



PEARLAND PROSPERITY

Strategic Plan
February 2024



TABLE OF CONTENTS

Project Overview.....	3
Introduction.....	4
Strategic Planning Process	7
Pearland Prosperity Plan	10
A. Places to Gather.....	11
B. Old Town Revitalization.....	15
C. Infill and Redevelopment.....	18
D. Mobility and Infrastructure	22
E. Parks and Recreation	26
F. Cultural Arts.....	29
G. Business Development.....	32
H. Pearland Innovation Hub.....	36
I. Workforce Development	40
J. Site Development.....	47
Appendix: Comparative Examples.....	50

To view the entire plan and updates, visit PearlandProsperity.com.

PROJECT OVERVIEW

The Pearland Prosperity Update will be carried out through a three-phase process that began in July 2023 and will conclude in January 2024. It is led by the Pearland Prosperity Committee, a dynamic group of community leaders tasked with sharing their perspectives and insights, reviewing research and input findings, and making key decisions about the priorities and strategies that will define the updated strategy. The Pearland City Council, Pearland Economic Development Corporation (PEDC) Board of Directors, and Pearland Chamber Board of Directors are providing input and oversight throughout the process.

Phase 1: Research and Input

Successful economic development strategies are built upon a solid understanding of a community's competitive opportunities and challenges. This phase blended existing research, stakeholder input, and new quantitative analysis to develop the Research Executive Summary document that highlights the most important competitive realities in Pearland and their implications for strategy development.

Phase 2: Strategy Development

This phase will result in the development of a next-level strategy for Pearland that blends ongoing initiatives that warrant continuation with new priority programs and investment. The strategy will establish priorities for partners in Pearland to pursue in the next five years. The strategy is expected to be finalized in December.

Phase 3: Implementation Guidelines

While the updated Pearland Prosperity strategy will determine “what” partners in Pearland will do strategically for the next five years, the Implementation Guidelines will prescribe “how” that will be accomplished. This phase will consider the costs, capacity, and workflows impacting implementation partners. The Implementation Guidelines will be developed in consultation with leaders from the PEDC, City of Pearland, Chamber and other partners that will play a direct role in activating the plan. This phase is expected to conclude in January 2024.

INTRODUCTION

The City of Pearland has become a “community of choice” in Greater Houston by offering residents excellent schools, good access to job centers, and a high quality of life in one of the nation’s most racially and ethnically diverse communities. Leaders in Pearland understand, however, that they cannot afford to rest on these laurels as the community matures and regional, national, and global competitive realities are rapidly evolving.

Accordingly, partners have come together around a strategic planning process to update Pearland Prosperity, the community’s holistic economic development strategy which was adopted in early 2020. This signature program – spearheaded by the Pearland Economic Development Corporation (PEDC) in partnership with the City of Pearland, the Pearland Chamber of Commerce, and others – has been an important catalyst for the forward-thinking change. A three-phase, seven-month process will result in the creation of a refreshed Pearland Prosperity plan that will guide the community’s strategic actions for the next five years. This document, the Pearland Prosperity Update, represents the culmination of the process’ second phase.

ABOUT BROAD RIPPLE STRATEGIES

Broad Ripple Strategies (BRS) has been selected as Pearland’s partner for the strategic planning process. BRS represents nearly 30 years of experience crafting community, workforce, and economic development strategies that build consensus, drive investment, and get results. Our team has helped more than 65 clients develop nearly 100 strategies for community and economic development, talent and workforce sustainability, and quality of place. BRS’ principals have worked everywhere from small towns and rural areas to major regions such as Des Moines, IA and Nashville, TN. BRS principals Alex Pearlstein and Matt DeVeau worked with stakeholders in Pearland to develop the Pearland Prosperity and Pearland 20/20 strategies. Elsewhere in Texas, our team has previously worked in Arlington, Austin, San Marcos, Waco, and Wichita Falls.

THE STRATEGIC PLANNING PROCESS

The Pearland Prosperity Update will be a holistic economic development strategy that will guide the community's actions for the next five years. It will seek to make Pearland a more competitive place for jobs, talent, and investment and raise levels of prosperity and improve quality of life for its current and future residents. This "Update" is a follow-up to the first Pearland Prosperity plan (launched in February 2020) and its predecessor, the Pearland 20/20 strategy. These previous strategic planning efforts have led to numerous successful outcomes for Pearland and its residents.

The Pearland Prosperity Update builds upon the ideas and concepts from Phase 1 research and input and multiple conversations with the Pearland Prosperity Committee, Pearland City Council, and PEDC Board. Before proceeding to the strategy, it is first useful to provide additional context about the considerations that influenced its creation.

HOW THE STRATEGY WAS DEVELOPED

The Pearland Prosperity Update process began with Phase 1: Research and Input. Activities during this phase included a review of numerous existing plans and studies, new quantitative research, more than 20 one-on-one interviews with community leaders, a focus group with Pearland Young Professionals, an invitation-only online survey that solicited feedback about the Pearland Prosperity initiative and its implementation. Key findings from Phase 1 were synthesized into the Research Executive Summary. This document consists of two parts: a Competitive Realities section that provides a concise summary of the community's opportunities and challenges and the Implementation Evaluation, which focuses on high-level themes from the activation of the previous Pearland Prosperity strategy. The Research Executive Summary is available as Appendix B in this document; key findings are summarized briefly on the following page.

The key findings from Phase 1 directly informed the second phase of the process: the development of the Pearland Prosperity Update. In November, members of the Pearland Prosperity Committee – along with senior staff from the City of Pearland and PEDC – evaluated an initial draft of the updated strategy. Based on feedback from these stakeholders, BRS developed a revised draft that the Pearland Prosperity Committee, City Council, PEDC Board, and Chamber Board evaluated at a series of meetings in December and January. BRS has incorporated the feedback from these meetings into this final strategy document.

STRATEGIC IMPLICATIONS FROM THE RESEARCH EXECUTIVE SUMMARY

The Research Executive Summary provides an updated look at Pearland's competitiveness as a place to live, work, and do business and identifies key successes and challenges related to the implementation of the previous Pearland Prosperity strategy. In doing so, it highlights findings that have implications for the development of the Pearland Prosperity Update. While stakeholders should refer to the Research Executive Summary in Appendix B for a full discussion of these issues, it is helpful to highlight some of the most important findings that influenced the development of the strategy.

- Economic development wins have diversified Pearland's economy. "Traded sector" firms such as manufacturers and headquarter operations are coveted because they bring new wealth into a local economy by "exporting" goods and services to other domestic and foreign markets. Although government and proprietary data likely do not reflect the true extent of the progress, the PEDC and its partners have assisted numerous traded sector firms with locating and/or expanding in Pearland in recent years. These project wins have the added benefit of enhancing the City's fiscal sustainability and providing a wider range of job opportunities for local residents.
- Pearland's workforce is a key asset to support future growth. Pearland's adult population is highly educated relative to the national average, and the community has high concentrations of residents who work in fields such as engineering, information technology, logistics, and so on. A wide variety of businesses are likely to value locating within close proximity to such a skilled and educated workforce.
- Pearland's diverse talent is a major strength. As the United States becomes more diverse, businesses increasingly value the ability to attract and retain employees from a wide variety of backgrounds and perspectives. Of the 632 Census places (cities, towns, etc.) with at least 65,000 residents as of the 2020 Census, Pearland was one of just 33 communities with at least 10 percent of its population in each of the nation's four largest racial and ethnic groups: Hispanic or Latino, White, Black, and Asian.
- Workforce development progress has created a platform for future success. Stakeholders praised recent efforts to strengthen connections and collaboration between businesses and education and training providers. Said one individual, "In the past 12-14 months, we've seen more workforce development progress than we've seen in the previous 10 years." Input participants said the staff and programmatic capacity now in place at the PEDC and the Chamber provides the community with an opportunity to go even further in this critical area.

- Continued investment in quality sites and infrastructure is required to “remain in the game.” Stakeholders noted that Lower Kirby’s master planning and branding has been critical to its success as it offers a differentiated presentation and “feel” relative to nearby unincorporated areas. With the supply of land in Lower Kirby limited, Pearland must continue to develop high-quality sites in other areas of the community to remain competitive for future projects.
- Supporting existing businesses continues to be a priority. Stakeholders generally praised BizConnect, the community’s business retention and expansion (BRE) program that is a joint initiative of the PEDC and the Chamber. Stakeholders said that in addition to these formal efforts, Pearland should seek efforts to support smaller incumbent firms, particularly by building upon recent progress to make permitting and zoning processes easier and more transparent.
- New capacity to support entrepreneurs represents a significant opportunity. The Pearland Innovation Hub is the community’s formal effort to support entrepreneurs seeking to start, grow, and sustain businesses in Pearland. While the initiative is itself still in “startup mode,” stakeholders said there is an opportunity to leverage the Hub’s new location at the Spacio.us coworking community to adjust programming and support the local entrepreneurial ecosystem.
- A strong value proposition, but competition is increasing. Excellent public schools, (relatively) affordable housing stock, public safety, and proximity to job centers such as TMC were cited as top community strengths in nearly every conversation. Other high-performing communities can offer a similar set of advantages, however, and as Pearland’s single-family residential construction boom has wound down, building activity has rapidly increased in nearby communities to the south – a dynamic unlike anything observed in more than four decades of building permit data.
- Pearland must take action to remain a “community of choice.” Input participants identified several internal and external threats to Pearland’s status as a destination for talent. Given the growth dynamics described above, stakeholders expressed concerns that younger families may bypass Pearland for communities further to the south that can offer more affordable homes and increased retail options. Input participants noted that areas of Pearland developed decades ago are at risk of falling behind from a “curb appeal” perspective without significant public and private reinvestment. Stakeholders also said that relative to other “talent magnets” in Greater Houston, Pearland lacks true “differentiator” amenities from a quality of life and quality of place perspective, an increasingly important consideration as consumer preferences show signs of

shifting as remote and hybrid work become more prevalent in some fields.

- Stakeholders agree that quality of place enhancements are needed. Given the threats described in the previous bullet, stakeholders broadly agree that Pearland must act strategically enhance its quality of place in order to continue to be an attractive destination for jobs and talent. The Pearland Prosperity Update includes a clear, achievable set of quality of place priorities based on input and feedback from Pearland's leaders.
- As Pearland matures as a community, development opportunities and needs are shifting. While large tracts of land suitable for residential development are now largely nonexistent, stakeholders said there are numerous opportunities for "infill" residential and mixed-use development on smaller tracts of land. Redevelopment was also a major theme in input. Input participants expressed a desire to pursue opportunities to redevelop underutilized and/or outdated commercial properties, understanding that doing so can come with significant challenges relative to "greenfield" development. The importance of redevelopment is strongly connected with a need to maintain and upgrade infrastructure. Stakeholders said that Pearland must continue to invest in ensuring its infrastructure is well-maintained and – in older areas of the community – that sidewalks, drainage, etc. are up to modern standards.

