

# SH 35 Corridor Redevelopment Strategy

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Prepared for:



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Section i:

## Executive Summary

During the first quarter of 2014, Ricker|Cunningham (RC), Real Estate Economists and Community Strategists, together with the Land and Transportation Planning Division of Kimley-Horn (collectively the Consultant Team), were retained by the Pearland Economic Development Corporation (PEDC) to assist with preparation of this State Highway (SH) 35 Corridor Redevelopment Strategy. Redevelopment of the city's principal commercial corridors, including the SH 35 Corridor / Main Street was identified as one of nine key initiatives in the Pearland 20/20: A Blueprint for Pearland, Texas, an economic development strategy adopted by the City and PEDC Board in October 2012. Their repositioning was also acknowledged as a priority action in the City's recently updated Comprehensive Plan. In the context of the SH 35 Corridor, an additional objective was "articulation of a plan and program for implementation that would most effectively leverage recently completed TxDOT improvements within the public right-of-way."

## Study Area (Boundaries)

The portion of the SH 35 Corridor which was the subject of this effort generally extends 7.2 miles from Clear Creek on the north, to approximately Hastings Cannon Road on the south, locations that correspond with the city's northern and southern municipal boundaries. Among the 540 properties and 2,600 acres which

comprise the Study Area, most are located contiguous to the Main Street Corridor along its eastern and western edges. Another significant concentration is found within the Old Townsite District. Major roadways, some of which provide connections to points east and west within and beyond the city limits include: McHard Road, Orange Street, FM 518 / Broadway Street, Walnut Street, Magnolia Street / John Lizer Road, Bailey Road/Oiler Drive, and Dixie Farm Road, bisect the Study Area.

## Participation and Input

In addition to technical analyses, a variety of venues provided opportunities for stakeholders and the community at-large to offer input regarding a vision for the SH 35 Corridor. These included focus groups and one-on-one meetings with business and property owners, lenders and developers; and, an open house where a framework for public improvements and an overview of supportable catalyst concepts were profiled. Overseeing the entire strategy process was an Advisory Committee of representatives from various private, public and institutional entities. As specialists in their respective fields and familiarity with the Corridor and community at-large, their input and participation was considered essential for the success of the project.

Shared goals among the participants included a desire for an enhanced physical realm, stronger vehicular and non- vehicular connections and accommodations (bicycle and

pedestrian); and, a climate for investment considered favorable by business owners and operators. Many identified the need for a more diverse and supportive mix of businesses, and more attention to the condition of the properties by their owners.

### Existing Conditions

The Study Area and its existing pattern of development, while not atypical of other established corridors in communities located on the periphery of a major metropolitan area, possesses conditions, both visible and non-visible, which can influence investment decisions. Among the most pervasive are those related to deficient infrastructure, existence of waterways, and presence of natural resource extraction facilities. Capital improvements, onsite and offsite, that will be necessary to either eliminate or mitigate the physical challenges present include: stronger connections, both vehicular and non-vehicular; new and relocated utility lines; public and open spaces and landscaping; and, other enhancements that will promote greater contiguity in the character and quality of its built environment.

### Market Overview

Market analyses associated with an area-wide strategic planning assignment such as this one are essential whereas they serve to provide a “reality check” for conceptual development

recommendations; and an independent “story” to tell potential investor audiences.

The vision for a redeveloped SH 35 Corridor is a business park environment with business and industry being the dominate land uses, and commercial retail and restaurants and possibly institutional facilities, secondary uses. Based on the investigation of market conditions completed for this effort, the Study Area is well-positioned to compete for market share among these product types, with attainable market share ranging from 2% to 25%. While actual investment levels will be dictated by numerous factors including: the physical capacity of the area to accommodate development; desire of property owners to invest, reinvest or reposition their parcels to advance the objectives stated herein; and, effectiveness of PEDC and the City to “ready the environment for investment.” and commit, long-term, to the stated objectives explained herein.

### Framework Plan and Catalyst Concepts

Acknowledging that it will take many years and multiple actions by a host of advocates to realize a redeveloped SH 35 Corridor; the experience of other communities that have successfully advanced similar initiatives has shown that the strategic approach needs to include area-wide and project-specific recommendation. To this end, the SH 35 Corridor Framework Plan identifies the location of proposed public improvements and boundaries of districts where

certain land uses will be encouraged to locate. Proposed amenities and enhancements to the public realm include those that will unify uses, connect centers of activity, and improve its aesthetic appeal. Projects with the potential to both demonstrate support within the market for untested product types, and catalyze private investment, include both capital expenditures and private developments. Among the five project concepts identified, they offer either near-term development potential, or the ability to mitigate adverse conditions. Each one and their purpose is described as follows.

### **Catalyst No. 1 - Northern Gateway and Corridor Improvements**

*Purpose:* Offer a business location for office and industrial users seeking a high quality setting offering supportive infrastructure and amenities and access to points north and south of Pearland and Houston Metropolitan Area.

### **Catalyst No. 2 - Business Park North**

*Purpose:* "Ready" or position properties (both private and public) for investment by completing due diligence research efforts on behalf of private sector property owners by identifying and eliminating barriers to investment, and streamlining the timeframe between site acquisition and / or completion of vertical improvements.

### **Catalyst No. 3 - 3a. Restaurant and Entertainment Destination and 3b. Main Street Buildings and Urban Environment**

*Purpose:* Establish a destination for residents and visitors with commercial venues unique to the area and its "gritty character" and compatible with existing uses that correspondingly provide an environment to incubate local businesses and grow Old Town's dining and shopping offerings.

### **Catalyst No. 4 - 4a. Old Town Esplanade and 4b. New Community on former Alvin Community College Campus**

*Purpose:* Introduce pedestrian and streetscape improvements which solidify Old Town as a destination for residents and visitors, balancing vehicular and non-vehicular movement, connecting existing and future centers of activity, and catalyzing property investment and reinvestment.

### **Catalyst No. 5 - Business Park South**

*Purpose:* Offer an alternative to the northern segment of the Corridor for business and industry seeking a highly amenitized environment with expansion opportunities and proximity to regional north-south transportation corridors and points south of the Houston Metropolitan Area.

The strategic approach for revitalizing the SH 35 Corridor is based on proof that *private investment follows public commitment*. Therefore, a primary objective is to "leverage" community resources, amenities and improvements, in an effort to encourage

private development. While the public sector lead rarely realizes a favorable return on their investment during the early phases of the redevelopment program, most if not all do over the mid- to long-term. Collectively, the catalyst concepts have the potential to generate over \$240 million in new private investment, and require less than \$8 million in public investment, for an overall public : private return on investment of 30: to 40:1 (\$30 to \$40 spent by the private sector for every \$1 spent by the public sector).

### Implementation

The strategy for promoting development and redevelopment within the SH 35 Corridor is based on an awareness of existing conditions desired outcomes, and market realities. Its major components include a Vision, Guiding Principles for decision-making, and Development Approach to positioning the Area for investment. A fourth component, Actions to eliminate obstacles and capitalize on opportunities, are provided in the full report.

### Vision

The recommended vision for revitalization of the SH35 Corridor Study Area is ... *a high quality and consistently-designed employment and business environment with compatible land uses and supportive amenities. It will be the community's principal center for new and expanding industries with less impactful operations concentrated in its northern segment. Commercial businesses will*

*primarily be those that support the daytime needs of employers and their employees such as restaurants, supply stores, and maintenance facilities. Larger format commercial businesses will be encouraged to locate near the Corridor's core, where there is already an established base. Along the southern edge of the central segment, the Old Townsite will include a broad mix of product types within a limited number of land use categories, primarily residential, commercial retail and office. Once the community's first district for commerce and industry, new investment will leverage established residential neighborhoods, mature vegetation, and a gridded street system. Uses will build on what is already there, attracting both residents and visitors, and extending their stay. Public improvements will include spaces to host community events while also connecting various activity areas. Early development and redevelopment projects will be encouraged to include both public enhancements and private uses that may, or may not as yet, be tested in the local market, as demonstrations of what is envisioned over the near- and long-term.*

While this SH 35 Corridor Redevelopment Strategy is intended to inform and guide future growth in the Study Area over the near- and long-term, it is a policy, not regulating document. Therefore, the only way to protect the expressed vision and advance the desired improvements, is to ensure alignment among relevant City regulatory resources over the long-term; and provide guidance that fosters sound decision-making by the City's leaders over the near-term. Information to assist public officials is presented here as guiding principles. *Guiding Principles* are defined as "representing a

broad philosophy that guides the organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management filter for decisions at all levels of the organization." Each one, presented below, while general in nature, is intended to reflect existing challenges, potential opportunities; and, input from experts in the fields of finance, development, business, and industry.

### Guiding Principles

1. The City will maintain a proactive and sustained attitude towards redevelopment that is consistent with the vision for the Corridor.
2. The community's vision for the Corridor will be reflected in supporting policies and regulations.
3. Industrial and commercial land uses will be encouraged in appropriate locations so as to maintain the desired character of each segment of the Corridor.
4. Development standards will be appropriate for the expressed vision and catalyzing concepts within the various segments of the Corridor.
5. Property owners will be provided with knowledge and analyses (due diligence) resulting from this process in an effort to encourage desired investment.
6. Capital projects will be phased to encourage new investment, first, and improve conditions for existing uses, second.
7. Enhancements to public spaces will be consistent with the

vision for an employment center environment and include new and replacement projects despite the age and condition of existing improvements.

8. Policy, vision and regulatory documents superseded by the objectives expressed in this SH 35 Corridor Redevelopment Strategy will be updated and in the interim variances afforded for select projects deemed consistent with the objectives stated therein.

### Development Approach

Any approach by a public entity to encouraging investment in a defined geography should cultivate streamlining the delivery of both capital improvements, and either development-ready or unimproved sites, to the market. To this end, the approach for redeveloping the SH 35 Corridor involves public participation in two arenas -- the Study Area as a whole and distinct projects with an opportunity to realize near-term investment.

The approach here assumes PEDC, together with the City, will act as the master developer of improvements in the Study Area, and as such will lead the financing and contraction of off-site infrastructure and enhancements, as well as assist with select on-site improvements, particularly those completed in an effort to better position key parcels for investment and expedite building construction.

As the City's lead agency for industry attraction, PEDC will provide oversight and act as the lead on development requests, and use its resources to fund infrastructure and utility improvements; while the City will lead enforcement of regulations. As the entity with the largest and longest-term interest in the area, and the City's agent for advancing economic initiatives, PEDC should consider, if resources are available, early and ongoing acquisition of property a priority, particularly given the numerous advantages for the private sector when acquiring property from public and non-profit entities, among them -- lower carrying costs, less uncertainty regarding entitlements, and, the potential for monetary incentives.

Financing mechanisms used to fund improvements in the Corridor should include a range of resources, used individually and in different combinations. Possible sources include: grant and bond revenues, low or no interest loans, future district revenues, and existing economic development program dollars. Additional sources could include: bank, state and federal matching funds, municipal resources, private fees and incremental tax dollars. Capital improvements, delivered by the public sector, that make an area attractive for development and stabilize the investment climate, should be considered an economic contribution with monetary value, whereas they have the potential to close a financial gap. Matching economic development incentives to direct investments in the physical environment, and indirect contributions to the fiscal concerns, are frequently the most successful approach.

As the organizational entity that will assume responsibility for the revitalization effort; and, be the one to maintain development oversight; as well as, fund, finance and negotiate development agreements and leases; PEDC should also be the one to manage and market properties, either together with or on behalf of property owners. Additional support should be provided by representative governments, advocacy entities and regional economic development organizations. Further, a carefully designed and consistently administered marketing program should be an early actionable item. Individuals and organizations that support and promote investment, along with local officials and business associations, need to coordinate their marketing efforts. Ideally, the City and PEDC, will establish common goals and objectives, along with consistent policies, and whenever possible, share and leverage resources. When private interests request assistance with marketing their properties to developers or other users (either on their behalf or in partnership), various approaches should be considered including: issuing developer requests, retaining brokers, and attaching these parcels to other community-wide efforts to attract business and industry to the local market.

In addition to supporting PEDC, the City's principal role in this revitalization effort will be to align and enforce all relevant policy and regulating resources with the expressed vision and objectives for the Corridor. In this context, the City will be expected to establish standards of development that will effectively minimize private sector investment risk by ensuring a consistent and quality building environment. The experience of many, if not most,

communities involved in similar initiatives has shown that while a higher standard of development must be established in areas targeted for reinvestment, they should be appropriate for the desired uses and reflect intended outcomes. In addition, if during the early phases of the redevelopment effort, these standards have a financial impact that renders a desirable project infeasible, the lead entity should consider providing resources to fill any resulting economic "gap." During its later phases, it is highly likely that market conditions will have reached a state of equilibrium wherein project revenues should be sufficient to cover this type of project cost.

### Conclusion

The SH 35 Corridor, with its mix of both new and established businesses and industries, is a formidable economic engine, that's contribution to the community could be diminished without adequate attention and resources. The success of this effort will depend on the delivery of a high-quality, consistently operated and maintained business environment, devoid of obstacles, and supported by sustained public support. To this end, the SH 35 Corridor Redevelopment Strategy is intended to inform how the resources of both PEDC and the City are prioritized to ensure that its redevelopment is accomplished, while balancing private and community investment objectives.

Whereas the Study Area has many property owners, and each one maintains individual entitlements, achieving an appropriate balance of uses will be highly dependent on the partner entities' efforts and their willingness and ability to employ a combination of policies, incentives and regulations to inform and guide investment. Beyond its uses, successful development of the Study Area will depend on a commitment to quality over quantity as reflected in a unified program of signs, gathering places, and landscaped features; appropriate transitions between uses; access to, yet preservation of natural amenities; and, improvements of a suitable scale.

Experience has shown that publically-initiated redevelopment efforts such as this one, are accomplished in multiple phases, and usually over several years. The authors of this report expect the same for the Study Area, however, based on PEDC's past performance, it is highly likely that the recommendations outlined here, will be completed more quickly than anticipated. This statement is supported by the record of accomplishments completed by the PEDC, both prior to and following adoption of the 20/20 Blueprint Plan.

Section 1:

## Introduction

During the first quarter of 2014, Ricker|Cunningham (RC), Real Estate Economists and Community Strategists, together with the Land and Transportation Planning Division of Kimley-Horn (collectively the Consultant Team), were retained by the Pearland Economic Development Corporation (PEDC) to assist with preparation of this State Highway (SH) 35 Corridor Redevelopment Strategy (also referred to as - this SH 35 Corridor Strategy, Redevelopment Strategy and Strategy). Redevelopment of the city's principal commercial corridors, including the SH 35 Corridor (also referred to as - the Corridor, and Study Area) was identified as one of nine key initiatives in the Pearland 20/20: A Blueprint for Pearland, Texas (also referred to as - the 20/20 Strategic Plan, and 20/20 Plan), an economic development strategy adopted by the PEDC Board in October 2012. The 20/20 Strategic Plan was commissioned by PEDC, together with local partners in government, education, healthcare and business, for the purpose of "establishing a shared vision for the community's future growth and an action plan to achieve it."

### **PEDC and Pearland 20/20: A Blueprint for Pearland, TX**

As explained in the City of Pearland Comprehensive Plan (2004), "The PEDC was created by the City of Pearland in 1995, to promote

the Pearland area for business expansion and relocation. The PEDC is a non-profit corporation, supported by a voter approved 1/2 cent sales tax that operates as a department of the City. It is staffed by City employees and managed by a Board of Directors who together create and implement programs to aid in the economic development of the community."

The specific initiative and strategic actions that this SH 35 Corridor Redevelopment Strategy advances are presented as follows:

#### **Key Initiative No. 3.0 Optimize the development potential of Pearland's principal commercial corridors.**

Pearland has three primary corridors – SH 288, FM 518/Broadway, and SH 35 – all of which have the potential to support additional business and pedestrian activity. Grand Boulevard in the Old Townsite also has transformational potential. However, while pockets of quality development have occurred, the overall look and feel of these corridors is being held back by areas that do not reflect community standards. Such dynamics can inhibit investment appeal to companies considering relocation. Positioning these corridors to support catalytic development will be a high priority as Pearland continues

to mature and build its stock of primary jobs.

**Strategic Action** - Leverage recent road improvements to create a SH 35 Redevelopment (Plan) Strategy.

**Strategic Action** - Formalize a process, toolkit and priorities for redeveloping aging Pearland neighborhoods and character districts.

### City of Pearland and 2015 Comprehensive Plan

In addition to furthering recommendations presented in the 20/20 Plan, this SH 35 Redevelopment Strategy could also move forward priority action tasks identified in the 2015 Comprehensive Plan, as long as they are revised to reflect objectives for the Study Area which are defined in greater detail in subsequent sections of this document. Those priorities include the following:

#### Growth Capacity and Infrastructure

**Strategic Priority 1: Cost of Growth / Land Use Study** – understand the fiscal implications for City government of how remaining developable land in Pearland’s city limits and Extraterritorial Jurisdiction (ETJ)

**Strategic Priority 2: Regular Updating of Utility Master Plans** – regularly update of the three key utility infrastructure master plans – water, wastewater and storm drainage – especially during periods of rapid land development activity

#### Mobility

**Strategic Priority 2: Targeted Capital Projects** – provide ongoing investment in street and highway construction, extensions and upgrades will remain a prime focus of municipal government

**Strategic Priority 3: Sidewalk Network Upgrades** – provide needed sidewalk improvements (in and around neighborhoods), to encourage walking and facilitate a safe walking environment

#### Housing and Neighborhoods

**Strategic Priority 1: Greater Housing Variety** – focus on diverse housing types and mixed-use development on various special districts within Pearland, (e.g., Old Townsite); consider a “flex” district overlay which allows for a series of residential development options and lot sizes

**Strategic Priority 2: Regulatory Relief for Redevelopment** – consider adding new or adjusting current Unified Development

Code (UDC) provisions that allow for relation of specified standards, especially to make a clearer connections to the community objective of encouraging desire redevelopment activity (e.g., Old Townsite)

**Strategic Priority 3: Expanded Focus on Neighborhoods –** explore options, and research models for neighborhood planning and an associated coordination of services

Section five of the Comprehensive Plan defines the City’s intentions with regard to maintaining and growing its economic development infrastructure. In the context of that discussion, there are numerous references to the 20/20 Blueprint Plan, including a “next level” of action steps under the original nine core strategic actions. Those that most closely align with recommendations for a revitalized SH 35 Corridor include actions which will leverage recent TxDOT road improvements, and beautify public spaces and gateways.

Experience has shown that publically-initiated redevelopment efforts such as this one, are accomplished in multiple phases, and usually over several years. The authors of this report expect the same for the Study Area, however, based on PEDC's past performance, it is highly likely that the recommendations outlined here, will be completed more quickly than anticipated. This statement is supported by the record of accomplishments

completed by the PEDC, both prior to and following adoption of the 20/20 Blueprint Plan, which is presented in **Appendix A**.

### Purpose

The purpose of this Redevelopment Strategy, as defined in PEDC's request for services, was to “*provide a market-based plan and implementation strategy for revitalization of the SH 35 Corridor/Main Street that would advance the expressed vision (in the 20/20 Plan) and leverage recent TxDOT streetscape improvements.*” As presented above, this purpose statement reflects Strategic Actions, of Key Initiative 3.0, of the 20/20 Blueprint Plan.

### Approach and Methodology

The scope of work for this assignment included detailed analyses of: conditions that could impact investment decisions (public and private); local and regional real estate markets and industry trends; existing physical conditions; policy and regulatory documents that will inform design and development patterns; and, planned initiatives and available resources. These quantifiable analyses were supplemented by qualitative discussions with a range of stakeholder audiences, identified below. Major components of the proposed strategy for furthering the proposed strategy for furthering the vision and

objectives identified here include: priority publically- and privately-funded physical enhancements; market-supported concepts including a range of uses and product types with the potential to catalyze development and redevelopment activity; and, strategies to overcome obstacles to, and capitalize on opportunities for, investment. Note: A *catalyst concept*, in the context of this Strategic Plan, is defined as *a development and / or redevelopment program with the potential to have a positive economic ripple effect on properties within an area of influence*. Further, while some of the concepts are area-specific, addressing an existing condition or circumstance, others are non- area-specific, therefore offering the potential for multiple applications within the Corridor. An approach to advance each one is provided in the larger implementation discussion presented in the final section of this report.

### Study Area (Boundaries)

That portion of the SH 35 Corridor which is the subject of this analysis generally extends 7.2 miles from Clear Creek or the Pearland municipal boundaries on the north, to its municipal boundaries on the south, or approximately Hastings Cannon Road. Properties within the Area include those located contiguous to the highway along its eastern and western edges, as well as a significant portion of the Old Townsite District. SH 35/Main Street

is one of the city's original north-south roadways and a significant entryway into the community. It is bisected by several east-west thoroughfares including McHard Road, Orange Street, FM 518/Broadway Street, Walnut Street, Magnolia Street/John Lizer Road and Bailey Road/Oiler Drive. FM 518/ Broadway Street connects uses in the Corridor to SH 288, a north-south limited-access highway located in the western portion of the city. Dixie Farm Road, which runs perpendicular to the SH 35 roadway along its eastern edge and located south of Bailey Road/Oiler Drive, connects uses in the Corridor to Interstate 45 (I-45) located in the eastern portion of the city. A variety of land uses and businesses are located within the Study Area, the dominant ones being light and heavy industrial in its northern and southern segments, and commercial uses at its core. While the vision for a redeveloped SH 35 Corridor does not deviate significantly from its current land use pattern, it does encourage concentrating compatible uses, and complementing primary uses with secondary uses, distinct subareas or districts.

### Participation and Input

As noted above, a variety of venues were provided throughout the 15-month strategy process for stakeholders to review and consider the project findings and final recommendations. A description of each one is presented as follows.



## Advisory Committee

A committee of representatives from various private, public, and institutional entities, were invited to serve as advisors to the Consultant Team. As specialists in their respective fields and familiarity with the Corridor and community at-large, their input and participation was considered essential for the success of the project. Advisory Committee members include:

Members (listed here) met six times between October 2014 and May 2015 to provide feedback and guidance on project-related issues. In addition, they served as channels of communication between the strategy team and organizations they represent.

### Committee Members

Matt Buchanan	President, PEDC
Lata Krishnarao	Director, City of Pearland - Community Development
Tom Alexander	Owner, TA Properties
Alan Mueller	VP, Gromax Development
John Loessin	Owner, Ace Hardware
Carol Artz-Bucek	President / CEO, Pearland Chamber of Commerce
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Mark Ingram	Director of Traffic Engineering, Cobb, Fendley and Associates, Inc.
Keith Ordeneaux	Pearland City Council, Pearland ISD

### **Open House**

An open house was conducted prior to presentation of the final strategy document to City of Pearland appointed and elected officials. Meeting notices were sent to all property and business interests in the Study Area, as well as members of the Advisory Committee and other boards and commissions. In addition, a general notice was posted on PEDC's website. During this forum, potential investment and reinvestment concepts were presented and input solicited regarding their local application given the current political and business climate.

### **Focus Group Meetings**

Several focus groups meetings were facilitated by members of the Consultant Team during an early phase of the strategy process. Participants were identified from groups including: institutions, business owners - commercial and industrial, property owners, and lenders (public and private). Each group was comprised of 12 to 15 people, and discussions focused on opportunities and challenges to investment in the Study Area and community at-large. The meetings were held at PEDC's offices, but facilitated by Consultant Team members so that individual responses remained confidential.



### One-On-One Interviews

In addition to the focus groups, Consultant Team members conducted confidential in-person and telephone interviews with property owners and developers regarding past and ongoing efforts to invest in the Study Area and community at-large. The purpose of these discussions was to understand past challenges, as well as share market knowledge while exploring potential development partnerships. The interviewees (listed below) were identified by representatives of PEDC.

#### Participants

Jerry Koza	Profax
Mark Ring	Kemlon Products
Edward Ferguson	Wal-Mart
Paul Grohman	Gromax Development
Alan Mueller	Gromax Development
David Miller	PEDC
Stephan Robinson	Ardent-Hardcastle Commercial Real
Estate Renee McGuire	R West Development
David Miller	Prudential Premier Properties

### Client and Consultant Team Calls

Project Team calls were conducted periodically throughout the strategy process so that its progress could be monitored, and information about on-going occurrences in the community (planned and proposed projects) could be shared. Representatives of PEDC hosted the calls, while members of the Consultant Team provided the agenda and its content.

### City Leadership Updates and Other Presentations

Presentations were made by representatives of PEDC and members of the Advisory Committee, throughout the assignment, to select boards and commissions. Some of these groups included:

- 20/20 Strategic Plan Committee Meeting
- PEDC Board Meeting
- Pearland Planning and Zoning Commission
- Pearland City Council

## Summary of Input

Within all of these forums, comments received tended to fall within the following broad categories: recently completed TxDOT roadway improvements, patterns of growth within the city, the Corridor’s business climate, physical conditions, and opportunities for improvement and investment. Frustration was widely expressed regarding a “lack of connection” between, and to, businesses within its boundaries. Some industrial operators expressed concern with the number of residential developments that had either been approved, or were developing in locations with the potential to experience impacts from business operations in the Corridor.

Comments associated with what they referred to as the “protracted TxDOT improvement project” were primarily offered by commercial operators located in the central portion of the Study Area. Note: This assignment started shortly after TxDOT completed the first phase of its SH 35 roadway improvement project.

Universal goals for the Study Area included: capital improvements to the physical realm; stronger vehicular and non-vehicular connections and accommodations (bicycle and pedestrian); and, a favorable climate for investment. Stakeholders expressed that while SH 35 is a locally recognized “business address,” it does not have the regional recognition that it could if efforts were made to

establish a cohesive physical, regulatory, and marketing program that could be promoted throughout the Houston Metropolitan Area. Other goals included -- more efficient use of land, supportive and more diverse mix of businesses, and heightened attention to maintenance of sites and buildings. Finally, participants expressed appreciation for this and other efforts, by PEDC and the City, to improve conditions while maintaining a supportive environment for business and industry. Specific comments received are presented in **Appendix B** of this document.

## Past Efforts

Reports and analyses prepared prior to this assignment, many of which served as a foundation for this effort, include those listed below, in the order they were completed. Note: Recommendations regarding amendments that would eliminate discrepancies, and correspondingly align the objectives of these documents and this Strategy, are presented in **Appendix C**. Regardless, PEDC and City Staff should determine if amendments to some, or all of these documents, will further the goals and objectives stated herein related to redevelopment of the SH 35 Corridor.

- City of Pearland 2015 Comprehensive Plan
- Parks and Recreation Master, 2015
- Beautification Strategy: City Gateways, 2014

- Pearland 20 / 20: A Blueprint for Pearland (Pearland 20/20 Strategic Plan), 2012, 2013
- Pearland Development Handbook
- Pearland Parks Master Plan, 2012
- Grand Boulevard Old Townsite Masterplan, 2011
- City of Pearland Capital Projects (CIP)
- Pearland Public Facility Study Final Report, 2009
- Old Town / Public Facility Study (SPPRE), 2009
- SH 35 Major Corridor Feasibility Study (MCFS), 2007
- Pearland Old Town Pedestrian Plan, 2006
- Old Townsite Downtown Development District Plan, 2005
- Pearland, Texas - Code of Ordinance (Municipal Code)

### Report Format

This SH 35 Corridor Redevelopment Strategy is divided into the following five sections: Introduction, Existing Conditions, Market Overview, Framework Plan and Catalyst Concepts, and Implementation. Each section includes: data, analyses, and recommendations, all of which may be used to promote the community and Corridor to businesses, industries and development prospects.

### Conclusion

This SH 35 Redevelopment Strategy has been prepared to -- confirm the vision expressed in the Pearland 20/20 Strategic Plan, inform expenditures on capital improvements (both functional and aesthetic), demonstrate the economic benefit and feasibility of catalyst development projects; and, clarify the roles and

responsibilities of both public and private sector individuals and entities who will advance the strategic recommendations identified herein. As both a planning and strategic document, it is intended to provide the PEDC, in partnership with the City and various property and business interests, with information to focus and prioritize their development resources and efforts.

The ability of the SH 35 Corridor to capture a fair share of future investment in the city will be based not only on continued growth in the region, but on the community's willingness to commit, long- term, to the stated objectives explained herein. While somewhat specific in its description of a preferred vision for the Corridor and supporting physical improvements, it is also intended to be flexible enough to respond to market conditions that will inevitably change over the course of its implementation. Ideally, it will be used as a guide for land use decisions, and reference for policies and regulations.

