

PEARLAND PROSPERITY

February 2020

Pearland 20/20 Implementation Assessment





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EXECUTIVE SUMMARY

This Implementation Assessment offers a high-level evaluation of the implementation of Pearland 20/20. It is ultimately intended to help the Steering Committee and other stakeholders assess their progress and provide part of the foundation for the forthcoming development of a new holistic economic development strategic plan. Holistic economic development involves addressing a wide range of issues that impact a community's competitiveness. **At its core, however, the work is about carrying a number of specific efforts and programs and making investments that improve standards of living and quality of life for residents. In this regard, the overall implementation of Pearland 20/20 has been highly successful.** The work carried out related to the plan's nine strategies has helped improve the community's competitiveness for talent, jobs, and investment.

The specific accomplishments connected to the initiative are too numerous to list in this summary, but stakeholders contacted through the public input process highlighted several efforts that stand out. These include major successes in attracting jobs and investment to the community, activation of the Lower Kirby District as a destination for major employers, significant progress on highway and road expansions and extensions, laying groundwork for corridor improvements, gateway and corridor beautification efforts, upgrades to parks and trails, and the development of a new internal "Brand DNA."

Stakeholders in Pearland should be proud of these and other accomplishments. In many ways, they have been part of the community's broader effort to "catch up" to the rapid change that the community has experienced in recent decades. As discussed in the Community Assessment, Pearland has made significant investments in recent years to expand vital infrastructure and enhance core municipal services to accommodate a growing population. But with much of the basic "blocking and tackling" work completed or well underway, many stakeholders in Pearland have begun to ask what comes next.

Leaders in Pearland have come together to identify a new strategic vision to ensure that the community maintains its status as a prosperous and sustainable "destination of choice" in Greater Houston. Looking back to gain a full understanding of the successes, challenges, and "lessons learned" from the implementation of Pearland 20/20 will be vital to this effort. The remainder of this Executive Summary highlights key findings related to the activation of Pearland 20/20 that emerged from stakeholder input, document review, discussions with PEDC staff, and Market Street's objective, third-party experience.

KEY FINDINGS

- ∟ Overall, Pearland is a more prosperous and successful place now than it was at the beginning of the 20/20 process. While numerous internal and external factors influence a community's success, stakeholders generally believe that Pearland 20/20 played an important role in enhancing Pearland's competitive position for talent, jobs, and investment.
- ∟ A significant amount of implementation progress occurred in areas where the Pearland Economic Development Corporation (PEDC) and/or the City of Pearland had "levers to pull" such as economic development marketing and infrastructure upgrades.

- ∟ Relative to an assessment of Pearland 20/20 implementation progress conducted in 2015, stakeholders said there has been significant recent progress related to enhancing quality of life and quality of place amenities in the community, including work on parks and trails and the establishment of the Pearland Alliance for Arts and Culture (PAAC).
- ∟ That said, stakeholders said Pearland's relative shortage of lifestyle amenities could put the community at a competitive disadvantage. Stakeholders said that components of the Pearland 20/20 strategy that sought to address this issue – e.g. the multi-use events center and activation of Lower Kirby as a mixed-use destination – did not materialize for a variety of reasons.
- ∟ Implementation was also less substantial in areas where the public sector had a less direct role. One example is the eighth strategy in the Pearland 20/20 plan, "Advance Local Education and Workforce Development Pipelines in Pearland." Stakeholders noted that there have been some conversations related to workforce development among key partners and that individual entities have made enhancements to Pearland's already excellent complement of education and training programs. But overall, stakeholders said there has been little concrete action related to formal alignment of the local talent pipeline.
- ∟ While Pearland 20/20 has helped attract and retain major employers in the community, the strategy did not address support for small business and entrepreneurship in a significant way. Some stakeholders said they would like to see an increased emphasis in these areas going forward. While some of these concepts clearly have a public-sector dimension, others will require private-sector leadership to succeed. For instance, PEDC may be able to support business growth in some ways, but its primary mission is engaging activities that grow primary employment (as opposed to local-serving businesses).
- ∟ The preceding two bullets reveal that if Pearland is to effectively advance a truly holistic program of work, a broad network of community partners must be major proponents of the implementation effort. In other words, the implementation of the next economic development strategy must be more than a program of work for the PEDC or City. Instead, it must be a true *community* effort.
- ∟ That said, the PEDC clearly has a major role in the community's success. The input process revealed, however, that there are differing opinions on how the organization should invest its significant resources. Ultimately, such decisions are in the hands of the PEDC board and the City Council. In Market Street's experience, successful communities are those that embrace a holistic approach to economic development that addresses the full range of issues that impact a community's success, including quality of place, workforce, small business and entrepreneurship, and so on.
- ∟ Pearland is now at an inflection point following a period of rapid growth and the mostly successful implementation of an economic development strategic plan that helped lay significant groundwork for the future. The next step for stakeholders is to develop a high-level vision for the community's future, which will in turn dictate the specific strategies and tactics the community pursues through collective action.

IMPLEMENTATION ASSESSMENT

In the fall of 2012, leaders in Pearland came together to begin planning for a more prosperous and successful future. Working on behalf of the community, the Pearland Economic Development Corporation (PEDC) partnered with Market Street Services to facilitate a nine-month economic development planning process. To guide this process, the community empaneled a diverse Steering Committee of public, private, and non-profit leaders who dedicated their time and effort to the betterment of Pearland. Their work resulted in Pearland 20/20, a holistic blueprint intended to guide the community's collective actions.

The PEDC and its partners are now developing a new economic development strategic plan for Pearland. Before crafting a new strategic plan, however, it is helpful to first look back at the previous implementation effort to gain an understanding of those areas where progress has been made and goals have been met, those areas where clear progress remains to be achieved, and any barriers that have historically impeded effective implementation.

This Implementation Assessment serves as a high-level evaluation of the implementation of Pearland 20/20. It is ultimately intended to assist the Steering Committee and other stakeholders assess their progress and provide part of the foundation for the forthcoming development of a new holistic economic development strategic plan. The Implementation Assessment is divided into two sections, which are as follows:

- ∠ **Quantitative Assessment:** The Community Assessment developed in the previous phase of this process provided an in-depth look at Pearland's competitive position and performance on many key demographic, economic, socioeconomic, and quality of life indicators. This brief section complements this work by evaluating Pearland's performance on a set of key performance measures established in the Implementation Guidelines document developed during the Pearland 20/20 process.
- ∠ **Qualitative Assessment:** This section discusses key issues related to the implementation of Pearland 20/20. It is built upon input from stakeholders familiar with the initiative gathered through multiple interviews, focus groups, and an online survey. It was also informed by an extensive review of written documentation (e.g. follow-up strategic plans and presentations) of Pearland 20/20 activities provided by PEDC staff. This input is blended with Market Street's objective, third-party perspective to clearly identify lessons learned from the implementation effort to-date, as opposed to a simple enumeration of accomplishments.

