, and pedestrian improvements among others.



<http://www.dmgov.org/Departments/CityManager/Pages/PublicInformation.aspx?tabID=4>

APPENDIX B: FUNDING MECHANISMS

| Abbreviation | Mechanism |
|--------------|--|
| FM1 | Bond issuance |
| FM2 | City of Pearland budget |
| FM3 | Crowdfunding |
| FM4 | Federal appropriation |
| FM5 | Fundraising campaign |
| FM6 | Government grant |
| FM7 | Hotel and Motel Occupancy Tax |
| FM8 | Institutional budget |
| FM9 | Management district |
| FM10 | Non-profit/private grant |
| FM11 | Pearland Chamber of Commerce budget |
| FM12 | Pearland Economic Development Corporation budget |
| FM13 | State appropriation |
| FM14 | TIRZ |

APPENDIX C: IMPLEMENTATION PARTNERS

| Abbreviation | Implementation Partners |
|--------------|--|
| ARC | Adult Reading Center |
| ACC | Alvin Community College (+Turner College & Career High School) |
| AISD | Alvin Independent School District |
| BC | Brazoria County |
| CE | Centerpoint Energy |
| CP | City of Pearland |
| CVB | Convention and Visitors Bureau |
| HGAC | Galveston-Houston Area Council |
| GHP | Greater Houston Partnership |
| HC | Harris County |
| HE | Higher education institutions in Houston region |
| KPB | Keep Pearland Beautiful |
| LKMD | Lower Kirby Management District |
| METRO | Metropolitan Transit Authority of Harris County |
| NBCEA | Northern Brazoria Education Alliance |
| OTSBC | Old Townsite Business Coalition |
| ISDS | Other school districts serving Pearland |
| PAAC | Pearland Alliance for Arts and Culture |
| PAL | Pearland Arts League |
| PCC | Pearland Chamber of Commerce |
| PEDC | Pearland Economic Development Corporation |
| PISD | Pearland Independent School District |
| PMMD | Pearland Municipal Management Districts |
| PSP | Private sector partners |
| TxDOT | Texas Department of Transportation |
| TEDT | Texas Economic Development and Tourism Division |
| TMC | Texas Medical Center |
| UWBC | United Way of Brazoria County |
| UHCL | University Houston-Clear Lake (+ Pearland Campus) |
| YMCA | YMCA of Greater Houston |

WORKSHOP

2



City of Pearland

P&Z AGENDA REQUEST

TO: Planning & Zoning Commission
REQUESTOR: Ian Clowes, Planner II and Harold Ellis, City Planner
DATE: August 9, 2013
AGENDA ITEM SUBJECT: Unified Development Code (UDC) Amendments – T-16

Old Business New Business Discussion Item Workshop

Summary of the amendment process:

Amendments to the Unified Development Code (UDC) are reviewed annually. Based on input from citizens, developers, Planning and Zoning Commission, City Council, board members, and city staff, planning staff creates a list of changes to the Unified Development Code.

As the UDC is our local zoning ordinance, state law and city charter requires a joint public hearing with the Planning & Zoning Commission (P & Z) and City Council, and two readings of the ordinance by the City Council to approve any changes to the local zoning ordinance.

In Pearland, the Council has directed that the Planning and Zoning Commission review these changes in detail and make a recommendation at the joint workshop. Therefore, the process starts with a P & Z workshop.

Workshop(s) were scheduled with the P & Z on July 15, August 5, and August 19, 2013, to discuss proposed amendments. Following these workshops, joint workshop(s) are scheduled with P & Z and City Council on September 16, October 7, and October 21. This report is for the final of the three Commission workshops.

Actual text changes will be done following input from the Commission. The language below is in draft form for discussion.

Proposed amendments:

1. Human Signs.

Amend the section of the sign code that discusses human signs by adding moderate restrictions on how human signs can be displayed throughout the city.