Section 2:

## Existing Conditions (Study Area)

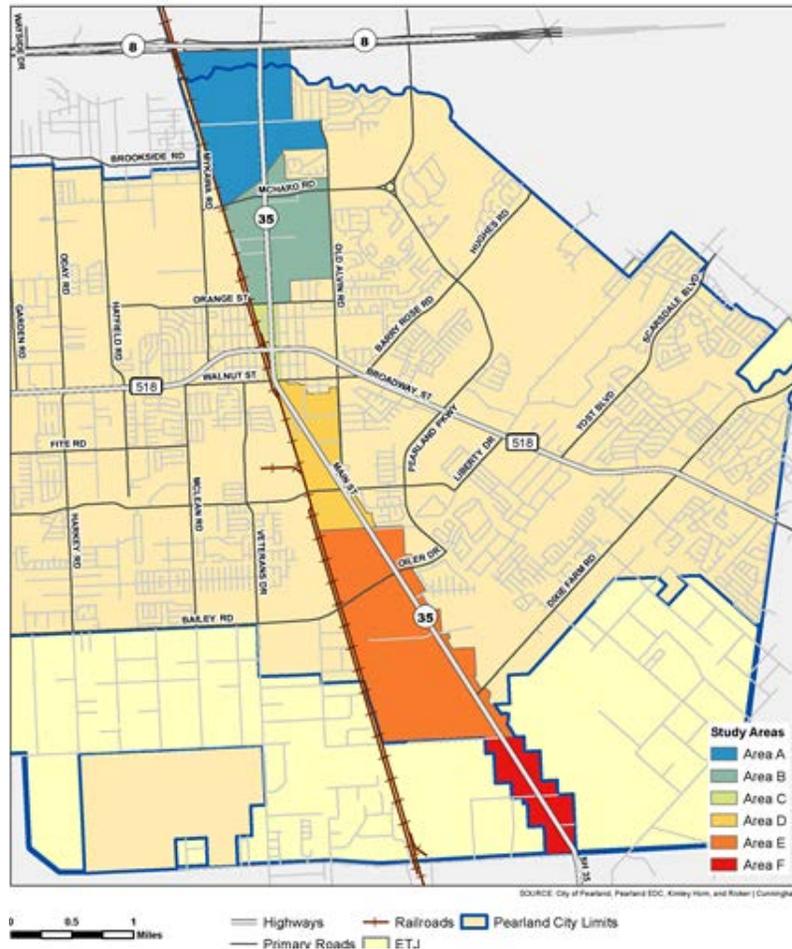
Planning for the redevelopment of communities and markets within them requires an understanding of key conditions, both visible and non-visible, all of which can influence development decisions. The discussion which follows provides an overview of those conditions that individually, and collectively, offer an indication of how "ready" the Study Area is for new investment and reinvestment.

### Area and Segment Details

The boundaries of the SH 35 Study Area are generally the Pearland municipal boundaries or Clear Creek on the north, Burlington Northern Santa Fe (BNSF) rail lines on the west, Pearland-Alvin city boundaries on the south, and eastern extent of parcels located contiguous to the Corridor's eastern edge. It is approximately seven miles in length and maintains more than 540 properties within its boundaries, comprising more than 2,600 acres. Located within the Pearland city limits and Brazoria County, it is situated in the southcentral portion of the Greater Houston Metropolitan Area. As explained in the previous section, several major roadways bisect the highway within the Study Area boundaries including: McHard Road, Orange Street, FM 518/Broadway Street, Walnut Street, Magnolia Street/John Lizer Road, Bailey Road/Oiler Drive, and Dixie Farm Road.

Given its length and size, it was determined that the most efficient approach for analyzing conditions within the Corridor was by grouping parcels into six segments (A - F), and then reporting the findings at a segment-by-segment, rather than parcel-by-parcel level. Based on knowledge gained through completion of the work described in this section, it became obvious that there are actually three fairly obvious segments, or subareas. In the analyses presented in the following sections of this Strategy, locations within the Study Area are referred to as the northern, central and southern subareas. An illustration of the boundaries of the original six segments is presented as **Figure 2-1**.

Figure 2-1: SH 35 Study Area Boundaries and Segments



Conditions analyzed and described in the discussion which follows include:

- Physical Conditions
- Utilities and Pipelines
- Roadways and Railways
- Bikeways and Trailways
- Natural Resource Extraction Facilities
- Hazardous Contaminants
- School Districts
- Parks and Open Space
- Zoning
- Existing Land Uses
- Future Land Uses
- Parcel Characteristics

## Physical Conditions

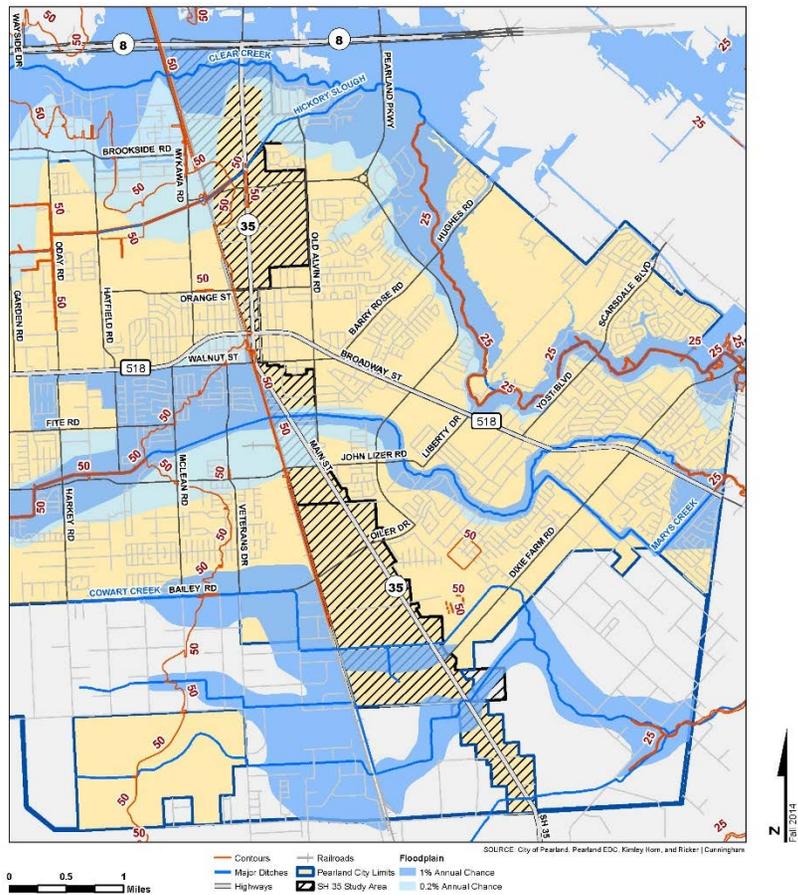
Physical conditions, both natural and man-made, can influence not only the type of land uses that develop within a certain geography, but also their format -- horizontal or vertical, above grade or below. Taken independent of regulations, they can impact the: location and configuration of buildings; capacity of affected parcels to accommodate development and redevelopment; and, land use pattern of an entire geography.

Physical conditions impacting parcels within the SH 35 Corridor include natural features such as floodplains, drainageways, and geologic faults; along with man-made improvements such as utilities, pipelines, roadways, railways, natural resource extraction facilities, and their supporting infrastructure; as well as, the presence of hazardous contaminants. A description of man-made resources and contaminants are presented below.

**Figure 2-2** illustrates the location of major floodplains and drainageways within and traversing the Study Area. Clear Creek, one of the city's significant drainageways, runs through northern and northeastern portions of Pearland in a natural state, and serves as the Study Area's northern boundary. Two tributaries of Clear Creek, Mary's Creek and Cowart Creek, also significant drainage channels, bisect the Corridor within its central and southern segments. Although no lakes or other significant bodies of water

impact properties within the Area, existing drainageways present sufficient influence that region-serving detention systems will be an essential improvement in the Corridor if the level of investment envisioned herein is realized.

Figure 2-2: Floodplains and Drainageways



Another natural feature presenting development challenges for parcels in the Area is a series of geologic faults, primarily

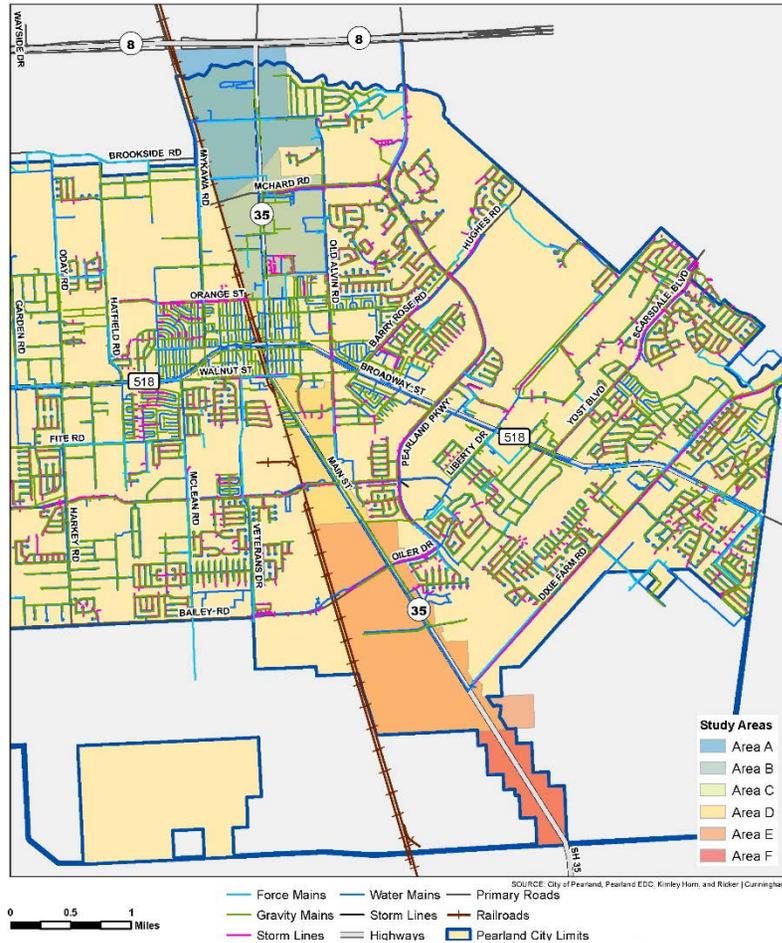
concentrated in the northern segment of the Corridor, south of Beltway 8, and east and west of SH 35/Main Street. Their presence and location can be obtained from the U.S. Geological Survey. Like other natural and man-made features, they can affect the capacity of impacted properties to accommodate various levels of investment.

### Utilities and Pipelines

Although SH 35 right-of-way is fully improved, there is an inconsistent pattern of developed and undeveloped parcels located adjacent to the roadway on either sides. **Figure 2-3** illustrates the location of water and wastewater lines within the Study Area boundaries, including gravity mains, force mains, water mains, and storm lines, active and inactive (or abandoned). The condition, capacity and location of these facilities relative to the structures they serve has informed the development pattern of the Area, and continues to impact the economic feasibility of new development and redevelopment projects within its boundaries.

Overhead utility lines, both minor and major, are visible throughout the extent of the Corridor. While not uncommon in more established transportation corridors located on the fringe of major metropolitan areas, they do create a visual blight that can adversely impact market perceptions and correspondingly property values.

Figure 2-3: Utility Lines



## Roadways and Railways

SH 35 is one of the city's two most heavily traveled major thoroughfares, the other being FM 518, which begins at SH 288 and traverses the city from west to east. Conversely, SH 35 crosses the city from north to south, and connects travelers from Gulf Coast communities to downtown Houston and the Greater Houston Metropolitan Area. The northern portion of the Corridor, between Beltway 8 and FM 518, was recently widened from a 4-lane road to a 6-lane divided road, in an effort to alleviate congestion and improve safety. A second phase of this project is planned, but as yet not funded, for that portion of the Corridor located south of FM 518 to the city's southern boundary.

Pearland's thoroughfare plan is one of several resource documents that describes the location of existing and planned roadway facilities by classification. Similar to other public documents such as the Comprehensive Plan, it can be revisited often, and generally is during periods of rapid growth so that it accurately reflect the changing needs and developmental dynamics of the community. While professionals have long debated whether land use should inform street designs, or streets should inform land use, it is agreed that roadway facilities function best when planned with consideration of the anticipated timing, type, and density of development and its users travel needs.

**Figure 2-4** provides an illustration of roadway improvements, existing and planned, within the Study Area, taken from the thoroughfare plan. As presented, some are identified as having sufficient width, while others are identified as “To Be Widened,” indicating additional lanes are planned for existing facilities, in order to accommodate anticipated growth in traffic volumes; and, finally, others are identified as “To Be Acquired,” meaning right-of-way is needed to construct planned, but non-existent, roadways. The majority of planned roadways are collector streets, located to support new development, primarily within the southern portion of SH 35.

As of 2015, the only eminent Texas Department of Transportation (TxDOT) project planned in the vicinity of the Study Area is the proposed widening of FM 518 from SH 288 to SH 35, an improvement that would increase access to the Corridor from western portions of the community. Formal investigation of another project, the SH 35 Tollway Project, began for a period of time in 2007, and again in 2014; however, no formal recommendations had been advanced as of the date of this report. During the early part of 2014, TxDOT submitted a letter to the City of Pearland, informing them that they had initiated preparation of an Environmental Impact Statement (EIS) for a proposed State Highway 35 Tollway Project. Its purpose, according to the letter, was “to reduce traffic congestion along SH 35, improve mobility and Level of Service on SH 35, improve area-wide transportation safety, and efficiently link the

suburban communities in this rapidly developing area.” In addition, the project was intended to serve as a supplemental hurricane evacuation route. According to the project schedule at that time, it was intended to be constructed as a controlled access tolled facility consisting of four to six main lanes within a typical 300-foot right-of-way, and include auxiliary lanes between on-ramps and off-ramps, where appropriate.

The following year, the City of Pearland submitted a letter to TxDOT alerting them, as per their responsibility as a Participating Agency to the EIS process, that there was, “A significant amount of opposition to the project because it would displace multiple businesses and residents (based on its proposed alignment) in the heart of the city’s Old Townsite District.” As conceived, the SH 35 Tollway would comprise 25 to 30 miles of roadway, beginning in downtown Houston at IH 45, passing through Pearland, to the southern end of the Alvin bypass. The City’s representative went on to explain, “The project proposed an elevated cross section through the same area, will create a significant negative noise and aesthetic intrusion on businesses and residents, resulting in an adverse economic impact.” Finally, concern was expressed with regard to “likely conflicts associated with this type of roadway, particularly in the vicinity of the Old Townsite District, with desired improvements in keeping with its original downtown character.” No substantive activity on the project has occurred since this time.

Figure 2-4: Roadways

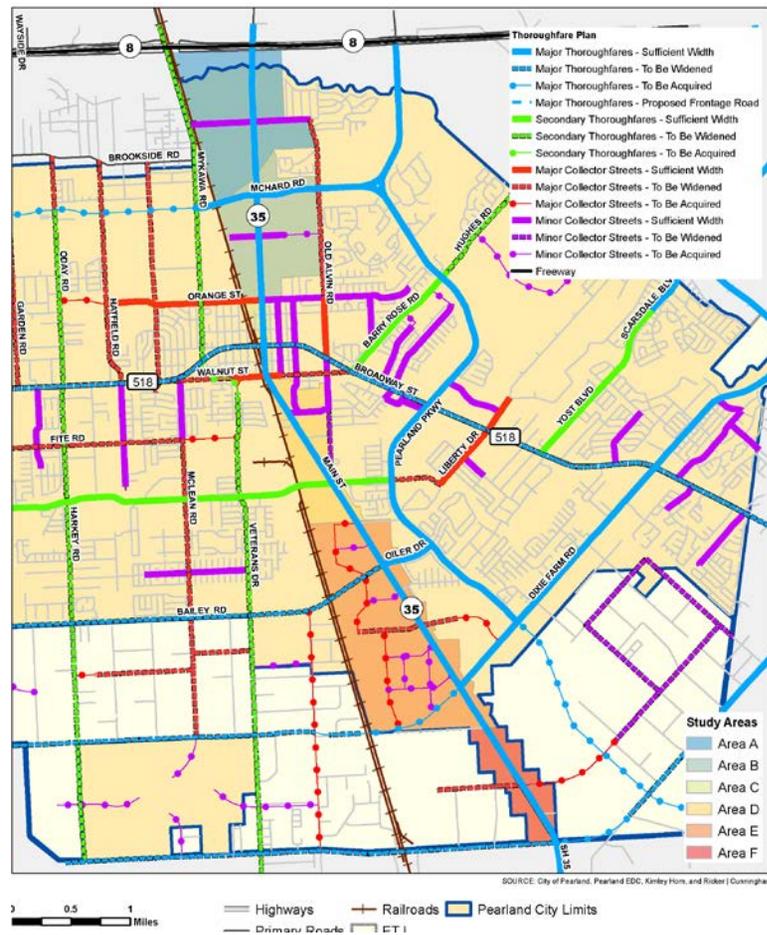
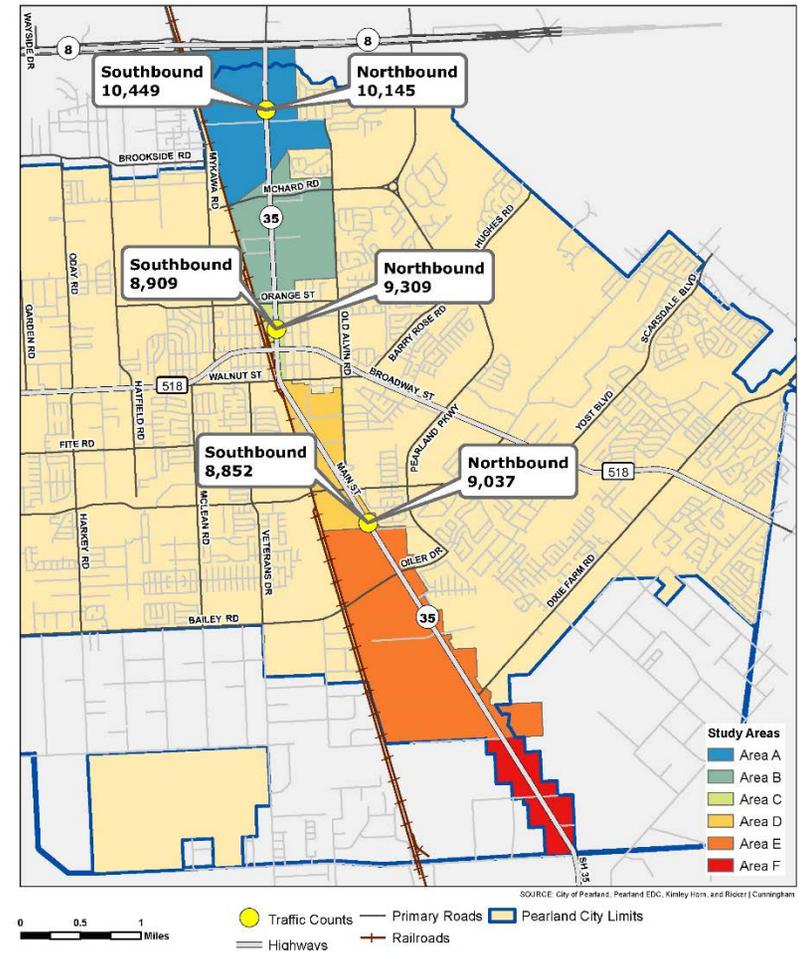


Figure 2-5: Traffic Counts



In addition to roadways serving properties in the Corridor, a major rail line is located west of the SH 35/Main Street Study Area, serving as its eastern boundary in its central segments. The railway is owned and operated by the Burlington Northern Santa Fe (BNSF) railroad company, and has been in place since Pearland was established. While its northern and southern segments provide a valuable alternative for industries desiring to move their goods by train rather than truck, in the vicinity of the Old Townsite District, the railway and its three at-grade crossings between Orange and Walnut Streets, while less impactful since the City negotiated for a "quiet zone" in this location, is an obstacle for certain desired uses and product types.

### Traffic Counts

As **Figure 2-5** illustrates, 7-day average traffic counts along the northern segment of the Corridor totaled close to 20,500 daily vehicles for the period monitored, 2014. Comparatively, segments near its core, north of FM 518 and south of Magnolia Road, averaged nearly 18,000 daily vehicles during this same timeframe. It is important to note that in 2014, TxDOT was nearing completion of its multi-year SH 35 widening project. While their improvements were intended to accommodate additional traffic, given the fact that the project was not yet completed, and in its final phase, it is reasonable to assume that travelers who otherwise may have

chosen to use SH 35 were still using alternative routes. This said, these counts may not reflect typical or even current traffic counts.

### Natural Resource Extraction Facilities

As presented in the City Comprehensive Plan, the most significant resource extraction facility in or near Pearland is the Hastings oil and gas field, located along the city's southern boundary in the vicinity of SH 35/Main Street and Dixie Farm Road. The number of active wells in this location is heavily influenced by the state of the energy industry which has waned over the past 18 months.

### Hazardous Contaminants

Another condition impacting select parcels in the Study Area is the presence of hazardous contaminants, often the result of past activities, including the former service station facilities. Within the Comprehensive Plan, several locations of concern are identified within the city limits, with a significant concentration in the vicinity of the Old Townsite District, as well as along both the northern and southern segments of the Corridor. The source of this information is Environmental Risk and Imaging Services. Other locations identified through aerial photography are several oil pits within the Hastings Oil and Gas Field. During the course of this planning effort, documentation was provided regarding the presence of hazardous

materials within the Rice Drier property located east of SH 35 in one of the Corridor's northern segments.

**Bikeways and Trails**

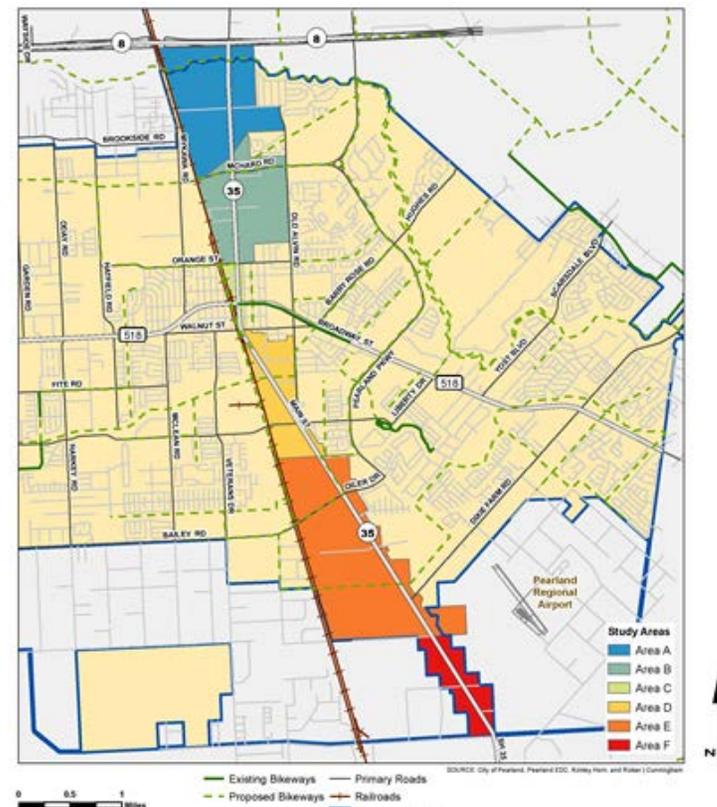
There are currently no accommodations for bicycles within the SH 35 Corridor. Further, the TxDOT widening project north of FM 518 did not include either bike lanes or shoulders. As reflected in **Figure 2-6**, however, there are numerous planned bikeways that could either traverse or parallel the 35 roadway. Among the east-west roads bisecting the Corridor, FM 518/West Broadway Street is the only with on-street bike lanes, specifically between SH 35 and Westminster Road.

In addition to several planned bikeways, the Pearland Trail Master Plan, adopted in 2007, and recent Parks and Recreation Master Plan, adopted during the latter part of 2015, also identifies an expanded trail system that would serve large expanses of the community, including points along the SH 35 Corridor. Among primary and secondary trail systems, secondary trails offer shorter connections between points and ultimately the primary trails. Many of the future improvements would follow existing roadways or take advantage of existing utility, drainage, and pipeline easements.

In the 2015 Plan, the overriding objective for the community is "recreational connectivity," which includes both heightened

walkability and bikeability. Walkability, in this capacity, is a measure of how user-friendly an area is to people traveling on foot. Similarly, bikeability refers to the extent to which a community accommodates bicycle travel.

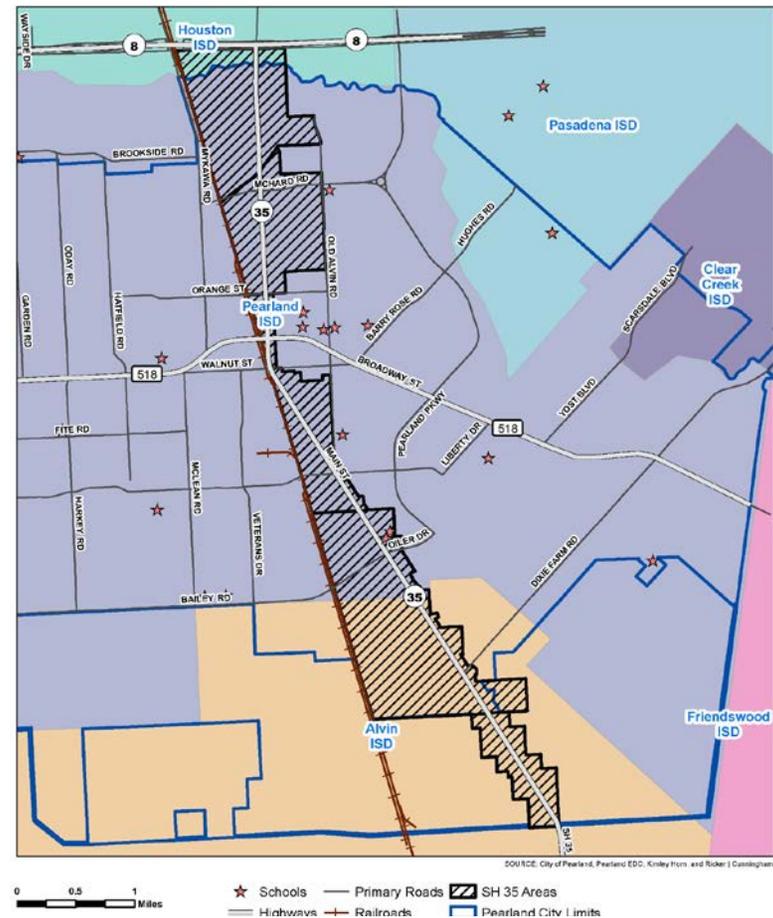
**Figure 2-6: Bikeways, Roads and Railroads**



### School Districts

Residential properties within the Study Area and its influence area are generally served by two school districts – Pearland Independent School District (ISD) and Alvin ISD. The Alvin ISD extends from just south of Bailey Road past the southern boundary of the Study Area, but does not have any schools located within the Study Area boundaries. Conversely, the Pearland ISD extends from just south of the Sam Houston Tollway/Beltway 8 to the northern border of the Alvin ISD, and has one of its four high schools, Pearland High School, located in the Corridor. As **Figure 2-7** shows, several other Pearland ISD schools are visible within an influence area of the Corridor, while none of the Alvin ISD facilities are visible. Specifically, schools are located along the eastern boundary of the Study Area, in the areas bound by East Plum Street, North Galveston Road, Broadway Street, and Schleider Drive.

