

TABLE 4.5, Tools for Advancing Housing and Neighborhoods Objectives

Tool	Pearland Examples
Overall Framework for Housing and Neighborhoods Focus	
Long-Range Planning	<ul style="list-style-type: none"> • Comprehensive Plan <ul style="list-style-type: none"> » Land Use Plan (areas for various housing types)
Strategic Planning	<ul style="list-style-type: none"> • Pearland 20/20 Strategic Plan
Capital Projects	
Multi-Year Programming and Budgeting	<ul style="list-style-type: none"> • Capital Improvements Plan (CIP) <ul style="list-style-type: none"> » New/upgraded fire stations for better coverage » Street/infrastructure rehab in older neighborhoods » Park and trail projects
Policies and Programs	
Municipal Policies	<ul style="list-style-type: none"> • Property tax and utility rates
Special Initiatives	<ul style="list-style-type: none"> • Neighborhood-oriented policing and volunteer watch • Code compliance • Railroad “quiet zones”
Special Districts	<ul style="list-style-type: none"> • Municipal Management Districts • Tax Increment Reinvestment Zones (TIRZ) • Municipal Utility Districts (MUDs)
Regulations and Standards	
Land Development Regulations	<ul style="list-style-type: none"> • Unified Development Code (UDC) <ul style="list-style-type: none"> » Areas zoned for various housing types and mixes » Residential density (minimum lot size) and intensity (maximum coverage) provisions » Nonresidential compatibility near residential » Planned Development and Cluster Development Plan options » Subdivision design standards » Parkland dedication and fee-in-lieu provisions
Partnerships and Coordination	
Public/Public	<ul style="list-style-type: none"> • Pearland Economic Development Corporation <ul style="list-style-type: none"> » Old Townsite and redevelopment focus • School districts • Texas Department of Housing and Community Affairs • U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant (CDBG) funding <ul style="list-style-type: none"> » Use of CDBG funds in targeted areas (housing rehab/repair, code compliance)
Public/Private	<ul style="list-style-type: none"> • Private property owners and land development, real estate and lending communities • Development agreements • Insurance Services Office (insurance costs based on community ISO rating) • Advocacy and resource organizations <ul style="list-style-type: none"> » Homeowner associations » Civic/neighborhood groups (e.g., Keep Pearland Beautiful) » Neighborhoods USA » U.S. Green Building Council
Targeted Planning	
Special-Area Planning	<ul style="list-style-type: none"> • Corridor and district plans (Lower Kirby, SH35, Old Townsite)
City Master Plans	<ul style="list-style-type: none"> • Parks and Recreation, Trails • Water, Wastewater, Drainage • HUD-required plans and reports

Housing-Related Findings from Community Benchmarking Data

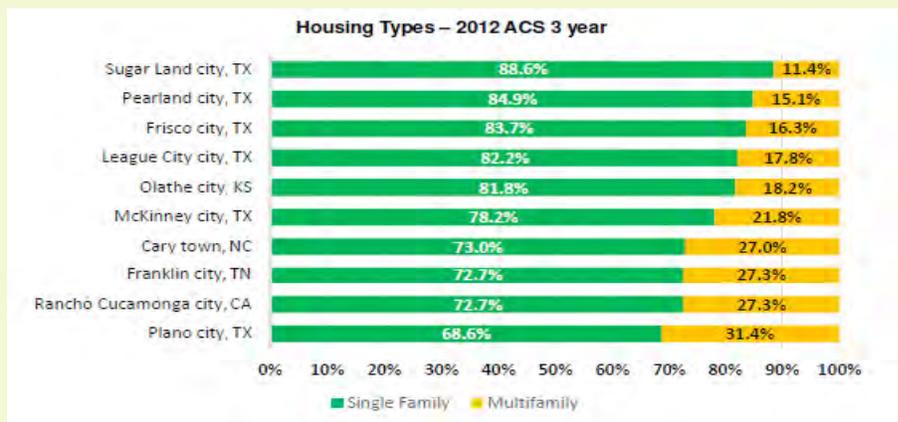
During 2014, the City of Pearland commissioned a “benchmarking” study that compared the city to nine other peer communities in Texas and the U.S. (as shown in the charts on this page) in terms of various types of quantitative indicators. The benchmarking data showed that, in fiscal year 2013-14, residential land uses accounted for 72.1 percent of the total taxable value of all real property in Pearland (which had just exceeded \$7 billion). This was relative to a high mark of 81.9 percent of total taxable value within residential properties in nearby League City and a low of 50.6 percent in Franklin, Tennessee.

Building upon the knowledge that much of Pearland’s housing stock is relatively new, the benchmarking data confirmed that Pearland ranked third highest among the 10 communities in the percentage of housing constructed since 2000 (51.7 percent). In fact, along with the Texas cities of Frisco and McKinney, Pearland was among the three communities in which the majority of all housing had been built since 2000.

For both established residents and newcomers to Pearland, the benchmarking data also showed that those seeking homes could choose from an extensive inventory that remained relatively inexpensive through 2012. At that time Pearland had the second lowest median value of owner-occupied housing units (\$179,000) among the 10 comparison communities. The median value exceeded \$200,000 in six of the 10 cities, with two exceeding \$300,000 (Rancho Cucamonga, California, highest at \$348,900).

Finally, the Benchmarking data confirmed that, based on housing market data through 2012, Pearland had the second smallest share of multi-family residential (15.1 percent) among the 10 comparison communities.

Pearland officials and citizens are particularly interested in ensuring residential quality and values in their community. They are rightly concerned if the benchmarking comparisons suggest that Pearland’s housing may be too “affordable” and whether local housing stock will hold its value over time. Leaders and residents are also keenly focused on the appropriate amount of multi-family housing to allow. In keeping with the “best use of remaining land” theme that runs throughout this new Comprehensive Plan, the Cost of Growth/Land Use Study recommended in the Growth Capacity and Infrastructure section (Strategic Priority 1) will be an important next step for better understanding the tax base and cost-of-service implications for Pearland under varying scenarios of residential land use (housing types and form, lot sizes, lot and improvement values, age and value of older housing and renovated homes, etc.).



NOTE: All data is from the report Benchmarking 2014 – Pearland, Texas (prepared by CDS Market Research, November 2014). The report documents the sources of data used in particular charts and community comparisons.

2015

Pearland

COMPREHENSIVE PLAN



SECTION 5

Economic Development

Economic sustainability is essential to Pearland's future. Simply, it will determine the extent and nature of growth in the coming years. The community's economic strength will also set the pace and tone for new development and redevelopment, and impact the City's ability to maintain quality public facilities and services.

However, economic development does not happen entirely on its own. It requires a deliberate, proactive strategy, as well as up-front public investments in new infrastructure and programs. For municipal government, it is a unique City function in that it involves the alignment and leveraging of the combined resources of multiple organizations, institutions, businesses, and education and philanthropic leaders toward a common set of goals. It requires a level of protracted engagement and strategy discussion among key players that goes well beyond the purpose and scope of the City's Comprehensive Plan.



New Development along Pearland Parkway

A Strategic Blueprint for Pearland's Success

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's strategic vision must ... 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.

- *Pearland 20/20: A Blueprint for Pearland, Texas*

This Comprehensive Plan, through its elements related to growth, infrastructure, mobility, housing, neighborhoods, parks, tourism, and land use, provides a complementary set of goals and action priorities to help frame further dialogue on economic planning. It also reinforces the initiatives already being carried out based on the *Pearland 20/20 Strategic Plan* facilitated by the Pearland Economic Development Corporation (PEDC), and the Strategic Plan's detailed implementation guidance. The Strategic Plan focuses on a set of core strategies for the five-year period from 2013 to 2018, which are incorporated into this Comprehensive Plan section along with other background and context from the Strategic Plan. More details, the full Strategic Plan document, and implementation updates are available on the PEDC website.

Economic Development Context

Through its strategic economic development planning and implementation, Pearland seeks to enter a sustainable economic trajectory as this will help to hold the line on taxes through steady tax base growth, thereby creating an even more attractive place for businesses, as well as households. Ongoing growth and investment also brings new income into the community, helping to spur local spending and wealth creation. Perhaps most importantly, growth enhances the community's ability to retain and return its "best and brightest" by expanding local employment and creating opportunities for new business creation and entrepreneurship.

As the *Pearland 20/20 Strategic Plan* emphasizes, economic development is as much about quality as it is quantity. It needs to be measured not just by statistics on gross tax revenues and job growth, but also by qualitative assessment of job quality and security and the positive effects on local wages, public services, and environmental resources. The strategies summarized in this Comprehensive Plan section, from the Strategic Plan, are intended to build on the economic and community assets Pearland has accumulated in recent decades so it may become an even more dynamic and sustainable city in the years ahead.

REGIONAL ECONOMY

Like any synergistic system, Pearland's local economy does not exist in a vacuum. It is part of a vast and complex regional economic web that, in turn, is strengthened by global trade and economic relationships. Economic activity does not observe municipal boundaries and is driven by both internal and external forces. Pearland's location close to the center of the Houston metropolitan area is one of its best economic advantages, with regional highways like SH 288 and Beltway 8 giving the community access to major job centers such as Downtown Houston, the Galleria/Uptown area, the Texas Medical Center, and Greenway Plaza. William P. Hobby Airport is also close by, as are top-rated higher education institutions such as the University of Houston and Rice University.

While Pearland can point to many local economic assets, it is important to recognize the larger economic region that is anchored by Houston and supported by a unique statewide business climate. Regions represent larger markets and collections of resources and have an economic magnetism that most cities, by themselves, cannot achieve. For this reason, Pearland's economic development objectives and programs must be considered in a regional context, while also being responsive to unique local issues and opportunities. The best economic development programs are those that enable a city to gain stature within its region by both leveraging and contributing to the combined resources of both the city and region.

Illustrated in **Figure 5.1, Job Growth and Wages in Houston Metropolitan Area, 2005-2010**, are the major sources of economic opportunity within

the region in the latter half of the last decade, which was a period when the Houston area and Texas outperformed the national economy amid a severe recession period.

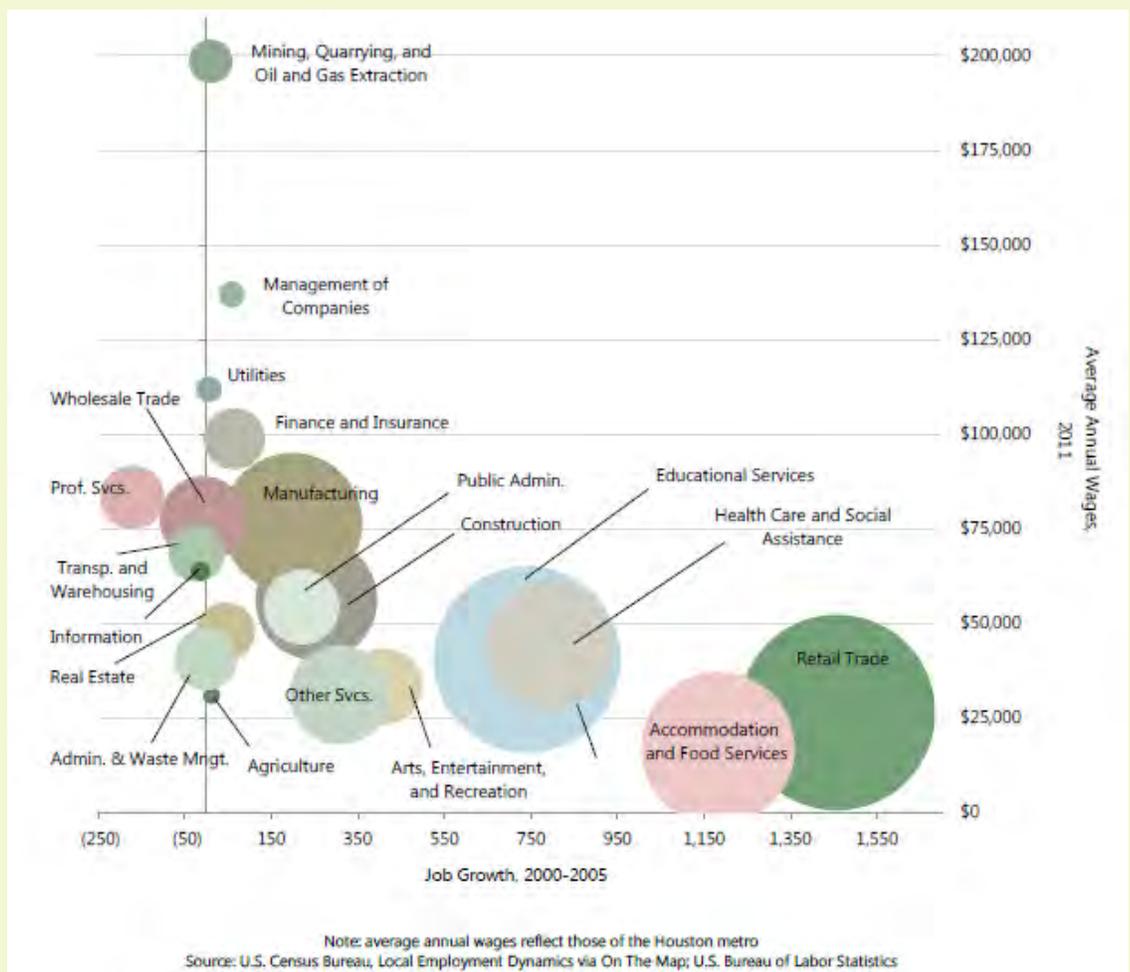
LABOR FORCE AND EMPLOYMENT GROWTH

According to the *Competitive Assessment* prepared as part of the Pearland 20/20 strategic planning effort, Pearland's significant population growth has supported the community's economic growth, leading to substantial expansion of the local labor force and job base.¹ Between 2000 and 2010, Pearland's population increased 142 percent, including an influx of almost 54,000 new residents over this decade. Pearland also experienced sustained job growth, adding more than 5,540 jobs during the same period. As a result, local-serving business sectors that follow

¹ *Pearland 20/20 Competitive Assessment*, Market Street Services, Inc. (for Pearland EDC), December 2012.

FIGURE 5.1, Job Growth and Wages in Houston Metropolitan Area, 2005-2010

Source: *Pearland 20/20 Competitive Assessment*, December 2012





Suburbanization of Medical Investments

As reported recently in the *Houston Chronicle*, various health care systems and providers are spending more than \$1 billion to expand existing and build new hospitals and satellite medical facilities in Houston and its suburbs – with Pearland’s economy and residents being major beneficiaries.

Memorial Hermann in Summer 2014 began a \$650 million renovation and 50 percent expansion of its flagship hospital in the Texas Medical Center. At the same time, the MH system has spent an estimated \$260 million on its Pearland community care center and expansions to its facilities in Katy and Sugar Land. In 2013 the Methodist system began a \$131 million expansion program involving facilities in Missouri City and Sugar Land, and has spent about \$300 million total over the last five years. According to the system’s senior vice president of facilities, planning and construction: “We’re expanding capacity where parts of the community are growing. It’s really being driven by demand. We’re trying to find a balance and staying ahead of the curve.”

Leaders in the health care industry, and others who monitor and study it, point to the following factors behind this wave of suburban medical investment:

- Pent-up demand from the recession years plus investor caution ahead of Affordable Care Act implementation is now leading to widespread medical expansions and development, including free-standing emergency rooms, clinics and hospitals in increasingly dispersed locations.
- Suburban communities like Pearland have been underserved, and suburban residents seeking care at the Texas Medical Center often find it congested and overwhelming.
- Low-level care and emergency treatment centers work well in outlying communities to offer ready access to residents, while high-end specialty treatment will still be the focus of Texas Medical Center institutions.

- Communities like Pearland with a sizable middle class appeal to health care providers because of the extent of private health insurance coverage, relative to populations that are more dependent on Medicare and Medicaid. Also, as suburban residents of lesser means gain coverage under the Affordable Care Act, they will also desire more care options and access closer to home.

Pearland has seen a relatively sudden and substantial surge of health care investment, including:

- A pending \$80 million Memorial Hermann hospital and outpatient care center (projected for 2015).
- A pending \$71 million hospital by HCA Healthcare of Nashville with 30 beds and 144,000 square feet.
- A three-story Kelsey-Seybold Clinic that opened in Fall 2013 with room for 27 physicians, including pediatricians, obstetricians, gynecologists and pulmonologists, plus room for future digital mammography, bone density testing and mobile CT imaging (part of a \$200 million Houston area expansion plan through 2015).
- A Methodist emergency care center with 10 exam rooms, digital radiology, a CT scanner, ultrasound and lab (one of multiple free-standing emergency facilities in development around the region at an approximate cost of \$8 million each).

As stated by the Methodist system facilities planner, “As we start to see growth, we start watching it. Then we start master-planning it. Capacity has to be where people are.”

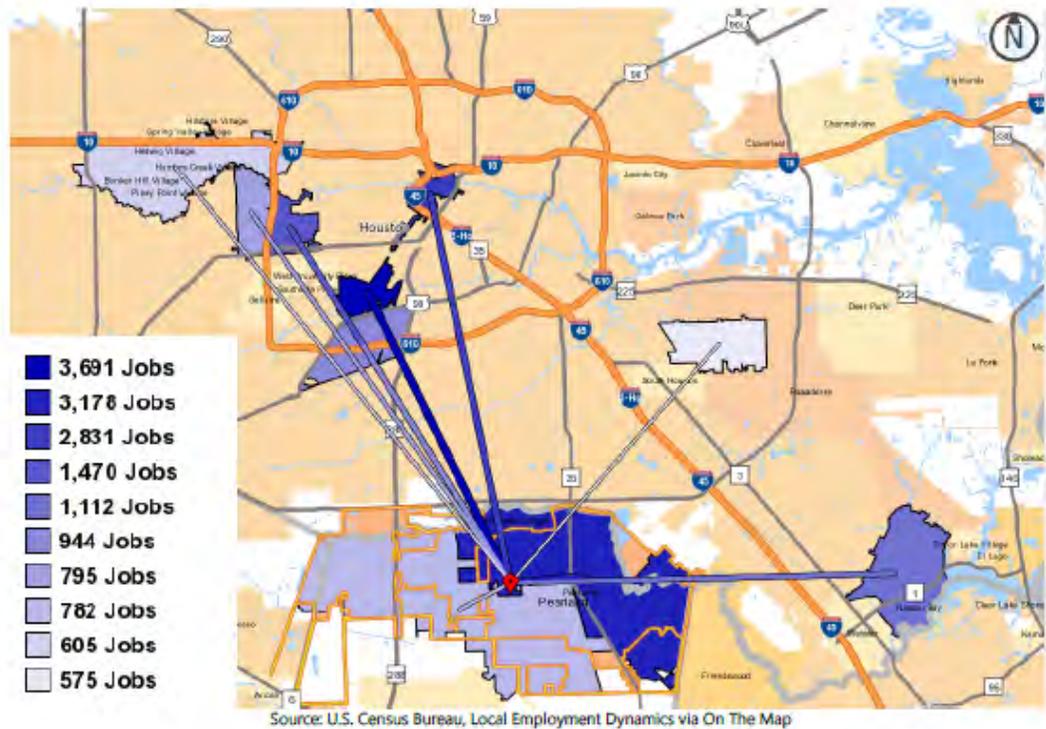
Source: “Houston-area health care construction takes off,” Lora Hines, *Houston Chronicle*, April 21, 2014.

population growth, such as retail, food service, education, and health care, have emerged as the city’s dominant economic drivers, accounting for 75.3 percent of total job growth between 2005 and 2010. According to the PEDC, Pearland’s top employers are primarily retail-oriented as highlighted in italics in the list below. Retail jobs are often a forerunner to more primary jobs that generate new wealth and bring in outside revenue.

- | | |
|------------------------|--|
| ■ City of Pearland | ■ Macy’s |
| ■ Davis-Lynch | ■ Packaging Service Company |
| ■ <i>Dillard’s</i> | ■ Pearland Independent School District |
| ■ Hatch Mott MacDonald | ■ Ref-Chem |
| ■ <i>H-E-B</i> | ■ <i>Target</i> |
| ■ <i>Home Depot</i> | ■ <i>Wal-Mart Stores, Inc.</i> |
| ■ Kelsey-Seybold | |
| ■ Kemlon | |
| ■ <i>Lowe’s</i> | |

FIGURE 5.2, Top 10 Zip Code Destinations of Residents Who Worked Outside of Pearland, 2010

Source: *Pearland 20/20 Competitive Assessment*, December 2012.



The following image shows Pearland's spatial relationship to key city of Houston employment destinations, including the Texas Medical Center, William P. Hobby Airport, the Galleria, and Downtown Houston (each shown in a red circle).

EMPLOYMENT MIX AND NEED FOR PRIMARY JOBS

The four sectors that have added the most jobs in Pearland – retail; accommodation and food service; health care and social assistance; and educational services – are also among the lower paying sectors. According to the *Competitive Assessment*, of the total job growth in Pearland during 2005-2010, the share of jobs paying more than \$40,000 annually fell three percent from 42.3 percent to 39.3 percent. This trend was opposite that of the State of Texas, which increased from 32.6 percent to 41.2 percent. This suggests that attraction of primary jobs to the community is essential if household income levels are to be maintained and boosted through well-paying local jobs. Data from Census 2010 show that the median household income at the time was \$89,113, making Pearland one of the highest-income communities in the Houston metropolitan area. The disparity between local wages and local household income indicates that many relatively affluent Pearland residents do not have the opportunity

to work in close proximity to where they live. Dependence on external employment is illustrated further in **Figure 5.2, Top 10 Zip Code Destinations of Residents Who Worked Outside of Pearland, 2010.**

Limited primary jobs locally contributes to the perception of Pearland as a commuter city. According to the *Competitive Assessment*, in 2010 only 3,755 people both lived and worked in Pearland, meaning that 90 percent of working-age residents were commuting to and from jobs outside of the city. A majority of the community's labor force commutes daily to regional employment centers such as the Texas Medical Center and both downtown and Uptown Houston. At the same time, a highly skilled workforce and the community's demographics and amenities have made Pearland an attractive destination for large medical-oriented companies and institutions seeking attractive new locations (e.g., Kelsey-Seybold Clinic, Cardiovascular Systems, and Merit Medical Systems).

DEMOGRAPHIC DRIVERS

Demographics play a major role in understanding the needs of a particular community and are especially important in a city growing as quickly as Pearland. Through the Pearland 20/20 strategic planning process, it was found that:

- Highly educated people live in Pearland, but not all residents are completing high school. In 2011, 45.1 percent of residents had college degrees (bachelor's degree or higher) and 16.6 percent had graduate or professional degrees. However, 26.8 percent of persons over the age of 25 did not finish or had not progressed beyond high school. This trend is even more evident when analyzed by race and ethnicity, making it important that residents have access to educational opportunities and chances to re-enter the education system.
- Growth in Brazoria County is very Texas-centric, but falling incomes are concerning. County-to-county migration rates show that Brazoria County has considerable residential exchange with other counties in the Houston metropolitan area. Harris County contributed 82,159 new residents to Brazoria County from 2000 to 2010 (48.4 percent of total county growth), and Harris County was also the most common destination of those leaving Brazoria. Migrants coming into Brazoria County had lower gross incomes than those who out-migrated. This is concerning if growth in overall disposable income is constrained, plus the potential negative effect on local tax structures and long-term ability to finance public projects and services.
- More young families are calling Pearland home, while growth in older population lags national trends. Family households increased by more than 130 percent from 2000 to 2010. Of these, 46.6 percent were headed by an individual between the ages of 25 and 44. These demographic characteristics place demands on child- and family-focused services and amenities, including school capacities, child care availability, recreational programming, and the general need for family-friendly spaces and places.
- Pearland has become a majority-minority community. International migration has changed the demographic makeup of the regional and local population. Non-Hispanic whites are slightly outnumbered by their

minority counterparts and accounted for 48.9 percent of the population in 2010. The ethnic and racial composition in Pearland is relatively evenly distributed as non-Hispanic African Americans and Asians make up 13.9 and 13.2 percent, respectively, while persons of Hispanic origin account for 21.8 percent of the population.

These demographic shifts have major implications for the goals and action strategies in both the *Pearland 20/20 Strategic Plan* and this Comprehensive Plan. Pearland must broaden its vision beyond population and high-value job growth to becoming a more complete community focused on enhancing recreation, arts and culture, aesthetics, and pride and identity, among other local priorities.

PEARLAND ADVANTAGES

When it was announced in early 2014 that Mitsubishi Heavy Industries Compressor Corporation had selected Pearland for its first U.S. plant, company representatives cited the following decision factors:

- Proximity of customers in petrochemicals sector
- Highway access
- Lower Kirby District industrial focus
- Availability of high-skill workers in area
- Residential quality in Pearland
- Good schools
- Easy access to downtown Houston (where the company will keep its marketing office)

At a 26-acre site located along Kirby Drive and near Beltway 8, the company is investing \$100 million to construct a 100,000 square foot plant and 40,000 square feet of office space. The first phase is projected for completion in late 2014. Then, by 2016, the company plans to add further manufacturing and testing space to have a fully operational production facility, providing a second global site modeled after the original in Japan. Some 100 new hires, mostly highly skilled machinists and engineers, are to be working on site by that point.

Sources:

- "Deal of the Week: Closer to the customers," Katherine Feser, *Houston Chronicle*, January 11, 2014.
- "Mitsubishi Heavy Industries breaks ground on Pearland manufacturing site," Molly Ryan, *Houston Business Journal*, January 14, 2014.
- "Mitsubishi division discloses details about planned Pearland manufacturing site," Molly Ryan, *Houston Business Journal*, January 16, 2014.

Key Planning Considerations

The *Pearland 20/20 Strategic Plan* was preceded by a *Competitive Assessment* so the plan's core strategies would be informed by an understanding of how Pearland compared to national and statewide indicators, as well as to several peer communities: Franklin, Tennessee (a Nashville suburb); McKinney, Texas (a Dallas suburb); and Sugar Land, Texas – another prominent Houston-area suburban city. Summarized in **Figure 5.3, Key “Takeaways” from Competitive Assessment**, are a series of findings from which the core strategies of the Strategic Plan were derived.

The remainder of this section provides further discussion of each of the key “takeaways”:

Growth Trends are not Sustainable. Many fast-growing suburban communities, like Pearland, have developed with an over-reliance on residential land use that has led to an imbalance in tax revenue that ultimately constricts the provision of services or results in tax increases. Pearland's lack of a significant base of high-value employers will eventually constrict the City's ability to allot new resources to projects and services, especially if residential growth and/or sales tax revenues slow to the point that City funds start to deplete. Within its region, Pearland has been trending toward a role as a residential community for employers located elsewhere in the region. If this trend continues, Pearland's residential population will increase the cost burden of delivering the public infrastructure and services that contribute to the community's high quality of life. As such, a key goal for economic development is to create a better jobs-housing balance within Pearland.

FIGURE 5.3, Key “Takeaways” from Competitive Assessment

Source: *Pearland 20/20 Competitive Assessment*, December 2012.



Common Themes

Small-group “listening sessions” conducted early in the comprehensive planning process reinforced or elaborated on many of the same themes and priorities as in the *Pearland 20/20 Strategic Plan*, including:

- Risk of traffic congestion undermining Pearland’s investment and retail appeal.
- Optimal use of properties with corridor frontage.
- Extent of service-oriented jobs relative to professional occupations in Pearland (and the extent of inbound commuting of service workers relative to outbound commuting for a wider array of professional employment opportunities).
- Revitalization needs and challenges (i.e., vacant older business sites on east side, need for Old Townsite destinations, importance of SH 35 improvements, and incentives versus more regulation).
- Need for more activities, community events, and cultural/entertainment options to keep residents in Pearland versus going to Houston and elsewhere, and for the tourism benefits.

Progressive Planning and Investment Must Continue.

Pearland has done an outstanding job of planning and preparing for its population growth by investing in high-value infrastructure and transportation projects. Hundreds of millions of dollars have been invested to improve the transportation grid, water and wastewater infrastructure, utilities, flood protection, police and fire services, public education, and other community resources. To sustain this positive growth model, the City of Pearland and other area public agencies must continue the necessary financial support to maintain and operate these assets at a high level.

Pearland is the “New America.” The population diversity from numerous races and ethnicities within Pearland make it a smaller version of larger regional and national trends. The community must make sure that racial and ethnic differences remain a positive rather than a potential source of friction or division, potentially leading to negative impacts on public safety, educational performance, and other trends.

Citizens Want More Amenities. Pearland residents would like to see more recreational, entertainment, and cultural amenities in their community. Though similar amenities are available within close proximity in Houston and other area communities, it will be part of Pearland’s transition from a “bedroom” community to “a more complete city” if residents can begin to enjoy more such resources closer to home. Additionally, for Pearland to recruit top talent and companies, amenities like walkable activity centers, mixed-use “urban” developments, transit options, and a well-connected sidewalk system will

be essential. This is especially true for more highly educated workers arriving from larger metropolitan areas in Texas and the U.S., including professionals in the health care, energy and education sectors.

Looks Matter. Though the City has taken various steps to improve Pearland’s aesthetics, such as adding prescriptive regulations on development appearance, installing gateway signage, and developing new roads with landscaped medians, residents are still concerned about the image set along high-profile corridors like FM 518/Broadway, SH 35, and SH 288. Pearland’s visual impression needs to be improved as another key element of attracting more investors and visitors, as well as for the daily enjoyment of residents.

Pearland Must Build a Sense of Community. There is a pre-conception that Pearland is “two different towns” east and west, which complicates having a shared vision. Common stereotypes are that civic and organizational participation characterizes east-side residents, while west-side residents are usually newer in migrants without the same allegiance or association with the broader community. Without a shared “sense of community,” outreach and consensus-building efforts achieve limited success in a spread-out city of 100,000+ residents.

Citizen Survey Results

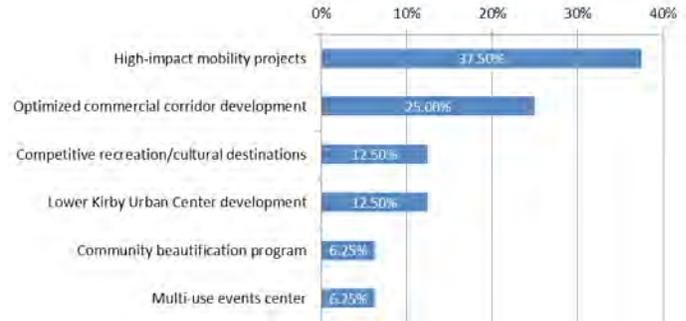
Eight in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated the city’s overall economic health as excellent or good, which is higher than other communities in the nation.

Core Strategies

The *Pearland 20/20 Strategic Plan* documents nine areas in which community leaders saw the need for prompt and targeted action to seize opportunities and address challenges to economic development success. The plan states that these core strategies, combined, are intended to improve Pearland's "product." The nine strategies are summarized visually in **Figure 5.4, Core Strategies from Pearland 20/20 Strategic Plan**.

In an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked to weigh six of the nine core strategies that are most relevant to the Comprehensive Plan as they involve physical

considerations. In response to the question, "Which among these six do you consider most important to Pearland's economic success in the near term?", the 16 participants voted as follows:



A Cohesive Strategy

"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."

- *Pearland 20/20: A Blueprint for Pearland, Texas*

FIGURE 5.4, Core Strategies from Pearland 20/20 Strategic Plan

Source: *Pearland 20/20 Strategic Plan*, April 2013

In the subsequent discussion, it was emphasized that another core strategy not among the six voting options – “Design and implement an enhanced economic development marketing program” – is actually the top priority of PEDC leadership as they see it as indispensable to the entire Strategic Plan implementation.

Presented in the remainder of this section are a next level of action steps under each of the nine core strategies. The full Strategic Plan document includes yet another level of action detail, at which point potential funding sources and lead and support entities for each action area are spelled out.

1

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

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.

3

OPTIMIZE THE DEVELOPMENT POTENTIAL OF PEARLAND’S PRINCIPAL COMMERCIAL CORRIDORS.

- 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.

4

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

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

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

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

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

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.

IMPLEMENTATION GUIDELINES

The *Pearland 20/20 Strategic Plan* focuses on “what” the City must do to be most competitive for future jobs, investment, and talent. A companion *Implementation Guidelines* report focuses on “how” the plan’s core strategies will be accomplished. The report operationalizes the strategies by laying out action timelines for the first year as well as years two through five. The Guidelines report also include metrics and benchmarks to help in measuring success as well as staffing, funding, and operational considerations.

Based on Steering Committee discussions and voting, plus responses to an online survey, the Guidelines report highlighted 10 programmatic priorities from among the actions list above. These “Key Initiatives for Pearland 20/20” were all considered equally important and are listed as they appear in the plan versus any particular priority order:

- 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.
- 1.9** Optimize a program to retain and expand existing Pearland employers.
- 2.1** Continue planning, design, and construction of priority road and highway projects.
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**
- 3.1** Create a FM 518/Broadway master development plan.
- 3.3** Realize efforts to establish a management district for SH 288.
- 5.1** Establish a city-led task force to coordinate elements of a beautification strategy.
- 6.1** Implement the recommendations of the Lower Kirby Urban Center Master Plan and Implementation Strategy.

These 10 initiatives were described as comprising the bulk of first-year strategy implementation as they are the “game changers” that the PEDC, City, and other entities could use when promoting and securing buy-in for the Strategic Plan.

Economic Development Tools

As a home rule municipality, the City of Pearland has the ability and a range of authorities for influencing local economic growth and private investment in the community, and especially to ensure a positive and supportive business climate for these activities. Additionally, residents voted in 1995 to establish the Pearland Economic Development Corporation (PEDC), which in itself is one of the fundamental means available to Texas communities to advance local economic objectives. PEDC is a non-profit Type B Corporation under the Texas Development Corporation Act and is primarily funded by a half-cent sales tax within the City. Its seven-member Board of Directors is appointed by and serves at the pleasure of the Pearland City Council. This arrangement positions PEDC as the lead entity and voice for Pearland in economic development matters, pursuing the following mission:

PEDC is committed to enhancing our community’s economic vitality through the attraction, retention and expansion of primary employers. PEDC works to ensure our business climate and built environment strongly support these efforts by focusing on aesthetics, infrastructure, quality of life, image, workforce and quality development and redevelopment of key Pearland districts and corridors.

AVAILABLE TOOLS

Summarized in **Table 5.1, Tools for Advancing Economic Development Objectives**, are key mechanisms through which Pearland is already pursuing its economic development objectives. These tools are shown in five categories that represent the main ways that comprehensive plans are implemented:

- 1.** Capital projects.
- 2.** Policies and programs.
- 3.** Regulation and standards.
- 4.** Partnerships and coordination.
- 5.** More targeted planning (especially as required to qualify for external funding opportunities).

It should be noted that, relative to the *Pearland 20/20 Strategic Plan*, this Comprehensive Plan section focuses more on physical planning considerations related to economic development. Additionally,

several priorities among the nine key initiatives in the Strategic Plan are addressed more directly in this Comprehensive Plan through Section 6, Parks and Tourism. This includes desires expressed in the Strategic Plan for ongoing park/recreation/trail investments and exploration of additional funding and implementation avenues; potential creation of a parks foundation and further development of a

unified arts/culture organization; pursuit of a multi-use events center in the city; public art opportunities; and expanded internal marketing of Pearland amenities and events to local residents. Therefore, these topics are not addressed in the following tools inventory, but in the Parks and Tourism section instead.

TABLE 5.1, Tools for Advancing Economic Development Objectives

TOOL	PEARLAND EXAMPLES
Overall Framework for Growth and Investment	
Long-Range Planning	<ul style="list-style-type: none"> • Comprehensive Plan <ul style="list-style-type: none"> » Land Use Plan » Thoroughfare Plan
Strategic Planning	Pearland 20/20 Strategic Plan
Capital Projects	
Multi-Year Programming and Budgeting	<ul style="list-style-type: none"> • Capital Improvements Plan (CIP) <ul style="list-style-type: none"> » Targeted utility and street infrastructure projects » Aesthetic design of storm water detention projects
Policies and Programs	
Municipal Policies	<ul style="list-style-type: none"> • City/PEDC incentive policies • PEDC budget and use of Economic Development Sales Tax revenue • Convention and Visitors Bureau budget and use of Hotel-Motel Occupancy Tax revenue
Special Initiatives	<ul style="list-style-type: none"> • Enhanced marketing (external and internal) • Beautification strategy • Dedicated PEDC staffing for redevelopment focus • Brownfield remediation to support redevelopment
Special Districts	<ul style="list-style-type: none"> • Municipal Management Districts (SH 288, Lower Kirby, Pearland #1) • Tax Increment Reinvestment Zones (TIRZ) • Foreign Trade Zones • Texas Enterprise Zones • Municipal Utility Districts (MUDs) • Brazoria County Drainage District No. 4
Regulations and Standards	
Land Development Regulations	<ul style="list-style-type: none"> • Unified Development Code (UDC) <ul style="list-style-type: none"> » “Development-ready” platted and zoned sites » Street improvements and utilities per desired cross sections » Process “friendliness” • Corridor Overlay District for development quality

TABLE 5.1, Tools for Advancing Economic Development Objectives (Continued)

TOOL	PEARLAND EXAMPLES
Partnerships and Coordination	
Public/Public	<ul style="list-style-type: none"> • Pearland Economic Development Corporation • Pearland Convention and Visitors Bureau (including local entertainment options for younger residents) • School districts and higher education institutions (new and expanded educational facilities) • Economic Development Alliance for Brazoria County • Houston-Galveston Area Council <ul style="list-style-type: none"> » Gulf Coast Economic Development District (GCEDD) • Texas Economic Development and Tourism Division, Office of the Governor • State programs and grants (e.g., Emerging Technology Fund, Texas Enterprise Fund, Texas Local Government Code Chapter 380 incentives/tax rebates) • Federal programs and grants (e.g., Economic Development Administration, Small Business Administration)
Public/Private	<ul style="list-style-type: none"> • Private property owners, investors, and land development and real estate communities • Development agreements • CenterPoint Energy and other private utilities • Advocacy and resource organizations <ul style="list-style-type: none"> » Pearland Chamber of Commerce » Old Townsite Business Coalition » Pearland Alliance for Arts and Culture » Keep Pearland Beautiful » Greater 288 Partnership » Greater Houston Partnership • Community-based groups that promote and fundraise for particular initiatives (e.g., advocates for local entertainment for younger residents such as a skate park)
Targeted Planning	
Special-Area Planning	<ul style="list-style-type: none"> • Corridor and district plans (FM 518/Broadway, SH 35, Old Townsite, Lower Kirby) • Management District plans
City Master Plans	<ul style="list-style-type: none"> • Water, Wastewater, Drainage • Parks and Recreation, Trails • Traffic Management (congestion relief in retail areas)

Given its size and the resulting level of sophistication of its municipal government, Pearland benefits from activities that are done here routinely relative to smaller cities with lesser means and capabilities – and compared to some larger cities with limited will or support to take certain actions. Along with the strategic priorities and other actions outlined above, it is important to capture in the Comprehensive Plan

those ongoing functions of City government and its economic development arm, PEDC – such as those highlighted in Table 5.1 – that will also help to attain the vision and goals within this plan. Additionally, PEDC added a new staff position in late 2013 to ensure a dedicated focus on particular Strategic Plan initiatives, including the corridor and redevelopment emphases.

2015

Pearland

COMPREHENSIVE PLAN



Celebrating a new playground opening



Annual Crawfish Festival in Pearland

SECTION 6

Parks and Tourism

As an indication of Pearland's growing size and sophistication, residents and leaders are increasingly focused on recreation, culture, and tourism amenities as keys to future success, along with typical community fundamentals such as traffic management, housing affordability and neighborhood protection and enhancement. The City has a solid history of planning and subsequent investment in parks and recreation facilities, through a Parks and Recreation Master Plan (last updated in 2010, with a next update under way) and a first-time Trail Master Plan adopted in August 2007. Current projects coming to fruition based on these plans include Centennial Park expansion and Independence Park upgrades, multiple significant trail segments, Shadow Creek Ranch Park, and the Max Road Sportsplex, which is also another example of reaping multi-purpose community benefits from necessary storm drainage detention sites.

During 2013 the City also chose to establish a Convention and Visitors Bureau (CVB) as part of City government, with dedicated staffing and a storefront office and Visitor Center location in Pearland Town Center. This new approach will assist in promoting Pearland as a sports, business and leisure destination by establishing and maintaining consistent contacts with planners within various niche markets such as associations, sports, group businesses and corporate businesses nationwide. The CVB also provides leads/referrals to Pearland hotels and venues. This supports the CVB's mission, which is to promote and coordinate tourist related activities within the City of Pearland.

The emphasis on recreational and cultural resources also aligns with several priorities in the *Pearland 20/20 Strategic Plan*, including the recognized need for expanded marketing of community assets both to external audiences and internally within the community. Meanwhile, the Pearland Alliance for Arts and Culture is providing a vehicle for ongoing discussion and coordination on how best to accomplish a shared vision for new local cultural venues and programming.

Parks and Trails Context

Going back to the City's previous Parks and Recreation Master Plan adopted in December 2005, and the subsequent City bond package that was passed by voters in 2007, the City of Pearland has made significant investments toward expanding and enhancing its parks, recreation and open space system. Specific projects included in the 2007 bond referendum included:

Proposition 2 - Drainage

- Hickory Slough Detention (200 acre-feet of water storage with dual use for soccer fields).

