

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

ADOPTED SEPTEMBER 21, 2015

## 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.

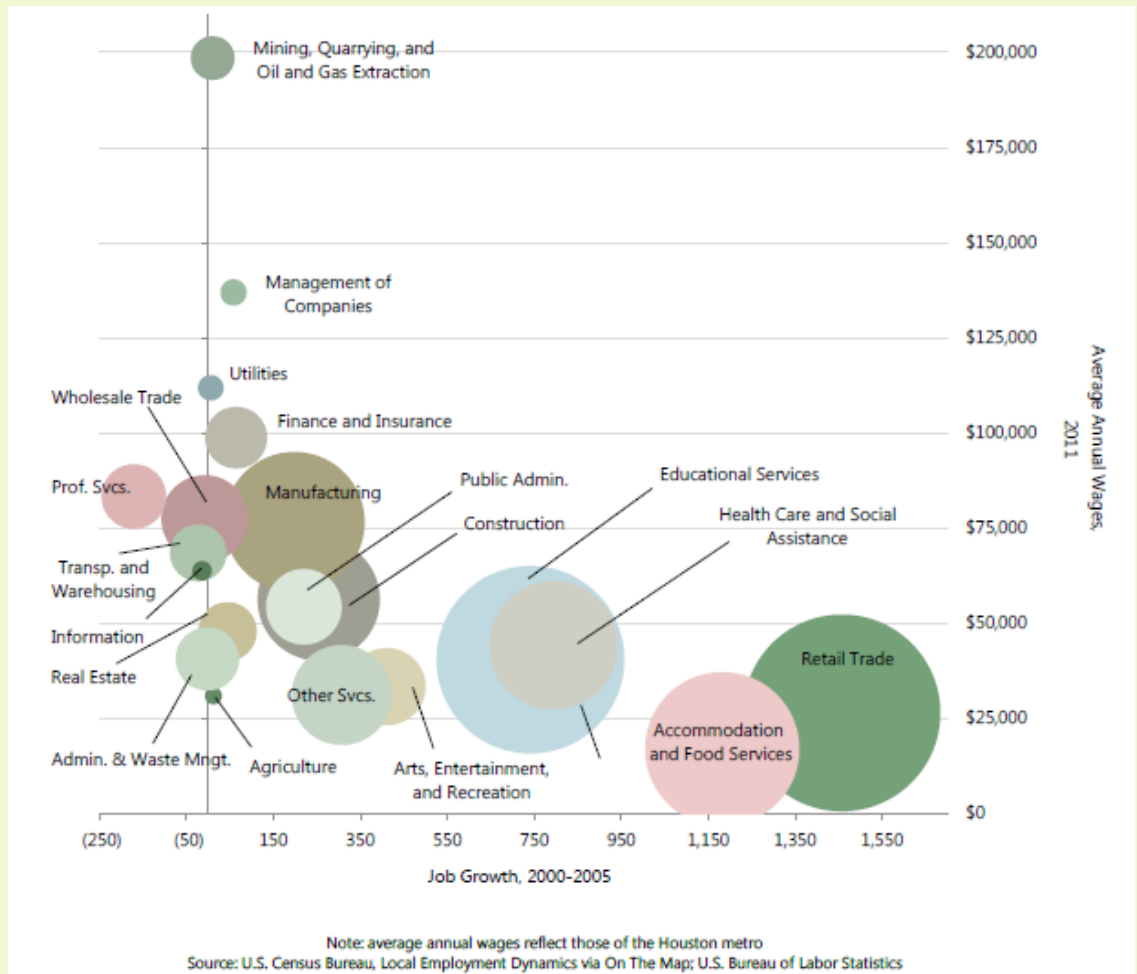
**LABOR FORCE AND EMPLOYMENT GROWTH**

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.<sup>1</sup> 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

<sup>1</sup> *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.