Figure 2-7: School Districts

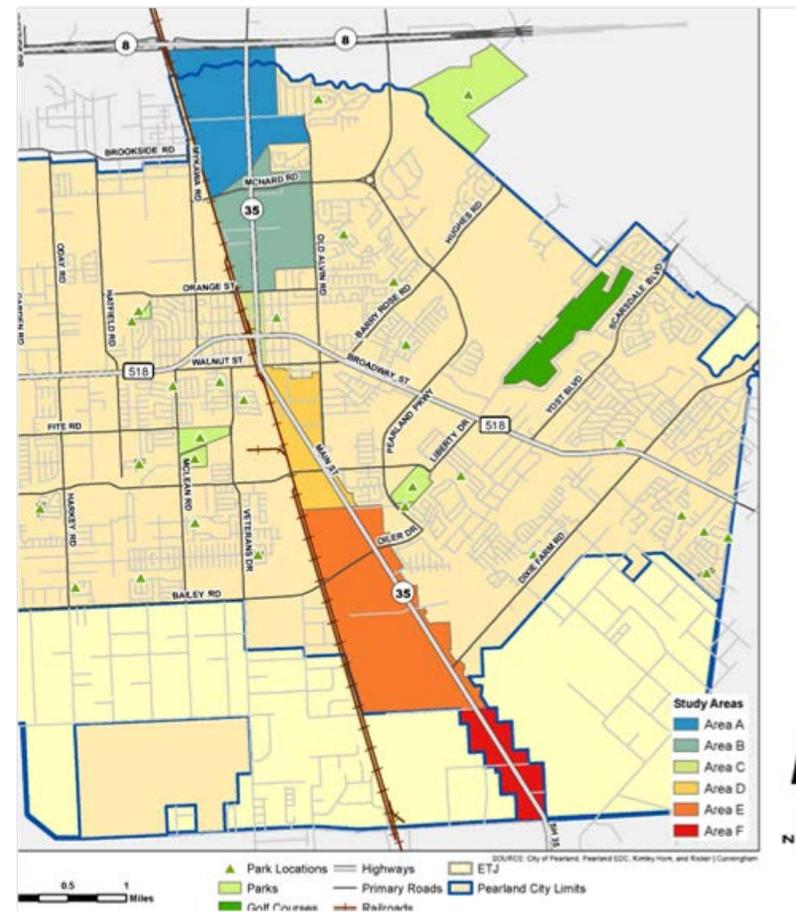


### Parks and Open Space

The City of Pearland adopted a new Parks and Recreation Master Plan during the fall of 2015. That plan offers an assessment of the existing park system, along with recommendations regarding the community’s future needs. Respondents to a survey administered during that planning process ranked trail improvements and connections sixth and seventh among 22 investment priorities.

Zychlinski Park, located near the city’s core within the Old Townsite District (the boundaries of which are defined in the discussion of zoning below), is the only municipal park located within the Study Area. Beyond, yet near the Corridor, are two community-sized parks – Independence and Centennial Parks. Independence Park, located near John Lizer Road and Pearland Parkway, offers 1.6 miles of trails, a swimming pool, basketball courts, tennis courts, and soccer fields. Centennial Park, located west of the Corridor on McLean Road, also hosts numerous recreational facilities. Finally, various neighborhood-scale parks serve residential areas within an influence area of the Corridor.

Figure 2-8: Parks and Open Space



## Zoning

Of the more than 2,600 acres that comprise the Study Area, 60% is zoned either M-1 Light Industrial or M-2 Heavy Industrial. Other zoning categories include those listed below. In terms of total acreage, the next largest categories are General Commercial and General Business, which collectively represent 26% or approximately 677 acres, of the Corridor area, within 189 parcels.

Based on an analysis of total parcel acres by zoning and total parcel acres by use, it appears that there are numerous instances of non-conformity (between zoning and use) across all land use types. Whereas zoning can be a deterrent or barrier to investment, particularly when existing classifications do not align with an expressed vision, among the recommendations presented herein regarding implementation of this Strategy, is greater alignment of land uses in the Corridor with the expressed vision for each segment or subarea. In addition, elimination of residential zoning in the Study Area, except within the Old Town District where it is advised that the Old Town classification be used in a similar manner to Planned Unit Development (PUD), where there are no additional

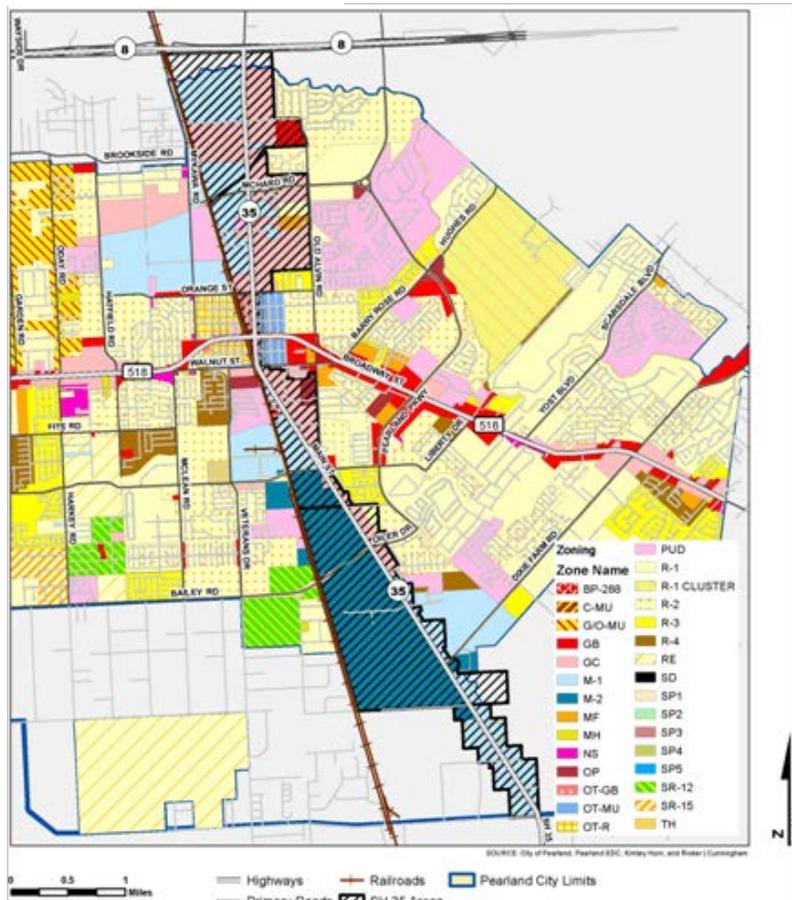
“sub-classifications” such as commercial, industrial, residential and others. Note: A detailed definition of each classification is provided in the **Appendix** section of this report.

**Table 2-1: Acreage and Parcels by Zoning**

Zoning Type	Zoning Classification	Acreage	No. of Parcels
Light Industrial	M-1	731.19	189
Heavy Industrial	M-2	831.35	158
General Commercial and Business	GC, GB	677.24	80
Residential (Multi-Family)	MF	16.63	3
Residential (Single Family)	R-1 & R-3	20.1	10
Office and Professional	OP	20.73	10
Old Townsite (all subcategories)	OT	40.24	85
Public Utility District	PUD	3.13	1
Unknown	n.a.	259.9	11
<b>Totals</b>		<b>2600.51</b>	<b>547</b>

Source: Texas Workforce Commission; HGAC; and Ricker|Cunningham.

Figure 2-9: Zoning Map



### Existing Land Use

Existing land uses in the Study Area include a mix of industrial, commercial, residential, and vacant land. Industrial uses, and a cemetery which is comprised of 3 parcels and more than 103 acres, dominate the northern segment, while heavier industrial uses, and a school campus of approximately 16 acres, dominate the southern segment. Properties located north of the Old Town District, within the central segment, maintain the most significant concentration of general commercial uses, many of which are highway-serving in nature. As referenced above, the Old Town District anchors the center of the Corridor, with residential, commercial and institutional uses, scaled to their physical environment which is a series of walkable blocks amongst a gridded street system, surrounded by several established residential neighborhoods.

One hundred and thirty-one (131) parcels are classified as Industrial, comprising a total of approximately 551 acres. Among the 188 Commercial properties, their total acreage is slightly more than 300 acres. Fifty-one (51) parcels have a Residential use category, within 234 acres. In addition to a Hotel property of 4.5 acres, 236 properties are classified as Vacant, with a total combined acreage of approximately 1,270 acres.

Eleven parcels with a zoning classification of “unknown”, have three different use categories – Commercial, Industrial and Vacant. The single Commercial parcel is slightly larger than 17 acres. Among the six parcels with a use classification of Vacant, they range in size from 0.13 acres to approximately 167 acres. The remaining four Industrial properties, range in size from 2 acres to approximately 11 acres.

### **Future Land Use Plan**

The Future Land Use Plan Map, completed for the 2015 Comprehensive Plan Update, more accurately reflects the current pattern of development in the Study Area, than what is reflected in the Existing Land Use Map, presented in the 2004 Comprehensive Plan Map; and, most importantly, closely align with what is envisioned for a fully revitalized SH 35 Corridor. Specifically, the City’s principal policy document (the Comprehensive Plan), shows that the future makeup of the northern portion of the Corridor will be nearly entirely Industrial rather than a mix of Business Commercial and Industrial. Further, it shows a single Old Townsite or "Village" District label supporting a mix of residential, retail,

office and service uses. Finally, the South Park Cemetery located in the southwest quadrant of Knapp Road and SH 35, is reflected as a Public / Semi-Public use, despite its Light Industrial zoning classification. Because of the presence of pipe fields in the vicinity of Oiler Drive and the Hastings Oil and Gas Fields, along with other existing facilities with outdoor storage facilities, heavier uses are recommended in the southern portion of the Corridor.

Similar to the prevailing zoning, yet dissimilar to the vision for the Study Area, residential land uses continue to be shown in two separate locations – north and south of the Old Townsite District. As mentioned earlier, recommendations presented later in this document with regard to desired land uses and regulatory controls, suggest the City disallow any requests to rezone properties for residential development within a certain impact zone of the roadway (distance to be determined).

## Parcel Characteristics

### Property Ownership

As noted earlier, there are more than 540 parcels within the 7.2 mile extent of the Study Area, comprising approximately 2,600 acres. They range in size from .004 to 175.8 acres, and average 4.8 acres. Among the Area's unimproved parcels, they range in size from .004 to 166.9 acres, and average 5.9 acres. The boundaries and dimensions of parcels within each segment, along with several other characteristics, are illustrated in a series of maps presented in **Appendix D**. Specifically, the maps demonstrate ownership patterns; land, improvement and market values; and, their utilization. Note that property utilization reflects the numerical relationship between the improvement and total value, rather than just a physical state.

Supplementing the maps is a summary of property ownership and utilization, by segment, in **Tables 2-2** and **2-3** here. Most notable about the Area's owners is the number (or percent) with a local presence. Specifically, nearly 60 percent of Study Area properties are owned by an individual or interest with either a Pearland, Houston, or Brazoria County address. Comparatively, 20 percent of the properties are owned by an entity from "Other Texas Cities" and only 10 percent by an "Out-of-State" interest. In any redevelopment effort, it is important to understand whether owners are present or "absent," as this can be a measure of commitment, or interest in affecting change.

Table 2-2: Property Ownership by Study Area Segment

Ownership Geography	SH 35 Corridor Study Area Segments					
	A=738 acres % of acres	B=465 acres % of acres	C=40 acres % of acres	D=287 acres % of acres	E=972 acres % of acres	F=194 acres % of acres
Pearland/Brazoria County	30%	49%	53%	44%	56%	38%
Houston	12%	22%	11%	11%	12%	17%
Other Texas Cities	44%	20%	22%	15%	4%	18%
Out of State	14%	8%	11%	15%	5%	20%
Unknown	0%	1%	3%	15%	23%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Brazoria County Appraisal District and Ricker | Cunningham.

### Property Utilization

Based on a review of the maps demonstrating patterns within the Corridor segments and individual parcels, it appears that there is a comparatively high level of under-utilization, meaning, that there are numerous parcels that are either vacant, have only improved a portion of their property, or have an improvement value disproportionately small compared to the land value. Whereas utilization in this context is measured by quantifying the ratio between improvement and total value, this may indicate that land values are supporting appropriate levels of investment, and that existing development patterns among improvement properties are relatively efficient. It may also suggest that the reason some parcels are undeveloped, is due to the cost-prohibitive impact of developing sites with limited utility. While vacant properties may seem like obvious investment targets, less obvious are parcels with a land value that can support a higher and better use, or in other words, those with a disproportionately high land to improvement value, whereas they too can be “ripe” for investment. A critical component of any redevelopment effort is to understand the entire inventory of sites with development and redevelopment potential, making this type of analysis essential whereas viable parcels cannot be identified through physical observation alone. Another bi-product of this work is a better understanding of the economic feasibility of developing in the targeted redevelopment area, since acquisition prices will impact investment returns. **Table 2-2** summarizes property utilization ratios within the Study Area segment. As shown, Segments A and E maintain the largest share of “under-utilized” properties, likely due to a disproportionate number of vacant properties in these areas. Segment C, which includes the Old Townsite District, has the lowest share of “under-utilized” properties, although comparatively high relative to many urban areas.

**Table 2-3: Property Utilization by Study Area Segment**

Property Utilization	SH 35 Corridor Study Area Segments					
	A=738 acres	B=465 acres	C=40 acres	D=287 acres	E=972 acres	F=194 acres
	% of acres	% of acres	% of acres	% of acres	% of acres	% of acres
20% and Less	65%	60%	33%	56%	64%	47%
21% to 40%	17%	18%	19%	17%	20%	18%
41% to 60%	11%	13%	25%	15%	9%	13%
61% to 80%	5%	5%	17%	8%	4%	14%
80% and Greater	2%	4%	6%	4%	3%	8%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Brazoria County Appraisal District and Ricker | Cunningham.

## Summary

In summary, the Study Area's existing pattern of development, while not atypical of other established corridors in communities located on the periphery of a major metropolitan area, maintains conditions which present both obstacles and opportunities for new development and redevelopment. With an established network of neighborhoods beyond its boundaries, yet moving increasingly closer to potential zones of impact, a natural reaction by the City could be to increase regulations and impose requirements intended to create greater compatibility among these use, while protecting its residents. However, and contrary to the development practices of communities throughout the country over the past few decades that have encouraged a greater integration of uses, a recommendation of this Strategy is that development regulations and guidelines within the Study Area support its principal land use, first, which is primarily industrial; with the exception of commercial, residential and institutional uses in its central segment. Further, it is suggested that requests to rezone non-residential to residential in the vicinity of the Corridor's northern and southern segments, be denied. The vision for a redeveloped SH 35 Corridor is a business park environment with business and industry being the dominate land uses, and commercial retail and restaurants and possibly institutional facilities, secondary uses.

Capital improvements, onsite and offsite, that will be necessary include: connections, both vehicular and non-vehicular; completion and relocation of utility lines and other infrastructure; public, open space and landscaping enhancements; and, others that will promote greater contiguity in the character and quality of its building inventory.

Section 3:

## Market Overview

The purpose of any market analysis associated with an area-wide planning effort such as this one is to: provide a “reality check” for conceptual planning; ensure that recommendations are grounded in market and economic reality; set the stage for implementation; and, provide an accurate and independent “story” to tell potential development and investor audiences.

The approach to market analyses, while still largely predicated on the basic principles of supply and demand, in the context of a strategic planning initiative such as this one warrants a particularly focused review of issues which may present both barriers to, and opportunities for, investment. To this end, major components of the work conducted as part of this assignment involved: consideration of the Study Area’s physical environment and ability to accommodate a range of land uses and product types; investigation of current and anticipated real estate industry trends and their applicability to the Study Area; review of demographic and psychographic characteristics that are informing the region’s market mix; examination of operating conditions among potentially competitive projects, and quantification of demand by use and type; and, identification of improvement costs, revenues and timing, along with their potential economic impact. With a thorough understanding of these items, public sector representatives engaged in discussions with private sector entities considering investment in the Corridor will have a more comprehensive understanding of project feasibility and development challenges.

## Real Estate Industry Trends

*"The good, the bad and the ugly"*

*"The bad is anything 'garden variety.' Over the short haul, there will not much demand among either users, or investors, for plain-vanilla real estate that falls into the “commodity” bucket. They are cheap, but you get what you pay for. The ugly is anything that smacks of 'sprawl,'*

*including properties dependent on inflated parking ratios that presume the growth of tract housing at the perimeter of a metro area. The good reflects a cogent appeal to either Millennials or Baby Boomers.” Urban Land Institute (ULI), Emerging Trends in Real Estate, 2015*

## **The Changing Face of Space**

According to the Urban Land Institute, authors of the annual Emerging Trends in Real Estate report, this statement is supported by the fact that nearly all real estate property sectors have made significant format changes in the last few years. Conditions that prompted these changes almost entirely fell into one of the following categories -- demographic shifts, evolving consumer expectations, the “re-urbanization” of America and growth in technological infrastructure. For example, in 1980 office buildings were built to provide 250 square feet of space per employee. Conversely, several recent office developments were constructed at closer to 100 square feet per employee, and with significantly more collaboration space. This was an outgrowth of pressure from non-Baby Boomer generations for smaller energy efficient work spaces, flexible work schedules which allowed employees to divide their time between home and work, and the phenomenon of multiple companies sharing the same office space. Another example is the evolution of a more urbanized format of retail space in suburban locations, in response to a growing desire to “return to the city” by many Americans. Smaller retail spaces in both urban and suburban locations was made possible by stronger connections to industrial facilities that are now housing inventories previously found in stores; as well as, distribution centers that are making “just-in-time” deliveries of commercial products possible. Finally, both ownership and rental housing product types are getting smaller, yet better, and encouraging greater communication among residents. Nearly all apartment projects built since the end of the Great Recession (in 2012) were developed with a mix of smaller single units and double master units, along with larger “community spaces.” This combination of features better meets the preference of Millennials for less permanence and fewer expenses. Smaller ownership units, both attached and detached, but anchored by public gathering places, addressed demand for quality over quantity in the home space, lot size and neighborhood amenities. These products also address the necessity for greater “physical connectedness,” particularly since an increasing amount of work can now be done at home because of better “electronic connectedness.” In addition to social and industrial conditions, changes in the lending industry also informed the recent evolution in real estate development. Following the collapse of several financial institutions during the period between 2008 and 2012, equity underwriting practices made it nearly impossible to access capital for real estate investment and development will also impact investment and development decisions. Today, while the social and industrial trends continue to inform the changing face of space, underwriting requirements have become less stringent. This, combined with growth in several markets including the Houston-Baytown-

Sugarland Metro Area, according to ULI, has made this region a "favorable market for capital flows and one that should be expected to realize growth among supportable product types for the foreseeable future, despite retrenchment in the energy industry."

## Economic and Demographic Indicators

Economic and demographic characteristics are indicators of the economic health of a market, and therefore affect investment and reinvestment decisions. Whereas the Study Area is located in the southern portion of the Houston-Baytown-Sugarland Metropolitan Area (the Metro Area) and connected via region-serving roadways such as the Sam Houston Tollway (Beltway 8), State Highway 288 (SH 288), and Interstate 45, (I-45), development projects within its boundaries can be expected to attract the interest of individuals from a broad geography, one beyond the Pearland municipal boundaries. For this reason, the various trade areas within which future uses will attract and compete for residents, consumers, users and visitors, will reach across multiple jurisdictions.

## Trade Area Definition

Because the Study Area has the potential to support development of a variety of product types, individual trade areas were defined for all of the major land uses (residential, retail, office and industrial). A trade area is the geography from which projects in a certain location will draw and compete for the majority of their residents, customers, or tenants. Several determinants are used to define the boundaries of a trade area, some unique to the specific use or product type, and others more universally applicable. The most common are those presented as follows:

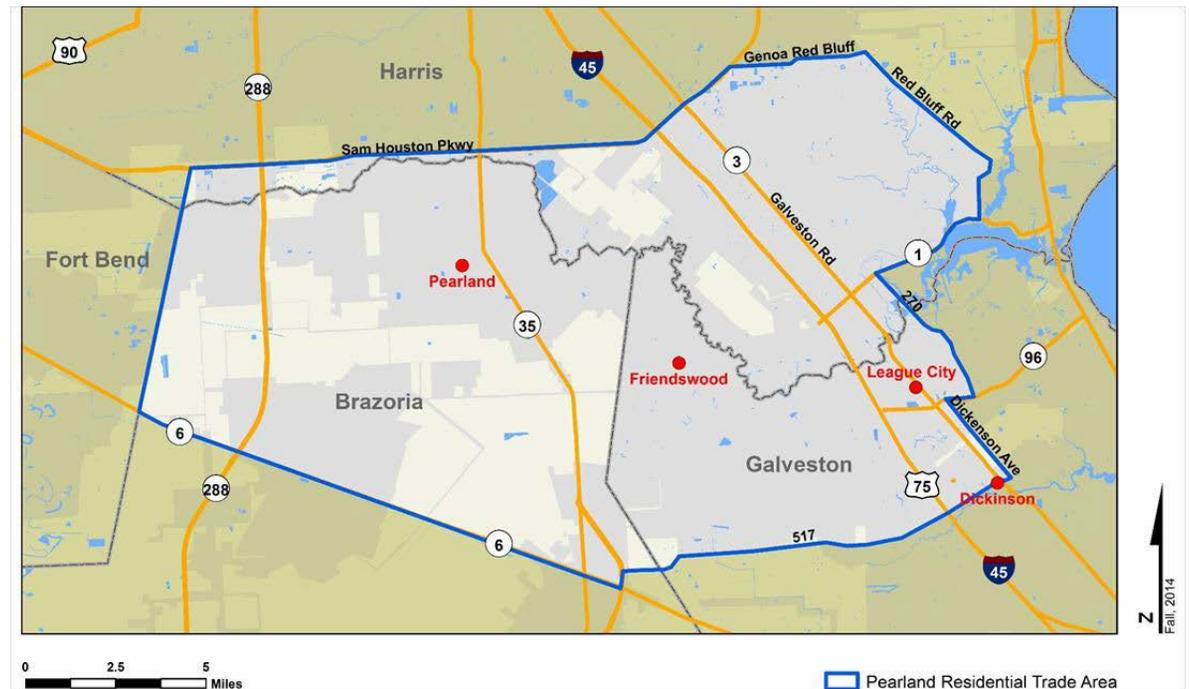
- **Physical Barriers** – presence of certain physical improvements including highways, arterials, and significant structures, all of which influence driving and shopping patterns; along with the availability, condition and capacity of infrastructure;
- **Location of Possible Competition** – inventory of potentially competitive projects which can diminish a project's potential market share, and be an indicator of market acceptance;
- **Proximity to Population, Employment and / or Activity Centers** – concentrations of neighborhoods, employment centers, service providers, and commercial entertainment venues which attract target markets that will support development and redevelopment;

- **Zoning** – regulatory designations which will influence investment decisions;
- **Market Factors** – conditions which will set sale and lease prices, influence capital flows, suggest excesses and voids, and ultimately potential project values; and
- **Drive Times, Spending and Commuting Patterns** – consumer habits and biases which can inform the project's potential for success.

In the socio-economic and demographic analysis that follows, the Residential Trade Area (or Trade Area as referred to herein), is used as the primary geography for which select characteristics are presented. Its boundaries, illustrated in **Figure 3-1**, are the Sam Houston Tollway on the north, Red Bluff Road and State Highway 3 on the east, State Highways 6 and 517 on the south, and Alameda Road on the west; and, it includes all or

some portion of the cities of Pearland, Friendswood, Alvin, League City, along with Brazoria and Galveston County. As a barometer of an area's economic health and potential for investment, demographic and economic characteristics, taken together with its psychographic profile, can reveal support for product types that may or may not be part of its current inventory. While the built environment is often considered to represent all of a market's preferences, it is often the case that there are other supportable uses which better represent what is not only wanted, but needed, yet absent due to any variety of obstacles or barriers. For this reason, a higher level of attention is given to this component of the analysis.

**Figure 3-1: Residential Trade Area**



As presented in **Table 3-1** here, the Residential Trade Area’s total population increased by 2.2% between 2010 and 2015, while Brazoria County and the Metro Area increased by 1.9% and 2.2%, respectively. Future forecasts of household growth estimate a rate of approximately 2.0% in the Trade Area over the next 10 years, compared to 2.0% in the County, and 1.9% in the Metro Area. The average household size in the Trade Area is 2.85, and the County and the Metro Area are

2.84 and 2.89, respectively. Despite the higher average household size, 40% of residents in the Metro Area are renters, compared to 27% in the Trade Area. In addition, the median age of residents in the Trade Area (35.4 years) is slightly higher than either the County (35.3 years) and the Metro Area (33.6), despite a similar percent of individuals under age 17 which is 27% in the Trade Area, and 27% and 26% in the County and Metro Area, respectively. Similarly, on the opposite end of the age range, the Trade Area, County, and Metro Area all maintain a similar percent of individuals 65 years and older. In terms of education and income levels, a greater percent of residents in the Trade Area hold a bachelors’ degree at 37%, explaining why a lower percent of households have a median household income below \$25,000 and a higher percent have incomes over \$100,000. The ethnic profile of residents in the Trade Area is more similar to that of the County, but considerably less ethnically diverse than the Metro Area's. A variety of maps illustrating these characteristics are presented

in **Appendix D**.

**Table 3-1: Residential Trade Area Demographic Overview**

2015 Indicator (unless otherwise noted)	Pearland Trade Area	Brazoria County	Baytown-Sugarland Metro Area
2010 Population	368,966	313,166	5,920,416
2015 Population (estimated)	411,100	344,700	6,589,400
2015 Households (estimated)	143,350	117,100	2,224,300
Annual Household Growth Rate (Projected through 2020)	2.0%	2.0%	1.9%
Average Household Size	2.85	2.84	2.89
Percent Non-Family Households	25%	24%	29%
Percent One- and Two-Person Households	50%	51%	54%
Percent Renters	27%	25%	40%
Percent Age 65+	10%	10%	10%
Percent Age 0-17	27%	27%	26%
Median Age	35.4	35.3	33.6
Percent With Bachelor’s Degree	37%	27%	31%
Median Household Income	\$78,203	\$67,603	\$57,366
Percent With Income Below \$25,000	13%	11%	21%
Percent With Income Over \$100,000	38%	38%	27%
Percent Hispanic	25%	28%	36%
Percent Black/African-American	12%	13%	17%
Percent Asian American	10%	6%	7%

Source: U.S. Census; Claritas, Inc.; and Ricker | Cunningham.

Source: U.S. Census Bureau; Claritas, Inc.; and Ricker | Cunningham.

Figure 3-2: Population Density by Census Block (2013)



Figure 3-3: Household Density by Census Block (2013)



### Age Cohort Migration

Migration studies examine how certain groups or populations move within a certain geography. For the purpose of this planning effort, movement among three major age cohorts – Baby Boomers, X Generation and Y Generation - within the Trade Area, were analyzed over a period of 20 years. A series of maps illustrating these patterns are presented in the following pages. As with the **Figures 3-4** and **3-5**, each colored shape in the maps represents a census block. However, whereas the purpose of the migration maps is to identify changing conditions in the same geography over multiple periods of time, this can be difficult using census blocks as a measure since their boundaries can change over time.

Therefore, the analysis presented should be considered a representation, rather than an exact reflection, of mobility in the region. Finally, since the definition of these age cohorts can differ depending on their source, these groups are assumed to fall within the following age ranges for the years analyzed as presented below.

<b>Baby Boomers:</b>	<b>X Generation:</b>	<b>Y Generation: *</b>
1980: 16 - 34 years	1980: < 15 years	1980: n.a.
1990: 26 – 44 years	1990: 6 – 25 years	1990: < 5 years
2000: 36 – 54 years	2000: 16 – 34 years	2000: < 15 years
2010: 46 – 64 years	2010: 26 – 45 years	2010: 10 – 25 years

\* Millennials and Echo Boomers.

For clarification, total population, rather than percent of population, figures were used to illustrate the respective populations in each cohort, so that the magnitude of the market’s depth could be understood. As shown, these three age cohorts consistently grew in population in the Trade Area between 1990 and 2010, generating potential for a wide variety of real estate product types.

Figure 3-4: 1990 Baby Boom Population



Figure 3-5: 2010 Baby Boom Population



1990 Baby Boomer Population within Trade Area: 73,876 or 39.1% of Total Population (189,164)   Pearland Residential Trade Area

Figure 3-6: 1990 Gen X Population



Figure 3-8: 1990 Gen Y Population



Figure 3-7: 2010 Gen X Population



Figure 3-9: 2010 Gen Y Population



## Psychographic Profile

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and lifestyles. PRIZM (Claritas, Inc.) is a leading system for categorizing day- and night-time populations into one of 65 distinct lifestyle segments based on these factors. Many commercial retail developers rely on psychographics to measure a market's depth for certain consumer preferences, and propensity to spend across select retail categories. Similarly, a growing number of residential developers are interested in an area's psychographic profile whereas it can serve to eliminate some of the uncertainty associated with delivering unproven product types to a market.