Proposition 4 - Parks and Recreation

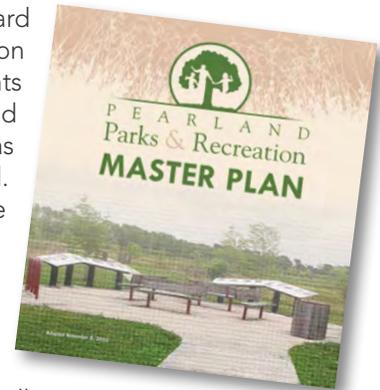
- Trail Connectivity (hike and bike trail from Centennial Park to west of FM 1128).
- Max Road Sports Complex.
- Centennial Park (expansion).
- Shadow Creek Sports Complex.
- Independence Park (upgrades).
- Delores Fenwick Nature Center.

Proposition 5 - Recreation Facility

- Recreation Center and Natatorium (completed in August 2010).

PARKS AND RECREATION MASTER PLAN

In 2010, the City's appointed Parks, Recreation and Beautification Board worked with Parks and Recreation Department staff and consultants to prepare an updated Parks and Recreation Master Plan, which was then adopted by City Council. The plan was updated in the context of Pearland's continued rapid growth and underscores the crucial role that the City's parks, trails, open spaces and recreation programs play in the vitality of Pearland and the well-being of its citizens.



The 2010 plan assessed Pearland's unique needs by documenting existing parks and recreation sites, facilities and improvements; surveying residents and other stakeholders regarding their concerns and priorities; translating this input into a series of plan goals and objectives; establishing standards to guide new projects plus upgrades to existing sites and facilities; and conducting a more technical needs assessment to determine the advisable amount and appropriate locations of parks and recreation facilities relative to local population size and development patterns.

GOALS

The goals, and their associated objectives, in the 2010 plan were re-purposed and reorganized relative to earlier master plan iterations to highlight particular areas of emphasis as follows:

Parks and Amenities

1. Ensure that all parks facilities are maintained efficiently, cost effectively, safely, and in accordance with all standards and codes.
2. Provide and maintain park land and recreational facilities that meet the present and future recreational needs of the community.

Programs

3. Ensure that recreation programs meet the interests and needs of a variety of ages and abilities by providing and sponsoring programs independently and in cooperation with other community organizations or agencies.

Planning and Administration

4. Ensure the success of the organization through the continued development of the staff and department.

5. Ensure that the administration of the Department is effective, well-managed, and customer-friendly.
6. Exercise fiscal responsibility and prudence in all financial and business transactions.
7. Provide access to programs and facilities to members within the community.

Environment and Natural Resources

8. Pearland Parks and Recreation will work to preserve our natural resources, conserve energy, and protect and enhance our environment.

Communication

9. Maintain strong communication with community residents and other public agencies and private sector organizations.
10. Maintain strong internal communication within the department as well as with other city staff.

Tourism

11. Partner in contributing to the City's economic development by attracting tourists and businesses to Pearland.

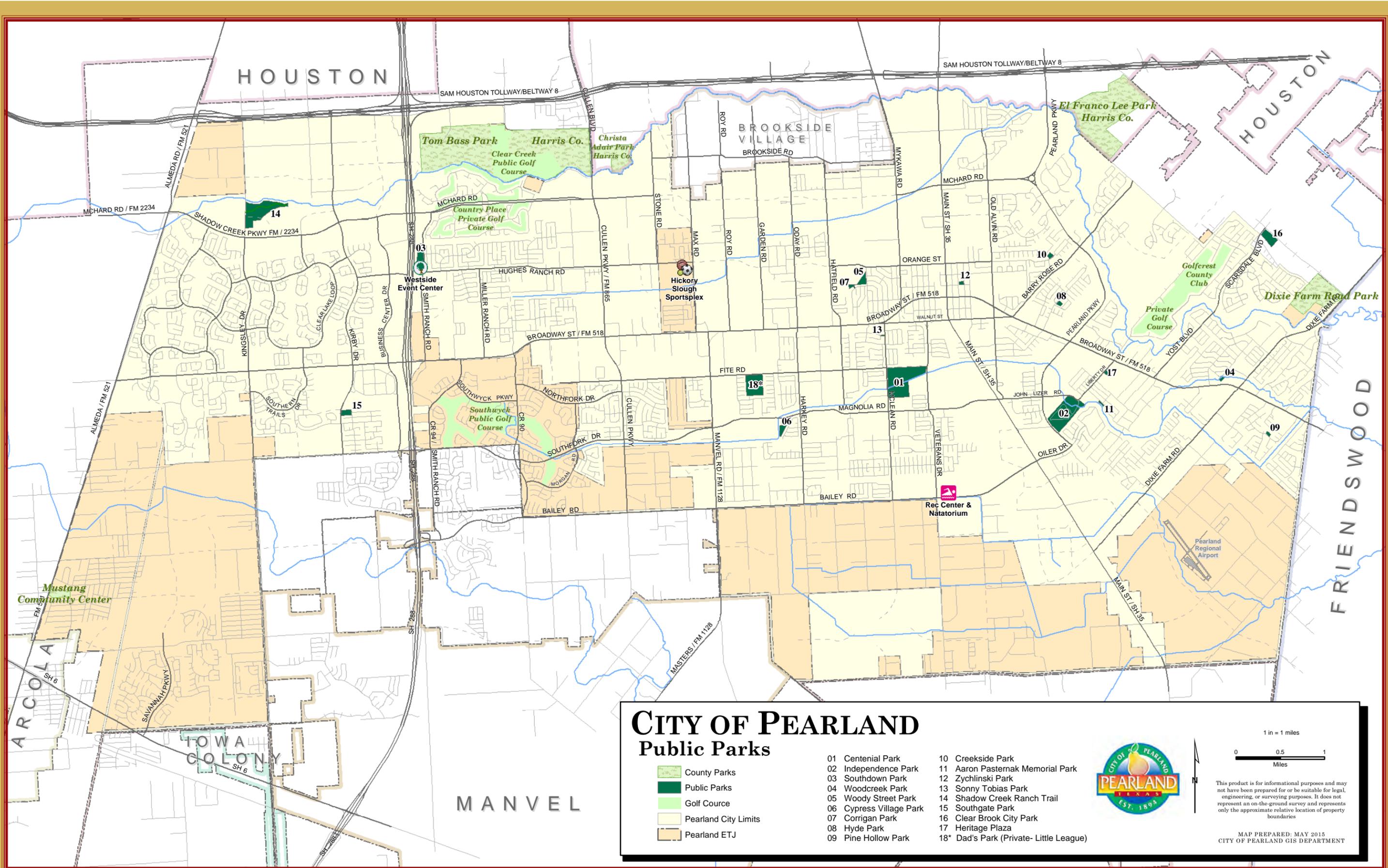
EXISTING AND NEEDED PARKLAND

The City-prepared **Public Park Locations Map** included in this plan section illustrates the City's 15 existing parks, as listed in **Table 6.1, Current City of Pearland Parks**. The City also has two dog parks available to residents within Independence and Southdown parks.

Citizen Survey Results

Five in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated recreational and fitness opportunities as excellent or good. Seven in 10 respondents rated health and wellness as excellent or good. Respondents gave some of the lowest ratings to Pearland as a place to visit and lacking in cultural, arts and music activities.

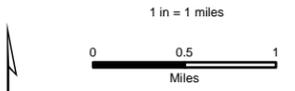




CITY OF PEARLAND Public Parks

- County Parks
- Public Parks
- Golf Course
- Pearland City Limits
- Pearland ETJ

- | | |
|-------------------------|---|
| 01 Centennial Park | 10 Creekside Park |
| 02 Independence Park | 11 Aaron Pasternak Memorial Park |
| 03 Southdown Park | 12 Zychlinski Park |
| 04 Woodcreek Park | 13 Sonny Tobias Park |
| 05 Woody Street Park | 14 Shadow Creek Ranch Trail |
| 06 Cypress Village Park | 15 Southgate Park |
| 07 Corrigan Park | 16 Clear Brook City Park |
| 08 Hyde Park | 17 Heritage Plaza |
| 09 Pine Hollow Park | 18* Dad's Park (Private- Little League) |



This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.

MAP PREPARED: MAY 2015
CITY OF PEARLAND GIS DEPARTMENT

TABLE 6.1, Current City of Pearland Parks

Source: City of Pearland

Park	Acres	Map Location
Community		
Centennial	59.24	1
Independence	49.72	2
Southdown	12.14	3
Neighborhood		
Corrigan	1.47	7
Cypress Village	3.59	6
Hyde	1.30	8
Pine Hollow	1.10	9
Southgate	4.23	15
Woody Street	5.02	5
Zychlinski	1.24	12
Mini "Pocket"		
Aaron Pasternak Memorial	0.73	11
Creekside	1.64	10
Sonny Tobias	0.39	13
Woodcreek	1.43	4
Linear		
Shadow Creek Ranch Nature Trail	41.64	14

Park Classifications

The National Recreation and Park Association classifies parks into four categories based on park size and extent of area served. These classifications include, from smallest to largest:

Mini "Pocket" Parks

- Typically less than one acre.
- Intended for use by nearby residents (within ¼ mile).
- No specific development criteria, but often include playscapes, benches, some sidewalks and trash receptacles (but usually not restrooms).
- Overall, should have ½ acre of this park type for each 1,000 persons in the community.

Neighborhood Parks

- Typically five to 10 acres.
- Should have central location and ease of access, including pedestrian/bicycle linkages, for convenient use by residents of surrounding neighborhoods (especially within ¼ to ½ mile).
- Should have a mix of active and passive recreation offerings to accommodate the needs of all ages.
- Often include playgrounds and picnic areas, and sometimes sports fields.
- Overall, should have two acres of this park type for each 1,000 persons in the community.

Community Parks

- Typically 30 to 50 acres.
- Intended to function on a large scale, serving the park and recreation needs of an entire community (but especially residents within ½ to three miles).
- Typically improved with playgrounds, walking/jogging trails, picnic areas, athletic fields, and other facilities to accommodate larger-scale activities and group assemblies.
- Adequate off-street parking essential.
- Ideally should be accessible via an off-street trail/greenway linear linkage.
- Overall, should have five acres of this park type for each 1,000 persons in the community.

Regional Parks

- Greater than 50 acres.
- May include large urban parks or large-scale sports complexes.
- Overall, should have 100-300 acres of this park type (no specific population ratio).

Other open spaces typically round out a local park system, including large expanses of land permanently dedicated for public use and enjoyment.



As of the 2010 master plan update, the City's existing parks totaled 171.3 acres. This included:

- 117.9 acres in Community parks;
- 15.2 acres in Neighborhoods parks;
- 8.7 acres in Mini "Pocket" parks; and
- 29.5 acres at Shadow Creek Ranch Nature Park.

Other existing recreation assets included the new Recreation Center and Natatorium, Pearland Community Center (soon to be converted for office space), Melvin Knapp Senior Center, and the Westside Event Center. The City also had accumulated 171.8 acres in undeveloped public park sites.

However, based on common benchmarks for adequacy of developed parkland relative to community population, as promulgated by the National Recreation and Park Association (NRPA) and used by jurisdictions across the nation, Pearland was meeting only 23 percent of its developed parkland need in 2010 (171.3 of 737.3 acres).¹ On the other hand, a unique attribute of Pearland is the extent of private park and recreation space within individual subdivisions and master-planned developments. Including these sites and facilities in the calculation meant that 59 percent of the developed parkland need was being met in 2010 (434.4 of 737.3 acres). To the extent that residents are able to access and use school playgrounds and athletic fields, this

1: The NRPA standard of 1-2 acres of neighborhood parks per 1,000 population was customized to 1.5 acres for Pearland. The standard of 5-8 acres of community parks per 1,000 population was customized to 6 acres. Based on an estimated 2010 population of 98,300, this indicated a current need for 147.5 acres of neighborhood parks and 589.8 acres of community parks, for a total need of 737.3 acres of developed public parkland.

also supplements Pearland's municipal parks and recreation offerings.

The challenge for Pearland highlighted in the 2010 master plan is that another 1,017 public and private acres of developed parkland will be needed by 2030 based on the NRPA guidance and given the expected ongoing pace of population growth. This plan assumed a 2030 population of approximately 193,500 residents, which translates to a total parkland need of 1,451.3 acres. As of the 2010 master plan, the City had 171.8 acres of undeveloped parkland for eventual improvement and absorption into the system.

The new Parks and Recreation System Map in the 2010 master plan (Map 4.3 included in this plan section) highlighted general locations where additional park development should occur in the future. This is based on the pattern of current and anticipated residential development and the typical service areas of Community parks (1/2-mile walking distance) and Neighborhood parks (1/4-mile walking distance). The map indicates parkland needs in multiple areas, especially within the Neighborhood park classification, and particularly in the southwestern part of the City limits and extraterritorial jurisdiction, where larger scale parks will also be needed. Meeting these needs will be difficult as remaining suitable land becomes increasingly scarce, and also given concerns noted by City staff about the inadequacy of the current parkland dedication and fee-in-lieu mechanisms for acquiring sufficient public parkland with ongoing growth.



Natatorium at the Pearland Recreation Center



Dog park areas are a popular addition at Independence and Southdown parks



PEARLAND Parks & Recreation

Map 4.3

Parks and Recreation System Plan

Legend

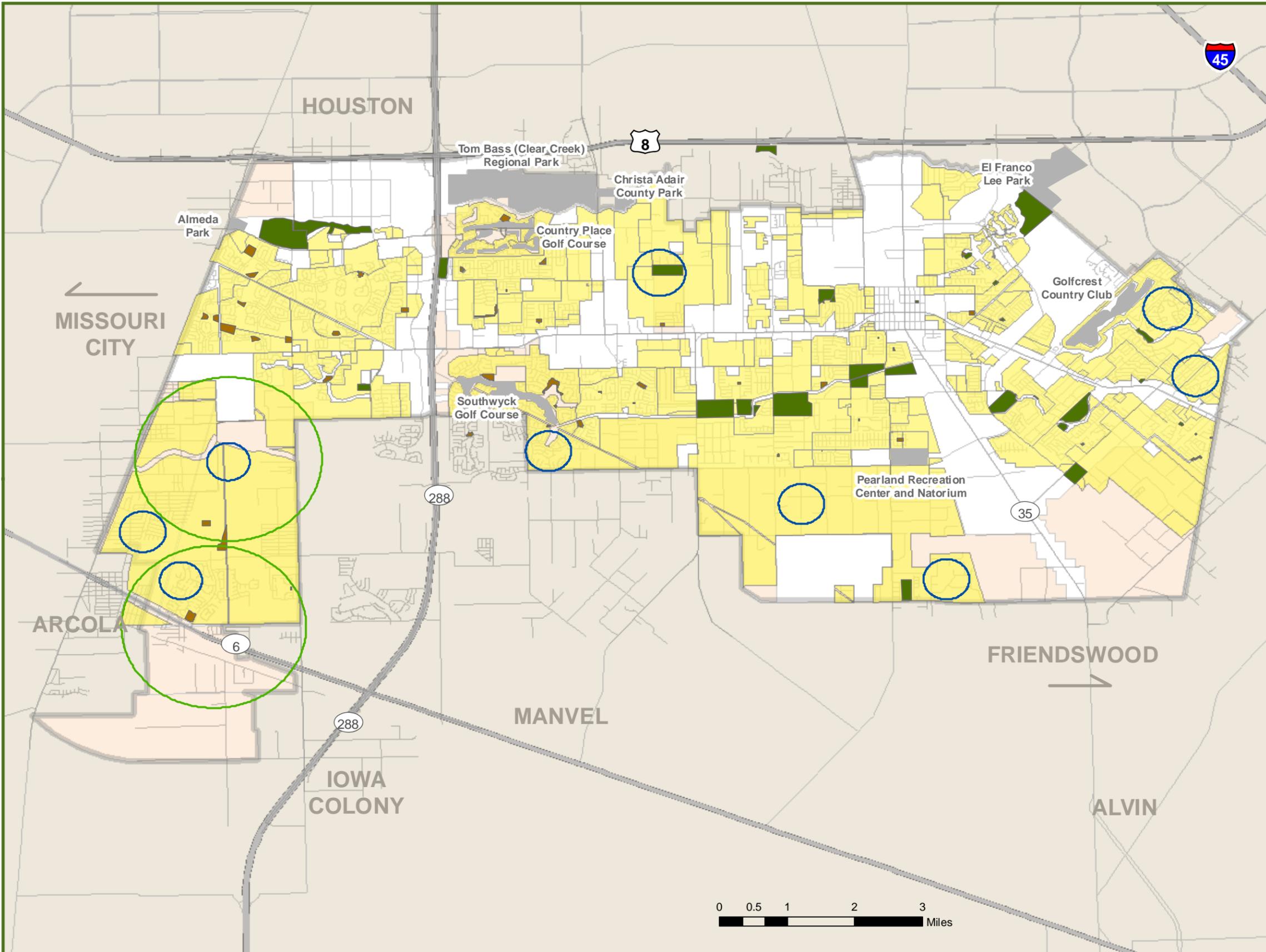
- Public Parks
- Private Parks
- Other Facilities

Need Areas

- Neighborhood Park Need Area (1/4 mile)
- Community Park Need Area (1 mile)

Map Features

- Residential Land Areas
- ETJ
- City Limits



ADOPTED 11.08.10

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More details from the 2010 Parks and Recreation Master Plan are available on the City website.

TRAIL MASTER PLAN

In 2007 Pearland City Council unanimously adopted a first-time Trail Master Plan to establish appropriate policy guidance and direction for the gradual, phased development of a community-wide trail network in the community. As a complement to the City's Parks and Recreation Master Plan, the Trail Master Plan is, likewise, ultimately aimed at enhancing livability in the community. It was also intended to provide a compelling basis for grant application opportunities, as well as supporting the City's own capital planning and budgeting processes.

The vision and goals of the plan are:

VISION: Enable Pearland residents to safely reach countless destinations within the community on foot or by bike through a comprehensive trail system – and one that ultimately provides a continuous linkage beyond Pearland all the way to Clear Lake and Galveston Bay.

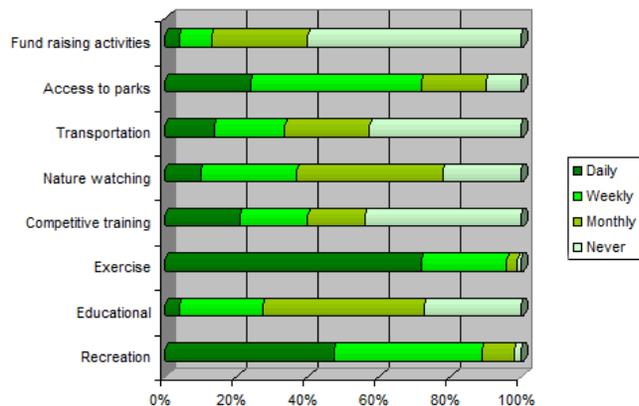
GOALS:

1. An interconnected community enjoyed by recreational walkers and cyclists.
2. A well-designed trail system that accommodates users interested in longer-distance hikes and bicycle routes.
3. A trail network that supports the community's environmental and open space priorities.
4. A series of trails that allow for shared use, where safe and appropriate, but also specialized uses to serve a diversity of interests.
5. Equitable distribution of and access to trail system components across the community.
6. A manageable trail system that can be built, operated and maintained by the City in a cost-effective manner.
7. Pursuit of inter-agency and public/private partnerships to share the costs and maintenance responsibilities of a comprehensive trail system.

According to the plan, many of the guiding principles in the City's adopted Parks and Recreation Master Plan also applied to the Trail Master Plan, highlighting such themes as community well-being and livability, promotion of fitness and leisure opportunities, environmental resource protection and nature tourism promotion, community cohesiveness and connectivity, equitable access, and intergovernmental and public/private cooperation and coordination.

Trail system possibilities were evaluated by:

- Assessing existing conditions including public trails (e.g., at Aaron Pasternak Park, the West Oaks area, and around storm water detention facilities in northeast Pearland) and private trails (e.g., in the Autumn Lakes and Village Grove subdivisions), and the extensive internal trail systems to be built within master-planned developments such as Shadow Creek Ranch.
- Completing a citywide inventory of existing sidewalks and curb cuts for wheelchair access; considering opportunities (e.g., along water features especially where Drainage District access was already in place, in utility and pipeline corridors, and potential access points) and challenges (e.g., necessary crossings of busy roadways, uncertainty about potential Clear Creek flood control improvements, and locations with limited space between creeks and adjacent residential back yards).
- Conducting an online survey through which 368 site visitors answered 15 questions (with 95 percent concurring that trails are important to them as a means of recreation, exercise and/or transportation, and with 92 percent saying they would support a bond referendum for a

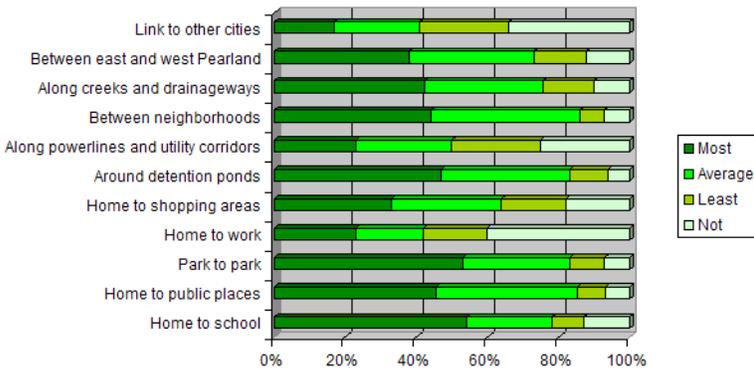




citywide trail system). To the question, “What is your primary interest for trails?”, responses were as shown in the first chart. The second chart shows responses to a second question: “Which trail connections are important to you and your family?”

- Establishing trail design principles that include consideration of safety, environmental sensitivity, community character, maintenance, accessibility, signage and public information, and security.

- Primary trails are described as similar to arterial streets, continuous over the longest distance, connecting many destinations plus other trail segments, and designed to carry the most “traffic.”
- Secondary trails are described as similar to collector streets, often not extending beyond a particular area of the city, serving as “feeder” routes to the primary trail network, and providing links between individual neighborhoods and destinations.
- Destinations that would be linked by full buildout of the system included, at the time of plan adoption: 12 elementary schools (nine existing, three planned); nine junior/middle schools (seven existing, two planned); two high schools (one existing, one planned); one private school; a potential future higher education campus; 12 City parks and recreation facilities; four County parks (three existing, one planned); three non-municipal recreation facilities; six major drainage detention facilities (with associated park and/or loop trails); five major public facilities plus various others; commercial areas; and neighborhood sites such as churches and pools.



The **Future Trail Network Map** (Figure 4.1 from the Trail Master Plan) included in this plan section highlights opportunities for potential primary and secondary trails, complementary sidewalk linkages, locations where bridges might be needed, possible trailhead locations, and points of interest that would be made more accessible.

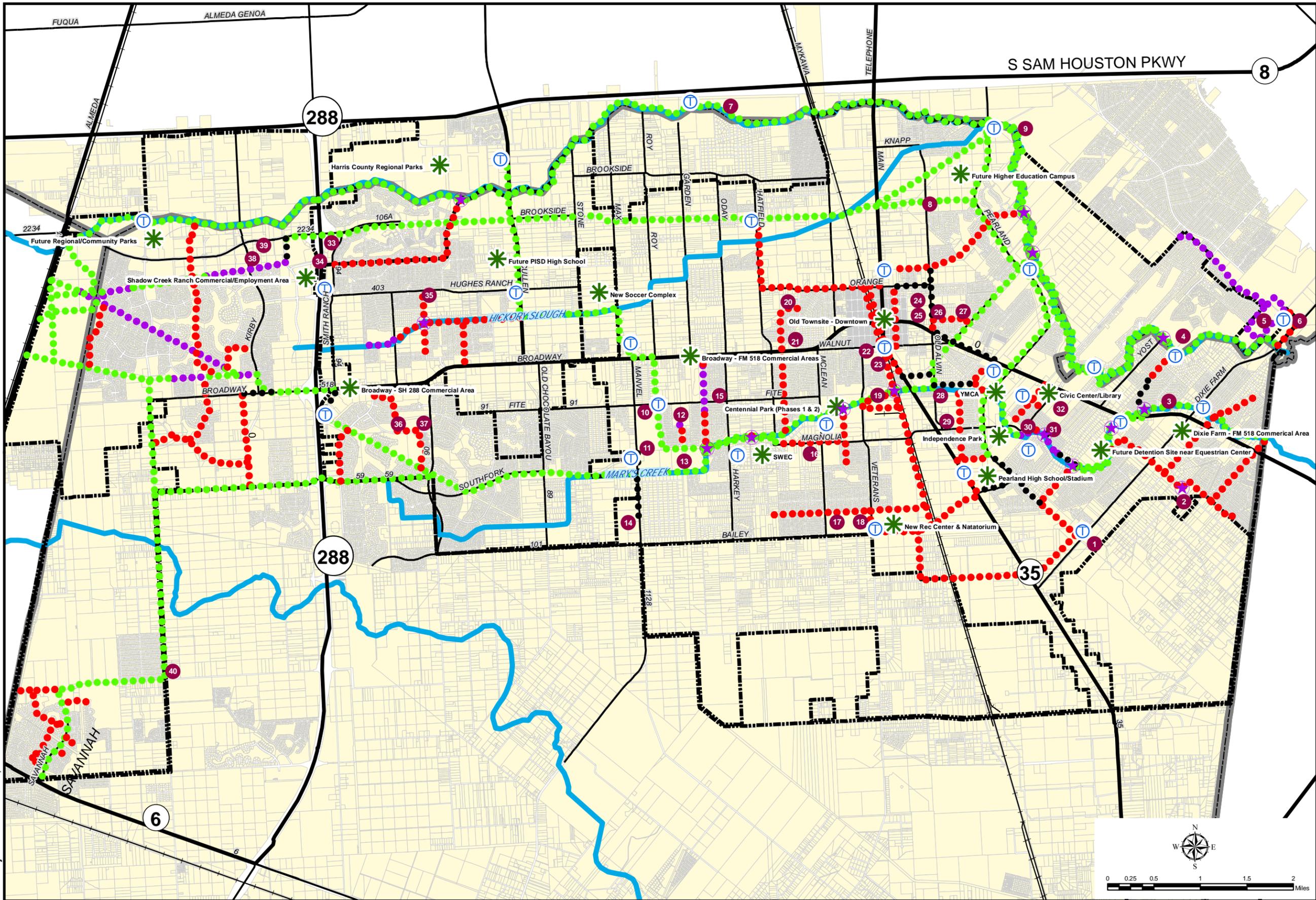
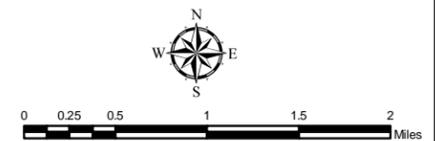


Figure 4.1,
Future Trail Network

- Legend**
- City Limits
 - Future Trail - Primary
 - Future Trail - Secondary
 - Existing Trails
 - Sidewalk Linkages Between Trails
 - Destinations
 - Potential Trailhead Locations
 - Potential Bridge Location
 - Points of Interest

- 1 Future Detention Area
- 2 Rustic Oak Elementary
- 3 Woodcreek Park
- 4 Sleepy Hollow Park
- 5 Existing Detention Area
- 6 Future Harris County Park
- 7 Future Beltway Mitigation Park
- 8 New Elementary School
- 9 Harris County El Franco Lee Park
- 10 Rogers Middle School
- 11 New Jr. High
- 12 Dad's Club Sports Park
- 13 Future Detention Area
- 14 Massey Ranch Elementary
- 15 Carleston Elementary
- 16 New Elementary School
- 17 Pearland Jr. High South
- 18 9th Grade Campus
- 19 Future Detention Area
- 20 Corrigan Park
- 21 Jamison Middle School
- 22 VFW
- 23 Pearland Police Department
- 24 Sablatura Middle School
- 25 Pearland Jr. High West
- 26 Pearland Jr. High East
- 27 Harris Elementary
- 28 New Middle School
- 29 Potential Elementary School
- 30 Carden Jackson School
- 31 Pasternak Park
- 32 Shadycrest Elementary
- 33 Future Park & Ride
- 34 Southdown Park
- 35 Challenger Elementary
- 36 Silvercrest Elementary
- 37 Silverlake Elementary
- 38 Mary Burks Marek Elementary
- 39 Future AISD Junior High School
- 40 Manvel Elementary



Adopted
August 13, 2007

Goals advanced by the proposed trail network include potential lengthy primary trails along Mary's Creek and Clear Creek – and between the two creeks; some trails extending all the way across the community – and potentially beyond through future regional connections; numerous loop trail possibilities to provide exercise opportunities close to neighborhoods; the densest portions of the overall trail system shown around downtown and near civic facilities; and 27 potential trailhead locations identified to maximize resident and visitor access.

Implementation avenues highlighted in the Trail Master Plan include acquisition tools (linear land dedications and easements), partnerships (with public and semi-public entities, community/recreational groups, local/national businesses, and other area organizations), and financing options (e.g., annual City budget and multi-year capital improvements budgeting, bond funds, developer participation, grant opportunities, and potential community support). The plan also emphasizes public information and aggressive promotion to build momentum and ensure high trail system utilization, citing outreach examples in other area cities including Baytown, Lake Jackson, Missouri City, Seabrook and Sugar Land.

Among public comments on the proposed Trail Master Plan highlighted for City Council:

- “We have an opportunity to truly make Pearland a gem of a city. Running, biking and nature trails would ensure this.”
- “More trails are very important to me and my family. I would pay extra taxes for more trails.”
- “It adds so much to the quality of life, but I would like it to be in conjunction with fundraising activities”

More details from the 2007 Trail Master Plan are available on the City website.

Tourism Context

A report prepared for the Office of the Governor in 2014 documented that tourism is one of the largest industries in Texas.² It is especially significant as an “export-oriented” sector that brings outside spending into the state, generating new jobs and tax revenues within the state. The gross domestic product (GDP) of the Texas travel industry was \$28.8 billion

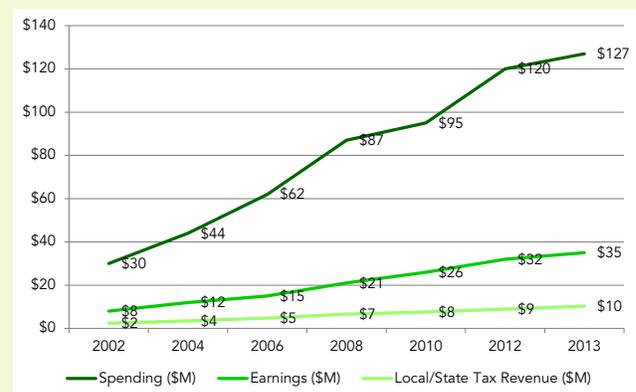
² The Economic Impact of Travel on Texas, 1990-2013p, Dean Runyan Associates (prepared for Office of the Governor - Texas Economic Development and Tourism), June 2014.

in 2013, which was similar to other export-oriented industries such as microelectronics and agriculture/food production. Only oil and gas production and related manufacturing had a significantly greater GDP contribution in Texas than tourism.

During 2013 travelers in the state spent \$67.5 billion and generated tax revenues of \$4.7 billion. At the local level, Pearland has seen steady growth over the last decade in the benefits it reaps from visitation as illustrated in **Figure 6.1, Trends in Direct Economic Impact of Tourism for Pearland**. In 2013 the direct impact figures in Pearland were \$127 million in visitor spending, which generated \$35 million in earnings, \$3.2 million in local tax revenues (including sales tax and hotel occupancy tax), and 1,060 jobs compared to 310 in 2002.

The statewide report showed that the number of secondary jobs generated by the travel industry in 2013 (529,000) was 88 percent of the total direct jobs (601,300). This meant that, in addition to the \$20.4 billion in earnings from direct travel-related employment, another \$20.4 billion was earned through secondary employment. Other secondary impacts include purchases of goods and services by travel industry businesses (indirect effects) and by travel industry employees (induced effects). Most of the secondary impacts were in services, government, finance, real estate and construction. In recent years, the state and local tax revenues supported by the travel industry represented about eight percent of all state and local tax revenues in Texas (not including property taxes).

FIGURE 6.1, Trends in Direct Economic Impact of Tourism for Pearland



Source: The Economic Impact of Travel on Texas, 1990-2013p, Dean Runyan Associates (prepared for Office of the Governor - Texas Economic Development and Tourism), June 2014.

Increasing Tourism Recognition

Both Texas and the Houston area are showing up more often and more prominently in travel industry rankings, including:

- The New York Times recommending Houston as a top place to travel in 2013, ranking it number 7 among 46 recommendations.

Source: "New York Times names Houston one of 46 places to go in 2013," Olivia Pulsinelli, Houston Business Journal, January 13, 2013.

- TripAdvisor ranking Houston number 12 on its 2014 Travelers' Choice U.S. Destinations list, which was the biggest change from a year earlier, moving up 13 spots. After number-one New York City, 10 of the top 25 destinations are southern cities, including San Antonio at number 16 and Austin with a first-time ranking at number 18. The TripAdvisor rankings are based on the quantity and quality of reviews and ratings for hotels, restaurants, and attractions.

Source: "Houston zooms up TripAdvisor's list of top destinations," Olivia Pulsinelli, Houston Business Journal, April 8, 2014.

- Lonely Planet ranking Texas fifth – and the only Western Hemisphere destination – among its Top 10 must-visit regions of the globe in 2014. Other regions selected based on their "natural beauty and cultural riches" were in Asia (India, Japan, China), Australia, Europe (England, Spain), Africa (Victoria Falls), New Zealand, and the Pacific (Tonga). Houston received a special mention for its Bayou Greenways Initiative and extensive culinary offerings.

Source: "Texas named among top global regions to visit," Katy Stewart, Houston Business Journal, October 31, 2013.

- The Greater Houston Convention and Visitors Bureau aiming to build on strong business travel to the area, especially related to the booming energy and health care sectors, by targeting more leisure travel by arts and food enthusiasts and families with children, setting up greater competition with San Antonio. The 2017 Super Bowl is another unique promotional opportunity for the entire area.

Source: "Houston: More than just a business destination," Jenny Aldridge, Houston Business Journal, January 23, 2014.



TOURISM PLANNING

PARKS AND RECREATION MASTER PLAN

As noted above, among the 11 goals of the 2010 Parks and Recreation Master Plan, the final goal focused in particular on ways to support tourism through the City's parks and recreation function and programming. This goal and associated objectives include:

GOAL: Partner in contributing to the City's economic development by attracting tourists and businesses to Pearland.

Objectives

1. Provide, promote, and encourage the development of events and programs that provide access to a variety of cultural arts opportunities.
2. Provide facilities and programs that enhance quality of life and thus, aid in the City's business development and retention.
3. Communicate with the Pearland Economic Development Corporation (PEDC) to identify areas the Parks and Recreation Department can partner to support economic development.
4. Encourage tourism in the form of eco-tourism, tournaments, and events.
5. Partner with and meet regularly with [Convention and Visitors Bureau] staff to reach audiences outside the local area.

PEARLAND 20/20 STRATEGIC PLAN

As highlighted in Section 5, Economic Development, the new *Pearland 20/20 Strategic Plan* includes among its nine core strategies an initiative to: Make Pearland a More Competitive Recreation and Cultural Destination for Residents and Visitors. More specific steps outlined for advancing this initiative include:

- Ensure capital investment in funded park, recreation, and trail capacity continues as scheduled.
- Identify strategies to accelerate implementation of Pearland’s master plans for Parks and Recreation and Trails.
- Pursue the potential development of a parks foundation in Pearland. [Also a City Council goal for 2013-14.]
- Develop a sports marketing program to attract youth and adult athletic tournaments to Pearland.
- Create, program, and staff a unified arts organization in Pearland.

The following points were made in the rationale for including this item among the highest priority initiatives in the Strategic Plan:

- **More Complete City.** A key component of Pearland’s evolution to a more complete city is to provide residents with additional local options for recreation and culture.
- **Amenities Closer to Home.** While greater Houston has strong capacity in both of these categories, many Pearland residents 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 under-served for parks compared to benchmark cities.
- **Increase Spending Relative to Infrastructure.** After focusing on transportation and utility infrastructure needs in recent years, 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 identified in the 2007 Pearland Trail Master Plan.
- **Sports Tournament Potential.** 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 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.

- **Gap in Facilities to Match Arts Interest.** In terms of arts and cultural amenities, Pearland has comparatively few facilities that can accommodate performances and exhibits. Even so, stakeholders commented that Pearland has a lively arts scene if you know where to look for it.
- **Channeling the Energy of Arts Enthusiasts.** As the *Pearland 20/20 Strategic Plan* was nearing completion, Mayor Tom Reid empaneled a Cultural Planning Committee to come up with a vision for the City’s cultural arts sector and to 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 now known 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 community.



Pearland Alliance for Arts and Culture

Mission Statement:

The mission of the Pearland Alliance for Arts and Culture, a charitable organization, is to develop, promote, preserve and enhance the Pearland area, artistically, culturally and economically.

Our Vision:

The vision for the Pearland Alliance for Arts and Culture is to support and advance all artistic and cultural activities by partnering with business tourism, government, artistic and cultural interest to provide support to existing organizations, sponsor educational initiatives and attract and develop new venues and participants to make Pearland a regional center of culture.

The Mission and Vision will develop and promote strategies in concert with stakeholders to ensure artistic and cultural, growth and importance consistent with Pearland's future.

Guiding Principles:

1. The Pearland Alliance for Arts and Culture recognizes and embraces the cultural diversity of our community.
2. The Pearland Alliance for Arts and Culture will preserve Pearland's quality of life while attracting new residents and businesses to enhance the economic growth of the community.
3. The Pearland Alliance for Arts and Culture will offer entertaining, safe and beautiful art venues and cultural area expected of a destination city.
4. The Pearland Alliance for Arts and Culture will support historical preservations, destination marketing and provide an environment for economic development. It will generate an understanding of the artistic and cultural economic impact in Pearland and define its resources and assets through strategic regional partnerships.
5. The Pearland Alliance for Arts and Culture will support cultural and artistic educational activities for the community and its students.

Areas of Focus:

- 1. Arts in Education Initiatives:** Conduct research regarding existing and future opportunities for specific arts in education initiatives in accordance with the K-12 Core Curricular guidelines and Standards for Arts Education, Provide opportunities for all schoolchildren to experience diversified art and cultural experiences.
- 2. Tourism:** Partner with [Convention and Visitors Bureau] to help brand the city and provide support for artistic and cultural offerings which attract tourists.
- 3. Facilities and Public Spaces:** Capitalize upon existing data, update with current trends and projections to identify best location and type of structural facilities to support the cultural environment.
- 4. Urban Design, Public Art:** Work with Planning and Zoning and Pearland Parks & Recreation Department to identify existing cultural centers and support the development of Public Art. Provide programs and opportunities to display public art within neighborhoods and promote cultural awareness.
- 5. Art and Cultural Organizations:**
 - » Partner with [Convention and Visitors Bureau] to provide for the marketing of existing activities.
 - » Identify, secure and distribute funding for artistic and cultural organizations for programming consistent with our Mission.
 - » Support programs designed to develop future audiences of artistic and cultural offerings.
 - » Assist with artistic and cultural facility development.
 - » Establish partnerships with regional artistic and cultural organizations to encourage a physical presence in Pearland.
- 6. Economic Development:** Support efforts to develop a community environment which enhances the economic development of the City of Pearland as destination city.
- 7. Historical Preservation:**
 - » Assist area historical preservation enterprises with securing funding, promotion and patron development.

PearlandAllianceArtsandCulture 2019

In short, tourism is much more “on the radar” in Pearland today, when it was not even a consideration in past planning efforts. Pearland is certainly in competition with other area cities that have similar objectives and comparative advantages in some cases (e.g., Sugar Land Marriott and Conference Center, Stafford Centre Performing Arts Theater and Convention Center). When it comes to Houston, the region’s dominant city is much more of a vast market opportunity and visitation source for Pearland than competition. More information on Pearland’s Convention and Visitors Bureau organization and activities are available on the CVB website.

Status and Outlook for Parks and Tourism



PARKS AND RECREATION SYSTEM

Parks-related projects accounted for approximately 10 percent of the City’s five-year Capital Improvements Program (CIP) for 2014-2018, or \$36.4 million of the total \$354.3 million package. A significant

round of parks spending was programmed for 2014 (\$11.2 million, or 21 percent of the 2014 CIP total), followed by peak years in 2016 (\$8.5 million) and 2018 (\$9.2 million). The key funding streams are future General Obligation bonds (\$15.98 million, or 44 percent), Certificates of Obligation (\$3.18 million, or nine percent), general revenue (\$795,000, or two percent), and various other sources (\$5.71 million, or 15 percent) – plus another 30 percent (\$1.6 million in 2017 and \$9.2 million in 2018) for which funding sources are still to be determined. The CIP parks portion also included \$500,000 for preliminary engineering on future projects yet to be identified so that more precise project scopes and estimated construction costs can be included in the next City bond referendum eventually put before Pearland voters.

Compiled in **Table 6.2, Pending Park and Recreation Projects**, are details on various specific projects moving through design and construction, with project locations illustrated in the City-prepared

City of Pearland 2014-2018 CIP Parks map included in this plan section. Second phases of both the Max Road and Shadow Creek Ranch Park sports complexes were included in the five-year CIP although funding sources are still to be identified. These projects likely will be included in a future City bond referendum.

