

APPENDICES

NORTH PASADENA REDEVELOPMENT PLAN



Appendix A: 1996 Pasadena Plan

Appendix B: Market Study

Appendix C: Stakeholder Interviews

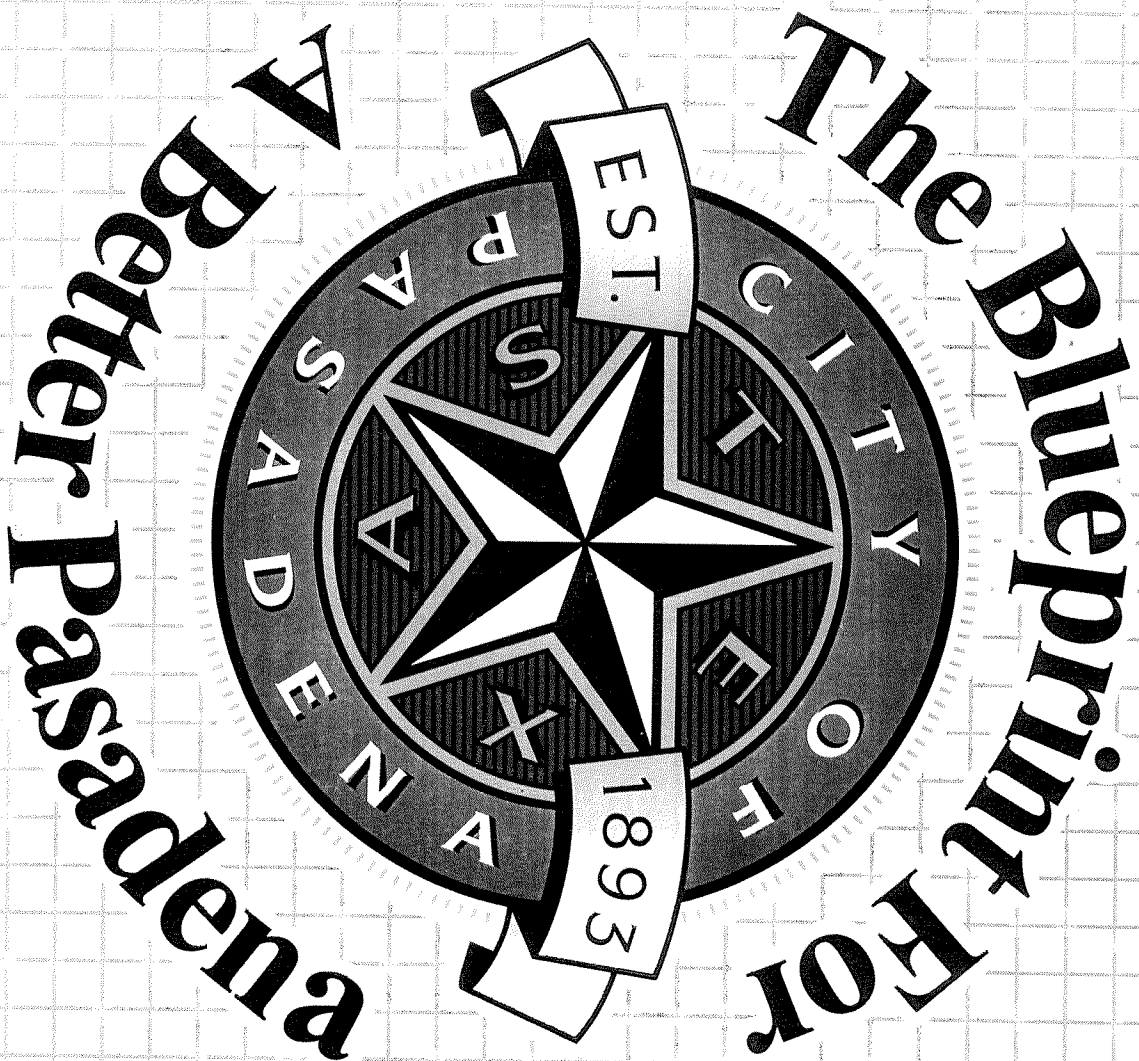
APPENDIX A: 1996 PASADENA PLAN

NORTH PASADENA REDEVELOPMENT PLAN



1996 PASADENA PLAN

THE BLUEPRINT FOR A BETTER PASADENA

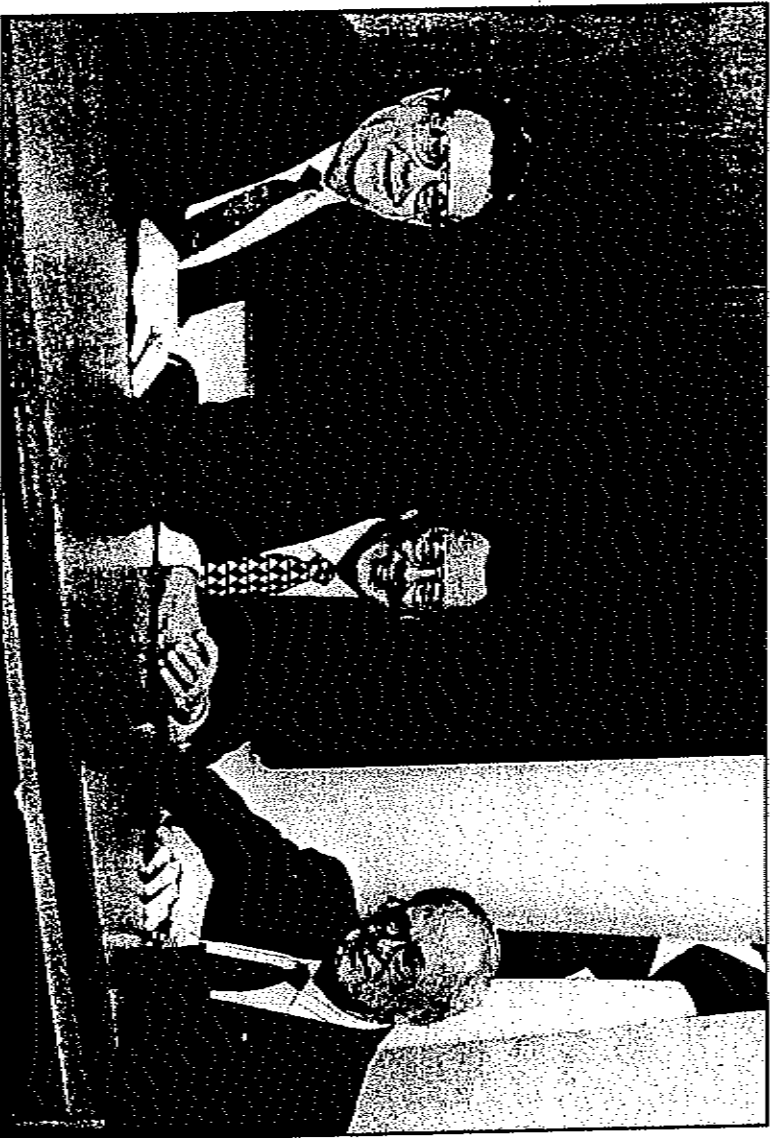


PASADENA PLAN



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JOHN PHELPS BEN F. MEADOR, JR. DON R. CARPENTER, SR.

PASADENA PLAN CO-CHAIRMEN

PASADENA PLAN

Mayor Johnny Isbell
and Pasadena City Council
City of Pasadena
1211 Southmore Ave.
Pasadena, TX 77502

Dear Mayor Isbell and Pasadena City Council:

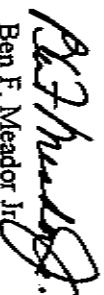
It is with great pride that we present you with the Pasadena Plan, a long-range vision for our community based on the hopes, dreams, wants and needs of those who live and work here. As you know, this document represents the work of nearly 500 citizens who volunteered their time and ideas to assemble this road map for Pasadena's future.

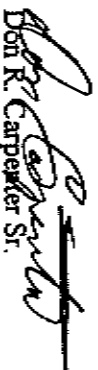
The roots of this plan go back more than five years, but the plan's potential impact stretches decades into the future. For the first time in our city's history, we have established goals that reflect the desires of our citizens. The Pasadena Plan's nine sections, covering subjects from education to economic development and from tourism to transportation, include 67 goals for the betterment of Pasadena.


From its beginnings as the Pasadena Revitalization Task Force, a citizens' initiative organized under the auspices of the Pasadena Chamber of Commerce in mid-1991, the Pasadena Plan has been a project of the people of Pasadena, and that is its greatest strength. You emphasized that by making sure that the Core Committee included a truly diverse group of Pasadena citizens, people who in many cases were sharing different viewpoints for the first time ever in our city. Through the work of the nine citizen task forces, community meetings and finalization of the plan by the Steering Committee, this emphasis on diversity and involvement from all sectors of the community continued with your support and encouragement.

With the Pasadena Plan complete and our goals now before us, implementation is the next challenge awaiting our community. We stand ready to assist in any way possible, and are confident that you will find the same commitment expressed by our fellow volunteers and contributors to the Pasadena Plan.