PRIZM organizes the segments into “life stage groups,” of which – Younger Years, Family Life, and Mature Years – are present in the Trade Area based on a combination of three variables — affluence, householder age, and presence of children at home. A definition of its largest lifestyle segments, including those presented in **Table 3-2**, are provided in Appendix E. For each segment listed in the table, the total of area households which fall into these groups, along with the percent they represent of all households in the Trade Area, as well as the national index for this segment (or comparative number of households in the nation that fall in this group). Characteristics of these groups include: advanced degrees, family-orientation, married couples and singles, and mobile students and professionals.

**Table 3-2: Trade Area Top Psychographic Segments**

Lifestyle Segment	Area Households	% of Total Households	U.S. Index=100*
Movers and Shakers	9,354	6.5%	429.6
Brite Lites, Li'l City	7,436	5.2%	308.5
Home Sweet Home	6,151	4.3%	245.7
Young Influentials	6,118	4.3%	314.6
Up-and-Comers	5,112	3.6%	263.4
<b>Younger Years Subtotal</b>	<b>34,171</b>	<b>23.8%</b>	<b>--</b>
Winner's Circle	16,271	11.4%	1,098.2
Kids and Cul-de-Sacs	11,041	7.7%	503.8
Upward Bound	10,343	7.2%	405.8
Blue Blood Estates	5,782	4.0%	446.3
White Picket Fences	4,530	3.2%	226.7
<b>Family Life Subtotal</b>	<b>47,967</b>	<b>33.5%</b>	<b>--</b>
Second City Elite	5,194	3.6%	274.5
Middleburg Managers	3,817	2.7%	128.6
Upper Crust	3,524	2.5%	173.4
Pools and Patios	1,992	1.4%	112.8
New Empty Nests	1,934	1.3%	136.1
<b>Mature Years Subtotal</b>	<b>16,461</b>	<b>11.5%</b>	<b>--</b>
<b>Total Above Segments</b>	<b>98,599</b>	<b>68.8%</b>	<b>--</b>
<b>Total Trade Area</b>	<b>143,350</b>	<b>100.0%</b>	<b>--</b>

\* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of employees/households compared to the average U.S. community.

Source: Claritas, Inc. and Ricker | Cunningham.

## Market Supply and Demand Conditions

### Residential

As explained earlier, factors that influence the boundaries of a trade area include several conditions and perceptions including: presence or absence of roadway connections (including highways and overpasses), their capacity, speed, and condition; boundaries of school districts and their performance levels; inventory of competitive projects; and, proximity to institutions and services. The Residential Trade Area for projects in the SH 35 Corridor, past and present, is reflected in **Figure 3-1** above.

### Residential Supply Conditions

**Table 3-3** here reflects actual building permit activity, as well as historical and comparative trends among different product groups. As presented, new residential construction in Pearland over the past two years has begun to rebound, although at levels below those experienced prior to the Great Recession (2008 - 2012). For example, during the period 2007

**Table 3-3: Trade Area Historical Building Permit Activity (2007 - 2013)**

Unit Type	2007	2008	2009	2010	2011	2012	2013	Total	Annual % of Trade Average	% of Area
<b>City of Pearland</b>										
Single Family Detached	1,639	1,207	772	722	691	948	955	6,934	991	38.2%
Single Family Attached (2-4 units)	0	0	4	0	0	0	0	4	1	66.7%
Multi-Family (5+ units)	518	64	711	126	379	370	0	2,168	310	66.4%
<b>Total Units</b>	<b>2,157</b>	<b>1,271</b>	<b>1,487</b>	<b>848</b>	<b>1,070</b>	<b>1,318</b>	<b>955</b>	<b>9,106</b>	<b>1,301</b>	<b>42.5%</b>
<b>City of Friendswood</b>										
Single Family Detached	266	229	69	148	163	192	168	1,235	176	6.8%
Single Family Attached (2-4 units)	0	0	0	0	0	0	0	0	0	0.0%
Multi-Family (5+ units)	0	0	0	0	0	0	0	0	0	0.0%
<b>Total Units</b>	<b>266</b>	<b>229</b>	<b>69</b>	<b>148</b>	<b>163</b>	<b>192</b>	<b>168</b>	<b>1,235</b>	<b>176</b>	<b>5.8%</b>
<b>City of League City</b>										
Single Family Detached	1,345	735	584	770	557	696	1,080	5,767	824	31.7%
Single Family Attached (2-4 units)	0	0	0	0	0	0	0	0	0	0.0%
Multi-Family (5+ units)	100	99	51	206	0	180	0	636	91	19.5%
<b>Total Units</b>	<b>1,445</b>	<b>834</b>	<b>635</b>	<b>976</b>	<b>557</b>	<b>876</b>	<b>1,080</b>	<b>6,403</b>	<b>915</b>	<b>29.9%</b>
<b>City of Alvin</b>										
Single Family Detached	122	61	62	53	78	51	96	523	75	2.9%
Single Family Attached (2-4 units)	0	0	2	0	0	0	0	2	0	33.3%
Multi-Family (5+ units)	0	0	80	110	0	0	0	190	27	5.8%
<b>Total Units</b>	<b>122</b>	<b>61</b>	<b>144</b>	<b>163</b>	<b>78</b>	<b>51</b>	<b>96</b>	<b>715</b>	<b>102</b>	<b>3.3%</b>
<b>Unincorporated Brazoria County</b>										
Single Family Detached	573	437	453	564	547	544	590	3,708	530	20.4%
Single Family Attached (2-4 units)	0	0	0	0	0	0	0	0	0	0.0%
Multi-Family (5+ units)	270	0	0	0	0	0	0	270	39	8.3%
<b>Total Units</b>	<b>843</b>	<b>437</b>	<b>453</b>	<b>564</b>	<b>547</b>	<b>544</b>	<b>590</b>	<b>3,978</b>	<b>568</b>	<b>18.6%</b>
<b>Total Trade Area</b>										
Single Family Detached	3,945	2,669	1,940	2,257	2,036	2,431	2,889	18,167	2,595	100.0%
Single Family Attached (2-4 units)	0	0	6	0	0	0	0	6	1	100.0%
Multi-Family (5+ units)	888	163	842	442	379	550	0	3,264	466	100.0%
<b>Total Units</b>	<b>4,833</b>	<b>2,832</b>	<b>2,788</b>	<b>2,699</b>	<b>2,415</b>	<b>2,981</b>	<b>2,889</b>	<b>21,437</b>	<b>3,062</b>	<b>100.0%</b>

Source: U.S. Census Bureau and Ricker | Cunningham.

through 2009, permits for multi-family units in Pearland accounted for 18% of all permits issued, while permits for single family attached and detached units accounted for 1% and 81%, respectively. Total permits issued during this earlier timeframe averaged approximately 1,800 per year, compared to an annual average of almost 1,000 units over the last two years. During this period, though, multi-family permits in 2012 represented approximately 30% of all permits issued, but 0% in 2013.

### Ownership Supply

Among existing residential units, and as presented in **Table 3-4**, residential closings within the jurisdictions in the Trade Area during 2013 and 2014 represented approximately 6% of the Houston Metro Area, yet exceeded its average selling price. Activity in the Trade Area during 2014 fell slightly, however the average selling price exceeded that of the Metro Area by a larger percent. On a more localized basis, in 2013, projects in Pearland (including the Study Area), Friendswood, and League City, realized the highest sale prices among the Trade Area jurisdictions. In 2014, Pearland prices exceeded those in League City, but remained below Friendswood prices.

**Table 3-4: Trade Area Historical Sales Activity among Existing Units (2013 -2014)**

Trade Area City	2013		2014*	
	Closings	Average Price	Closings	Average Price
Alvin	52	\$172,791	86	\$177,226
Dickinson	182	\$173,962	162	\$195,896
Friendswood	175	\$394,077	134	\$398,702
League City	568	\$282,891	521	\$296,634
Pearland	592	\$263,377	492	\$300,359
<b>Total Trade Area</b>	<b>1,569</b>	<b>\$271,355</b>	<b>1,395</b>	<b>\$288,708</b>
<b>Houston MetroArea</b>	<b>23,607</b>	<b>\$270,817</b>	<b>23,258</b>	<b>\$274,064</b>

\* Through October 2014.

Source: Hanley Wood Market Intelligence and Ricker|Cunningham.

Rental Supply

During the years 2013 and 2014, the Trade Area apartment market has performed slightly better than the Metro Area in terms of vacancy rates, yet exhibited slightly lower rental rates. For example, Trade Area vacancy rates in these years were 4.6% and 5.4%, respectively, compared to Metro Area rates of 5.2% and 5.9%. During this same period, average rents in the Trade Area were \$930 and \$909, compared to \$1,051 and \$1,102 in the Metro Area. Among all jurisdictions in the Houston market, the Bellaire and Montgomery County submarkets performed the best.

**Residential Demand (all product categories)**

Demand for residential units has been a product of population growth, whether through natural increase or net in-migration, for the past five decades. **Table 3-5** summarizes estimates of total demand over the next 10 years in the Trade Area, for ownership and rental units, at various price points, based on household growth within select income ranges. Whereas an individual's ability to pay for housing is largely a function of their household's income, actual unit counts are

**Table 3-5: Trade Area Total Residential Demand**

Residential Demand Analysis					Trade Area Demand from New Households (10-yr)			
SH 35 Corridor Trade Area					Total			
10-yr Demand Estimates					Total Units	Estimated % Rental	Total Rental Units	Ownership Units
Households	2014	140,700						
	2019	169,838		Annual Growth Rate		1.90%		
	2024	205,011						
Household Growth (2014-24)		64,311		Adjust for 2nd homes, demolition, vacancy		1.0%		
Adjusted Unit Requirement		<b>64,954</b>		% Rental		28%		
Annual Household Income Range	Approximate Rent Range	Supportable Home Price Range	Current Households in Income	New Households by Income	Total Units	Estimated % Rental	Total Rental Units	Ownership Units
up to \$15K	up to \$375	up to \$75K	7%	6%	<b>3,897</b>	90%	3,508	390
\$15-25K	\$375 - \$625	\$75 to \$100K	6%	5%	<b>3,248</b>	85%	2,761	487
\$25-35K	\$625 - \$875	\$100 to \$150K	8%	7%	<b>4,547</b>	75%	3,410	1,137
\$35-50K	\$875 - \$1,000	\$150 to \$200K	10%	10%	<b>6,495</b>	50%	3,248	3,248
\$50-75K	\$1,000+	\$200 to \$250K	17%	18%	<b>11,692</b>	20%	2,338	9,353
\$75-100K	\$1,000+	\$250 to \$350K	14%	15%	<b>9,743</b>	12%	1,169	8,574
\$100-150K	\$1,000+	\$350 to \$500K	20%	21%	<b>13,640</b>	10%	1,364	12,276
\$150K and up	\$1,000+	\$500K and up	18%	18%	<b>11,692</b>	5%	585	11,107
<b>Totals</b>			<b>100%</b>	<b>100%</b>	<b>64,954</b>	<b>28%</b>	<b>18,382</b>	<b>46,572</b>

Source: HGAC; U.S. Census; Claritas, Inc.; and Ricker | Cunningham.

derived based on the capacity to pay (calculated in the same manner financial lenders use). What has changed post-Recession, is the basis by which individuals and families choose to rent versus own their home. While renting was once a necessity among households at certain income levels, it is increasingly becoming a choice, particularly among young professionals who favor mobility over roots. Among other groups, renting is seen as an option that carries less investment risk, given the cyclical nature of residential markets. As presented, the Trade Area is projected to support an increase of approximately 65,000 new housing units over the next 10 years. Assuming the percent of rental to owner-occupied units increases slightly to 28%, regardless of current regulations, this would equate to demand for approximately 18,400 rental, and 46,600 ownership units.

Among households in the Trade Area with incomes over \$15,000, as presented in **Table 3-6**, based on considerations including historical trends, available inventory of land to accommodate development, capital reserves and lifestyle preferences, this will equate to approximately 34,600 detached, and 11,500 attached units, the latter including condominiums, townhome, rowhouse, lofts, and others. The balance of total demand will be for rental units.

**Table 3-6: Trade Area Demand for Detached Ownership Units**

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes \$15K+)	Estimated % Single Family Detached	Single Family Detached Demand
\$15-25K	\$75 to \$100K	487	75%	365
\$25-35K	\$100 to \$150K	1,137	75%	853
\$35-50K	\$150 to \$200K	3,248	75%	2,436
\$50-75K	\$200 to \$250K	9,353	75%	7,015
\$75-100K	\$250 to \$350K	8,574	75%	6,430
\$100-150K	\$350 to \$500K	12,276	75%	9,207
\$150K and up	\$500K and up	11,107	75%	8,330
<b>Totals</b>		<b>46,183</b>	<b>75%</b>	<b>34,637</b>

Source: HGAC; U.S. Census; Claritas, Inc.; and Ricker | Cunningham.

**Table 3-7: Trade Area Demand for Attached Ownership Units**

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes \$15K+)	Estimated % Single Family Attached	Single Family Attached Demand
\$15-25K	\$75 to \$100K	487	25%	122
\$25-35K	\$100 to \$150K	1,137	25%	284
\$35-50K	\$150 to \$200K	3,248	25%	812
\$50-75K	\$200 to \$250K	9,353	25%	2,338
\$75-100K	\$250 to \$350K	8,574	25%	2,143
\$100-150K	\$350 to \$500K	12,276	25%	3,069
\$150K and up	\$500K and up	11,107	25%	2,777
<b>Totals</b>		<b>46,183</b>	<b>25%</b>	<b>11,546</b>

Note: Assumes Townhome/Condo development stabilizes at 25% of all ownership demand

Source: HGAC; U.S. Census; Claritas, Inc.; and Ricker | Cunningham.

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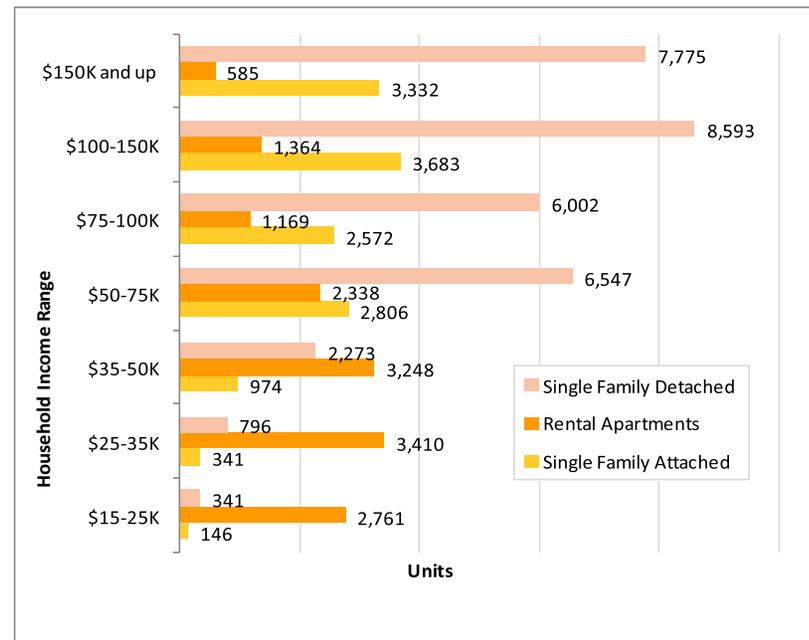
Further, the analysis suggests the majority of demand for single family detached units is for products priced over \$350K, single family attached units between \$200K and \$500K, and rental units leased at monthly rates between \$625 and \$1,000. **Figure 3-10** illustrates the number of residential units, and type, by income range.

**Table 3-8: Trade Area Demand for Rental**

Annual Household Income Range	Approximate Rent Range	Rental Demand (Incomes \$15K+)
\$15-25K	\$375 - \$625	2,761
\$25-35K	\$625 - \$875	3,410
\$35-50K	\$875 - \$1,000	3,248
\$50-75K	\$1,000+	2,338
\$75-100K	\$1,000+	1,169
\$100-150K	\$1,000+	1,364
\$150K and up	\$1,000+	585
<b>Totals</b>		<b>14,875</b>

Source: HGAC; U.S. Census; Claritas, Inc.; and Ricker | Cunningham.

**Figure 3-10: Trade Area Demand for Residential Units by Income Range**

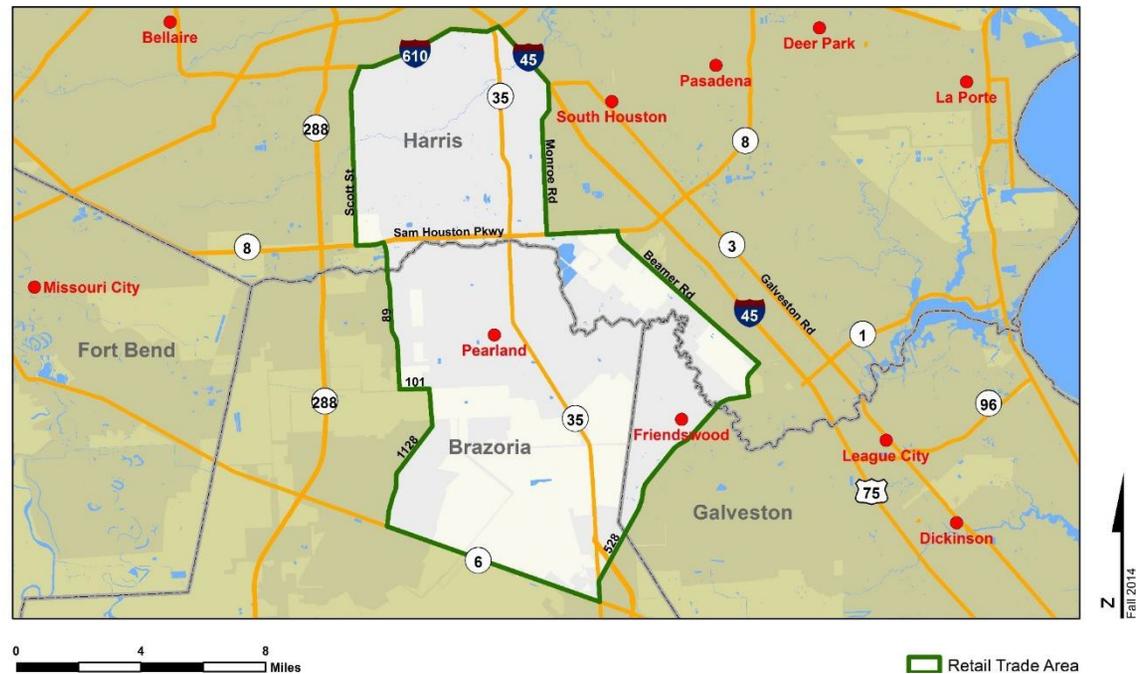


**Retail**

Factors that influence the boundaries of a retail trade area include several of those that inform residential trade areas, as well as: access and visibility from major thoroughfares; proximity of close-in residential neighborhoods; number, type and location of activity generators and their potential appeal among targeted markets; along with current market conditions, particularly among competitive projects; and, potential market voids. Significant retail concentrations located proximate to the Trade Area, including the Pearland Town Center and Center at Baybrook Mall, while not direct competition with retail establishments in the Study Area, serve as its eastern and western boundaries. **Figure 3-11** illustrates the Retail Trade Area boundaries, extending from Monroe and Beamer Roads on the east, Interstate 610 (I-610) on the north, Scott Street, Cullen Boulevard and FM 1128 on the west, and State Highway 6 (SH 6) on the south.

**Figure 3-11: Retail Trade Area**

Principal competition for Trade Area retail uses includes commercial concentrations along corridors such as Interstate 610, the Sam Houston Tollway, and Broadway Street.



**Retail Supply**

As shown in **Table 3-9**, the Pearland submarket represents approximately 42% of space in the Trade Area. As its largest submarket, Pearland is currently outperforming other jurisdictions in the Trade Area, as well as the Metro Area as a whole, at least in terms of vacancy rates, but rental rates, too, are at the high end of the range. **Figures 3-12 and 3-13**, illustrate the location of retail space in the Trade Area in two formats: by the size of space within established ranges; and, amount in comparative concentrations. As reflected, the greatest concentrations of space is located at the northern end of the Study Area, and through the Study Area along Broadway Street.

**Table 3-9: Trade Area Retail Market Conditions**

Retail Indicator	Pearland	Alvin	Friendswood	Houston	Manvel	Webster	Total Retail Trade Area	Houston Metro Area
All Retail								
# of Buildings	<b>299</b>	18	67	486	12	4	886	--
Rentable SF	<b>3,963,381</b>	521,538	1,157,788	3,783,669	59,674	58,616	9,544,666	268,171,181
Vacancy Rate	<b>5.0%</b>	1.2%	7.1%	5.1%	5.0%	14.5%	5.1%	6.2%
Rental Rate/SF Range	<b>\$10.00 to \$26.00</b>	\$8.00 to \$11.00	\$12.00 to \$27.00	\$9.00 to \$28.00	\$8.00 to \$15.00	\$10.00 to \$20.00	\$8.00 to \$28.00	\$9.00 to \$40.00

Source: CoStar Group and Ricker|Cunningham.

**Retail Demand (from all sources)**

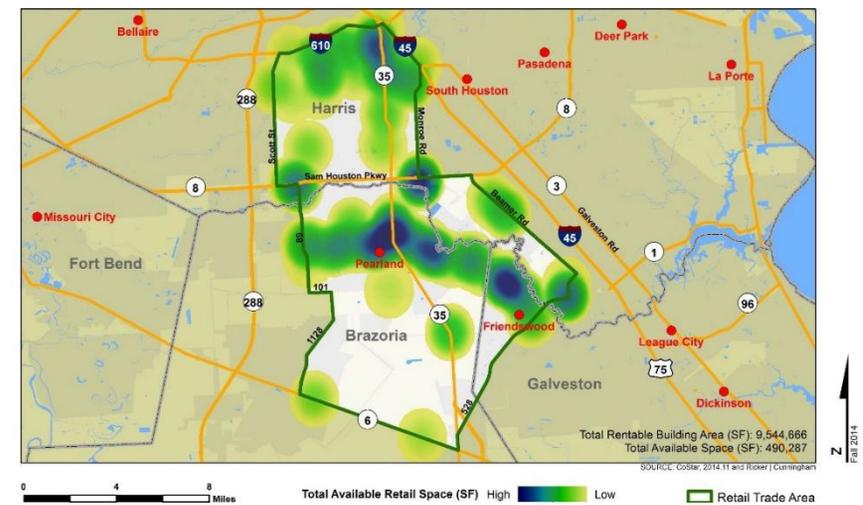
Demand for commercial retail, service and restaurant space in a trade area is based on retail expenditures from two principal sources: expenditures by trade area residents outside the area, otherwise referred to as “leakage”; and, expenditures among new households in the trade area. The methodology used is to estimate household retail expenditures within several major retail categories, and compare them to actual retail sales completed in the same geography, the difference being either a retail “surplus” (supply exceeds demand) or deficit (demand exceeds supply).

As **Table 3-10** shows, there is a loss of nearly \$350 million in sales by Trade Area residents, across virtually every retail category, with the exception of sporting goods, hobby, books and music. Where these sales to be recaptured, the Trade Area could support an additional 996,000 square feet of space.

**Figure 3-12: Trade Area Retail Supply**



**Figure 3-13: Trade Area Retail Supply (Heat Map)**



**Table 3-10: Trade Area Retail Demand from Retail Leakage and Household Growth**

Retail Category	Estimated 2014 Household Retail Demand	Estimated 2014 Retail Sales (Supply)	Estimated 2014 Retail Void (Leakage)	Estimated Retail Sales/SF	New Retail Space Needed to Recapture Void/Leakage	Annual Household Growth Rate (2014-2024)	Net New Household Retail Demand	New Retail Space Needed for Household Growth
	Furniture & Home Furnishings	\$64,846,417	\$43,073,059	\$21,773,358	\$275	79,176	1.80%	\$12,664,659
Electronics & Appliance	\$59,025,751	\$34,994,619	\$24,031,132	\$300	80,104	1.80%	\$11,527,869	38,426
Bldg Materials, Garden Equipment	\$323,384,303	\$293,328,198	\$30,056,105	\$375	80,150	1.80%	\$63,157,720	168,421
Food & Beverage (Grocery)	\$393,567,435	\$380,373,037	\$13,194,398	\$450	29,321	1.80%	\$76,864,652	170,810
Health & Personal Care	\$187,283,751	\$138,478,093	\$48,805,658	\$400	122,014	1.80%	\$36,576,960	91,442
Clothing and Accessories	\$159,832,653	\$123,997,909	\$35,834,744	\$300	119,449	1.80%	\$31,215,696	104,052
Sporting Goods, Hobby, Book, Music	\$63,335,134	\$195,905,088	\$0	\$300	0	1.80%	\$12,369,502	41,232
General Merchandise	\$399,576,377	\$343,119,512	\$56,456,865	\$375	150,552	1.80%	\$78,038,213	208,102
Miscellaneous Stores	\$81,734,250	\$39,558,838	\$42,175,412	\$275	153,365	1.80%	\$15,962,893	58,047
Foodservice & Drinking Places	\$334,953,314	\$257,523,204	\$77,430,110	\$425	182,188	1.80%	\$65,417,176	153,923
<b>Total</b>	<b>\$2,067,539,386</b>	<b>\$1,850,351,557</b>	<b>\$349,757,783</b>		<b>996,319</b>		<b>\$403,795,339</b>	<b>1,080,508</b>

Source: Claritas, Inc.; Urban Land Institute; and Ricker|Cunningham.

**Retail Demand (New Household Growth)**

Projected demand from new household formations over the next ten years is determined by multiplying growth in households with that portion of household income typically spent on general retail and service purchases. As shown in **Table 3-10**, an additional \$404 million in retail spending is anticipated from new household growth, supporting approximately 1.1 million square feet. Combining projected demand from “leakage” with demand from new household formation, results in total retail demand for approximately 2.1 million square feet of retail space in the Trade Area over the next 10 years.

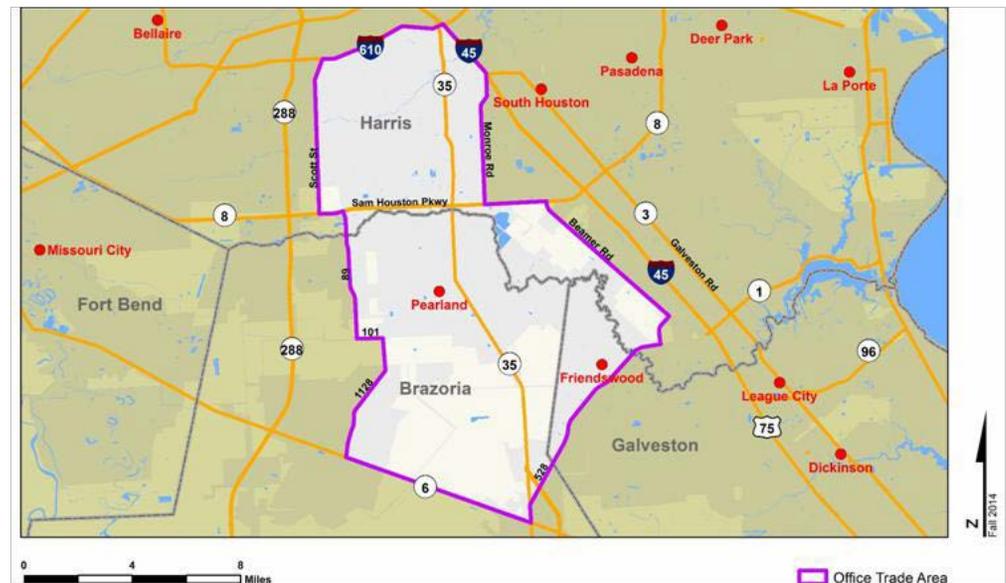
### Office

Factors that influence the boundaries of an office trade area include several conditions and perceptions such as: the presence or lack of access and visibility from major thoroughfares; concentrations of other employment uses or businesses in close proximity; number and type of activity generators; and, the competitive inventory and / or potential market voids. Newer office concentrations proximate to the Trade Area include Pearland Town Center and the Shadow Creek Business Center to the west. As reflected in **Figure 3-12**, and similar to the Retail Trade Area, the Office Trade Area extends from Monroe Road and Beamer Road on the east, Interstate 610 on the north, Scott Street, Cullen Boulevard and FM 1128 on the west, and State Highway 6 on the south. The primary competition for Trade Area office uses includes commercial concentrations along corridors such as Interstate 610, State Highway 35 (north the Study Area), and Broadway Street.