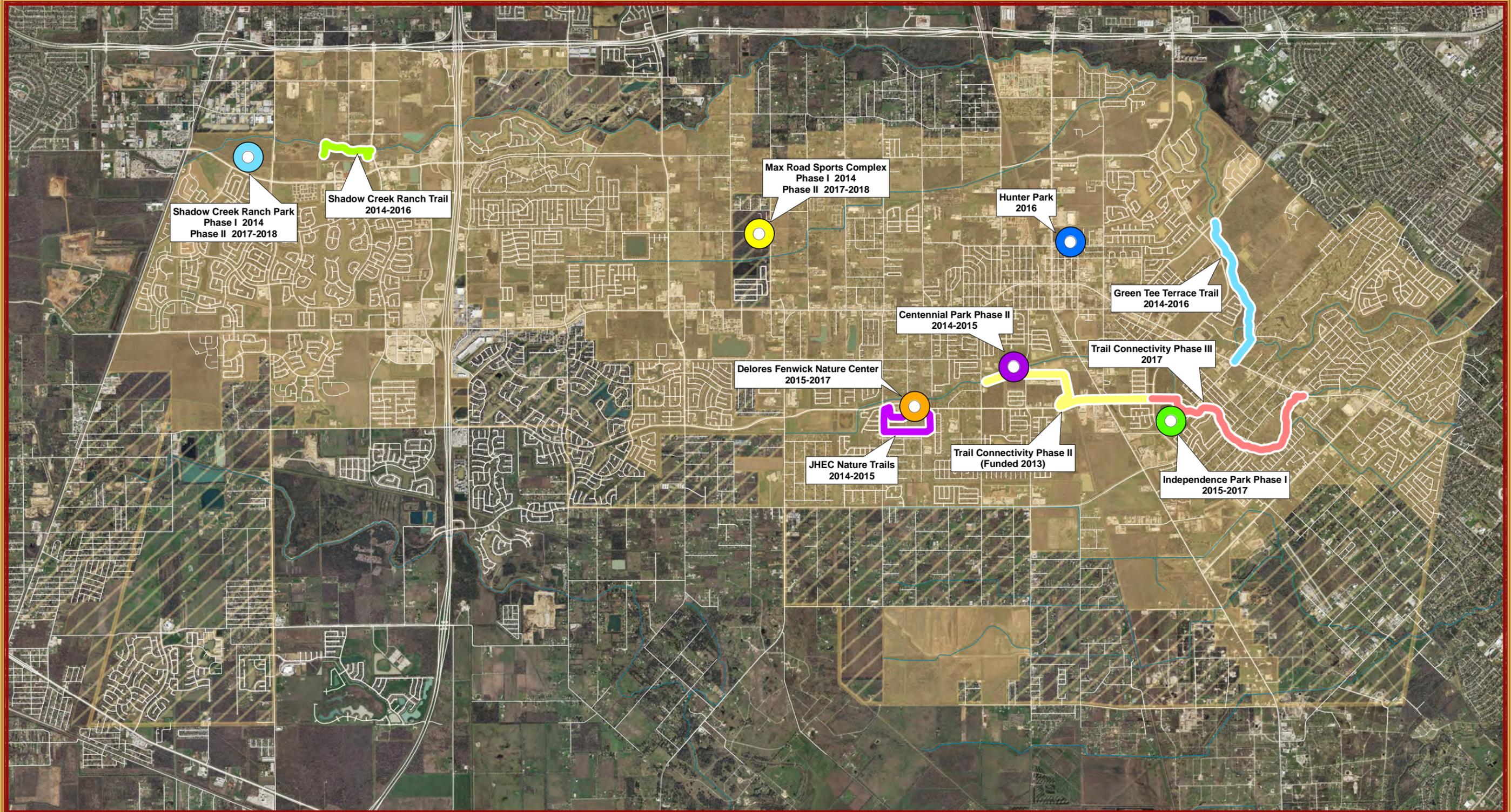
Additionally, the 2013-14 annual City budget funded the design of a first-time skate park facility in Pearland, although funding for its construction is still to be determined. This is consistent with a 2013-14 City Council goal of exploring possible partnerships with advocates for a skate park and BMX park, including potential cost-sharing and fundraising for park construction. Members of the local “SK8 Pearland” organization were active participants in public events for this Comprehensive Plan, promoting their “Let’s Get Rolling” theme and emphasizing under-served recreational skateboarders in the community, and the safety advantages of skate parks relative to skating in streets.

The City budget also funded special projects such as implementation of consistent signage across all City parks.

TOURISM

Pearland has many resources that could be developed into a strong base of attractions and activities to entice and retain a large number of visitors and residents alike, including the pending Delores Fenwick Nature Center, multiple new athletic complexes that can host tournaments, attractive trails for long-distance running and cycling, a renovated historic railroad depot, and local viewing sites associated with the Great Texas Coastal Birding Trail. The Pearland Convention and Visitors Bureau provides printed and online versions of a colorful visitors map entitled, “Pearland: A Perfect Pick ... to Play, Stay, Meet and Getaway.” The map points out Pearland’s proximity to other regional destinations and highlights area attractions, venues for meetings and events, parks and recreation sites, cultural assets, higher education campuses, extensive shopping, 11 hotels, and 100+ local restaurants, along with major annual community events.

The combination of Pearland’s geographic location and accessibility provide a large potential for tourism draw. In developing a productive tourism program,



CITY OF PEARLAND

2014 - 2018 CIP Parks

- Green Tee Terrace Trail
- JHEC Nature Trails
- Shadow Creek Ranch Trail
- Trail Connectivity Phase II
- Trail Connectivity Phase III

- Centennial Park Phase II
- Delores Fenwick Nature Center Phase I

- Hunter Park
- Independence Park Phase I

- Max Road Sports Complex Phase I & II
- Shadow Creek Ranch Park Phase I & II

1:63,360 or 1 in = 1 miles



This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.

MAP PREPARED: JUN 2014
CITY OF PEARLAND GIS DEPARTMENT

TABLE 6.2, Pending Park and Recreation Projects

Source: City of Pearland

Project	Elements	Benefits	Cost and Expected Completion
Max Road Sports Complex Phase 1 (located inside of Hickory Slough Detention project)	6 international-size soccer / multipurpose fields (1-3 fields lighted), restrooms, parking	Addresses significant need for soccer and sports field in city. Will enable conversion of Centennial Park fields to handle growth in youth softball/baseball programs along with soccer.	\$3.9 million (with some funding from Zone 6 parkland fees) Mid-2014 completion
Shadow Creek Ranch Park Phase 1	8 lighted baseball/ softball fields, soccer field, 3 volleyball courts, hike and bike trail around the fields, lawn amphitheater, parking	Addresses need for multi-purpose sports complex in this part of Pearland as identified in Parks and Recreation Master Plan.	\$8.4 million (with some funding from Zone 1 parkland fees) Late 2018 completion
Centennial Park Phase 2 (expansion)	2 lighted/irrigated softball fields (versus current soccer fields), picnic pavilion, parking	Installation of two new lighted softball fields will enable Pearland's youth softball program to grow, including relocation of adult softball to Shadow Creek Ranch Sports Complex, with new Max Road Sports Complex focused on other youth and adult field sports.	\$2.3 million Mid-2015 completion
Shadow Creek Ranch Trail	Extends a 10-foot hike and bike trail from the future Shadow Creek Ranch Park site along Clear Creek to the existing trail 1,300 feet east of Kirby Drive	Implements top priority in 2005 Parks and Recreation Master Plan (hike and bike trails acquisition and development).	\$1.9 million (\$1.5 million from H-GAC Transportation Improvement Program and 20% City match) Mid-2016 completion
Green Tee Terrace Trail	Extends a 10-foot hike and bike trail from FM 518 to Barry Rose Road along Clear Creek	Implements top priority in 2005 Parks and Recreation Master Plan (hike and bike trails acquisition and development).	\$4.2 million (\$3.3 million from H GAC Transportation Improvement Program and 20% City match) Mid-2016 completion
John Hargrove Environmental Complex (JHEC) Nature Trails	2 miles of 8-foot trails (crushed granite plus concrete in low lying areas), boardwalk, pedestrian bridge, picnic tables, benches, trash receptacles, drinking fountain	Addresses great need in Pearland to educate the public on the benefits of recycling, green space and trees.	\$1.5 million (\$475,000 in Coastal Impact Assistance Program grant funding) Mid-2014 completion
Independence Park Phase 1 (upgrades)	New Pearland Parkway entry, relocation and replacement of existing playground, upgrades to existing pavilion, amphitheater for special events, more landscaping, parking (in coordination with Trail Phase 3 project)	Addresses high-priority improvements for City's oldest park as identified in Parks and Recreation Master Plan, to replace features that are outdated or in bad condition, and to add in-demand soft trails (park utilization survey also showed second highest utilization among all City parks).	\$3.3 million (with some funding from Zone 11 parkland fees) Mid-2017 completion

TABLE 6.2, Pending Park and Recreation Projects (continued)
Source: City of Pearland

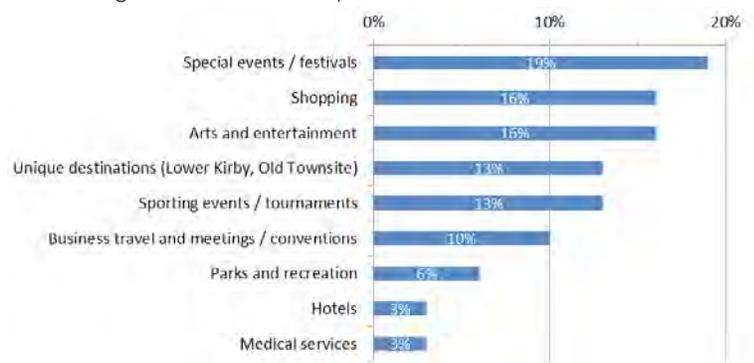
Project	Elements	Benefits	Cost and Expected Completion
Delores Fenwick Nature Center	LEED Platinum Certified building with an open-air pavilion at one end that will include environmental education displays, demonstration gardens and tree farm, interpretive exhibits, offices, restrooms, outdoor spray station, a 50-seat classroom, storage, grass crete parking surface	Will enhance the assets already in place at the John Hargrove Environmental Complex (JHEC), including the Stella Roberts Recycling Center, a City water treatment plant, and storm water detention, to provide hands-on education opportunities for children and adults.	\$2.4 million (possible \$500,000 grant funding from H GAC) Late 2016 completion
Trail Connectivity	Phase 2 connects Centennial Park to Independence Park along Mary's Creek, Magnolia and John Lizer; Phase 3 will connect Independence Park to FM 518 via Pearland Parkway and Dixie Farm Road	Implements aspects of the 2007 Trail Master Plan.	\$2.2 million (including Trails Grant funding from Texas Parks and Wildlife Department) 2017 completion
Max Road Sports Complex Phase 2	Further improvements after Phase 1, including 6 additional soccer fields (4-6 lighted), playground, covered area for gatherings, doubling of parking	[Same as for Phase 1]	\$4.2 million (through future bond referendum) 2019 completion
Shadow Creek Ranch Park Phase 2	Further improvements after Phase 1 to be determined through further planning	[Same as for Phase 1]	\$9.3 million (through future bond referendum) 2019 completion



Pearland has the opportunity to form local and regional partnerships with businesses, community groups and among area public agencies that will strengthen its ability to balance tourism growth with overall economic development and other community initiatives. Among its priorities, the CVB hopes to see hotels with more meeting space

and break-out rooms to attract medium and larger-size gatherings. Attracting tourism related businesses (entertainment, galleries, museums, etc.) into Pearland will grow hotel tax and sales tax revenues.

In an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked, "What opportunities do you see for drawing more visitors and tourism dollars to Pearland [with the opportunity to select three]?" The resulting distribution of responses was:



Boosting Houston for Medical Conferences

Among its priorities, the Greater Houston Convention and Visitors Bureau is focused on bringing major medical conferences to the area. This is a spin-off from broader efforts by the Texas Medical Center and Greater Houston Partnership to raise awareness of Houston as a global medical/biotech hub and an emerging U.S. center for major medical drug and device development, along with Boston, San Francisco and Raleigh-Durham. The Bureau aims to attract conventions that align with the area's key markets, and the Texas Gulf Coast region – which is roughly the size of New Jersey – can point to more than \$3 billion in medical research annually, more than 3,000 clinical trials, and more than seven million patient visits a year.

The Medical World Americas conference held at the George R. Brown Convention Center in April 2014 was seen as a key first step, building on the model of the Total Energy Conference, which promotes a sector that people already automatically associate with Houston. The Bureau's approach is to create its own professional meetings to highlight the brainpower and resources already in the region, and then draw other world-renowned speakers and subsequent gatherings. While the Bureau figured the inaugural Medical World Americas conference would bring participation primarily from the local market, more than 20 states and 20 countries were represented.

Source: "New face at GHCVB focused on luring medical conferences to Houston," Mark Yost, Houston Business Journal, April 1, 2014.

Key Planning Considerations

Input and discussions for this Comprehensive Plan update, through workshops with City Council and Planning and Zoning Commission, informal small-group sessions, a community-wide public open house event, the online Virtual Town Hall forum, interaction with the Comprehensive Plan Advisory Committee, and background discussions with City staff, yielded the following concerns related to this Parks and Tourism section of the plan:

- Increased focus on public parkland needs and acquisition ahead of ongoing residential and non-residential growth into Pearland's remaining buildable areas, and aside from land obtained by the City through parkland dedication requirements, and interim recreational or open space within private

developments that may ultimately transition to other uses.

- Ongoing Trail Master Plan implementation in the City limits and extraterritorial jurisdiction, especially focused around residential neighborhoods, and in support of healthy lifestyles for Pearland residents.
- Response to specialized park and recreation interests within the community, including for skating and BMX biking enthusiasts as already identified through the 2013-14 City Council Goals.
- Dedication of even more resources to youth sports given their popularity and success in Pearland.
- Expansion of recreation/cultural/entertainment amenities that would enhance residents' quality of life, reduce the "leakage" of such economic activity to destinations outside the city, and also draw more visitors and tourism dollars to Pearland – with continued emphasis on Old Townsite revitalization and achievement of the Lower Kirby District vision.
- Accomplishment of a multi-purpose events venue in Pearland, with related lodging and hospitality uses, as well as appropriate outdoor space for large-scale community events.
- The need to formalize planning for the coordinated development of a much wider array of cultural offerings in Pearland, in part, through preparation of a Cultural Arts Master Plan and ongoing development of the Pearland Alliance for Arts and Culture.
- Maintenance of the recognition attained for the City's Parks and Recreation Department through the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Also continuing policies and practices that merit other key community designations such as Scenic City ("gold level") and Tree City USA, which are marketing tools for Pearland.



Parks and Recreation Department Recognition

As highlighted on its website, the City's Parks and Recreation Department joined the ranks of the elite park and recreation agencies and departments across the country by earning accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA) and the National Recreation and Park Association (NRPA). This distinguished accomplishment was awarded during the 2013 NRPA Congress and Exposition. The Department is one of only eight such agencies in Texas to have achieved this standard.

CAPRA is the only national accreditation for park and recreation agencies, and is a measure of an agency's overall quality of operation, management and service to the community. This mark of distinction indicates that an agency has met rigorous standards related to the management and administration of lands, facilities, resources, programs, safety and services. As part of the accreditation process, the Department demonstrated compliance with 144 recognized standards and documented all policies and procedures. Often the process helps to identify efficiencies and heighten areas of accountability, all of which translate into enhanced service and operation to benefit the community.

The process for accreditation involves self-assessments, a formal application, a site visit by a team of trained visitors that results in a written report, and a hearing with the Commission to grant accreditation. Once accredited, the agency must uphold the qualifying standards and be reviewed again in five years, meaning 2018 for the Department. The accreditation achievement is another source of civic pride for Pearland.

Additionally, the Houston-Galveston Area Council recently recognized the City's Parks and Recreation Department with a Parks and Natural Areas Award based on the extent and quality of projects completed by the Department, as well as the policy tools it has in place to accomplish the community's goals and objectives for parks, recreation, trails and open space preservation.



Goals and Action Strategies

GOALS

A "goal" is a statement of a desired outcome ("end") toward which efforts are directed, as expressed by more specific objectives and action priorities ("means"). Below are four goals intended to focus plan implementation efforts related to Parks and Tourism that follow the adoption of this new Comprehensive Plan:

- GOAL 6.1:** Greater focus on **early land acquisition to address future parkland needs** in prime growth areas of the community, plus immediate developer provision of park facilities in new subdivisions versus land dedication.
- GOAL 6.2:** Ongoing Trail Master Plan implementation with a particular focus on **connectivity improvements around residential neighborhoods**.
- GOAL 6.3:** Expanded **recreation/cultural/entertainment amenities** to enhance residents' quality of life, reduce the "leakage" of such economic activity to destinations outside the city, and draw more visitors and tourism dollars to Pearland.
- GOAL 6.4:** Accomplishing a **multi-purpose events venue** in Pearland, with related lodging and hospitality uses.

Fort Bend Culture and Arts Alliance

The Fort Bend Culture and Arts Alliance is the umbrella organization for promoting arts and culture in Fort Bend County. The Alliance is supported mostly by memberships from individuals, families and businesses, as well as support from partners and underwriters such as ARTreach, the Fulshear Arts Council, and Wilson Street Gallery. The organization's goal is collaboration to aid in increasing arts awareness, support for the arts, arts education, arts viability, and arts availability to all residents of the greater Fort Bend County area, including in Richmond, Rosenberg, Sugar Land, Missouri City, Stafford Katy and Fulshear, and in nearby communities and areas.

The Alliance promotes, advertises, sponsors, and holds art mixers, fairs, festivals and other events, such as Fort Bend FotoFest. It also sponsors a fine arts scholarship available to talented Fort Bend County students to continue and enhance their arts education. The Alliance markets in partnership with the Katy Culture and Arts Alliance, which helps both organization to maximize the breadth of their artistic and cultural resources and encourage regional participation and interaction within the arts community.

Source: Fort Bend Culture and Arts Alliance (www.fortbendarts.com)



ACTION STRATEGIES

Itemized below are a set of potential actions for responding to the key issues and community needs identified in this Comprehensive Plan section. In particular, three items are highlighted as strategic initiatives for the immediate future.

STRATEGIC PRIORITY 1: CULTURAL ARTS PLAN

Like other communities, Pearland has taken steps to support the expansion of cultural arts offerings and opportunities for artistic expression locally by establishing an umbrella cultural arts organization, the Pearland Alliance for Arts and Culture (see the PAAC mission, vision and goals highlighted earlier in this plan section). Some cities make direct annual budget allocations to this type of non-profit organization from general funds and/or hotel occupancy tax revenue. This also should gain the City representation on the organization's Board of Directors to ensure sound oversight and input to the organization's direction and priorities.

A next essential step for such organizations is to undertake the preparation and maintenance of a Cultural Arts Plan to guide coordinated programming and scheduling, joint marketing and promotions, educational offerings, grant pursuits and fundraising, capital projects, and allocation of funds to members

of the local arts community under its umbrella, and to support networking within the local and regional arts communities and beyond. The PAAC has started this process by spelling out on paper its mission and a vision statement, set of guiding principles, and seven identified areas of focus.

At a larger scale, the Houston Arts Alliance is a 501(c)(3) non-profit arts organization that works to enhance quality of life and boost tourism in the Houston region by supporting and promoting the arts through programs, initiatives and alliances. According to its website, the Houston Arts Alliance (HAA) distributes over \$3 million in grants to approximately 220 non-profit arts organizations and individual artists. In addition, HAA manages the City of Houston's civic art collection of 450 artworks, as well as new acquisitions.

Additionally, the Center for Houston's Future continues to promote the arts as among the essential next steps for creating a sustainable and competitive Houston region. The Center's related programming includes events on "How Cities Innovate: What Do Other Regions Do to Better Support the Arts?", "Business in the Arts: How Art and Commerce Intersect", and "Building a Shared Vision for a Robust Arts and Culture Sector." The University of Houston Center for Arts Leadership also hosts collaboration events for the area arts community and its philanthropic supporters, including an April 2014 summit, "What Does It Take to be a 21st Century Arts Community?"



La Quinta Inn & Suites along Broadway near Cullen Parkway

Other ways that cities promote the arts include:

- Focusing arts-related activities and facilities in special districts (e.g., Old Townsite, Lower Kirby), especially in mixed-use settings that are active throughout the work week, during the evening, and on weekends.
- Pursuing opportunities to incorporate arts space (e.g., artist studios/residences, galleries) into areas that are undergoing redevelopment and publicly-funded revitalization initiatives, again in mixed-use situations where available and appropriate.
- Using the City's recreational and leisure programming to nurture local artists through involvement in educational activities and special events for children, teens, adults and seniors.
- Providing direct promotion of local cultural and entertainment offerings through the City's own website, Convention and Visitors Bureau marketing and website, and other community partners. This includes promoting greater neighborhood-level support and patronage at band and orchestra concerts, plays and musical performances, and visual arts exhibits at area public and private schools. Some school districts have special discount programs for senior citizens, college students, returning alumni, and others to promote such community interest.



STRATEGIC PRIORITY 2: MULTI-PURPOSE EVENTS VENUE / CONVENTION CENTER

At the time this Comprehensive Plan update was initiated, the City had recently established a Cultural Planning Committee that later evolved into the Pearland Alliance for Arts and Culture. Those active in this effort had future facility possibilities in mind, among other priorities. At about the same time, the new *Pearland 20/20 Strategic Plan* reinforced this momentum for exploring facilities development by including among its nine core strategies an initiative to "Construct a multi-use events center in Pearland." As a result, the notion of a multi-purpose venue was mentioned often in the early public input for this Comprehensive Plan, echoing input heard in various previous community planning efforts in Pearland.

The following points were made in the rationale for including this item among the highest priority initiatives in the Strategic Plan:

- Stakeholders emphasized that 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.
- 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. [Plus lack of visitation means lost revenue for the City, as CVB staff noted.]
- 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.
- A best-in-class multi-use events center would support a central Strategic Plan theme of enhancing the Pearland "product" to make the city more competitive for employers and residents.

The Strategic Plan emphasizes that such a facility must be designed for maximum utility by building in

flexibility that enables it to accommodate a range of events and configurations. Convention and Visitors Bureau leadership also emphasized both indoor and outdoor spaces and ample parking. In other communities, common early steps have involved exploring partnership and cost-sharing opportunities, considering opportunities for redeveloped space and not just new construction, and determining whether a performing arts component will be pursued, either initially or through potential future expansion phases, as this has significant location, space planning, technical and cost implications.

Additionally, in its updated Council Goals for 2014, Pearland City Council identified the need for a cultural entertainment facility/conference/convention center adjacent to a full-service hotel with conference center space through a public/private partnership.

Another consideration, both for facilities planning under this Strategic Priority and for the community's overall cultural arts initiatives under Strategic Priority 1, is to consider ways to cluster cultural and entertainment venues and activities in a particular area of the city. Working toward a critical mass of people-attracting facilities and offerings would make the targeted district a more active and vital place on evenings and weekends. In some cases this may supplement other business and civic functions in a mixed-use area and also provide further impetus for "nightlife" commerce (restaurants/cafes, bars, clubs, hotels, extended-hour boutique shops and other retail, etc.).

A critical consideration is general accessibility of the area, plus its available (or planned) street capacity and on- and off-street parking supply to accommodate large events and patronage. Ideally, more mature districts with sufficient Urban character and concentrated activity can make structured parking economically feasible. This has the dual benefit of: (1) enabling arts and entertainment patrons to park closer to their destinations (and, depending on facility design, possibly protect them from inclement weather through covered walkways or other connections); and (2) opening the way for elimination of more surface parking in the area, which can lead to more productive use of land and opportunities for civic amenities such as plazas, fountains, and continuous green links within and between certain blocks.

If Pearland were able to work toward this vision over time, it could pursue designation of such an

area as a State-recognized Cultural District through the Texas Commission on the Arts (TCA). The Texas Legislature authorized TCA to make such designations in cities across Texas to draw attention to special areas "that harness the power of cultural resources to stimulate economic development and community revitalization." The districts are intended to "become focal points for generating businesses, attracting tourists, stimulating cultural development and fostering civic pride." The PAAC would be the logical applicant, ideally in a collaborative effort with various other partners and supporters. TCA advises that "applications should be written to demonstrate the measurable impact that the Cultural District will bring to the community. Impact could be described

Multi-Purpose Venue/Convention Center Development in Katy

The Leonard E. Merrell Center is a 145,000 square foot arena that provides Katy residents a local gathering place to enjoy a wide range of events, from graduation ceremonies to more elaborate, large-scale affairs. Funding for the Merrell Center came from one of Katy's Tax Increment Reinvestment Zones (TIRZ) in partnership with the City of Katy and the Katy Development Authority. Property tax revenue generated by Katy Mills Mall is used to pay for the operation and maintenance of the Merrell Center, meaning that ongoing Center functioning adds no further tax or debt burden.

Other events hosted at the Merrell Center include indoor football leagues and basketball tournaments; concerts and theater shows; banquets; and trade shows. The facility also offers meeting rooms and a lobby area for formal functions. The Merrell Center is owned and operated by the Katy Independent School District, relieving the City of Katy of programming and maintenance responsibilities.

The City of Katy is also exploring potential construction of a 50,000-60,000 square foot convention center and hotel near Katy Mills Mall through a public-private partnership. The City sees an opportunity to host mid-level energy industry conferences given its proximity to the Energy Corridor.

Sources:

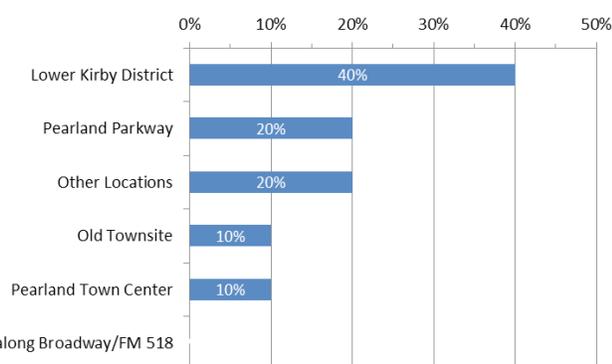
- <http://www.merrellcenter.org>
- "Katy plans convention center, hotel," Jenny Aldridge, *Houston Business Journal*, June 30, 2014.

in terms of tourism activity, artist advancement, job creation, property value enhancement, and/or general community revitalization.”

TCA has several categories of eligible Cultural Districts. The “Major Arts Institution Focus” category involves districts where performance venues, playhouses, libraries and museums anchor the district. Smaller arts organizations and entertainment facilities such as nightclubs and cinemas are often a part of these districts. Many such districts are located close to a central business district and often near convention and other tourism sites. These districts can have a particular culture genre, such as museums or theaters. The “Downtown Focus” category is another possibility indicated as better for smaller communities where most all venues, museums, and other visitor attractions are in one area. “Culture” in these districts is broadly defined and includes major arts institutions, popular attractions, restaurants, nightclubs, movie theaters, parks and tourism sites.

Another benefit of the Cultural District designation is that the community is highlighted on a statewide map of cities with state-recognized districts on the TCA website. As of mid-2014, the TCA had designated districts in Abilene, Alpine, Austin, Bastrop, Clifton, Dallas, Denison, El Paso, Fort Worth, Galveston, Georgetown, Huntsville, Lubbock, McAllen, Rosenberg, San Angelo, San Antonio, San Elizario, Smithville and Winnsboro. Houston has been especially active in this program with Cultural District designations attained for the Museum District, Theater District, Midtown and Washington Avenue.

In an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked, “If Pearland develops a multi-purpose event facility, a good location to consider would be ...” The resulting distribution of responses was:



Central Pearland along Broadway/FM 518

Sugar Land Facilities Momentum

The City of Sugar Land is moving ahead with construction of an \$84 million performing arts center, with its opening targeted for 2016. The facility is on a 40-acre City-owned site within the Telfair commercial district, near the local University of Houston campus and Brazos River Park, and just south of U.S. 59. The 200,000 square foot facility will have flexible seating capacity for up to 6,500 patrons.

The center is the next step in a 2007 plan to make Sugar Land a tourism and entertainment destination. Local voters in 2008 approved creation of an entertainment district supported by sales tax revenue and venue-specific taxes. This facilitated construction of the Constellation Field minor league baseball stadium along SH 6, and now the performing arts venue. In July 2013, Sugar Land City Council approved a development agreement with Houston-based theatrical development and management company Ace Theatrical Group, LLC, to design, develop and construct the performing arts center.

This new initiative builds on the successful Sugar Land Marriott and Conference Center in the high-profile Town Square. The 300-room hotel is supplemented by 26,500 square feet of flexible function space, including on-site exhibition space, 31 meeting rooms (and up to 13 breakout rooms), and a main ballroom with capacity for up to 1,700 persons.

Sources:

- Texas A&M University Real Estate Center (<http://www.recenter.tamu.edu/newstalk/newstalkSearch.asp?CID=65797>)
- “Sugar Land performing arts center gains steam,” Giselle Greenwood, *Houston Business Journal*, December 26, 2013.



STRATEGIC PRIORITY 3: UPDATED PARKLAND DEDICATION AND FEE-IN-LIEU STRUCTURE

Given its rapid pace of growth and residential development in recent years, Pearland is fortunate to have had parkland dedication requirements already in place, as well as provisions for fee payment in lieu of land dedication, when appropriate. These provisions are in Section 3.2.10.1. within the Subdivision Regulations portion (Chapter 3) of the City’s Unified Development Code. However, as in all cities with such requirements, it is important that the City regularly revisit the per-dwelling-unit fee amount to ensure that the resulting fee revenue will be roughly equivalent to the value of land dedication, based on prevailing land costs in the area. Otherwise, knowledgeable applicants will consistently choose the fee-in-lieu option given the relative cost advantage. And, the City will not accumulate sufficient revenues for an

effective land acquisition program, not to mention having the necessary resources to then move ahead with park development.

Other important issues for this review include:

1. Ensuring adequate revenue generation for the acquisition of larger sites for Community-level parks and not just Neighborhood parks;
2. Exploring potential consolidation of some of the 13 existing park zones to make the structure more effective;
3. Determining how best to ensure that a certain percentage of parkland is provided immediately as neighborhood parks within developments, concurrent with home construction, rather than fee-in-lieu payments or land dedications being the predominant practice; and
4. Accounting for different acreage and utilization standards for urban parks and open spaces relative to suburban parks for applying parkland dedication and fee-in-lieu requirements to mixed-use development with an urban character.

OTHER ACTION ITEMS

ACTION: COMBINED PARKS/RECREATION AND TRAIL MASTER PLAN

Pearland has shown ongoing commitment to parks and recreation system development by regularly updating its Parks and Recreation Master Plan, most recently in 2005 and 2010, and with a next update pending. The City also responded to community desire for more recreational walking, running and biking opportunities by developing a first-time Trail Master Plan in 2007. During this comprehensive planning process, Parks and Recreation Department leadership pointed to consolidation of these two master plans as a logical step for the next update cycle. The two documents parallel each other in many ways, including with their complementary and interrelated goals and objectives. The Trail Master Plan elements and considerations can easily be absorbed into a broader Parks, Recreation, Trails and Open Space Master Plan, as prepared and maintained in other peer communities.

Additionally, City staff noted opportunities for better coordination between the City's trails planning and transportation planning, for an overall focus on "non-motorized mobility" within the community. Potential crossover points include Safe Routes to Schools

Texas Cultural Districts

Enabling legislation for the Cultural Districts Program of the Texas Commission on the Arts defines such districts as: "A well-recognized, labeled, mixed-use area of a community in which a high concentration of cultural facilities serves as the anchor of attraction." Typical district facilities include performance spaces, museums, galleries, artist studios, arts-related retail shops, music or media production studios, dance studios, high schools or colleges dedicated to the arts, libraries, and/or arboretums and gardens. Goals of cultural districts include:

- Revitalizing a particular area of the community.
- Offering evening activities, extending hours during which the area is used.
- Making an area safe and attractive.
- Providing facilities for arts activities and arts organizations.
- Providing arts activities for residents and visitors.
- Providing employment and housing for artists.
- Connecting the arts more intimately with community development.

According to the Commission, "The impact of cultural districts is measurable. The arts attract residents and visitors who support businesses as well as lodging and dining establishments. Having the arts present enhances property values, the profitability of surrounding businesses and the tax base of the region. The arts can be a key incentive for new and relocating businesses. The arts contribute to the creativity and innovation of a community."

Source: Texas Commission on the Arts (<http://www.arts.texas.gov/initiatives/cultural-districts/>).

planning and projects, ongoing sidewalk repair/replacement efforts by the Public Works Department, and the City's overall Transportation Master Plan. Notably, at the time of this Comprehensive Plan update, the City was hoping to secure Federal funding so that a pending new Park and Ride facility along SH 288 might be enhanced with hike and bike trail connections in accordance with the City's Trail Master Plan. Pearland is also part of regional bicycle and trail planning efforts through the Houston-Galveston Area Council and intends to stay actively engaged in H-GAC plans and programs.

ACTION: INTERNAL MARKETING INITIATIVE

Among the nine core strategies in the *Pearland 20/20 Strategic Plan* is an initiative to “Develop an internal marketing campaign to increase awareness and promotion of Pearland and its assets.” The Strategic Plan notes that while several other core strategies seek to establish a greater “sense of place” in Pearland, this initiative is designed to develop a stronger identity and sense of pride among Pearland residents for their community, its assets, and its future.

The following points were made in the rationale for including this item among the highest priority initiatives in the Strategic Plan:

- The extent of recently-arrived residents to Pearland has led to many identifying more with their new neighborhood, or with their high school and its football team, than the city as a whole.
- Longstanding distinctions between east and west Pearland – or the “old” and “new” – make it difficult to cultivate support for citywide efforts or initiatives.
- 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.



Sri Meenakshi Devasthanam Temple in south Pearland

ACTION: PUBLIC ART INITIATIVE

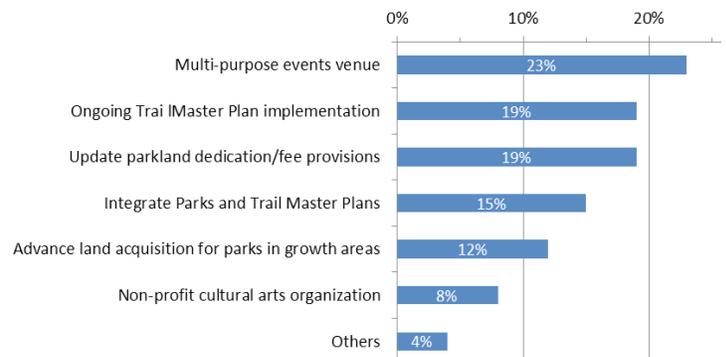
For the enjoyment of residents and visitors to Pearland, the City should formalize a community-wide public art installation and maintenance program. Such a program can be administered over time by the PAAC in partnership with the Texas Department

of Transportation, County precincts, local school districts and higher education institutions, and other public, private and non-profit partners. Such art installations make a statement about the community and enhance its image at gateways and other high-profile locations, along key corridors, and within parks and greenways.

The City should also continue to pursue opportunities to incorporate arts and humanities into the community’s parks and along trails, especially in flexible, accessible, and visible spaces that are appropriate for temporary exhibitions, murals, performances, and other programming, as well as hosting of local festivals and other special events. Creatively designed infrastructure elements are another way to elevate arts appreciation (e.g., benches, bicycle racks, lighting fixtures, trash containers, signage, etc.), as Pearland has already done in some park and trail projects.

The City and other public agencies should also maximize the use of available wall and open floor space within their facilities for temporary exhibitions, rotating displays, and informal performances by local arts and school groups – and also recognize owners of office buildings and hotels and other private interests for doing the same in their spaces. Finally, public infrastructure can be supplemented with art and design elements that help to enliven and/or screen an otherwise utilitarian capital project. Possibilities include underpasses and viaducts, roadway medians, ground and elevated water storage tanks, utility boxes, and fire hydrants. Additional resources for and examples of local public art programs are available on the Texas Commission on the Arts website.

In an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked, “The most important near-term action items from this Comprehensive Plan related to Parks and Tourism should be ... [with the opportunity to select three]” The resulting distribution of responses was:



Coordinated Public Art Initiative

In furtherance of its mission of “Making the arts accessible to all residents and visitors of the Brazos Valley,” the nonprofit Arts Council of Brazos Valley coordinates with the cities of Bryan and College Station on the funding, placement, maintenance and promotion of public art along highway corridors that will ensure both visibility and motorist safety.

The City of College Station allocates General Fund dollars in support of its “Art in Public Places” program, and revenue from the hotel/motel occupancy tax is another source of public funding support as the tax is intended, in part, to help promote local tourism and visitation. The City’s Parks and Recreation Director serves as the liaison for this and all cooperative arts initiatives with the Arts Council. Both cities also incorporate public art at their own facilities, such as a prominent sculpture placed outside College Station’s public library, which was the first permanent piece of public art in the area when installed in 1999. Other art locations include local parks, the Bryan Municipal Building, other City facilities (police department, fire station, utilities office), municipal airport, the Arts Council’s own Arts Center facility, a high school campus, downtown Bryan (in front of the historic Carnegie Library and the restored La Salle Hotel), and at several business sites plus high-profile intersections and streetscape areas, including the “gateway” plaza that marks the city limits between the two cities.

Promotional efforts are focused around an interactive “Art Map” on the Arts Council website. Users can quickly see all area locations with public art pieces, and then click on each location to bring up the name of the work, artist/sculptor, installation date, specific address, and brief notes on the piece and artist. All of this information is also compiled in an “Art Map List” with color photos of each piece.

Linking Beautification, Public Art and Tourism

One form of public art already seen in Pearland was accomplished through the City’s participation in the San Jacinto Texas Historic District and its Project Stars initiative. The marker pictured here welcomes residents and visitors into the community at the northern gateway that Pearland Parkway provides from Beltway 8. The marker is located in the parkway median, just south of the Clear Creek bridge.

As further described on its website, the district is a collaborative effort among 11 cities within Precinct Two in east Harris County, with additional support from the Economic Alliance-Houston Port Region. A Master Plan process among these entities emphasized image enhancement and economic development opportunities that build upon the area’s history. Since 2007 the communities and other partners have implemented various Project Stars priorities including a “Gateways” project that has led to installation of entry markers in Baytown, Jacinto City, La Porte, Morgan’s Point, Pearland, Seabrook, Shoreacres, and South Houston. Pending markers in Deer Park and Galena Park will bring the total to 10 for this regional beautification effort. As with all the markers, the Pearland marker design evokes the San Jacinto Monument and its star while also highlighting the City’s pear branding.

Besides raising Pearland’s regional profile, participation in the district also boosts local tourism promotion efforts. The district website includes a Plan Your Adventure link that highlights featured attractions and special events across the area, including Pearland’s Crawfish Festival each spring.



The Economic Alliance also works to advance tourism strategies that benefit all district cities and the entire area. Additionally, Pearland bolsters its image and appearance through its status, since 2011, as a Texas Certified Scenic City, with a Gold Level Certification. Points are awarded based on City ordinances that promote a well-planned community including standards for landscaping, signage, parking lot design, dumpster screening, underground utilities, treatment of detention basins, and other design factors that, together, enhance livability for residents and add scenic appeal for visitors.

Parks and Tourism Tools

As a home rule municipality, the City of Pearland has various authorities, techniques and ongoing and new partnership possibilities for enhancing its parks and recreation offerings, plus other leisure and cultural amenities that appeal to residents as well as business travelers and leisure visitors. Summarized in **Table 6.3, Tools for Advancing Parks and Tourism Objectives**, are key mechanisms through which Pearland is already pursuing its objectives related to parks and tourism. These tools are shown in five categories that represent the main ways that comprehensive plans are implemented:

1. Capital investments.
2. Policies and programs.
3. Regulation and standards.
4. Partnerships and coordination.
5. More targeted planning (especially as required to qualify for external funding opportunities).

Given its size and the resulting level of sophistication of its municipal government, Pearland benefits from activities that are done here routinely relative to smaller cities with lesser means and capabilities – and compared to some larger cities with limited



BrowsAroun' Antiques store along Broadway near Old Townsite area

will or support to take certain actions. Along with the strategic priorities and other actions outlined in this plan section, it is important to capture in the Comprehensive Plan those ongoing functions of City government, such as those highlighted in Table 6.3, that will also help to attain the vision and goals within this plan.