PEARLAND PROSPERITY UPDATE

Based on the key findings from research and stakeholder input detailed on the preceding pages, it is reasonable to organize the Pearland Prosperity Update around the following strategic framework. At the heart of the framework is a Core Goal:

“Pearland will be the community of choice for PEOPLE and BUSINESS in our region.”

This Core Goal statement is consistent with stakeholders’ affinity for the “community of choice” tagline and requests to “place people at the center” of the updated strategic framework. Partners in Pearland can pursue this Core Goal by advancing **11 Key Initiatives** that correspond to specific programs and/or investments. Six Key Initiatives are oriented primarily toward making Pearland a community of choice for businesses while five Key Initiatives are geared toward attracting and retaining residents.

It should be noted that most of the **11 Key Initiatives are narrower in scope than the seven “Focus Areas”** of the previous Pearland Prosperity framework. In other words, while the Pearland Prosperity Update represents an ambitious next step for the community, the inclusion of more issues or strategic “buckets” in the framework does not imply a commensurate increase in the size of the proposed program of work.

The remainder of this document describes each of the Key Initiatives in further detail, including Strategic Recommendations for partners in Pearland to implement (for selected Recommendations, “comparative examples” are provided in Appendix A). **It should be emphasized that the ordering of the Key Initiatives in the document does not imply hierarchy or priority – a dynamic reflected with the circular nature of the graphic.** It is also important to note that there are numerous efforts underway in Pearland to address many of these issues. This is partially by design, as a strategic plan of this nature can be likened to “jumping on a moving train.” Additionally, there are many important activities that fall outside the scope of a holistic economic development strategy. This proposed framework is designed to complement these existing efforts as opposed to duplicating work.

PROPOSED STRATEGIC FRAMEWORK



PLACES TO GATHER

WHAT: The following is an excerpt from the Pearland 20/20 Strategic Plan, which was developed in 2013:

“As stakeholders noted often in this strategic process, the time has come for Pearland to complement the development of physical infrastructure to support growth with a focus on cultural and lifestyle amenities for residents and businesses looking for a more complete community to call home.”

While that sentence is a decade old, it could just as easily have been written about the current strategic planning process for the Pearland Prosperity Update. Simply put, Pearland stakeholders have long understood that their community needs “quality of place” enhancements. But in addition to external factors such as the pandemic and rising construction and borrowing costs, building consensus around exactly what to do and how to fund it has been challenging. There is renewed urgency around these questions, however, as Pearland matures as a community and competition for talent with nearby fast-growing communities is increasing. Said one leader, “We could soon be in a position where we’re not a community of choice.”

A substantial portion of the conversation at recent meetings with the Pearland Prosperity Committee, Pearland City Council, and PEDC Board centered on specific quality of place priorities to include in the updated strategic framework. **One major theme that resonated in these conversations is that Pearland currently lacks places to gather. Input participants said they would like to see a range of opportunities to come together, ranging from new or enhanced venues for live music to “third spaces” such as restaurants and coffee shops to informally gather and socialize.**

Making progress in this Key Initiative begins with **building and maintaining relationships with private sector stakeholders** including property owners, developers, investors, and businesses to encourage the creation of new gathering places and other quality of place enhancements in Pearland. New developments and investments should be **led by the private sector, though it should be acknowledged up front that some form of public incentive may be necessary** to make a specific project viable. While public investment in any project does not come without risks or opportunity cost, many communities in Greater Houston and beyond have successfully leveraged public-private partnerships to create the kind of vibrant gathering places that are necessary to attract top talent.

Stakeholders identified specific opportunities and locations for creating new gathering places. The **eastern portion of the Lower Kirby District** adjacent to the Bass Pro Shops location has long been identified as an

area that could accommodate a vibrant mixed-use entertainment district. Stakeholders also expressed significant concerns that shifts in the retail market could jeopardize the long-term future of Class B and Class C shopping centers – **Pearland Town Center** included. This sentiment was largely echoed in the 2022 Retail Analysis, and input participants expressed a desire to continue working with the Town Center’s owners on how to position the area for long-term success.

Finally, it should be noted that while **Old Town** was identified as another prime location for creating new gathering spaces, it is included as a **separate Key Initiative** due to major differences in the opportunities, challenges, and potential strategic approaches in that area relative to the locations referenced in this section.

WHY: There is a strong consensus among Pearland’s stakeholders that Pearland must act strategically to enhance its quality of place if it is to be a community of choice for jobs and talent. Doing so is indeed an important competitive need. Successful communities around the country, including some in Greater Houston, have increasingly sought to create walkable, mixed-use activity hubs to respond to long-term shifts in consumer preferences. With the rise of work-from-home and hybrid work arrangements in the wake of the pandemic, the need for a variety of gathering places has grown more pronounced, as talented workers are seeking out a variety of lifestyle amenities closer to home – from coffee shops and other “third spaces” from which to work to recreational opportunities and places to socialize when off the clock.

Building consensus around major quality of place investments is not always easy when public subsidies are required to make a project viable. But in many cases, these costs can be far outweighed by other economic and quality of life benefits that such investments can bestow on a community. Additionally, if Pearland is to remain a highly desirable community in the future, it must consider how it is appealing to a wide variety of current and future residents.

STRATEGIC RECOMMENDATIONS:

A-1 Cultivate relationships with key private-sector partners for creating gathering spaces

- Through the PEDC and its partners, develop and maintain strong working relationships with key property owners as well as local and external developers, investors, and businesses that could play a role in creating vibrant gathering places and otherwise enhancing quality of place in Pearland
- Seek opportunities to connect well-qualified development partners, investors, and end-users with property owners to support the creation of gathering places

A-2 Actively pursue a vibrant mixed-use entertainment district in the Lower Kirby District

- Continue to work with property owners in the eastern portion of the Lower Kirby District to pursue opportunities to create a mixed-use entertainment district in the area; ideally the district would include retail, entertainment, multifamily residential, restaurants, and a water amenity
- Seek opportunities to support live music at the entertainment district through a formal venue and/or programming of public spaces; ensure that live music venues and/or events are well-planned and compatible with adjacent uses and developments
- Support property owners in identifying highly qualified developers that can execute a successful development consistent with the community's vision
- If a viable opportunity does not emerge organically, consider working with property owners to issue a request for qualifications (RFQ) to proactively seek development partners; ensure that the RFQ clearly establishes desired project outcomes and the anticipated level of public-sector participation
- With a preferred development partner identified, work with the PEDC, Pearland City Council, management districts, and other relevant stakeholders to determine what public-sector improvements (infrastructure, streetscapes, drainage, etc.) are needed to ensure project viability and success
- Ensure that the entertainment district prioritizes walkability and connects to park and trail amenities

A-3 Work with Pearland Town Center stakeholders to ensure the area's long-term success and vibrancy

- Through the PEDC, engage the owners of the Pearland Town Center to identify potential enhancements that will ensure the long-term relevance and vitality of the area
- Potential upgrades could include new multifamily residential development, activating the vacant 17-acre parcel to the south of the existing mall, upgrading the detention pond to create waterfront dining opportunities, and so on
- Evaluate the need and viability of public-private partnerships to facilitate these upgrades, with the desired return being the long-term sustainability of the sales and property tax revenues that the Town Center produces
- Ensure that Town Center is complementary as opposed to directly competitive with the proposed entertainment district at Lower Kirby (see Recommendation A-2)

A-4 Position additional sites around Pearland as potential locations for new quality of place amenities

- Leveraging the relationships established in Recommendation A-1, market additional sites in Pearland as potential destinations for gathering places and similar quality of place amenities; specific sites should include the intersection of FM 518/Broadway and Cullen Boulevard and City-owned parcels and other properties along the Pearland Parkway corridor

OLD TOWN REVITALIZATION

WHAT: The previous Key Initiative identified a need to create more formal and informal “gathering places” to enhance Pearland’s quality of place and competitiveness for jobs and talent. **This Key Initiative focuses on an additional opportunity and stakeholder desire that stood out as a clear priority input: revitalization the Old Town area.**

Old Town, sometimes referred to as “the Old Townsite” is a district in the eastern quadrant of Pearland bounded by Orange Street to the north, Walnut Street to the south, Galveston Street on the east and Austin Street on the west. Contrary to the image its name might evoke, Old Town is not an intact historic downtown or main street. (It is so named because it was the site of the original town plat for Pearland in 1894.) The area does, however, boast a street grid and small lot sizes that are conducive to walkability, a relative rarity in Pearland. Additionally, stakeholders said the area has significant symbolic importance as the place of the community’s founding.

As previously discussed, Old Town is incorporated into the strategic framework as its own Key Initiative due to its special blend of opportunities and challenges and the differentiated strategic approach that will be required to revitalize the area. Because the area consists of small lots with many different owners, full-scale redevelopment is unlikely to occur in the near future. **Stakeholders acknowledge that revitalizing Old Town will be a long-term process, with incremental efforts occurring over many years or even decades.** Additionally, because of the complex ownership situation of commercial properties in the area, **significant revitalization is unlikely to occur without financial, staff, and technical support from the public sector.** To pursue this Key Initiative, stakeholders must be willing to commit to public investments that may not bear a direct financial return for many years, if at all. Even when presented with these caveats, however, most stakeholders contacted as part of the Pearland Prosperity Update process expressed a strong desire to move forward with revitalization efforts.

Fortunately, the area is already receiving an influx of public and private investment. In 2023, the PEDC committed to devote 20 percent of its annual sales tax revenue to making infrastructure upgrades in targeted commercial areas of Pearland, including Old Town. The PEDC and City of Pearland also entered into a development agreement with Sullivan Brothers, a private firm redeveloping a large area South of Broadway Street and East of Main Street into a specialty housing development with potential to spur further walkable, mixed-use development. A key portion of this Key Initiative will be **implementing needed infrastructure upgrades and harnessing near-term momentum** from the Sullivan Brothers development – the first major residential investment in the area in many years.

On a longer timeframe, stakeholders understand that **additional planning is needed** to identify a course of action for Old Town. First and foremost, input participants said there is a need to determine a **design solution for Broadway Street that is conducive to walkability**; Broadway is currently a five-lane road with relatively high traffic speeds and limited appeal to pedestrians. The Houston-Galveston Area Council (H-GAC) is studying a potential “one-way pair” concept that would transform Broadway and Walnut Streets into one-way streets; stakeholders said completing this study is a critical first step. And while the SH 35 Corridor Redevelopment Plan includes some recommendations for Old Town, input participants said there is a need for a new master plan for the area, which was last studied in detail in 2005. This **study should identify specific redevelopment tools** that will be needed to advance long-term redevelopment, including potential incentives, financial tools, and organizational capacity (e.g., a redevelopment authority, nonprofit development agency, or similar entity). Critically, **additional staff capacity will be needed to coordinate redevelopment activities** in the immediate future and long-term.