Sincerely,

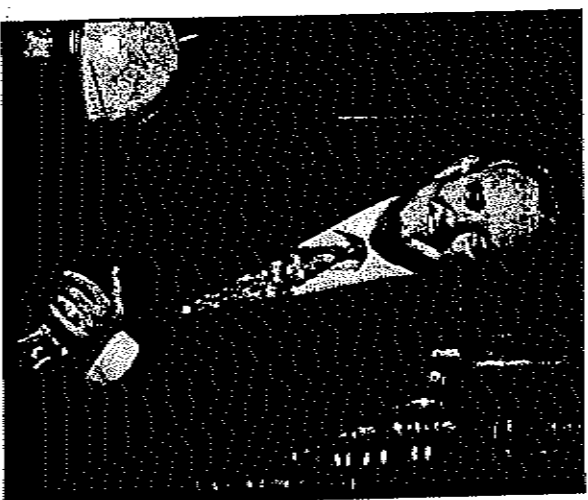

Ben F. Meador Jr.
Co-Chairman


Don R. Carpenter Sr.
Co-Chairman

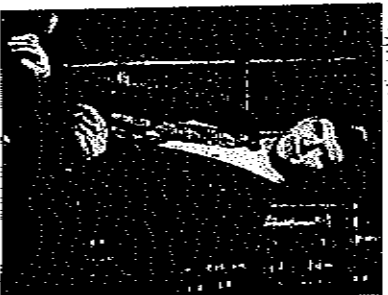

John Phelps
Co-Chairman

EL PLAN DE PASADENA

1211 E. Southmore • Pasadena, Texas 77502 • (713) 475-5548



MAYOR JOHNNY ISBELL



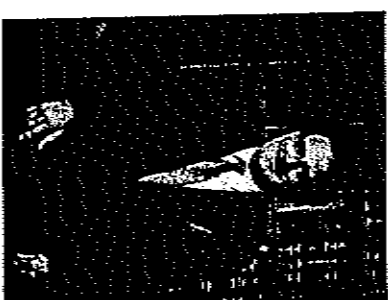
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BRUCE K. WALTERS



COUNCILMAN
E.J. RITCHEY



COUNCILMAN
EMILIO CARMONA



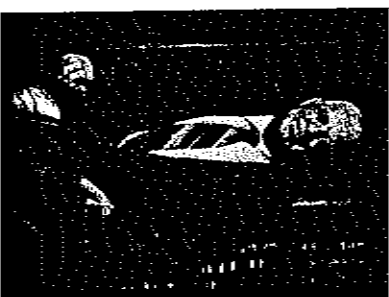
COUNCILMAN
GENE "IGGY" GARRISON



COUNCILWOMAN
PAT RILEY



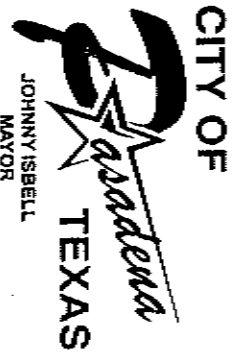
COUNCILMAN
PHIL CARTEN



COUNCILMAN
LEON SEARCY



COUNCILMAN
JOHN MANLOVE



Dear Pasadena Plan Participants:

On behalf of the citizens of Pasadena, we enthusiastically accept the Pasadena Plan. With this plan, our community has demonstrated its decision to control our destiny and shape our city's future.

We want to offer special thanks to the nearly 500 volunteers who contributed their time and energy to the Pasadena Plan. You are a credit to your community and an outstanding example of good citizenship put into practice. We hope that you have also benefited from this process by learning more about our city's strengths and needs and about the challenges and opportunities we face as we move toward the 21st century.

The conclusion of this planning phase means we must now focus on implementation of the goals you have set. We call on all of our community members and organizations to come together in a cooperative effort with our municipal government to transform the Pasadena Plan from vision to reality. And to the many citizens who participated in the Pasadena Plan, we ask that you continue to display the sort of active grass-roots leadership that has helped us progress to this point.

Again, thank you. The Pasadena Plan's recommendations represent an opportunity for our city to enhance the quality of life for all Pasadenans for years to come. If we continue our emphasis on the spirit of communication, cooperation, compromise and community that has emerged from the Pasadena Plan, we will be successful in building Pasadena as a better place to live, work and play.

Cordially,

Johnny Isbell
Mayor

Bruce K. Walters
Councilman, District A

Gene "Icky" Garrison
Councilman, District D

Leon Searcy
Councilman, District G

E.J. Ritchey
Councilman, District B

Pat Riley
Councilwoman, District E

John Manlove
Councilman, District H

Emilio Carrona
Councilman, District C

Phil Cayten
Councilman, District F



PASADENA PAST AND PRESENT

With a population of approximately 127,500 people in 1996, Pasadena ranks as one of Texas' 15 largest cities. Thanks to the neighboring Houston Ship Channel, Pasadena is also home to one of the world's largest concentrations of oil-refining and chemical-manufacturing facilities. This status comes as the result of slightly more than 100 years of growth, with the city's history dating back to its founding in 1893 by John H. Burnett of Galveston.

Named for Pasadena, California by retired banker Charles Munger, who hoped to draw residents to the new Texas community by using the name of the popular California city, Pasadena began rising to prominence as a farming community with the construction of the La Porte, Houston and Northern Railroad in 1894. The city's reputation as a producer of fruits and vegetables became known on a regional basis by the early 1900s, when Clara Barton provided Gulf Coast farmers with 1.5 million strawberry plants following a devastating hurricane in 1900. Besides the city's famous strawberries -- remembered today with the annual Strawberry Festival each spring -- local farmers also sold cantaloupes, cape jasmine flowers, cucumbers and other produce.