The most important takeaways from this Implementation Assessment are summarized in the **Executive Summary** section at the beginning of this document. Additionally, the report contains an **Appendix, "Pearland 20/20 Implementation Process."** While the Qualitative Assessment focuses on some high-level strategic accomplishments, its narrative is primarily intended to highlight key opportunities and challenges and outstanding questions related to Pearland's holistic economic development program of work. The Appendix provides a more complete overview of specific activities and progress that has occurred in each of Pearland 20/20's nine strategies.

Quantitative Analysis

Measuring performance is an important aspect of any community and economic development initiative. Metrics are an important factor in helping implementation partners and the community as a whole determine if implementation is having the desired impact and producing a sufficient return on investment. This section examines Pearland's recent performance on a set of key performance indicators. Before proceeding, it should be emphasized that performance measures are usually not in the control of any one organization or initiative. They are instead influenced by innumerable other factors, including national and global economic trends. For example, per capita income can be a good measure of a community's "topline" prosperity, but this indicator is sensitive to economic cycles. Accordingly, Market Street typically recommends that communities monitor their progress on performance measures relative to a set of benchmark comparisons. This often includes state and national trends as well as a set of competitor or "aspirational" communities. The Community Assessment developed earlier in this strategic planning process utilizes benchmark comparisons to provide a broad overview of Pearland's competitiveness as a place to live, work, and do business.

That said, the Implementation Guidelines from the 2013 Pearland 20/20 process identified a set of performance measures that stakeholders in Pearland could utilize to gauge their progress. For metrics that are easily tracked through widely available government or proprietary data programs, Market Street provided "baseline" values and established goals to help the community determine implementation success.¹ Figure 1 on the following page shows these baseline and goal figures along with the latest figure available for each data indicator. It further shows whether each data indicator has improved relative to the baseline and whether Pearland has reached or surpassed goals set for 2018. The section concludes with a limited set of Key Takeaways that provide a brief, high-level discussion of Pearland's competitive position on key data measures, drawing both from Figure 1 and from the Community Assessment.

As shown on the following page, Pearland exhibited cross-the-board improvements on key performance measures relative to baseline figures. Additionally, the community surpassed the "2018 goal" established in the Implementation Guidelines on five of the eight measures. The only three to fall short were primary jobs, the percent of local jobs that could be considered "high wage," and the proportion of adults aged 25 and over with at least an associate's degree. It should be noted that the 2018 goal figures represented relatively ambitious targets and Pearland has made strong relative gains on both of these metrics. As discussed in the Community Assessment, Pearland's growth in the proportion of its adult population with at least an associate's degree outpaced all comparison geographies except Sugar Land between the five-year periods ending in 2012 and 2017. **Overall, the data in Figure 1 is consistent with one of the key takeaways from the Community Assessment: Pearland finds itself in a stronger competitive position today than when it entered into the Pearland 20/20 process. An updated set of performance measures will be provided later in this process.**

¹ Performance metrics in the Implementation Guidelines also included data that is not available through known government or proprietary sources. The Guidelines recommended that stakeholders track these measures locally; accordingly, they are not included as part of this Implementation Assessment. Stakeholders should refer to the original Implementation Guidelines for a full list of metrics. Additionally, because most data programs lag at least a year or two behind, baseline figures were generally for 2010 or 2011 while goals were extrapolated out to 2018, data for which should be available later in 2019 or 2020.

FIGURE 1: PERFORMANCE METRICS FROM THE PEARLAND 20/20 IMPLEMENTATION GUIDELINES

Indicator	Baseline Figure		Goal	Latest Figure		Performance	
	Value	Yr.	Value	Value	Yr.	vs. Baseline	vs. 2018 Goal
Overall Performance Benchmarks							
# primary Jobs ¹	20,325	2010	27,896	27,320	2015	● 6,995	●
% high-wage jobs ²	31.9%	2010	39.5%	36.4%	2015	● 4.4%	●
Sales subject to sales tax (in 000s)	\$1,036,253	2010	\$1,057,893	\$1,651,240	2017	● \$614,987	●
# arts, design, entertainment, sports, and media occupations	544	2011	426	767	2018	● 223	●
% of adults with associate's degree or higher	51.7%	2010	64.3%	56.4%	2017	● 4.7%	●
Pearland ISD graduation rate (four-year cohort)	89.0%	2010	96.2%	97.0%	2017	● 8.0%	●
Average home value ³	\$182,300	2010	\$185,862	\$251,400	2017	● \$69,100	●
Capital Investment from corporate relocations ⁴	\$384,833	2013	n/a	\$466,374	2017	● \$81,541	---

1 - A "primary job" is defined as the job that provides a worker with the greatest proportion of their total income.

2 - Defined as those paying more than \$3,333 per month.

3 - Owner-occupied units

4 - Figures in 000s, five year total

Additional note: All figures are for the City of Pearland unless otherwise specified. The "Yr." column represents the year, years, or month for the "Baseline" and "Latest" values. The "vs. Baseline" column shows the actual numeric or percentage point change for each data indicator between the baseline and latest observation periods. In instances where Pearland has demonstrated absolute improvement, a green dot is shown; a red dot is shown for indicators that have not improved or have worsened relative to the baseline. The "vs. Goal" indicates whether Pearland has – as of the latest data observation – met the 2018 goals for each indicator established in the Implementation Plan; green dots indicate that the goal has been met, yellow dots indicate that 75 to 99 percent of the goal has been met, and red dots indicate that less than 75 percent of the goal has been met. Market Street developed the goals by examining recent trends, calculating a compound annual growth, and then estimating the incremental improvement that would occur in these trends if the Pearland 20/20 strategy was effectively implemented. It should be emphasized that the goals were established for 2018; most data for this year will not be available until 2019 or 2020.

Qualitative Analysis

As discussed in the Community Assessment, Pearland has reached a point in its lifecycle where many stakeholders are asking: “what’s next?” This is a natural question on the heels of a sustained period of rapid population growth that has had a transformative impact on the community. In recent years, much of the focus in Pearland has been on “catching up” to the growth wave by improving infrastructure, building and upgrading municipal and government services, and enhancing amenities such as parks and trails. During this time period, Pearland has exhibited meaningful progress on a variety of key data metrics related to the community’s success and prosperity. Simply put, Pearland is in a stronger competitive position now than it was earlier in the decade.