This is in response to a substantial increase in the use of human signs throughout the city including costumed characters. The concerns discussed at the past workshop included traffic safety concerns, including hazards such as driver distraction caused by the signs, as well as the signs being a general visual nuisance.

Section to be changed/added: 4.2.5.9 (b) (7) and 4.2.5.5 (d) (4).

Section 4.2.5.9 (b) (7)

Remove Human Signs from the Exempted Signs Section and move it to the temporary signs section (below)

Section 4.2.5.9 General Exemptions

(a) **Generally.** Notwithstanding any other provision in this UDC to the contrary, the following signs shall be exempt from all sign requirements contained in the UDC except for location restrictions, unless modified below, and any requirement for the sign specifically listed herein.

(b) **Exemptions.**

~~(7) Human Signs. Signs carried or wholly supported by humans are allowed so long as they do not exceed thirty-two square feet (32 ft²) in size.~~

Section 4.2.5.5 (d) (4)

Section 4.2.5.5 Temporary Signs

(d) **Other Temporary Signs.** The following signs shall be allowed, subject to any conditions set forth below.

~~(7) Human signs are permitted within the city limits. Human signs are defined as a person wearing a costume or holding a sign while outside for the purpose of advertising a business, product, service, person, event or issue. Human signs are not permitted on any paved area of a public or private street, public medians or public swale. All human signs are also subject to the following:~~

- ~~a. A permit for up to 10 consecutive days of display per month is required. Only one such permit for one human sign will be issued to an individual lot per month.~~

- b. Sign holders must be standing (not seated) on the sidewalk or on private property. The use of podiums, chairs, ladders, risers, silts, vehicles, roofs, or any other structure or device is prohibited.
- c. The maximum size of any sign being held is six square feet.
- d. Signs are not permitted to be shaken, swung, oscillated, waved, rotated, twirled or thrown.
- e. No electronic displays of any type including lights, video, LED, or reader boards are allowed.

This was initiated by City Council and the Eyes of Pearland.

2. Require that all utilities throughout the city be underground.

Currently the City requires underground utilities in the Corridor Overlay Districts, and several other zoning districts, as indicated on the following chart. In light of recent cases which have resulted in new prominently visible above ground utility poles, there has been discussion on whether the City should require new poles and lines to be located underground in more areas of the City. This is being discussed not only for aesthetic reasons but also public safety concerns. At this time we are recommending adding the underground requirement to additional commercial, mixed use, and higher density residential zoning districts only. Below is a chart which further illustrates which zoning districts currently require underground utilities for new development as well as the districts that are being suggested to have the requirement added to:

Underground Utility Requirement

Zoning District

| | | | |
|---------------|-----------------|-------------|-----------------|
| GC | <i>Proposed</i> | SP1 | Required |
| GB | <i>Proposed</i> | SP2 | Required |
| NS | <i>Proposed</i> | SP3 | Required |
| OP | <i>Proposed</i> | SP4 | Required |
| BP-288 | Required | SP5 | Required |
| C-MU | <i>Proposed</i> | MF | <i>Proposed</i> |
| G/O MU | <i>Proposed</i> | MH | Required |
| OT-GB | Required | TH | <i>Proposed</i> |
| OT-MU | Required | PD | Varies |
| OT-R | Required | COD* | Required |

*Corridor Overlay District

Sections to be amended: 2.4.3.2 – 2.4.3.3, and 2.4.4.2 – 2.4.4.6, 2.4.2.9 – 2.4.2.10 - Add a section under each of the indicated zoning districts which do not already require underground electrical utility lines which states no overhead utilities shall be extended to the property unless in the rear of the property and not prominently visible. The language below is the language currently used in the Unified Development Code in the districts which currently require underground electrical utilities.

- (j) **Utilities.** All utility service lines shall be located underground. Above-ground lines may be located in the rear or other areas of the property as necessary, however such lines must not be prominent from the front view of the property or from the view of roadways (the visibility of the poles must be partially or wholly obscured). Any determination on whether utilities are noticeable shall be made by the Planning Director

This was initiated by staff, the Planning and Zoning Commission, and City Council discussions.