Along with agriculture, religion and education were early cornerstones of Pasadena's development. Local residents founded the Pasadena Independent School District in 1898 as the first independent school district in Harris County, and established a four-year high school pro-

gram in 1924 with the construction of Pasadena High School. Establishment of the first church came even earlier, with the Methodists forming a congregation in 1896 and the Baptists following two years later. Both groups used the local schoolhouse for their services until the Baptists completed their church building in 1905; a Methodist church was erected in 1907.

By 1920, industry had begun to make its presence felt, with the Sinclair, Texaco and Crown oil companies all having built refineries in the area. But the transition from an agricultural economy to an industrial one did not hit full swing until the late 1930s and into the 1940s, when World War II spurred rapid growth in Houston Ship Channel industries. Pasadena saw its population jump from 3,436 in 1940 to 22,483 in 1950 as newcomers flocked to the promise of jobs and prosperity they saw at the area's shipyards and growing collection of industrial facilities.

Further population growth through the annexation of smaller surrounding communities began in the 1940s and continued through the 1950s as the city began branching away from its relatively compact downtown and surrounding neighborhoods. Construction of the Corrigan Center along Shaw gave the city a more linear feel, and Pasadena's commercial sector began expanding as the opening of the Washburn Tunnel provided easier access to Pasadena from north of the Houston Ship

Channel. Construction of Southmore Hospital, relocation of Pasadena City Hall and the building of a new First Baptist Church placed new emphasis on commercial districts outside the original downtown, which suffered a terrific blow with the construction of State Highway 225 as an elevated freeway through the area.

By 1960, Pasadena's population stood at 58,737, but the growth was far from over. As newcomers continued to locate in Pasadena, the city renewed its annexation battles with Houston and eventually annexed land stretching to Clear Lake and Galveston Bay. Meanwhile, citizens endorsed a major overhaul of Pasadena's city government, which in 1964 was changed from a commission format to a strong-mayor design with an expanded city council. The 1960s also saw San Jacinto College established at Shaver Street and Shaw Avenue. The college soon outgrew its original quarters and relocated to Spencer Highway, helping to highlight another southward leap in the city's development.

Pasadena's population continued to increase at a relatively fast pace through the 1970s, which concluded in 1980 with the city having grown to a large suburban community of 112,560 people and 59.5 square miles from its start as a handful of farmers on 1.7 square miles in the early 1890s. While the Pasadena Convention Center was built in a location that would enable it to serve all of southeast Harris County, the city and chamber of commerce worked together to attract Pasadena Town Square mall as a new commercial centerpiece for Pasadena. Meanwhile, the city again rose to national prominence, this time not for its economic opportunity but as the center of a

cultural phenomenon with the filming of the movie "Urban Cowboy" at Gilley's Club, which joined Billy Bob's in Fort Worth as one of the nation's preeminent honky tonks. Though industry remained the dominant force in the local economy, diversification also occurred with the rise of NASA's Johnson Space Center in the neighboring Clear Lake area and with growth in the health care, public sectors and service-oriented businesses. This expansion of the city's economic foundation allowed Pasadena to weather the effects of the "oil bust" of 1984; by 1990, the population had not only rebounded, but had risen to 119,636.

As of 1996, Pasadena is still a growing and ethnically diversifying city. Since 1990, both residential and commercial development have been occurring at unprecedented rates. Available land, low interest rates and a friendly business atmosphere have all contributed to this phenomenal expansion. While the city celebrates its heritage each year with the Strawberry Festival and Pasadena Livestock Show & Rodeo (including the rodeo's Barbecue Cookoff, the nation's third-largest), the Pasadena of today looks little like the small farming community established along the banks of Buffalo Bayou in the 1890s. From a tiny agrarian enterprise, Pasadena has blossomed into a city with a wide range of strengths that poise it for continued success in the 21st century.

1990 Census data

Total population: 119, 363 (59,568 male; 59,795 female)
Median age: 29.4 years
Total households: 42,044
Median family income: \$32,371
Hispanics as percent of total population: 28.8 percent

PROCESS REVIEW

The Pasadena Plan's roots extend back to early 1991, when revitalization became a topic of discussion at a Pasadena Chamber of Commerce Economic Development Committee meeting. With many of Pasadena's older neighborhoods going into decline, concern was emerging among some citizens that without maintenance and improvement, the neighborhoods might continue to deteriorate. Recognizing this, chamber officials organized the Pasadena Revitalization Task Force, a group of citizens and businesspeople interested in working toward physical and social improvements in the city's north end.

Revitalization Task Force subgroups were organized for businesses along several major thoroughfares and for the area then known as Uptown Pasadena, the city's original downtown north of State Highway 225 and in the vicinity of Main and Shaver streets. These groups met regularly and built a strong core of members who were successful in increasing awareness of problems and made some headway in cleanup initiatives. By 1992, however, it became apparent that a lack of resources and knowledge needed to conduct major projects would keep the Pasadena Revitalization Task Force from accomplishing wholesale changes in the city's north side.