WHY: As previously discuss, stakeholders understand that quality of place improvements will be crucial to maintaining Pearland’s status as a community of choice within Greater Houston. Among the many possible “place” upgrades discussed during the stakeholder engagement process and subsequent meetings with Pearland’s leaders, no issue received stronger support than the desire to revitalize Old Town. Input participants said there are near-term opportunities to leverage the Sullivan Brothers residential development to create more gathering places and amenities for residents, particularly those on the east side of Pearland. Over a longer timeframe, a successful redevelopment of the Old Town area would have the potential to create an activity hub that is differentiated from other nearby entertainment, dining, and cultural options.

STRATEGIC RECOMMENDATIONS:

B-1 Continue to implement infrastructure improvements in the Old Town and SH 35 Corridor areas

- Leverage PEDC’s commitment to devote 20 percent of its revenues to infrastructure upgrades in targeted areas to enhance infrastructure and utilities in Old Town; because PEDC is statutorily limited to funding commercial and mixed-use projects, seek additional funds to upgrade residential areas
- Whenever possible, seek to leverage upgrades to implement attractive streetscapes with sidewalks, street furniture, lighting, etc.
- Continue to advance recommendations in the SH 35 Corridor Redevelopment Plan to activate Old Town as a center for dining and shopping
- Work with all relevant partners to improve the environment for pedestrians

B-2 Pursue near-term opportunities to leverage new residential development in Old Town

- Work with Sullivan Brothers and nearby property owners to identify potential “follow-on” investment in residential and/or commercial developments

B-3 Identify a design solution for the Broadway Corridor that is conducive to walkable development

- Work with H-GAC to complete the “one-way pair” study for Broadway and Walnut Streets as soon as possible; ensure that the study considers the safety and desirability of walking or rolling along and across Broadway
- Work with the TxDOT and all relevant partners to identify and select a design alternative for Broadway that will be conducive to a walkable, accessible mixed-use district in the Old Town area

B-4 Create and advance a master plan for the Old Town area

- Retain a highly qualified urban design and/or land-use planning firm to create an updated master plan for the Old Town area
- Ensure that the plan includes a market analysis component and considers how regulatory frameworks, public infrastructure investments, and incentives can encourage the private sector to create high-quality redevelopment projects
- Ensure that the plan provides specific guidance on the tools and resources needed for successful implementation (see Recommendation B-5)

B-5 Ensure that tools, resources, and staff capacity are available to support Old Town revitalization

- Leverage the master plan proposed in Recommendation B-4 to identify tools and resources needed to support the long-term revitalization of Old Town
- As soon as is reasonable, create a new staff position to support redevelopment efforts in the Old Town area; this individual could also support other aspects of the Pearland Prosperity Update, including retail attraction (see Recommendation G-5) and the various redevelopment and infill development recommendations proposed in the following Key Initiative

INFILL AND REDEVELOPMENT

WHAT: As Pearland begins a new era of relatively slower growth and maturation, “infill” development and redevelopment will be issues that come to the forefront. The large, undeveloped tracts of land that for decades drove rapid single-family residential expansion in Pearland are now largely spoken for. That said, there are numerous smaller parcels of land that would be difficult or impossible to assemble into a large-scale residential development site that can nevertheless support a variety of other development types.

Stakeholders also recognize that redevelopment is becoming increasingly important topic as areas of the community age. Input participants recognize that redevelopment comes with additional and often unpredictable costs relative to “greenfield” development, and older commercial properties such as strip centers may not be economically feasible if the properties are still generating sufficient rental income. That said, stakeholders said they would like to see Pearland take a proactive approach to promoting redevelopment initiatives. This Key Initiative focuses on a **range of investments and efforts to support infill and redevelopment.**

The Key Initiative also addresses an important need identified during the stakeholder engagement process: **ensuring that Pearland’s permitting and zoning processes promote both high-quality development and “speed to market.”** Input participants praised recent progress in this area, including the successful adoption of the **OpenCounter platform** and improved processes within the City of Pearland’s Community Development department; according to the PEDC, of the 88 commercial plans submitted to the department in the third quarter of 2022, 81 percent were approved on initial review and 92 percent were completed within two resubmissions. Stakeholders said they would like to see the community continue to utilize and promote this tool and provide **additional technical assistance for navigating the development process** in Pearland, particularly as the planned update to the community’s Unified Development Code (UDC) is developed and formalized. Recommendations also include **enhanced code enforcement for distressed commercial properties** and active recruitment of residential uses that allow Pearland’s residents to **“age in place,”** which many stakeholders said will be an increasingly important issue as the community’s population ages.

WHY: Stakeholder input and the latest Census population estimates and residential building permit data suggest that Pearland’s multi-decade era of rapid residential growth driven primarily by large-lot, single-family housing developments has drawn to a close. This has several implications for Pearland’s status as a community of choice. First, if Pearland is to capture a share of the additional population growth that is expected to occur in Greater Houston in the coming decades, it will need to adopt a different approach to housing that allows for

denser uses on smaller pieces of land. A diverse inventory of housing options is itself an important competitive consideration, as communities that feature high-quality housing options that appeal to a broad range of current and prospective residents will likely be at a competitive advantage for talent. In particular, stakeholders said that expanding Pearland's supply of high-quality multifamily housing and similar products will be critical to attracting and retaining young professionals.

Additionally, input participants expressed a concern that many commercial and residential areas of Pearland have begun showing their age and could be perceived as less desirable. Many areas, particularly on the east side of town, were developed prior to the adoption of development standards. Stakeholders said that Pearland could be at risk of falling behind from a "curb appeal" perspective without significant reinvestment both by the private owners and investors and the public sector.

STRATEGIC RECOMMENDATIONS:

C-1 Leverage and promote software tool to improve the transparency of the development process

- Continue to utilize OpenCounter or a similar tool to improve the customer experience and assist businesses with a better understanding of the development rules in Pearland
- With the PEDC, City of Pearland, Pearland Chamber, and other key partners, ensure that small businesses, developers, and other relevant parties are aware of the tool
- Continue efforts to highlight the very high percentage of projects that receive approval on initial review or within two resubmissions and promote the "speed to market" approach as competitive advantages on PEDC and City websites and through other channels

C-2 Create additional technical assistance to ease the development process

- Support the planned update of Pearland's Unified Development Code (UDC) and ensure that it broadly supports economic development and quality of place enhancements
- As the updated UDC is adopted, create a companion "development toolkit" to help businesses, property owners, developers, investors, etc. navigate updated regulations; include a focus on potential site and building plans, drainage, access, etc. for smaller-scale developers interested in creating a new residential development on a small parcel (e.g., fewer than 10 acres)
- Leverage new "redevelopment" staff capacity for Old Town proposed in Recommendation B-5 to help facilitate commercial redevelopment throughout Pearland

- Evaluate the feasibility of creating or designating a “permitting concierge” role within the City’s Community Development department to help with navigating the development process

C-3 Ensure that Pearland’s commercial properties are well-maintained and in compliance with codes

- Develop an inventory of Pearland’s distressed and/or underutilized commercial properties, including their “on-paper” owners or ownership entities; utilize public records and other resources to conduct additional research to determine the “owner-in-fact” and, to the extent possible, identify a current point of contact for each underutilized or distressed property
- Work with relevant City staff to ensure that commercial properties are in compliance with all relevant codes and regulations; leverage the owner-in-fact inventory to work with property owners on potential solutions to bring their properties into compliance
- Ensure that code enforcement covers both issues of building safety and aesthetics to ensure that Pearland’s commercial properties have a positive impact on the community’s overall quality of place
- Consider increasing resources at the PEDC to acquire distressed commercial properties in instances where repairs or upgrades are not possible

C-4 Encourage multifamily and compact residential uses on infill and redevelopment sites

- Through the Pearland 2040 Comprehensive Plan and other relevant regulatory frameworks, ensure that smaller “infill” development parcels and potential redevelopment sites are able to accommodate a variety of market-driven residential development – multifamily, duplexes, townhomes, etc. – where contextually appropriate
- Continue to ensure that new residential development is of a high quality with respect to its design, construction, appearance, and so on
- Encourage projects that appeal to a broad range of current and prospective residents, particularly young professionals
- Seek opportunities to create synergies between new and existing multifamily and compact residential uses and enhanced “active transportation” infrastructure such as trails, sidewalks, etc. (see Recommendation D-4)

COMPARATIVE EXAMPLE #1: REV Birmingham (Birmingham, AL)

C-5 Actively recruit residential developments and supportive amenities that will allow Pearland's residents to "age in place"

- Develop relationships with developers and investors who specialize in creating age-restricted residential developments such as continuing care retirement communities (CCRCs), co-ops, and other forms of senior housing
- Connect these firms to local property owners and brokers to actively encourage additional age-restricted development where contextually appropriate
- Engage the Chamber's newly formed Health Care Committee to identify potential needs and opportunities to expand health care services and access for seniors aging in place

MOBILITY AND INFRASTRUCTURE

WHAT: This Key Initiative focuses on continuing to invest in infrastructure that enhances mobility and quality of place in Pearland. This includes both maintaining existing assets and making new investments into roadways, sidewalks and trails, drainage projects, and so on.

A key part of this work will entail continuing efforts to maintain and/or update existing infrastructure to ensure the community's long-term health and fiscal sustainability. The City of Pearland and TxDOT have also made significant progress on mobility improvements in recent years, including significant completion of upgrades to SH 288 and planning for the forthcoming reconstruction and widening of FM 518 / Broadway. The City has also advanced numerous projects with the assistance of local state funding, including Hughes Ranch Road, McHard Road, Mykawa Road, and Smith Ranch Road. Stakeholders praised this progress and said they would like to see continued investment in road projects. Because transportation infrastructure improvements are resource-intensive, advocating for and securing local, state, and federal funds and other monies will be essential to enhancing mobility and connectivity within Pearland.

In January of 2021, the City of Pearland adopted the first phase of the Multi-Modal Master Plan which is intended to “develop an efficient, safe, and connected network of active transportation routes throughout the City of Pearland.” The first phase of the plan is focused on walking and biking, with future phases to address public transit and, potentially, autonomous vehicles. This Key Initiative recommends continuing implementation of the Multi-Modal Master Plan and related strategies such as the Clear Creek Trail Master Plan. When completed, the Clear Creek Trail will run 21 miles from FM 521 on the west side of Pearland to Dixie Farm Road on the east. Finally, the Key Initiative includes recommendations to support the development and activation of the Pearland Transit Needs Assessment and Plan and continue local and collaborative efforts to improve stormwater management and drainage infrastructure.