### Office Supply

As shown in **Table 3-11**, the Pearland submarket represents approximately 35% of overall Trade Area space. As one of the largest submarkets in the Trade Area, Pearland is currently outperforming the overall Houston Metro Area in terms of vacancy and has rental rates at the higher end of the range in the Trade Area.

**Figure 3-12: Office Trade Area**



Figures 3-13 and 3-14 illustrate the location of office space in the Trade Area in two formats: 1) by the size of the space within established ranges; and 2) by the amount of space in comparative concentrations. As reflected, the greatest concentrations of office space are located at the northeastern portion of the Study Area and through the Study Area along Broadway.

Table 3-11: Trade Area Office Market Conditions

Office Indicator	SH 35 Corridor Trade Area					Total Office Trade Area	Houston Metro Area
	Pearland	Alvin	Friendswood	Houston	Manvel		
All Office							
# of Buildings	89	5	44	81	1	220	6,391
Rentable SF	610,837	31,706	374,531	733,231	6,721	1,757,026	276,400,987
Vacancy Rate	7.0%	0.0%	4.9%	11.6%	18.1%	8.4%	11.2%
Rental Rate/SF Range	\$12.00 to \$25.00	--	\$15.00 to \$29.00	\$12.00 to \$19.00	\$10.00 to \$12.00	\$10.00 to \$29.00	\$15.00 to \$33.00

Source: CoStar Group and Ricker | Cunningham.

Figure 3-13: Trade Area Office Supply

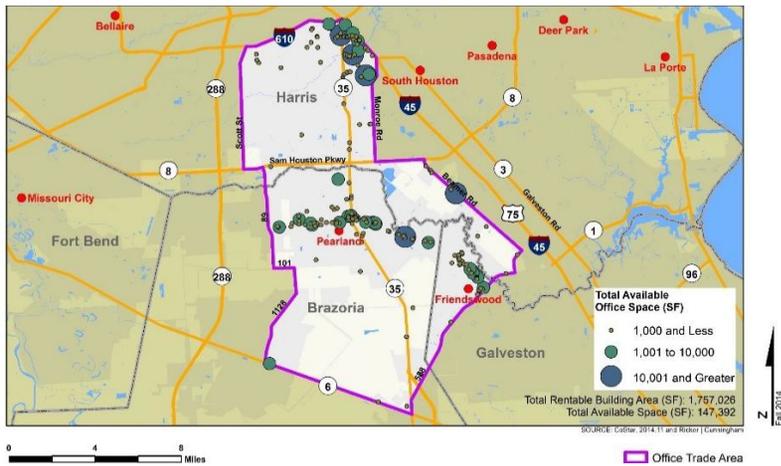
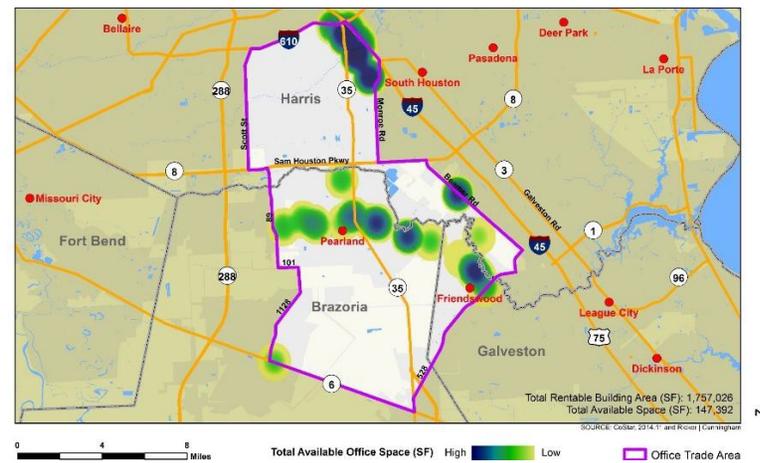


Figure 3-14: Trade Area Office Supply (Heat Map)



**Office Demand (Total)**

The potential for office space in a trade area is derived from two primary sources -- expansion of existing industry and the relocation of new companies into the trade area. As **Table 3-12** shows, employment projections by industry classification in the Trade Area were used to estimate demand for employment space over the next 10 years. At an overall annual rate of 1.9% sustained employment growth, the Trade Area should add approximately 32,900 new jobs over the next 10 years. Whereas differing levels of office space are needed among different industries, the analysis here suggests support for approximately 2.0 million square feet of new office space over the next 10 years. The Study Area should be able to capture a reasonable share of this office demand, particularly for local service and small business space.

**Table 3-12: Trade Area Total Office Demand**

Industry Category	Estimated 2014 Employees	Estimated Growth Rate 2014-2024	Estimated 2024 Employees	Estimated New Employees	Estimated % in Office Space	Estimated Net New Office Employees	SF per Office Employee	Estimated 10-yr Office Demand
Natural Resources, Mining and Construction	14,691	2.20%	18,262	3,571	40%	1,429	200	285,714
Manufacturing	11,834	1.10%	13,202	1,368	5%	68	200	13,681
Trade, Transportation and Utilities	29,309	1.30%	33,350	4,041	10%	404	200	80,819
Information	1,666	0.60%	1,769	103	80%	82	200	16,435
Financial Activities	7,568	1.30%	8,611	1,043	90%	939	200	187,808
Professional and Business Services	20,582	2.00%	25,089	4,507	80%	3,606	200	721,174
Educational and Health Services	34,643	2.70%	45,219	10,576	20%	2,115	200	423,034
Leisure and Hospitality	13,769	2.40%	17,454	3,685	10%	369	200	73,706
Other Services (includes Self-Employed)	18,460	1.50%	21,423	2,964	30%	889	200	177,813
Government	6,679	1.50%	7,751	1,072	30%	322	200	64,334
<b>Totals</b>	<b>159,200</b>	<b>1.89%</b>	<b>192,131</b>	<b>32,931</b>	<b>31%</b>	<b>10,223</b>	<b>200</b>	<b>2,044,518</b>

Source: Texas Workforce Commission; HGAC; and Ricker|Cunningham.

**Industrial**

Factors that influence the boundaries of an industrial trade area include several conditions and perceptions such as: the presence or lack of access and visibility from major thoroughfares; concentrations of other employment uses or businesses in close proximity; number and type of activity generators; and, the competitive inventory and / or potential market voids. While there are concentrations of industrial space throughout the Trade Area, the newest buildings are located at the eastern edge of the Trade Area, along Interstate 45. As reflected in **Figure 3- 14**, the Industrial Trade Area extends from Interstate 45 and State Highway 3 on the east, the Southwest Freeway on the north, State Highway 288 on the west, and State Highway 6 on the south. The primary competition for Trade Area industrial uses includes concentrations along corridors such as Interstates 45 and 610, State Highway 35 (through the Study Area), and State Highway 3.

**Figure 3-14: Industrial Trade Area**

**Industrial Supply**

As shown in **Table 3-13**, the Pearland submarket represents approximately 9% of overall Trade Area space. As the second largest submarket in the Trade Area, Pearland is currently outperforming the rest of the Trade Area and the overall Houston Metro Area in terms of vacancy and has rental rates at the higher end of the range. **Figures 3-15 and 3-16** illustrate the location of industrial space in the Trade Area in two formats: 1) by the size of the space within established ranges; and 2) by the amount of space in comparative concentrations. As reflected, the greatest concentrations of industrial space are located north and east of the Study Area.



Table 3-13: Trade Area Industrial Market Conditions

Retail Indicator	SH35 Corridor Trade Area								Houston Metro Area
	Pearland	Alvin	Dickinson	Friendswood	Houston	League City	Manvel	Webster	
All Retail									
# of Buildings	200	31	14	23	1,106	35	7	55	--
Rentable SF	3,190,099	676,710	122,260	266,592	28,649,683	400,554	50,212	999,955	491,720,505
Vacancy Rate	3.1%	15.5%	8.4%	16.8%	5.4%	10.5%	0.0%	17.0%	5.5%
Rental Rate/SF Range	\$7.00 to \$14.00	\$5.00 to \$7.00	--	\$9.00 to \$14.00	\$4.00 to \$12.00	\$9.00 to \$15.00	--	\$5.00 to \$9.00	\$4.00 to \$11.00

Source: CoStar Group and Ricker | Cunningham.

Figure 3-15: Trade Area Industrial Market Supply

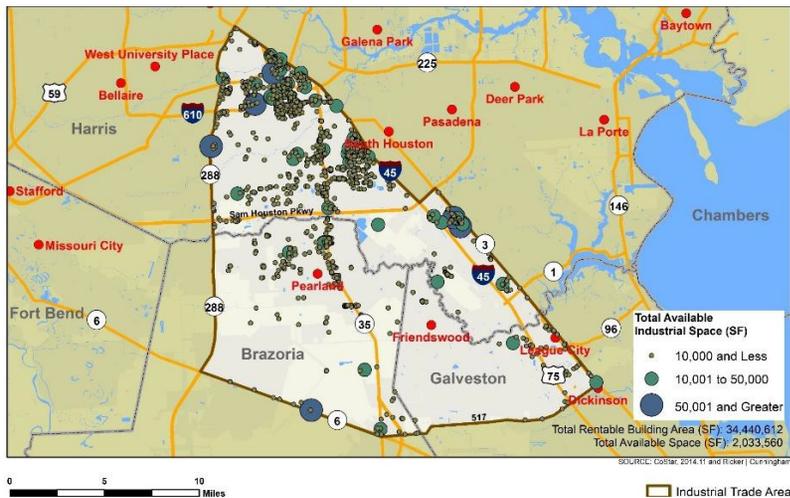
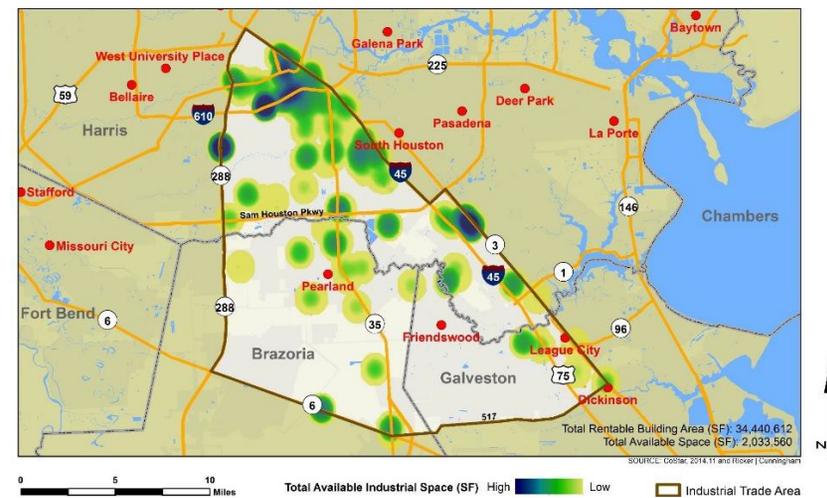


Figure 3-16: Trade Area Industrial Supply (Heat Map)



**Industrial Demand (Total)**

The potential for industrial space in a trade area is derived from two primary sources -- expansion of existing industry and the relocation of new companies into the trade area. As **Table 3-14** shows, employment projections by industry classification in the Trade Area were used to estimate demand for employment space over the next 10 years. At an overall annual rate of 1.9% sustained employment growth, the Trade Area should add approximately 32,900 new jobs over the next 10 years. Whereas differing levels of industrial space are needed among different industries, the analysis here suggests support for approximately 3.1 million square feet of new industrial space over the next 10 years. The Study Area should be able to capture a reasonable share of this industrial demand and should be able to support both larger- and smaller-scale industrial users.

**Table 3-14: Trade Area Total Industrial Demand**

Industry Category	Estimated 2014 Employees	Estimated Growth Rate 2014-2024	Estimated 2024 Employees	Estimated New Employees	Estimated % in Industrial Space	Estimated Net New Industrial Employees	SF per Industrial Employee	Estimated 10-yr Industrial Demand
Natural Resources, Mining and Construction	9,975	2.30%	12,522	2,547	20%	509	500	254,694
Manufacturing	8,036	1.20%	9,054	1,018	80%	814	500	407,217
Trade, Transportation and Utilities	19,901	1.60%	23,325	3,424	90%	3,081	500	1,540,585
Information	1,131	0.60%	1,201	70	20%	14	500	6,975
Financial Activities	5,139	1.58%	6,011	872	5%	44	500	21,803
Professional and Business Services	13,976	2.30%	17,544	3,568	10%	357	500	178,416
Educational and Health Services	23,523	3.10%	31,921	8,398	10%	840	500	419,914
Leisure and Hospitality	9,350	2.60%	12,085	2,736	5%	137	500	68,398
Other Services (includes Self-Employed)	12,535	1.70%	14,836	2,302	10%	230	500	115,075
Government	4,535	1.70%	5,368	833	20%	167	500	83,271
<b>Totals</b>	<b>108,100</b>	<b>2.16%</b>	<b>133,867</b>	<b>25,767</b>	<b>24%</b>	<b>6,193</b>	<b>500</b>	<b>3,096,348</b>

Source: Texas Workforce Commission; HGAC; and Ricker | Cunningham.

## Target Industry Analysis

In addition to identification of potential land uses and product types with potential for investment in the Study Area, this task involved the identification of targeted industries which might find conditions in the Corridor favorable. The Target Industry Analysis provides direction for future marketing efforts and assists in defining appropriate infrastructure improvements. By focusing the land use program on existing industries that may expand, and new industries that will potentially seek relocation and expansion opportunities in the market, PEDC and the City will make the most efficient use of available resources and more effectively position itself for investment.

Business siting location decisions tend to place the greatest emphasis on market, operational, and personal linkages with sites that are ultimately selected. Since many siting projects are initiated because of dissatisfaction with operating conditions in an existing location rather than the need for additional space, this fact lends credibility to a geographic targeting approach. The results of the target industry analysis completed here includes target industries and business groups that will be attracted to the competitive advantages of the southern Houston Metro Area and Pearland markets, and that represent promising development opportunities for the Study Area.

Industries were selected based on their growth performance, since business expansion and new market development are two of the most common reasons underlying the need for additional production or service capacity. Among those that survived the growth analysis, they were evaluated further to determine their existing level of investment in the region, thereby providing a location quotient by which other industries could be measured. Those that survived this screen, were further analyzed for their viability as a long-term investment opportunity. The industries and business groups that have been identified as having potential for local investment reflect the competitive advantages of the regional market area include: Electrical Equipment Manufacturing, Chemical Manufacturing, Machinery Manufacturing, Fabricated Metals Manufacturing, Plastics and Rubber Manufacturing, Resins Manufacturing, Electronic Instrument Manufacturing, Communications Equipment Manufacturing, Computer Manufacturing, Petroleum and Coal Manufacturing, and Beverage Manufacturing. These industry groups suggest potential for future growth in sales and employment, regionally and nationally, and are considered compatible with the local market. Descriptions of priority industry targets are presented in **Appendix H**.

## Market Share

A number of factors influence an area's ability to capture investment dollars. These can be categorized as: top down considerations; bottom up considerations; external considerations; and others. Some the public sector (or stakeholder entities) can control, and others they cannot.

### Top-Down Considerations

- Demand for certain land uses
- Demographic and psychographic conditions which support certain product types
- Untapped market niches (product voids)
- Competitive projects (proposed, planned and under construction)

### Bottom-Up Considerations

- Physical capacity of the community / individual parcels to accommodate market-supported product types – fewer physical constraints
- Vision and desire for certain uses and product types
- Size of parcels, parcel ownership (public and private), owner investment objectives
- Zoning (and other regulations) and presence of easements

### External Considerations

- Delivery system – who are the area's builders / developers, what are they willing and able to offer
- Financing markets – availability of capital with reasonable funding terms for certain product types
- Forces beyond those currently in the market (e.g., migration to Metro Area by persons who do not represent the existing profile of residents and consumers)

Other Considerations

- Available resources to position and promote investment in the community
- Public support for a long-term vision

Based on the market analysis summarized herein, the land uses summarized in **Table 3-15** are supportable within the Study Area. Ideally, a mix of uses will be configured in a synergistic manner that encourages an integration of activities and product types. When effectively integrated, these multi-use developments yield higher values for a more sustained period of time. Rather than addressing the needs and interests of single markets, collectively, the land uses tend to become destinations and draw on the interest of individuals beyond their respective trade areas. Whereas the Study Area has several property owners, and each one maintains individual entitlements, achieving an appropriate balance of uses will be highly dependent on the partner entities' efforts and their willingness and ability to employ a combination of policies, incentives and regulations to inform and guide investment. Beyond its uses, successful development of the Study Area will depend on a commitment to quality over quantity as reflected in a unified program of signs, gathering places, and landscaped features; appropriate transitions between uses; access to, yet preservation of natural amenities; and, improvements of a suitable scale.

**Table 3-15: SH 35 Corridor Potential 10-Year Market Share**

Land Use Type	Trade Area Demand (10 Year)	SH 35 Corridor Study Area			
		Market Share		Absorption (Units/SF)	
		Low	High	Low	High
<b>Residential (Units):</b>					
Single Family Detached	32,328	2%	3%	647	970
Single Family Attached	13,855	8%	12%	1,108	1,663
Rental Apartments	14,875	8%	12%	1,190	1,785
<b>Non-Residential (SF):</b>					
Retail	2,076,827	15%	20%	311,524	415,365
Office	2,044,518	15%	20%	306,678	408,904
Industrial	3,096,348	20%	25%	619,270	774,087

The Study Area is well-positioned to compete for market share with attainable capture rates ranging from 2% to 25% depending on the product type. Actual investment levels will be dictated by numerous factors including – the physical capacity of the area to accommodate development, desires of property owners, community vision, and effectiveness of the City’s ability to position itself and its assets and “ready the environment” for investment.

Source: Ricker | Cunningham.

Section 4:

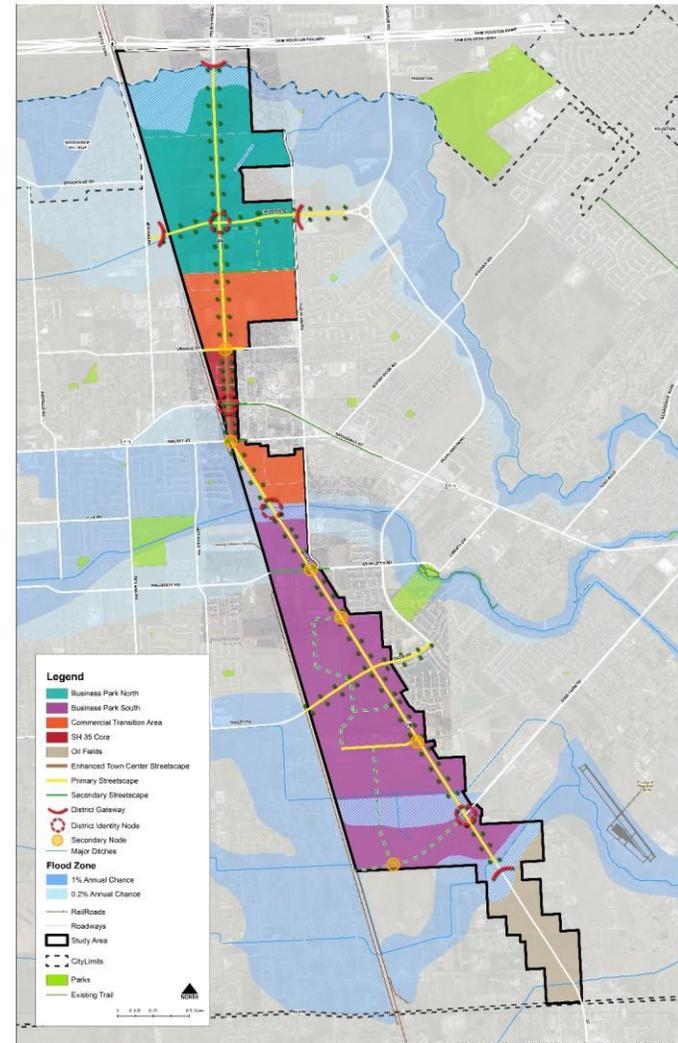
### Framework Plan and Catalyst Concepts

The experience of other communities has shown that successful redevelopment initiatives effectively leverage existing land uses, public improvements, and community amenities, both existing and planned, in a manner that creates an identifiable "address" or environment for private investment. With this goal in mind, a graphic illustration of the desired physical framework within which catalyzing investment in the Study Area will occur, was prepared and is presented here as **Figure 4-1**. With input from stakeholders, City staff and members of the community, the SH 35 Framework Strategy was developed depicting desired elements of the Corridor in its redeveloped form. It should be used to inform priority initiatives and capital investments, as well as, inform policy and incentive decisions. Presented in the following discussion is a description of key components of this Framework Plan, followed by more detailed descriptions and analyses of potential catalyzing investment projects.

### Framework Plan Goals

The SH 35 Corridor Framework Plan identifies the location of potential public improvements and the boundaries of specific districts -- Business Park North, Business Park South, Commercial Transition and SH 35 Core -- where certain land uses and product types are desired. Preferred uses are consistent with stakeholder preferences (as provided by members of the Advisory Committee), as well as findings from market and physical analyses completed in the context of the planning process. The following discussion provides a characterization of Corridor-wide and segment-specific physical infrastructure enhancements.

Figure 4-1: SH 35 Redevelopment Framework Plan



The SH 35 Corridor, has historically and remains a highly auto-oriented corridor, lacking a consistent program of public improvements, and building improvements covering a wide range of quality levels. Many of the Framework Plans elements are intended to provide amenities and enhancements to the public realm that will unify uses within its boundaries, and connect different centers of activity. In addition to enhanced non-vehicular mobility, improvements to its aesthetic appeal are also principal objectives of this Strategy. Landscaping improvements are intended to enhance its visual appearance, while also balancing soft and hardscapes within its boundaries. Other recommended investments include an enhanced Old Townsite streetscape, primary and secondary streetscapes, and district gateway and identify nodes improvements. Existing conditions reflected including major ditches, flood zones, the rail corridor, and municipal parks.

## Catalyst Investment

As explained earlier, a catalyst concept is *a development and / or redevelopment project with the potential to have a positive economic ripple effect on properties within an area of influence*. Within the SH 35 Study Area, several projects were identified and determined to have the potential to leverage private investment despite certain development challenges. Analyses completed as part of the vetting process included:

- understanding the physical capacity of specific sites and the Corridor as a whole to competitively accommodate the concepts
- determining if there was sufficient local or regional market support for specific components
- testing their financial feasibility, and in so doing quantify the magnitude of any economic gap
- identifying other barriers to development so that actions could be implemented to mitigate or overcome them
- ultimately, prioritizing public initiatives that would effectively "ready the environment" within the Corridor for investment

It is important to note that among the five projects identified and described below, they include both public improvement and private development projects. In addition, not all of them need occur in the location described. Among the non-site specific concepts, these are referred to as floating concepts whereas they have the potential for application in multiple locations.



### Elements of Catalyzing Concepts

In addition to possessing the potential to leverage private investment, the catalyst projects identified here were considered to have the ability to "prove up" support for uses and products that may not as yet exist in the market today. It is widely concluded that just because a specific land use or product type is not part of the available inventory, there is limited or no support from trade area residents and consumers. While in some instances this may be the case, more often than not, their absence is due to the inexperience or unwillingness of builders and developers, or limiting regulations. Efforts such as this one can provide the market reconnaissance and financial analyses necessary to raise awareness among these critical audiences. Similarly, it can educate public officials about the inherent risks associated with pioneering new projects, and essential role they can play in minimizing uncertainty and risk.

The five project concepts identified as having either near-term development potential, or the ability to mitigate adverse conditions and in so doing leverage near-term development, include the following:

**Catalyst No. 1 Northern Gateway and Corridor Improvements**

**Catalyst No. 2 Business Park North**

**Catalyst No. 3 3a. Restaurant and Entertainment Destination  
3b. Main Street Buildings and Urban Environment**

**Catalyst No. 4 4a. Old Town Esplanade  
4b. New Community on former Alvin Community College Campus**

**Catalyst No. 5 Business Park South**

Several factors were used to identify locations within the Corridor that presented appropriate host-environments for near-term investment. Factors considered included:

- property ownership
- financial basis

- ratio of physical improvement to land value
- trend in property appreciation or depreciation
- proximity to existing or planned public improvements
- potential impact of different concepts on surrounding land uses
- capacity of existing infrastructure

Concept development programs were informed by the following considerations which, similar to the Framework elements, emerged from an understanding of existing conditions along with stakeholder input. Factors considered included:

- presence of an obstacle deemed significant enough (real or perceived) to dilute or negate the Corridor's competitive advantages
- existing property ownership interest in participating in furthering key components
- magnitude of the financial gap (if any) between project costs and revenues
- proximity of available sites to existing or planned improvements or centers of activity
- knowledge gained during analysis of the market and its demographic and psychographic profile

All of these considerations are represented in the following list of catalyst criteria which were developed with guidance from members of the Advisory Committee to this project.

### Catalyst Criteria

- Potential to support a market opportunity (physical capacity, location, access, visibility)
- Opportunity to strengthen and / or link existing districts or activity center
- Ability to leverage existing or planned investment
- Surrounded by a supportive physical environment (presence of parks, open space, etc.)
- Favorable property ownership patterns (willing owner or seller, public or private)
- Compatible with policy and regulating documents (or if not, possessing public support)

- Availability of resources (or incentives) to address challenges
- Presence of supportive entities such as adjacent land owners or at least few opponents

### Catalyst Projects

Each catalyst project and its components are described in more detail below. Whereas each one is prototypical, since no commitments of financing or development have been made, they should be interpreted with a certain level of flexibility. To this end, and as described, they are not intended to be prescriptive, but rather informative. Supporting recommendations regarding how to advance them in whole or in part, presented in the following section of this report, advises that PEDC and the City lead efforts to promote their potential. Where municipal regulations are inconsistent with the concept, it is assumed the City will either work with existing owners to amend current requirements or expedite requests of exceptions. Financial resources for private development projects are assumed to include a combination of traditional private sources, available municipal mechanisms (380 agreements, TIF) and economic development dollars.

### Catalyst No. 1 - Northern Gateway and Corridor Improvements

#### Purpose

Offer a business location for office and industrial users seeking a high quality setting offering supportive infrastructure and amenities and access to points north and south of Pearland and Houston Metropolitan Area.

#### Challenges

- Existing development on both the east and west sides of SH 35 at north end of corridor do not reflect desired uses, character or quality
- Recent TxDOT improvements are marginal in terms of aesthetic appeal and are without function in some locations

- Presence of overhead utilities
- Location and capacity of utilities vary by location
- Existence of pipelines and drainageways

### Objectives

- Create identifiable "address" in the region
- Introduce business park improvements (trails, signage, creek, bridge, intersection)
- Replace hardscapes with softscapes in an effort improve appearance and “cool environment”
- Extend the Corridor’s “gateway area” beyond the existing monument sign north of Clear Creek to Knapp Road and overcome challenge created by distance to municipal boundary
- Three options for landscape improvements with differing levels of complexity (presented in order from least aggressive to most, and correspondingly, least expensive and impactful to most):
  - ♦ establish an ornamental fence along the flea market property line and saw-cut existing concrete drainage structure to establish vines
  - ♦ remove and fill concrete drainage structure and establish an ornamental wall and shrub plantings
  - ♦ negotiate for frontage within select parcels located adjacent to the SH 35 Corridor in order to accommodate a berm or ornamental wall and shrubs
- Densify landscape (grass) area in front of existing fence with ornamental shrubs and trees (natives) – utilize temporary irrigation system to establish plants

Catalyst No. 1 - Northern Gateway and Corridor Improvements

Existing Conditions



Proposed Improvements – Northern Gateway



Catalyst No. 1 - Northern Gateway and Corridor Improvements

Proposed Improvements – South of Entry Drive (example images)

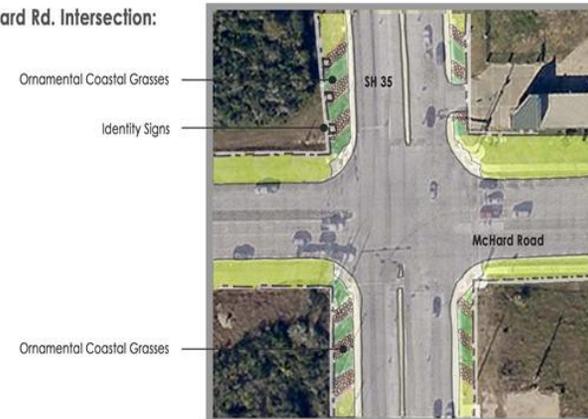


**Catalyst No. 1 - Northern Gateway and Corridor Improvements (Intersection Imagery)**

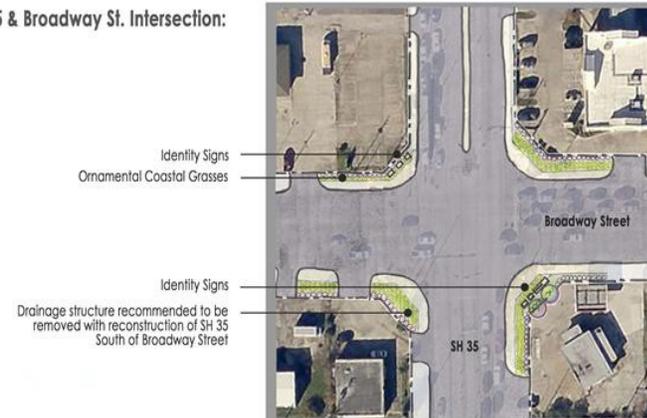
**Development Economic Analysis**

Public investment for this catalyst project could include both corridor and streetscape improvements. Phased streetscape improvements could begin with fencing and native plantings and then be expanded to include screening walls, utility adjustments, street excavation, and easement purchases. **Table 4-1** illustrates the economic/fiscal impact of these improvements.