According to stakeholders, the activation of the Pearland 20/20 strategy has played an important role in helping the community reach this point. Pearland has long recognized the importance of proactive planning and an intentional approach to economic development. In 1995, voters in the community approved the formation of the Pearland Economic Development Corporation (PEDC), a non-profit Type B corporation under Texas law that is funded primarily by a half-cent sales tax within the City of Pearland. In addition to its work attracting, retaining, and growing primary employment in the community, PEDC has also worked with its public and private partners to engage in numerous strategic planning activities. According to stakeholders, Pearland 20/20 was the most ambitious of these efforts to-date. Its strategic framework consists of nine high-value strategies intended to help Pearland achieve the “next level of success both as an economy and a sustainable residential location.” Each of these strategies was to be advanced through numerous sub-actions and activities that would require a high degree of organization and commitment from the PEDC, the City of Pearland, and other public and private partners in order to be successfully advanced.

This portion of the Implementation Assessment focuses on the activation of Pearland 20/20 and its component actions. Rather than an enumeration of specific accomplishments or areas that failed to gain traction, the intention is to provide an overview of opportunities, challenges, and “lessons learned” from the implementation effort that can inform the development of a new economic development strategic plan for Pearland.

That said, the ultimate goal of a holistic economic development initiative is to carry out a number of specific efforts and programs and make investments that can improve standards of living and quality of life for residents and contribute to the overall sustainability of a community. On these measures, stakeholders said Pearland 20/20 has been a success, helping to bring about many positive outcomes in the community. The Appendix of this report provides a detailed overview of implementation progress in each of Pearland 20/20’s nine strategy areas. But before proceeding, it is worth highlighting some of the biggest successes that stakeholders associated with the implementation of Pearland 20/20. (It should be emphasized that few if any of these successes can be attributed to the plan itself or any single organization; they are instead testaments to the work and investments of a range of public and private partners both within and outside Pearland.) Top accomplishments include but are not limited to the following:

- ∟ **Pearland’s expanded and improved economic development marketing program continues to deliver positive returns for the community.** Stakeholders contacted through the public input process praised the work of the PEDC in attracting new jobs and investment and promoting growth in key sectors identified in the Pearland 20/20 strategy, including energy and health care (both service delivery and life sciences). According to data from the PEDC, the organization and its partners have helped create nearly 1,300 jobs and generated approximately \$350 million in capital investment since the completion of the Midcourse Strategic Update in 2015.
- ∟ **The Lower Kirby District has gained momentum and multiple large employers have been attracted to the area.** Stakeholders acknowledge that there is significant work still to be done in the district, particularly when it comes to advancing mixed-use developments and assembling sites for future large end-users. But stakeholders said that efforts of the City of Pearland, the PEDC, Municipal Management Districts, and others to “prime the pump” for development in the area have begun to pay off.
- ∟ **Major work is underway on a variety of highway, road, and transportation projects, with more planned for the future.** Stakeholders mentioned the widening of SH 288, the extension of McHard Road, and many other projects as positive developments. As discussed in the Community Assessment, long commute times remain a reality in Pearland and throughout the Greater Houston region. But stakeholders expressed optimism that enhanced internal connectivity, the ongoing work on managed toll lanes on SH 288, and a recently launched pilot park-and-ride program to connect commuters to the Texas Medical Center and Downton Houston could help address the situation.
- ∟ **The City of Pearland and its local, regional, and state partners have made significant progress on upgrading corridors in the community.** In 2016, the PEDC and its partners finalized a redevelopment strategy for SH 35 that identifies five catalytic strategies for redevelopment and beautification along the corridor. While stakeholders would like to see more progress in this area, input participants noted that that portions of these strategies have already led to a noticeable improvement. In 2019, PEDC reached an agreement with a planning consultant to examine the mobility, infrastructure, and economic implications related to the potential widening of FM 518 between SH 288 and SH 35. PEDC and its partners have also made significant progress on beautifying gateways into the community – a key issue to emerge from the Pearland 20/20 process. Stakeholders cited these gateway improvements as one of the most notable implementation successes in recent years.
- ∟ **Upgrades to parks and trails were a major point of satisfaction among stakeholders.** Input participants praised work that resulted from the 2015 parks master plan, including renovations to Independence Park and the Hickory Slough Sports Complex, the first phase of Shadow Creek Park, and trail expansions. The City of Pearland’s Parks & Recreation department and other partners are already at work on new Parks and Multi-Modal master plans.
- ∟ **Pearland has laid significant groundwork for a stronger internal identity.** In 2017, PEDC partnered with the MMI Agency and a coalition of influencers to develop a Brand DNA for the community. Major components of the shared branding initiative include brand affiliation, vision, promise, value proposition, attributes, and narrative. PEDC is working on a web-based portal and communication plan to launch the brand hub.

Simply put, stakeholders in Pearland should be proud of the accomplishments detailed on the preceding page. But these accomplishments have something in common: they were all advanced primarily by the PEDC and/or the City of Pearland. **This leads to a key finding to emerge from stakeholder input: progress tended to occur on issues where the PEDC and/or the City had “levers to pull” such as economic development marketing and infrastructure upgrades. Implementation was far less substantial in areas over which these entities had less control.**

A primary example is the eighth strategy in Pearland 20/20, “Advance Local Education and Workforce Development Pipelines in Pearland.” As stated in the 2013 strategic plan, this strategy was premised on the idea that the community must focus on “optimizing education systems, aligning training programs with the realities of today’s workplace, and best positioning students for college and careers.” Doing so would require a formal collaborative network consisting of local school districts, higher education providers, the business community, and a range of other partners. According to stakeholders, while some conversations have occurred to this end and individual actors within the talent pipeline remain committed to preparing individuals for college and careers, significant formal alignment has yet to occur. In 2016, PEDC facilitated a workgroup of education partners on advancing education and workforce initiatives, but stakeholders said the challenge of multiple jurisdictions slowed progress. More recently, representatives from education and training providers and the business community have been convening as a committee through the Pearland Chamber of Commerce. Some stakeholders said they have found value in convening partners that have not always worked together in the past, but some also noted that a more clear direction and plan of action will be needed in order to lead to successful alignment.