3. Fencing along Corridor Overlay District (COD)

A) We believe we need to add some clarification about screening options and how tall a fence can be in certain yards due to recent cases where fence permit applicants were unclear on what the height requirements were.

Section proposed to be amended: 2.4.5.1 (i) (3).

- 3) Screening Elements Prohibited: No fence or wall visible from a public street shall be:
 - a. Greater than eight feet (8') in height unless regulated by section 4.2.4.3 (a) (2) (b).
 - b. Located within any required visibility triangle.
 - c. Constructed with any of the following materials: surface painted or coated concrete, chain link, concertina wire, barbed wire, corrugated metal, fiberglass panels, or wood (unless completely screened with vegetation per Section 2.4.5.1 (i) (3) (c) (2) (A) (i), with a 3' landscape planting area. Landscape alternatives may be approved by the Planning Director or designee.

B) New subdivision fences which abut the COD are required to be constructed of masonry materials or wood rail fencing for larger lot subdivisions. The code is not clear on what developed or vacant single family lots that are not part of a subdivision may do when it comes to constructing, replacing or repairing fences. An example of this could be the fencing issues currently occurring along Bailey where as a result of the widening, existing fences are needing to be relocated. As we are proposing amendments which pertain to subdivision and wood rail fences, we believe that it is a good time to add these definitions.

Sections proposed to be amended: 5.1.1.1 (a) and 2.4.5.1 (i) (5)

Adding 5.1.1.1 (a) (184) (185) and amending subsequent numbers:

(184) FENCE, SUBDIVISION: A cohesive fence which is typically built by and at the cost of the developer at the time of initial subdivision development. These fences surround the development and are also typically maintained by a home owners association and are often regulated by recorded deed restrictions with design requirements.

(185) FENCE, WOOD RAIL: A fence constructed of narrow, or split wood timbers, placed horizontally between upright supporting posts, most commonly used in rural type settings.

These definitions may be fine-tuned prior to the joint workshop with City Council based on Commission discussion and further staff research.

Section 2.4.5.1 (i) (5).

5) Residential ~~Subdivision~~ Fences:

- a. Residential subdivision fences shall be uniform in style, color, and material along the length of the subdivision.
- b. If visible from a street right-of-way, fences shall be constructed of masonry materials.

(i) For large-lot subdivisions, which are defined as subdivisions with average lot sizes of one-half acre or more or single lots not part of a platted subdivision, wood rail fencing may be used if it is not more than 25% opaque.

(ii) In situations where single family parcels exist and where a subdivision fence or wall does not currently exist, wood fencing may be used if it is completely screened from view of the roadway by shrubs per Section 2.4.5.1 (i) (3) (c) (2) (A) (i), with a 3' landscape planting area. Landscape alternatives may be approved by the Planning Director or designee.

These proposed changes were initiated by staff.

4. Clarification of buffering along Thoroughfares

This is a clarification to ensure that when a landscape reserve is shown to be located between a subdivision and a thoroughfare, a masonry wall is required as opposed to wood fencing, unless screening alternatives as discussed later in this report are proposed.

Section to be amended: 4.2.4.1 (c) (1).

(c) Residential Screening Along Major and Secondary Thoroughfares (Applies to the City & ETJ).

- (1) Requirement Criteria: Where residential subdivisions are platted so that the rear or side yards of single-family or two-family residential lots are adjacent to a major or secondary thoroughfare roadway as described in Chapter 3, or are separated from such thoroughfare by an alley, **landscape or open space area/detention facility**, or back up to such thoroughfare, the developer shall provide, at its sole expense, a minimum six-foot tall masonry screening wall (also see Subsection (2) below), or some other alternative form of screening, if approved by the Planning Director, according to the following alternatives and standards. All screening shall be adjacent to the right-of-way or property line and fully located on the private lot(s), including columns and decorative features. All forms of screening shall conform to the requirements of City ordinances and policies that govern sight distance for traffic safety.