TABLE 6.3, Tools for Advancing Parks and Tourism Objectives

Tool	Pearland Examples
Overall Framework for Recreation Improvements and Tourism Promotion	
Long-Range Planning	<ul style="list-style-type: none"> • Comprehensive Plan <ul style="list-style-type: none"> » Mobility-recreation coordination (bike paths, trails)
Strategic Planning	<ul style="list-style-type: none"> • Pearland 20/20 Strategic Plan
Capital Projects	
Multi-Year Programming and Budgeting	<ul style="list-style-type: none"> • Capital Improvements Plan (CIP) <ul style="list-style-type: none"> » Advance land acquisition for public parks and trails » Phasing of park development and site improvements over multiple budget years » Ped/bike accommodation through “Complete Streets” roadway design » Multi-use design of storm water detention projects
Policies and Programs	
Municipal Policies	<ul style="list-style-type: none"> • Convention and Visitors Bureau budget and use of Hotel-Motel Occupancy Tax revenue • Acceptance of private donations and grants • Continuation of policies and practices that earn City special recognitions (“Gold Level” Scenic City, Tree City USA, Planning Excellence)
Special Initiatives	<ul style="list-style-type: none"> • Cultural amenities planning and promotion via the Pearland Alliance for Arts and Culture (PAAC) • Special community events • Enhanced marketing (external and internal) • Continued participation in San Jacinto Texas Historic District and “Project Stars” Program
Special Districts	<ul style="list-style-type: none"> • Municipal Management Districts • Tax Increment Reinvestment Zones (TIRZ) • Municipal Utility Districts (MUDs)
Regulations and Standards	
Land Development Regulations	<ul style="list-style-type: none"> • Unified Development Code (UDC) <ul style="list-style-type: none"> » Parkland dedication and fee-in-lieu provisions » Areas zoned for cultural/entertainment activities
Partnerships and Coordination	
Public/Public	<ul style="list-style-type: none"> • Pearland Convention and Visitors Bureau • Pearland Economic Development Corporation • School districts • Counties and Commissioner precincts • Brazoria County Drainage District No. 4

TABLE 6.3, Tools for Advancing Parks and Tourism Objectives

Tool	Pearland Examples
Public/Public (continued)	<ul style="list-style-type: none"> • External funding opportunities <ul style="list-style-type: none"> » H-GAC Transportation Improvement Program (TIP) » Transportation Alternatives Program (TAP) » Community Development Block Grant (CDBG) • Houston-Galveston Area Council <ul style="list-style-type: none"> » Regional pedestrian and bicycle planning » Local parks and recreation planning support • Texas Department of Transportation • Texas Parks and Wildlife Department <ul style="list-style-type: none"> » Great Texas Coastal Birding Trail • Texas Economic Development and Tourism Division, Office of the Governor • Texas Commission on the Arts • National Park Service
Public/Private	<ul style="list-style-type: none"> • Private property owners and land development and real estate communities • Corporate sponsorships • Development agreements • CenterPoint Energy and pipeline companies • Advocacy and resource organizations <ul style="list-style-type: none"> » Pearland Chamber of Commerce » Pearland Arts League » Pearland Alliance for Arts and Culture » Keep Pearland Beautiful » Greater Houston Convention and Visitors Bureau » Houston Arts Alliance » Land trusts and conservation organizations » Private athletic associations and recreation clubs » Texas Recreation and Park Society » National Recreation and Park Association • Private donations and grants
Targeted Planning	
Special-Area Planning	<ul style="list-style-type: none"> • Corridor and district plans (Lower Kirby, Old Townsite)
City Master Plans	<ul style="list-style-type: none"> • Parks and Recreation, Trails

2015

Pearland

COMPREHENSIVE PLAN



SECTION 7

Land Use and Character

Pearland has a long and established history of land use planning that continues with this latest update of its long-range Comprehensive Plan. Since 2006 the City has also utilized a Unified Development Code (UDC) to better coordinate and manage all aspects of land development regulation. At that point the City also expanded to all principal streets a Corridor Overlay District, which is another available mechanism, through zoning, to enact the quality-focused aspects of its land use priorities. As with any effective planning process, the City regularly revisits its assumptions and strategies to stay responsive to market dynamics and ensure that ultimate outcomes on the ground are as intended. An interim update effort in 2009 dealt with a series of very specific land use policy and map issues.

The positive results of this land use planning legacy have come to fruition even more quickly with the rapid growth experienced in Pearland in recent years. Along with guiding the location,



Pearland Town Center has added a walkable, mixed-use destination for residents and visitors

types and intensities of land use that are possible across this roughly 70 square mile community, the City's planning focus is increasingly turning to redevelopment considerations. Given how Pearland is hemmed in by the jurisdictions of other area cities, the City has a relatively known and fixed amount of land in its incorporated area and extraterritorial jurisdiction (ETJ) for which future possibilities must be contemplated.

Together with tax base implications, key drivers of such planning include the desire for quality residential development and housing options; convenient shopping and services, including a growing medical footprint; appropriate areas for industrial activity; and effective siting and design compatibility of public facilities and recreational lands, including a new University of Houston-Clear Lake campus in Pearland since 2010. Additionally, given Pearland's place in the world and the area's flat landscape, some amount of land must necessarily be allocated to large-scale stormwater detention basins to minimize flooding risk while also providing further recreational opportunities for residents.

Land Use and Character Context

The preceding topical plan sections provide important context for this Land Use and Character section:

Growth Capacity and Infrastructure

- The outlook and key considerations for how remaining developable land in the incorporated city and ETJ should be used, especially with regard to the long-term fiscal implications for City government.

Mobility

- Related to the Growth Capacity and Infrastructure point above, concern about the traffic implications of potential types or densities of residential use that are still to be built in Pearland in the coming decades.

Housing and Neighborhoods

- The need for a greater range of housing options in Pearland, still in a quantity that is well less than the extent of land devoted to single-family detached dwellings, but in

suitable forms and locations to meet the needs of key demographics as they move through the "life cycle" (i.e., young singles, "double income no kids" couples, families with children, empty nesters, and seniors at various stages of independence and care needs).

- The potential for more multi-family residential uses in Urban character settings and forms (i.e., internalized design with no external access to individual units) versus much more "garden" style apartments.
- The outlook for more widespread redevelopment activity and infill construction as the community approaches build-out and greater attention turns to upgrading or replacing older housing stock.

Economic Development

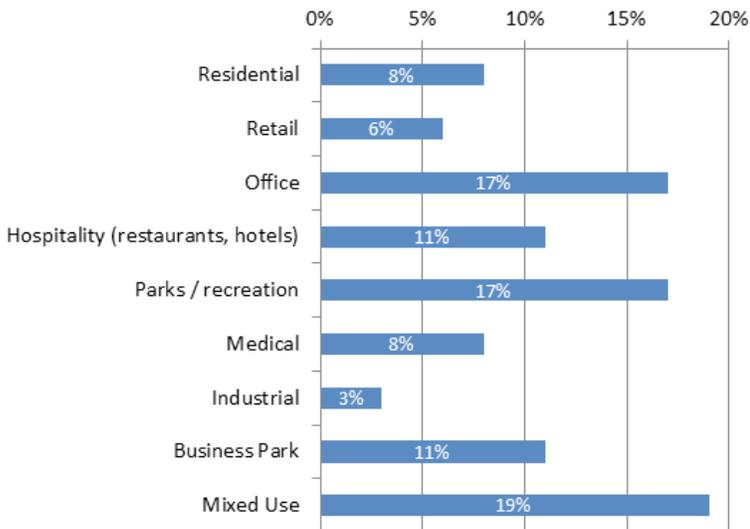
- A continuing focus on optimal corridor development (e.g., FM 518/Broadway) and needed redevelopment along older corridors (e.g., SH 35)
- An even greater emphasis on community image and aesthetics, especially at key gateways and other high-profile locations in the city, including along major corridors.

Parks and Tourism

- The potential for more mixed-use development in targeted areas of Pearland (e.g., Lower Kirby, Old Townsite) that could include desired entertainment and cultural offerings for both residents and visitors.
- The need for direct acquisition of more public parkland ahead of development, when suitable land is still available and not yet at elevated prices, rather than acquiring it in conjunction with development and mostly through the parkland dedication mechanism.
- The potential for a future multi-purpose events venue in Pearland, which would require a relatively large site, especially to accommodate associated parking, and which should be in a location that places the facility in close proximity to complementary hospitality uses such as hotels and restaurants.

Additionally, in an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked, "What is your

general sense of the types of land use most needed in Pearland considering remaining developable land [with the opportunity to select three]?" The resulting distribution of responses was:



LAND USE PLAN UPDATE 2009

The last comprehensive review of the City's land use planning policies and associated Land Use Plan map, in 2009, led to six stated objectives with related points under each, as listed below. These objectives also continue to provide important context for this and other sections of this updated Comprehensive Plan.

1. Conserve Existing Neighborhoods
 - a. Preserve existing residential uses.
 - b. Designate appropriate land use for transition areas between residential and nonresidential uses to safeguard our neighborhoods while allowing for growth and expansion of local businesses.
2. Enhance Long-Term Economic Development
 - a. Consider future annexation of airport property.
 - b. Formulate a land use plan and appropriate zoning for airport area.
 - c. Preserve existing industrial land.
 - d. Consider increasing industrial land by future annexations.
 - e. Designate additional land for office use.
3. Coordinate Land Use with Transportation
 - a. Encourage retail/commercial nodes at major street intersections to prevent strip or

commercial development.

- b. Encourage residential retail nodes in proximity to residential uses to serve neighborhood needs.
 - c. Encourage higher-density, mixed-use, transit-oriented and pedestrian-friendly development along the future multi-modal/mass transit SH 288/Kirby corridor.
 - d. Plan for future growth by prospective annexation of sensitive areas along future corridors.
4. Encourage Regional Detention
 - a. Maximize development potential of vacant land.
 - b. Amenitize detention areas and incorporate with the parks plan.
 5. Identify Future Community Facilities and Services
 - a. Demarcate areas to provide adequate facilities.
 6. Identify Implementation Strategies
 - a. Identify changes to Future Land Use Plan, Comprehensive Plan, and Unified Development Code.

Legacy of Past Long-Range Planning

In considering the extent of change Pearland had experienced during the 1990s, and then looking ahead to needs and priorities for the next several decades, the City's 1999 Comprehensive Plan outlined the following aspirations related to land use:

- Providing well-defined residential neighborhoods with centrally located parks and recreational open space sized to meet the needs of the surrounding neighborhood unit. Low-density, single-family residential housing should surround the park with community facilities (such as churches, daycare centers, schools, libraries, and fire stations). Medium- and higher-density residential uses should be located along the periphery of the neighborhood.
- Concentrating local retail, offices, and services into nodes centered at the intersections of major thoroughfares instead of continuous commercial strips. Major retail nodes should have a maximum of 50 acres, and minor retail

nodes should comprise 25 or fewer acres, with each type of node distributed around an intersection's four corners. Medium- and higher-density residential uses are also appropriate for these nodes.

- Establishing an attractive business park environment along the SH 288 corridor by providing adequate access; identifying and distinguishing between preferred uses, limited uses, and undesired uses; and establishing appropriate design standards. The business park should include corporate headquarters, research facilities, office buildings, and light manufacturing facilities, but also provide flexibility for a variety of uses. However, commercial strip development and open sales lots and storage yards should be discouraged. Land use controls should be implemented through Planned Development zoning or by establishing a Corridor Overlay District or a new zoning district specifically for this corridor.
- Designating sizeable areas for industrial and light industrial economic development. Three districts were depicted: North Central District, South Central District, and Northwest District.
- Establishing Pearland Parkway as a central axis linking many of the city's major recreational, educational, and institutional assets. The plan defines this parkway as a broad landscaped thoroughfare connecting parks, or a landscaped string of land paralleling or running in the center of a thoroughfare. The thoroughfare should accommodate vehicular, bicycle, and pedestrian traffic.
- Reinventing the Old Town area as a modern, walkable "Village District" containing a compatible mix of residential and nonresidential uses. To do this, the plan suggests utilizing the present street and alley grid as a framework; developing corridors of large shade trees along Broadway and Main within the limits of the district; devising zoning standards that are more flexible and more sensitive to design issues than conventional zoning; enhancing the individual characters of each of the four quadrants that comprise the Village District; and identifying, protecting and preserving historical buildings that reflect Pearland's heritage.
- Developing a restaurant and entertainment district in a park setting with convenient

regional access. This area should be enhanced by wooded areas, nature preserves, and developed lakes, offering attractive lakefront uses (including restaurants with outdoor dining, a retail center with craft shops, a coffee house, boutiques, breakfast/lunch café, a microbrewery, and an amphitheater) and recreational activities. The land uses in adjacent areas should complement this area by including mid-rise office use and medium- and high-density residential use. A several hundred acre site known as the David L. Smith Project was acquired and planned to be used for this purpose.

- Preserving major drainage ways as open space, recreation corridors, and natural habitat. Linear parks were recommended to be developed along four drainage ways to offer attractive spaces for public use trails that would connect many neighborhoods, businesses, and public facilities.
- Developing a series of gateways within and around the periphery of the city to define and enhance Pearland's regional identity. The plan discusses additional landscaped and lighted entryway signs at various locations, six community parks located along the edges of the planning area, and mass tree planting in the large areas of open space located on the four corners of some major intersections.

The 1999 Comprehensive Plan also established the following land use designations for purposes of mapping areas for particular uses (with more categories added through the 2009 Land Use Plan Update as reflected on Land Use Plan maps since that time):

- | | |
|---------------------------------|---------------------------------|
| ■ Low Density Residential | ■ General Business |
| ■ Medium Density Residential | ■ Light Industrial |
| ■ High Density Residential | ■ Industrial |
| ■ Manufactured Housing | ■ Village District |
| ■ Retail, Offices, and Services | ■ Business Park |
| ■ Office | ■ Public/Semi-Public |
| | ■ Parks and Open Space |
| | ■ Drainage and Flood Protection |

Status and Outlook for Land Use

LAND USE PLAN

A future land use map is intended to show the general pattern of uses anticipated and/or desired in and around the community in the years ahead. The map indicates the type of use that is expected to

predominate in an area based on what is already on the ground and will likely remain or possibly evolve over time, as well as projected new development. Additionally, it is recognized that, for some land use designations, other complementary uses may also remain or emerge in an area of the city along with the predominant use types.

Specific locations are not always known for certain use types, such as for some future public facilities (e.g.,

Future Land Use Planning versus Zoning

The City's development regulations are among the primary tools for implementing this policy document. The zoning regulations, in particular, play a significant role in establishing and protecting the physical character of the community. These regulations delineate land use districts and the types of uses permitted within them, together with minimum site area and maximum building height requirements and standards for parking, landscaping and signage. As a result, the zoning regulations, together with the City's subdivision regulations where applicable, largely direct development outcomes. This is important since it provides a regulatory context in which local land use decisions may be made to foster a prosperous economy, a sustainable environment, and a high quality of life for residents.

Although this Land Use and Character section and associated Land Use Plan map provide only general planning guidance, their role is especially relevant since it can lead to updates and rewrites of the zoning regulations and district map. It is only through the official zoning map and the ongoing zoning administration process that binding, legally enforceable decisions are made about property uses and compatibility on a case-by-case basis. Adoption of this Comprehensive Plan, including the Land Use Plan map, does not mean that the City's zoning approach or mapping will automatically change. This is partly because there is a timing aspect to zoning, meaning that a future land use plan generally indicates ultimate desired outcomes while a zoning map may reflect interim situations or existing, stable land uses that are not expected to change in the near future.

The side-by-side comparison below highlights the distinct purposes and uses of a future land use map relative to a zoning map.

Future Land Use Map

Purpose

- Outlook for the future use of land in the community
- Macro level – generalized development patterns

Use

- Guidance for the City's zoning map and related decisions (zone change requests, variance applications, etc.)
- Baseline for monitoring consistency of actions and decisions with this Comprehensive Plan

Inputs and Considerations

- Existing land use in the City
- The locational aspects of community planning priorities involving economic development, housing, infrastructure, parks and recreation, public facilities, etc.

Zoning Map

Purpose

- Basis for applying different land use regulations and development standards in different areas of the community ("zones")
- Micro level – site-specific focus

Use

- Regulating development as it is proposed – or as sites are positioned for the future with appropriate zoning (by the owner or the City)

Inputs and Considerations

- Comprehensive Plan and future land use map for general guidance
- Protecting existing neighborhoods from incompatible redevelopment or infill, and fringe areas from premature urban development
- Zoning decisions that differ substantially from the general development pattern depicted on the future land use map should indicate the need for some map adjustments the next time this plan is revised

TABLE 7.1, Designations on Land Use Plan Map

Source: Kendig Keast Collaborative

Designation	Predominant Use	Characteristics	Most Closely Associated Zoning District(s)
Suburban Residential	Single-family detached dwellings	Four subcategories from previous Land Use Plans consolidated, with a recommendation later in this section to explore a residential "flex" zoning district that would offer a range of lot size options by right with associated standards to ensure compatibility	<ul style="list-style-type: none"> Residential Estate (RE) Suburban Residential (SR-15) Suburban Residential (SR-12)
Low Density Residential	Single-family detached dwellings	Minimum lot sizes between 8,800 square feet and 12,000 square feet	<ul style="list-style-type: none"> Residential Estate (RE) Single-Family Residential (R-1)
Medium Density Residential	Single-family detached dwellings including patio homes, plus townhomes	Minimum lot sizes between 5,000 and 7,000 square feet for single-family residential; 3,000 square feet for townhomes	<ul style="list-style-type: none"> Single-Family Residential (R-2, R-3, R-4) Townhouse Residential (TH)
High Density Residential	Multiple-family dwellings	Apartment developments	<ul style="list-style-type: none"> Multiple-Family Residential (MF)
Offices	A variety of business, professional, and organizational office development		<ul style="list-style-type: none"> Office and Professional (OP)
Detention	Sites dedicated to regional storm water detention, some of which are designed also to offer recreational amenities		Any district
Park	City park sites and land (plus Tom Bass Regional Park)		Any district
Recreation and Open Space	Private golf courses and open space areas along and near creeks and some storm water detention sites		Any district
Public / Semi-Public	Public and semi-public sites and facilities, including schools, government buildings, and cemeteries		Any district
Retail, Offices and Services	Variety of office and retail development		<ul style="list-style-type: none"> Neighborhood Service (NS) Office and Professional (OP) General Business (GB)
Village District	Residential, retail, office, and public/semi-public uses within Pearland's original town site area	Mixed use	<ul style="list-style-type: none"> Old Townsite (including subdistricts for General Business, OT-GB; Mixed Use, OT-MU; and Residential, OT-R)
Lower Kirby Urban Center	Special designation in an area where the Spectrum zoning district currently applies but for which a form-based development code approach was explored		<ul style="list-style-type: none"> Spectrum District (SP1-SP5) and zoning categories recommended in the Lower Kirby Urban Center Plan
288 Gateway	Large office and medical complexes/campuses and complementary retail uses/centers, with vertically integrated residential uses, all of high quality		<ul style="list-style-type: none"> Business Park - 288 (BP-288)
Cullen Mixed Use	Designation to support the Cullen - Mixed Use zoning district		<ul style="list-style-type: none"> Cullen - Mixed Use (C-MU)
Garden / O'Day Mixed Use	Designation to support the Garden / O'Day - Mixed Use zoning district		<ul style="list-style-type: none"> Garden / O'Day - Mixed Use (G/O-MU)
Light Industrial	Manufacturing, assembly, high-tech industries, etc.		<ul style="list-style-type: none"> Light Industrial (M-1)
Industrial	Heavier industrial uses		<ul style="list-style-type: none"> Heavy Industrial (M-2)
Business Commercial	Retail businesses		<ul style="list-style-type: none"> General Business (GB) General Commercial (GC)
Airport	Pearland Regional Airport		N/A (in ETJ)

TABLE 7.2, Acreage in Land Use Plan (Map 7.1)*

Source: Kendig Keast Collaborative

Land Use Category	Acreage	Percent of Total
Suburban Residential	2,257.7	5.1%
Low Density Residential	17,219.4	38.7%
Medium Density Residential	7,501.3	16.9%
High Density Residential	535.1	1.2%
Offices	226.4	0.5%
Detention	495.6	1.1%
Park	1,249.2	2.8%
Open Space	1,635.8	3.7%
Public / Semi-Public	1,448.9	3.3%
Retail, Offices and Services	1,749.6	3.9%
Village District	398.2	0.9%
Lower Kirby Urban Center	1,153.9	2.6%
288 Gateway	1,420.5	3.2%
Cullen Mixed Use District	99.6	0.2%
Garden/O'Day Mixed Use Dist	559.1	1.3%
Light Industrial	3,799.0	8.5%
Industrial	1,178.3	2.6%
Business Commercial	910.4	2.0%
Airport	295.0	0.7%
Major Nodes	152.5	0.3%
Minor Retail Node	192.8	0.4%
Residential Retail Nodes	26.3	0.1%
Totals	44,504.6	100.0%

* NOTE: All calculations were made using Geographic Information System (GIS) data and mapping and are intended for general planning purposes only as the data is approximate and does not have the accuracy of on the-ground land surveys.

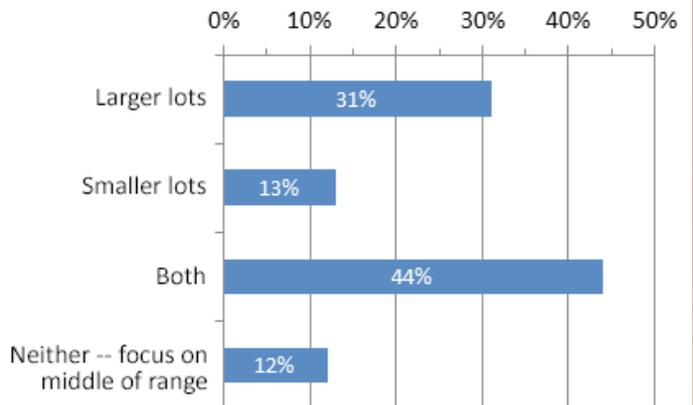
schools, fire stations, parks, etc.), as well as places of worship, which often locate in or near primarily residential areas. Some uses are highly market-driven, with their timing and particular location dictated by the extent and pace of other types of development. This includes the typical trend of retail uses following residential “rooftops” – and typically locating at key roadway intersections. The location and extent of multi-family development can also be difficult to predict ahead of housing market trends and cycles, as well as developer interest in whether, where and when to bring this product to market.

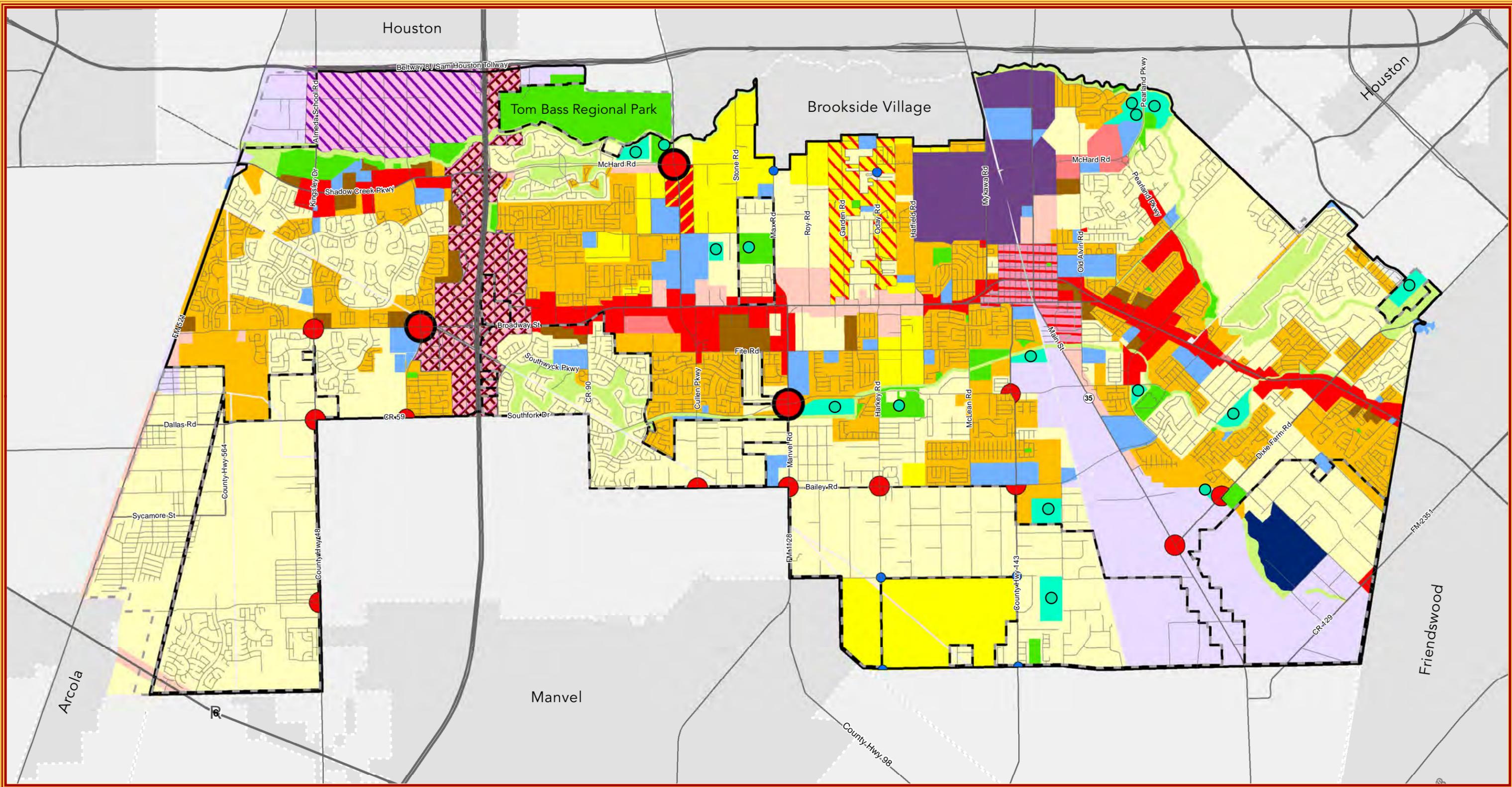
Provided in **Table 7.1, Designations on Land Use Plan Map**, are descriptions of the categories used on **Map 7.1, Land Use Plan**. The City’s previous

adopted Land Use Plan map is also included in this plan section for information and comparison. Many categories on both the new and previous maps originated with the City’s 1999 Comprehensive Plan, others were carried over or added through the 2004 plan update, and the new map version reflects changes summarized in the Further Evolution in Land Use Plan section below. Map 7.1 also reflects separation of the previous “Parks” category from new “Detention” and “Recreation and Open Space” categories as itemized in Table 7.1. Finally, it should be noted that the officially adopted Lower Kirby Urban Center plan and proposed development code and the Grand Boulevard: Pearland Old Townsite Master Plan are considered appendices to and a part of this Comprehensive Plan.

Compiled in **Table 7.2, Acreage in Land Use Plan (Map 7.1)**, are the relative amounts of land within each of the Land Use Plan categories. As in most suburban communities, areas for single-family detached dwellings (primarily the Suburban and Low Density Residential categories) account for the largest land use share, at 44.2 percent here. Light Industrial is another prominent category at 8.4 percent. A separate mapping exercise, completed by City staff in Spring 2014, quantified the proportion of land inside the City limits that is within each current zoning district. As presented in **Table 7.3, Acreage in Zoning Districts**, these numbers reflect the cumulative results of past land use planning efforts and subsequent plan implementation through administration of the City’s UDC.

In an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked, “Does Pearland need more lot sizes for home building on the larger end of the spectrum, or the smaller end?” The resulting distribution of responses was:





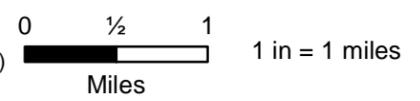
MAP 7.1 LAND USE PLAN

DRAFT AUGUST 2015
(PROPOSED)

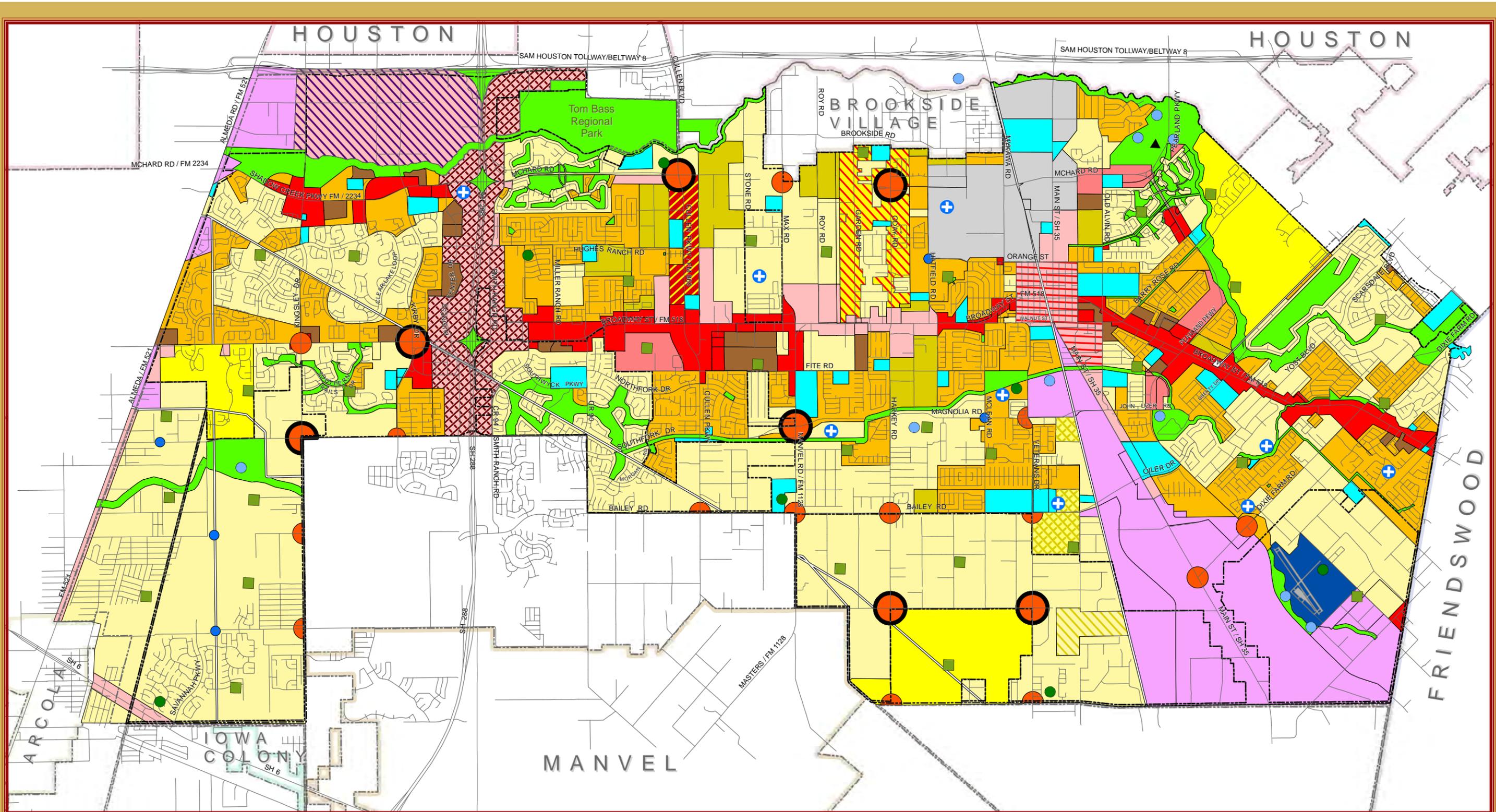
NOTE: A comprehensive plan shall not constitute zoning regulations or establish zoning boundaries.



- | | | | | |
|----------------------------|------------------------------|---------------------------------|------------------------------|-----------------------------------|
| Suburban Residential | Detention | Village District | Light Industrial | Minor Retail Node (25 acres) |
| Low Density Residential | Park | Lower Kirby Urban Center | Industrial | Residential Retail Node (5 acres) |
| Medium Density Residential | Recreation and Open Space | 288 Gateway | Business Commercial | Detention Ponds |
| High Density Residential | Public / Semi-Public | Cullen Mixed Use District | Airport | |
| Offices | Retail, Offices and Services | Garden/O'Day Mixed Use District | Major Retail Node (50 acres) | |



DISCLAIMER: This graphic representation depicts generalized areas for informational and long-range planning purposes only. The illustration may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property and other boundaries. Data is not guaranteed for specific accuracy or completeness and may be subject to revision at any time without notification.



CITY OF PEARLAND LAND USE PLAN

NOTE:
A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

- | | | | | | |
|-----------------------------------|----------------------------|------------------------------|---------------------|-----------------------------------|-------------------------------------|
| A - 1/2 Acre Lots (Suburban Res) | Medium Density Residential | Retail, Offices and Services | Light Industrial | Major Retail Node (50 acres) | City of Pearland Detention Site |
| B - 15,000 SF Lots (Suburban Res) | High Density Residential | Village District | Industrial | Minor Retail Node (25 acres) | Community Park Site |
| C - 12,000 SF Lots (Suburban Res) | Offices | Spectrum District | Business Commercial | Residential Retail Node (5 acres) | Neighborhood Park Site |
| D - 10,000 SF Lots (Suburban Res) | Parks | Business Park | Airport | B.D.D #4 Proposed Detention Site | Restaurant & Entertainment District |
| Low Density Residential | Public / Semi-Public | Cullen Mixed Use District | | | |



1 in = 1 miles
0 0.5 1
Miles

This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.

MAP PREPARED: SEP 2014
CITY OF PEARLAND GIS DEPARTMENT

TABLE 7.3, Acreage in Zoning Districts*

Source: Kendig Keast Collaborative

Zoning District	Acreage	Percent of Total
Suburban Development (SD)	39	0.1%
Residential Estate (RE)	1,693	6.4%
Suburban Residential (SR-15)	310	1.2%
Suburban Residential (SR-12)	1,339	5.1%
Single-Family Residential (R-1)	3,378	12.9%
Single-Family Residential (R-1 Cluster)	657	2.5%
Single-Family Residential (R-2)	3,001	11.4%
Single-Family Residential (R-3)	1,849	7.0%
Single-Family Residential (R-4)	492	1.9%
Townhouse Residential (TH)	39	0.1%
Multiple-Family Residential (MF)	222	0.8%
Manufactured Home Park (MH)	51	0.2%
Spectrum District - Subdistrict 1 (SP1)	80	0.3%
Spectrum District - Subdistrict 2 (SP2)	25	0.1%
Spectrum District - Subdistrict 3 (SP3)	134	0.5%
Spectrum District - Subdistrict 4 (SP4)	60	0.2%
Spectrum District - Subdistrict 5 (SP5)	226	0.9%
Cullen - Mixed Use (C-MU)	177	0.7%
Garden / O'Day - Mixed Use (G/O-MU)	506	1.9%
Old Townsite - General Business (OT-GB)	45	0.2%
Old Townsite - Residential (OT-R)	95	0.4%
Old Townsite - Mixed Use (OT-MU)	59	0.2%
Office and Professional (OP)	170	0.6%
Business Park - 288 (BP-288)	227	0.9%
Neighborhood Service (NS)	120	0.5%
General Business (GB)	1,183	4.5%
General Commercial (GC)	1,370	5.2%
Light Industrial (M-1)	1,563	6.0%
Heavy Industrial (M-2)	897	3.4%
Planned Development (PD)	6,269	23.9%
Totals	26,278	100.0%

* NOTE: All calculations were made using Geographic Information System (GIS) data and mapping and are intended for general planning purposes only as the data is approximate and does not have the accuracy of on-the-ground land surveys.

FURTHER EVOLUTION IN LAND USE PLAN

This new Comprehensive Plan involves some further adjustments to the City's Land Use Plan map based on discussions with the Comprehensive Plan Advisory Committee and other stakeholders, and work sessions between City staff and the plan consultant. The changes include:

■ Consolidation of Four Suburban Residential Designations.

As shown in Table 7.1, the Land Use Plan map previously included a Suburban Residential category with four subcategories for accommodating single-family detached dwellings on varying lot sizes, from ½ acre down to 10,000 square feet. The new Land Use Plan map shows just one overall Suburban Residential category to align with a potential single Suburban Residential zoning district that would also consolidate several existing districts. This possibility for a single residential "flex" zoning district is discussed further under Strategic Priority 1 in the Goals and Action Strategies portion of this plan section.

■ New and Ongoing Special Designations.

This updated plan eliminates the Spectrum District category from the Land Use Plan map, replacing it with the Lower Kirby Urban Center designation that resulted from more recent, targeted planning for this area. Also, the extent of the 288 Gateway (former "Business Park") area around SH 288 was adjusted in certain locations based on actual development outcomes. The mixed-use designations for the Cullen and Garden/O'Day areas also are maintained to support their associated zoning districts.



New business uses plus public streetscape investments are setting a high quality standard in the Lower Kirby Urban Center District

- **No Further Multi-Family Residential Designations Beyond Existing.** Deliberations for this plan update led to the consensus that no additional areas for High Density Residential (i.e., multi-family) be delineated on the Land Use Plan map beyond multi-family development that has already been built. Instead, any further multi-family residential should occur only in mixed-use settings, and only if designed with an Urban character. This means an “internalized” design for multi-family residential in which access to all dwelling units is made through the interior of the building rather than from direct outside entrances to each unit. Other form-related zoning and design standards would also reinforce and ensure an Urban development character.
- **General Map Cleanup.** Through this plan update, various “cleanup” revisions to the Land Use Plan map were made to reflect actual development that has occurred in particular locations relative to the map designations for such areas. These revisions also better align the Land Use Plan map with evolution in the City’s official Zoning District map.

LAND USE POLICIES

The written policy statements below are intended as a supplement to the Land Use Plan map, which provides only a visual depiction of desired land use patterns and sound development practices. City officials and staff should use these statements as a guide and reference, particularly when making decisions regarding proposed development activity in the City limits and ETJ and/or changes in zoning classifications within the city.

GENERAL

1. Land uses should not detract from the enjoyment or value of neighboring properties.
2. Potential negative land use effects (noise, odor, dust, excessive light, traffic, etc.) should be considered in development review/ approval and mitigated.
3. Adequate transportation access and circulation should be provided for uses that generate large numbers of trips. Pedestrian and bicycle access should be addressed where appropriate.
4. Well-planned mixed-use projects are encouraged where compatible with nearby

development. When such projects are pursued through Planned Development (PD) applications, evaluation of the PD Design Plan should include consideration of community benefits and amenities the project will offer in exchange for proposed variations from otherwise applicable zoning standards. This is to uphold the intent, expressed in UDC Section 2.2.2.1, that PD Districts are meant to “encourage flexible and creative planning ... and to result in a higher quality development for the community than would result from the use of conventional zoning districts.”

5. Floodplain areas should not be encroached upon by future development unless there is compliance with stringent floodplain management practices. These areas should be used for parks or recreational or related purposes, or for agricultural uses.
6. Environmentally sensitive areas should be protected, including wildlife habitat areas.

RESIDENTIAL

1. Residential areas should not be located next to industrial areas.
2. Residential and commercial areas may be adjacent if separated by a buffer.
3. Schools, parks and community facilities should be located close to or within residential neighborhoods.
4. Houses should have direct access to local residential streets but not to collector streets or thoroughfares.
5. Houses should not be adjacent to freeways.
6. New residential development should be buffered from thoroughfares and collector streets.
7. Residential developments should include adequate area for parks and recreation facilities, schools and places of worship.

RETAIL / OFFICE

1. Neighborhood retail and service uses should be located at intersections of thoroughfares or collector streets or at the edge of logical neighborhood areas unless appropriately placed within a planned development.
2. Retail development should be clustered throughout the city and convenient to residential areas.
3. Buffers should separate retail/office uses and residential areas.
4. The Old Townsite area should be a focus

for office, retail and service activities in appropriate locations relative to existing residential uses, particularly through adaptive re-use of existing structures or redevelopment of vacant properties and sites with heavy commercial or industrial uses.

5. Office and professional uses should be compatible with nearby residential areas and other uses through appropriate building height limitations and adequate buffering and landscaping.
6. Low-intensity office and professional uses should provide a transition between more intense uses and residential areas.

HEAVY COMMERCIAL

1. Commercial uses with more intensive operational or traffic characteristics should be located away from most residential areas.
2. Heavy commercial development should be concentrated in nodes at intersections and along major thoroughfares that are designed and constructed to accommodate higher traffic volumes.
3. Buffers should separate heavy commercial uses from any adjacent residential areas, especially where the commercial use involves visible display or outdoor storage of merchandise or materials.



Pearland Town Center features a master-planned mix of residential and non-residential uses

INDUSTRIAL

1. Industrial development should not be directly adjacent to residential areas.
2. Industrial uses should be located in dedicated industrial development areas.
3. Industrial development should be separated from other uses by buffers.
4. Industrial development should have good access to thoroughfares and freeways.
5. Industrial development involving trucking operations should have good access to truck routes, designated hazardous material routes, and railroads.

PARKS, OPEN SPACE AND TOURISM

1. Parks should be evenly distributed throughout the city and include larger community parks and smaller neighborhood parks.
2. Pedestrian connections should be provided between parks, schools, residential areas, and employment centers.
3. Parks are a desirable use for floodplain areas.
4. Parks and open space should be used to buffer incompatible land uses.
5. Natural features should be used as buffers or preserved open space between or around developed areas.
6. Community attractions that draw many external visitors should be in locations with good regional transportation access and visibility.

COMMUNITY FACILITIES

1. Community facilities should be located in easily accessible areas within the community.
2. Community facilities, depending on their scale and level of activity, should be located adjacent to thoroughfares or collector streets to accommodate traffic.
3. Community facilities should be well buffered from nearby residential areas.