In mid-1992, chamber officials learned of an American Institute of Architects' operation known as the Regional/Urban Design Assistance Team, or R/UDAT, program. The pro-

gram, used in more than 100 cities since its inception in the late 1960s, offered the assistance of a volunteer group of urban affairs experts who would conduct a four-day study of selected cities and then make recommendations for improvements. Several local businesspeople worked with chamber officials to organize a group of more than 100 citizens interested in drawing a R/UDAT study to Pasadena, and the city was selected for a visit by the AIA program in the spring of 1993.

Pasadena's R/UDAT study was conducted in October 1993 by an eight-member team that included experts in housing, economic development, transportation, urban finance and a variety of other topics. They prepared a 41-page report detailing a number of suggestions for improving Pasadena's quality of life and economic health, but they placed their strongest emphasis on the city's need for specific goals and objectives: "... The team sees a strong need for a long-range, comprehensive plan."

The citizens' group that had arranged for the R/UDAT visit moved quickly to address the report's recommendations by organizing several committees in cooperation with city officials, but progress was again hampered by a lack of knowledge, resources and concrete goals. In addition, leaders of the effort felt that additional community participation was needed to strengthen the project. To achieve this, they supported the city in its December

1994 hiring of a full-time Pasadena Plan Coordinator charged with increasing citizen involvement and assembling a long-range plan for Pasadena's growth and improvement.

With the coordinator's hiring, the city strengthened its commitment to the Pasadena Plan and relieved the heavy burden that had been placed on the project's volunteer leadership. After several months of evaluation and study regarding other cities' approaches to similar efforts, it was decided that the best way to proceed was to formulate a rough-draft Pasadena Plan that could be placed before citizens for their review. Accordingly, Mayor Johnny Isbell appointed a 24-member Core Committee that was representative of the city's population in terms of ethnicity, socioeconomic status, education and gender. With the help of a facilitator hired through the University of Houston-Clear Lake, this group began its work in August 1995 and met weekly through April 1996 to formulate a first-draft set of goals covering nine areas: natural resources, tourism and visitor growth, housing, urban design, land use and property protection, transportation, business and economic development, education and basic services. Various speakers and data were employed in the Core Committee's research, which also included citizen input gathered through surveys at three community meetings attended by nearly 200 people in April 1995.

With completion of the Core Committee report, more citizen input was required to verify the core group's findings and goals. This was accomplished in two phases, the first of which was recruitment of citizens onto nine task forces formed to review and provide feedback on the Core Committee reports. More than

300 people participated at this stage, drawn by publicity in the *Pasadena Citizen* as well as by requests for involvement issued through the city's quarterly citizens' newsletter and the Pasadena Chamber of Commerce's membership network. Each task force focused on a separate section of the Pasadena Plan, meeting from one to four times through May and June 1996. Leadership was provided by citizens who chaired task force meetings and provided reports detailing their suggestions for amending the Pasadena Plan. Further input was gathered at three community meetings in July 1996, where nearly 100 people expressed their views on the Core Committee's work.

Final review of the document was conducted by the Pasadena Plan Steering Committee, a group of 33 citizens appointed by the mayor and members of Pasadena City Council and the Pasadena Independent School District's Board of Trustees. The Steering Committee also included the chairpersons of each task force. This group met three times in August 1996 and made minor revisions to the Pasadena Plan, adopting task force recommendations to make the Pasadena Plan a document that truly reflected the hopes, dreams, wants and needs of the citizens of Pasadena. At every stage of this process, heavy emphasis was placed on consensus and compromise, so that the final product is representative of the beliefs and ideals of the entire community. The result, generated through the efforts of more than 500 volunteers, is the Pasadena Plan.

OPENING STATEMENT

Pasadena Plan participants represented the broad spectrum of people that make up Pasadena in terms of age, ethnicity and race, socioeconomic status, education and a variety of other characteristics. Their diversity was one of two primary strengths at this project's core; the other was a concern shared by all participants for the quality of life that Pasadenans will enjoy in the future. These two common denominators, each complemented by the other, represent a solid foundation underlying the Pasadena Plan and its 67 goals for Pasadena's growth and improvement.

While diversity is an easy term to grasp, "quality of life" represents a concept that is more difficult to pin down. In the context of this drive to set ambitious but achievable goals for Pasadena's future, it means that the next generation of Pasadenans should continue to live in a city recognized as a place of opportunity. This will hinge on the city's success in implementing the Pasadena Plan, particularly with regard to several key elements which represent cornerstones of Pasadenans' vision for their city. These elements, or themes, should become (or, in some cases, remain) a focus of our city's leadership in the years ahead; in no particular order, they are as follows:

- **Public safety:** Pasadena should be a city where people are (and feel) safe in their homes and neighborhoods, on their streets and in their businesses, and all projects recommended in this plan should be carried out with an eye to-

ward the security (real and perceived) of residents and visitors.

- **Infrastructure needs:** Streets, drainage and similar functions must remain a priority in Pasadena, for if the city's most basic operations cannot be carried out properly, there is no reason to expect that we will draw newcomers to visit or stay.