Stakeholders contacted through the public input process also noted some issues that the Pearland 20/20 initiative generally did not address. The most common issue raised by input participants was related to support for entrepreneurs and small businesses in Pearland. Pearland has some existing resources in this area, notably the San Jacinto College Small Business Development Center (SBDC) which is co-located with the Chamber. But many stakeholders said they would like to see more resources devoted to helping local startups and small businesses. Input participants identified multiple areas that could use improvement. Ideas included, but were not limited to, assisting small businesses with navigating permitting processes and regulations such as the “51/49 rule” that impacts alcohol sales, exploring opportunities for expanding capital availability for startups, creating an incubator or other physical hub for entrepreneurship in the community, and helping local entrepreneurs access the robust ecosystem in Greater Houston while remaining based in Pearland. While some of these concepts clearly have a public-sector dimension, others will require private-sector leadership to succeed. Some stakeholders also said they would like to see PEDC take a more active role in promoting small businesses and entrepreneurs. While economic development organizations (EDOs) around the country support new business development in a variety of ways, PEDC’s mission is to grow “primary jobs” that entail exporting goods and services to other communities. Accordingly, it is not well-suited to support retail shops, restaurants, service providers, and other “lifestyle businesses” that cater primarily to a local population.

Fortunately, stakeholders said there have been some positive signs with respect to entrepreneurship and small business development in recent months. In addition to the new workforce group, the Chamber is also convening various stakeholders to examine the possibility of expanding support for entrepreneurs and small

businesses locally. Stakeholders said the Chamber recently led a delegation from Pearland to another community in Texas to examine a newly established business incubator.

But the conversations around workforce alignment and entrepreneurship support lead to another key finding: if Pearland is to effectively advance a truly holistic program of work, a broad network of community partners must be major proponents of the implementation effort. Stakeholders said they feared that the community risked thinking of economic development purely as “something the EDC does.” But economic development is a “team sport” where the most successful communities are those where the public, private, and on-profit sectors work in alignment toward a common vision. Stakeholders noted that building cross-sector coalitions can be difficult in Pearland. The community’s rapid growth means that many residents and businesses are relatively new to the area and lack strong local connections or roots. Additionally, stakeholders said that relative to some other communities, Pearland lacks the kind of major corporate and foundation funding that has been instrumental to resourcing some holistic economic development initiatives. But if Pearland is to maximize its chances for success in areas that are outside the purview of local government and a 4B corporation, it must seek to build a broader coalition of partners.

During the input process for the 2015 Implementation Assessment of Pearland 20/20, some stakeholders noted that the community had prioritized “nuts-and-bolts” spending on transportation infrastructure and core services (e.g. police and fire) while “investments in quality of life amenities have taken a back seat.” As stated in the 2015 report, “A more aggressive focus on investments that enable Pearland to “catch up” to its skyrocketing growth is worrisome to certain stakeholders who feel that Pearland must provide lifestyle amenities consistent with other cities of its size. Thus, supporters of projects such as an events center and the development of increased arts capacity are concerned that the city risks losing its status as a community of choice if it cannot meet residents’ expectations for quality of life and place enhancements.”

Stakeholders contacted during the 2019 public input process said that there has been recent progress with respect to lifestyle amenities. As previously discussed, parks and trails have seen significant investment, and stakeholders expressed optimism about the ongoing Parks and Multi-Modal master planning processes. Partners in the community also came together in 2015 to form the Pearland Alliance for Arts and Culture (PAAC), a non-profit dedicated to supporting and advancing artistic and cultural activities in Pearland. According to its website, the organization seeks 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.” Stakeholders noted that the historic lack of corporate and foundation money in Pearland presents a challenge to supporting arts and culture but nevertheless viewed PAAC as a positive addition to the community.

That said, stakeholders said they feel Pearland has not made enough progress on enhancing its quality of life and quality of place amenities and remains at risk of “falling behind” relative to competitor communities. Input participants noted several aspects of the Pearland 20/20 plan related to lifestyle amenities that have not been fully realized. One frequently cited example was the seventh strategy in Pearland 20/20, “Construct a multi-use events center in Pearland.” In 2017, the PEDC commissioned a market study that revealed an indoor amateur sports facility and hotel conference center were the most viable options for the community to pursue. A subsequent study examined the feasibility of an indoor amateur sports facility in greater detail and determined that the facility would require an operating subsidy to be

viable. At a June 2019 meeting, the Pearland City Council opted to postpone action on the sports facility pending better market conditions. Stakeholders also noted that while the Lower Kirby District has seen significant investment from large primary employers, there has been limited progress on developing new mixed-use development between the Bass Pro Shop and Ivy District. Some stakeholders also said there has been limited investment in the Old Townsite area and noted that the sale of the Alvin Community College building to a charter school removed a significant opportunity to catalyze redevelopment.

While many stakeholders see the development of lifestyle amenities as critical to maintaining Pearland's status as a "community of choice" in Greater Houston, there were diverging views on how to pursue them. Some stakeholders said they would like to see the PEDC utilize resources to support the development of lifestyle amenities such as a mixed-use entertainment district in order to put the community in a more competitive position. Others said they would prefer to see these amenities provided primarily through private, market-driven investment.

These conversations were part of a larger discussion about the PEDC's role that emerged during stakeholder input. Some said they wished to see the organization focus mostly on primary job creation through activities such as marketing, project management, and the provision of incentives. Others said they wish to see the PEDC continue to take a more proactive approach in "priming the pump" for development. One example of this divide concerns the availability of shovel-ready development sites in the community. Stakeholders said there are multiple sites that could be suitable to large-scale development for commercial or industrial uses, but many of these sites have complicated ownership situations and/or other challenges that represent barriers to development on a typical timeline for an economic development project. One potential way to lower these barriers would be to utilize the PEDC to assemble properties and/or mitigate adverse conditions to make them truly "shovel-ready." Some stakeholders said they would support such an approach, while others expressed skepticism about its necessity. Ultimately, the Pearland City Council and the PEDC board must determine the PEDC's direction and allocation of resources. **In Market Street's experience, however, successful communities tend to be those that embrace a holistic, proactive approach to growing jobs and investment; past a certain point, investments in marketing and incentives on their own have diminishing returns.** The PEDC represents a powerful tool to resource a variety of investments that can improve the community's attractiveness for jobs, talent, and investment.

Finally, the discussions about the PEDC's role tie into the central theme of this strategic planning process: Pearland is at an inflection point. The community has undergone rapid change and through the Pearland 20/20 plan and other means it has made numerous tactical investments to "catch up" to growth. Overall, Pearland is more successful than it was at the beginning of its previous economic development planning process. The challenge now is to determine a vision for what comes next. As discussed in the Community Assessment, doing so will be vital to the community's long-term attractiveness and sustainability. The role of the Steering Committee is to help determine this vision, drawing both from the stakeholder input gathered as part of this planning process and from their experience as leaders in Pearland.