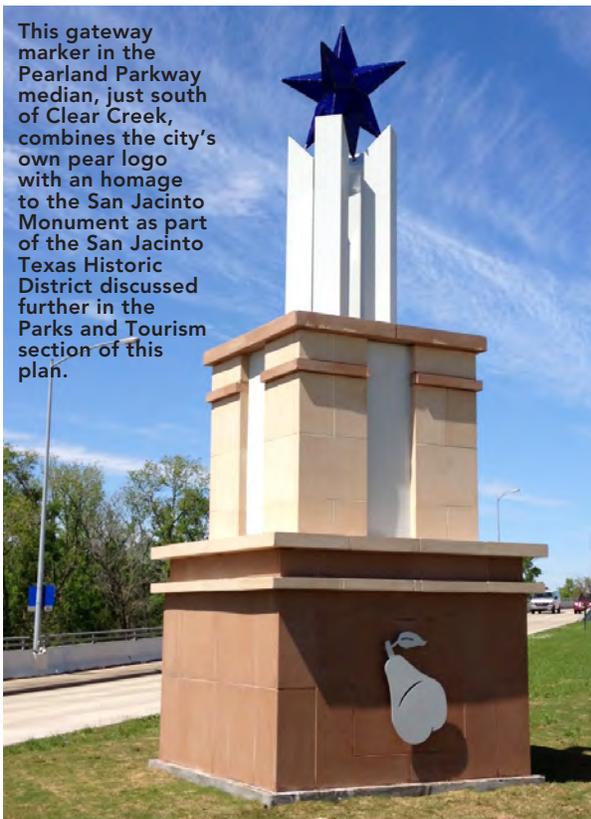
Key Planning Considerations

Input and discussions for this Comprehensive Plan update, through workshops with City Council and Planning and Zoning Commission, informal small-group sessions, a community-wide public open house event, the online Virtual Town Hall forum, interaction with the Comprehensive Plan Advisory

Committee, and background discussions with City staff, yielded the following concerns related to this Land Use and Character section of the plan:

- The implications for the community – in terms of tax base, housing options, recreation and open space opportunities, traffic generation, infrastructure and public service capacities, and many other factors – from the uses and intensities to which remaining available land in the City limits and extraterritorial jurisdiction may be devoted in the future.
- Opportunities and challenges associated with re-use and redevelopment of land in older areas of the city, including the potential in certain areas for more varied housing types and/or greater mixing of uses, partly through well-managed conversion of former dwellings to non-residential uses.
- Continued focus on effective planning for key locations, focal points and gateways into the city, in conjunction with priority initiatives in the *Pearland 20/20 Strategic Plan* and other targeted plans (e.g., major corridors and gateways via SH 288, Pearland and Cullen Parkways, Broadway/FM 518, etc.; Old Townsite; Pearland Town Center; Lower Kirby Urban

This gateway marker in the Pearland Parkway median, just south of Clear Creek, combines the city's own pear logo with an homage to the San Jacinto Monument as part of the San Jacinto Texas Historic District discussed further in the Parks and Tourism section of this plan.



Center district – including Transit-Oriented Development potential around any future transit station; airport vicinity; south side oil fields, etc.).

- Appreciation of the land use implications of major capital investments in new and upgraded roadways (e.g., McHard Road, Bailey Road, SH 35/Main Street), and lessons learned for improved land use-transportation coordination from outcomes such as the vicinity of SH 288 at FM 518/Broadway.
- The clear desire, among both residents and the community's public and private leadership, to limit further significant single-use multi-family development due to concerns about the effects of residential density on such things as traffic, schools, and recreation programs.
- The appropriate location and extent of industrial use, amid pressure in some places to transition to more commercial use, plus the importance of design and appearance considerations where industrial uses will be highly visible along key corridors.
- Continued discussion and debate of residential lot size considerations – at both the small- and larger-lot ends of the spectrum – given a dynamic regional housing market and trends in land costs and other factors in development feasibility, as well as associated standards that govern the potential intensity of residential use (e.g., maximum lot coverage).
- Especially with build-out of remaining land on the horizon, continued discussion of ways to allow – and encourage – alternate arrangements of a given residential density on the ground (i.e., “clustering” options) to absorb some amount of growth in constrained areas while safeguarding resources and incorporating beneficial open space.
- Ongoing emphasis on community aesthetics and appearance, especially to ensure quality development outcomes that complement public investments to beautify Pearland's gateways and key corridors, and as application of design standards continues to differentiate Pearland from other area cities.

Citizen Survey Results

Eight in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated the overall image of Pearland as excellent or good.

Goals and Action Strategies

GOALS

A “goal” is a statement of a desired outcome (“end”) toward which efforts are directed, as expressed by more specific objectives and action priorities (“means”). Below are three goals intended to focus plan implementation efforts related to Land Use and Character that follow the adoption of this new Comprehensive Plan:

- GOAL 7.1:** A **balanced mix of land uses** that supports the community’s long-term objectives of achieving greater choice in housing and homeownership options, a more diversified commercial and industrial tax base, an array of active and passive recreational destinations, and greater leisure and entertainment opportunities for both residents and visitors.
- GOAL 7.2:** Attention to the **traffic generation and public service implications** of land use choices for remaining developable land in the City limits and ETJ as Pearland progresses toward build-out over the next several decades.

GOAL 7.3: An expanded focus on **redevelopment planning and effective management of infill development and adaptive re-use of properties in older areas and corridors** as these activities become more prevalent in Pearland along with ongoing development of new uses and vacant land.

GOAL 7.4: A continued emphasis on **development quality and aesthetic considerations** in ongoing development review and approval processes, as well as with public facility construction and upgrades.

ACTION STRATEGIES

Itemized below are a set of potential actions for responding to the key issues and community needs identified in this Comprehensive Plan section. In particular, two items are highlighted as strategic initiatives for the immediate future.



STRATEGIC PRIORITY 1: UNIFIED DEVELOPMENT CODE (UDC) UPDATES

A natural next step following adoption of a new Comprehensive Plan is to revisit the City’s development regulations to ensure they are in sync with and supportive of the general vision and goals of the plan, as well as specific action strategies that involve regulatory considerations. Adjustments to the Land Use Plan map also must be carried over to the City’s zoning regulations and official district map. Some more significant action items in this plan that require such follow-up include provisions to encourage a wider array of residential options, and

Glenda Dawson High School provides a quality public facility within the Cullen-Mixed Use (C-MU) zoning district



review and updating of current parkland dedication and fee-in-lieu provisions.

“Flex” Zoning. Another significant consideration arising from this plan section is exploration of a residential “flex” zoning district. This would allow a range of residential development options by right, in which required open space set-asides increase in exchange for smaller lot sizes, along with other standards (e.g., maximum coverage, screening and buffering) designed to achieve development outcomes that are compatible with the character of the vicinity. It would replace the approach of having a range of zoning districts for single-family detached dwellings that are differentiated mainly by allowable lot sizes (i.e., density). This is also intended to address difficulties the City has encountered in implementing – and encouraging greater use of – the current Cluster Development Plan provisions in the UDC.

Built-In Options for Cluster Development. A typical approach for a residential “flex” district is to include several levels of allowable development clustering with varying degrees of associated lot-size reduction and increasing open space preservation. This allows the developer an equivalent development yield, in terms of gross units per acre, as under a more typical development layout. At the same time, community priorities for character enhancement and resource protection are addressed by concentrating the proposed development in a smaller area of the site rather than spread across the site as would occur through a conventional design. This is accomplished through smaller lot sizes, reduced building setbacks, increased floor area ratios (ratio of dwelling unit floor area to lot area), and added flexibility in other regulatory standards in exchange for setting aside more open space on the overall site and preserving natural areas such as floodplains, wetlands, creek buffers, and forested areas.

Density Bonus as an Incentive. A built-in density “bonus” rewards – and provides the incentive – for the developer to use land planning and site design practices that will better meet community objectives. Along with resource protection and open space amenities, another motivator for some residential “flex” districts is to promote development of neighborhoods with well-planned and integrated mixes of housing types versus isolated, individual subdivisions devoted to a single housing type at a uniform density. Additionally, using bonuses to encourage the set-aside of even

more open space within clustered developments effectively compensates the landowner with higher development efficiency through reduced length of streets and utility infrastructure.

This clustering strategy can also open up development possibilities for constrained sites in urban areas, as well as sites that are adjacent to railroads, wells, or other less desirable features. It also provides market flexibility by offering the developer various lot-size options by right without the need for a zone change request and review/approval process. Another related mechanism is to incorporate a “housing palette” into the UDC. A palette would provide a wide range of options to residential developers, allowing further adaptation to market forces and creating opportunity for varying housing styles and price points within the same development. Another benefit of a housing palette is to avoid monotony in dwelling and neighborhood design, which could build on current anti-monotony provisions in the UDC. In some cases a minimum number of different housing types is required within a development when reduced lot sizes in a clustering strategy cross some threshold. Otherwise, the small-footprint dwellings that are the only detached model some lots could accommodate might be “too small for comfort” given local taste and development history. Associated dimensional criteria by housing type then preserve the overall development character, without the need for Planned Development approval to arrive at such standards through negotiation.

Next steps for exploring the concepts under this strategic priority would involve:

- Necessary modeling, that accounts for applicable street right-of-way, utility easement, drainage and parkland dedication requirements, to determine: (1) the minimum lot size that should serve as the baseline for single-family detached dwellings in the district; (2) the degree of lot size variation from this baseline for the other permitted development options, for both detached and attached housing types; and (3) the incremental increase in site-wide open space preservation that must accompany each incremental decrease in allowable lot size.
- Determining whether to include a minimum site area requirement for cluster developments to ensure adequate perimeter area for appropriate separation and buffering between housing clusters and uses on adjacent properties.

- Establishing standards for the reserved open space areas, including consideration of their location relative to the development clusters and adjacent properties, size and degree of contiguity, buffering benefit, resource value, accessibility for maintenance and/or recreational purposes, etc.
- Determining whether to apply Floor Area Ratio (FAR) standards (ratio of dwelling unit floor area to lot area) to manage the scale of housing unit relative to lot area as lot sizes vary along the district's sliding scale for permitted densities.
- Determining whether to incorporate further flexibility for clusters at the smallest permitted lot size through a lot size averaging provision that, for example, can allow some degree of variation in lot widths versus a uniform standard (which also provides an anti-monotony benefit).

The key to this approach, relative to the current Cluster Development Plan provisions in the UDC, is that many more standards would be spelled out in the Code (e.g., in contrast to current general statements like "sufficient buffering to assure compatibility with adjacent uses," and undefined expectations for "open space and amenities"). This is especially to enable a permitted-by-right situation rather than case-by-case negotiation in the manner of a Planned Development process, which would reduce uncertainty and provide greater predictability of outcomes for applicants, City officials and adjacent property owners and residents alike. By comparison, the current approval process for Cluster Development Plans allows the Planning & Zoning Commission, or City Council on appeal, to "impose such conditions ... as are necessary to assure compability with adjoining uses and neighborhood character." Again, defined standards – including potential bufferyard provisions that flex based on the nature of the abutting properties and uses – can be incorporated to avoid scenarios where unknown conditions may be applied all the way through the last steps in the process.

An added benefit of this flex district approach, together with a condensed set of zoning districts overall, is that fewer zone change requests must be processed. This reduces the administrative burden on the City and the excessive time and process for otherwise straightforward property development. This is in contrast to more conventional zoning systems where micro-management often results

as property owners/developers seek to "activate" specific sites for a currently marketable use and density.



STRATEGIC PRIORITY 2: NEIGHBORHOOD-LEVEL AND SPECIAL AREA PLANNING

In conjunction with the Housing and Neighborhoods section of this plan, especially involving a recommended greater focus on neighborhood-level planning needs and focused actions, the adoption of this new Comprehensive Plan should be followed by pursuit of more detailed and area-specific planning for particular neighborhoods within Pearland. More focused planning efforts of this sort also provide an opportunity to coordinate more closely with key partners and entities, as well as to obtain citizen input at a more "grass roots" level.

In addition to the recommended neighborhoods emphasis, Pearland should continue to target specialized planning efforts to key areas as has been done, in particular, through PEDC in recent years related to corridors, gateways and special districts. Past planning for the Old Townsite area and the Lower Kirby Urban Center district are other commendable examples completed by the City. However, expanding such efforts will likely require a greater commitment of resources.

Ongoing planning for Lower Kirby should also take into account potential locations for a future transit station and the 1/4- to 1/2-mile radius around candidate locations. This is where Transit-Oriented Development (TOD) outcomes must be anticipated, when desired, and usually nurtured through appropriate zoning, potential incentives (e.g., land assembly, public/private cost-sharing), and supportive public investments in infrastructure and/or amenities.

Land Use and Character Tools

As a home rule municipality, the City of Pearland has various authorities and techniques for accomplishing the community vision for land use and development outcomes in newer areas, and for transforming obsolete uses, under-utilized sites, and incompatible use mixes in older areas. Summarized in **Table 7.4, Tools for Advancing Land Use and Character**

Objectives, are key mechanisms through which Pearland is already pursuing its land use management objectives. These tools are shown in five categories that represent the main ways that comprehensive plans are implemented:

1. Capital projects.
2. Policies and programs.
3. Regulation and standards.
4. Partnerships and coordination.
5. More targeted planning (especially as required to qualify for external funding opportunities).

Given its size and the resulting level of sophistication of its municipal government, Pearland benefits from activities that are done here routinely relative

to smaller cities with lesser means and capabilities – and compared to some larger cities with limited will or support to take certain actions. Along with the strategic priorities and other actions outlined in this plan section, it is important to capture in the Comprehensive Plan those ongoing functions of City government, such as those highlighted in Table 7.4, that will also help to attain the vision and goals within this plan.

TABLE 7.4, Tools for Advancing Land Use and Character Objectives

TOOL	PEARLAND EXAMPLES
Overall Framework for Growth and Development	
Long-Range Planning	<ul style="list-style-type: none"> • Comprehensive Plan <ul style="list-style-type: none"> » Land Use Plan » Thoroughfare Plan
Strategic Planning	<ul style="list-style-type: none"> • Pearland 20/20 Strategic Plan
Capital Projects	
Multi-Year Programming and Budgeting	<ul style="list-style-type: none"> • Capital Improvements Plan (CIP) <ul style="list-style-type: none"> » Advance land acquisition for certain projects
Policies and Programs	
Municipal Policies	<ul style="list-style-type: none"> • City Council Goals and policy direction for economic development, housing and land use (e.g., Class A office space, housing variety) • Policies and practices for the appropriate location and design of City facilities • Tax/financial incentives for economic development
Special Initiatives	<ul style="list-style-type: none"> • Beautification Strategy
Special Districts	<ul style="list-style-type: none"> • Municipal Management Districts • Tax Increment Reinvestment Zones (TIRZ)
Regulations and Standards	
Land Development Regulations	<ul style="list-style-type: none"> • Unified Development Code (UDC) • Special-purpose zoning districts and overlay districts (e.g., Corridor Overlay District) • Planned Development (PD) option • Cluster Development Plan option
Overall City Code	<ul style="list-style-type: none"> • Alcoholic beverage regulations (Chapter 4) • Amusement/entertainment uses (Chapter 5) • Animal-related uses (Chapter 6) • Oil and gas activities (Chapter 21)

TABLE 7.4, Tools for Advancing Land Use and Character Objectives

TOOL	PEARLAND EXAMPLES
Partnerships and Coordination	
Public/Public	<ul style="list-style-type: none"> • Intergovernmental and interagency agreements • (e.g., for predictability on the location and design of future public facilities) • Pearland Economic Development Corporation • School districts • County, state and federal entities with facilities in city
Public/Private	<ul style="list-style-type: none"> • Development agreements (e.g., with provisions on the nature, timing, intensity and quality of uses that will occur in a subject area) • Private property owners, and land development and real estate communities • Advocacy and resource organizations <ul style="list-style-type: none"> » Pearland Chamber of Commerce » Keep Pearland Beautiful » Old Townsite Business Coalition » Homeowner associations
Targeted Planning	
Special-Area Planning	<ul style="list-style-type: none"> • Corridor and district plans • Neighborhood plans
City Master Plans	<ul style="list-style-type: none"> • Water, Wastewater, Drainage • Parks and Recreation, Trails

2015

Pearland

COMPREHENSIVE PLAN



SECTION 8

Implementation

The *2015 Pearland Comprehensive Plan* should be a “living document” that is responsive to ongoing change. That is, a document that is frequently referred to for guidance in community decision-making. Its key planning considerations, goals, policies, and action strategies must also be revisited periodically to ensure that the plan is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services.

Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City’s elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Among its purposes, this final plan section highlights specific roles, responsibilities, and methods of implementation to execute priority plan recommendations. Equally important are formalized procedures for the ongoing monitoring

Why this Final Plan Section is Important for Pearland

- Emphasizes the importance of not only creating a plan, but translating it into real action and tangible, beneficial results.
- Adds a short-term strategic perspective and component to what is otherwise intended as a guide to Pearland’s long-term enhancement over the next 20 years.
- Includes a list of priority actions for the City and other plan implementation partners to focus on during the next several years after plan adoption.
- Underscores the need to keep the plan fresh and relevant through annual review and reporting procedures and periodic updates.
- Advocates ongoing community engagement as the plan is implemented.

and reporting of successes achieved, difficulties encountered, and new opportunities and challenges that have emerged since plan adoption. This is in addition to any other change in circumstances, which may require rethinking of plan priorities. Scheduled plan evaluations and updates, as described later in this section, will help maintain its relevance and credibility as an overarching policy guide.

Plan Administration

During the development of this plan, representatives of government, business, community groups, and others came together to inform the planning process. These community leaders – and new ones that will emerge over the horizon of this plan – must maintain their commitment to the ongoing implementation and updating of the plan’s goals, policies, and action strategies.

EDUCATION

Comprehensive plans are relatively general in nature, but they are still complex policy documents that account for interrelationships among various policy choices. As such, educating decision-makers and administrators about plan implementation is an important first step after plan adoption. As the principal groups that will implement the plan, the City Council, Planning and Zoning Commission, and City department heads should all be “on the same page” with regard to priorities, responsibilities, and interpretations.

Consequently, an education initiative should be undertaken immediately after plan adoption, which should include:

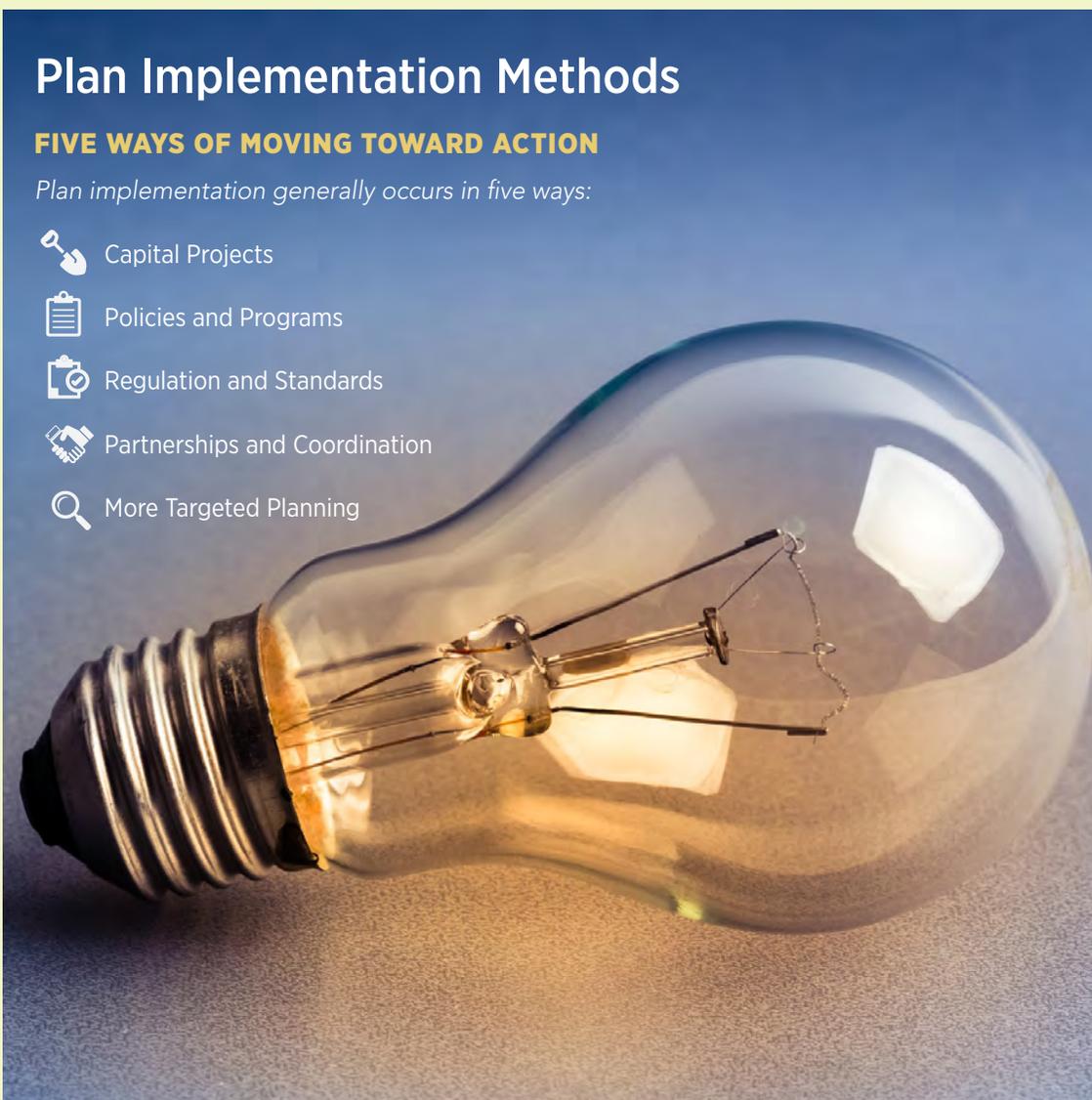
- A discussion of the individual roles and responsibilities of the Council, Commission

Plan Implementation Methods

FIVE WAYS OF MOVING TOWARD ACTION

Plan implementation generally occurs in five ways:

-  Capital Projects
-  Policies and Programs
-  Regulation and Standards
-  Partnerships and Coordination
-  More Targeted Planning



(and other advisory bodies), and individual staff members;

- A thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group;
- Implementation tasking and priority setting, which should lead to each group establishing a one-year and three-year implementation agenda;
- Facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated; and

- An in-depth question and answer session, with support from the City Attorney and other key staff.

DEFINITION OF ROLES

As the community's elected officials, the City Council should assume the lead role in implementation of this plan. The key responsibilities of the City Council are to decide and establish priorities, set timeframes by which actions will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City

Capital Projects

The City of Pearland uses a five-year Capital Improvement Program, or "CIP," to identify and budget for "big ticket" projects, especially those that must be phased and/or coordinated with other initiatives. This may include street infrastructure; water, wastewater, and drainage improvements; parks, trails, and recreation facility construction and upgrades; construction of public buildings; and purchase of land, vehicles, or major equipment. Anticipating and adequately budgeting for major capital projects will be essential to implementing this plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.

Policies and Programs

Policies ultimately drive both day-to-day activities and strategic decisions. They capture basic philosophies and "standard operating procedures" that should apply across the board unless changing circumstances or new information suggest that standing policies should be revisited. Programs involve the routine activities of City departments and staff, as well as special projects and initiatives they may also undertake. As part of Comprehensive Plan implementation, this method may include initiating new or adjusting existing City policies or programs; expanding community outreach efforts; or providing specialized training to accomplish a priority objective more promptly and/or effectively.

Regulation and Standards

Given that private investment decisions account for a vast majority of the City's physical form, land development regulations and engineering standards are fundamental for plan implementation. Consequently, zoning and subdivision regulations

and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character, and quality of development reflect the City's planning objectives. These codes should advance the community's desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.

Partnerships and Coordination

Some community initiatives identified in this plan cannot be accomplished by City government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community's action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities, and in-kind services (which can count toward the local match requirements for various grant opportunities), and from public/private financing of community improvements.

More Targeted Planning

Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a "finer grain" level of detail than is appropriate for comprehensive planning purposes (e.g., utility master plans, cost of growth assessments). As such, some parts of this plan will be implemented only after some additional planning or special study to clarify next steps and associated costs and considerations.

Roles and Responsibilities



City Council

As the leader of plan implementation, the key responsibilities of the City Council are to decide and establish priorities, set timeframes by which each action strategy will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, the City Council must also ensure effective coordination among the various groups that are responsible for carrying out the plan's action strategies.

Planning and Zoning Commission

The Planning and Zoning Commission makes recommendations to the City Council based on plan principles. The Commission should prepare an Annual Progress Report to ensure plan relevance.



City Staff

City staff manages the day-to-day implementation of the plan. In particular, City staff is responsible for supporting the Planning and Zoning Commission and City Council.



Manager, Council members must also help to ensure effective coordination among the various groups that are responsible for carrying out the plan's action strategies.

CITY COUNCIL

The City Council will take the lead in the following general areas:

- Adopting and amending the plan, after recommendation by the Planning and Zoning Commission;
- Acting as a “champion” of the plan;
- Establishing the overall implementation priorities and timeframes by which action strategies in the plan will be initiated and completed;
- Considering and approving the funding commitments that will be required;
- Adopting new or amended land development regulations to implement the plan;
- Approving intergovernmental and development agreements that implement the plan;
- Offering final approval of projects and activities and their associated costs during the budget process, keeping in mind the need for consistency with the plan and its policies; and
- Providing policy direction to the Planning and Zoning Commission, other appointed City boards and commissions, and City staff.

PLANNING AND ZONING COMMISSION

The Planning and Zoning Commission will take the lead in the following general areas:

- Hosting the education initiative previously described;
- Periodically obtaining public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods;
- Ensuring that recommendations forwarded to the City Council are reflective of the plan goals, policies, and action strategies; and
- After holding one or more public hearings to discuss new or evolving community issues and needs, making recommendations to the City Council regarding plan updates and plan amendments.

CITY STAFF

City Staff will take the lead in the following general areas:

- Managing day-to-day implementation of the plan, including coordination through an interdepartmental plan implementation committee;
- Supporting and carrying out capital improvement planning efforts;
- Managing the drafting of new or amended land development regulations;
- Conducting studies and developing additional plans (including management of consultant efforts, as necessary);
- Reviewing applications for consistency with the Comprehensive Plan as required by the City's land development regulations;
- Negotiating the specifics of intergovernmental and development agreements;
- Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners; and
- Maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

Action Agenda

The vision and goals in this Comprehensive Plan will ultimately be attained through a multitude of specific actions. Many of the initiatives highlighted in this section cut across – and are supported by – multiple elements within the plan. Compiled in **Table 8.1, Priority Action Tasks**, is a list of action strategies derived from the various plan elements. The table does not include every recommendation found throughout this plan. Instead, it details a shorter “to do” list of strategic priorities, their potential timing, and who is responsible for initiating, administering, and participating in the implementation process.

Additionally, action strategies have been categorized regarding those actions that will involve capital projects; policies and programs; regulation and standards; partnerships and coordination; and more targeted planning. Most capital projects will also require, to varying degrees, additional feasibility

TABLE 8.1

Priority Action Tasks

		Year 1	Years 2-3	3+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
		Initiate	Action Type							
COST OF GROWTH / LAND USE STUDY										
Quantify fiscal implications of projected growth and land use including build-out of remaining developable land. Use as tool for evaluating "what if" scenarios.	Section 2: Growth Capacity and Infrastructure Strategic Priority 1	X							■	<ul style="list-style-type: none"> Finance Administration Planning
UTILITY MASTER PLAN UPDATES										
Regularly update Water, Wastewater and Drainage master plans given pace of growth and land development. Place more focus on renewal and maintenance of existing systems plus expansion.	Section 2: Growth Capacity and Infrastructure Strategic Priority 2	X	X		■				■	<ul style="list-style-type: none"> Engineering and Capital Projects Public Works
ANNEXATION PLANNING										
Complete detailed service planning and initiate necessary procedures for phased annexation activity, building on the Annexation Outlook portion of this plan.	Section 2: Growth Capacity and Infrastructure Strategic Priority 3	X			■				■	<ul style="list-style-type: none"> Planning
STATE HIGHWAY 288 CORRIDOR IMPROVEMENTS										
Ongoing advocacy to complete the project. Continued investment in related local aesthetic enhancements.	Section 3: Mobility Strategic Priority 1	Ongoing			■				■	<ul style="list-style-type: none"> City Council Administration Engineering and Capital Projects
TARGETED MOBILITY PROJECTS										
Ongoing investment in street construction/rehabilitation and traffic signal upgrades, with consistent and adequate local funding, as available.	Section 3: Mobility Strategic Priority 2	Ongoing			■			■		<ul style="list-style-type: none"> Engineering and Capital Projects Public Works
SIDEWALK NETWORK UPGRADES										
Ongoing sidewalk repair/replacement and new installations to enhance safety and provide non-driving options, especially in targeted areas (e.g., neighborhoods, Old Town).	Section 3: Mobility Strategic Priority 3	Ongoing			■	■				<ul style="list-style-type: none"> Engineering and Capital Projects Public Works
GREATER HOUSING VARIETY										
Explore potential Unified Development Code (UDC) amendments to allow, by right, more diverse housing types and mixing of types within developments while preserving a greater amount of permanent open space.	Section 4: Housing and Neighborhoods Strategic Priority 1		X		■		■			<ul style="list-style-type: none"> Planning
REGULATORY RELIEF FOR REDEVELOPMENT										
Explore new or amended UDC provisions that would allow relaxation of standards that can deter redevelopment activity, subject to certain parameters and potential mitigation measures.	Section 4: Housing and Neighborhoods Strategic Priority 2		X		■		■			<ul style="list-style-type: none"> Community Development

CVB Convention and Visitors Bureau
 PAAC Pearland Alliance for Arts and Culture
 PEDC Pearland Economic Development Corporation

		Year 1	Years 2-3	3+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	Action Leaders
		Initiate	Action Type							
EXPANDED FOCUS ON NEIGHBORHOODS										
Focus more resources from across City government on neighborhood-level needs, patterned after best practices in other cities for developing citizen leaders and providing a single point of contact for residents and neighborhood organizations for problem solving and outreach programs (including to better target code compliance in older areas).	Section 4: Housing and Neighborhoods Strategic Priority 3	Ongoing				■		■	■	<ul style="list-style-type: none"> Community Development
PEARLAND 20/20 STRATEGIC PLAN IMPLEMENTATION										
Ongoing implementation of key economic development plan initiatives involving mobility, commercial corridors, recreation/cultural assets, beautification, Lower Kirby district, multi-use events center, education/workforce, and internal/external marketing.	Section 5: Economic Development	Ongoing			■	■	■	■	■	<ul style="list-style-type: none"> PEDC Community Development Engineering and Capital Projects CVB Parks and Recreation Keep Pearland Beautiful
CULTURAL ARTS PLAN										
Through the Pearland Alliance for Arts and Culture, develop a plan to nurture the arts community and support local/regional networking. Also pursue a state-recognized "Cultural District" with clustered event spaces and activities.	Section 6: Parks and Tourism Strategic Priority 1		X					■	■	<ul style="list-style-type: none"> PAAC CVB
MULTI-PURPOSE EVENTS VENUE / CONVENTION CENTER										
Build partnerships and pursue cost-sharing arrangements for eventual construction of such a facility in a strategic, accessible location, with flex spaces for varied events, ample parking, and designed for phased expansion.	Section 6: Parks and Tourism Strategic Priority 2		X		■			■	■	<ul style="list-style-type: none"> PAAC PEDC CVB Engineering and Capital Projects
UNIFIED DEVELOPMENT CODE (UDC) UPDATES										
Draft for consideration a set of UDC updates involving potential changes to the Cluster Development Plan provisions, a possible new residential "flex" district, and an updated parkland dedication and fee-in-lieu structure.	Section 7: Land Use and Character Strategic Priority 1		X			■	■			<ul style="list-style-type: none"> Planning Parks and Recreation
NEIGHBORHOOD-LEVEL AND SPECIAL AREA PLANNING										
Complete more detailed planning for particular neighborhoods, especially to obtain more "grass roots" citizen input. Also continue planning for key areas as done for the Old Townsite and Lower Kirby Urban Center. Also revisit Lower Kirby planning to elaborate on transit-oriented development (TOD) scenarios.	Section 7: Land Use and Character Strategic Priority 2		X					■	■	<ul style="list-style-type: none"> Planning PEDC

■ Primary Action Type
 ■ Secondary Action Type

analysis, construction documentation, specifications, and detailed cost estimates.

Table 8.1 provides a starting point for determining immediate, near-term, and longer-term task priorities. This is an important first step toward plan implementation and should occur in conjunction with the City's annual budget process, during Capital Improvement Program (CIP) preparation, and in support of departmental work planning. Then, once the necessary funding is committed and roles are defined, a lead City staff member should initiate a first-year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community's readiness to take on a potentially controversial new program.

Progress on the near-term items, in particular, should be the focus of the first annual review and report a year after adoption of this Comprehensive Plan, as described later in this section. Then, similar to multi-year capital improvements programming, the entire priority actions list in Table 8.1 – and all other action strategies dispersed throughout the plan sections – should be revisited annually to decide if any additional items are ready to move into the next near-term action timeframe, and what the priority should be.

Plan Amendment Process

The 2015 *Pearland Comprehensive Plan* is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological, and social conditions, and other unforeseen circumstances, may influence and change the priorities and fiscal outlook

of the community. As the City evolves, new issues will emerge while others will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise. To ensure that it continues to reflect the overall goals of the community and remains relevant and resourceful over time, the plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated goals, policies, and action strategies are still appropriate.

Revisions to the Comprehensive Plan are two-fold, with *minor plan amendments* occurring at least every other year, and *more significant updates and modifications* occurring every five years. Minor amendments could include revisions to certain elements of the plan as a result of the adoption of another specialized plan or interim changes to the Land Use Plan. Major updates will involve reviewing the base conditions and anticipated growth trends; re-evaluating the findings of this plan – and formulating new ones as necessary; and adding, revising, or removing action strategies in the plan based on implementation progress.

ANNUAL PROGRESS REPORT

The Planning and Zoning Commission, with the assistance of staff, should prepare an annual progress report for presentation to the Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City's implementing regulations should be an essential part of this effort.

The Annual Progress Report should include and highlight:

- Significant actions and accomplishments during the past year, including the status of implementation for each programmed task in the Comprehensive Plan;
- Obstacles or problems in the implementation of the plan, including those encountered in administering the land use and mobility aspects, as well as any other policies of the plan;
- Proposed amendments that have come forward during the course of the year, which may include revisions to the individual plan maps or other recommendations or text changes; and
- Recommendations for needed actions, programs, and procedures to be developed

and implemented in the coming year, including recommendation of projects to be included in the City's proposed CIP, other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

BI-ANNUAL AMENDMENT PROCESS

Plan amendments should occur on at least a bi-annual (every two year) basis, allowing for proposed changes to be considered concurrently so that the cumulative effects may be understood. When considering a plan amendment, the City should ensure the proposed amendment is consistent with the goals and policies set forth in the plan regarding character protection, development compatibility, infrastructure availability, and other community priorities. Careful consideration should also be given to guard against site-specific plan changes that could negatively impact adjacent areas and uses or detract from the overall character of the area. Factors that should be considered in deciding on a proposed plan amendment include:

- Consistency with the goals, policies, and action strategies set forth in the plan;
- Adherence with the Land Use Plan;
- Compatibility with the surrounding area;
- Impacts on infrastructure provision including water, wastewater, drainage, and the transportation network;
- Impacts on the City's ability to provide, fund, and maintain services;
- Impacts on environmentally sensitive and natural areas; and
- Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals (and ongoing public input).

FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report should be prepared every five years. This report should be prepared by City staff with input from City departments, the Planning and Zoning Commission, and other boards and commissions. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unmet action strategies. The evaluation report and process should result in an amended Comprehensive Plan, including identification of new or revised information that may lead to updated goals, policies, and action strategies.

More specifically, the report should identify and evaluate the following:

1. Summary of major actions and interim plan amendments undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends, and base studies data, including the following:
 - » The rate at which growth and development is occurring relative to the projections put forward in the plan.
 - » Shifts in demographics and other growth trends.
 - » City-wide attitudes, and whether apparent shifts, if significant, necessitate amendments to the stated goals, policies, or action strategies of the plan.
 - » Other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.
4. Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:
 - » Individual statements or sections of the plan must be reviewed and rewritten, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
 - » Conflicts between goals, policies, and action strategies that have been discovered in the implementation and administration of the plan must be pointed out and resolved.
 - » The list of priority actions must be reviewed and major accomplishments highlighted. Those not completed by the specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately.



- » As conditions change, the timeframes for implementing the individual actions of the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community.
 - » Based upon organizational, programmatic, and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's action strategies.
 - » Changes in laws, procedures and missions may impact the ability of the community to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.
- Various measures of service capacity (gallons, acre-feet, etc.) added to the City's major utility infrastructure systems – and the number of dollars allocated to fund the necessary capital projects.
 - New and expanded businesses and associated tax revenue gains through economic development initiatives.
 - Miles of new road, plus bike and pedestrian improvements, added to the City's transportation system to increase mobility options.
 - Acres of parkland and open space added to the City's inventory, and miles of trail developed or improved.
 - Indicators of the benefits of redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in urban mixed-use settings, etc.) as envisioned through this plan.
 - The estimated dollar value of operating cost savings from reduced energy and water use, heating/cooling, etc., from green building practices, and related conservation efforts in new and existing City facilities.
 - The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Comprehensive Plan implementation and periodic review and updating, as outlined in this section.

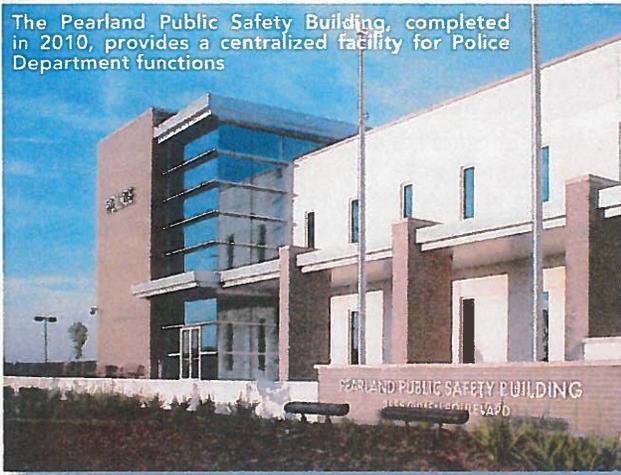
ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

All review processes and updates related to this Comprehensive Plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting processes should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a "report card" fashion.

Examples might include:

- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and the Unified Development Code.

The Pearland Public Safety Building, completed in 2010, provides a centralized facility for Police Department functions



- Ongoing Planning and Upgrades to Drainage System Components.** The City has major storm drainage regionalization projects included in its near-term and longer-range capital planning to prepare for expected development. However, the City needs to expand the scope of its planning to address identified repetitive flooding areas along with the regional detention projects for general floodplain mitigation. The City has identified specific projects required to take the City's drainage system to build-out capacity. However, it is important that the City update its master drainage plan regularly, especially as dictated by the pace of land development activity, to ensure that projects are developed within the required timeframe to accommodate growth-induced drainage needs. The 2008 UMDP is already outdated and requires an update, especially to provide necessary and accurate input to the City's five-year capital budgeting. This and all future plan updates must also account for any significant shifts in development trends or patterns that occur as the City progresses toward build-out conditions.

Just as with the City's water and wastewater infrastructure, as the City approaches its build-out population and the need for new storm water infrastructure decreases, the City will need to turn its attention to developing a plan for investing in the replacement and renewal of existing drainage infrastructure to provide the same level of service in the future.

Status and Outlook for Public Safety Services

POLICE

In 2012 and 2013, Pearland was identified as among the top 50 safest cities in the U.S. Pearland has also been recognized in many news articles and other surveys for feeling safe. The Pearland Police Department takes pride in addressing issues, both big and small, that affect public safety.

The Police Department provides its services within the current City limits. The Department has historically implemented a Community-Oriented Policing approach, by focusing patrols within districts, with officers regularly work the same districts so they build relationships and become familiar with conditions and patterns of activity. While this has served as a positive foundation for citizen safety, the Department is adding data-driven solutions to accomplish the mission of reducing crime and disorder in the 21st century.

The Department also supports surrounding agencies by responding to incidents outside its jurisdiction upon request when the police agency with jurisdiction is unable to respond immediately, when officers view crimes in progress, or when rapid response is needed due to an immediate life-threatening situation. The Department currently maintains memoranda of understanding with a number of surrounding agencies, which continue to add value to public safety in Pearland. Through a Pearland Independent School District (ISD) partnership, the Department assigns School Resource Officers to the PACE center, junior and senior high campuses. The School Resource Officers also respond to elementary schools and school events as needed. The Alvin and Pasadena ISDs maintain their own police departments.

STRATEGIC ISSUES AND NEEDS

Pearland's continued growth will be the most significant factor in the development of the Police Department for the years ahead. Department resources have increased in response to recent City annexations, and the Department will have further needs depending on the extent and timing of future annexation activity, population growth, and development.

- Database and Reporting Enhancements.** The Department regularly evaluates its equipment,

technology and communications needs and budgets for replacements and upgrades as needed, especially as technology evolves. In 2009 the Department changed records management software, migrating from HTE Crimes to Sungard OSSI. The migration provides a platform for deriving useful information from police records, a critical component of the Department's data-driven policing efforts. Working with Municipal Courts, the Department is looking to switch to electronic citations as this saves manual data entry by the courts, reduces paper waste, saves money, and improves the local database. A major initiative utilizing technology will be online reporting. This program will allow citizens to report certain criminal activity without an in-person response from a Police Officer. With all of the technology needs, the Information Technology Department works to keep the more than 150 computers and servers up to date with additional equipment to support the Department's growing needs.

■ **In-Car-Video and Body-Worn Cameras.**

Additional technological advances have been made with in-car-video. However, the in-car-video camera systems have limitations for certain police actions that are out of view or out of the audio receiver range of the system. The Department is researching appropriate body-worn camera systems to implement in conjunction with the in-car-video. These newest systems provide critical video evidence for use in criminal prosecution, employee training and evaluation, public accountability, and limiting the liability profile of the City. To effectively deploy body-worn cameras additional considerations need to be taken into account including replacement schedules, State and Federal regulations, and internal data management policies and personnel.