- **Appearance/beautification:** It is inevitable that Pasadena's physical environment and appearance will affect its social environment by helping to create a certain mindset and perception of the community among those who live and work here and those who visit. Recognizing this, our community must strive for continuous improvement in its appearance through incentives for compliance and penalties for refusal to meet standards agreed upon by a majority of Pasadenans.

- **Neighborhood integrity/preservation:** A core strength of any city is the quality of its neighborhoods -- if people do not have a pleasant place to live, they will leave. Since no group is stronger than the weakest of its individual members, it is essential that the city continue to work toward achieving the highest standards of quality in all of its neighborhoods by preventing unwanted business encroachment, ensuring that all housing meets minimum standards for decency, and maintaining an environment in which every per-

son recognizes and respects the rights of those living and/or working in proximity to him or her.

■ Communicative, responsive government: Continued emphasis must be placed on building stronger partnerships between citizens and their municipal government through regular, constructive interaction with community groups and individuals by local government, and vice versa. At its most basic level, any government represents nothing more than a collection of individuals, and citizens and government must recognize the need for each to help the other toward improvement by pursuing the ideals of consensus, communication, caring and common sense. Toward this end, many of the projects recommended as part of the Pasadena Plan should be implemented only after extensive public input is collected regarding their specifics. This focus on continued expansion and encouragement of citizen involvement should apply to any necessary revision of the Pasadena Plan warranted by circumstances not foreseen during its assembly.

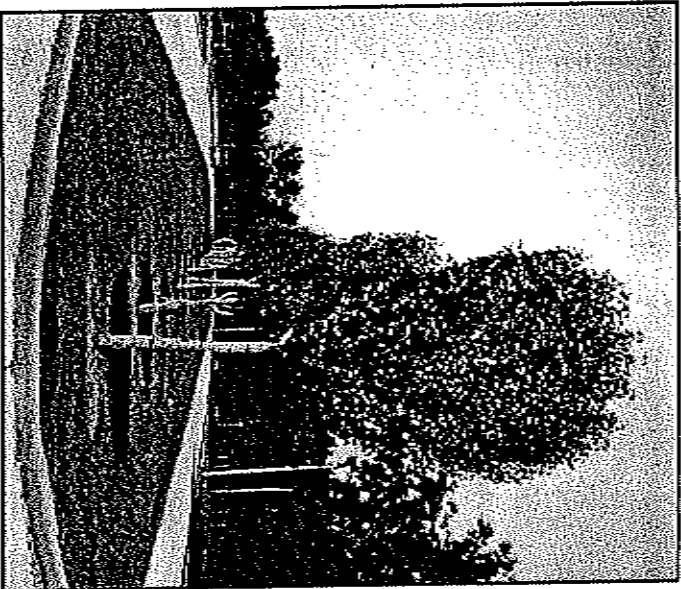
■ Marketing/image: Pasadena may have room for improvement, but it remains a desirable place to live and work. As we continue to grow in the areas noted above, we must make sure that the message of our progress is delivered to those within and outside this city. Perception is reality, and all the improvements in the world will not be enough if the city does not focus on establishing a positive mindset among those who live, work or visit here.

In reviewing the Pasadena Plan's final draft, we must emphasize one other point: while implementation of these projects is important, ensuring their continued success is equally essential. The planning and implementation of any physical improvements outlined herein should include a maintenance plan (including necessary future funding) for such projects, and recommended programs' implementation should be followed by regular evaluation to ensure that the desired results are achieved.

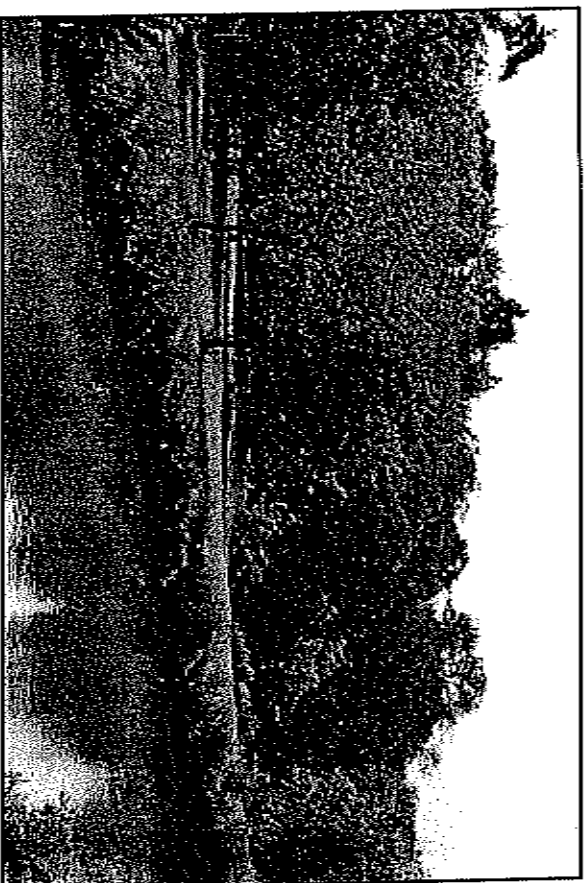
By focusing on these themes, and by demonstrating a commitment to progress through implementation of the recommendations made herein by the citizens of Pasadena, this community will continue the string of successes that have marked its first 103 years. This is not just the responsibility of those at Pasadena City Hall or the city's other public institutions; it is incumbent upon each and every citizen of Pasadena to find ways to make this city a better, stronger, more dynamic and consistently improving entity. Should even one of us fail to keep our community's betterment at the forefront of our thoughts, we will fall short of our potential for success. We must not let this happen; instead, we must draw closer together, focus on the future while not neglecting the principles and practices that have brought us this far, and forge ahead in a spirit of cooperation, progress and good will. This work will never be finished, but by banding together we will guarantee ourselves a future where obstacles become opportunities and dreams become reality.