APPENDIX: PEARLAND 20/20 IMPLEMENTATION PROGRESS

This Appendix offers a strategy-by-strategy look at the progress that the PEDC, the City of Pearland, and their partners have made toward activating Pearland 20/20. Its contents were derived from interviews with community stakeholders conducted as part of the strategic planning process as well as a review of presentations, subsequent strategic plans, and other relevant Pearland 20/20 documents. **This is not intended to be a comprehensive inventory of all actions related to Pearland 20/20. Instead it is a high-level summary of progress with a particular focus on activities that occurred since the Mid-Course Strategic Update in 2015. If desired, Steering Committee members and staff can provide feedback to help refine and improve this section. Ultimately, the perspectives on continuing challenges and opportunities related to strategic implementation will help inform the creation of a new five-year Strategy later in this process.**

1.0 DESIGN AND IMPLEMENT AN ENHANCED ECONOMIC DEVELOPMENT MARKETING PROGRAM

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

- ∟ The PEDC continues to effectively attract new companies to Pearland. Since the Pearland 20/20 mid-course update in 2015, the PEDC together with partners has created 1,273 jobs and generated \$350 million in capital investment for the city.
- ∟ Past success is translating into further gains. Lonza, the world's largest cell and gene therapy manufacturer, initially relocated with a 100,000 square foot clinical manufacturing and research and development facility in 2016. Soon after, the company announced an additional 300,000 square foot manufacturing expansion that opened in 2018. Over the two phases, the attraction of Lonza is anticipated to create 300 jobs in Pearland by 2019.
- ∟ Add-on benefits also occurred with the relocation of Tool-Flo Manufacturing, an IMC Group company owned by Berkshire Hathaway. In December 2018, Tool-Flo opened an 80,000 square foot facility in the Lower Kirby District which now employs 150 people. Rex Supply, another subsidiary of IMC Group, soon opened a 46,000 square foot distribution facility proximate to Tool-Flo Manufacturing.
- ∟ Stakeholders expressed concern regarding the PEDC's ability to maintain success given dwindling "easy" development product. A more aggressive stance as it relates to land assemblage and site preparation was seen as necessary to sustain business attraction activity.

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

- ∟ Since Pearland 20/20, the Lower Kirby District has transformed into a burgeoning R&D and manufacturing district housing Endress+Hauser, Lonza, Merit Medical, Dover Energy, Mitsubishi Heavy Compressor Corporation, and Cardiovascular Systems, Inc. among others.
- ∟ The PEDC activated dormant municipal management districts to further the development of Lower Kirby. Through the Lower Kirby Pearland Management District and the Pearland Municipal Management District No. 1, the city and the PEDC financed a \$5.76 million extension of South Spectrum Boulevard to Kirby in 2018. The extension was necessary to stimulate the Ivy District, a planned mixed-use, walkable center.
- ∟ Although Lower Kirby has received significant attention, business parks along the 35 corridor remain in a developmental state. Rice Drier Commerce Park, a planned 17-acre light industrial and commercial park, was supported by the PEDC through drainage and roadway improvement offsets. A business park is also in planning stages near McHard Road and 35.

1.3 Enhance efforts to attract key segments of the health care sector to Pearland.

- ∟ The city of Pearland has seen sizable growth in its health care sector. Recent relocations, in the context of Pearland 20/20, include Memorial Hermann, HCA Houston Healthcare Pearland, and Kelsey Seybold as well as life science companies like Lonza, Base Pair Biotechnologies, and Adient Medical.
- ∟ The PEDC engages in targeted advertising to brand the community as a health care and life sciences destination. Marketing activities include sponsoring the Texas Life Science Forum, Rice Business Plan Competition, and Bio International along with securing ad space in print publications such as the Houston Business Journal.
- ∟ Partnerships have also played an important role in establishing Pearland’s health care and life sciences brand. The PEDC has partnered with the Greater Houston Partnership, CenterPoint Energy, and BioHouston to attend the Medical Device Manufacturing and BIO trade shows.
- ∟ The result of these implementation efforts has been significant sectoral growth. Pearland added more than 1,300 jobs in the health care and social assistance sector from 2013 to 2018. The sector’s growth rate of 36.7 percent was more than three times the national rate.

1.4 Enhance efforts to attract key segments of the energy sector to Pearland.

- ∟ Similar to its health care marketing, the PEDC has actively marketed the region as a destination for companies within the energy sector including targeted advertising and trade show and conference attendance such as the Gulf Coast Industry Forum.
- ∟ Recent activity within Pearland’s energy sector primarily relates to manufacturing operations. Recent relocations and expansions include Brask, Inc.; Neela; FloWorks; Mitsubishi Heavy Compressor Corporation; Dover Energy; Tool-Flo; and Diamond Bolt. In some cases, such as Tool-Flo and Dover

Energy, these manufacturers operate diversified product portfolios in which energy is simply a customer segment rather than their entire customer base.

- ∟ The PEDC has also successfully attracted professional services energy operations including M&S Logistics, a global tank container operator.

1.5 Leverage and enhance external communications and networking activities.

- ∟ The PEDC maintains relationships with organizations to sustain their effectiveness and establish networks critical to successful business attraction programs.
- ∟ This network extends to a variety of regional, state, and national organizations including Team Texas and Texas One, the Greater Houston Partnership, the Urban Land Institute, the Industrial Asset Management Council, CoreNet, the Economic Alliance Houston Port Region, and the Economic Development Alliance for Brazoria County among others.

1.6 Ensure Pearland's retail and hospitality sectors remain vibrant.

- ∟ Along with its attraction of primary employers, the PEDC continues to work with retailers and retail developers to expand shopping and dining opportunities locally. Recent or active projects include the Center at Pearland Parkway which houses TJ Maxx, Ross, Academy, Hobby Lobby, Costco, and Pearland Marketplace.
- ∟ Implementation of this strategy also includes the exploration of a mixed-use development at the Bass Pro site.
- ∟ During public input for this process, stakeholders found existing small business support to be an opportunity area. A cumbersome, difficult to navigate regulatory environment was a primary concern for some small business leaders in Pearland while others found that small business support could improve the local climate.

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

- ∟ Business retention and expansion in the city of Pearland is carried out through BizConnect, a partnership between the PEDC and the Pearland Chamber of Commerce. As the lead entity, the Pearland Chamber of Commerce conducts tours, retention visits, and hosts business leadership luncheons.
- ∟ From January to September 2019, the Pearland Chamber of Commerce will meet with at least 36 targeted employers in the city of Pearland and issue follow up surveys. Results from these meetings detail issues and growth opportunities that are relayed to the PEDC for follow up. The Chamber also hosts several BizConnect and Industry Appreciation Luncheons as part of the business retention and expansion program.