- **Radio Communications.** In 2013, emergency services found that radio communications equipment utilized was not performing to acceptable standards. To address those issues and put the City in compliance with upcoming Federal mandates, the City migrated to the City of Houston's radio system and purchased new equipment through their contract with Motorola in 2014. The Department continues to evaluate this migration and must ensure that all communications are within compliance.

- **DDACTS Implementation.** Data-Driven Approaches to Crime and Traffic Safety (DDACTS) is the newest model of policing. Coupling community policing outreach with data and crime mapping, the DDACTS model is endorsed by the International Association of Chiefs of Police, National Institute of Justice, National Highway Traffic Safety Administration, National District Attorneys Association, Federal Highway Administration, and many others. The Police Department is implementing the DDACTS model during fiscal year 2016. In 2015, the addition of the Crime Analyst position allowed the development of a comprehensive Crime Analysis program to begin leveraging data for targeted enforcement in areas with concentrated criminal activity, traffic crashes, and traffic complaints. The Patrol Division is adding a Specialized Operation Squad with personnel assigned to a Proactive Unit and Traffic Unit. This team will work together to address the identified areas and positively impact crime and traffic in the area.

- **Fleet Maintenance.** The Police Department currently has a marked fleet of nearly 120 vehicles servicing the Patrol, Traffic, SRO and Community Services Units. The Home Fleet program, in place since 1994, assigns patrol vehicles to senior officers on the street and allows them to take the cars home daily. The program provides a greater deterrent to criminal activity and extends the useful life of the patrol vehicle. When Home Fleet vehicles are three to four years old with approximately 60,000 miles, they are moved to the Share Fleet, where they are utilized by officers on multiple squads. Share Fleet vehicles accumulate an average of 35,000 miles per year and have increased maintenance and repair costs. The City Service Center manages the vehicle fleet and determines replacement needs based on mileage and resale value. Police patrol vehicles may be moved to the Spare Fleet and reach up to 150,000 miles before replacement. In general, one-sixth of the Patrol Fleet may be marked for replacement on an annual basis.

- **Ongoing Training Needs.** The Police Department strives to be a regional provider of quality Law Enforcement training so as to provide excellent customer service to the community. The Public Safety Building includes two large dedicated training rooms that can

accommodate up to 100 persons. This space is available to other groups, while the Department also uses a third training room in a secure area of the building, for up to 25 individuals engaged in in-house training and distance learning. The Department has experienced a rapid growth in personnel, and approximately one-third of all police officers have been with the department less than five years. The Department has placed great emphasis on training personnel to ensure the best response possible to the citizenry. In fiscal year 2014, the Department provided 162 days of in-service training to the officers and employees of Pearland and surrounding agencies. In 2016, each officer will receive a minimum of 80 hours of training to include a legislative update and, most importantly, certification as Mental Health Peace Officers. Pearland will be one of the only agencies in the State of Texas to have all personnel certified as Mental Health Officers, which far exceeds State standards.

- **Animal Services' Needs.** In 2014, the Police Department was assigned oversight of Pearland Animal Services. Animal Services provides impound services for animals that are stray, abandoned or quarantined; support to residents and their pets during times of disaster; and pet adoption services, including education and promoting the benefits of spaying/neutering pets. The Animal Services Section provided 466 adoptions in fiscal year 2013 and 507 more in fiscal year 2014. The team works to handle the increased call volume, provides seven day a week adoption services and animal control services, with part of the day covered by an on-call status for emergency cases.
- **Adequate Staffing.** Personnel needs of the Police Department are a function of mobility, availability, and demand. The mobility issues facing the City are ever-evolving. Having sufficient units responding quickly through and around traffic congestion and other barriers is managed with scheduling and appropriate unit assignments within district boundaries. The Department utilizes data to make these assignments, considering variables such as: response times, roadway miles, population, known congestion, and call volume history.

The Department objective is to have units available for priority calls for service 98 percent of the time.

Following a successful hiring campaign, the Department reached its full allotment of 155 officers in June 2015. This is only the second time in 20 years that all classified positions have been filled. In 2016, the Department plans to work with a consultant to conduct a Staffing Utilization Study. The study will leverage data to assess departmental resource allocation and lay out a plan for effective utilization of sworn and civilian personnel and resources as the City and the Department continue to grow.

The Police Department recently completed an organizational plan through the 2016 budget. This plan moves the newest, yet to be assigned police positions into support rolls such as Community Services, Professional Development and Standards, detectives, K9, first-line supervision, crime scene, motors units, crash investigation, and proactive patrol.

FACILITIES

- The Public Safety Building is located at 2555 Cullen Parkway and was completed in Spring 2010. The facility is expected to satisfy Police Department needs through at least 2020, with no near-term plans for any building expansion. The jail currently averages about 33 percent capacity with the ability to hold up to 72 persons. The building also includes facilities for the Municipal Court, the Utility Billing Department, and the Brazoria County Tax Office. The Police Department's long-term space needs may be met by relocating these other services and repurposing the space for Department use in the future.
- The Public Safety Building also contains the City's Emergency Operations Center, through which City operations will be directed in the event of a natural disaster or other major event. Maintaining the technological and communications needs of the Emergency Operations Center is a continuing effort of all public safety departments, coordinated through the Office of Emergency Management.
- The Public Safety Building also houses the City's Municipal Courts. A thorough security evaluation was completed in 2015 and identified structural changes needed to the lobby and court entrance areas of the building.
- The Pearland Animal Shelter is located at 2002 Old Alvin Road. The facility was originally built

in 1997 and expanded in 2005 and 2010. The building is located on the east side of Pearland and is more than a 10-mile drive from some locations within the city. The facility runs at nearly 100 percent capacity on most days for many animal types. Upgrading of the current facility and expansion of services to the west side of Pearland has been identified as a priority need for this unit.

KEY INDICATORS

Call Volumes

- The Police Department responded to 29,249 citizen calls for service during the 2013 fiscal year, which was up 6.7 percent from fiscal year 2012. During the 2014 fiscal year, the Department responded to 29,752 citizen calls for service, which was 1.7 percent higher than the 2013 volume. During the same time, the Department saw a drop in the total number of self-initiated calls. In fiscal year 2012, there were 63,218 self-initiated calls, and in 2013 there were 69,679 of these calls. In 2014, the number dropped to 58,138 which was 8.7 percent lower than in 2012. The overall decrease in total calls between 2012 and 2014 was 3.1 percent.
- The Animal Services Section of the Police Department, which keeps separate calls from the Police Department, reported 5,236 calls in fiscal year 2013. A dramatic increase in fiscal year 2014 led to 6,114 calls, which was up 16.7 percent from 2013.

Response Time

- The Police Department monitors its historical average response time and works to lower or at least maintain this level of performance. In 2014, the Department pinpointed 4.51 minutes as its response time for high-priority calls, from dispatch to arrival on scene (with 1.05 minutes of dispatch time and 3.46 minutes of travel time). Police dispatchers screen all calls for service, and calls for Fire Department or Emergency Medical Services response are transferred to a private dispatching service as detailed further under the Fire / EMS section.
- The Department's Patrol Division is working closely with the Communications unit to utilize the Automatic Vehicle Location features of the Computer Aided Dispatch system to identify the most effective response to calls for service.

One major initiative that started in June 2015 is already having a positive impact on response times, involving the assignment of an officer to the lobby of the Public Safety Building. This officer is readily available to address customer needs, allowing other officers to remain on the streets ready to respond to calls for service.

FIRE / EMERGENCY MEDICAL SERVICES

The City of Pearland already provides fire suppression and emergency medical services (EMS) coverage to its entire ETJ, along with the current City limits, which is a combined area of nearly 70 square miles with more than 130,000 residents. Some ETJ areas have only limited development and population, but the City is still the first responder to these low-density locations. The EMS Department also provides ambulance service to the neighboring City of Brookside Village, just north of Pearland, through an agreement.

The Fire Department has mutual aid agreements with all other Brazoria County fire departments and with all other non-Brazoria agencies that abut the Pearland City limits. The Department also receives fire, emergency medical service, and hazardous materials mutual aid support from surrounding fire departments in Fort Bend and Harris counties including the City of Houston.

Citizen Survey Results

Nine in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated fire services and ambulance/emergency medical services as excellent or good.



KEY INDICATORS

Call Volumes

- Fire Department call volume increased 50 percent – from 2,410 to 3,602 calls for service – from 2010 to 2013.
- EMS call volume increased 18.5 percent – from 6,472 to 7,688 calls for service – from 2010 to 2012. In 2012 this resulted in about 4,800 individuals transported (63 percent of calls) and about 6,500 patients treated.

Response Time

- The Fire Department continues to apply the same station location standard as created by the Fire Station Location Master Plan, which calls for a four-minute travel time. This is in line with Insurance Services Office (ISO) standards. One motivation for the current Fire Station 3 reconstruction is to improve east side response time.

Average response time data compiled by the Fire Department shows that the average was as high as 7 minutes, 18 seconds in 2010 but then declined to 6:22 in 2011 and 5:56 in 2012 (with 5:54 as the Department target for 2013). In 2011 and 2012, the percentage of calls responded to in five minutes or less was roughly in the 50 percent range, compared to 39 percent in 2010.

- The Fire Department monitors EMS response-time standards of NFPA and others, some of which call for a target as low as four minutes based especially on the ideal rapid response to cardiac emergencies. Many standards call for the arrival of advance life support transport within eight minutes. In recent years the department has strived to meet this eight-minute target, even shaving off 20 seconds or so on average in 2011 and 2012.
- Fire Department leadership acknowledges the emergency response benefits of the railroad overpasses constructed in recent years. However, other circulation difficulties remain, most notably around the SH 288/FM 518 intersection given traffic volumes and congestion in the vicinity, and closely-spaced traffic signals. Even with more appropriate station coverage over time, Pearland's public safety services will always face the challenge of navigating a relatively spread-out city, with some unique residential enclaves and remaining

low-density areas. Improvements to major north-south roads such as Veterans, McLean, Harkey, Garden, Roy and Max will improve emergency response times.

Key Planning Considerations

Input and discussions for this Comprehensive Plan update, through workshops with City Council and Planning and Zoning Commission, informal small-group sessions, a community-wide public open house event, the online Virtual Town Hall forum, interaction with the Comprehensive Plan Advisory Committee, and background discussions with City staff, yielded the following concerns related to this Growth Capacity and Infrastructure section of the plan:

- Effective management of growth through the point when remaining developable land is built out.
- The fiscal and public service implications for City government of future growth in general, and potential build-out scenarios in particular.
- The potential pace of growth, and the ongoing challenges of providing and maintaining adequate road and utility infrastructure, especially in such an elongated east-west city with needs in both new and old areas.
- The potential extent and timing of future annexation activity, and the financial and many other considerations.
- Implications of potential population densities for schools and other facility planning.
- Continued focus on public safety services so more growth does not bring more crime.
- The challenges to redevelopment and revitalization of older areas and corridors, especially as a way to absorb some share of growth internally within the existing city.
- The safety, reliability and aesthetics of utility infrastructure, including continued emphasis on multi-use design and incorporation of amenities in storm water detention projects.
- The importance of maintaining Pearland's systematic approach to capital improvements planning and budgeting, especially given the lead time necessary for major projects.

- As in cities across the nation, the need to focus on basic infrastructure maintenance amid many other competing community needs and wants, and how “recapitalization” of roads, sanitary sewer and storm drainage in older areas is crucial to attracting investor interest in redevelopment potential.
- The need for community discussion about growth and the benefits to residents of expanding Pearland’s commercial tax base.
- The need to “think post-boom” and prepare to transition from growth to maintenance mode.

Goals and Action Strategies

GOALS

A “goal” is a statement of a desired outcome (“end”) toward which efforts are directed, as expressed by more specific objectives and action priorities (“means”). Below are three goals intended to focus plan implementation efforts related to Growth Capacity and Infrastructure that follow the adoption of this new Comprehensive Plan:

- Goal 2.1:** A **fiscally responsible pattern of development** that supports the City’s long-term financial health.
- Goal 2.2:** A **balance between investment in new and extended infrastructure** to support first-time development, and necessary investment in rehabilitation of aging infrastructure in previously developed areas.
- Goal 2.3:** A commitment to **sustained budget support for police, fire and emergency medical services** to maintain levels of service and responsiveness commensurate with projected growth and resident expectations.

ACTION STRATEGIES

Itemized below are a set of potential actions for responding to the key issues and community needs identified in this Comprehensive Plan section. In particular, three items are highlighted as strategic initiatives for the immediate future.



STRATEGIC PRIORITY 1: COST OF GROWTH/LAND USE STUDY

From the earliest discussions with City staff and focus group participants, and through the series of Comprehensive Plan Advisory Committee meetings, a frequently mentioned desire was to gain a better understanding of the fiscal implications for City government of how remaining developable land in Pearland’s City limits and ETJ might be used in the years ahead. “Cost of growth and land use” studies are a niche specialty of certain consultants within the urban planning community, and go beyond the scope of a comprehensive planning effort given the level of detail and technical analysis involved. However, these studies often build off a newly updated city-wide plan, as well as more specialized master plans for transportation and utility infrastructure and public facilities and services.

Such studies typically focus on both the near-term fiscal impacts of particular land development choices, plus the longer-term sustainability of City finances based on the projected overall pattern of growth and land use. Relevant considerations for the City’s annual and multi-year budgeting include the relationship between development location and densities and public infrastructure and service costs, the return on municipal investment under varying development scenarios, and the City’s up-front capital costs compared to the near-term and projected revenue stream. This can lead to adjustments in a range of municipal programs and practices, including development regulation, thoroughfare planning, capital improvements programming, annexation planning, and whether and when economic development incentives should be offered. A core consideration is how the types and relative mix of revenues the City derives from land development might shift under different scenarios, including the status quo.

Going forward, the study results and analytical tools would enable the City to explore “what if” scenarios, in which the potential value of particular land development outcomes could be weighed against the projected costs of service. This can include evaluation of how service costs would shift under varying level-of-service assumptions, typically figuring that most residents will expect a steady or higher level of service over time.

Library Services

City and County government jointly provide public libraries in Pearland, requiring ongoing coordination.

Thoughts on the Public Costs and Benefits of Development Form

“Communities often experience some level of disconnect between economic development policy and ensuring sufficient tax revenue to cover the cost of the services the government provides ... [Data show that] a municipality receives a greater level of revenue from its denser and more walkable urban patterns than its suburban pattern of development.”

*“Thinking Differently About Development,” Joe Minicozzi,
Government Finance Review, August 2013*

“If enhancing revenue is the goal, municipalities are far better off with compact development that generates higher property taxes ... Such compact development also would mean a more rapid payback of public investment ... This is not to suggest, however, that future development in a community should switch to the most intense forms of mixed-use development ... in a quest for greater revenue. Clearly, a city or town isn’t likely to be made up only of such high-yielding buildings, nor would its citizens want it to be ... Indeed, most citizens in suburban areas, even when they are aware of the tax consequences, still oppose density if they feel that it threatens the ambiance and perceived value of their own dwellings.”

As issues related to revenue generation are increasingly linked to matters of building form and scale, communities should strive to hold more complete conversations about the trade-offs associated with growth.”

*“The Missing Metric,” Peter Katz,
Government Finance Review, August 2013*



STRATEGIC PRIORITY 2: REGULAR UPDATING OF UTILITY MASTER PLANS

This plan section emphasizes regular updating of the three key utility infrastructure master plans – water, wastewater and storm drainage – especially during periods of rapid land development activity as Pearland has now experienced for multiple decades. The City of Pearland is in particular need of a comprehensive and in-depth update of its Drainage Master Plan (last updated in 2008) for this reason, although the last Wastewater Master Plan is actually older, from 2006, and the last full Water Master Plan update was in 2007. These plans likewise require a complete reassessment and full updates given highly dynamic conditions in Pearland, with the community continuing to experience dramatic on-the-ground change through both private and public projects and investments. Refreshed utility infrastructure master plans are needed to provide meaningful guidance

for crucial decisions related to ongoing utility system management and associated capital projects. As also highlighted in this plan section, all three master plans should place greater emphasis on the need for replacement and renewal of existing portions of the systems, along with planning for expanded overall system capacities.



STRATEGIC PRIORITY 3: ANNEXATION PLANNING

Given Pearland’s history of and future prospects for expanding its physical jurisdiction through further incorporation of additional territory, this Comprehensive Plan includes a special focus on annexation possibilities and planning through the Annexation Outlook section below. The purpose was to review recent and/or planned annexation activity by the City and assess the outlook in coming years. Then City staff and consultants for this comprehensive

planning effort coordinated on a focused evaluation of ETJ areas eligible for potential annexation to weigh options and possible timing based on growth projections, service implications and capacities, and other considerations, including the framework for municipal annexations under Texas statutes.

Through this Growth Capacity and Infrastructure section and in preparation for the annexation assessment, an inventory was completed of remaining vacant land within the City limits and ETJ. The inventory results are displayed in **Map 2.1, Remaining Vacant Land**. The inventory exercise was conducted with the following resources and parameters:

- Using high-quality aerial imagery of the Pearland area from 2012, and recognizing that certain properties have since or are in the process of dropping from the vacant land inventory due to recent land development activity (and significant such instances were identified as inputs to the future land use planning in Section 7, Land Use and Character).
- Including as “vacant” land not only parcels that appeared almost entirely unused, but also large properties that are relatively underutilized within a developed city in terms of having just a small homestead or only minimal disturbance from agricultural or limited personal or business use (e.g., vehicle/trailer storage, minor clearing or excavation activity, etc.).
- Seeking explanations for limited property use in some cases, including properties wholly or partly within floodplains, areas through which pipeline corridors pass, undeveloped areas within County parks, and City-owned properties in reserve for future park development and/or regional storm water detention projects. But also recognizing that allocation of some land for essential public purposes like recreational space and flood prevention also contributes to the overall “draw-down” of Pearland’s overall remaining land supply. (The City-prepared **2015 Pipelines Map** included in this plan section shows the locations of pipelines within the Pearland City limits and ETJ.)

Calculations from the inventory results shown in Map 2.1 yielded the following statistics*:

- Just under nine square miles of remaining vacant land within the current City limits, which

was approximately 19 percent of the City’s incorporated area (46.3 square miles) based on the City limits as of May 2014.

- Approximately 4.4 square miles of remaining vacant land within the current ETJ areas, which was roughly 19 percent of the Pearland ETJ (23.5 square miles) as of May 2014.
- So, the combined City limits and ETJ (69.8 square miles) had about 19 percent of their total area vacant based on this inventory.

* NOTE: All calculations were made using Geographic Information System (GIS) data and mapping and are intended for general planning purposes only as the data is approximate and does not have the accuracy of on-the-ground land surveys.

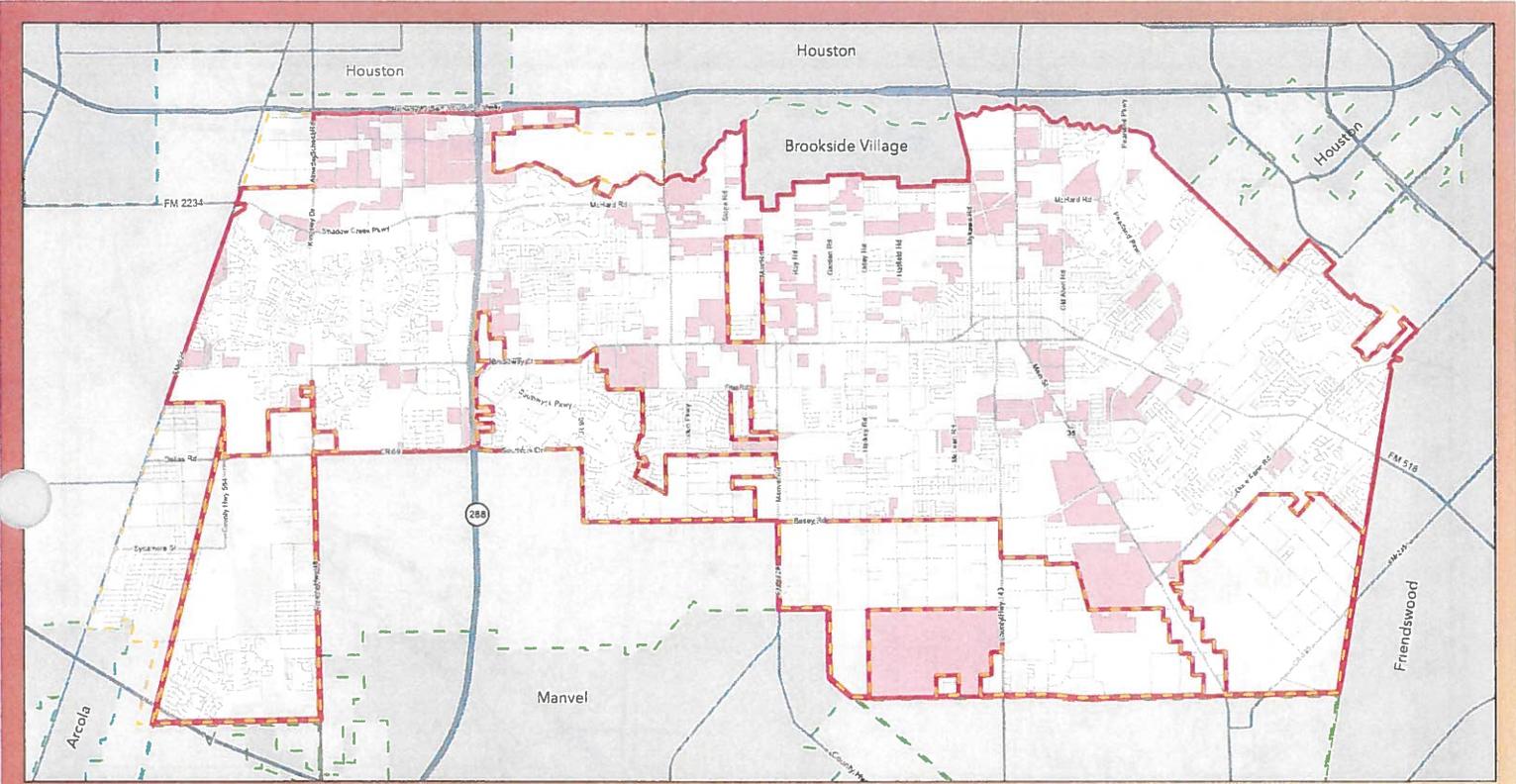
OTHER ACTION ITEMS

ACTION: “SMART GROWTH” AUDIT

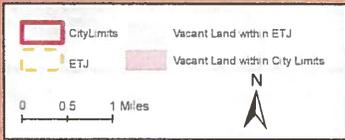
Pearland should join other communities that are enjoying the economic and quality-of-life benefits of steady growth, but also wanting to know if they are growing in an efficient and sustainable manner. The Smart Growth Network suggests that growth is “smart” when “it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren.”²

The City can consider how well it is applying the Principles of Smart Growth identified by the Smart Growth Network, recognizing that Pearland may just be reaching a point of maturity in some aspects of its growth and development progression for certain principles to even be relevant or attainable locally. Pearland can also identify and apply measurable indicators as benchmarks for tracking progress on each of the principles as illustrated in **Table 2.1, Smart Growth Principles**. Additional resource publications include: *Smart Growth Audits* (American Planning Association, PAS Report 512); *Jobs-Housing Balance* (APA, PAS Report 516); and *Getting to Smart Growth: 100 Strategies for Implementation* (Smart Growth Network and ICMA, publication 02-202).

² This is Smart Growth, pamphlet published by the Smart Growth Network through a cooperative agreement with the International City/County Management Association (ICMA) and the U.S. Environmental Protection Agency (publication 06-064)



Map 2.1
Remaining Vacant Land
 DRAFT AUGUST 2015

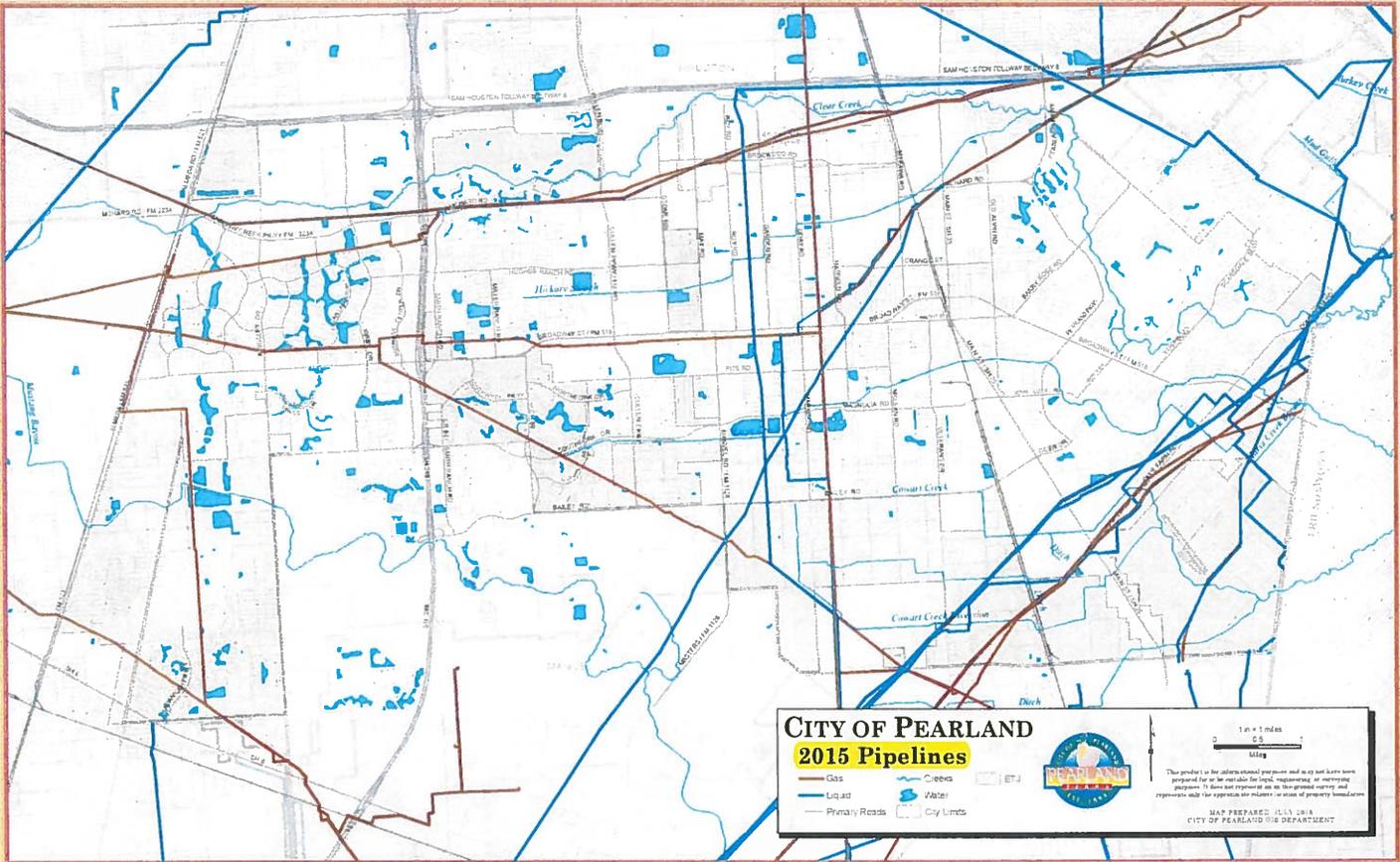


Area	Vacant Sq. Miles (approx.)	Vacant Acres (approx.)
City Limits	8.8	5,642
ETJ	4.4	2,831
Total	13.2	8,473

NOTE: Vacant land inventory based on February 2012 aerial imagery and further verification by City and consultant personnel.
 NOTE: "Vacant" includes only fully improved properties plus large properties with just a small, nonresidential or only minimal disturbances (e.g., clearing/excavation/storage, etc.).

DISCLAIMER: This graphic representation depicts generalized areas for informational and long-range planning purposes only. The illustration may not have been prepared for or be suitable for legal, engineering or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property and other boundaries. Data is not guaranteed for specific accuracy or completeness and may be subject to revision at any time without notification.





CITY OF PEARLAND
2015 Pipelines

- Gas
- Liquid
- Water
- Creeks
- Primary Roads
- City Limits
- ETJ



1 in = 1 miles
 0 0.5 1
 Kilg

This product is for informational purposes and is not to be used for legal, engineering or surveying purposes. It does not represent an on the ground survey and represents only the appearance of relative location of property boundaries.

MAP PREPARED: JULY 2014
 CITY OF PEARLAND GIS DEPARTMENT

The Dilemma of Local Street Network Design

The choices that are made in defining the Pearland transportation system will address particular community goals and contribute to solving local mobility issues. However, in an environment of multiple and sometimes conflicting goals, at a practical level a strategy to achieve one goal may not be the optimum solution to address another goal. The current approach to local street networks in Pearland and elsewhere illustrates this dilemma.

A grid street system is promoted in much of the literature relating to neo-traditional development and livable communities. A grid pattern with short block lengths has the advantage of providing multiple paths and shortening travel distances. On the other hand, long straight lengths of street tend to promote speeding, and multiple paths promote “rat runs” of regional traffic seeking alternate routes through residential neighborhoods. This has led to the need for traffic calming programs in neighborhoods with traditional grid street patterns.

Local street patterns in Pearland have mostly been developed with a different approach, often being structured with cul-de-sacs and isolated blocks that define small “neighborhood clusters” such as in the aerial clip below from the Shadow Creek Ranch area (Source: Google Earth). Streets in the distinctly defined neighborhood clusters are often curvy and short, with visual variety in streetscapes and in the shapes of individual lots. Landscaping, parks, and trails can easily be provided between neighborhood clusters to provide green space and recreation. In the



Shadow Creek Ranch example, a water feature is provided in the space between clusters. Through traffic and excessive speed is discouraged without the need for dramatic after-the-fact traffic calming techniques such as traffic humps to try to fix issues that are based on the underlying design of the street system. On the negative side, the cul-de-sac design creates higher-intensity traffic loading points at discrete spots along the collector streets and allows for few alternate travel paths.

Therefore, the choice in the design of the local street structure requires a balancing of multiple goals. In the case of the grid system as compared to the cul-de-sac system, transportation efficiency is balanced against quality of life issues. Trade-offs between such choices will be an issue throughout the Pearland transportation system as it develops and is upgraded to accommodate future growth, with the intent of building an efficient yet “friendly” environment where people have ready access to destinations and a practical choice of travel modes.

LEVEL OF SERVICE

The sufficiency of a roadway or its need for new capacity is often assessed by its Level of Service (LOS). LOS is an indicator of congestion on a roadway and of the ease of driving conditions that a driver has to face. LOS is not physically measured. Rather, it is typically calculated based on the ratio of a road’s traffic volume to its capacity for a full 24-hour period. These two inputs were obtained from the Pearland portion of the Houston-Galveston Area Council (H-GAC) regional travel demand model, for

the model’s base year (2012) and forecast year (2035), to calculate local LOS.⁷

⁷ The LOS information and maps in this section are from Pearland-specific modeling completed in 2013. No new modeling was completed specifically for this comprehensive Plan update. Such modeling models to illustrate potential future conditions based on existing conditions and certain assumptions about how current trends may continue or change during the time horizon reflected in the model. The 2013 modeling for Pearland reflected whatever assumptions about the timing and extent of surrounding area growth and resulting traffic generation that were factored into H-GAC’s regional traffic modeling. As H-GAC periodically completes newer modeling in support of Regional Transportation Plan updates, the actual pace of emerging growth in Marvel and other areas south of Pearland will be factored into the newer modeling.

FIGURE 3.6, Roadway Level of Service “Grades”

Source: CDM Smith

A	Excellent	Very low vehicle delays, free traffic flow, signal progression extremely favorable, most vehicles arrive during given signal phase.	<p>Free Flow</p> <p>Severe Congestion</p>
B	Good	Good traffic flow, good signal progression, more vehicles stop and experience higher delays than for LOS A.	
C	Average	Stable traffic flow, fair signal progression, significant number of vehicles stop at signals.	
D	Acceptable	Noticeable traffic congestion, longer delays and unfavorable signal progression, many vehicles stop at signals.	
E	Congested	Unstable traffic flow, poor signal progression, significant congestion, traffic near roadway capacity, frequent traffic signal cycle failures.	
F	Severely Congested	Unacceptable delay, extremely unstable flow, heavy congestion, traffic exceeds roadway capacity, stop-and-go conditions.	

Generally, a traffic volume/road capacity ratio leading to LOS in the range from A to D is acceptable. The instability of traffic flow at LOS E and F is generally unacceptable, even for brief times during the morning or evening peak periods. Roads with current or projected LOS in the E or F range are strong candidates for capacity or operational projects.

Pearland’s extraordinary population growth has had a significant impact on the amount of traffic on local and regional streets. The increased traffic has degraded road LOS at all times of the day, but even more severely during the morning and evening peak periods as illustrated in **Figure 3.7a, LOS F Roadways in 2012 from Pearland Travel Demand Model**, which shows the most congested area roadways in 2012. The City has responded to this challenge by implementing a Thoroughfare Plan with projects that enhance the capacity of existing roads, involve new roads, or focus on intersection improvements. These projects are expected to help improve roadway LOS, although the continuing increases in population and trip generation will contribute to ongoing needs for road network improvements as illustrated in **Figure 3.7b, LOS F Roadways in 2035**

from **Pearland Travel Demand Model**, which shows the projected extent of congested roadways in 2035. The 2035 transportation network includes committed projects in the 2035 RTP and projects in the City of Pearland’s Capital Improvements Program (CIP).

Pearland’s key mobility issues and needs are verified by other planning documents for the region, including H-GAC’s Subregional Plan for the Pearland area and the *Pearland 20/20 Strategic Plan*. The Strategic Plan, in particular, points out “...the rapid increase in population, the volume of out-commuters, the dominance of solo commuting, and sub-optimal east-west arterial options” as core challenges to mobility in Pearland. Traffic congestion was identified as the community’s primary challenge.

One approach to increased traffic levels is to expand roadway capacities, as Pearland certainly continues to do through its Thoroughfare Plan and Capital Improvements Program. Another approach is to reduce the volume of traffic – or the rate of increase in such volume – even while population is increasing. Pearland is also pursuing this strategy with the pending managed lanes and park and ride lot along the SH 288 corridor. A longer-term approach to reducing traffic congestion is to pursue land development patterns that accommodate multiple uses and have distinct nodes of activity. Pearland Town Center is a good example of this strategy, with retail, office, hotel, residential and civic uses in a unified, master-planned setting.

Accommodating multimodal choices for travelers is both a quality of life issue and a way to make more efficient use of available roadway space. Pearland is addressing this need with the proposed park and ride facility on SH 288, as a first step toward high-profile transit service in the area. Additionally, the Pearland Trail Master Plan captures the vision of a community-wide trail network for pedestrians and bicycles.

Access management is another strategy for preserving a road’s capacity and enhancing its ability to provide mobility. The balance struck between the functions of supporting mobility and providing access depends on the functional class of a road. Unlimited driveways and other access points on a thoroughfare can compromise its ability to provide mobility by imposing too many traffic loading points on the system. Access management strategies seek to address this issue by defining the number and location of access points on a road to more appropriately match its functional class. Specific access management strategies may

- The impetus to relieve the community's most intensive traffic "hot spot" focused around the intersection of FM 518/Broadway and SH 288, as confirmed by area-wide studies and citizen sentiment, yet recognizing the financial and engineering challenges involved.
- The need for continued improvement of key cross-town roadways, both east-west and north-south, to improve internal circulation within the city and add more freeway connections (e.g., Bailey, Mykawa, CR 100 connection to SH 288, etc.).
- The strong desire to see the SH 35/Main Street project finally completed, and the needed redevelopment momentum this could spur.
- The potential land use and economic development implications of the eventual completion of the McHard Road corridor across north Pearland, and of the full upgrade of the Bailey Road corridor across south Pearland.
- Concern about the further traffic implications of Pearland's continued rapid growth pace, and how this should factor into future land use planning and policy decisions on allowable development intensities.
- The desire for Pearland to progress toward being a more bike- and pedestrian-friendly community, with well-connected sidewalk and trail networks, and a place where certain neighborhoods and districts are intentionally designed to focus on walkability more than accommodation of vehicular circulation.
- The need to capitalize on the recognized links between roadway design and community image and aesthetics, especially in a community that so many residents and visitors experience primarily from their automobiles.
- Maintaining Pearland's readiness to accommodate potential rail transit investments, if and when they occur in this part of the region, to reap the mobility and economic development benefits of this new travel option.

Citizen Survey Results

The Pearland Citizen Survey (conducted December 2014 through February 2015) identified mobility as one of two priority issues to focus on in the next two years.

Goals and Action Strategies

GOALS

A "goal" is a statement of a desired outcome ("end") toward which efforts are directed, as expressed by more specific objectives and action priorities ("means"). Below are four goals intended to focus plan implementation efforts related to Mobility that follow the adoption of this new Comprehensive Plan:

- Goal 3.1:** A mobility system with **adequate connectivity** to provide multiple travel options, accommodate cross-town trips, and ensure effective emergency response.
- Goal 3.2:** A mobility system that **safely accommodates all modes of travel**, including vehicular, pedestrian, and bicycle – plus public transit if and when feasible.
- Goal 3.3:** A mobility system that supports **local economic development and tax base growth** through the City's own investments in transportation infrastructure, plus those it gains through advocacy with other agencies and levels of government that administer transportation funding.
- Goal 3.4:** A mobility system that helps to establish and reinforce the **desired community image and identity** for Pearland.

ACTION STRATEGIES

Itemized below are a set of potential actions for responding to the key issues and community needs identified in this Comprehensive Plan section. In particular, three items are highlighted as strategic initiatives for the immediate future.

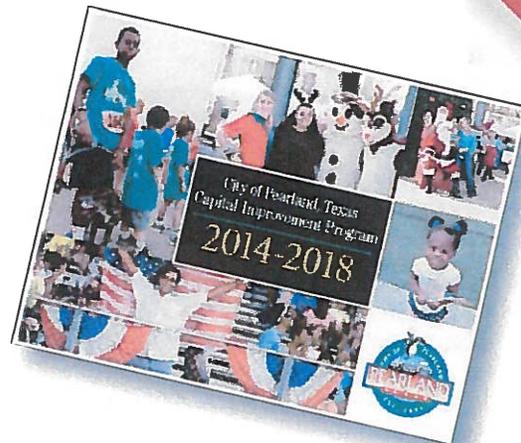


STRATEGIC PRIORITY 1: STATE HIGHWAY 288 CORRIDOR IMPROVEMENTS

Without question, the uppermost quality of life concern expressed by Pearland residents during this comprehensive planning effort is the need to "fix" the extreme traffic congestion situation in the SH 288 corridor during peak morning and afternoon

commuting times. The City of Pearland, on its own, can only marginally affect this situation with direct physical improvements, mainly related to the roadways and intersections where traffic accesses, exits and passes under the freeway. As the City already recognizes, the more essential role it can play is to maintain active and close relationships with all levels of government and public agencies that administer transportation dollars and/or directly implement critical projects such as major freeway improvements. Through such advocacy efforts, Pearland aims to receive its "fair share" of mobility funding given the area's recent and ongoing growth trajectory, and also ensure that programmed improvements are carried out expeditiously.

Among its 2013-14 City Council Goals, Council's first priority under Transportation was to "Continue to Build Relationships with All Stakeholders and Actively Lobby Elected Officials/TxDOT to Ensure Pearland's Priority Transportation Interests/Needs are Met." The City of Pearland is already well represented at all levels of the Houston-Galveston Area Council (H-GAC), the "Metropolitan Planning Organization" that annually allocates significant transportation funds to projects across the region through its Transportation Improvement Program (TIP). This includes City officials and senior staff serving at the Board of Directors and policy level (Transportation Policy Council), and also participating on committees that deal with more technical and programmatic matters (e.g., Technical Advisory Committee, TIP Subcommittee, and Pedestrian and Bicycle Subcommittee). The City also monitors and coordinates with other key agencies such as TxDOT, area Toll Road Authorities, County precincts, and



METRO and BayTran in the transit arena. Additionally, the Greater 288 Partnership has long provided a convenient forum for engaging state and federal elected officials and agency leaders, along with a network of other interested parties and advocates. Finally, subregional transportation planning efforts in recent years have afforded another opportunity for coordination and partnerships across jurisdictional boundaries, which will continue as the focus has shifted to implementation and ongoing cooperative planning.

STRATEGIC PRIORITY 2: TARGETED CAPITAL PROJECTS

The City of Pearland is noted for its commitment to meticulous and effective capital improvements planning and programming, necessitated by the community's growth pace and associated demands for new and expanded public facilities. Given Pearland's extensive geographic area and automobile dependence, ongoing investment in street and highway construction, extensions and upgrades will remain a prime focus of municipal government. This is prudent and essential given the long-term Level of Service outlook for the area roadway network summarized earlier in this plan section, which is even after factoring in the extent of mobility improvements anticipated in the years ahead. The City's 2013-14 annual budget also cited citizen survey results that confirmed traffic as the number one concern of Pearland residents.

Mobility-related projects accounted for approximately 45 percent of the City's five-year Capital Improvements Program (CIP) for 2014-18, or \$160.1 million of the total \$354.3 million package. Within the five-year cycle, capital expenditures on street projects will rise from \$9.2 million in 2014 to a peak of \$72.2 million in 2017, when such projects will account for nearly two-thirds (64 percent) of all CIP spending that year.