This statement has been reviewed by the Core and Steering committees, and represents consensus of the members of those groups.

NATURAL RESOURCES

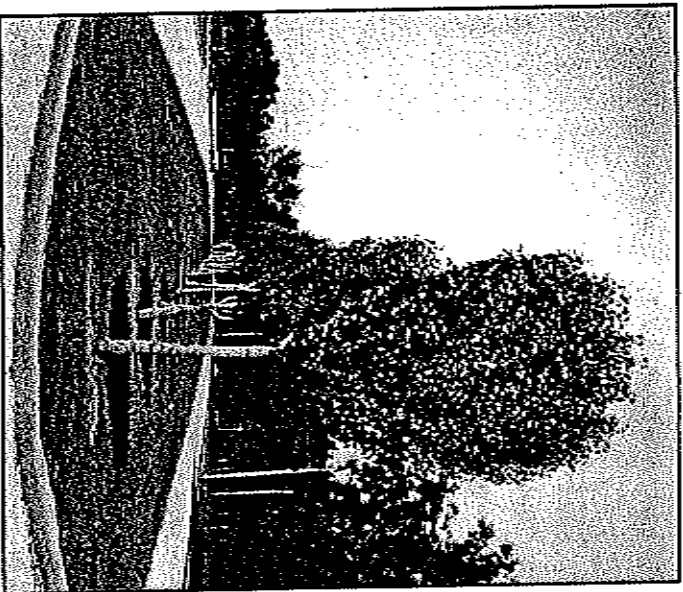


WE RECOGNIZE THE LONGSTANDING IMPORTANCE OF PASADENA'S BAYOUS AS A MEANS OF FACILITATING DRAINAGE DURING HEAVY RAINS, AND WISH TO MAINTAIN THAT INVALUABLE FUNCTION. HOWEVER, THE BAYOUS AND THEIR BANKS HAVE UNTAPPED RECREATIONAL POTENTIAL THAT MUST BE RECOGNIZED AND TAKEN ADVANTAGE OF IN THE YEARS AHEAD.