2.0 IMPLEMENT MULTIPLE, HIGH-IMPACT MOBILITY PROJECTS

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

- ∟ Since Pearland 20/20, the city of Pearland and the PEDC together with state and local partners have secured \$180.5 million in county, state, and federal funds to expand local road capacity. Completed or soon to be completed projects include Bailey Road², McHard Road³, Mykawa⁴, and SH288 NB Frontage Road⁵ among others.
- ∟ Priority projects include reconstruction of FM 518/Broadway from SH 35 to SH 288; long-term projects include reconstruction of FM 518/Broadway from Pearland Parkway to Friendswood, and SH 35 expansion south of FM 518 and Broadway.
- ∟ Despite expanded roadway connectivity and capacity, traffic remains a concern for Pearland residents. As recent data suggests, the share of residents with commutes of 30 minutes or more has increased in recent years. Other ways to shorten commute times may be required in conjunction with capacity upgrades.

2.2 Advocate for the timely design and construction of the SH 288 park-and-ride facility in Pearland.

- ∟ In 2017, METRO approved a policy that enabled communities outside of its service area to access local bus and Park & Ride services. While the city of Pearland actively pursued such service, the opportunity did not materialize. The policy change, however, did spur local conversation.
- ∟ As a consequence, the city entered into a pilot Park & Ride program with a private operator, the Kerrville Bus Company. The three-year pilot program began in July 2019 at the Shadow Creek Ranch Sportsplex and connect riders to the Texas Medical Center and Downtown Houston.

2.3 Support the construction of toll lanes on State Highway 288 between U.S. Highway 59 in Harris County and State Highway 6 in Brazoria County.

- ∟ When complete the managed toll lanes project will stretch from CR 58 to the Texas Medical Center and downtown Houston. The \$100 million, managed toll lanes project is expected to be open for traffic in early 2020.

2.4 Work with the Houston-Galveston Area Council (HGAC) on regional transportation solutions.

- ∟ The city and the PEDC leverage their relationship with the Houston-Galveston Area Council largely to secure federal and state funding through the Transportation Improvement Program.

² Project scope: 1,300' west of FM1128 to Veterans Road

³ Project scope: Cullen Parkway to Mykawa Road

⁴ Project scope: FM518 to BW8

⁵ Project scope: CR59 to FM518

- ∠ Recent projects submitted through the Transportation Improvement Program include the two additional lanes of the Bailey Road overpass and the expansions of Max Road, Harkey Road, and Kingsley Drive. The PEDC submitted statements of support for City Projects as well as a Brazoria County project to expend Pearland Parkway and a State project to widen FM 518.
- ∠ A trail project to connect Green Tee Trail to Independence Park was also submitted.

2.5 Better inform local residents about east-west mobility options in Pearland.

- ∠ The City of Pearland leverages social media, dedicated webpages on the City of Pearland website, and press releases to inform citizens about mobility projects.
- ∠ The city also leverages Everbridge, an electronic communications system that sends project updates for residents who sign-up for notifications.

3.0 OPTIMIZE THE DEVELOPMENT AND REDEVELOPMENT OF PEARLAND'S PRINCIPAL COMMERCIAL CORRIDORS AND CHARACTER DISTRICTS

3.1 Create a FM 518/Broadway master development plan.

- ∠ In 2019, the PEDC reached an agreement with a private planning consultant to examine mobility, infrastructure, and economic development improvements that would advise Texas Department of Transportation's decisions as it relates to FM 518 widening between SH 288 and SH 35.
- ∠ Stakeholder feedback will be an extensive part of the project. Input will be gathered from stakeholder committee workshops and interviews, agency meetings with TxDOT and other key agencies, a committee meeting, and a community survey provided through MetroQuest online, a public engagement tool.
- ∠ The final plan will include road reconstruction and widening impact analysis, concept layouts of reuse/redevelopment target areas, a conceptual plan for a Veterans to Mykawa connection, and a Corridor Development Plan.

3.2 Finalize and implement a SH 35 redevelopment strategy

- ∠ In 2016 the PEDC Board approved the redevelopment strategy envisioning that the corridor would become "a high quality and consistently-design employment and business environment with compatible land uses and supportive amenities."
- ∠ The redevelopment strategy established five catalysts including northern gateway streetscape improvements; Business Park North; Business Park South; a Restaurant and Entertainment Destination including main street design elements in an area between Sacramento Avenue, SH 35, E Broadway and Jasmine Street; and an Old Town Esplanade and a new neighborhood-oriented development on the former Alvin Community College Campus site directly south of Zychlinski Park.

- ∠ The five catalytic strategies are at various stages of implementation. The PEDC Board approved streetscaping along the corridor in a single-phase between the BW8 entryway and Broadway – construction began in September 2018. The new neighborhood-oriented development may have to be re-envisioned as the property has since been conveyed.
- ∠ The PEDC and the City also entered into a public-private partnership with Orr Commercial to fund the reconstruction of Rice Drier Road. The investment will activate Rice Drier Commerce Park – an 18-acre site for light industrial and warehouse flex space.

3.3 Effectively utilize and sustain the SH 288 management district

- ∠ Approved in 2013, the Pearland Municipal Management District No.2 (PMMD No. 2) enhances the capability of the city and the PEDC, which manages the district, to fund beautification efforts along SH 288. The PMMD No. 2 allows the levy of up to a ten-cent tax for maintenance and operations.
- ∠ Initial beautification efforts have been implemented including mowing, weed spraying, drainage cleanup, and weekly trash pickup in addition to coordination of maintenance activities with the construction zones. More significant improvements including streetscaping, landmark sculptures, water features, and landscaping are expected to reach completion by 2021.

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

- ∠ Borne from the Pearland 20/20 midcourse correction, this strategy primarily focuses on the Old Town site and leveraging economic development incentives such as Tax Increment Reinvestment Zone (TIRZ) to fund the redevelopment of the former Alvin Community College building.
- ∠ A charter school recently purchased the former Alvin Community College building and is in the process of transforming the site.