The largest source of funding is “other funding sources,” which reflects the City’s continued success at securing transportation appropriations and support through programs at the federal, state and regional levels. Over the 2014-2018 CIP cycle, just over \$67 million (42 percent) of the mobility total will come from these other sources. For example, the City’s 2013-14 annual budget pointed out that \$32.6 million in TIP funds will support design and construction of the McHard Road extension from Mykawa to Cullen. This means that TIP funds will cover 80 percent of the project cost, with the City providing the required 20 percent match with \$8.6 million from future General Obligation bonds. Likewise, 80 percent (\$21.8 million) of the construction cost of widening and improving Bailey Road from Veterans Drive to FM 1128 will be covered by federal funds via the TIP. City bond funds will cover the other 20 percent, along with other City funds for related drainage improvements. Nearly \$4 million in TIP funds will also go toward County Road 94 improvements.

Other key funding streams for the streets portion of the 2014-2018 CIP included future General Obligation bonds (\$49.25 million, or 31 percent), general revenue (\$950,316, or 0.6 percent), and Certificates of Obligation (\$700,000, or 0.4 percent) – plus another 26 percent (\$42.19 million) for which funding sources are still to be determined.

CIP-funded projects will involve replacement of failed pavement on certain existing streets, extensions of other roads, and widening and reconstruction of some major streets to improve mobility and safety and reduce traffic congestion. Along with the McHard and Bailey Road projects noted above, other major projects include:

- Max Road.
- Fite Road.
- Hughes Ranch Road.
- CR 59 expansion.
- Mykawa Road widening from Beltway 8 to FM 518.
- Old Alvin Road widening from Plum Street to McHard Road.
- Old Alvin rehabilitation from McHard to Knapp.

Several other projects – reconstruction of Grand Boulevard, and Hughes Ranch Road expansion from Cullen to Stone – were identified in the CIP as needs although funding sources are still to be determined.

The CIP transportation portion also funded preliminary engineering on future projects yet to be identified so that more precise project scopes and estimated construction costs can be included in the next City bond referendum eventually put before Pearland voters.

At the end of this plan section is supplemental discussion of an extensive pavement management assessment effort completed by the Public Works Department in Spring 2015. The resulting report and City Council presentation reaffirmed that it is in the City’s best interest to invest further in existing infrastructure before it reaches a poor condition. A more strategic, life-cycle approach to infrastructure maintenance will enable the City to reap the benefits from lengthening the useful life of physical assets and reducing their total cost to the City over time.

Regarding pavement rehabilitation work, the City’s 2013-14 annual budget highlighted a partnership with Brazoria County Precinct 3 through which the City furnishes materials and flag personnel while the County provides equipment and operators. This intergovernmental approach enables the City to complete these projects at about 40 percent less than if privately contracted. Furthermore, the City pays for both the asphalt street improvements plus separate sidewalk rehabilitation work with dollars recovered from mobility projects done in conjunction with TxDOT, from which some City contributions were refunded as the projects were completed under budget. The Public Works Department budget also included \$300,000 to assess street and sidewalk conditions for future rehabilitation phases.

Additionally, the 2013-14 annual City budget kicked off a multi-year initiative to fund upgraded traffic signals and equipment along FM 518/Broadway and various other locations. This was intended to improve traffic circulation and alleviate delays through this specific aspect of traffic management, which will also improve intersection aesthetics. The 2014-18 CIP also included funding for signal installation at currently unsignalized intersections, to improve mobility and safety. Along with the City’s General Fund budget, Community Development Block Grant funds and dollars from the Traffic Impact Improvement Fund (a special revenue fund from pro rata fees paid by private development) will help to pay for the traffic signal work.



STRATEGIC PRIORITY 3: SIDEWALK NETWORK UPGRADES

While SH 288 congestion was highlighted as a top concern of Pearland residents under Strategic Priority 1 above, not far behind during this comprehensive planning process was repeated mention of needed sidewalk improvements, especially in and around neighborhoods, to encourage walking and make it a safer and more enjoyable experience. The City continues to devote funds, through its annual budgeting, for ongoing repair and replacement of damaged and hazardous sidewalks, including \$437,000 allotted in 2013-14. In the meantime, the Public Works Department is assessing the extent and estimated cost of addressing all such sidewalk upgrades comprehensively given the effects of both age and drought on so many sidewalk segments. This may lead to a stepped-up, multi-year effort, using either debt mechanisms or a “pay as you go” approach through further General Fund allocations.

Additionally, the City’s 2014-18 CIP included a multi-year Sidewalk Installation initiative, with projects already prioritized, in part, through a Safe Routes to Schools (SRTS) study. This also addresses pedestrian needs in areas where Community Development Block Grant (CDBG) funds cannot be used, and could help to reduce driving in favor of walking. Direct project

funding that previously came through the federal SRTS program now flows through the broader federal Transportation Alternatives Program (TAP). These funds will be allocated through the regional TIP administered by H-GAC, and some funds were also distributed through a statewide call for projects by TxDOT.

Another CIP project anticipated the possibility of devoting \$1 million toward sidewalk improvements in the area between Houston Street and Grand Avenue, from FM 518/Broadway to Orange Street, in furtherance of Old Townsite Master Plan implementation. Given that Old Town currently has no sidewalks, and adding sidewalks to current conditions would require additional street right of way, this initiative will enclose existing roadside ditches so sidewalks may be installed above them.

Ongoing Trail Master Plan implementation provides further justification for sidewalk system extensions and upgrades across the community as this 2007 plan highlighted the role of local sidewalks in providing access to and filling gaps in the ultimate trail network.

In an informal polling exercise during a Comprehensive Plan Advisory Committee meeting, committee members were asked, “The most important near-term action items from this Comprehensive Plan related to Mobility should be [with the opportunity to select three]?” The resulting distribution of responses was:

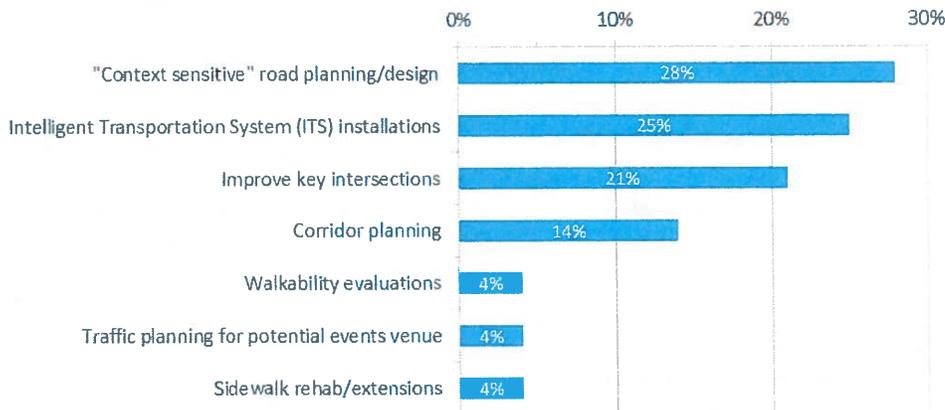


TABLE 3.3, Tools for Advancing Mobility Objectives

TOOL	PEARLAND EXAMPLES
Special Districts	<ul style="list-style-type: none"> • Municipal Management Districts • Tax Increment Reinvestment Zones (TIRZ)
Regulations and Standards	
Land Development Regulations	<ul style="list-style-type: none"> • Unified Development Code (UDC) <ul style="list-style-type: none"> » Street/sidewalk design and connectivity provisions » Sight distance and visibility provisions » Access management provisions » Traffic impact analysis provisions • Thoroughfare Plan implementation via required dedications and improvements
Partnerships and Coordination	
Public/Public	<ul style="list-style-type: none"> • Multi-jurisdiction planning (subregional) • Intergovernmental and interagency agreements • Pearland Economic Development Corporation • Houston-Galveston Area Council <ul style="list-style-type: none"> » Regional Transportation Plan (RTP) » Transportation Improvement Program (TIP) • Texas Department of Transportation (TxDOT) • Counties and Commissioner precincts • Toll Road Authorities (Harris, Fort Bend, Brazoria) • School districts (bus routing/operations, campus area traffic management and safety) • Metropolitan Transit Authority of Harris County (METRO) • Bay Area Houston Transportation Partnership (BayTran)
Public/Private	<ul style="list-style-type: none"> • Development agreements • Land development community • Employers/institutions (trip-reduction measures) • Railroad companies (crossing safety, quiet zones) • Advocacy and resource organizations <ul style="list-style-type: none"> » Pearland Chamber of Commerce » Greater 288 Partnership » Biking clubs and associations
Targeted Planning	
Special-Area Planning	<ul style="list-style-type: none"> • Corridor plans
City Master Plans	<ul style="list-style-type: none"> • Traffic Management (and Travel Demand Model) <ul style="list-style-type: none"> » Targeted corridor and intersection improvements • Trail Master Plan

1. Capital projects.
2. Policies and programs.
3. Regulation and standards.
4. Partnerships and coordination.
5. More targeted planning (especially as required to qualify for external funding opportunities).

Given its size and the resulting level of sophistication of its municipal government, Pearland benefits from activities that are done here routinely relative

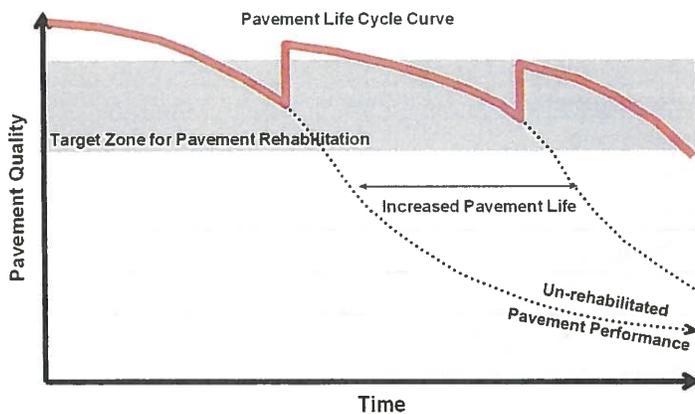
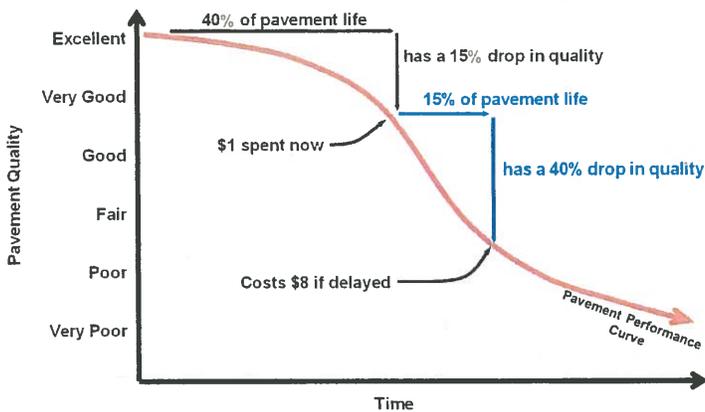
to smaller cities with lesser means and capabilities – and compared to some larger cities with limited will or support to take certain actions. Along with the strategic priorities and other actions outlined in this plan section, it is important to capture in the Comprehensive Plan those ongoing functions of City government, such as those highlighted in Table 3.3, that will also help to attain the vision and goals within this plan.

Better Street Maintenance Through an Infrastructure Life-Cycle Approach

In 2014 the Public Works Department engaged an infrastructure management consultant to assist in the development of a Rights of Way (ROW) Assessment that would provide the City with a strategic approach for effective maintenance of City infrastructure. This was accomplished through an automated data collection process that identified and spatially located City assets using GPS and GIS technology. The data collected from the ROW was analyzed and a condition rating was assigned to each asset. The condition rating was used to determine the remaining usable life of each asset which also determined the methodology by which those assets should be maintained to ensure that their maximum usable life is realized. This work was presented to the City Council in

2015 and was well received. The ROW Assessment provided a comprehensive picture of the City's infrastructure assets and served as the impetus to further develop and expand better infrastructure maintenance programs in the Public Works Department. Additional information is contained in the final report, City of Pearland, Texas Pavement Management Analysis Report (March 2015).

The first chart illustrates the value of infrastructure from the life-cycle costing perspective, focusing on street pavement in this case. The chart also validates that it is prudent for the City to invest further in existing infrastructure before it reaches a poor condition. Strategic investments early in the life of the asset will lengthen its useful life and cost less over time. The second chart illustrates the benefits of strategic infrastructure investment and also compares the life cycle of properly versus improperly maintained infrastructure.



2015

Pearland

COMPREHENSIVE PLAN

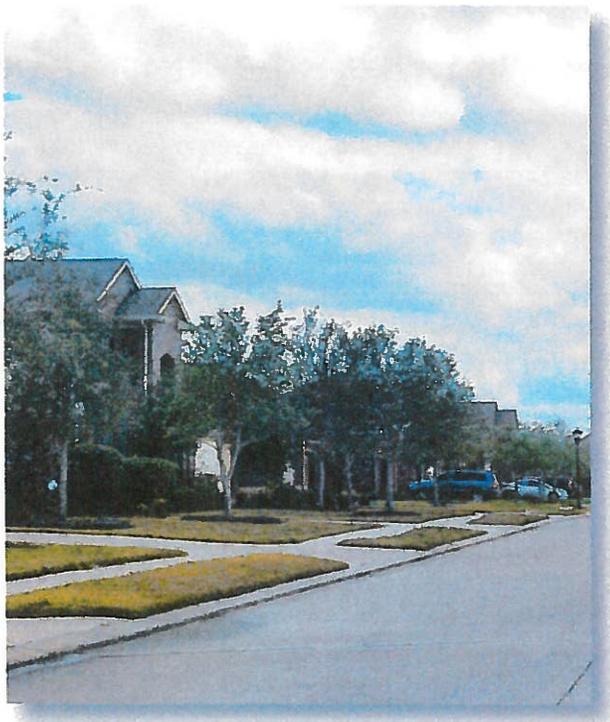


SECTION 4

Housing and Neighborhoods

As with economic development, where municipal government helps to ensure a positive and supportive “business climate” for commercial and industrial investment, the City has an essential role in promoting adequate and diverse housing development in quality neighborhood settings. Through the City’s Unified Development Code (UDC), the subdivision regulations help to ensure sound design practices, and the zoning regulations determine the range of housing types that may be built in the community, and where and in what amounts. These are critical functions given the proportion of developed land in Pearland, as in most communities, that is devoted to residential use.

Effective land use planning and management also balances the convenience of shopping and services in close proximity to neighborhoods with the need to ensure compatible nonresidential development near homes. Capital investments by the City and others in infrastructure, public facilities, and parks and trails provide the framework for private development to



bring needed new dwellings to market. Furthermore, housing options and value are a key ingredient for economic development success – and that success, in turn, drives further housing demand, including for “move-up” homes when local income growth increases purchasing power and lifestyle aspirations.

Housing and Neighborhoods Context

The following information provides a snapshot of the quantity and types of people living in and seeking new or different housing within Pearland. All data, unless otherwise noted, were obtained from the *Pearland Economic and Demographic Profile 2013*, which the Pearland Economic Development Corporation (PEDC) disseminates, drawing primarily from U.S. Census Bureau data along with other sources. **Also see page 4.25 for related community comparison data obtained through a 2014 benchmarking study.**

DEMOGRAPHICS

Households in Pearland. Pearland had 33,632 households in 2011. The average household size was 2.9 persons, compared to 2.75 statewide in Census 2010. In owner-occupied housing, the average household size was 2.95, compared to 2.20 for renter-occupied housing.

Household Characteristics. The estimated median age in Pearland during 2011 was 33 years, slightly lower than the statewide median of 33.6. However, at the household level, 47.3 percent of all households in Pearland had one or more persons under age 18 in Census 2010 compared to only 38.9 percent across Texas. Also, 16.1 percent of Pearland households had one or more persons age 65 or older in Census 2010, while across Texas the percentage was 21.2 percent. Data compiled for PEDC showed that, compared to the Houston metropolitan area, Texas and the nation, plus a set of peer cities, Pearland experienced substantial growth in “family households” during the 2000-2010 decade (134.9 percent) and from 2010 to 2013 (8.6 percent) – second only to a bit higher growth in such households in McKinney, Texas. From 2000 to 2010, Pearland was also just behind front-runner McKinney in the growth of households headed by a person between ages 25 and 44 (46.6 percent versus 49.7 percent in McKinney).

Residency Turnover. Among the City’s residents in Census 2010, 10.9 percent had lived in a different

home one year earlier compared to 17.4 percent for all of Texas, which likely reflects the extent of people moving to Texas in general during the nationwide recession that began in 2008. A very small percentage (0.5 percent) had relocated to Pearland from outside the U.S. Among the rest, the prior residence was distributed as follows: different U.S. state (1.1 percent), different county in Texas (6.2 percent), and within same county (3.1 percent).

HOUSING STOCK

Housing Units. Pearland had 36,385 total housing units in 2011, with 92.4 percent of these units occupied and the remaining 7.6 percent vacant at the time. As of the U.S. Census Bureau’s 2012 American Community Survey, the vacancy rate among ownership units was only 1.9 percent, compared to 10.8 percent for rental units.

Home Ownership. Among all occupied housing units in Pearland, 80.9 percent were owner-occupied and 19.1 percent were renter-occupied at the time of the 2012 American Community Survey. This set Pearland apart from the statewide pattern, where only 63.9 percent of housing units were occupied by their owners, with 36.1 percent renter-occupied.

Housing Types. Among all housing in Pearland at the time of the 2012 American Community Survey, the vast majority (82.2 percent) were single-family detached units as illustrated in **Figure 4.1, Extent of**

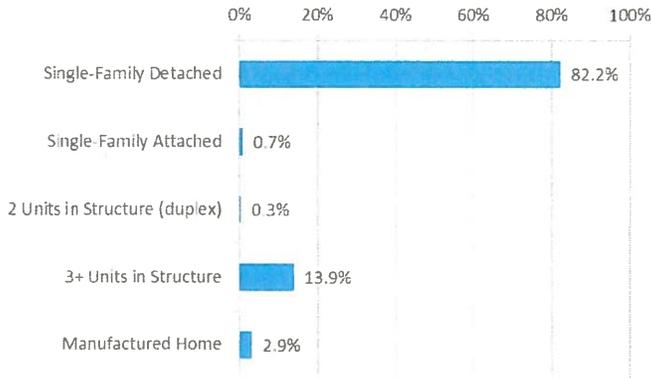
Some Vacancy is Good – But Not Too Much

As noted above, as of the U.S. Census Bureau’s 2012 American Community Survey, the vacancy rate among ownership units was 1.9 percent, and 10.8 percent among rental units. A rule of thumb often used by economists is that five to eight percent is a “natural” vacancy level that promotes healthy functioning of the housing market, as well as supporting a community’s economic development. When the vacancy rate is too low, demand for housing will push up rents and prices as consumers vie for scarce units. Conversely, when vacancy rates are higher, new and relocating households can be accommodated by the existing stock of housing, and new units are not necessary.

Among Pearland’s multi-family housing stock, vacancy has fluctuated but remained in a satisfactory range in recent years according to the *Pearland Economic and Demographic Profile 2013*. Multi-family vacancy was 10 percent or lower in nine of the 13 years from 2000 to 2012, and rose only to 11.7 percent at its highest point in 2004.

FIGURE 4.1, Extent of Housing Types in Pearland

Source: U.S. Census Bureau, 2012 American Community Survey



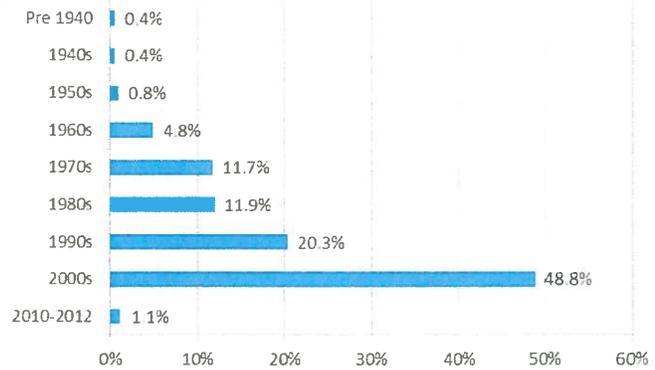
Housing Types in Pearland. Multi-family structures were the next most prevalent at roughly 14 percent of the total. It is telling that duplex and townhome style dwellings, at one percent combined, accounted for less than half as much as the amount of manufactured homes in the community (2.9 percent).

Age of Housing Stock. As of the 2012 American Community Survey, roughly half (49.9 percent) of all housing units in Pearland had been built since 2000 as illustrated in **Figure 4.2, Age of Housing Stock in Pearland**. If construction during the 1990s is included, then just over two-thirds (70.2 percent) of all Pearland housing at that point was from the 22-year period between 1990 and 2012. In comparison, statewide only 37.3 percent of all housing has been built since 1990. Residential construction in Pearland during the 1970s and 1980s contributed just under a quarter of the 2012 total. About five percent was from the 1960s, and all pre-1960 housing was only 1.6 percent of the total. It is important to consider housing that is 30 years or older as this is a common point when maintenance of older homes becomes an increasing burden on their owners and can start to impact the integrity of entire neighborhoods. Significantly, only about 18 percent of all Pearland dwellings in 2012 were beyond the 30-year threshold.

Value of Existing Homes. The median value of owner-occupied homes in Pearland in 2011 was \$177,600, which was a 54.6 percent increase over the 2000 median value of \$114,870. The largest percentage of homes, 37.7 percent, were valued in the \$150,000 to \$199,999 range. Combining this range with all homes valued in the \$200s accounted

FIGURE 4.2, Age of Housing Stock in Pearland

Source: U.S. Census Bureau, 2012 American Community Survey



for 70.7 percent of all existing homes. At the lower end of the spectrum, just under one-quarter (24.4 percent) were valued below \$150,000 – with 15.8 percent in the \$100,000 to \$149,999 range. The 2011 data showed only 4.9 percent of all existing homes valued at \$300,000 or higher (compared to nearly 12 percent statewide), with only 1.1 percent at or above the \$500,000 threshold (nearly four percent statewide), and no homes valued at \$1 million or more (0.9 percent statewide). Overall, valuations in Pearland changed significantly during the 2000s, starting with three-quarters of homes valued under \$150,000, and ending with 65 percent of homes valued at or above this level.

Selling Price of Homes. One indicator of the relative affordability of Pearland housing is shown in **Figure 4.3, Average Sale Price of Homes in Pearland**

Multi-Family Development History

As of 2013, 19 of the 30 multi-family residential developments in Pearland had been built since 2000, including 10 just since 2008. This included the newly constructed Carroll at Shadow Creek Ranch apartments at 12501 Broadway, just east of Kingsley Drive, which includes 352 units in a garden-style Class A development. In terms of units, the 30 developments cited above include 7,132 total multi-family dwellings. About 37 percent of these units are new since 2008, and just under 30 percent date back to the 1990s or earlier.

Source: *Pearland Economic and Demographic Profile 2013*

Relative to Region, where, after 2002, the average home sale price across the Houston metropolitan area has exceeded the Pearland average by a widening gap. When Pearland's average peaked in 2007 at \$200,688, the regional average was \$217,600, or 8.4 percent higher. By 2012 the regional average had grown to 19.7 percent, especially with the Pearland average price having receded to \$193,384 while the regional average continued to rise.

Housing Starts and Sales. Housing starts in Pearland definitely tailed off in recent years after exceeding 1,000 annually from 2002 to 2006 (with a high of 1,176 in 2002). After dropping to 831 in 2007 and 538 in 2008, the annual number remained in the 300s from 2009 to 2012, with a low of 310 in 2010. The trend was similar but less so across the region, with the first signs of an uptick in 2012. On the other hand, after local home sales climbed each year from 2002 and peaked in 2007 at 2,121, they dropped each of the next several years down to 1,435 in 2010 – the lowest number since 1,395 in 2003 – before recovering in 2011 and climbing back to 1,856 in 2012. In recent years the year-to-year change in Pearland's home sales has trended above the regional change.

THE AFFORDABILITY EQUATION

Along with home prices, income is the other essential factor that determines the "affordability" of housing within a market area. The following indicators capture various aspects of the income picture in Pearland. As

in the previous sections, all data, unless otherwise noted, were obtained from the *Pearland Economic and Demographic Profile 2013*.

Income. The estimated 2011 median household income in Pearland was \$83,665. This was significantly higher than at other comparison levels, including the nation (62 percent higher than \$50,502), entire state (67 percent higher than \$49,392), and the Houston metropolitan region (52 percent higher than \$54,901). Additionally, while roughly one-quarter of households in the region had annual incomes greater than \$100,000, 41 percent of Pearland households exceeded this income level. At the same time, nearly half of the region's households (45.9 percent) had incomes below \$50,000, while in Pearland the proportion was only 25.4 percent.

Incidence of Poverty. In Pearland, 3.2 percent of families and 4.6 percent of all individuals had incomes in 2008 that put them below the federally-defined poverty level. This was compared to 13.5 percent of families and 17.4 percent of individuals statewide.

The next important consideration is housing-related expenditures. Among owner-occupied housing units in Pearland at the time of the 2012 American Community Survey, 77.7 percent of owners were paying off a mortgage compared to 62.5 percent for all of Texas. The Census Bureau estimated that among those with a mortgage in Pearland, typical monthly owner costs (including mortgage payment,

Residential Lot Supply

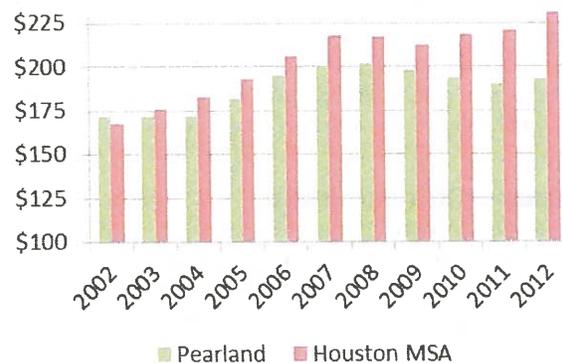
An analysis completed by City staff in July 2015 yielded the following statistics on the distribution of lot sizes within the City limits, based on just under 31,900 total developed and platted lots through first quarter 2015:

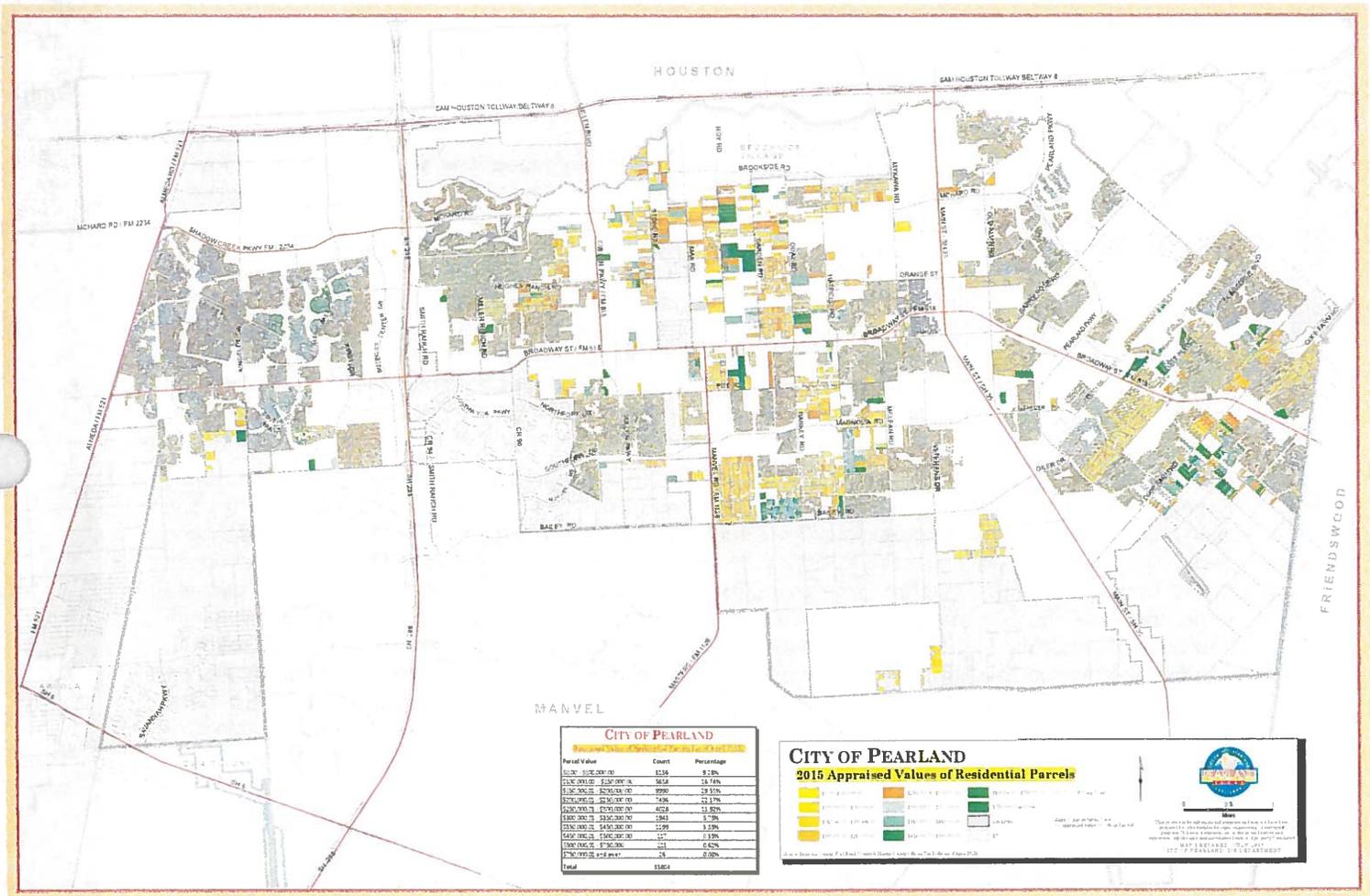
- The majority of lots (54.3 percent) were in a range from 7,000 to 11,999 square feet. The greatest share, 29.2 percent, were in the 7,000-8,799 range (equivalent to the R-2 zoning district) and another 25.1 percent were in the 8,800-11,999 range (R-1 zoning).
- Nearly 30 percent of lots (29.1 percent) were 12,000 square feet or larger. Of these, 13.2 percent were ½-acre (21,780 sq ft) to one acre (Residential Estate zoning relative to SR-12 and -15 zoning).
- Lot sizes less than 7,000 square feet accounted for 16.6 percent of all lots (R-3 and R-4 zoning), with only 2.5 percent in the smallest permissible range of 5,000-5,999 square feet (R-4).

The City-prepared map, **2015 Appraised Values of Residential Parcels**, included in this plan section displays the pattern of lot values across the community.

FIGURE 4.3, Average Sale Price of Homes in Pearland Relative to Region

Source: *Pearland Economic and Demographic Profile 2013*





CITY OF PEARLAND
 2015 Appraised Values of Residential Parcels

Appraised Value	Count	Percentage
\$0 - \$100,000	8238	8.5%
\$100,000 - \$150,000	5658	14.7%
\$150,000 - \$200,000	8990	29.3%
\$200,000 - \$250,000	7436	21.1%
\$250,000 - \$300,000	4028	11.8%
\$300,000 - \$350,000	1881	5.7%
\$350,000 - \$400,000	1189	3.3%
\$400,000 - \$450,000	117	0.3%
\$450,000 - \$500,000	221	0.5%
\$500,000 and above	26	0.0%
Total	93854	

CITY OF PEARLAND
 2015 Appraised Values of Residential Parcels

Map of Pearland, Texas, showing residential parcels color-coded by 2015 appraised value. The map includes major roads like Sam Houston Tollway Beltway 8, I-10, and various local streets. A legend and data table are located in the bottom right corner.

Pros and Cons of Low Rent

Lower rents reduce housing costs for individuals and families who cannot afford to purchase a home or will not be in the area for long. However, consistently low rents can have some adverse effects on local housing conditions by:

- Potentially discouraging long-term maintenance of rental properties.
- Not sending a signal to the market to supply more new units.
- Potentially discouraging renters from making the leap to home ownership because of the gap in monthly cost.

property taxes, insurance, utilities, association fees, etc.) were at a median of \$1,970 per month. The statewide median monthly housing expenditure was \$1,446.

In percentage terms, 47.7 percent of Pearland home owners were paying \$2,000 or more per month compared to only 23.7 percent at that level for all of Texas. The highest proportion in Pearland was also the 47.7 percent paying \$2,000 or more per month, while statewide the highest proportion was 32.6 percent in the \$1,000 to \$1,499 per month range. For housing units without a mortgage, median monthly owner costs were \$688 in Pearland and \$451 for all of Texas.

A common way of gauging housing affordability is to consider monthly owner costs relative to household income. Shelter costs are typically considered excessive when they surpass 30 to 35 percent of household income. The U.S. Census Bureau estimated that, in both Pearland and statewide, 31.4 percent of home owners with a mortgage were spending 30 percent or more on housing in 2012. In Pearland the proportion at or above the critical 35 percent threshold was 22.8 percent, compared to 23.4 percent in all of Texas. On the other hand, a solid majority (57.1 percent) of Pearland home owners who were carrying mortgages in 2012 were devoting less than 25 percent of their incomes to housing costs – again,

almost exactly in line with the statewide proportion of 57.2 percent.

For those owners without a mortgage, only 11.4 percent were putting 30 percent or more of their income toward housing costs (13.8 percent for all of Texas), which shows the long-term benefits of home ownership for most people after a mortgage is fully paid.

Among occupied rental units in Pearland during 2012, the median rent was \$1,073, compared to \$834 statewide. Also, 23.1 percent of these local units had rents of \$1,500 or more. This resulted in 36.2 percent of Pearland renters spending 30 percent or more of their income on rent (versus 49.3 percent for all of Texas). This included 26.5 percent who were at or above the 35 percent of income threshold, which was considerably lower than the 40.3 percent at the statewide level. However, the U.S. Department of Housing and Urban Development (HUD) defines any household paying more than 35 percent of its income toward housing as “cost burdened.” This means they must often forego other essential needs – or choose to sacrifice quality of life in another manner.

Focusing again on the income side of the housing affordability equation – and given a median household income of \$83,665 in Pearland during 2011 – the median household should have aimed to pay no more than \$2,092 monthly (30 percent) toward housing costs, with an absolute maximum of \$2,440 per month (35 percent). Detailed in **Table 4.1, Monthly Housing Cost Capacity of Households**, are the monthly “affordability” (30 percent of income) amounts for households at various points above or below the area’s median household income for 2011.

TABLE 4.1, Monthly Housing Cost Capacity of Households

Source: Kendig Keast Collaborative

Percent of Median Household Income	Annual Income Amount	Affordable Monthly Housing Cost (30% of Income)
150%	\$125,498	\$3,137
125%	\$104,581	\$2,615
100%	\$83,665	\$2,092
75%	\$62,749	\$1,569
50%	\$41,833	\$1,046

Multi-family housing development is also at an all-time high in the Houston area. CBRE reported 17,614 apartment units under construction during the fourth quarter of 2013, with new units leasing quickly.⁹ Apartment complexes were leasing between 20-40 units a month on average, almost double the normal rate. The number of apartment units is expected to keep increasing with ongoing starts of new multi-family projects. The Houston area currently ranks third in the nation for the number of multi-family units projected to be constructed by 2017, just behind Atlanta and Dallas-Fort Worth. Also, Houston's projected unit absorption through 2017 is 60,000, which ranks second only to the 70,000 expected to be absorbed in Dallas-Fort Worth.

After the first quarter of 2014, several key trends were firmly established and still continuing across the Houston area housing market: (1) ongoing increases in the volume of existing single-family home sales, (2) continued extremely tight supply of available homes, and (3) a clear advantage in general housing affordability among major U.S. metropolitan areas – although the limited supply was causing an uptick in area prices given the continued strength of demand. Area homes sales once again rose during the first quarter compared to one year earlier, showing a four percent increase. Nearly 6,000 homes were sold just during March 2014.¹⁰



Citizen Survey Results

Eight in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated their neighborhood as excellent or good. Nine in 10 respondents rated their neighborhood as a safe place to live. Respondents were also pleased with the availability and affordability of quality housing. Nine in 10 respondents rated new development as excellent or good.

9 - "Houston one of top markets for multifamily rental, occupancy growth," Jenny Aldridge, *Houston Business Journal*, February 3, 2014.

10 - "Houston home sales prices up, but still affordable, study finds" Realty News Report, in *Texas A&M University Real Estate Center Online News*, April 11, 2014

Legacy of Past Long-Range Planning

In 1999, the City of Pearland reviewed and revised its Comprehensive Plan due to the remarkable growth the community had experienced in the 1990s. The City later updated the 1999 Comprehensive Plan with a 2004 addendum. The 2004 interim update was warranted because of necessary policy changes within the City given the continued rate of growth and particular opportunities and challenges facing the city. Along with essential new land use planning and community appearance guidance, the 2004 addendum focused on housing-related issues involving single-family lot sizes, multi-family development, and recommendations for the future allowable density of single-family housing. More specifically, the 2004 addendum called for:

- Rezoning all multi-family zoned property to either single-family residential or nonresidential zoning districts. This has occurred in the vicinity of SH 288, for example, to accommodate medical-related development opportunities and given the City's desire for more Class A office space.
- Adding more residential zoning districts to the UDC to allow for larger-sized residential lots, and to increase the variety of housing. It was recommended to add districts that would provide minimum lot sizes of 10,000 square feet, 12,000 square feet, and 15,000 square feet. Based on this recommendation, the City added the SR-12 and SR-15 zoning districts, with 12,000 square foot and 15,000 square foot minimum lots respectively. The 2004 addendum was also specific in stating that future rezoning activity in the City should not involve allowance for smaller-sized residential lots.
- Providing more diversity in housing types such as patio homes and townhomes. More straightforward and streamlined zoning approaches were recommended to eliminate reliance on Planned Development (PD) applications as the main avenue for development of patio homes and townhomes. Based on this recommendation, the City added a new Townhouse Residential (TH) zoning district to accommodate townhome development.

- Providing for walkable neighborhoods by creating pedestrian-centered developments with sidewalks, interconnected streets and traffic calming measures. It was also recommended that each new neighborhood contain a focal point such as a square or park that is centrally located within the development. In accordance with this philosophy and with the City's Parks and Recreation Master Plan, the adopted Land Use Plan shows general locations for future Neighborhood parks.
- Promoting open space through cluster development approaches, including use of density bonuses to encourage developers to apply this land planning technique. Based on this recommendation, the City adopted the Cluster Development Plan option within its UDC to enable the use of special residential density standards as a substitute for the typical minimum lot size standards for residential development. However, City staff has noted limited utilization of this option, and the need to revisit and potentially adjust the cluster development provisions.
- Encouraging neighborhood designs that incorporate water features and that offer waterfront locations for parks, walking trails, water views and general accessibility for residents.

LAND USE PLAN UPDATE 2009

Among the six objectives of this interim Land Use Plan update was to Conserve Existing Neighborhoods, including through preservation of existing residential uses, and by designating appropriate land uses for transition areas between residential and nonresidential uses to safeguard neighborhoods while allowing for growth and expansion of local businesses.

The plan identified 26 issues for consideration, including three involving residential land use. Most significant of these was an item that led to the addition of Residential Retail Nodes (five acres) at five locations on the City's Land Use Plan map. The UDC also now includes a Residential Retail Nodes (RRN) zoning designation. As envisioned through the 2009 plan update, an RRN also allows for single-family detached dwellings, two-family (duplex) dwellings, town house dwellings, and multi-family dwellings, all requiring Conditional Use Permit approval, as well as site plan review "to assist in evaluating the

impact of the development on surrounding uses." As elsewhere, Planned Development (PD) approval is another option for proposing residential uses.

Also among the 26 issues was an item to promote broader housing choices in Pearland, including specific mention of senior housing, plus patio and multi-family dwellings. However, this item was ultimately deferred from the report given attention to this need through other City and PEDC initiatives. Finally, the 2009 update also included an item to eliminate residential zoned parcels along Broadway in favor of commercial retail use.

The 2009 Land Use Plan Update report also included an appendix tabulation of the extent of land devoted to various land use types based on the recommended map updates. This table indicated that 61.8 percent of the total area on the Land Use Plan map (just over 27,500 acres) would be in categories intended for primarily residential use. Most prominent among these categories, by far, was the Low Density designation with 37.5 percent of the total (16,670 acres). The next largest was Medium Density at 15 percent of the total (6,875 acres). Detailed in **Table 4.2, Acreage in Residential Categories Based on 2009 and 2015 Land Use Plan Updates**, is a comparison of the overall residential breakdown from both the 2009 update and the new Land Use Plan version prepared for this Comprehensive Plan update – recognizing that some residential use is also possible in other map categories (e.g., Garden/O'Day Mixed Use District). The new 2015 statistics show that the proportion of total acreage in the primarily residential categories is effectively unchanged at 62 percent. However, the shares in Low Density and especially Medium Density both increased slightly while the High Density category is roughly the same. The most significant change is in the now-combined Suburban Residential categories, which together now account for 5.1 percent of the total compared to 8.1 percent in 2009.