Modular Signage Concept for SH 35 & McHard Rd. Intersection:



Modular Signage Concept for SH 35 & Broadway St. Intersection:



City of Pearland Monument Sign Concept

Identity signage concept for District Identity Nodes. Materials adapted from the Pearland Beautification Strategy Study. Signage shown within a context of native plantings: coastal grasses and ornamental trees per design concepts above.

- Custom Designed Pear metalwork
- Accent lighting to highlight variations in materials
- Brushed aluminum panel with green lettering and cut, etched stone base

Table 4-1: Catalyst No. 1: Economic/Fiscal Impact

Catalyst Project Program		
		<i>Linear Feet</i>
Roadway Improvements		1,300
Streetscape Improvements (Option C)		1,200
Estimated Project Cost/Value		
		<i>Total Cost</i>
Roadway Improvements		\$1,200,000
Streetscape Improvements (Option C)		\$250,000
Estimated Property Value Increase		
Property Frontage (Linear Ft)	2,400	
Property Depth (Linear Ft)	500	
Impacted Property Sq Ft		1,200,000
Current Property Market Value	\$5.00	\$6,000,000
<b>Increase in Market Value (10%)</b>	<b>10%</b>	<b>\$600,000</b>
<b>Annual Property Tax Revenue Increase</b>	<b>0.7121</b>	<b>\$4,273</b>
<b>Increase in Market Value (20%)</b>	<b>20%</b>	<b>\$1,200,000</b>
<b>Annual Property Tax Revenue Increase</b>	<b>0.7121</b>	<b>\$8,545</b>

Source: Kimley Horn and Ricker | Cunningham.

As shown, approximately \$600,000 to \$1.2 million in increased development value could be generated by this catalyst project, resulting in \$4,300 to \$8,500 in new annual tax revenues.

**Development Strategy**

PEDC and City complete the following priority capital projects -- gateway enhancements, wayfinding (signage), and softscapes where hardscapes currently exist *so that* individual parcels within the Corridor appear to be part of a consistently designed and maintained environment; natural "screens" adjacent to the right-of-way *so that* the

area's visual appearance is improved; design pavers and enhanced landscaping at intersections and other significant nodes where private investment is eminent *so that* public investment is leveraged; and, connections to local and regional trail systems so that employees can arrive via multiple forms of mobility.

**Phasing and Timing**

Assuming that private investment follows public commitment, complete improvements within the following categories in the order presented or as dollars are available for specific project components –

Phase No. 1 - northern "gateway" and "screening" improvements

Phase No. 2 - intersection and corridor improvements in locations that most effectively leverage private investment

Phase No. 3 - aesthetics and amenities including trail connections, bike paths, signage, landscaping

### Property Assemblage, Positioning and Disposition

Educate property owners in the Corridor about the vision for an improved physical environment and discuss options for PEDC to proactively locate, install, and maintain enhanced landscaping and other public spaces -- *if property owners are willing to* dedicate an easement to either PEDC or the City, transfer ownership and / or accept a variance where current easements exist -- where rights-of-way bifurcate multiple jurisdictions, solicit *public entity interest* in participating in a cooperative agreement and / or being part of an overlay district that solidifies anticipated improvement levels and their location.

### Financial Resources and Incentives

PEDC participate in capitalizing select improvements, both onsite and offsite; explore the feasibility of establishing new funding mechanisms including creation of a tax increment district; pursue matching public and private dollars; and, request support from various advocacy entities to assist with either early or ongoing financing for improvements.

### Catalyst No. 2: Business Park North

#### Purpose

"Ready" or position properties (both private and public) for investment by completing due diligence research efforts on behalf of private sector property owners by identifying and eliminating barriers to investment, and streamlining the timeframe between site acquisition and / or completion of vertical improvements.

### Challenges

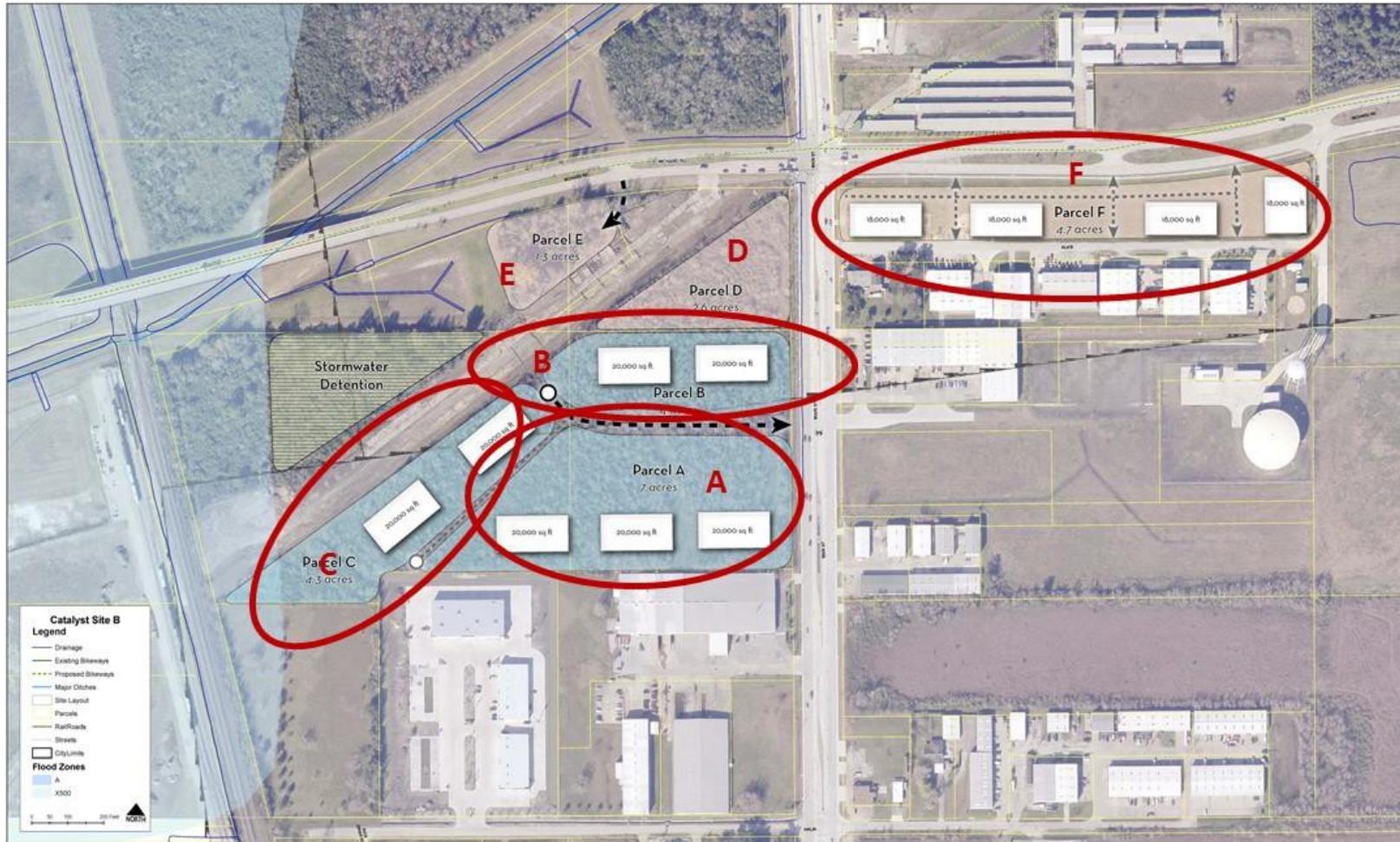
- Presence of floodplain constraints and major pipeline easement
- Location of utilities varies by location (along eastern or western edge of 35)
- Environmental contamination of select parcels
- Overall appearance of corridor (lack of consistency, no unifying design elements)
- Zoning on select parcels that is inconsistent with the expressed vision

### Objectives

- New road off SH35 to serve southwest quadrant
- Stormwater detention improvement is located north of the pipeline easement and adjacent to the floodplain -- serving the entire site
- Vehicular access would need to be made available from McHard Road and Alice Street (for Parcel F) (see illustration below)
- Development would require removal of abandoned infrastructure

Catalyst No. 2: Business Park North

Southwest Quadrant (McHard and SH 35)

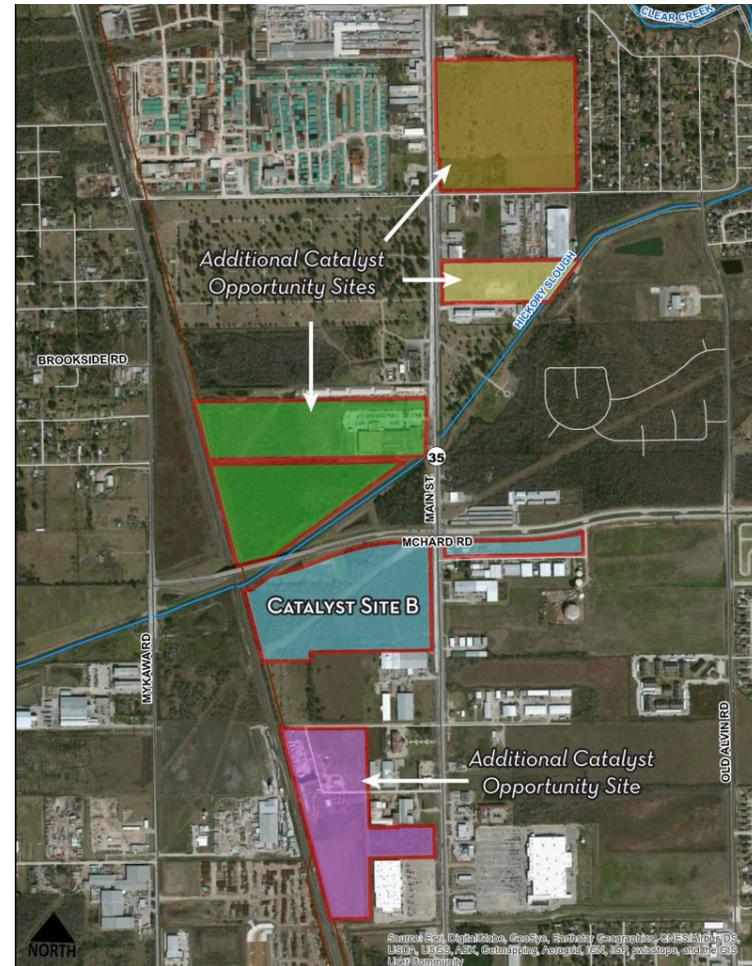


Catalyst No. 2: Business Park North

Proposed Improvements – South of Entry Drive (example images)



Possible Locations





**Catalyst No. 2: Business Park North**

**Development Economic Analysis**

This catalyst project would include a mix of land uses within a private sector development. **Table 4-2** summarizes the economic/fiscal impact of this private project.

**Table 4-2: Catalyst No. 2: Economic/Fiscal Impact**

<b>Development Program</b>		
	<b>Units</b>	<b>Square Feet</b>
Retail/Restaurant		12,000
Flex/Employment		230,000
Residential (Rental)	0	0
Residential (For-Sale)	0	0
Gross Floor Area		242,000
Project Land Area		1,041,084
Floor Area Ratio		23%
<b>Development Pro Forma Summary</b>		
Total Project Value		\$28,373,733
Total Project Cost		\$27,875,626
Project Margin/"Gap"		\$498,108
% Project Margin/"Gap"		2%
<b>Potential Tax Revenues</b>		
Taxable Development Value		\$24,800,000
Annual Property Tax Revenues		\$176,601
Annual Sales Tax Revenues		\$45,000
Potential New Residents		0
Potential New Employees		605

As shown, approximately \$24.8 million in increased development value could be generated by this catalyst project, resulting in over \$221,000 in new annual tax revenues. In addition, the project could generate 605 new jobs. Development of the project would result in a surplus estimated at \$498,000, or 2% of project costs. Because this analysis includes developer profit of 10%, this catalyst represents a “doable” redevelopment project.

**Development Strategy**

Establish a policy whereby PEDC and the City participate with property owners in funding the construction of infrastructure improvements in an effort to position properties for near-term investment, acknowledging that eligible parcels will meet specified criteria such as -- vacant for an extended period of time, presenting potential for job creation (primary), ability to advance key economic development goals, and others.

### Phasing and Timing

The timing of improvements within private properties will be dictated by several factors (some outside PEDC's control), among them:

- interests and resources of private property owners
- resources of PEDC and other advocacy entities who may participate in funding improvements (proactive efforts)
- number and condition of available properties
- number of meritorious parcels (see criteria) who request assistance (reactive efforts)
- Proactive efforts - priority properties for targeted investment (either publicly- or privately-held) will have the fewest obstacles (barriers) to investment and be in the most strategic locations based on meritorious measures such as:
  - ♦ at or near an intersection
  - ♦ uninhibited access to the Corridor
  - ♦ visibility from either a primary or secondary roadway
  - ♦ adequate in size and shape to accommodate a marketable improvement
- Reactive efforts - timing will be dictated by requests for assistance by property owners with strategically-located properties and a meritorious development concept

### Property Assemblage, Positioning and Disposition

PEDC will consider the acquisition of private properties made available by existing owners in an effort to entitle (if necessary), improve and position (if deemed feasible), and sell (dispose of) to an individual or entity willing to advance the vision and objectives defined herein -- priority properties should include those within the identified catalyst areas and other locations where the intended investment program is inconsistent with and will compromise the vision.

### Financial Resources and Incentives

Use existing resources of PEDC and the City to complete capital improvements, including any capital reserves or economic development funds.

**Catalyst No. 3 - 3a. Restaurant and Entertainment Destination**

**Purpose - Restaurant and Entertainment Destination**

Establish a destination for residents and visitors with commercial venues unique to the area and its "gritty character" and compatible with existing uses that correspondingly provide an environment to incubate local businesses and grow Old Town's dining and shopping offerings.

**Challenges**

- Railway impacts – noise, smell, others – mitigation
- Multiple property owners
- Zoning on select parcels that is inconsistent with the expressed vision
- “Dry” restrictions on the sale of alcohol

**Objectives**

- Potential concept - beer garden / restaurant venues
- Improvements – hosting both public spaces and private operators (possible location for food trucks)
- Either reuse or replacement of existing industrial buildings along railroad track to accommodate destination restaurant / entertainment venue
- 
- New pedestrian improvement along both Sacramento and Jasmine Streets -- connecting existing food operators located north (crawfish restaurant) and east (Killen’s)

### Catalyst No. 3 - 3b. Main Street Buildings and Urban Environment

#### Purpose – Main Street Urban Design

Complement this new venue and existing uses with supportive pedestrian and streetscape improvements, and urban design elements that balance vehicular and non-vehicular movement and provide a "downtown" experience.

#### Challenges

- Existing improvements constructed with parking in front eliminating the potential for a building edge along the right-of-way
- Few vacant sites, thus requiring either demolition or redevelopment of existing structures – extending timeframe and potentially increasing costs – unit cost for demolition
- Insufficient and inadequate pedestrian improvements to encourage day and nighttime users

#### Objectives

- Introduction of pedestrian improvements which connect area to uses along Main Street to the north and others east along Jasmine Street
- Pedestrian improvements will be a “draw” unto themselves with natural and man-made enhancements including tree and/or light canopies
- Shared parking located mid-block, eliminating need for more surface parking

Catalyst No. 3 - 3a. Restaurant and Entertainment Destination



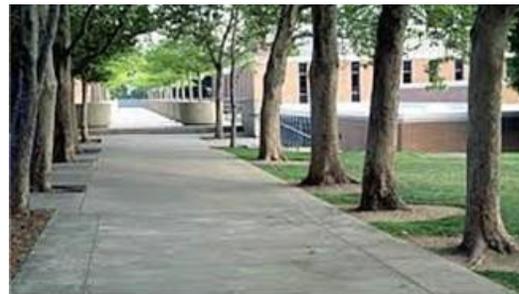
Proposed Improvements (example images)



Catalyst No. 3 - 3b. Main Street Buildings and Urban Environment



Proposed Improvements – Pedestrian Connection (example images)



Catalyst No. 3 - 3b. Main Street Buildings and Urban Environment (cont'd)

Proposed Improvements – Street Edge (example images)



**Catalyst No. 3 - 3a. Restaurant and Entertainment Destination**

**Development Economic Analysis**

This catalyst project would include a mix of land uses within a private sector development. **Table 4-3** summarizes the economic/fiscal impact of this private project.

**Table 4-3: Catalyst No. 3: Economic/Fiscal Impact**

Development Program		
	Units	Square Feet
Retail/Restaurant		33,100
Flex/Employment		0
Residential (Rental)	0	0
Residential (For-Sale)	0	0
Gross Floor Area		33,100
Project Land Area		174,240
Floor Area Ratio		19%
Development Pro Forma Summary		
Total Project Value		\$5,767,675
Total Project Cost		\$5,389,955
Project Margin/"Gap"		\$377,720
% Project Margin/"Gap"		7%
Potential Tax Revenues		
Taxable Development Value		\$4,965,000
Annual Property Tax Revenues		\$35,356
Annual Sales Tax Revenues		\$148,950
Potential New Residents		0

As shown, approximately \$4.9 million in increased development value could be generated by this catalyst project, resulting in over \$184,000 in new annual tax revenues. In addition, the project could generate 83 new jobs. Development of the project would result in a surplus estimated at \$378,000, or 7% of project costs. Because this analysis includes developer profit of 10%, this catalyst represents a “doable” redevelopment project.

**Development Strategy**

Restaurant and Entertainment Venue Destination

Solicit existing property owners regarding their interest in "hosting" the identified catalyst concept (open-air food court for food trucks or temporary structures for multiple vendors) to test the market's interest before building more permanent structures -- owners will have option to lease or sell property, participate in financing improvements, and share in financial return; if interested in leasing or selling property to a developer or operator, PEDC will issue a developer / operator request and facilitate negotiations -- if noviable responses are received, PEDC should consider property acquisition, construction of temporary improvements, identification of private operators, and management of the space (street on street edge.)

### Phasing and Timing

Upon identification of a preferred developer or operator (including the existing owner or PEDC) -- complete the following actions in the order presented or as dollars are available for specific project components--

- determine roles and responsibilities of each relative to required onsite and offsite improvements and funding sources
- obtain regulatory approvals for temporary structures (food court zoning and / or commercial kitchen incubator designation) and food service sales (food truck ordinance)
- identify necessary offsite improvements including pedestrian and streetscape enhancements that connect this venue with other existing food and entertainment establishments including Atchafalaya Crawfish and Killen's Steakhouse and Barbeque and corridor improvements including adjusting the Industrial Drive alignment
- amend the geographical extent of existing Old Town regulations, build-to references and development thresholds that trigger compliance
- depending on investment and return expectations and terms of financing, consider a multi-phase project with
  - ♦ temporary structures completed during first phase
  - ♦ transitioning to permanent structures during phase two
- update Grand Avenue and Old Town Plans to reflect the recommendations presented herein

### Property Assemblage, Positioning and Disposition

If no interest is expressed by either existing property owners or potential developers, PEDC should consider acquiring and leasing or selling a viable site or sites to an operator or operators, and subsequently constructing or participating in the construction of vertical improvements (see Development Strategy).



**Financial Resources and Incentives**

PEDC participate in capitalizing select improvements, both onsite and offsite; explore the feasibility of establishing new funding mechanisms including creation of a tax increment district; pursue matching public and private dollars; and, request support from various advocacy entities to assist with either early or ongoing financing for improvements.

PEDC participate with selected developers of catalyst projects in various ways and using different mechanisms, given: available resources (amount and type); desired outcomes; experience of development partner; and, consistency of development program with stated goals.

#### Catalyst No. 4 - 4a. Old Town Esplanade

##### Purpose – Old Town Esplanade

Introduce pedestrian and streetscape improvements which solidify Old Town as a destination for residents and visitors, balancing vehicular and non-vehicular movement, connecting existing and future centers of activity, and catalyzing property investment and reinvestment.

##### Challenges

- Parking demand is high along Jasmine Street and shared with church complex located to the north
- Insufficient and inadequate pedestrian improvements to encourage day and nighttime users
- Existing and inconsistent pedestrian improvements that will have to be removed and replaced
- Insufficient easement depths to accommodate improvements

##### Objectives

- Pedestrian improvements from -- East Jasmine Street to Park Avenue, Park Avenue and / or Galveston Street to Killen's, and south to “new neighborhood” within “old airport site”
- Later phase of pedestrian improvements along Grand Boulevard connecting “new neighborhood” within former airport property

- Visually and functionally attractive pedestrian connection to existing destinations
- Enhanced public improvements which become a destination unto themselves
- Possible materials - vine canopy, twinkle lights, brick pavers, tree canopy
- Walkable environment and connections between existing and new investments
- Streetscape along Old Town’s principal corridors and public spaces
- Public improvements that serve to stabilize and enhance existing values within established neighborhood
- Enhanced public spaces - within existing buildings, historically-relevant and otherwise (i.e., theater)
- Enhanced pedestrian connections to new and existing anchors
- Retention of street grid
- Green buffer along industrial uses at northern edge of site

**Catalyst No. 4 - 4b. New Community on former Alvin Community College Campus**

**Purpose – New Community on former Alvin Community College Campus**

Provide the community with a demonstration of market support for alternative housing product types (a goal of the 2015 Comprehensive Plan), provide a daytime population to support commercial operators, and offer transitional uses between the commercial frontage and established neighborhoods beyond the Corridor.

### Challenges

- Historical marker on one building may limit redevelopment options
- Seller's asking price unsubstantiated
- Potential for extraordinary costs associated with remediation and demolition (existing conditions unknown)
- Zoning on select parcels that is inconsistent with the expressed vision

### Objectives

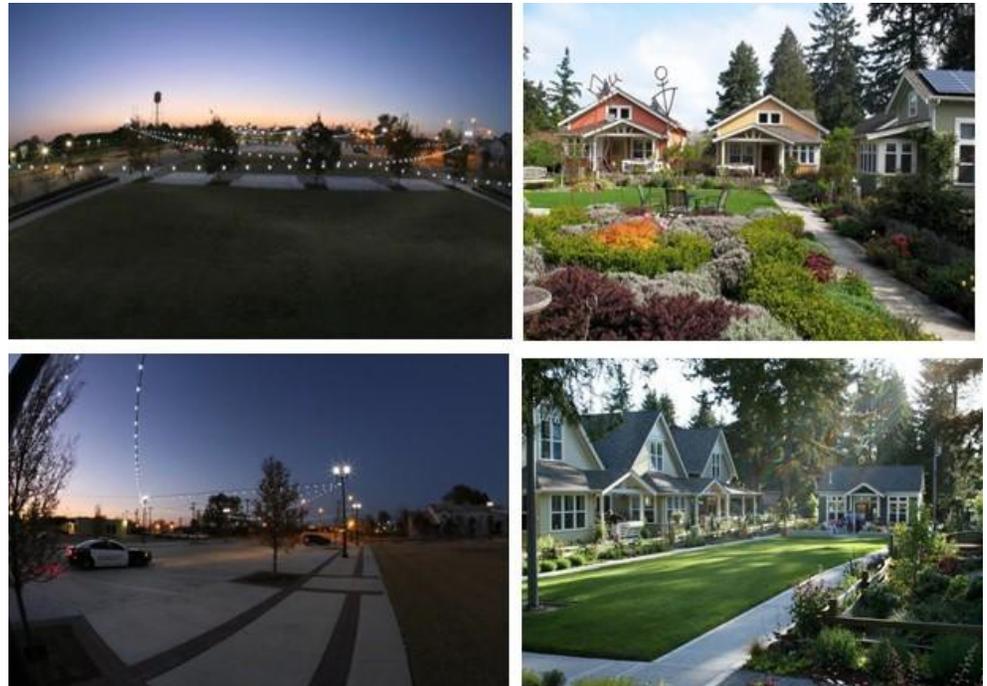
- New traditional community with alternative housing products (demonstration project)
- Redevelopment of some existing buildings, demolition of remaining improvements, retention of courtyard area, stronger connection to city park
- 22 cottage units facing Grand Boulevard, Park Avenue and Zychlinski Park
- Vehicular access provided through alleys located mid-block
- Multi-phase project by more than one developer
- Multi-generational neighborhood
- Mix of lot and unit sizes to support needs of multiple generations (singles, families and empty nesters)
- Amenitized public spaces (pocket parks) within 1300' walk of every unit
- Houses fronting all public spaces (parks and streets)
- Replacement use for current non-tax generating improvements
- Infill "new community" on former school site and recent community college property
- Additional "rooftops" in Old Town to support commercial operators

Catalyst No. 4 - 4a. Old Town Esplanade and 4b. New Community on former Alvin Community College Campus

Proposed Improvements



Example Images





**Catalyst No. 4 - 4b. New Community on former Alvin Community College Campus**

**Development Economic Analysis**

This catalyst project would include a mix of land uses within a private sector development. **Table 4-5** summarizes the economic/fiscal impact of this private project.

**Table 4-5: Catalyst No. 4 Economic/Fiscal Impact**

<b>Development Program</b>		
	<b>Units</b>	<b>Square Feet</b>
Retail/Restaurant		20,000
Flex/Employment		5,000
Residential (Rental)	0	0
Residential (For-Sale)	22	39,600
Gross Floor Area		64,600
Project Land Area		173,251
Floor Area Ratio		37%
<b>Development Pro Forma Summary</b>		
Total Project Value		\$9,040,750
Total Project Cost		\$10,949,297
Project Margin/"Gap"		(\$1,908,547)
% Project Margin/"Gap"		-17%
<b>Potential Tax Revenues</b>		
Taxable Development Value		\$9,350,000
Annual Property Tax Revenues		\$66,581
Annual Sales Tax Revenues		\$22,500
Potential New Residents		62
Potential New Employees		63

As shown, approximately \$9.4 million in increased development value could be generated by this catalyst project, resulting in over \$89,000 in new annual tax revenues. In addition, the project could generate 62 new residents and 63 new jobs. Development of the project would result in a deficit estimated at \$1.9 million, or 17% of project costs, largely due to high land costs and potential environmental remediation. This catalyst would likely require significant public investment to make it a “doable” redevelopment project.

**Development Strategy**

Old Town Esplanade

PEDC and the City invest in priority capital projects including a pedestrian esplanade that will serve as a destination unto itself while also connecting the restaurant and entertainment destination (see Catalyst No. 3) project to Old Town improvements and existing neighborhoods and destinations to the east (Killens Barbeque) and future neighborhoods to the south.

### New Community

Investigate alternative approaches to improve or solicit developers to improve the former community college property as a multi-use neighborhood with a mix of residential product types currently untested in the market, potentially including live-work spaces, along with supportive commercial and community spaces.

### **Phasing and Timing**

Approach the owners (school district) and / or representatives of the community college campus regarding their interest in partnering to solicit the interest of potential master developers -- PEDC will issue the request (for qualifications) and partner with the district (optional) to review submittals , select the developer, and negotiate the sale; if the district is not interested in partnering to pursue a developer, PEDC consider acquiring the properties that comprise the campus, and solicit developer interest independently of the district.