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

4.1 Effectively implement the 2015 Pearland Parks and Recreation Master Plan

- ∠ Adopted in 2015, the Parks Master Plan has led to a significant increase in park and trails infrastructure throughout the city of Pearland. Notable projects soon-to-be-implemented or completed since the plan's adoption include the first phase of Shadow Creek Ranch park, renovations to Independence Park, the Hickory Slough Sports Complex, the Delores Fenwick Nature Center, and the second phase of the Shadow Creek Ranch Park.
- ∠ Notable trail infrastructure improvements that have been completed or are in progress include the first phase of the JHEC Nature Trails, connectivity improvements from Centennial Park to Pearland Parkway, and the Shadow Creek Ranch Trail from Nature Park to Kirby Drive. Green Tee Terrace Trail,

Clear Creek Trail, the second phase of the JHEC Nature Trail, and the third trail connectivity phase are all slated for late 2019 or 2020 completion.

- ∟ In 2019, the city of Pearland hosted an open house for its Parks and Multi-Modal master plans. During the meeting, the city gathered feedback from residents about their wants and needs as they related to city parks, trails, and sidewalks. The city and its consultant will hold a second open house in fall 2019 to review preliminary plans and recommendations.

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

- ∟ A partnership between the Pearland Convention & Visitors Bureau and the Pearland Parks & Recreation Department resulted in the city securing a contract with the Texas Amateur Athletic Federation's (TAAF) to host its Winter Games of Texas, the first time the games have been hosted outside of the Dallas/Fort Worth Metroplex in twelve years.
- ∟ The Pearland Convention & Visitors Bureau actively markets the city of Pearland for youth and adult athletic sports. Its website predominately features potential host sites including school and local facilities along with a toolbox for Sports Planners.

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

- ∟ The Pearland Alliance for Arts & Culture and the Pearland Convention & Visitors Bureau are the primary vehicles advancing Pearland's arts and cultural capacity.
- ∟ Created in 2015, the Pearland Alliance for Arts and Culture (PAAC) actively advances local artistic and cultural organizations in the city. Programming and events spurred by PAAC include Fusion of the Arts, "The Gallery" which hosts work by local adult and student artists, the Cultural Heritage Museum, and the Pearland Arts Council which convenes art and cultural organizations and individual artists in the city.
- ∟ Other activities engaged by the PAAC include introducing the Houston Grand Opera to local students, developing mural projects to enhance the community's visibility among potential tourists, assisting with the first MLK Day parade, and facilitating the "All About Me" program – a cultural exchange program between local children with Down Syndrome and their peers in Honduras.

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

- ∟ Funded by the Pearland Convention and Visitors Bureau, the Pearland Alliance for Arts and Culture, and private sponsorship, the Pear-Scape Public Art Sculpture Trail extends across 68 square miles with twenty pears installed at 10 locations across the city. These installations have spurred "earned" social media interactions that enforce the community's brand.
- ∟ Along with the Pear-Scape Trail, the Pearland Convention & Visitors Bureau also programs a juried art show during Pearland Art & Crafts On the Pavilion.

5.0 BEAUTIFICATION AND GATEWAYS

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

- ∟ According to stakeholders, the beautification of Pearland was a key Pearland 20/20 success. Stakeholders see a notable change in many areas throughout the community and hope that these standards will be reflective of the entire community in the future.
- ∟ Projects completed to-date include the 288 Master Plan, Gateway features, and SH 35 Entryway and Corridor Enhancements. To ensure unified character, the PEDC and the City standardized approved tree and plant species lists along with maintenance specifications to coordinate beautification activities.
- ∟ The successful implementation of this strategy hinges on collaboration between the City, PEDC, Keep Pearland Beautiful, the CVB, and other organizations dedicated to beautifying the community.

5.2 Develop iconic and visually appealing gateways to Pearland

- ∟ In 2014, the PEDC empaneled a focus group to complete a City Gateway plan. The plan evaluated existing conditions, proposed a final design concept for entryway monuments, and recommended locations.
- ∟ Since the development of the plan, the PEDC, the City, and Keep Pearland Beautiful have implemented four gateway installations at Cullen Boulevard, Dixie Farm Road, Pearland Parkway, and the Lower Kirby District. Projects in the construction and design phase include SH 35, SH 288, and Broadway at the Friendswood city limits.

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

- ∟ Keep Pearland Beautiful (KPB) considerably expanded capacity during Pearland 20/20 implementation. The organization updated its Adopt-A-Spot program, increasing clean-ups from two times per year to four. KPB also made enhancements to its Community Service Program.
- ∟ The organization held a Community-Wide Cleanup event in 2018. The event attracted over 850 volunteers to clean up litter and participate in other service projects throughout the city.

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

- ∟ The City cannot require local utility providers to place power lines below ground along the right-of-way. The City is exploring the potential of ground-based transformers, however.

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

- ∟ An enacted City Council ordinance established in 2015 created a process to demolish distressed properties. City staff continues to work with distressed property owners and assist them as they bring

their properties up to code. Monthly Safe Neighborhoods Around Pearland meetings are held to discuss, address, and follow up on distressed properties.

- ∠ Commercial property demolition assistance is considered on an as-needed basis.

6.0 IMPLEMENT PLANS TO DEVELOP THE LOWER KIRBY URBAN CENTER AS PEARLAND'S MOST INTENSIVE MIXED USE EMPLOYMENT, RESIDENTIAL, AND ENTERTAINMENT DISTRICT.

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

- ∠ The Lower Kirby District's transformation is among Pearland 20/20's greatest achievements. The success of Lower Kirby is, in part, due to a 2011 master plan which laid out the district's regulatory, infrastructure, and financing framework. Upon adoption, the PEDC and the city of Pearland aggressively implemented major components of the plan.
- ∠ As its shape became more greatly defined, Lower Kirby's zoning framework shifted to better suit needs. The city most recently reviewed district zoning, recommending changes in 2018. Revisions will soon be presented to the Planning and Zoning Committee.
- ∠ Infrastructure improvements and maintenance of the district have been activated by the Lower Kirby Pearland Management District and the Pearland Municipal Management District No. 1. These districts issue bonds and collect an up-to half-cent sales tax to finance improvements and maintenance projects in the district.
- ∠ Leveraging drainage ditch and regional detention ponds to manage stormwater and induce park and trail amenities in Lower Kirby is the focal point of the district's current infrastructure strategy. The PEDC is coordinating with the City, TxDOT, and private owners to acquire drainage and detention assets proximate to Lower Kirby.
- ∠ Along with stormwater infrastructure, the PEDC, along with partners, has also improved road connectivity in the district. Road connectivity improvements include reconstruction of Hooper Road, the extension of North Spectrum, and the construction of South Spectrum. The PEDC is also working with CenterPoint Energy to place electricity wires servicing the district below ground.