Screening Alternatives: Screening shall be provided in accordance with, and shall be constructed to, standards and criteria as set forth in the City's EDCM. An alternative form of screening, in lieu of the masonry wall, may be approved by Planning Director and the City Engineer with the Preliminary Subdivision Plat or Preliminary Development Plat application. Alternatives that may be considered include:

- a. A living/landscaped screen in conjunction with decorative metal (e.g., wrought iron) fence sections with masonry columns;
- b. A combination of berms and living/landscaped screening;
- c. A combination of berms, decorative masonry walls and living/landscaped screening, either with or without a decorative metal or "WoodCrete" type of fence with masonry columns; or
- d. Some other creative screening alternative may be approved if it meets the spirit and intent of this Section, if it is demonstrated to be long-lasting and generally maintenance-free, and if the Planning Director and City Engineer find it to be in the public interest to approve the alternative screening device.

These proposed changes were initiated by staff.

5. Remove Cluster Plans as a development option after the adoption of the T-16 UDC amendments.

The Planning and Zoning Commission held workshops on January 7, February 4, March 4, and April 1 to discuss the options on the best manner to address future cluster development cases.

At the above referenced workshops, staff presented a history and background of Cluster Development Plans, in general; a summary of how Pearland's Comprehensive Plan and Unified Development Code currently addresses Cluster Development Plans; current and suggested review criteria of a Cluster Development Plan approval (including amenities); differences between a Cluster Development Plan and a Planned Development; and how surrounding cities address Cluster Development Plans/types of developments. These

workshops stemmed from input from staff, the development community, City Council, and the Planning and Zoning Commission which indicated that there was currently a lack of detailed approval criteria in the Unified Development Code. Additionally, the Commission was concerned that a few Cluster Plan applications may have been approved in recent past that may not have best met the intent of a Cluster Plan. Public notification of pending Cluster Plan approvals was also discussed as being a concern, as the current process does not include a public hearing or notification process.

Two options were discussed to address these concerns. One option was to enhance the approval criteria currently in the Unified Development Code to provide applicants, staff, and the Planning and Zoning Commission clarity in expected amenities for Cluster Plans, and adding a public hearing component to the process. The Commission found it difficult to identify exactly what amenities were appropriate for Cluster Plans, and how to quantify them based on the size of development. The Commission also felt that some level of public notification was important, as the approval of a Cluster Plan allows the ability to deviate from lot size, which may result in smaller lots abutting existing residential homes which may be on larger lots. The other option discussed was to handle Cluster Development type proposals in the form of a Planned Development. This is the manner in which the surrounding communities address them, and allows the Commission the ability to analyze each case on a case by case basis. The Commission felt that rather than having a preset list of amenities, that they, as a Commission, could hold each case to the most appropriate level of review, and recommend the most appropriate amenities on an individual basis through the Planned Development process. Therefore, it was determined that the best route moving forward, would be to eliminate the use of Cluster Plans and instead allow applicants to apply for a Planned Development.

Section to be amended 2.2.4.1:

Section 2.2.4.1 Purpose and Applicability

- (a) **Purpose.** The purpose of a Cluster Development Plan shall be to authorize the use of residential density standards in substitution for minimum lot size standards for residential uses.
- (b) **Applicability.** A Cluster Development Plan shall be required inside the City limits whenever the property owner seeks authorization to have subsequent development applications reviewed under residential density standards in lieu of minimum lot size standards.

(1) This section of the Unified Development Code shall no longer be effective or applicable with the adoption of Ordinance 2000T-16, January 9, 2014.

This was initiated by the Planning and Zoning Commission and discussions with City Council.

- 7) Remove or limit asphalt parking as an allowable paving material.