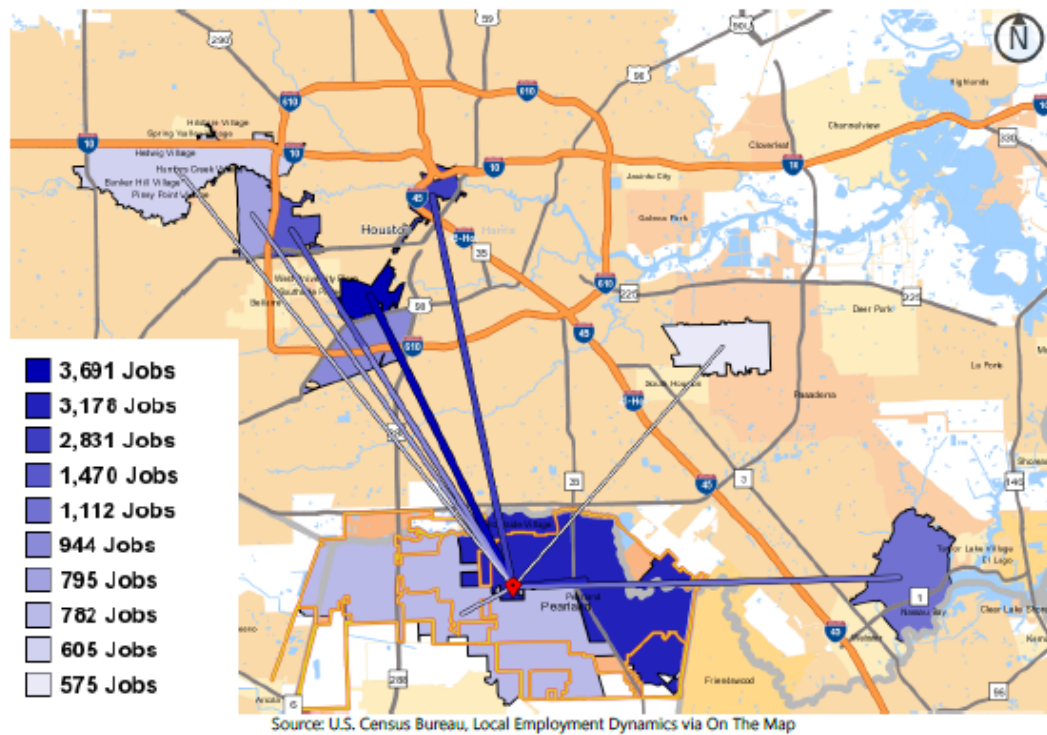
population growth, such as retail, food service, education, and health care, have emerged as the city’s dominant economic drivers, accounting for 75.3 percent of total job growth between 2005 and 2010. According to the PEDC, Pearland’s top employers are primarily retail-oriented as highlighted in italics 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>         | ■ Target                               |
| ■ <i>Home Depot</i>    | ■ Wal-Mart Stores, Inc.                |
| ■ Kelsey-Seybold       |  |
| ■ Kemlon               |  |
| ■ Lowe’s               |  |



**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 job-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.

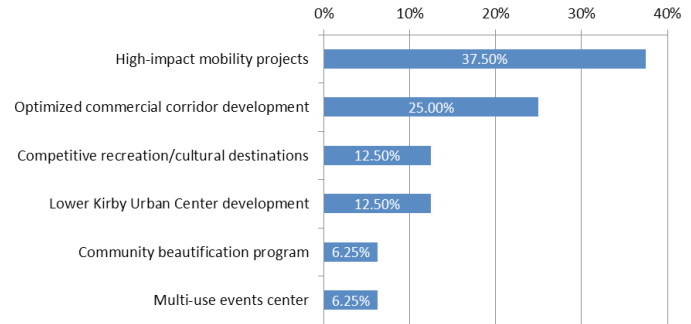


## Core Strategies

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.

- 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 (H-GAC) on regional transportation solutions.
- 2.6: Better inform local residents about east-west mobility options in Pearland.

## 3

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

- 3.1: Create a FM 518/Broadway master development plan.
- 3.2: Leverage recent road improvements to create a SH 35 redevelopment plan.
- 3.3: Realize efforts to establish a management district for SH 288.
- 3.4: Link Old Townsite revitalization to FM 518/Broadway and SH 35 redevelopment processes.
- 3.5: Evaluate the feasibility of establishing a Tax Increment Reinvestment Zone (TIRZ) for the Old Townsite and key sections of the SH 35 and FM 518/Broadway corridors.

## 4

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

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

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

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.