6.2 Aggressively market the LKUC through all relevant channels.

- ∠ At present, Lower Kirby is the city of Pearland's premier economic development site. The site boasts recent relocations and expansions including Lonza, Endress+Hauser, Merit Medical, Cardiovascular Systems, Inc., Tool Flo Manufacturing, Dover Energy, Mitsubishi Heavy Industries, and Rex Supply among others.

- ∠ Throughout public input, stakeholders expressed concern that easy development product in the city has largely been utilized. It is incumbent upon the PEDC and the City to identify and develop other sites and locations for economic development as Lower Kirby begins to fill.

6.3 Formalize and maintain a consistent identity for the LKUC.

- ∠ In 2016, the PEDC, the Lower Kirby Pearland Management District, and the Pearland Municipal Management District No.1 approved the Lower Kirby Beautification Strategy for Gateways and Corridor Enhancements. The plan set forth design guidelines for signage and place-based branding and accompanying streetscaping at entryways.
- ∠ The PEDC completed the construction of the first Lower Kirby District entryways and corridor enhancements at Kirby Drive between Clear Creek and Beltway 8. These enhancements include one Gateway Sign, two District Gateway Signs, removal and replanting of trees in the median, electricity extension to the signs, and irrigation in those enhanced areas. South Spectrum East proximate to SH 288 will also see similar enhancements in the future.

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

- ∠ Drainage ditch and retention pond acquisition not only advance Lower Kirby's stormwater management interests, it will also soon enable quality of life and place enhancements in the district. In 2017, the Lower Kirby Pearland Management District Board approved a plan that would "amenitize" drainage ditches and detention ponds.
- ∠ One year later, a public-private partnership was formed to develop parks, trails, and a bridge over Clear Creek.

7.0 CONSTRUCT A MULTI-USE EVENTS CENTER IN PEARLAND

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

- ∠ In the Pearland 20/20 process, as well a public input conducted for this process, community stakeholders often expressed a desire for social and entertainment amenities in the city of Pearland. Few, however, directly expressed what these amenities should be.
- ∠ Begun in 2017, the PEDC worked with a consultant team (CSL) to study market demand, supportable programs, and financing for a multi-use events center in the city of Pearland. The consultant considered multiple facility types including a spectator/entertainment arena, convention/conference center, hotel-based conference center, expo-multipurpose venue, performing arts/cultural arts venue, amphitheater/festival grounds, and an amateur sports facility.
- ∠ Based on the feasibility analysis, the indoor amateur sports facility and hotel-based conference center demonstrated the greatest potential to meet unmet market demand in Pearland.

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

- ∟ After evaluating financial performance and relevant implications of a potential new hotel/conference center, it was decided to postpone issuing RFP while market continues to improve and wait for potential private partner opportunity.
- ∟ In March 2018, PEDC issued an RFQ seeking partners in the development of an indoor amateur sports facility. In August, the PEDC Board approved a contract with Sports Facilities Advisory, LLC (SFA) for advisory services. PEDC worked with SFA to complete a Market Forecast and Facility Program Plan in December 2018 and an Institutional Grade Financial Forecast in April 2019. In June 2019, Council decided to postpone the development of an indoor amateur sports facility.

8.0 ADVANCE LOCAL EDUCATION AND WORKFORCE DEVELOPMENT PIPELINES IN PEARLAND.

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

- ∟ Stakeholders reported that in recent years, relationships between education and training providers have strengthened. Input participants noted that Alvin ISD and Pearland ISD have worked closely with Alvin Community College and San Jacinto Community College on opportunities for alignment. These stakeholders, along with UHCL Pearland and representatives from the business community, have recently begun meeting through a workforce council organized by the Chamber of Commerce.
- ∟ That said, stakeholders said there has not been significant movement with respect to the specific recommendation in the Pearland 20/20 Strategic Plan focused on creating a formal coalition.
- ∟ Although progress has been made on the physical economic development of Pearland (the primary focus of 4a/4b funds), implementation efforts of the Pearland 20/20 strategy did not prioritize its education and workforce components.

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

- ∟ Career and technical education (CTE) at Alvin ISD and Pearland ISD have improved along with increased the prioritization of CTE at the state level. Pearland ISD offers career and technical programming in 16 industry sectors as well as certification programs. Both Alvin ISD and Pearland ISD have career high schools. Stakeholders reported limited or no activity related to this action directly resulting from the Pearland 20/20 initiative.

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

- ∟ In terms of primary and secondary education, the city of Pearland voters approved significant bond packages that allowed both Pearland ISD and Alvin ISD to upgrade and expand facilities. Most recently, voters approved a \$480.5 million bond that will enable Alvin ISD to construct two new elementary schools, two new junior high schools, and a new high school as well as renovate existing facilities.

- ∟ Stakeholders spoke positively about expanding higher education capacity in the city of Pearland. Students in the city can not only achieve a high school diploma but can also receive an associate's or bachelor's degree in an expanding set of fields.
- ∟ In 2019, the University of Houston – Clear Lake opened a 69,000 square foot Health Sciences building at their Pearland Campus. The Facility houses the campus's registered nurse to Bachelor of Science in Nursing degree program as well as a simulation lab that uses specialized robots to give students real-world experience in a safe learning environment.
- ∟ In 2019, the Alvin Community College Board of Regents approved a list of projects stemming from a \$25 million maintenance tax approved in 2018. Projects include chiller replacements, upgrades to HVAC equipment, campus renovations, and information technology upgrades.

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

- ∟ As noted in the Community Assessment, Alvin ISD and Pearland ISD have very high graduation rates relative to the state average. Stakeholders reported that the number of students taking college entrance exams or participating in Advanced Placement or dual-enrollment programs is also very high in the region's core school districts.

9.0 DEVELOP AN INTERNAL MARKETING CAMPAIGN TO INCREASE AWARENESS AND PROMOTION OF PEARLAND AND ITS ASSETS

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

- ∟ In 2017, the PEDC partnered with the MMI Agency and a coalition of influencers to develop a Brand DNA for the community. Major components of the shared branding initiative include brand affiliation, vision, promise, value proposition, attributes, and narrative.
- ∟ To support shared community branding, the PEDC is developing a web-based portal that will contain branding components and promotional assets for the community. These assets include five professionally produced videos appealing to different customer segments, fact sheets, and infographics.
- ∟ A communication plan will launch alongside the launch of the brand hub, the web-based portal, to drive traffic, garner engagement, and distribute the brand community-wide.

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

- ∟ Stakeholders reported limited to no activity related to this action.

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

- ∟ Stakeholders reported limited to no activity related to this action.