This item was initially discussed with the Commission on July 15th. Based on recent applications for asphalt parking lots, which are currently allowed in the Unified Development Code, staff is recommending that the City limit or eliminate asphalt as an allowable material for paving. Not only is asphalt less aesthetically pleasing, it is significantly less durable than concrete.

The Commission initially indicated that they would like to see the material limited as well, but was concerned with removing it as an allowed use all together and requested staff research further options.

The Engineering Department has researched further options and believes that the durability concern will be addressed by adding language to the Unified Development Code which requires asphalt, if used, to be constructed with the same sub-base as concrete.

Section to be amended: 4.2.1.6

Add performance requirements for all weather paving within parking lots.

a. Currently included in UDC; Section 4.2.1.6 – All Weather Surface

- i. This section will be updated in accordance with the recent updates to Engineering Specifications and Details.
- ii. The update will include a performance specification for parking lot paving to meet strength requirements regardless of material used. For example, this will require that the cross section for both asphalt and concrete to meet a minimum compressive strength of 2500 psi at 7 days and 3500 psi at 28 days.

This request was initiated by staff.

8) Prohibit Temporary Buildings for permanent Commercial Use.

The purpose of this proposed amendment is to prevent the use of temporary buildings being located on commercial property for permanent use. This is not meant to prohibit the use of commercial construction trailers used during the construction process. The reason for the amendment is that the City has seen a few cases in which temporary buildings have been left on site for permanent use. The City responded to those cases by asking the property owner to apply a masonry material to the façade, as required by the UDC. As stucco is considered a masonry material, property owners have added a layer of stucco to a temporary building, which then meets the requirements of the code, but in reality, there is still a temporary building on site.

Specific sections to be amended and options to address this concern will be presented at the meeting.

This request was initiated by PEDC.

Recommended action:

Conduct the workshop



RESPONSIVE | RESULTS-ORIENTED | TRUST-BUILDERS | ACCOUNTABLE

PLANNING AND ZONING COMMISSION WORKSHOP

Lata Krishnarao, Director of Community Development

Harold Ellis, City Planner

January 7, 2013
6:00 p.m.

Workshop No. 2



Commission Input and Discussion: Regarding a Cluster Development Plan Workshop

Lata Krishnarao, Director of Community Development
Harold Ellis, City Planner

CLUSTER DEVELOPMENTS



- History and background of Cluster Development Plans in general
- A summary of how Pearland's Comprehensive Plan and Unified Development Code addresses Cluster Development Plans
- Current and possible suggested review criteria of a Cluster Development Plan approval, including a discussion on appropriate amenities
- Differences between Cluster Development Plans and Planned Developments
- Discussion on how some surrounding Cities address Cluster Development proposals
- Potential recommended changes to the current Unified Development Code

CLUSTER DEVELOPMENTS



HISTORY

Included in the 2004 Comprehensive Plan Update in 2004.

Adopted in the Unified Development Code in 2006.

CLUSTER DEVELOPMENTS



Cluster Development – Excerpt from the Comprehensive Plan

HOUSING DEVELOPMENTS WITH OPEN SPACE

Concept - allow development to occur while preserving open space.

Houses on smaller parcels of land, with additional land that would have been allocated to individual lots converted to common shared open space.

Vary road frontage, lot size, setbacks, and other traditional subdivision regulations to permit the developer to provide or preserve open space or other features.

Lower infrastructure costs for developers (such as roads, waterlines, and sewer lines).

Reduction in the amount of impervious cover.

A homeowners Association (HOA) or other similar entity should be established to insure that open spaces areas are maintained. At least 40 percent of the overall site that is developed should be left as perpetual open space.