Upon identification of a preferred developer or sale of the campus to PEDC -- complete the following actions in the order presented--

- determine roles and responsibilities of each relative to required onsite and offsite improvements and funding sources including environmental remediation
- obtain regulatory approvals for intended uses including -- higher density single family detached housing units, live-work units for artists, community center, and commercial spaces; as well as, building retrofits (existing theater and historically-significant buildings)
- identify and complete necessary offsite improvements including the esplanade and other improvements intended to accommodate pedestrians and bicycles and connect them to existing uses and activity centers and adjacent neighborhoods along East Jasmine Street and South Grand Boulevard and onsite environmental remediation
- amend the existing Old Town regulations to allow for desired uses in a format consistent with select neo-traditional principles related to setbacks and site lines, and connections to open and public spaces

- depending on investment and return expectations, and terms of financing -- encourage master development of the properties by a single entity, and subsequent sale of individual building pads to multiple builders or developers who will dictate the number and timing of project phases

#### **Property Assemblage, Positioning and Disposition**

If the district is not interested in partnering with PEDC to solicit developer interest consistent with the concept vision, PEDC consider acquiring the properties that comprise the campus, independently solicit developer interest, and complete the subsequent action steps described above.

#### **Financial Resources and Incentives**

PEDC participate in capitalizing select improvements, both onsite and offsite; explore the feasibility of establishing new funding mechanisms including creation of a tax increment district; pursue matching public and private dollars; and, request support from various advocacy entities to assist with either early or ongoing financing for improvements.

PEDC participate with selected developers of catalyst projects in various ways and using different mechanisms, given: available resources (amount and type); desired outcomes; experience of development partner; and, consistency of development program with stated goals.

### Catalyst No. 5: Business Park South

#### Purpose

Offer an alternative to the northern segment of the Corridor for business and industry seeking a highly amenitized environment with expansion opportunities and proximity to regional north-south transportation corridors and points south of the Houston Metropolitan Area.

#### Challenges

- Presence of floodplain constraints and pipeline easements
- Distance to Tollway and Interstate
- Overall appearance of corridor (lack of consistency, no unifying design elements)
- Zoning on select parcels that is inconsistent with the expressed vision

#### Objectives

- Largest remaining contiguously owned parcels in the vicinity of the Corridor with highest potential for “business park” environment
- Favorable property ownership - Pearland Independent School District (PISD) and single owner (50+ acres)
- High quality public improvements with design controls for public spaces, parking and storage areas
- Offers a location for expansion among existing businesses so they are not lost to other communities
- Utility easements will not negatively impact development potential of properties
- Despite the presence of a ditch on the northern edge of the PISD site, there are no floodplain impacts
- Thoroughfare located along the northern edge of the PISD site was slightly realigned to create a more developable parcel on this edge of the site

Catalyst No. 5: Business Park South (Potential Development Sites)





**Catalyst No. 5: Business Park South**

**Development Economic Analysis**

This catalyst project would include a mix of land uses within a private sector development. **Table 4-6** summarizes the economic/fiscal impact of this private project.

**Table 4-6: Catalyst No. 5: Economic/Fiscal Impact**

<b>Development Program</b>		
	<b>Units</b>	<b>Square Feet</b>
Retail/Restaurant		20,000
Flex/Employment		1,500,000
Residential (Rental)	340	272,000
Residential (For-Sale)	0	0
Gross Floor Area		1,792,000
Project Land Area		8,189,280
Floor Area Ratio		22%
<b>Development Pro Forma Summary</b>		
Total Project Value		\$197,217,333
Total Project Cost		\$200,356,025
Project Margin/"Gap"		(\$3,138,692)
% Project Margin/"Gap"		-2%
<b>Potential Tax Revenues</b>		
Taxable Development Value		\$178,500,000
Annual Property Tax Revenues		\$1,271,099
Annual Sales Tax Revenues		\$90,000
Potential New Residents		510
Potential New Employees		3,807

As shown, approximately \$178.5 million in increased development value could be generated by this catalyst project, resulting in over \$1.3 million in new annual tax revenues. In addition, the project could generate 510 new residents and 3,807 new jobs. Development of the project would result in a slight deficit estimated at \$3.1 million, or 2% of project costs, largely due to the market “readiness” of the immediate area. This catalyst would likely require limited public investment to make it a “doable” redevelopment project.

**Development Strategy**

(Similar to Catalyst No. 2 above) PEDC and the City participate with property owners in funding, or proactively finance and complete the construction of infrastructure improvements including those in drainage ways, and utility and infrastructure relocations, all in an effort to enhance their marketability, expedite the timing of private improvements, and ensure desired quality levels.

### **Phasing and Timing**

Phase capital improvements giving the highest priority to those that establish the southern segment of the Corridor as a cohesive employment center, mitigate negative impacts (visual and physical), and catalyze desired private investment; timing within private properties will be dictated by several factors (some outside PEDC's control) including the resources of private property owners and PEDC and location and condition of available meritorious properties.

### **Property Assemblage, Positioning and Disposition**

PEDC work with existing property owners in the Corridor about the vision for an improved physical environment and creation of a business park setting, and -- with willing owners, partner to secure entitlements, finance and construct infrastructure improvements, and market parcels to potential users; with unwilling owners, consider acquisition of available properties and complete the same actions, yet independent of the original owner; priority properties should include those where the intended investment program is inconsistent with and will compromise the vision.

### **Financial Resources and Incentives**

PEDC participate in capitalizing select improvements, both onsite and offsite; explore the feasibility of establishing new funding mechanisms including creation of a tax increment district; pursue matching public and private dollars; and, request support from various advocacy entities to assist with either early or ongoing financing for improvements.

PEDC participate with selected developers of catalyst projects in various ways and using different mechanisms, given: available resources (amount and type); desired outcomes; experience of development partner; and, consistency of development program with stated goals.

## Economic Feasibility

Project outcomes, including profitability, are influenced by a multitude of factors including a project’s location, management, marketing, political support and others. Because there are many “moving parts” to development, and even more associated with redevelopment, success is highly dependent on the elimination of as much uncertainty, as possible. Variables that can heighten risk, and corresponding uncertainty of redevelopment projects, are found in both its cost and revenue assumptions including:

- Variations in land prices, depending on market conditions and property owner expectations;
- On-site development costs, depending on existing conditions;
- Off-site development constraints, including upgrades to existing infrastructure;
- Higher financing costs due to perceptions of risk; and
- Timeframe to absorb space or achieve anticipated rents and / or sale prices.

Among the most significant challenges facing potential catalyst projects such as those presented here are:

- Level of market “education” required to reframe the consumer's perceptions;
- Higher development costs associated with creating a “place” sufficient to attract the desired market segments;
- Ability to overcome investor concerns about the projects’ location in a transitional area; and
- Higher project costs associated with the assembly of land, construction staging in a built environment, and parking.

The purpose of preparing economic analyses for each of the catalyst concepts is to provide the City and PEDC with insight into the private investor's perspective regarding the viability of investment in the Corridor, while also providing information that most effectively “tells the story” of the Corridor’s potential for investment and reinvestment. Benefits to the public sector include a better understanding of the "order of magnitude" of any financial “gap” that might result from development and / or redevelopment of these or similar projects in the Corridor; and, guidance with regard to the type and number of financing mechanisms and strategies which will be needed

to deliver projects of these types to the market. Since assumptions used are based on prevailing market indicators, final figures associated with actual projects will likely be different as conditions and markets change. For perspective, economic gaps of 20% to 50% are not uncommon in established commercial locations like the SH 35 Corridor that are on the cusp of revitalization. As shown in the following table, two of the projects generate small surpluses, while the other two suggest gaps ranging from approximately 2% to 7%. These surpluses, and relatively small gaps, indicate that the Corridor may be ready for new reinvestment.

## Leveraged Investment

One of the primary objectives of publicly-led revitalization efforts is to “leverage” public resources and encourage private investment. While public sector entities should not necessarily expect a healthy return in the early stages of initiatives similar to this one, they should over the mid- to long-term. Whereas the first few development projects in these environments almost always suffer from economic gaps resulting from challenges identified here, the intent of early contributions is to reverse the prevailing trend and prove-up demand for market-supported project concepts. Despite the potential for a limited direct return on public sector efforts in the early phases of these efforts, it is equally rare that public initiatives will not gather momentum as project economics improve to the point where their participation is no longer needed, or at least to the same level.

The catalyst concepts summarized here have multiple phases, and individually and collectively have the potential to effectively leverage a high degree of private investment. As shown in **Table 4-6**, collectively they have the potential to generate over \$240 million in new private investment. The potential public investment required to “fill” potential economic gaps would likely range between \$6 million and \$8 million, yet leverage this involvement at an overall average ratio of 30: to 40:1 (\$30 to \$40 spent by the private sector for every \$1 spent by the public sector).

Public sector decisions regarding participation, and to what degree, should be based on several factors, among them the level of public investment in infrastructure, parking, and land required to encourage or “ready the environment” for investment, and resulting amount of private investment leveraged.

Table 4-6:

Catalyst Project Leverage Summary

Project Indicator	Catalyst Project Concepts			
	Catalyst #2: Business Park North	Catalyst #3: Restaurant and Entertainment Destination / Main Street Buildings and Urban Environment	Catalyst #4: Old Town Esplanade / New Community on Former Alvin Community College Campus	Catalyst #5: Business Park South
<b>Private Sector Investment</b>				
<b>Development Sq Ft:</b>				
Project Land Area (Acres)	23.9	4.0	4.0	188.0
Retail/Restaurant	12,000	33,100	5,000	20,000
Office/Employment	230,000	0	20,000	1,500,000
Residential (Rental)	0	0	0	272,000
Residential (For-Sale)	0	0	39,600	0
<b>Total Private Development</b>	<b>242,000</b>	<b>33,100</b>	<b>64,600</b>	<b>1,792,000</b>
<b>Floor Area Ratio</b>	<b>23%</b>	<b>19%</b>	<b>37%</b>	<b>22%</b>
<b>Total Project Value (@ Build-Out)</b>	<b>\$28,373,733</b>	<b>\$5,767,675</b>	<b>\$9,040,750</b>	<b>\$197,217,333</b>
<b>Total Project Costs (@ Build-Out)</b>	<b>\$27,875,626</b>	<b>\$5,389,955</b>	<b>\$10,949,297</b>	<b>\$200,356,025</b>
<b>Project Margin/(Gap)</b>	<b>\$498,108</b>	<b>\$377,720</b>	<b>(\$1,908,547)</b>	<b>(\$3,138,691)</b>
<b>Project Margin/(Gap)%</b>	<b>2%</b>	<b>7%</b>	<b>-17%</b>	<b>-2%</b>
<b>Potential Contributions to Gap</b>				
Land Acquisition/Write-down	\$0	\$0	\$0	\$0
Site Improvements Contribution	\$0	\$0	\$619,378	\$0
Supportable TIRZ (25 Years)	\$0	\$0	\$2,600,000	\$51,800,000
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$0	\$0	\$100,000	\$500,000
Public Improvement District (20 Years)	\$0	\$0	\$0	\$0
Property Tax Abatement (10 Years)	\$0	\$0	\$500,000	\$10,800,000
Development Fee Waivers	\$0	\$0	\$0	\$0
Federal/State/Local Grants	\$0	\$0	\$0	\$0
Streamlined Development Approval Process	\$0	\$0	\$0	\$0
<b>Total Contributions to Gap</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,819,378</b>	<b>\$63,100,000</b>

Source: Kimley Horn and Ricker|Cunningham.

Section 5:

## Implementation

The strategy for promoting development and redevelopment within the SH 35 Corridor is based on an awareness of existing conditions and understanding of desired outcomes, tempered with market realities. To this end, its major components include:

- **Vision** (or **Statement of Intent**)
- **Guiding Principles**
- **Development Approach - and**
- **Actions**

Presented in the discussion which follows is: a **vision** for revitalization, expressed as a **statement of intent**; parameters for land use and improvement decisions referred to as **guiding principles**; an **approach** to catalyze private development and improvements the public realm; and, **actions** to overcome **barriers**.

Redevelopment of the SH 35 Corridor will be dependent on numerous projects, programs and policies that collectively "readying the environment for investment." Key to successful implementation will be the ongoing resolution of circumstances that may arise, each one tailored to unique conditions within the Corridor. In addition to recognizing and addressing these challenges, PEDC and the City will need to communicate their accomplishments to stakeholders and local officials so that community support for this redevelopment effort is sustained and public commitment long-

term and on-going.

## Vision

### Statement of Intent

The recommended vision for revitalization of the SH35 Corridor Study Area is ... *a high quality and consistently-designed employment and business environment with compatible land uses and supportive amenities. It will be the community's principal center for new and expanding industries with less impactful operations concentrated in its northern segment. Commercial businesses will primarily be those that support the daytime needs of employers and their employees such as restaurants, supply stores, and maintenance facilities. Larger format commercial businesses will be encouraged to locate near the Corridor's core, where there is already an established base. Along the southern edge of the central segment, the Old Townsite will include a broad mix of product types within a limited number of land use categories, primarily residential, commercial retail and office. Once the community's first district for commerce and industry, new investment will leverage established residential neighborhoods, mature vegetation, and a gridded street system. Uses will build on what is already there, attracting both residents and visitors, and extending their stay. Public improvements will include spaces to host community events while also connecting various activity areas. Early development and redevelopment projects will be encouraged to include both public enhancements and private uses that may, or may not as yet, be tested in the local market, as demonstrations of*

*what is envisioned over the near- and long-term.*

## Guiding Principles

While the purpose of this SH 35 Corridor Redevelopment Strategy is to inform and guide future growth in the Study Area, it is a policy, not regulating document. As such, the only way to protect the expressed vision, and advance the desired improvements, will be to ensure alignment among the City's guiding documents, particularly those codes and standards that will inform investment within its boundaries. In addition, guidance that fosters sound decision-making by the City's leaders will need to be provided, particularly on matters related to land use and capital expenditures, so that they continually reflect and support the intentions herein. Regarding amendments to existing regulations and development standards, several recommendations are provided in **Appendix I**. In terms of information to assist public officials, the following guiding principles are offered as a reference, with each one, while general in nature, intended to reflect existing challenges, potential opportunities, and input from experts in the fields of finance, development, business, and industry, all of which participated in this strategy process.

**Guiding Principles** are defined as *representing a broad philosophy that guides the organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management filter for decisions at all levels of the organization.*

1. The City will maintain a proactive and sustained attitude towards redevelopment that is consistent with the vision for the Corridor.
2. The community's vision for the Corridor will be reflected in supporting policies and regulations.
3. Industrial and commercial land uses will be encouraged in appropriate locations so as to maintain the desired character of each segment of the Corridor.
4. Development standards will be appropriate for the expressed vision and catalyzing concepts within the various segments of the Corridor.
5. Property owners will be provided with knowledge and analyses (due diligence) resulting from this process in an effort to encourage desired investment.
6. Capital projects will be phased to encourage new investment, first, and improve conditions for existing uses, second.
7. Enhancements to public spaces will be consistent with the vision for an employment center environment and include new and replacement projects despite the age and condition of existing improvements.
8. Policy, vision and regulatory documents superseded by the objectives expressed in this SH 35 Corridor Redevelopment Strategy will be updated and in the interim variances afforded for select projects deemed consistent with the objectives stated there

## Development Approach

Any approach by a public entity to encouraging investment in a defined geography should cultivate streamlining the delivery of both capital improvements, and either development-ready or unimproved sites, to the market. Further, it is predicated on the fact that *private investment follows public commitment*. To this end, the approach for redeveloping the SH 35 Corridor involves public participation in two arenas -- the Study Area as a whole and distinct projects with an opportunity to realize near-term investment. The projects may involve a single site or potential assemblage, and they may be site or area-specific, or have numerous applications. Presented in the discussion below are several components of an approach to improving the framework of the Corridor environment, followed by customized approaches (using the same components) for advancing the individual project concepts. This is followed by a description of barriers, or obstacles that could threaten efforts to improve the Corridor and attract investment, along with a series of actions to either eliminate or mitigate these challenges.

### Corridor-Wide

#### Development Lead

Experience has shown that communities with a competitive

advantage, minimize risk through a range of methods including: funding or installing shared infrastructure, guaranteeing swift permit reviews, and ensuring political and community support. If possible, they provide pre-entitled facility "shells" (designs) and flexible interpretation of existing regulations, guidelines and standards. Through this approach, they are better able to both capture a larger share of new investment, as well as expedite its timing.

Further, the approach here assumes PEDC, together with the City, will act as the master developer of improvements in the Study Area, and as such will lead the financing and contraction of off-site infrastructure and enhancements, as well as assist with select on-site improvements, particularly those completed in an effort to better position key parcels for investment and expedite building construction.

As the City's lead agency for industry attraction, PEDC will provide oversight and act as the lead on development requests, be the principal provider of "gap" financing (for meritorious projects), and use its resources to fund infrastructure and utility improvements; while the City will lead enforcement of regulations.

#### Capital Improvements

## SH 35 Corridor Redevelopment Strategy – Pearland, Texas



In addition to installation of infrastructure and utilities, connections to the region’s trail system, enhanced landscaping, and roadway improvements; this Redevelopment Strategy also recommends that PEDC consider assisting with select on-site investments, in support of the catalyst concepts. Recognizing that the introduction of these

elements, while necessary, could command additional resources for their care and maintenance, this Strategy recommends that in a later phase of the Corridor's redevelopment, various funding mechanisms, including improvement districts, be considered.

### Phasing Plan

Phasing improvements within a targeted geography serves to address a number of development challenges among them -- ensuring the availability of development-ready sites during active real estate cycles; and, managing the pace of development so that the ability to repay debt is maintained. Sustaining a long-term program of capital improvements in the Corridor will be imperative should the community elect to solicit either matching state or federal economic development dollars, or incremental tax dollars from participating entities. An on-going schedule of improvements will also more effectively leverage public resources, and increase the potential for sustained public and private support as progress will be visible.

### Property Assemblage, Positioning and Disposition Strategy

Whereas most community-initiated redevelopment initiatives take several years to implement, property acquisition is an ongoing process among private, public, non-profit and combinations of these groups. In addition, the more activity there is in the market, the higher the asking prices, which can have the consequence of creating an even larger gap in a projects economic feasibility.

Therefore, as the entity with the largest and longest-term interest in the area, either the municipality or their agent (in this case PEDC), should consider early acquisitions a priority, particularly given the numerous advantages for the private sector when acquiring property from public and non-profit entities, among them -- lower carrying costs, less uncertainty regarding entitlements, and, the potential for monetary incentives. Further, the methods and terms of these agreements can be quite flexible. Properties can be either sold or leased, at or below market rate levels, and, trades and contributions can be considered (assuming no legal restrictions). In addition, community interests, long-term goals, and outstanding obligations have the potential to be addressed, and possibly funded in conjunction with new projects.

Decisions by the development entity (directly or indirectly) regarding these options should consider: the capital value of individual parcel sales compared to long-term leases, near- and long-term project objectives, policies and practices of the lead entity; and, desired level and timing of the public sector's return on investment.

### Financial Resources and Incentives

Financing mechanisms used to fund improvements in the Corridor should include a range of resources, used individually and in different combinations. Possible sources include: grant and bond revenues, low or no interest loans, future district revenues, existing economic development program dollars, and if available, municipal

improvement funds. Additional sources could include: bank, state and federal matching funds, municipal resources, private fees and incremental tax dollars. Capital improvements, delivered by the public sector, that make an area attractive for development and stabilize the investment climate, should be considered an economic contribution with monetary value, whereas they have the potential to close a financial gap. Matching economic development incentives to direct investments in the physical environment, and indirect contributions to the fiscal concerns, are frequently the most successful approach.

### **Organizational Oversight**

The organizational entity that assumes responsibility for the revitalization effort (PEDC) will be the one to: maintain development oversight; manage and market properties, either together with or on behalf of property owners; and, fund, finance and negotiate development agreements and leases among publicly-owned properties, and in public spaces. Additional support should be provided by representative governments, advocacy entities and regional economic development organizations.

### **Marketing and Promotion**

A carefully designed and consistently administered marketing program should be an early actionable item. Individuals and organizations that support and promote investment, along with local officials and business associations, need to coordinate their

marketing efforts. Ideally, the City and PEDC, will establish common goals and objectives, along with consistent policies, and whenever possible, share and leverage resources. When private interests request assistance with marketing their properties to developers or other users (either on their behalf or in partnership), various approaches should be considered including: issuing developer requests, retaining brokers, and attaching these parcels to other community-wide efforts to attract business and industry to the local market.

### **Regulations**

The experience of many, if not most, communities that have advanced similar redevelopment initiatives has shown that while a higher standard of development must be established for the targeted area, they should be appropriate for the uses desired, and reflect intended outcomes. In addition, if during the early phases of the redevelopment project, these standards have a financial impact that renders a desirable project infeasible, the lead entity should consider providing resources to fill the economic gap. During later phases of the project, it is highly likely that market conditions will have reached a state of equilibrium wherein project revenues should be sufficient to cover project costs. Regardless of what entity prepares the development standards, they should be enforced by the City. While it may seem counter-productive to require heightened levels of improvements in an area where conditions are such that project and site development costs alone could render a project infeasible, they are essential as businesses

will require that their investment be protected, and these assurances can only be offered when there is consistency in the regulating process. Since "time is money," the systems by which standards and regulations are enforced need to be as efficient and cost-effective as possible. Pearland's current process appears to be both efficient and cost effective, and therefore should be promoted as an economic incentive for businesses and industries developing in the Corridor and community at-large.

### Catalyst Projects (Concepts)

As explained in the previous section, catalyst projects are those with the potential to stimulate private investment, stabilize the business environment, prove-up market support for untested products, and establish desired levels of quality and character. What follows are a series of recommendations regarding an approach to advancing the catalyst project concepts identified for the SH 35 Corridor. As stated earlier, each approach (were relevant) involves similar elements to those presented above related to framework improvements in the Corridor.

#### Catalyst No. 1 - Northern Gateway and Corridor Improvements

##### Purpose

Offer a **business location for office and industrial users** seeking a high quality setting offering supportive infrastructure and amenities and access to points north and south of Pearland and Houston Metropolitan Area.

##### Development Strategy

PEDC and City complete the following priority capital projects in the *northern segment* of the Corridor -- gateway enhancements, wayfinding (signage), and softscapes where hardscapes currently exist *so that* individual parcels appear to be part of a **consistently designed and maintained environment**; natural "screens" adjacent to the right-of-way *so that* the **area's visual appearance is improved**; design pavers and enhanced landscaping at intersections and other significant nodes where private investment is eminent *so that* **public investment is leveraged**; and, connections to local and regional trail systems so that employees can arrive via **multiple forms of mobility**. In its *southern segment*, encourage TxDOT to **continue its roadway improvement program** completed in the northern portion during 2014. Following TxDOT, or in concert with them, **duplicate the improvements identified above** in this portion of the Corridor.

##### Phasing and Timing

Assuming that private investment follows public commitment, complete improvements within the following categories in the order presented or as dollars are available for specific project components

--

Phase No. 1 - northern "gateway" and "screening" improvements

Phase No. 2 - intersection and corridor improvements in locations that most effectively leverage private investment

Phase No. 3 - aesthetics and amenities including trail connections, bike paths, signage, landscaping

### Property Assemblage, Positioning and Disposition

Educate property owners in the Corridor about the vision for an improved physical environment and discuss options for *PEDC* to proactively **locate, install, and maintain enhanced landscaping and other public spaces** -- *if property owners are willing to dedicate* an easement to either PEDC or the City, **transfer ownership** and / or **accept a variance** where current easements exist -- where rights-of-way bifurcate multiple jurisdictions, solicit *public entity interest* in participating in a cooperative agreement and / or being part of an overlay district that solidifies anticipated improvement levels and their location.

### Financial Resources and Incentives

Access the viability of existing and potential **resources** (capital reserves, economic development), including creation of a tax increment district; pursuit of **matching public and private dollars**; and, **support from** various **advocacy entities** to assist with **financing** and **supporting improvements**.

### Catalyst No. 2 - Business Park North

#### Purpose

"Ready" or **position properties** (both private and public) for **investment** by completing **due diligence research** efforts on behalf of private sector property owners by identifying and **eliminating barriers** to investment, and **streamlining** the timeframe between **site acquisition** and / or completion of **vertical improvements**.

### Development Strategy

Establish a policy whereby PEDC and the City **participate** with property owners / developers **in funding** the construction of **infrastructure improvements** in an effort to **position properties** for near-term investment, acknowledging that **eligible parcels will meet specified criteria** such as -- vacant for an extended period of time, presenting potential for job creation (primary), ability to advance key economic development goals, and others.

### Phasing and Timing

The timing of improvements within private properties will be dictated by several factors (some outside PEDC's control), among them:

- interests and resources of private property owners
- resources of PEDC and other advocacy entities who may participate in funding improvements (**proactive efforts**)
- number and condition of available properties
- number of meritorious parcels (see criteria) who request assistance (**reactive efforts**)

**Proactive efforts** - priority properties for targeted investment (either publicly- or privately-held) will have the fewest obstacles (barriers) to investment and be in the most strategic locations based on **meritorious measures** such as:

- at or near an intersection
- uninhibited access to the Corridor
- visibility from either a primary or secondary roadway
- adequate in size and shape to accommodate a marketable improvement

**Reactive efforts** - timing will be dictated by requests for assistance by property owners with strategically-located properties and a meritorious development concept

**Property Assemblage, Positioning and Disposition**

PEDC will consider the **acquisition** of private properties made available by existing owners in an effort to **entitle** (if necessary), **improve** and **position** (if deemed feasible), and **sell** (dispose of) to an individual or entity willing to **advance the vision and objectives** defined herein -- **priority properties** should include those within the identified catalyst areas and other locations where the intended investment program is inconsistent with and will compromise the vision.

**Financial Resources and Incentives**

Use **existing resources** of PEDC and the City to complete capital improvements, including any **capital reserves** or **economic development funds**.

**Catalyst No. 3 - 3a. Restaurant and Entertainment Destination, 3b. Main Street Urban Design**

**Purpose**

Establish a **destination** for residents and visitors with **commercial venues** unique to the area and its "gritty character" and **compatible** with existing uses that correspondingly provide an environment to

**incubate** local businesses and **grow dining and shopping offerings in the Old Townsite District**.

**Development Strategy**

Restaurant and Entertainment Destination

Solicit existing property owners regarding their interest in "**hosting**" the identified catalyst concept (open-air food court for food trucks or temporary structures for multiple vendors) to **test the market's interest** before building more permanent structures -- owners will have option to **lease or sell property, participate** in financing improvements, and **share** in financial return; if interested in leasing or selling property to a developer or operator, **PEDC will issue** a developer / operator **request** and **facilitate negotiations** -- if no viable responses are received, PEDC should consider property **acquisition, construction** of temporary improvements, **identification** of private operators, and **management** of the space.

Main Street Urban Design

Complement this new venue and existing uses with supportive pedestrian and streetscape improvements, and urban design elements that balance vehicular and non-vehicular movement and provide a "downtown" experience. Update policies and regulations to require new, retrofitted and altered buildings bring their building edge to the street and relocate onsite parking to the back of lots.

### Phasing and Timing

Upon identification of a preferred developer or operator (including the existing owner or PEDC) -- complete the following actions in the order presented or as dollars are available for specific project components --

- **determine roles and responsibilities** of each relative to required onsite and offsite improvements and funding sources
- **obtain regulatory approvals** for temporary structures (food court zoning and / or commercial kitchen incubator designation) and food service sales (food truck ordinance)
- **identify necessary offsite improvements** including **pedestrian** and **streetscape enhancements** that connect this venue with other existing food and entertainment establishments including LA Crawfish and Killen's Barbeque
- amend the geographical extent of existing **Old Townsite District regulations**, build-to references and development thresholds that trigger compliance
- depending on investment and return expectations and terms of financing, consider a **multi-phase project** with
  - **temporary structures** completed during first phase
  - transitioning to **permanent structures** during phase two

### Property Assemblage, Positioning and Disposition

If no interest is expressed by either existing property owners or potential developers, PEDC should consider acquiring and leasing or selling a viable site or sites to an operator or operators, and subsequently constructing or participating in the construction of vertical improvements (see Development Strategy).