TABLE 4.2, Acreage in Residential Categories Based on 2009 and 2015 Land Use Plan Updates

Source: City of Pearland 2009 Land Use Plan Update

Land Use Category	Acreage on 2009 Land Use Plan	Percent of Total	Acreage on 2015 Land use Plan	Percent of Total
Suburban Residential A (½ acre lots)	2,168	4.9%	2,258	5.1%
Suburban Residential B (15,000 sf lots)	158	0.3%		
Suburban Residential C (12,000 sf lots)	220	0.5%		
Suburban Residential D (10,000 sf lots)	1,047	2.4%		
Low Density	16,670	37.5%	17,219	38.7%
Medium Density	6,875	15%	7,501	16.6%
High Density	549	1.2%	535	1.2%
Totals	27,687	61.8%	27,513	61.6%

SPECIAL AREA PLANNING AND IMPLEMENTATION

The City of Pearland and PEDC have completed a series of other targeted planning initiatives in recent years that included residential land use considerations and/or promotion including:

- Old Townsite Downtown Development District Plan (2005).
- Spectrum District (2004 Comprehensive Plan Update).
- Lower Kirby Urban Center (including 2011 Proposed Form-Based Code).

OLD TOWNSITE

Significant attention and planning has been devoted to Pearland's Old Townsite area, especially through the 2005 Old Townsite Downtown Development District Plan. The plan included a series of development principles, including traditional neighborhood street and parking design to transition to more walkable streets; a mixed-use new Town Center with existing and new residential uses integrated; and extensive connectivity within Old Town through interconnected neighborhood and district parks, tree-lined sidewalks, trails, bike paths and other open space and recreation amenities.

The plan then identifies four districts "to form a strengthened foundation in and around the downtown and... support vitality in the downtown." Along with an Arts, Culture and Education District, this included an Existing Neighborhood District, a Historic Neighborhood District, and the New Town Center. Based on this plan, the City's UDC now includes an Old Townsite (OT) zoning district with three subdistricts:

1. OT-GB, Old Townsite General Business District, which allows single-family detached dwellings and two-family (duplex) dwellings subject to Conditional Use Permit approval, and with the stipulation that such dwellings are allowed only on upper floors of buildings and not at ground level.

- 2. OT-R, Old Town Residential District,** which permits by right single-family detached dwellings, two-family (duplex) dwellings, townhomes, patio homes, and industrialized housing.
- 3. OT-MU, Old Townsite Mixed Use District,** which permits by right townhomes and industrialized housing, and requires Conditional Use Permit approval for single-family detached dwellings, two-family (duplex) dwellings, four-family dwellings, multi-family dwellings, and boarding or rooming house uses.

All three subdistricts also allow for accessory dwelling units on lots, within an accessory structure.

SPECTRUM DISTRICT

Based on plans for and the anticipated direction of the Spectrum District (now the Lower Kirby Urban Center district) in the early to mid-2000s, the City established a Spectrum (SPD) zoning district in the UDC. Among the five subdistricts in SPD, one in particular focuses on residential activity on single- or mixed-use sites:

SPD District S3, Mixed Use - High-Density Residential District, which is "intended for Traditional Neighborhood Design (TND) ...

[and] is characterized by a vertical mix of nonresidential and residential uses, with retail and/or office uses on the ground floor and residential uses above." Multi-family dwellings are permitted subject to Conditional Use Permit approval. Nonresidential uses in S3 could include commercial and light industrial uses, involving science and technology related activities, developed within a business park or corporate campus for compatibility with residential uses. As elsewhere, Planned Development (PD) approval is another option for proposing residential uses.

LOWER KIRBY URBAN CENTER

Planning for the Lower Kirby Urban Center, or LKUC (formerly the Spectrum District), included completion of an LKUC Framework Plan in October 2010. This plan envisioned:

A major regional center with significant regional retail, employment, and residential uses within convenient access to regional highways and walking distance from the future transit station. Development within this area would accommodate large scale office and retail users while providing for appropriately scaled mixed use and residential uses within the district.

Then, following in November 2011 was a proposed form-based code for LKUC. The code details are driven by a Regulating Plan that establishes five Character Zones, including a Highway Commercial zone on the district edges along Beltway 8 and SH 288. The other four Character Zones include varying degrees of residential intent as follows:

1. **Mixed Use Core**, which provides the most opportunity for the highest intensity development – and the highest pedestrian activity and greatest variety of uses – given its immediate adjacency to a future transit station.
2. **Urban Neighborhood**, which "consists primarily of a residential fabric" by allowing for a mix of small apartments, townhomes and live-work units, along with commercial activity concentrated at street intersections and along the Clear Creek frontage.
3. **Commercial Transition**, which provides for a range of commercial (retail, office, and live-work) and residential uses as a transition from the Mixed Use Core.
4. **Research/Tech Campus**, which is intended as the LKUC employment center along Kirby Drive, with a campus-style office research park setting, but with opportunity for limited residential and supporting retail and restaurant uses.

The residential portion of the schedule of permitted uses in the proposed LKUC code also indicates residential lofts as a residential use type that is permitted by right in all five Character Zones.

Status and Outlook for Housing and Neighborhoods

FUTURE HOUSING NEEDS

Displayed in **Table 4.3, Future Potential Housing Needs**, are the results of calculating the potential housing units that will be needed within the city

TABLE 4.3, Future Potential Housing Needs

Source: Kendig Keast Collaborative

Future Population Milestone	Projected Housing Units at Milestone	Projected Units Added from 2011	Average Units Added Per Year	Potential Owner-Occupied Units	Potential SF-Detached Units
95,644 (2011 ACS)	36,385 (2011 ACS)	--	--	80.9% (2012 ACS)	82.2% (2012 ACS)
132,320 (2020 in-city)	49,299	12,914	1,435	10,477	10,615
158,559 (2025 in-city)	58,538	22,153	1,582	17,922	18,210
190,000 (2030 in-city)	69,609	33,224	1,749	26,878	27,310

Housing-Related Findings from Community Benchmarking Data

During 2014, the City of Pearland commissioned a “benchmarking” study that compared the city to nine other peer communities in Texas and the U.S. (as shown in the charts on this page) in terms of various types of quantitative indicators. The benchmarking data showed that, in fiscal year 2013-14, residential land uses accounted for 72.1 percent of the total taxable value of all real property in Pearland (which had just exceeded \$7 billion). This was relative to a high mark of 81.9 percent of total taxable value within residential properties in nearby League City and a low of 50.6 percent in Franklin, Tennessee.

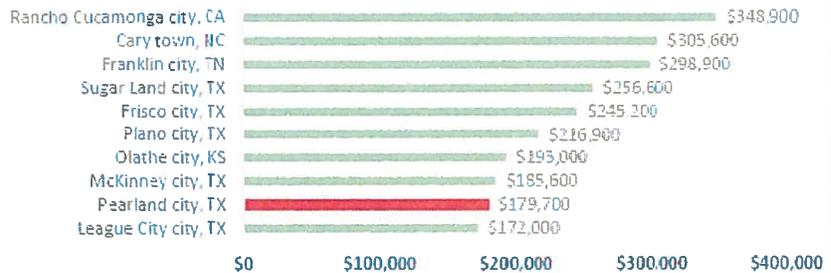
Building upon the knowledge that much of Pearland’s housing stock is relatively new, the benchmarking data confirmed that Pearland ranked third highest among the 10 communities in the percentage of housing constructed since 2000 (51.7 percent). In fact, along with the Texas cities of Frisco and McKinney, Pearland was among the three communities in which the majority of all housing had been built since 2000.

For both established residents and newcomers to Pearland, the benchmarking data also showed that those seeking homes could choose from an extensive inventory that remained relatively inexpensive through 2012. At that time Pearland had the second lowest median value of owner-occupied housing units (\$179,000) among the 10 comparison communities. The median value exceeded \$200,000 in six of the 10 cities, with two exceeding \$300,000 (Rancho Cucamonga, California, highest at \$348,900).

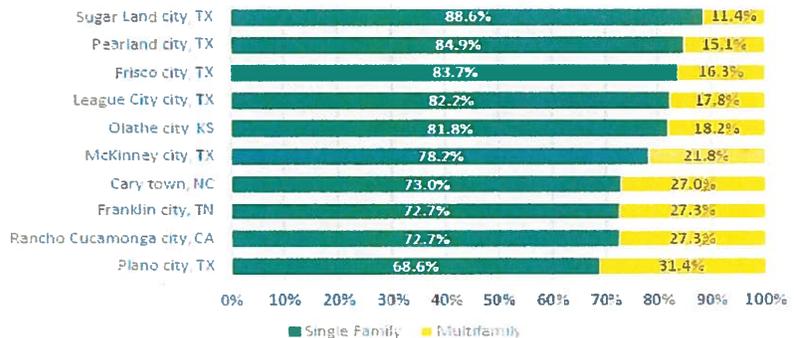
Finally, the Benchmarking data confirmed that, based on housing market data through 2012, Pearland had the second smallest share of multi-family residential (15.1 percent) among the 10 comparison communities.

Pearland officials and citizens are particularly interested in ensuring residential quality and values in their community. They are rightly concerned if the benchmarking comparisons suggest that Pearland’s housing may be too “affordable” and whether local housing stock will hold its value over time. Leaders and residents are also keenly focused on the appropriate amount of multi-family housing to allow. In keeping with the “best use of remaining land” theme that runs throughout this new Comprehensive Plan, the Cost of Growth/Land Use Study recommended in the Growth Capacity and Infrastructure section (Strategic Priority 1) will be an important next step for better understanding the tax base and cost-of-service implications for Pearland under varying scenarios of residential land use (housing types and form, lot sizes, lot and improvement values, age and value of older housing and renovated homes, etc.).

Owner-Occupied Housing Unit Median Value – 2012 ACS 3 year



Housing Types – 2012 ACS 3 year



NOTE: All data is from the report Benchmarking 2014 – Pearland, Texas (prepared by CDS Market Research, November 2014). The report documents the sources of data used in particular charts and community comparisons.

Key Planning Considerations

The *Pearland 20/20 Strategic Plan* was preceded by a *Competitive Assessment* so the plan's core strategies would be informed by an understanding of how Pearland compared to national and statewide indicators, as well as to several peer communities: Franklin, Tennessee (a Nashville suburb); McKinney, Texas (a Dallas suburb); and Sugar Land, Texas – another prominent Houston-area suburban city. Summarized in **Figure 5.3, Key "Takeaways" from Competitive Assessment**, are a series of findings from which the core strategies of the Strategic Plan were derived.

The remainder of this section provides further discussion of each of the key "takeaways":

Growth Trends are not Sustainable. Many fast-growing suburban communities, like Pearland, have developed with an over-reliance on residential land use that has led to an imbalance in tax revenue that ultimately constricts the provision of services or results in tax increases. Pearland's lack of a significant base of high-value employers will eventually constrict the City's ability to allot new resources to projects and services, especially if residential growth and/or sales tax revenues slow to the point that City funds start to deplete. Within its region, Pearland has been trending toward a role as a residential community for employers located elsewhere in the region. If this trend continues, Pearland's residential population will increase the cost burden of delivering the public infrastructure and services that contribute to the community's high quality of life. As such, a key goal for economic development is to create a better jobs-housing balance within Pearland.

FIGURE 5.3, Key "Takeaways" from Competitive Assessment

Source: *Pearland 20/20 Competitive Assessment*, December 2012.



Common Themes

Small-group “listening sessions” conducted early in the comprehensive planning process reinforced or elaborated on many of the same themes and priorities as in the *Pearland 20/20 Strategic Plan*, including:

- Risk of traffic congestion undermining Pearland's investment and retail appeal.
- Optimal use of properties with corridor frontage.
- Extent of service-oriented jobs relative to professional occupations in Pearland (and the extent of inbound commuting of service workers relative to outbound commuting for a wider array of professional employment opportunities).
- Revitalization needs and challenges (i.e., vacant older business sites on east side, need for Old Townsite destinations, importance of SH 35 improvements, and incentives versus more regulation).
- Need for more activities, community events, and cultural/entertainment options to keep residents in Pearland versus going to Houston and elsewhere, and for the tourism benefits.

Progressive Planning and Investment Must Continue.

Pearland has done an outstanding job of planning and preparing for its population growth by investing in high-value infrastructure and transportation projects. Hundreds of millions of dollars have been invested to improve the transportation grid, water and wastewater infrastructure, utilities, flood protection, police and fire services, public education, and other community resources. To sustain this positive growth model, the City of Pearland and other area public agencies must continue the necessary financial support to maintain and operate these assets at a high level.

Pearland is the “New America.” The population diversity from numerous races and ethnicities within Pearland make it a smaller version of larger regional and national trends. The community must make sure that racial and ethnic differences remain a positive rather than a potential source of friction or division, potentially leading to negative impacts on public safety, educational performance, and other trends.

Citizens Want More Amenities. Pearland residents would like to see more recreational, entertainment, and cultural amenities in their community. Though similar amenities are available within close proximity in Houston and other area communities, it will be part of Pearland's transition from a “bedroom” community to “a more complete city” if residents can begin to enjoy more such resources closer to home. Additionally, for Pearland to recruit top talent and companies, amenities like walkable activity centers, mixed-use “urban” developments, transit options, and a well-connected sidewalk system will

be essential. This is especially true for more highly educated workers arriving from larger metropolitan areas in Texas and the U.S., including professionals in the health care, energy and education sectors.

Looks Matter. Though the City has taken various steps to improve Pearland's aesthetics, such as adding prescriptive regulations on development appearance, installing gateway signage, and developing new roads with landscaped medians, residents are still concerned about the image set along high-profile corridors like FM 518/Broadway, SH 35, and SH 288. Pearland's visual impression needs to be improved as another key element of attracting more investors and visitors, as well as for the daily enjoyment of residents.

Pearland Must Build a Sense of Community. There is a pre-conception that Pearland is “two different towns” east and west, which complicates having a shared vision. Common stereotypes are that civic and organizational participation characterizes east-side residents, while west-side residents are usually newer in migrants without the same allegiance or association with the broader community. Without a shared “sense of community,” outreach and consensus-building efforts achieve limited success in a spread-out city of 100,000+ residents.

Citizen Survey Results

Eight in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated the city's overall economic health as excellent or good, which is higher than other communities in the nation.

5. Ensure that the administration of the Department is effective, well-managed, and customer-friendly.
6. Exercise fiscal responsibility and prudence in all financial and business transactions.
7. Provide access to programs and facilities to members within the community.

Environment and Natural Resources

8. Pearland Parks and Recreation will work to preserve our natural resources, conserve energy, and protect and enhance our environment.

Communication

9. Maintain strong communication with community residents and other public agencies and private sector organizations.
10. Maintain strong internal communication within the department as well as with other city staff.

Tourism

11. Partner in contributing to the City's economic development by attracting tourists and businesses to Pearland.

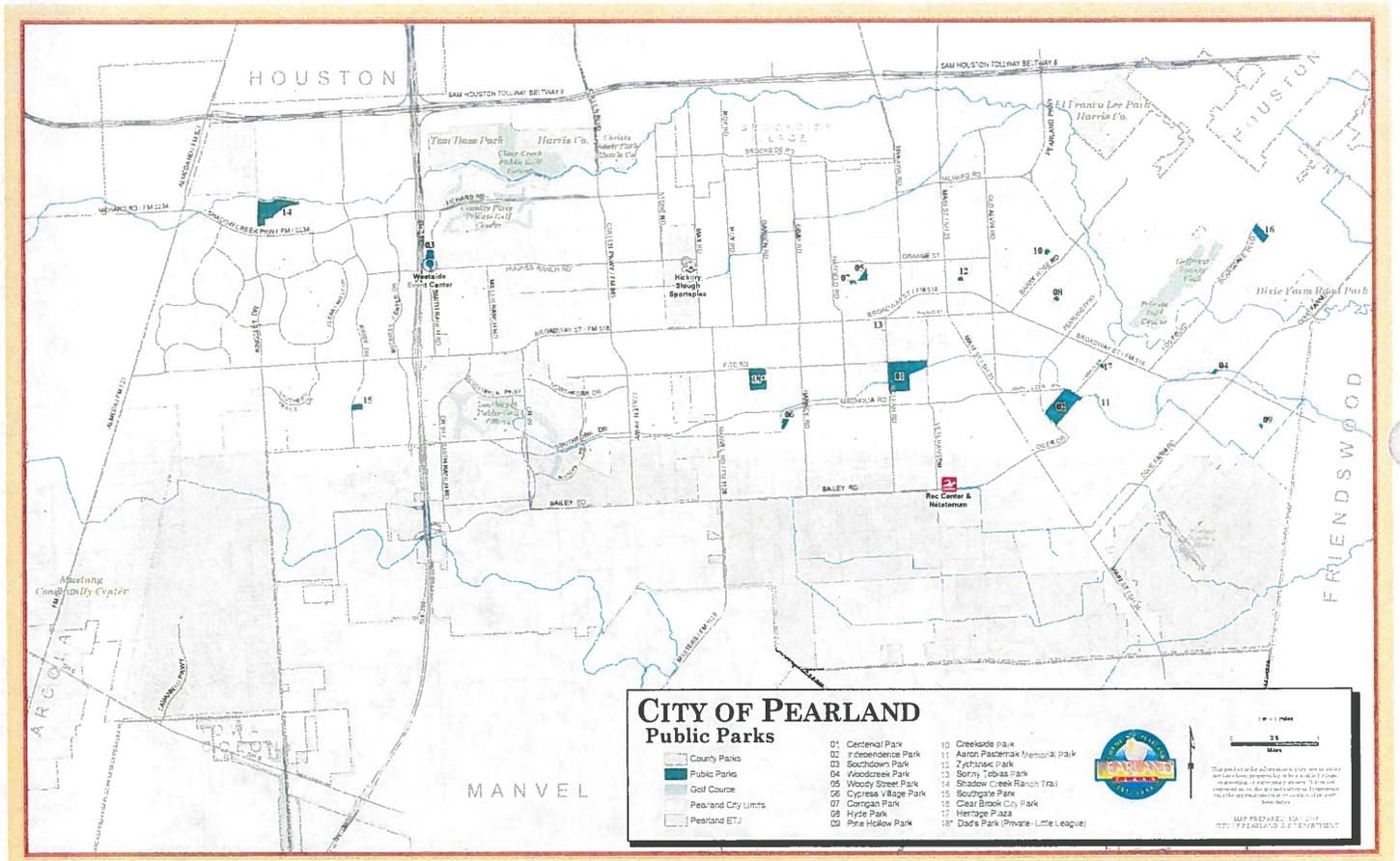
EXISTING AND NEEDED PARKLAND

The City-prepared **Public Park Locations Map** included in this plan section illustrates the City's 15 existing parks, as listed in **Table 6.1, Current City of Pearland Parks**. The City also has two dog parks available to residents within Independence and Southdown parks.

Citizen Survey Results

Five in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated recreational and fitness opportunities as excellent or good. Seven in 10 respondents rated health and wellness as excellent or good. Respondents gave some of the lowest ratings to Pearland as a place to visit and lacking in cultural, arts and music activities.





CITY OF PEARLAND Public Parks

- County Parks
- Public Parks
- Golf Course
- Pearland City Limits
- Pearland ETJ

- | | |
|-------------------------|--|
| 01 Centennial Park | 10 Creekside Park |
| 02 Independence Park | 11 Aaron Pasternak Memorial Park |
| 03 Southdown Park | 12 Zephyrus Park |
| 04 Woodcreek Park | 13 Storm Island Park |
| 05 Woody Street Park | 14 Shadow Creek Ranch Trail |
| 06 Cypress Village Park | 15 Southgate Park |
| 07 Compton Park | 16 Clear Brook City Park |
| 08 Hyde Park | 17 Heritage Plaza |
| 09 Pine Hollow Park | 18 Dade Park (Private - Little League) |



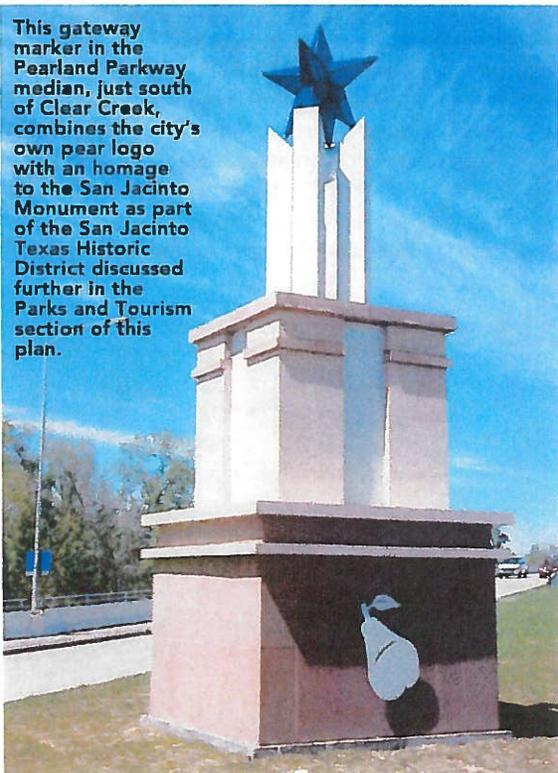
The parks listed on this map are not intended to be a complete list of parks in the City of Pearland. The City of Pearland is not responsible for the accuracy of the information provided on this map. The City of Pearland is not responsible for the accuracy of the information provided on this map.

MAP PREPARED BY: JIMMY
CITY OF PEARLAND DEPARTMENT

Committee, and background discussions with City staff, yielded the following concerns related to this Land Use and Character section of the plan:

- The implications for the community – in terms of tax base, housing options, recreation and open space opportunities, traffic generation, infrastructure and public service capacities, and many other factors – from the uses and intensities to which remaining available land in the City limits and extraterritorial jurisdiction may be devoted in the future.
- Opportunities and challenges associated with re-use and redevelopment of land in older areas of the city, including the potential in certain areas for more varied housing types and/or greater mixing of uses, partly through well-managed conversion of former dwellings to non-residential uses.
- Continued focus on effective planning for key locations, focal points and gateways into the city, in conjunction with priority initiatives in the *Pearland 20/20 Strategic Plan* and other targeted plans (e.g., major corridors and gateways via SH 288, Pearland and Cullen Parkways, Broadway/FM 518, etc.; Old Townsite; Pearland Town Center; Lower Kirby Urban

This gateway marker in the Pearland Parkway median, just south of Clear Creek, combines the city's own pear logo with an homage to the San Jacinto Monument as part of the San Jacinto Texas Historic District discussed further in the Parks and Tourism section of this plan.



Center district – including Transit-Oriented Development potential around any future transit station; airport vicinity; south side oil fields, etc.).

- Appreciation of the land use implications of major capital investments in new and upgraded roadways (e.g., McHard Road, Bailey Road, SH 35/Main Street), and lessons learned from improved land use-transportation coordination from outcomes such as the vicinity of SH 288 at FM 518/Broadway.
- The clear desire, among both residents and the community's public and private leadership, to limit further significant single-use multi-family development due to concerns about the effects of residential density on such things as traffic, schools, and recreation programs.
- The appropriate location and extent of industrial use, amid pressure in some places to transition to more commercial use, plus the importance of design and appearance considerations where industrial uses will be highly visible along key corridors.
- Continued discussion and debate of residential lot size considerations – at both the small- and larger-lot ends of the spectrum – given a dynamic regional housing market and trends in land costs and other factors in development feasibility, as well as associated standards that govern the potential intensity of residential use (e.g., maximum lot coverage).
- Especially with build-out of remaining land on the horizon, continued discussion of ways to allow – and encourage – alternate arrangements of a given residential density on the ground (i.e., "clustering" options) to absorb some amount of growth in constrained areas while safeguarding resources and incorporating beneficial open space.
- Ongoing emphasis on community aesthetics and appearance, especially to ensure quality development outcomes that complement public investments to beautify Pearland's gateways and key corridors, and as application of design standards continues to differentiate Pearland from other area cities.

Citizen Survey Results

Eight in 10 respondents to the Pearland Citizen Survey (conducted December 2014 through February 2015) rated the overall image of Pearland as excellent or good.

Goals and Action Strategies

GOALS

A "goal" is a statement of a desired outcome ("end") toward which efforts are directed, as expressed by more specific objectives and action priorities ("means"). Below are three goals intended to focus plan implementation efforts related to Land Use and Character that follow the adoption of this new Comprehensive Plan:

GOAL 7.1: A **balanced mix of land uses** that supports the community's long-term objectives of achieving greater choice in housing and homeownership options, a more diversified commercial and industrial tax base, an array of active and passive recreational destinations, and greater leisure and entertainment opportunities for both residents and visitors.

GOAL 7.2: Attention to the **traffic generation and public service implications** of land use choices for remaining developable land in the City limits and ETJ as Pearland progresses toward build-out over the next several decades.

GOAL 7.3: An expanded focus on **redevelopment planning and effective management of infill development and adaptive re-use of properties in older areas and corridors** as these activities become more prevalent in Pearland along with ongoing development of new uses and vacant land.

GOAL 7.4: A continued emphasis on **development quality and aesthetic considerations** in ongoing development review and approval processes, as well as with public facility construction and upgrades.

ACTION STRATEGIES

Itemized below are a set of potential actions for responding to the key issues and community needs identified in this Comprehensive Plan section. In particular, two items are highlighted as strategic initiatives for the immediate future.



STRATEGIC PRIORITY 1: UNIFIED DEVELOPMENT CODE (UDC) UPDATES

A natural next step following adoption of a new Comprehensive Plan is to revisit the City's development regulations to ensure they are in sync with and supportive of the general vision and goals of the plan, as well as specific action strategies that involve regulatory considerations. Adjustments to the Land Use Plan map also must be carried over to the City's zoning regulations and official district map. Some more significant action items in this plan that require such follow-up include provisions to encourage a wider array of residential options, and

Glenda Dawson High School provides a quality public facility within the Cullen-Mixed Use (C-MU) zoning district

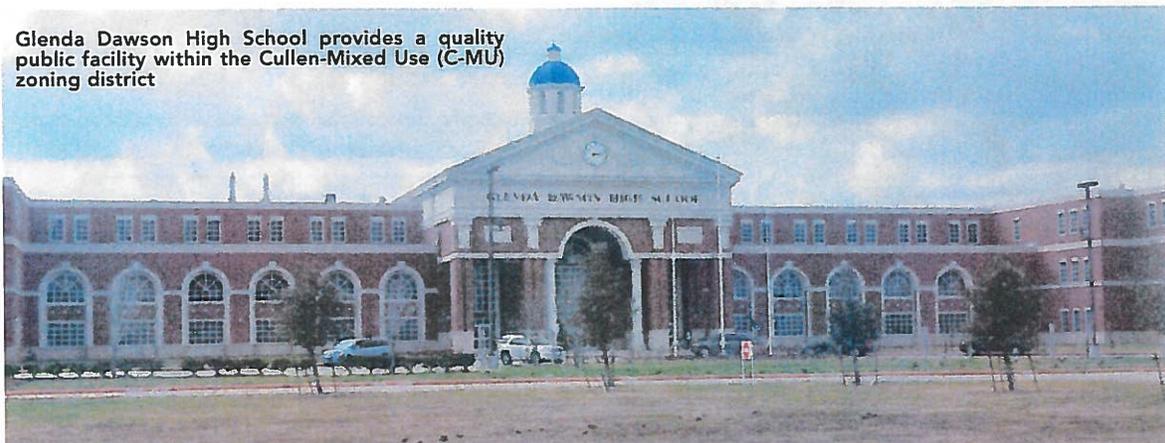


TABLE 6.1

Priority Action Tasks

Priority Action Task	Initiate			Action Type					Action Leaders
	Year 1	Years 2-3	3+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	
COST OF GROWTH / LAND USE STUDY Quantify fiscal implications of projected growth and land use including build-out of remaining developable land. Use as tool for evaluating "what if" scenarios.	X								Finance Administration Planning
UTILITY MASTER PLAN UPDATES Regularly update Water, Wastewater and Drainage master plans given pace of growth and land development. Place more focus on renewal and maintenance of existing systems plus expansion.	X	X							Engineering and Capital Projects Public Works
ANNEXATION PLANNING Complete detailed service planning and initiate necessary procedures for phased annexation activity, building on the Annexation Outlook portion of this plan.	X								Planning
STATE HIGHWAY 288 CORRIDOR IMPROVEMENTS Ongoing advocacy to complete the project. Continued investment in related local aesthetic enhancements.		Ongoing							City Council Administration Engineering and Capital Projects
TARGETED MOBILITY PROJECTS Ongoing investment in street construction/rehabilitation and traffic signal upgrades, with consistent and adequate local funding, as available.		Ongoing							Engineering and Capital Projects Public Works
SIDEWALK NETWORK UPGRADES Ongoing sidewalk repair/replacement and new installations to enhance safety and provide non-driving options, especially in targeted areas (e.g., neighborhoods, Old Town).		Ongoing							Engineering and Capital Projects Public Works
GREATER HOUSING VARIETY Explore potential Unified Development Code (UDC) amendments to allow, by right, more diverse housing types and mixing of types within developments while preserving a greater amount of permanent open space.		Ongoing							Planning
REGULATORY RELIEF FOR REDEVELOPMENT Explore new or amended UDC provisions that would allow relaxation of standards that can deter redevelopment activity, subject to certain parameters and potential mitigation measures.		X							Community Development

CVB Convention and Visitors Bureau
 PAAC Pearland Alliance for Arts and Culture
 PEDC Pearland Economic Development Corporation

Priority Action Task	Initiate			Action Type					Action Leaders
	Year 1	Years 2-3	3+ Years	Capital Projects	Policies and Programs	Regulations and Standards	Partnerships and Coordination	More Targeted Planning	
EXPANDED FOCUS ON NEIGHBORHOODS Focus more resources from across City government on neighborhood-level needs, patterned after best practices in other cities for developing citizen leaders and providing a single point of contact for residents and neighborhood organizations for problem solving and outreach programs (including to better target code compliance in older areas).		Ongoing							Community Development
PEARLAND 20/20 STRATEGIC PLAN IMPLEMENTATION Ongoing implementation of key economic development plan initiatives involving mobility, commercial corridors, "recreat on/cultural assets, boat fiction, Lower Kirby district, multi-use events center, education/workforce, and internal/external marketing.		Ongoing							PEDC Community Development Engineering and Capital Projects CVB Parks and Recreation Keep Pearland Beautiful
CULTURAL ARTS PLAN Through the Pearland Alliance for Arts and Culture, develop a plan to nurture the arts community and support local/regional networking. Also pursue a state-recognized "Cultural District" with clustered event spaces and activities.		X							PAAC CVB
MULTI-PURPOSE EVENTS VENUE / CONVENTION CENTER Build partnerships and pursue cost-sharing arrangements for eventual construction of such a facility in a strategic, accessible location, with flex spaces for varied events, ample parking, and designed for phased expansion.		X							PAAC PEDC CVB Engineering and Capital Projects
UNIFIED DEVELOPMENT CODE (UDC) UPDATES Draft for consideration a set of UDC updates involving potential changes to the Cluster Development Plan provisions, a possible new residential "mix" district, and an updated parkland dedication and fee-in-lieu structure.		X							Planning Parks and Recreation
NEIGHBORHOOD-LEVEL AND SPECIAL AREA PLANNING Complete more detailed planning for particular neighborhoods, especially to obtain more "grass roots" citizen input. Also continue planning for key areas as done for the Old Townsite and Lower Kirby Urban Center. Also revisit Lower Kirby planning to elaborate on transit-oriented development (TOD) scenarios.		X							Planning PEDC

■ Primary Action Type
 ■ Secondary Action Type



JOINT WORKSHOP

**THE CITY COUNCIL CITY AND THE PLANNING AND ZONING COMMISSION OF
THE CITY OF PEARLAND, TEXAS,
MONDAY, JULY 6, 2015 AT 6:30 P.M.
COUNCIL CHAMBERS - CITY HALL-3519 LIBERTY DRIVE**

I. CALL TO ORDER

II. PURPOSE OF WORKSHOP

Review the draft 2015 Comprehensive Plan Update

III. PRESENTATIONS

A. STAFF PRESENTATION – INTRODUCTION AND PROCESS

B. CONSULTANT PRESENTATION – FINDINGS AND RECOMMENDATIONS

C. STAFF WRAP UP

IV. COUNCIL/PLANNING COMMISSION/STAFF DISCUSSION

V. NEXT STEPS/ACTION

VI. ADJOURNMENT

This site is accessible to disabled individuals. For special assistance, please call Young Lorfing, City Secretary, at 281-652-1655 prior to the meeting so that appropriate arrangements can be made.

**AGENDA REQUEST
BUSINESS OF THE CITY COUNCIL
CITY OF PEARLAND, TEXAS**

AGENDA OF:	July 6, 2015	ITEM NO.:	
DATE SUBMITTED:	June 29, 2015	DEPT. OF ORIGIN:	Community Development
PREPARED BY:	Lata Krishnarao	PRESENTOR:	Lata Krishnarao
REVIEWED BY:	Matt Buchanan	REVIEW DATE:	Matt Buchanan
SUBJECT: Review the draft 2015 Comprehensive Plan Update			
EXHIBITS: 2015 Comprehensive Plan Update draft (distributed); June 9, 2015 memo included previously in a Thursday packet; Flier for the Big Picture Outreach Workshop			
FUNDING:	<input type="checkbox"/> Grant	<input type="checkbox"/> Developer/Other	<input checked="" type="checkbox"/> Cash
	<input type="checkbox"/> Bonds To Be Sold	<input type="checkbox"/> Bonds- Sold	<input type="checkbox"/> L/P – Sold
			<input type="checkbox"/> L/P – To Be Sold
EXPENDITURE REQUIRED:			
AMOUNT BUDGETED:			
AMOUNT AVAILABLE:		PROJECT NO.:	
ACCOUNT NO.:			
ADDITIONAL APPROPRIATION REQUIRED:			
ACCOUNT NO.:			
PROJECT NO.:			

EXECUTIVE SUMMARY

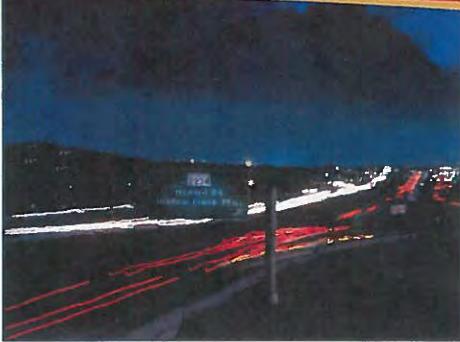
The City of Pearland has been working with the Planning firm of Kendig Keast Collaborative to update the Comprehensive Plan. The purpose of this workshop is to review the draft 2015 Comprehensive Plan Update.

A draft copy of the 2015 Comprehensive Plan Update was provided a few weeks back. A draft copy along with additional information and details regarding all of the citizen input processes are also available on the City’s web site at pearlandtx.gov/compplan.

A public Open House (Big Picture Outreach Workshop) is schedule for July 16, 2015, at the Public Safety Building, to share the findings and recommendations with the community. Additional information is included in the attached memo.

RECOMMENDED ACTION

Review the draft 2015 Comprehensive Plan Update.



BE INVOLVED, STAY INVOLVED

Join us for the
Big Picture Outreach Workshop
on the 2015 Comprehensive Plan Update

WHEN:

Thursday, July 16
Open House - 6:30 to 8:30 p.m.
Presentation at 7 p.m.

WHERE:

Public Safety Building
2555 Cullen Pkwy, Pearland, Texas 77584
Light Refreshments Provided

The City of Pearland has been working to update the Comprehensive Plan since July 2013. The purpose of this workshop is to share the findings and recommendations with the community.

What is a Comprehensive Plan?

The Comprehensive Plan is a document that guides public policy for the next 10 years in terms of transportation, utilities, land use, recreation, housing, economic development and others. Having a plan provides the City with the opportunity to address issues related to growth and service provision in a proactive, coordinated manner that promotes the health, safety, and general welfare of the residents. We invite you to attend this workshop to share your concerns and aspirations for the future of your community and your city.

For more information, visit pearlandtx.gov/complan.



Memo

To: City Council and Planning and Zoning Commission

From: Lata Krishnarao, Director of Community Development

CC: Clay Pearson, City Manager

Matt Buchanan, Executive Director of Development

Date: June 9, 2016

Re: **2015 Comprehensive Plan Draft**

6/10/2015

To: Mayor and City Council members

Broad outline of schedule and background on the City's Comprehensive Plan that is making its way to you for consideration.

Clay

Introduction:

The City of Pearland has been working with the Planning firm of Kendig Keast Collaborative to update the Comprehensive Plan since July 2013.

Pearland's first Comprehensive Plan was adopted in 1968, and has been updated in 1978, 1988, 1993, and 1999. In 2004 and 2010 limited amendments were made to the Comprehensive Plan by staff. The unprecedented growth (from 37,640 persons in 2000 to over 112,000 in 2013) and demographic and economic changes in the last 13 years have reinforced the need to undertake this project.

The Comprehensive Plan is a document that guides public policy in terms of transportation, utilities, land use, recreation, housing, economic development and tourism. Texas state law requires municipalities that adopt zoning regulations to do so "in accordance with a comprehensive plan" (Texas Local Government Code §211.004). Aside from statutory requirements, having a plan provides the City with the opportunity to address issues related to growth and service provision in a proactive, coordinated manner that promotes the health, safety, and general welfare of residents.

Process:

The 2015 Comprehensive Plan Update process started in July 2013 with a workshop with the City Council and Planning and Zoning Commission (P & Z) to discuss the

timeline and process, and get early input and direction. This was followed by “Listening Sessions” in September 2014, to gain perspectives on the community and insights about future opportunities and challenges, from a mix of residents, businesses, property owners, members of local organizations, City officials and staff, and representatives of other public agencies.

An Open House was held in October 2013, to gain input from the community. At this Open House Mindmixer, a web portal to get input from citizens, was introduced and assistance was provided for attendees to sign up at the venue. Over 1,700 residents have participated in the 2015 Comprehensive Plan discussion through this web portal.

A Comprehensive Plan Advisory Committee (CPAC), comprising of eighteen (18) representatives of various entities, stake holders, service providers, staff, and citizens, was formed to assist in the process. The CPAC met six (6) times, throughout the process to provide input on the various elements of the 2015 Comprehensive Plan and to review recommendations. An Audience Response System, an electronic polling software, was used to gather input.

Attached, is a draft copy of the 2015 Comprehensive Plan Update. Additional information and details regarding all of the citizen input processes are available on the City’s web site at <http://www.pearlandtx.gov/departments/community-development/planning/comprehensive-plan/2014-comprehensive-plan-update>

Future Steps:

A joint workshop of the City Council and P & Z is scheduled for Monday, July 7, 2015, to review the draft 2015 Comprehensive Plan Update. The intention is to keep that meeting solely or largely focused on the Comprehensive Plan Update.

At a subsequent date, a second public Open House (Big Picture Workshop) will be scheduled in July 2015, to share the findings and recommendations with the community. The draft 2015 Comprehensive Plan Update will be posted on the City’s website, and hard copies will be made available for public review at the two City libraries.

Information regarding the dates of the joint workshop and the Big Picture Workshop and access to the draft 2015 Comprehensive Plan Update will be made available to the citizens through the following venues:

- a. Posting on shared drive/Pearnet and notification to all city staff via e-mail.
- b. Two hard copies of the draft Plan and fliers regarding the joint workshop and Big Picture Workshop available in the Community Development office.
- c. Pearland newspapers.
- d. Pearland in Motion.
- e. On the City’s web page in multiple location - Latest News, E-Alerts, Planning Department page.
- f. Utility bills.
- g. Hard copies and fliers in the two City libraries and Chamber of Commerce.
- h. Notification to CPAC, attendees of open house and listening sessions, boards and commissions, and Community Development mailing list.
- i. Fliers in all off-site City offices-Animal Control, Fire Administration Building, Recreation Center and Natatorium, Public Safety Building, Public Works Building, CVB, West Side Community Center, Chamber, PEDC etc.

- j. Social media – twitter, facebook, Instagram
- k. Channel 16

Following the joint workshop, and revisions based on input from the community, two joint public hearings will be scheduled to adopt the 2015 Comprehensive Plan. As part of the process, the evaluations of current development regulations will be conducted to identify any amendments that may be required to meet the goals of the approved 2015 Comprehensive Plan.

Summary:

The following themes for the community with areas of focus emerged from the fact finding phase.

BALANCED

- Beyond a commuter city;
- Cultural/entertainment options close to home
- “Life cycle” housing types
- Active and Passive recreation
- New and old (neighborhood integrity)

CONNECTED

- Major street network
- Sidewalk and trail systems
- Future transit potential
- Sense of community (east-west)
- City communications to all residents

ATTRACTIVE

- Desirable business and residential location
- Image and “branding”
- Tourism development
- Retail magnet
- Gateways and corridors
- Special districts (Lower Kirby, Old Townsite, Town Center)

SAFE

- Security
- Pedestrian/bike circulation
- Road improvement
- Trail utilization
- School vicinities

INVESTED

- Home ownership emphasis and options
- Infrastructure –new and existing
- Long term water supply
- Business expansion and recruitment
- School campus development
- Major cultural events/venues

ACTIVE

- Youth sports and adult recreation
- Healthy living
- Community events
- Places to gather and interact
- Volunteerism and partnership

These themes have been incorporated in the 2015 Comprehensive Plan that includes the following elements:

- Introduction and Community Overview
- Growth Capacity and Infrastructure
- Mobility
- Housing and Neighborhoods
- Economic Development
- Parks and Tourism

Land Use and Character

Implementation

Development regulations summary (to be prepared after the workshop)

A copy of the 2015 Comprehensive Plan draft will be delivered to you on June 11, 2015. For better legibility, enlarged copies of the maps have been included as an attachment in your copy. The electronic versions will enable viewers to zoom in. If you have any questions or comments, please feel free to contact me at 281-652-1768 or at lkrishnarao@pearlandtx.gov.