WHY: Stakeholders said visible investments to infrastructure, streetscaping, sidewalks, stormwater and drainage infrastructure, and so on can help convey a sense of vibrancy and forward momentum to residential and commercial property owners and investors, thereby creating a more favorable environment for the type of development and quality of place enhancements envisioned in the preceding three Key Initiatives. Transportation and mobility are also themselves key components of a holistic approach to economic development. The ability for people and goods to move efficiently has a major influence on issues such as the “labor shed” from which businesses can draw talent and a community's competitiveness for certain types of site

location projects. New road connections drew significant praise from stakeholders during Phase 1 input; these enhanced connections were frequently cited as one of the most positive developments in the community in recent years. Stakeholders expressed a desire to complement progress on east-west connectivity with enhanced north-south routes. Input participants also expressed a strong desire to see the community continue to invest in trails, multi-use paths, and other active transportation investments along with drainage enhancements to ensure that the community is prepared for future rain events.

STRATEGIC RECOMMENDATIONS:

D-1 Continue to support the long-term maintenance of Pearland's infrastructure

- With the City, PEDC, and other relevant partners, continue investments to maintain and/or update Pearland's existing drainage, streetscapes, sidewalks, and other relevant infrastructure to create a strong sense of "quality of place" and support related Key Initiatives (e.g., "Infill and Redevelopment")
- Work with all relevant partners to ensure that long-term maintenance costs are accounted for when pursuing infrastructure enhancements and upgrades, including the new investments proposed in the other Recommendations within this Key Initiative

D-2 Ensure the successful activation of the Broadway / FM 518 widening and reconstruction project

- Work with TxDOT and all relevant partners to advance the state-led FM 518 / Broadway project that will entail road reconstruction and widening, drainage, lighting, traffic signals
- Continue to work with property owners, businesses, and other stakeholders to mitigate temporary construction impacts

D-3 Advance the planning, design, and construction of priority road projects

- Advance local priority projects that enhance connectivity within Pearland, including (in no order):
 - The extension of Kingsley Drive from Clear Creek to Beltway 8
 - The extension of Reid Road (formerly Max Road) north to McHard Road
 - The extension of Pearland Parkway from Dixie Farm Road to the Galveston County line
 - The extension of Dixie Farm Road/CR 100 from SH 35 to FM 1128
 - Reconstructing Veterans Drive between Bailey Road and Broadway with a connection to Mykawa Road to the north

- Consistent with stakeholder input and the Multi-Modal Master Plan, emphasize the importance of sidewalks, safe crossings, and other active transportation infrastructure in roadway project

D-4 Continue to seek state and federal funding and other resources for transportation projects

- Continue to build and maintain excellent relationships with key elected and appointed officials; engage all relevant partners to identify and secure state and federal funds to advance priority road and highway projects in Pearland
- Ensure that messaging among community partners with public policy and/or advocacy agendas (e.g., the Chamber) is aligned so that Pearland “speaks with one voice” on issues of infrastructure
- Maintain ongoing dialogues with elected and appointed officials and other relevant partners in neighboring communities and throughout the Greater Houston region to explore possibilities to advance multi-jurisdictional transportation projects
- Engage a wide variety of community partners to create a multi-faceted campaign to educate and inform Pearland residents about the potential need to raise local funds to resource transportation projects

D-5 Seek to accelerate activation of the Multi-Modal Master Plan and Clear Creek Trail Master Plan

- Continue to work with the City of Pearland, PEDC, and other partners to activate the Multi-Modal and Clear Creek master plans
- Prioritize investments that provide safe access to parks and recreation amenities and potential future “places to gather” and mixed-use developments (see the “Places to Gather” Key Initiative)
- Consider opportunities for “trail-oriented development” and other opportunities to integrate bicycle and pedestrian infrastructure into private developments located in close proximity to a new or existing trail facility, particularly new and existing multifamily and compact residential uses (see Recommendation C-4)
- Develop measures to assess the fiscal impact of new trail facilities, sidewalks, and other active transportation infrastructure; examples could include impacts on nearby property values, sales tax revenue, etc.

COMPARATIVE EXAMPLE #2: Lafitte Greenway Guide to Trail-Oriented Development (New Orleans, LA)

D-6 Advance the development and activation of the Pearland Transit Needs Assessment and Plan

- Work with H-GAC and local partners to complete the strategic planning process and advance relevant recommendations to enhance transportation options in and around Pearland

D-7 Continue to advance infrastructure projects that improve drainage and stormwater management

- Continue to work collaboratively with all relevant public and private partners to plan, resource, and implement drainage improvement projects
- Continue to support the Clear Creek Federal Flood Damage Reduction Project led by the U.S. Army Corps of Engineers (USACE) and with the involvement of the Harris County Flood Control District, Brazoria County Drainage District No. 4, the City of Pearland, and others
- Prioritize stormwater and drainage investments that can advance the preparation of commercial and industrial sites in priority areas for development and redevelopment

PARKS AND RECREATION

WHAT: Parks and recreation opportunities play an important role in a community's ability to attract and retain talented workers – and the companies that want to hire them. High-performing cities around the country have recognized this reality for many years, including Pearland as evidenced by the recognition of parks and recreation in its past two holistic economic development strategies. With more professionals working from home at least part of the time in the wake of the pandemic, having high-quality local opportunities for recreation has taken on added importance.

Stakeholders contacted during Phase 1 input praised the investments that Pearland has made into its parks in recent years, including upgrades to Independence Park, the installation of sports fields at the Hickory Slough Sportsplex, and the completion of the second phase of The Sports Complex at Shadow Creek Ranch. Another important development took place in January 2021 when the City adopted a strategic plan to guide activities in this area: the Parks Recreation, Open Spaces and Trail Master Plan. (A follow-on plan is anticipated in 2025.)

This Key Initiative is focused on continuing Pearland's momentum toward implementing Parks Recreation, Open Spaces and Trail Master Plan recommendations, ensuring that parks are appropriately resourced and staffed, and emphasizing opportunities to expand recreational sports fields – a key theme from stakeholder input. As implied by its name, the 2020 Parks Recreation, Open Spaces and Trail Master Plan overlaps to a degree with the Multi-Modal Master Plan's recommendations for trails and related bicycle and pedestrian infrastructure. For the purposes of the Pearland Prosperity Update framework, trails and other mobility issues are addressed in the "Mobility and Infrastructure" Key Initiative.

Finally, stakeholder engagement revealed that Pearland counts on parks owned by homeowner associations (HOAs) and other private parties to achieve goals related to park land access. Input participants noted, however, that some HOAs have not adequately budgeted for the long-term maintenance of park facilities and the eventual replacement of park equipment and other amenities. Accordingly, the Key Initiative includes a recommendation to evaluate the feasibility of creating a low-cost loan or grant recapitalization program to assist HOAs with maintaining neighborhood park amenities.

WHY: Parks and recreational facilities play an important role in talent attraction and retention. Stakeholders in Pearland have long understood that the community contains relatively little public park acreage relative to other in-demand suburbs around the country. According to the 2022 City of Pearland's Benchmark Cities Study,

Pearland had 458 acres of parks as of 2021. This accounted for approximately 1.5 percent of the city's total land area, which placed Pearland last among a set of 11 communities. The report noted that there are numerous privately owned parks and green spaces within Pearland's neighborhoods as well as regional parks (such as Tom Bass Park) just outside of the city limits. Stakeholders further noted that with both privately and publicly owned parks included, Pearland is able to meet the National Parks and Recreation Association (NPRA) standard of ensuring that all residents are within a 10-minute walk of a park. That said, stakeholders in Pearland expressed a clear desire to continue investing in parks and recreation, including upgrades to existing facilities, long-term expansion of public park acreage, and ensuring consistent funding for operations and maintenance.

STRATEGIC RECOMMENDATIONS:

E-1 Continue to implement the Parks, Recreation, Open Space, and Trails Master Plan

- Work with the City of Pearland, its Parks Department, and other key stakeholders to activate "Primary Improvement Priorities" in the Pearland Parks, Recreation, Open Space, and Trails Master Plan, including the existing plan (which dates from 2021) and an anticipated 2025 update
- Based on stakeholder feedback in the Pearland Prosperity Update process, seek opportunities to expand sports fields (see Recommendation E-3), "leisure areas" for unprogrammed outdoor recreation, and safe pedestrian access to parks facilities (see Recommendation D-5)
- Advance recommendations to create a long-range parkland acquisition program to enhance the supply and equitable distribution of parkland within Pearland
- Seek opportunities "signature" parks and amenities with the potential to improve Pearland's ability to retain and attract talent
- Work with public and private partners to educate and inform key stakeholders and the general public on the need for parks and recreation amenities and their connection to the community's ability to attract jobs and investment; include key metrics such as percentage of land area devoted to parks relative to comparison communities

E-2 Ensure that Pearland's parks have sufficient resources and staff

- As recommended in the Master Plan, ensure that the Parks Department is "fully equipped with the resources it needs to effectively operate and maintain" parks and related facilities and programs; ensure that the Parks department is adequately staffed to carry out its core functions and advance the goals of the Master Plan

- Seek sustainable public funding streams to support park operations (in addition to capital improvements); explore opportunities to pursue alternative revenue streams such as naming rights for parks and trails to supplement public funds
- Develop measures to assess the fiscal impact of new investments in park facilities; examples could include impacts on nearby property values, sales tax revenue, etc.

E-3 Seek to expand Pearland's sports fields and ensure equitable distribution across the community

- Seek opportunities to expand Pearland's supply of sports fields citywide, particularly on the east side of the community
- Advance plans to build additional sports fields, including turf soccer fields, at Hickory Slough Park
- Work with the Parks Department, CVB, and others to balance opportunities to attract visitors through youth sports tournaments and similar events with resident needs; commission a small-scale study to determine whether Pearland is receiving fair market value for tournament field rentals

E-4 Evaluate tools to ensure the long-term sustainability of privately owned park facilities

- With Parks & Recreation and other key stakeholders, assess the number and condition of privately owned park facilities in Pearland; this work could be accomplished as part of a future update to the Parks, Recreation, Open Space, and Trails Master Plan
- Evaluate the feasibility of creating a privately resourced "recapitalization fund" to assist HOAs with capital improvements for privately owned park facilities
- Evaluate the feasibility of leveraging Parks & Recreation staff expertise to provide technical assistance to HOAs seeking to maintain, refurbish, and/or upgrade privately owned parks

CULTURAL ARTS

WHAT: When talented individuals are evaluating a community as a place to live, key considerations typically include proximity to employment, cost and availability of housing, quality of schools, public safety, and so on. With workforce becoming the primary competitive issue for economic development, in-demand talent has become more selective about the assets they are seeking in a community of choice. Quality of place and quality of life amenities like arts and cultural spaces, facilities, events, and unique, walkable destination districts have therefore emerged as critical competitive criteria for places of all sizes.