### Financial Resources and Incentives

**PEDC participate in capitalizing select improvements**, both onsite and offsite, following selection of a final master developer for the project concept and depending on available resources (amount and type) and negotiated roles; treat and / or **classify the open-air restaurant and entertainment venue as an incubator** in order to qualify for regional, state and federal funds and other employment-related grant or low interest loan programs); **establish financial resources** (TIRZ, special district) to fund improvements and infrastructure, and fill economic "gaps" resulting from associated costs (land acquisition); and, request **support from various advocacy entities** to assist with **financing and supporting improvements**.

### Catalyst No. 4 - 4a. Old Town Esplanade, 4b. New Community on former Alvin Community College Campus

#### Purpose

Introduce **pedestrian** and **streetscape improvements** which **solidify the Old Townsite District as a destination** for residents and visitors, **balancing** vehicular and non-vehicular movement, **connecting** existing and future centers of activity, and **catalyzing** property investment and reinvestment. Use the former Alvin Community College (ACC) campus as a host for a **demonstration housing project** featuring cottage homes, **internal gardens, venues for cultural events**, and potentially artists' work space.

### Development Strategy

#### Old Townsite Esplanade

PEDC and the City invest in priority capital projects including a pedestrian esplanade that will serve as a destination unto itself while also connecting the restaurant and entertainment destination (see Catalyst No. 3) project to other improvements and existing neighborhoods in the District, along with existing destinations (Killens Barbeque) and future neighborhoods around its perimeter.

#### New Community

Investigate alternative approaches to improve or solicit developers to improve the ACC property as a multi-use neighborhood with a mix of residential product types currently untested in the market, potentially including live-work spaces, along with supportive commercial and community spaces.

### Phasing and Timing

Approach the owners and / or representatives of the former Alvin Community College property regarding their interest in partnering to solicit the interest of potential master developers -- **PEDC will issue the request** (for qualifications) and **partner** with the district (optional) to **review** submittals , **select** the developer, and **negotiate** the sale; if the district is not interested in partnering to pursue a developer, PEDC consider acquiring the properties that comprise the campus, and solicit developer interest independently of the district.

Upon identification of a preferred developer or sale of the campus to PEDC -- complete the following actions in the order presented --

- **determine roles and responsibilities** of each relative to required onsite and offsite improvements and funding sources including environmental remediation
- **obtain regulatory approvals** for intended uses including -- higher density single family detached housing units, live-work units for artists, community center, and commercial spaces; as well as, building retrofits (existing theater and historically-significant buildings)
- **identify and complete necessary offsite improvements** including the **esplanade** and other improvements intended to accommodate **pedestrians** and **bicycles** and connect them to existing uses and activity centers and adjacent neighborhoods along East Jasmine Street and South Grand Boulevard and **on-site environmental remediation**
- **amend** the existing **Old Townsite District regulations** to allow for desired uses in a format consistent with select neo-traditional principles related to setbacks and site lines, and connections to open and public spaces
- depending on investment and return expectations, and terms of financing -- encourage **master development** of the properties by a single entity, and subsequent **sale of individual building pads** to multiple builders or developers who will dictate the number and timing of project phases

### Catalyst No. 5 - Business Park South

#### Property Assemblage, Positioning and Disposition

If ACC is not interested in partnering with PEDC to solicit developer interest consistent with the concept vision, PEDC consider acquiring the properties that comprise the campus, independently solicit developer interest, and complete the subsequent action steps described above.

#### Financial Resources and Incentives

**PEDC participate in capitalizing select improvements**, both onsite and offsite, PEDC participate with selected developers of catalyst projects in various ways and using different mechanisms, given: available resources (amount and type); desired outcomes; experience of development partner; and, consistency of development program with stated goals.

Use **existing** economic development **dollars** and / or future dollars dedicated to advancing these catalyst concepts; and

**potential sources** such as (incremental revenue (TIRZ), other special district funds, grants, low interest loans to fund improvements and infrastructure, and fill economic "gaps" resulting from associated costs (land acquisition); and, request **support from** various **advocacy entities** to assist with programming, particularly, public and art spaces (if any)

#### Purpose

To compliment the high quality business environment in the northern segment of the Corridor, introduce appropriate improvements for business and industry seeking a highly amenitized environment with expansion opportunities and proximity to regional north-south transportation corridors, and points south in the Houston Metropolitan Area.

#### Development Strategy

(Similar to Catalyst No. 2 above) PEDC and the City **participate** with property owners **in funding, or proactively financing** and completing the construction of **infrastructure improvements** including those in drainage ways, and utility and infrastructure relocations, all in an effort to enhance their **marketability, expedite** the timing of private improvements, and ensure desired **quality** levels. As mentioned above, encourage TxDOT continue the next phase of roadway enhancements, completed in the northern segment in 2014.

#### Phasing and Timing

**Phase capital improvements** giving the highest priority to those that establish the southern segment of the Corridor as a cohesive employment center, mitigate negative impacts (visual and physical), and catalyze desired private investment; timing within private properties will be dictated by several factors (some outside PEDC's

control) including the resources of private property owners and PEDC and location and condition of available meritorious properties.

### Property Assemblage, Positioning and Disposition

PEDC existing property owners in the Corridor about the vision for an improved physical environment and creation of a business park setting, and -- with willing owners, partner to secure entitlements, finance and construct infrastructure improvements, and market parcels to potential users; with unwilling owners, consider **acquisition** of available properties and complete the same actions, yet independent of the original owner; **priority properties** should include those where the intended investment program is inconsistent with and will compromise the vision.

### Financial Resources and Incentives

Use **existing resources** of PEDC and the City to complete capital improvements, including any **capital reserves** or **economic development funds**; **and**, establish **new funding mechanisms** including creation of a tax increment district.

### Actions

The national trend of stagnating and declining municipal corridors is evident not just in Pearland and the Houston Metro Area, but throughout the U.S. Facing increasing competition from locations in revitalizing city centers and downtowns, along with locations on the fringe of communities that are less expensive to develop and which

present fewer constraints, properties in these locations are at risk of decay and a corresponding decline in value. A local example was the relocation of existing retailers, and preference of new retailers, for locations along SH 288 and high profile Pearland Parkway. In order to address this trend, Pearland and other municipalities facing similar circumstances, need to first acknowledge the challenges inherent in these types of geographies, and then develop context- appropriate regulations and incentives to overcome them.

As explained above, in addition to those elements of the strategy for redeveloping the SH 35 Corridor presented above, is this final component which includes a discussion of barriers to development, discovered within the Study Area, followed by a series of actions, or efforts, designed to eliminate these obstacles and attract desired investment. While the barriers that prevent or delay development in physically constrained environments such as the SH 35 Study Area can be numerous, and sometimes difficult to identify, they almost always fall into one of the following six categories - market, physical, financial, regulatory, political and organizational. For this reason, the discussion that follows is organized into these same groups or categories. Each one is first defined, and then followed by local examples. The reader will notice that some are site- or area- specific, while others have the potential to impact parcels throughout the Corridor. Correspondingly, the actions identified to mitigate their impact are both site- or area-specific, and non- specific. Site-specific actions include a reference to the location where a certain issue or constraint will be resolved.

## Barriers

### Market Barriers

Two of the most significant, yet least known challenges to community-led redevelopment initiatives are, a lack of market information and inaccurate market information (quantitative and qualitative). Heightened access to multiple sources of information, both online and in print, have left economic development professionals with both more informed, and misinformed, prospects. While most of the available data is accurate, some is not, and still other information published without appropriate context, can lead to misconceptions of a market's potential. An important first step in efforts such as this one is to discern fact from fiction. Misconceptions can be unforgiving and difficult to reverse, especially among developers who link this information to unfavorable policy decisions. Their perceptions, in particular, can lead to self-fulfilling prophecies about the potential of a community to become something else. With adoption of this SH 35 Corridor Redevelopment Strategy, it must be a "new day" in the minds of all advocates and stakeholders in the Study Area and community. PEDC and the City cannot wait for investors to discover development opportunities in the Study Area, nor leave them to interpret generic information that may, or may not, be accurate. Information generated during this planning process should be shared and used to develop marketing and promotional materials which tell the area's "investment story." Presented here is a representative list of

market challenges or barriers, impacting investment decisions in the SH 35 Corridor.

- M1. Proximity of incompatible land uses to parcels in the 35 Corridor, specifically encroachment of residential developments on industrial businesses resulting from approved property rezonings
- M2. Fairly homogenous mix of uses and businesses in the Old Townsite District, and too few to serve as a "destination" or district that consumers residing outside of Pearland's municipal boundaries would visit
- M3. In addition to little deviation among residential products types approved for development in the local market (see R6. Below), few home builders with either experience or interest in offering these types of products in the Pearland market
- M4. Significant number of vacant and under-utilized parcels that are too small to be improved according to existing regulations, most of which are located in the Old Townsite District, without being part of a larger assemblage that often requires a process that can be time-consuming and costly
- M5. Business environment that lacks "market identity," something generally reserved for regionally-recognized business and industrial parks with consistent infrastructure improvements,

and properties that are fairly consistently promoted and maintained

- M6. Presence of automobile dealerships which pose an inefficient use of the land in the Corridor, and are inconsistent with the stated vision for a quality business and industrial park environment, and which

**Physical Barriers**

Physical improvements, public or private, roadway or building, are all signs that a community is moving forward and making progress. Since one of the primary obstacles to development in established areas is the conditions and capacity of its existing infrastructure, investment activity in these locations tends to lag behind those in other parts of the community. Inadequate infrastructure has its biggest impact on the economic feasibility of a project since it can be harder for elected officials to justify expenditures (even incentives) to repair or expand existing infrastructure, rather than build new infrastructure. Despite numerous fiscal analyses that have shown a higher public sector return on investment from participation in redevelopment than new development projects, as well as, a more significant impact on adjacent property values, few communities place promoting and completing projects in these locations at the top of their priority initiatives list.

The most established areas of communities usually include their downtown, and commercial and industrial corridors, all located in

the interior of communities, rather than along their edges. Structures within their boundaries are also often among the community's older building stock, and generally designed with the automobile in mind. Given the highly prescribed format of most real estate products, redevelopment solutions within these areas often necessitate the collaborative input of multiple disciplines so that design solutions are comprehensive and relevant. Finally, designing improvements from the perspective of a single professional (architect, land planner, engineer) may not effectively reflect lifestyle preferences and needs that can represent untapped niches. Presented here is a representative list of physical challenges or barriers, impacting investment decisions in the SH 35 Corridor.

**Physical**

- P1. Balancing the access challenges created by roadway medians (in the Corridor's northern segment), with the necessity for safety islands given the width of the highway
- P2. Location of the Burlington Northern - Santa Fe (BNSF) Railroad tracks, and their proximity to parcels in the central segments of the Corridor in the vicinity of the Old Townsite District, and associated impacts such as noise, smell, and dust, collectively limiting the viability of certain uses and product types, especially those with outdoor seating spaces such as restaurants

- P3. Numerous “remnant parcels” or those lacking sufficient utility, primarily within the Old Townsite District, which lack an adequate size and shape to be improved under existing regulations without being part of a larger land assemblage, most of which are located adjacent to the BNSF line and adjacent rail corridor easement
- P4. Available inventory of parking facilities within the central segments of the Corridor, particularly in the vicinity of the Old Townsite District, that is currently limited and will continue to be stretched as properties continue to develop and redevelop
- P5. Presence of infrastructure lines and related easements, particularly in the northern segment of the Corridor, which may require costly intervention such as their expansion, relocation, or vacation
- P6. Few, if any, physical accommodations for non-vehicular movement (pedestrian or bicycle) and connections to or between properties, including inadequate shoulder widths (to support bicycle travel) in its northern segment where TxDOT recently completed the first phase of roadway enhancements in the Corridor
- P7. Presence of overhead utility lines and associated easements which can provide a visual blight, and limit the total developable area of certain properties
- P8. Private improvements that are visible from the roadway, (site and building) with significant levels of deferred maintenance, which collectively promote a negative perception of the Corridor, and correspondingly suppress property values
- P9. Presence of the Hastings Oil and Gas Field located in the southern most segment of the Corridor, which maintains numerous active and inactive wells and collection lines that transport crude oil, natural gas and various petrochemical products and that by their presence limits the development capacity of some parcels
- P10. Pipelines in other locations that traverse properties in the Corridor’s southern segments in the vicinity of Dixie Farm Road, and northern segments near Clear Creek and McHard Road, which can also influence the type, location and level of development that occurs either onsite or adjacent to impacted parcels
- P.11 While also potential amenities, on-site detention facilities, drainageways, and their tributaries; along with associated floodplains, such as Clear Creek located south of Beltway 8, Hickory Slough south of Clear Creek, and Mary’s Creek south of the Old Townsite District; all of which bisect portions of the Corridor and, like oil and gas transport and collection lines, can limit the development capacity of some parcels, while also increasing the site improvement costs of others

P12. Presence of geologic faults throughout the Corridor (some identifiable on aerial photography and others through on-site investigations), that like pipelines and other natural and man-made features influence the location of buildings, as well as streets and utilities

**Financial Barriers**

A lack of money (public or private) is sometimes considered the only reason that investment or reinvestment does not occur within a community. While the availability of financial resources is a key component of every successful redevelopment initiative, is not the only component, nor the only obstacle.

Comprehensive and area-specific planning initiatives such as this one come at a time when demands on local government are high and resources limited. Regardless, they are essential for sustained growth. While the responsibility for facilitating new investment in a community, while also encouraging investment in its aging and underperforming assets, has historically been borne by the public sector; advancing the redevelopment initiatives identified herein will require the time and resources of a broad range of stakeholders. Development costs in infill, and particularly corridor settings, are often higher while early project revenues are frequently lower (despite the fact that select market sectors not only survive, but thrive in these environments.) Pearland is not alone in its efforts to improve one of its principal business corridors, and as such can learn from the experience of others.

One widely accepted belief is that the public sector must provide the broadest possible range of resources, both monetary and non-monetary, but that have an economic impact on a projects feasibility including, assistance with: site acquisition, building and facade improvements, start-up capital, facility relocations; and, capital improvements, both on- and off-site. Presented here is a representative list of financial challenges or barriers, impacting investment decisions in the SH 35 Corridor.

- F1. Property owners with undeveloped and under-developed parcels (for sale or not for sale) who are only willing to sell for a price well above what the market can bear – note – it is not unusual for property owners to increase their asking price to what some consider to be speculative levels, during and in the months following a publicly-initiated redevelopment effort such as this one, many eventually bring them more in-line with prevailing conditions
- F2. Limited resources available to assist business and development interests with improving properties constrained by conditions which are often too costly to either mitigate or eliminate
- F3. Declining, yet high cost of financing private commercial and industrial developments following the regions and nations ongoing recovery from the Great Recession (2008 to 2012)– note – “cost of financing” is impacted by interest rate levels + preleasing requirements + other underwriting terms

F5. Negative perception of investment climate among potential developers and facility owners and / or operators

adjacent to the southern edge of Beltway 8, since Pearland’s municipal boundary begins south of Clear Creek

**Regulatory Barriers**

Experience in other communities has also shown that redevelopment of corridors and similar geographies within a community will best succeed if growth management programs reward efficient development patterns. When growth is allowed to occur in a land extensive, inefficient way that effectively subsidizes lower densities, redevelopment efforts operate at a competitive disadvantage. Given the pattern of development in the city over the last decade, SH 35, along with its other established corridors, will continue to be susceptible to fluctuations in the market, and their perceived contribution to the city's fiscal balance sheet.

Ideally, redevelopment plans and programs are administered by specialists who understand the unique challenges projects in these environments face, and supported by policy and regulating documents that reflect this awareness. It is also preferable that local leaders establish both new development and redevelopment priorities that can be advanced in parallel, rather than in competition with each other. Presented here is a representative list of regulatory challenges or barriers, impacting investment decisions in the SH 35 Corridor.

R1. Inability to construct gateway improvements for the 35 Corridor in a location with maximum visibility, particularly

R2. Variations in the location of building improvements, and specifically their facades, in the Old Townsite District, creating an inconsistent pattern of development and environment that is less conducive for pedestrian movement

R3. Few opportunities for shared parking among businesses because of the location of existing facilities and current use and product mix

R4. Local limitations on the sale of alcohol, especially in an open air venue similar to that envisioned in one of the catalyst concepts proposed in the Old Townsite District

R5. Existing regulations that do not allow for mobile food vendors such as those envisioned in the catalyst concept referenced above in R4 and proposed in the Old Townsite District

R6. Limited diversity in residential products that have been built in the local market during this most recent expansion, and a lack of understanding among community leaders regarding market support and positive impacts

R7. Presence of historically-significant (not designated at either the state or federal level) buildings on the former ACC campus in the Old Townsite District, that while potentially an amenity,

if required to be restored, could increase costs, and limit the location and type of certain uses

- R8. Existing zoning in the Study Area that is inconsistent with the vision and objectives for a revitalized State Highway 35 Corridor as expressed herein (see specific recommendations in the **Appendix** regarding amendments to existing regulating resources)
- R9. Existing regulations, including design standards that while essential for the success of this redevelopment strategy, do not always support the desired land use or product type (see specific recommendations in the **Appendix** regarding amendments to existing regulating resources)
- R10. Presence of environmental contaminants within or impacting properties within the Corridor that prior to development or redevelopment, will require costing remediation

**Political Barriers**

As acknowledged above, the local government has the largest and longest-term interest and responsibility in a community's economic sustainability; therefore, the City of Pearland needs to have a visible presence and provide ongoing and sustained public support for projects which meet the community's economic development objectives. Together with PEDC, the City needs to provide

leadership and participate in advancing economically-challenged, yet desirable projects, by any means possible. Not only do they have the legal responsibility to address many of the implementation components of a redevelopment plan, they are also the logical conduit to local, regional, state and federal funding sources. When used strategically, these funds and their other resources can be used to leverage a heightened amount of early investment, and also catalyze a sustained level of ongoing investment. Presented here is a representative list of political challenges or barriers, impacting investment decisions in the SH 35 Corridor.

- Po. Limited understanding of the contribution improvements and businesses in the 35 Corridor make to the City's balance sheet, given the comparatively higher value of development that has occurred along State Highway 288 over the last decade
- Po. Limited municipal resources to improve infrastructure and attract new businesses, particularly following the onset of the Great Recession in 2008 and recent adverse impacts to businesses in energy-related industries, thereby constraining public funds for only its highest priority projects which are often its highest value projects
- Po. Much of Pearland's growth has occurred over the past few decades, making a significant amount of its infrastructure fairly new and limiting the City's experience with multi-phase redevelopment initiatives that require ongoing public support,

and rarely realize a return on their investment within the early years of their inception (often beyond the term of many elected officials)

### Organizational Barriers

Organizational barriers can present challenges to redevelopment when there are either too many, or too few, entities charged or assuming specific roles in the process. When there are multiple entities - appointed and created, funded and unfunded, with and without specific controls and powers - sharing concern for the same jurisdiction or geography, some efforts end up duplicated, while others go overlooked. In addition, there can be disagreements among the various groups with regard to how specific issues are addressed, and resources expended. Conversely, when there are too few entities who can serve as advocates for redevelopment initiatives and / or assist with the actions required to address the multiplicity of challenges; revitalization efforts can fail before they start. An organizational investigation is an important component of any redevelopment planning effort, and clarification of each entity's roles and responsibilities, a vital part of its approach. Every participant in the implementation process needs to understand the roles of the others, and their progress in advancing identified actions needs to be tracked and coordinated by a single entity. In this instance, PEDC as the lead for the SH 35 redevelopment initiative, will provide this type of coordination. Presented here are the organizational challenges or barriers, impacting investment decisions in the SH 35 Corridor.

- O1. Increasing demand on limited facilities to accommodate the demands of a growing and diversifying resident base, for example buildings to host art and cultural programs, exhibits and presentations
- O2. Limited number of professionals (economic development / redevelopment specialists) to complete the initiatives identified herein

### Actions (to overcome these barriers)

1. Complete accommodations for pedestrian and bicycle trails along and within the SH 35 Corridor as identified in the Pearland Parks and Recreation Master Plan, adopted by the Pearland City Council in November 2015.
2. PEDC and City representatives, work with stakeholders in the Corridor to identify a preferred location for a future transit station in the event a commuter rail line is constructed connecting travelers along Interstate 45 and the larger Houston Metro Area.
3. Complete existing streets in the Old Townsite District with sidewalks appropriately sized to accommodate pedestrians and bicycle lanes where possible. Use available economic development resources to complete near-term improvements on priority streets including Jasmine and Grand Boulevard (see supporting action below) and City Capital Improvement Plan (CIP) dollars for longer-term improvements such as those described in this action, on secondary streets.

4. Develop and complete a wayfinding signage and improvement program in the Old Townsite District that supports physical connections between existing anchors including the recently completed Killen’s Barbeque, and future catalyst projects proposed in this subarea and described herein.
5. Explore options for creating a pedestrian crossing in the vicinity of East Jasmine Street on SH 35 for the purpose of accommodating and encouraging east-west movement within the Old Townsite District, as well as connecting existing and future anchors and destinations in this subarea.
6. Amend the Pearland Beautification Strategy for its City Gateways, completed in 2014, to include a gateway treatment in the vicinity of Orange Street and the northern boundary of the Old Townsite District, such as a monument, sign, and / or other urban design feature. Use available economic development resources to complete and maintain these gateway improvements.
7. Update the market information generated as part of this effort on a regular basis and share it with individuals and organizations which use and disseminate this type of data (including real estate brokers, marketing groups, public entities, and others) in an effort to encourage a consistent understanding of existing conditions and investment opportunities.
8. Prepare designs and use available economic development resources to complete priority capital projects in the northern subarea of the Corridor that are described in greater detail in the Catalyst Investment Section of this report, including:
  - roadway, landscaping, non-vehicular connections, and signage improvements that enhance the Corridor’s physical environment and support a singular business environment. Amend the current City of Pearland Capital Improvement Plan to include similar improvements in the southern subarea.
9. Encourage and support demonstration projects throughout the Corridor, but particularly on the former Alvin Community College campus located in the central subarea and Old Townsite District. Demonstration projects should be considered those that incorporate a mix of uses and product types, especially those that may as yet be untested in the local market.
10. Explore establishing a façade improvement program and fund where local, state, and / or federal resources could be used to match private dollars (as either grants or low interest loans) to encourage the restoration and redevelopment of older commercial structures in the Old Townsite District.
11. Complete a regional detention feasibility study, previously proposed, for the benefit of properties located within the SH 35 Corridor and its zone of influence; and, encourage any future improvements to include enhanced open space and advance established water quality objectives.
12. Pursue financial resources to assist with financing the “clean up” of Brownfield sites in the Study Area. Among its more than 500 properties, only one, the Rice Drier parcel located on Rice Drier Road in the northern subarea of the Corridor south of McHard Road and north of Orange Street, is known to have verifiable environmentally hazardous contaminants on-site.

However, as reported in previous community plans, there are numerous other sites, based on data from Environmental Risk and Imaging Services that have potentially been impacted by past activities, including former service stations which used underground storage tanks. A specific area of concern, but for which there is no documentation to confirm or refute the presence of hazardous contaminants is the Hastings Oil and Gas Field that based on aerial photography maintains several oil pits.

13. Initiate an education process among property and business owners to share information and solicit interest in establishing a Tax Increment Reinvestment Zone (TIRZ) to supplement financing for public improvements including infrastructure, common spaces, parking and other eligible expenses.
14. Conduct a joint work session with the Pearland Planning and Zoning Commission and City Council so that they understand the strategy's objective to make improvements that serve industry and make the Corridor attractive for relocating and expanding businesses, primarily industrial. With this in mind, encourage a policy that limits rezoning any properties between Old Alvin and Mykawa Roads, located east and west of SH 35, respectively, for residential development of any density.
15. Commission a study of the existing parking infrastructure in the central subarea and particularly in the vicinity of the Old Townsite District and based on its findings, together with this plan's objectives and desired catalyst concepts, prepare a facilities and management strategy that addresses opportunities for shared and structured parking, targeted users, entities responsible for ongoing oversight and other solutions.
16. Improve East Jasmine Street between Main Street and North Grand Boulevard and Grand Boulevard between Jasmine Street and Walnut Street so that they operate more like multi-modal streets with improvements such as complete and wider sidewalks where possible, accommodations for bicycles, amenity zones between the roadway and sidewalks, on-street parking, and potential capacity improvements. Continually amend City capital plans to include those priority projects.
17. Refine the catalyst concept drawing for the former Alvin Community College Campus and incorporate it into a Request for Developers, issued on behalf of the College in partnership with PEDC and the City. Identify desired uses including a mixture of residential, commercial office, and cultural / community / education space; and, objectives such as connections from the project to other venues in the Old Townsite District, use of open and park spaces, architectural character, and appropriate consideration of limitations presented by potential deficiencies in the infrastructure (drainage) along with other possible challenges including the presence of environmental contaminants.
18. Explore the feasibility of initiating certain pre-development activities including: rezoning properties within the campus (see recommendations related to amendments to existing regulatory documents); establishing a General Development Plan for the area located east of Main Street, addressing appropriate street and circulation systems, street cross

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sections, and, mix of uses; and, General Site Plan identifying the location of public and private open space, storm water detention and water quality solutions, and other infrastructure issues.

### On-Going Involvement

Where many redevelopment initiatives fail is in discontinuing communication about the project with stakeholders who participated in the planning process, and the community at-large. Whereas implementation of the recommendations presented here will likely take several years to complete, it will require the ongoing support and sustained commitment of numerous individuals, boards and commission. Some of those groups that will need to be engaged beyond adoption of this Strategy include:

- **Elected Officials and City Leadership** – including the Mayor and City Manager, along with members of the Pearland City Council and its Planning and Zoning Commission; together with representatives from neighboring jurisdictions and the State (particularly when improvements occur within or adjacent to their boundaries or there are opportunities to share or leverage available resources)
- **Residents** – located adjacent to, or within proximity of the Corridor, so they remain aware of the City's policies related to encouraging compatibility among land uses, and the timing of planned improvements to public spaces including trail corridors

- **Development and Lender Communities** – particularly residential developers, so they remain aware of the City's policies related to encouraging compatibility among land uses, and the timing of planned improvements so they can leverage the location and timing of these investments
- **Business Community** – commercial and industrial business and property owners so they are aware of planned capital improvements so that they can share concerns about possible disruptions, and capitalize on enhancements in terms of their marketing efforts and facility investment plans
- **Special Interests** – including institutional interests such as representatives of school districts and churches in the Area, along with the Chamber of Commerce, Keep Pearland Beautiful, and other special service organizations, especially when there are opportunities for partnerships (programmatic, funding, building, other)

### Conclusion

While PEDC and the City started with the SH 35 Corridor, in furtherance of their commitment to *optimizing the development potential of its principal commercial corridors a priority*, knowledge gained during the planning process can be used to inform efforts in other corridors or targeted investment areas. Whereas properties in

these types of environments, infill rather than fringe locations, share some of the same physical constraints, they can benefit from many of the same resources and remedies. A benefit of strategic planning initiatives, as opposed to purely land planning initiatives, is that while they provide solutions for obstacles, and identify resources for implementation. In addition, they provide insight into the private sector perspective, so that initiatives are meaningful.

Since either the public or private sector alone has sufficient resources to advance and sustain a multi-phase and multi-year, it is imperative that the resulting work products, address the interests of multiple audiences. Finally, since all individuals and entities with an investment interest in the Corridor will benefit from area improvements, they too will be held accountable and assigned certain responsibilities in terms of maintenance of their own and shared spaces. Success will depend on partnerships between and among multiple advocates and advocacy groups.

While redevelopment programs are widely understood to be undertakings that benefit not just the investment interests of owners in the Corridor, but also the community at-large, they should be considered both community development and economic development imperatives. As explained earlier, many corporate site seekers place equal value on facility costs, wage rates, and the availability of different facility types, as public commitments to all of its assets and areas. All too often communities focus their economic development efforts on industry growth and attraction, leaving limited resources for improving the climate for redevelopment.

The SH 35 Corridor, with its mix of both new and established businesses and industries, is a formidable economic engine, that's contribution to the community could be diminished without adequate attention and resources. The success of this effort will depend on the delivery of a high-quality, consistently operated and maintained business environment, devoid of obstacles, and supported by sustained public support. To this end, the SH 35 Corridor Redevelopment Strategy is intended to inform how the resources of both PEDC and the City are prioritized to ensure that its redevelopment is accomplished, while balancing private and community investment objectives.