CLUSTER DEVELOPMENTS



Example

50-acre tract, (Minimum lot area = 10,000 square-foot per zoning)

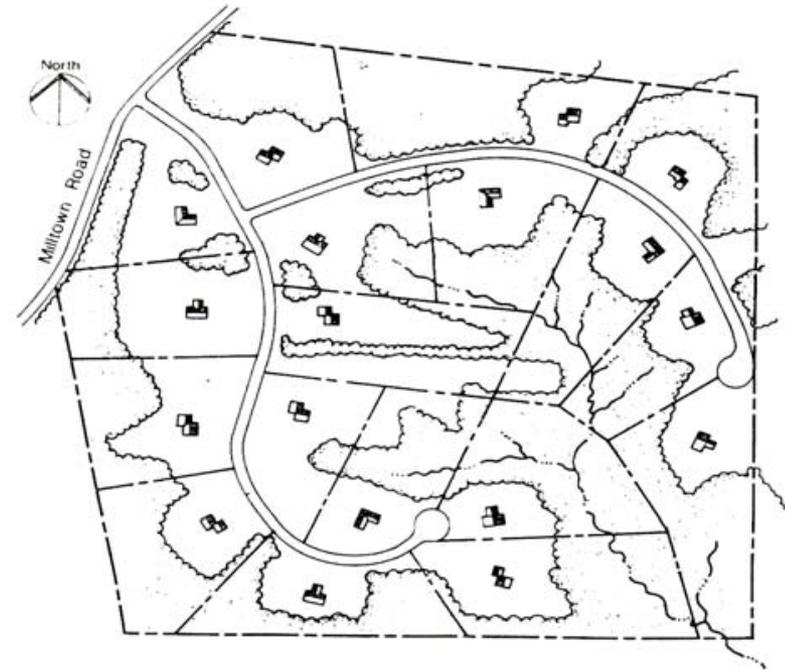
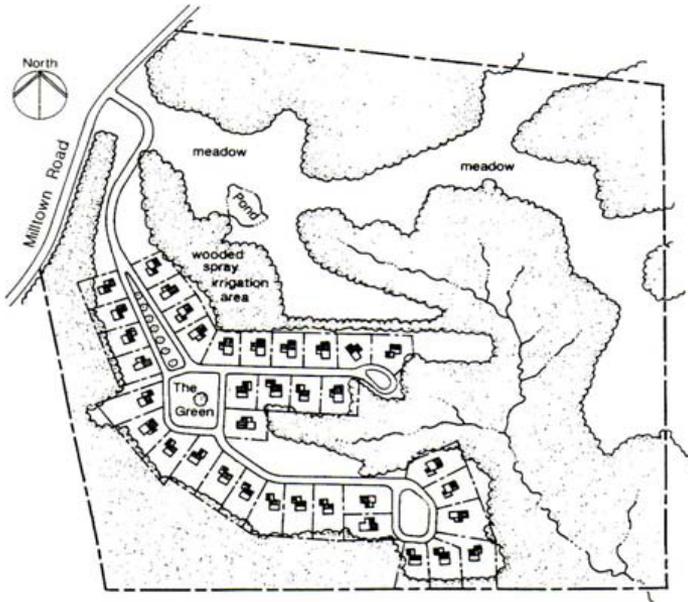
At least 40 percent of the overall site that is to be developed should be left as perpetual open space.

Table 7
COMPARATIVE LOT YIELD OF 50 ACRES WITH CLUSTER DEVELOPMENTS
& TYPICAL DEVELOPMENTS

| TYPE OF DEVELOPMENT | AMOUNT OF OPEN SPACE | ROADWAYS | LOT SIZE | LOT YIELD |
|---------------------|----------------------|----------|-------------|-----------|
| CLUSTER | (40%) 20 acres | 20% | 7,000 s.f. | 149 lots |
| TYPICAL | (0%) 0 acres | 30% | 10,000 s.f. | 152 lots |

Source: Dunkin, Sefko & Associates, Inc.