Pearland's arts and culture sector currently features a number of events and organizations. For instance, Pearland Art on the Pavilion is an annual two-day juried art show presented by the Pearland Convention and Visitors Bureau that highlights handmade work from artisans across various mediums and skillsets. The CVB also oversees the PearScape Trail, a cultural tourism attraction located across the city featuring four-foot-high fiberglass "pears" painted by local artists. Input participants acknowledge, however, that more must be done to keep pace with other communities in Greater Houston and elsewhere.

This Key Initiative seeks to leverage Pearland's existing cultural arts assets while expanding capacity to satisfy the demands of current and future residents. This will entail supporting the development and implementation of the Cultural Arts Master Plan currently under development in order to expand awareness and support for the arts. Additional activities could include establishing a "sense of place" across the city through new and existing events and public art and evaluating the feasibility of creating a branded cultural district in Pearland for the benefit of residents and visitors alike.

WHY: As Pearland seeks to cement its status as a community of choice, arts and culture is becoming a more prominent issue for residents. Compared to stakeholder input themes from the previous two Pearland Prosperity processes, arts and culture amenities and capacity was a common discussion point for public and private leaders and the broader community. Stakeholders feel that Pearland's status as a community of choice will not be sustainable without a strong arts sector. It is also a way to differentiate Pearland from peer communities in the eyes of current and potential residents.

These findings echo key issues identified in the research phase of the City of Pearland's Cultural Arts Master Plan, scheduled to be considered by City Council in spring 2024. The process is being shepherded by the Pearland Convention and Visitors Bureau on behalf of the city. The objectives of the Cultural Arts Master Plan – the first

in the city's history – are to establish a shared communitywide vision for the arts, positively impact the local tourism economy, and enhance the city's quality of life and quality of place.

Preliminary observations from the project's planning team highlighted both the positives of the local arts scene, especially the fact that events are generally well attended, as well as challenges like a shortage of performance and exhibit spaces, a need for more youth and family-oriented activities, and a desire for a space where the entire community can gather. While the planning team found that residents want more arts and cultural offerings across the board in Pearland, it stressed that recommended new capacity must reflect the realities of potential funding.

STRATEGIC RECOMMENDATIONS:

F-1 Support the implementation of the City of Pearland's approved Cultural Arts Master Plan

- Partner with the city, local arts organizations, the CVB, the Chamber, and other entities to ensure priority initiatives of the Master Plan are advanced
- Identify and pursue viable opportunities to source funding to support Master Plan implementation
- Pursue enhanced "internal marketing" capabilities to promote arts and cultural offerings to Pearland's residents; seek opportunities to create synergies between internal messaging and "external" marketing activities carried out by the CVB
- Consider conducting inter-city visits to best-practice cultural arts destination cities to inform local implementation efforts

F-2 Assess local support for establishing a branded cultural arts district in Pearland

- Research comparative examples in peer communities to determine the design, function, and parameters for Pearland's potential district
- Work with partners in alignment with Pearland's Cultural Arts Master Plan to explore the opportunity to incorporate a cultural arts district into plan implementation
- Determine the viability of designating Old Town as the preferred location for the cultural arts district
- Leverage the potential cultural arts district as a hub for Pearland's creative economy

F-3 Continue efforts to create a “sense of place” in Pearland activity districts and public spaces

- Advance Cultural Arts Master Plan components leveraging placemaking to create interest in key Pearland activity nodes
- Consider expansion of the PearScape Trail and seek opportunities to activate trail sites through creative programming and events; connect to the broader buildout of trails in Pearland (see Recommendation D-5)
- Explore models like Build a Better Block to execute targeted, inexpensive, community-driven efforts to transform underused spaces into quality of place assets
- Research potential models to create a flexible Cultural Arts Fund to resource small cultural arts projects proposed by Pearland residents

BUSINESS DEVELOPMENT

WHAT: Stakeholders in Pearland understand that there are numerous factors that influence the community's competitiveness – talent availability, quality of life, and so on. Accordingly, the Pearland Prosperity initiative embraces a holistic approach to economic development. But even in this context, activities such as business attraction and marketing and business retention and expansion (BRE) are still vital to overall success.

For nearly 30 years, the Pearland Economic Development Corporation (PEDC) has worked proactively to attract new primary jobs and capital investment to Pearland. According to its website, the PEDC has helped bring 5,400 jobs and \$1 billion in private capital investment to Pearland through activities such as marketing, relationship building, project management, project support and the provision of incentives. A major focus of this Key Initiative is to continue these “core” business attraction and marketing efforts. One specific opportunity that emerged from stakeholder input is Pearland's potential to make further headway into the biotechnology and medical manufacturing business sectors. Input participants noted recent economic development “wins” including the rapid growth of Lonza and the attraction of firms such as Healgen Scientific and Millar, Inc. Stakeholders said they would like to see the community proactively pursue additional headquarter operations, research and development functions, and manufacturing facilities in these fields.

Another key component of this Key Initiative is continuing BizConnect, the community's successful business retention and expansion (BRE) program. Nearly all best-practice economic development programs incorporate formal BRE initiatives that regularly engage major employers through site visits and other regular communications to identify and respond to needs and challenges at both the firm and community level. In Pearland, these activities are carried out through BizConnect, a joint effort of the PEDC and the Chamber. According to the PEDC, the program engaged nearly 50 employers in Pearland in fiscal year 2022, and stakeholders contacted during Phase 1 research held generally positive views of the effort.

In addition to “external” marketing efforts to position Pearland as a destination for jobs and investment, the previous Pearland Prosperity plan also included an “internal” marketing recommendation aimed at conveying the importance of a holistic economic development program to local community. Phase 1 input participants praised the PEDC's overall approach to communications but said there is both a need and opportunity to expand internal communications efforts to reach a broader range of stakeholders.

Finally, while the PEDC's core aim is to grow “primary” jobs in business sectors that export goods and services

to other markets, the organization has also recognized the important role that the retail sector – and the sales taxes it generates – play in Pearland’s overall fiscal and economic health. Consistent with a recommendation in the previous Pearland Prosperity Plan, the PEDC commissioned a Retail Analysis that was completed in 2022. The report includes concrete recommendations for PEDC and its partners to pursue to support a more vibrant local retail sector and enhance Pearland’s quality of place.

WHY: The core aim of a holistic economic development initiative is to raise standards of living and improve quality of life for current and future residents. For most individuals, these issues are tied to the type of high-quality employment opportunities that the PEDC and its partners are seeking to grow in Pearland. Attracting a wide range of primary jobs offers numerous other benefits, including growing and diversifying the community’s property tax base and making the local economy more resilient to downturns that impact a specific business sector. While a successful business attraction program can generate significant amounts of attention and excitement, research suggests that in most communities, job growth is driven primarily by incumbent businesses and new startups. The BizConnect program has a strong track record of success and received praise from stakeholders.

Additionally, Phase 1 quantitative research revealed that while the jobs based in Pearland are largely in sectors such as health care, retail, and hospitality, its resident workforce is highly educated, with strong concentrations of workers in fields such as engineering and information technology. Attracting a broader range of jobs to Pearland can provide its talented residents with opportunities to work close to home, which appeals to both employees by cutting down on commute times and employers by making it easier to retain these individuals. (The initial success of the “Work in Pearland” jobs portal launched by the Chamber and the PEDC is a testament to the interest in such local employment opportunities.)

STRATEGIC RECOMMENDATIONS:

G-1 Continue “core” business attraction and marketing initiatives to grow primary jobs

- Continue to position the PEDC as the primary point of contact for managing economic development projects throughout their lifecycle and, if needed, through post-project assistance
- Through the PEDC, continue to build and maintain strong relationships with all relevant economic development partners, including site selectors, state agencies and “upstream” lead generation entities, regional and sub-regional partners, industry and real estate trade groups, and brokers

G-2 Enhance targeted marketing efforts for the biotechnology and medical manufacturing sectors

- Continue to position the Lower Kirby District as a destination for headquarter operations, research and development activities, and/or manufacturing facilities connected to the biotechnology and medical manufacturing sectors
- Seek opportunities to enhance Pearland's profile within biotechnology and medical manufacturing through targeted communications, attendance at high-value industry events and meetings, and other outbound marketing activities (e.g., participating in state-led site selector events)
- Prepare customized digital marketing materials highlighting Pearland's value proposition for these sectors; work with existing biotechnology and medical firms to highlight "success stories"
- Continue to leverage workforce development staff capacity and collaborate with PK-12 and higher education partners to enhance training programs that support biotechnology and medical manufacturing (see Key Initiative I-Workforce Development)

G-3 Continue to engage Pearland's primary employers through the BizConnect program

- Continue to conduct regular on-site interviews with key local employers through the BizConnect program; leverage findings to identify key opportunities and challenges and work with all relevant partners to develop responses to business- and community-level needs
- Continue to complement economic development marketing and business attraction activities by seeking to identify opportunities for business expansions and/or locations through BRE efforts; continue to enlist executives and other key representatives from existing businesses to support business attraction efforts (e.g., assistance during site visits)

G-4 Expand "internal communications" capabilities to reach a broader range of Pearland stakeholders

- Continue current internal communications efforts to convey progress on economic development activities and the implementation of Pearland Prosperity, including implementation tracking, quarterly newsletters, social media, earned media (when relevant), and regular communications with City of Pearland elected officials and staff
- Work with partners including the Pearland Chamber, the City of Pearland and its agencies, and others to develop outreach techniques that "meet people where they are" such as annual or semi-annual updates at HOAs and community group meetings, information tables at festivals and other major

community events, and so on

- Leverage expanded internal communications capacity to promote initiatives such as Work in Pearland and other “resident-facing” opportunities
- Continue to utilize HubSpot software to track open rates and other key metrics for email marketing

G-5 Implement recommendations from the 2022 Pearland Retail Analysis

- Implement key recommendations from the 2022 Pearland Retail Analysis; ensure that sufficient staff capacity and resources are allocated through the PEDC to effectively advance efforts
- Per the Retail Analysis, cultivate relationships with developers, investors, brokers, and other retail industry stakeholders to aggressively recruit new retail opportunities and tenants
- Develop a multi-channel marketing effort to promote Pearland as a general destination for retail development, retail entrepreneurs, and customers
- Connect retail recruitment efforts to create dynamic gathering places in Pearland (see the “Places to Gather” Key Initiative); per the recommendations in the Retail Analysis, create and administer incentives for small businesses locating in the Old Town (see the “Old Town Revitalization” Key Initiative)
- Ensure that sufficient staff capacity is in place to advance strategic recommendations; responsibilities could overlap with the proposed staff position to guide Old Town revitalization efforts (see Recommendation B-5)

PEARLAND INNOVATION HUB

WHAT: One of the seven Focus Areas in the previous Pearland Prosperity strategy was “Business Formation & Early-Stage Growth,” which focused on supporting entrepreneurs and startups in Pearland. Its key recommendation was establishing a local “hub” for entrepreneurship to enhance local services and connect to Greater Houston’s large and well-established entrepreneurial ecosystem.

After completing a feasibility study and request for qualifications process, partners in Pearland selected Houston-based The Cannon as the community’s partner for creating the Pearland Innovation Hub (PIH) in November 2021. A Hub Navigator (equivalent to an executive director) was hired in April 2022 and the PIH was formally launched in May 2022. Stakeholders noted that like the nascent firms it serves, PIH is itself still a “startup” finding its footing in Pearland and the broader regional landscape. (The organization is currently in the process of becoming a 501(c)3 nonprofit). This Key Initiative is dedicated to ensuring that the Pearland Innovation Hub realizes its potential as the centerpiece of a thriving local entrepreneurial ecosystem.

The timing of the Pearland Prosperity Update is fortuitous with respect to PIH. The 2021 feasibility study recommended a “virtual” hub concept due to a lack of near-term demand for a physical entrepreneurship facility in Pearland, and PIH’s Hub Navigator had been officed at the Chamber for the first year-plus of the entity’s existence. In the fall of 2023, however, PIH relocated to Spacio.us, a co-working community located on Broadway Bend Drive near the Pearland Town Center. Positioning PIH’s presence at Spacio.us as the physical “focal point” for entrepreneurship has the potential to provide a major boost to the PIH model and the overall entrepreneurial ecosystem in Pearland.

From a programming perspective, stakeholders said PIH has so far focused on the Pro-Active Coaching Program, which provides free mentoring and coaching services to entrepreneurs and businesses across the growth-stage spectrum, and other events for entrepreneurs. This Key Initiative proposes continuing the coaching program with enhanced recruiting efforts and an adjusted scope to ensure that it is well-utilized and appropriately scaled for Pearland’s needs. It also recommends increasing the emphasis on events capable of increasing the visibility of both entrepreneurs and entrepreneurial services and facilitating connections to professional services and other ecosystem resources that can help startups succeed.

Finally, while PIH is set up to assist entrepreneurs and startups regardless of business sector, there is a specific opportunity to enhance Pearland’s quality of place and celebrate the community’s cultural diversity by

supporting new retail and hospitality businesses. Such activities would connect to and support efforts to create vibrant gathering places and support redevelopment in Old Town.

WHY: Business attraction and BRE are two of the three ways in which communities can directly pursue job growth. The third is providing support for entrepreneurs and encouraging new business formation. Stakeholders contacted during Phase 1 input said all three methods remain a community priority and should be reflected in the Pearland Prosperity Update. As discussed in the previous Pearland Prosperity strategy, Pearland has several advantages that can support entrepreneurial activity, namely a highly educated and diverse resident population and an increasing number of innovation-focused businesses. Unlike prior strategic planning processes, however, Pearland now has dedicated organizational capacity to advance entrepreneurial initiatives in the form of the PIH. Input participants said they would like to see PIH continue to evolve its programming to serve existing and prospective entrepreneurs in Pearland and complement the many well-established entrepreneurial ecosystem resources in the Greater Houston region.

STRATEGIC RECOMMENDATIONS:

H-1 Position the Pearland Innovation Hub's location at Spacio.us as the service delivery "focal point"

- Through programs, events, and communications activities, ensure that the PIH presence at Spacio.us is the focal point for Pearland's entrepreneurial ecosystem
- Launch a multi-faceted marketing campaign utilizing digital media advertising, social media, attendance at off-site events, and word-of-mouth marketing to ensure that current and prospective entrepreneurs in Pearland are aware of the facility and its offerings; establish clear messaging to avoid communicating between the two brands such as: "The Pearland Innovation Hub at Spacio.us"
- Work with the Spacio.us staff to identify co-working clients who could benefit from coaching services and vice versa
- Conduct regular events for entrepreneurs at the facility to cement its status as Pearland's physical entrepreneurial "center of gravity" (see Recommendation H-3)

H-2 Right-size the Pro-Active Coaching Program and enhance efforts to identify coaches and members

- With the Hub Navigator and PIH Advisory Board, adjust goals related to member and coach participation in the Pro-Active Coaching Program to be commensurate with observed local demand; leave open the possibility of scaling the program back up if necessary
- Increase efforts to recruit coaches and members into the program; work with ecosystem partners such as the San Jacinto College Small Business Development Center (SBDC) and non-traditional partners such as neighborhood homeowner's associations, faith-based organizations, and community groups to identify new candidates
- With the Advisory Board and Hub Navigator, regularly evaluate and adjust performance metrics and targets to find the right mix of offerings for the Pearland Innovation Hub
- Leverage the awareness campaign proposed in Recommendation H-1 to drive new sign-ups

H-3 Increase networking opportunities and special events for Pearland's entrepreneurs

- Task PIH staff, volunteers, and supportive partners with increasing the number of networking opportunities and special events for entrepreneurs in Pearland; events could include business plan competitions, hackathons, "reverse pitch" presentations, learning opportunities, social events such as happy hours, and so on
- Recruit Greater Houston ecosystem partners to attend, facilitate, or co-sponsor events in Pearland

H-4 Connect entrepreneurs to professional services and other regional ecosystem resources

- Continue to leverage The Cannon's locally based staff and extensive networks connections in Greater Houston to connect Pearland entrepreneurs to established regional entrepreneurial ecosystem resources
- Engage external partners including the SBDC and other relevant organizations to complement services available through PIH
- Work with the Pearland Chamber of Commerce, professional associations, and others to identify professional service providers (e.g., law firms, accounting firms, etc.) in and around Pearland that specialize in serving startups and/or small businesses; leverage PIH staff capacity to make referrals to these professional services providers
- Work with The Cannon leadership and the PIH Advisory Board to evaluate the feasibility and desirability

of offering a reduced-cost “bundle” of professional services (e.g., legal, accounting, etc.) as a PIH membership benefit

H-5 Support diverse retail and hospitality startups that enhance Pearland’s quality of place

- Work with the Hub Navigator, retail and hospitality stakeholders, and other key partners such as the Chamber to identify entrepreneurs interested in starting a business that can enhance quality of place; proactively recruit entrepreneurs who reflect Pearland’s racial, ethnic, and cultural diversity
- Enroll prospective entrepreneurs in the Pro-Active Coaching Program and seek coaches with retail and hospitality experience to provide mentoring services
- Evaluate the potential to identify program participants through a special event such as a retail- and hospitality-focused business plan pitch competition
- Connect these efforts to quality of place efforts described in the first two Key Initiatives

WORKFORCE DEVELOPMENT

WHAT: Pearland is a highly educated community that boasts excellent PK-12 public schools and proximity to numerous higher education institutions. In order to support economic growth and enhance opportunities for current and future residents, the previous Pearland Prosperity strategy identified a need to “better connect aspects of the local talent pipeline and ensure that Pearland’s business community is well-networked with education and training providers.”

Partners in Pearland have since made significant progress to that end. In 2021, partners including the PEDC and the Chamber’s Workforce Development Committee approved the Pearland Workforce Strategy Action Plan, which includes a set of goals to guide the community’s workforce and talent development efforts. The PEDC and the Chamber have also devoted staff capacity in this area. The PEDC hired a full-time Workforce Director in April 2022, and the Chamber designated a portion of its Vice President’s time to talent and workforce development issues. Stakeholders said there is now an opportunity to leverage this new staff and organizational capacity – and the connections and relationships that have been formed as a result – as a “platform” to take on a more ambitious program of work with respect to workforce development.

Part of this Key Initiative will entail continuing successful ongoing efforts and initiatives. PEDC’s Workforce Director has built relationships with a wide variety of regional stakeholders and has worked directly with employers to identify and address workforce needs. Stakeholders said this work has led to numerous successful outcomes, including the development of a partnership between the PEDC, Alvin Community College, and Lonza to create a biotechnology certificate program. Input participants also identified the Work in Pearland campaign and website as a successful initiative with further potential to help Pearland’s employers find talent and expand opportunities for residents to work close to home. This Key Initiative will also entail activating key recommendations from the Workforce Strategy Action Plan including the creation of a community resource network (CRN) that inventories regional education, training, and workforce partners and supportive “wraparound” services that can help address challenges related to child care, transportation, youth disconnection, etc. that impact an individual’s ability to get and keep a job.

Stakeholders also identified several “next-level” opportunities for workforce development. These include creating a formal partnership framework through which Pearland’s businesses and education and training providers can collaborate to advance talent pipeline improvements. This work should include the development of a set of Career Pathways, which are a “series of structured and connected education programs and support services

that enable students, often while they are working, to advance over time to better jobs and higher levels of education and training.” Best-practice Career Pathways identify “stackable” credentials, where each step on the pathway can build on the previous and prepare individuals to progress to the next level of employment and/or education. Finally, the Key Initiative recommends pursuing additional opportunities for physical spaces that can enhance training capacity within Pearland and drive additional value for a wide range of partners.

WHY: Talent is the most important factor for driving economic success. Pearland’s existing residents are highly educated and skilled, and the community is served by highly regarded education and training providers, including but not limited to the Alvin ISD, Pearland ISD, Alvin Community College, San Jacinto Community College, and the University of Houston–Clear Lake at Pearland. This Key Initiative is focused on ensuring that these talent pipeline partners are connected to and aligned with Pearland’s business community to support economic growth and increased opportunities for residents to thrive.