CLUSTER DEVELOPMENTS



CLUSTER DEVELOPMENTS



Gross Density

(The number of dwelling units per acre. All density calculations shall be made using gross acreage dedicated for residential use, exclusive of easements and thoroughfare rights-of-way, and inclusive of retention/detention areas, public or private streets that are platted or will be platted as part of the development of the property, open space, recreational areas, and parks provided with the development.)

| ZONING DISTRICT | Gross Density |
|-----------------|---------------|
| RE | 1.3 |
| SR-15 | 1.9 |
| SR-12 | 2.3 |
| R-1 | 3.2 |
| R-2 | 4.0 |
| R-3 | 4.7 |
| R-4 | 5.6 |
| Townhome | 9.4 |

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Criteria for Approval – Planning and Zoning Commission

Factors

- (a) Meets the standards for **residential density** as outlined for each zoning district
 - (b) Consistent with other zoning district regulations, **except minimum lot size, width and depth**
 - (c) Contains sufficient buffering to assure **compatibility** with adjacent uses and the character of the neighborhood
 - (d) Provides **open space or amenities** to the development that could **not** be achieved through application of minimum lot size standards. As referred to herein, open space and amenities **do not include** any land dedicated to the City under the parkland dedication requirement
-
- **Conditions** - may impose such conditions on approval of the Cluster Development Plan as are necessary to assure compatibility with adjoining uses and neighborhood character.
 - *Does not constitute an approval if density is met*

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Open space or amenities - Definition

Aesthetics or other **characteristics** of a development that increases its desirability **visually**, desirability to the **City** of Pearland, and/or its **marketability** to the public.

Amenities may vary according to the type and nature of development, but **examples** include a naturalized retention/detention pond, a recreational facility, landscaping, or large trees.

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Active and passive recreation



Amenities

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Tot lots for children to play within the neighborhood

Trails within the neighborhoods



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Enhancement and creation of natural open spaces and detention areas



Amenities

Multi modal access to neighborhood facilities and amenities



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Amenities



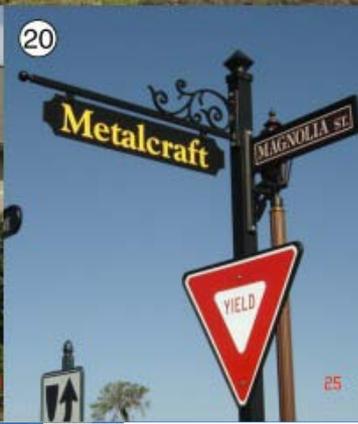
Site development – screening, buffering, landscaping



Entryways, water features, common areas, pavilions



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Signage, street furniture, fencing

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Other Communities and Cluster Development Plan

- Nearby cities which address Cluster type development via Planned Development
 - Missouri City
 - Sugar Land
 - Friendswood
 - League City
 - Webster

- Nearby cities which address Cluster type development via Cluster Development Plans
 - Huntsville

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Differences between Cluster Development Plans and Planned Developments

Planned Development (PD)

A PD may only be created in specific situations

When conventional zoning may not address
buffering concerns/transition zones/
unusual land configurations

Mixed Use Developments

Major employment centers

Unique situations when a PD will best benefit City

A PD has a min acreage requirement

Max density of the base zoning district may not be exceeded

Cluster Plan

No specific limit

No min/max acreage

Same

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Differences between Cluster Development Plans and Planned Developments

Planned Development (PD)

A min of 20% of the acreage must remain as “open space”
(UDC requirement)

If the project is multi-phased, open space is required to be
satisfied for each phase

A joint workshop with P&Z and Council is required

A PD involves an actual zone change/Council final approver

Cluster Plan

40% per Comp Plan (none in UDC)

No requirement

No workshop

P&Z is the final authority

Some communities are now addressing Cluster Development plans by using the Planned Development approach

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Next Steps

- Staff recommends that we adopt additional guidelines to assist the P&Z, staff, and developer, to address the concerns discussed, especially regarding amenities/open space; OR
 - Address Cluster Development Plans in the form of a Planned Development
- The Commission should provide feedback on their suggestions on proposed changes