STRATEGIC RECOMMENDATIONS:

I-1 Continue to provide Pearland’s employers with customized workforce assistance

- Through the PEDC’s Workforce Director and in cooperation with partner organizations, continue to work directly with Pearland employers to develop solutions to specific workforce needs
- Continue to utilize the BizConnect program to identify Pearland firms that would benefit from customized workforce assistance; analyze findings to uncover larger competitive issues with respect to workforce development that may benefit from a systems-level approach

I-2 Develop and promote a community resource network (CRN)

- As proposed in the Pearland Workforce Strategy Action Plan, develop an asset inventory of regional training programs, supportive services, and workforce ecosystem partners
- Ensure that the inventory includes government agencies, nonprofits, social services providers, and other community resources that assist individuals with a range of issues that might otherwise be barriers to workforce participation and finding and/or holding a job; include providers that serve all or part of Pearland’s “labor shed, i.e., areas within a 45-minute drive of the city from which local employers are likely to seek talent
- Consider engaging an external partner such as United Way organization(s) to assist with the development of the asset inventory

- Consistent with the recommendations in the Workforce Strategy Action Plan, conduct a campaign to support the implementation of the asset inventory; leverage the BizConnect program and relationships with potential partners such as Workforce Solutions Gulf Coast to introduce the inventory to businesses and front-line staff; evaluate the feasibility of leveraging OpenCounter or a similar tool (see Recommendation C-1) to direct Pearland businesses to the inventory

COMPARATIVE EXAMPLE #3: Community Asset Map (Montgomery County, MD)

I-3 Establish a formal partnership framework connecting business and education

- Create a formal framework to connect Pearland's businesses with the PK-12, higher education, and workforce development partners that serve the community to ensure that education and training programs are aligned with employer demand
- Work with stakeholders to confirm the Pearland Chamber of Commerce as the appropriate entity to house the formal partnership framework
- Design the partnership framework as invitation-only "working group" tasked with identifying opportunities, challenges, and potential solutions for professional staff to pursue; consider pivoting the Chamber's Workforce Development Committee to function as this "working group," with regular meetings to advance the implementation of new and enhanced Career Pathways (see Recommendation I-4) and other strategic priorities
- Ensure that the partnership framework functions as a "two-way street" where both businesses and education and training partners are active participants and beneficiaries
- Continue to offer existing Workforce Development Committee programs such as learning and networking opportunities on an "open invitation" basis as desired
- Leverage PEDC staff capacity to connect businesses directly to college advisory boards to guide existing training programs and identify potential new training programs to develop
- Encourage participation and buy-in from key business executives, HR professionals, and community outreach liaisons and key decision-makers from education and training partners; ensure that membership and/or investment in the Chamber and PEDC are not required to participate in the formal partnership framework
- Work with all relevant stakeholders to ensure potential industry sector partnerships in manufacturing and/or life sciences are not duplicative with the formal partnership framework

COMPARATIVE EXAMPLE #4: CareerEdge Funders Collaborative (Sarasota, FL)

COMPARATIVE EXAMPLE #5: Talent Action Collaborative (Baton Rouge, LA)

I-4 Create formal Career Pathways to create opportunities for residents and support key sectors

- Through the Workforce Development Committee and with the support of PEDC staff, confirm an initial set of Career Pathways on which to focus; begin by evaluating three verticals: manufacturing, health care, and biotechnology and medical device manufacturing
- Work with all stakeholders to identify “ladders” of occupations within each confirmed Pathway and create sequences of “stackable” credentials including certificates, degrees, and other awards that map onto the education and skills that these occupations require
- Through the Workforce Development Committee, work with education and training providers to ensure that existing curriculums and programs are aligned with Career Pathway needs; identify program gaps and work with stakeholders to pursue resources to establish new programs as needed
- Consistent with Strategy 2.3 in the Workforce Strategy Action Plan, work with employers and local ISDs to develop internships and other work-based learning opportunities for high school students aligned with Career Pathways
- Leverage regular Workforce Development Committee meetings to evaluate Career Pathway performance and make needed adjustments
- Work with the Chamber, ISDs, workforce development partners, and other stakeholders to promote Career Pathways to students, parents, businesses, and others

COMPARATIVE EXAMPLE #6: OC Pathways (Orange County, CA)

I-5 Continue to support the Work in Pearland initiative and online portal

- Continue to maintain and enhance the Work in Pearland online jobs portal; seek additional opportunities to promote the initiative to businesses and residents to increase utilization

I-6 Pursue the development of physical training spaces in and around Pearland

- Work with higher education partners to identify opportunities for enhancing physical training spaces at college campuses in or around Pearland, particularly in in-demand fields such as biotechnology; work with all relevant stakeholders to pursue potential funding for new and/or upgraded facilities

DIVERSE TALENT

WHAT: The United States is rapidly becoming a more racially and ethnically diverse place. By 2060, the U.S. Census Bureau projects the nation's non-Hispanic White population will decrease by 10 percent compared to a 94 percent rise in the Hispanic population (who will represent nearly 30 percent of U.S. residents).

The City of Pearland is well ahead of the nation in terms of population diversity. According to the 2022 City of Pearland's Benchmark Cities Study, Pearland had the highest "diversity index" among an 11-city peer set as of the 2020 Census. The city has significant representation from the country's four largest racial and ethnic groups: Hispanic or Latino, White, Black, and Asian. Of the 632 Census places (cities, towns, etc.) with at least 65,000 residents, Pearland was one of just 33 communities with at least 10 percent of its population in each of these groups. In a national index developed by retailer Filterbuy, Pearland ranked as America's most diverse small city (between 100,000 and 149,999 residents) based on 2021 Census estimates, edging out the next most-diverse city, Vallejo, California.

The 2020 Pearland Prosperity plan recognized the opportunity to strategically leverage the city's diversity through a set of key potential actions, including forming a Diversity Business Council. In response, the Pearland Chamber empaneled a diverse stakeholder discussion group and partnered with PEDC to host the "Knowledge Series" – learning sessions focused on diverse business practices and inclusive leadership.

Leaders feel that diversity programming should be continued through the Pearland Prosperity Update, but with a more focused and systematic approach that acknowledges issues of race and ethnicity but also recognizes diversities of education, age, income, and other determinants. The Knowledge Series could be complemented by a focus on attracting and welcoming diverse residents to Pearland and launching networking events to better connect the city's diverse population groups. While some of these activities will obviously help make Pearland more of a community of choice for diverse residents, these efforts are included here given their importance to the community's diverse talent pool that businesses increasingly desire.

WHY: As America diversifies – especially among younger generations – and talent continues to express preferences for communities that are diverse, inclusive, and welcoming, business organizations are increasingly seeing the economic benefits of diversity-focused programming. As Chamber Executive magazine reported, "What has been traditionally seen as a sort of moral issue – inclusion – has become a central concern for economists seeking to promote prosperity ... Regions that are more equal and more integrated – across income,

race, gender and place – have better economic performance, on average, than those regions that are more unequal and more divided.”

The non-profit workforce and education advocacy organization JFF aggregated selected research on the economic impacts of diversity and inclusion into a paper called, “Inclusive Economic Development: Good for Growth and Good for Communities.” Multiple findings concluded that economically healthy cities are more inclusive than distressed ones. Studies also found that economic exclusion is harmful to the economy, resulting in lost economic output and lost earnings and necessitating costly poverty alleviation measures. As cited earlier, Pearland has already received positive national press for its resident diversity and can further differentiate itself by highlighting how diverse newcomers are welcomed and networked in the community.

STRATEGIC RECOMMENDATIONS:

J-1 Sustain and enhance the Pearland Chamber of Commerce’s diversity initiatives

- Continue efforts to expand the Knowledge Series to include programming reflecting a more broad-based definition of diversity; outreach to businesses to increase Knowledge Series attendance and identify topics with strong resonance to local employers
- Consider formally recognizing and leveraging the Chamber’s diversity leadership group as a catalyst for expanding local understanding of diversity and inclusion issues and their economic impact

COMPARATIVE EXAMPLE #7: Cincinnati (OH) Regional Chamber Diversity & Inclusion initiatives

J-2 Enhance the Work in Pearland platform to attract diverse talent to Pearland

- Work with partners and diverse Pearland leaders to develop and cultivate a brand and messaging for Pearland’s talent diversity assets; utilize the brand to design and launch an update to the Work in Pearland website and campaign to highlight Pearland as a diverse, inclusive community
- Ensure that the updated site includes information on how to access services and opportunities in Pearland and contact information for supportive organizations and diverse talent ambassadors
- Leverage existing marketing platforms to promote the portal externally

COMPARATIVE EXAMPLE #8: Ask a Local (Omaha, NE)

J-3 Expand networking opportunities for diverse Pearland residents

- Host twice-yearly receptions affiliated with Pearland's diversity brand as a platform for diverse local talent to meet, network, and build community
- Support leaders of the Pearland Chamber's Young Professionals group to incorporate designated diversity programming and events into its regular activities

COMPARATIVE EXAMPLE #9: Multicultural Receptions (Des Moines, IA)

SITE DEVELOPMENT

WHAT: The availability of “shovel-ready” development sites is an important factor in a community’s ability to attract and retain jobs. This is especially true for competitive economic development “projects” that typically require suitable land that is ready for acquisition and development on a tight timeframe. This Key Initiative is focused on ensuring that Pearland grows a strong inventory of shovel-ready development sites served by high-quality infrastructure and desirable amenities.

The previous Pearland Prosperity plan included a Focus Area dedicated to “Site Development” that had three main recommendations:

- Position the Lower Kirby District and the SH 35 Corridor as priority areas for development
- Proactively assemble and prepare sites to eliminate burdens related to acquisition and development
- Ensure that best-in-class infrastructure and amenities are in place to support site development

The PEDC and its partners have made significant progress in each of these areas in recent years. It has pursued numerous development agreements in the SH 35 corridor and worked with the Lower Kirby and Pearland #1 Management Districts to implement improvements that make the area more attractive for development. In 2021, the PEDC engaged Marc Darcy Partners to identify locations with high development potential in the Lower Kirby and SH35 North and South Business Parks, and the organization and its partners are continuing to pursue opportunities to activate these sites. The PEDC has also helped fund numerous upgrades to stormwater detention systems, roads, and streetscapes in these areas.

Input participants praised the aforementioned progress but noted that there is still much work ongoing in these areas. Stakeholders also noted that Pearland’s priorities around business site and infrastructure development are largely the same now as they were in late 2019 and early 2020. Accordingly, this Key Initiative is comprised of the same recommendations as the “Site Development” Focus Area in the previous Pearland Prosperity strategy, with some minor revisions in tactical detail.

WHY: Maintaining an inventory of suitable industrial and commercial sites is a prerequisite for most competitive economic development projects that create new jobs and private capital investment. While Pearland currently has multiple such sites, stakeholders understand that the supply of readily developable land is limited. If Pearland is to “remain in the game” for many future economic development projects, it will need to proactively seek to prepare additional sites. Stakeholders noted, however, that many of the community’s most promising sites

face barriers to development such as fractured ownership or environmental concerns that would make them challenging to assemble and/or prepare for prospective end-users working on a tight timeline. Accordingly, some public sector involvement will likely be required to activate these sites. It should be emphasized that stakeholders do not wish to see the PEDC or other government entity act as a primary developer. Instead, leaders said the PEDC should continue to utilize development agreements with highly qualified private-sector partners to move worthy projects forward.

Stakeholders also said that the master planning and community branding work that has gone into Lower Kirby has been a major factor in attracting firms to the area, as it offers a differentiated presentation and “feel” relative to competition in nearby unincorporated areas. Input participants said it will be important to ensure that existing and new sites are served by necessary infrastructure and enhanced with supportive amenities and “curb appeal.”

STRATEGIC RECOMMENDATIONS:

K-1 Continue to position the Lower Kirby District and SH 35 as priority areas for development

- Continue to market the Lower Kirby District and the SH 35 North and South Business Parks as destinations for development in Pearland; when possible, seek opportunities for public-private partnerships to further development in these areas
- Implement recommendations in the Lower Kirby Urban Center Master Plan and the SH 35 Corridor Redevelopment Plan that increase the competitiveness of these areas for development

K-2 Continue to proactively assemble and prepare development sites

- Based on recommendations in the Site Evaluation Analysis reports prepared by Marsh Darcy Partners and evolving market knowledge, proactively pursue the development of new sites
- Leverage PEDC resources and pursue public-private development agreements to acquire and assemble sites that enhance Pearland’s competitive position for primary jobs
- Proactively market new shovel-ready sites through the PEDC

K-3 Continue to ensure that sites are supported by best-in-class infrastructure and amenities

- Continue to leverage the PEDC and other resources to ensure that development sites are well-served by required infrastructure; continue to ensure that entrances to development sites are attractive, well-maintained, and effectively branded
- Continue to implement recommendations in the Lower Kirby Urban Center Master Plan and the SH 35 Corridor Redevelopment Plan related to beautification and amenity development
- Continue to pursue park and trail amenities proximate to development sites to create an additional “selling point” for the properties

APPENDIX A: COMPARATIVE EXAMPLES

The following projects, programs, and initiatives are profiled to enable Pearland Prosperity Update implementation partners to explore example efforts related to the strategy's Recommendations. These examples are not intended to represent the best practices in these spheres (although some may be considered as such) but rather opportunities to highlight processes and outcomes that can inform implementation activities.

#1: REV BIRMINGHAM (BIRMINGHAM, AL)

revbirmingham.org

From identifying sites to facilitating incentives to retail leasing assistance, REV helps developers with projects in Birmingham's downtown and select neighborhoods across the city. REV's Design & Development Team works with investors, developers, and businesses interested in developing or redeveloping a property navigate the process and better understand the context of their project within the market and the community. REV helps development teams with market data research, site identification, due diligence assistance, permitting and regulatory assistance, and connections to financing and incentives.

#2: LAFITTE GREENWAY GUIDE TO TRAIL-ORIENTED DEVELOPMENT (NEW ORLEANS, LA)

lafittegreenway.org/trod

The Lafitte Greenway Guide to Trail-Oriented Development provides a comprehensive set of planning and design principles for new development along the Lafitte Greenway. The principles outlined in the report were built on and codified in the City of New Orleans Master Plan for the 21st Century, Comprehensive Zoning Ordinance, Lafitte Greenway Master Plan, and Lafitte Corridor Revitalization Plan. Developers, city officials, and community members are encouraged to use the guide in combination with these public documents to ensure successful and responsible development.

#3: COMMUNITY ASSET MAP (MONTGOMERY COUNTY, MD)

worksourcemontgomery.com/community-asset-map

WorkSource Montgomery (WSM) is the public agency leveraging federal dollars to provide employment

services for Montgomery County, Maryland. Working with local partners, WSM developed a digital resource that serves as a regional adult services community asset map to capitalize on the existing resources already available within Montgomery County. The agency identified and confirmed 111 organizations and 293 adult services across Montgomery County for inclusion in an online geocator Community Asset Map. Job seekers can search the map by category and see program summaries and information for accessing services or contacting organizational representatives. Potential partners also have the opportunity to fill out a form to be added to the asset map. The map is hoped to serve as an effective tool for understanding and utilizing the resources that exist in Montgomery County.

#4: CAREEREDGE FUNDERS COLLABORATIVE (SARASOTA, FL)

careeredgefunders.org

CareerEdge Funders Collaborative is the workforce development initiative of the Greater Sarasota Chamber of Commerce and serves as the area's principal convener on critical workforce issues. Founded as a collaborative, CareerEdge is an employer-focused, sector-based, data-driven effort that leverages unrestricted funds to build a skilled workforce for local businesses. The Collaborative is guided by a demand-driven strategy and enhances the area's workforce through fast-track training programs, on-the-job training, internship reimbursement programs, and employer funding to upskill employees.



#5: TALENT ACTION COLLABORATIVE (BATON ROUGE, LA)

brac.org/tac

The Talent Action Collaborative (TAC) is a partnership between the Baton Rouge Area Chamber (BRAC) and East Baton Rouge Parish Schools designed to align K-12 education with the needs of business and industry. This initiative allows business and industry to steer education to the specific industry needs while training their future employees and ensuring Louisiana's talent retention. The network aims to close the disconnect between workforce and education by being business-led, industry-specific, and solution-oriented. The TAG is focused on five high-wage, high-demand sectors: Construction and Manufacturing; Med and Pre-Med; Liberal Arts and Management; Technology; and Transportation, Automotive, and Logistics.

The Collaborative is coordinated by three action teams: CEOs for Education, Strategic Operations Team, and the Five Commissions.

Comprised of 25 top area CEOs and executives representing this cross-section of sectors, the CEOs for Education task force convenes quarterly with the Superintendent of East Baton Rouge Parish Schools, Louisiana State Superintendent of Education, Commissioner of Higher Education, college chancellors, and university presidents to identify opportunities in talent pipeline to design systems and advocate for future workforce needs. Each CEO designates a representative to the Strategic Operations Committee.

The Strategic Operations Committee is comprised of practitioners in workforce development and career training, including human resources managers, talent recruiters, provosts, and heads of workforce development. They meet monthly to guide career pathways, programming, key performance indicators, and partnerships. The Committee interfaces on implementation with education senior staff, including members of the East Baton Rouge Parish School System such as the chief academic officer, assistant superintendent of curriculum, and executive director at EBR Career and Technical Education Center.

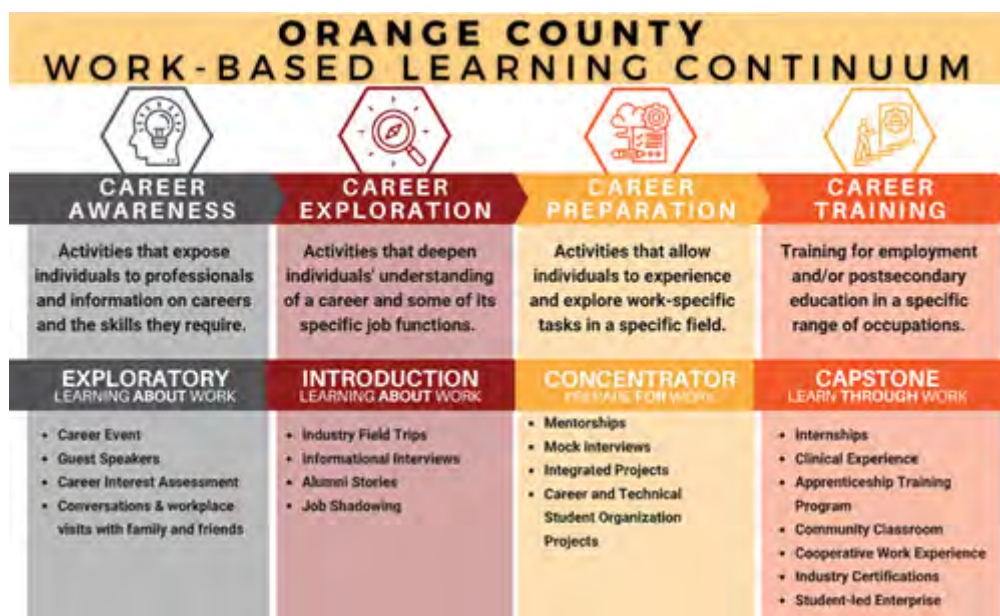
Fifteen to 20 experts in each of the five targeted sectors were recruited to guide the needs of each industry's future workforce programs. These experts have backgrounds in human resources, workforce training and development, and career training. Each month, the commissions meet to influence, create and change career education programs for K-12 and higher education, specific to their industry's needs. Each commission guides the creation of sector-specific career pathways, soft skills programs, and workplace experiential learning or internships, aligned with colleges and universities.

Joining the Talent Action Collaborative is based on investor level and invitations from business leaders already part of the group.

#6: OC PATHWAYS (ORANGE COUNTY, CA)

ocpathways.com/oc-initiatives

OC Pathways' mission is to facilitate collaboration among schools, colleges, local businesses, and community partners to prepare Orange County students for college and career success through participation in learning experiences that integrate academics and career preparation. The initiative creates a self-sustaining support system that expands career pathway opportunities and equips educators with the competencies to prepare students for high-demand, high-wage careers and expanded life opportunities.



Partners develop coursework that combines academics with career preparation across career clusters in Business Management, Computing, Education, Engineering, Healthcare and 15 associated industry sectors. The Work-Based Learning Continuum is integrated into students' program of study to outline various activities, both in and outside the classroom, that enable students to connect academic and technical content to real-world applications.

#7: CINCINNATI (OH) REGIONAL CHAMBER DIVERSITY & INCLUSION

cincinnati-chamber.com/membership/your-partner/diversity-inclusion-your-partner

The Cincinnati Regional Chamber sees as one of its goals partnering with business leaders to develop a culturally competent workforce and more equitable region. As such, its top priority is to support the business community with education and resources to help deliver economic inclusion, retain and promote diverse talent, understand health disparities and their impact on the workforce, and understand businesses' role to improve sustainable inclusion practices. The Chamber accomplishes this through multiple programs, including but not limited to:

- The CLIMB Awards, which recognize companies and organizations helping the region achieve greater heights of success through building a diverse workforce, championing equitable human resources practices, and developing inclusive cultures.
- A Cultural Competency program that develops skills for building bridges across the cultural, political and social divides to better grow the economic prosperity and equity of the region.
- Connect ERG, a network of cross-company employee resource groups across the region's 16 county metro area focused on advancing inclusion by leveraging their resources and networks to attract, grow, and retain diverse talent.
- Diversity Leadership Symposium, an event that emphasizes the importance of workplace diversity.
- Stir! Multicultural Networking Reception, a networking event for seven local chambers to come together and promote, elevate, and celebrate the many cultures in the region.

#8: ASK A LOCAL (OMAHA, NE)

omahachamber.org/talent-workforce/jobs-careers/ask-a-local/

As part of Greater Omaha's talent attraction efforts, residents can sign up for the "Ask a Local" program and have their bios and contact information posted on the Omaha Chamber's talent and workforce page. The website urges visitors to get a local perspective, noting that, "These local Omahans are ready with answers when new residents or those looking to relocate to Omaha have questions." Each Omaha ambassador lists a different set of interest areas for visitors to ask the about, including outdoor recreation, cooking, LGBTQIA+ communities, craft beers, roller derby, food, theater, sporting events, live music, neighborhoods, family activities, childcare, schools, food, and expatriate and immigrant issues.

#9: MULTICULTURAL RECEPTIONS (DES MOINES, IA)

dsmpartnership.com/news-media/news/partnership-news/greater-des-moines-partnership-announces-august-multicultural-reception

The Greater Des Moines Partnership sponsors a series of “Multicultural Receptions” to provide opportunities for those in the Greater Des Moines community to develop new relationships with others who are passionate about building an inclusive community for the region.