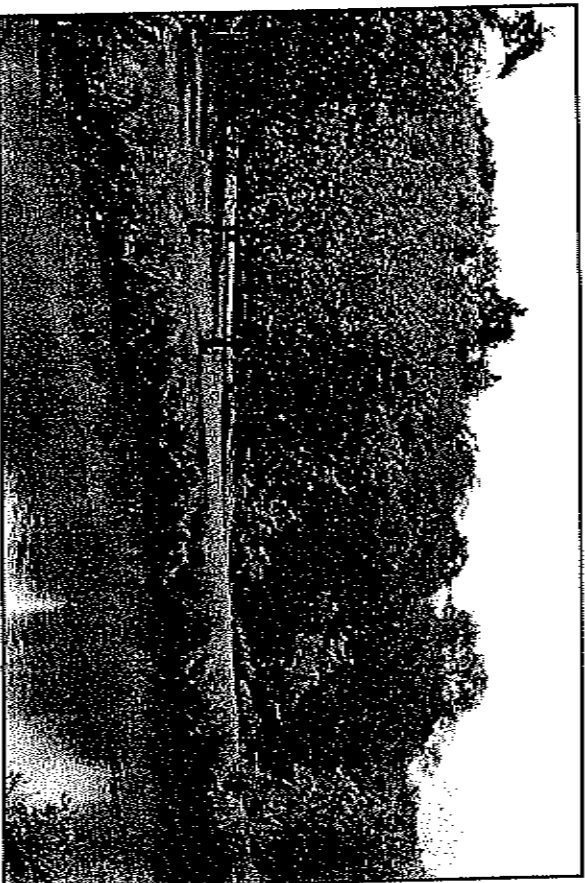


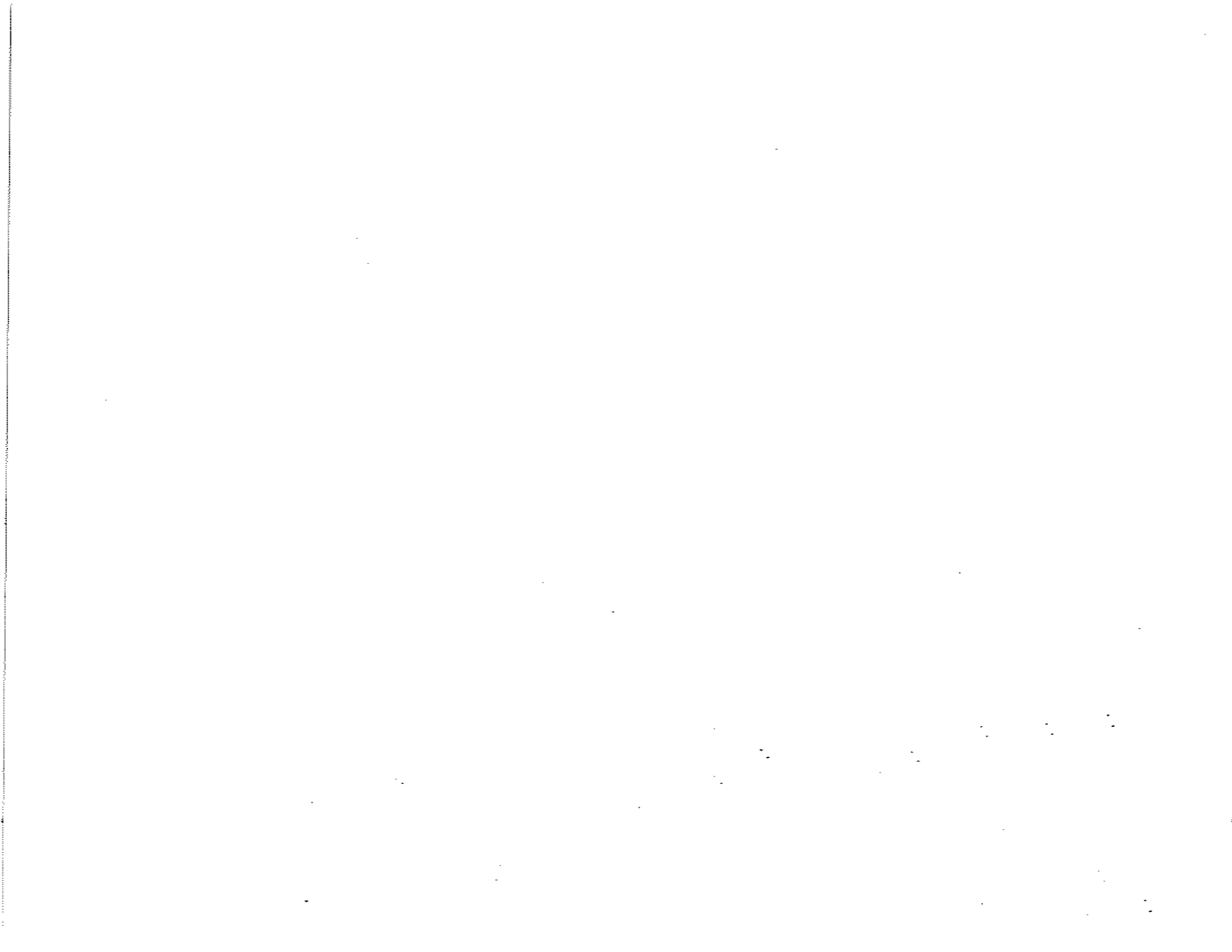


NATURAL RESOURCES



WE RECOGNIZE THE LONGSTANDING IMPORTANCE OF PASADENA'S BAYOUS AS A MEANS OF FACILITATING DRAINAGE DURING HEAVY RAINS, AND WISH TO MAINTAIN THAT INVALUABLE FUNCTION. HOWEVER, THE BAYOUS AND THEIR BANKS HAVE UNTAPPED RECREATIONAL POTENTIAL THAT MUST BE RECOGNIZED AND TAKEN ADVANTAGE OF IN THE YEARS AHEAD.





SECTION I

NATURAL RESOURCES

OPENING STATEMENT

We recognize the longstanding importance of Pasadena's bayous as a means of facilitating drainage during heavy rains, and wishes to maintain that invaluable function. However, the bayous and their banks have untapped recreational potential that must be recognized and taken advantage of in the years ahead. All such efforts should be preceded by an intensive clean-up effort, since any attempts to bring residents and visitors to the bayous will likely fail if the waterways are full of trash and debris. As part of this effort, the city should strengthen enforcement of existing anti-litter ordinances and should create new ones if necessary.

Once cleanup processes are under way, the stage will be set for increasing and encouraging public access and use of our city's waterways. Development of hike-and-bike trails, a canoe landing, botanical garden and commercial "bayou walk" leading to a major historical park near the Vince's Bridge site would represent important steps toward achieving this goal, and should be developed in accordance with the timeline below. Wherever possible, these projects should be accomplished with minimal or no impact on private property owners.

As Pasadena works to become a city where residents can utilize the bayous as a source of enjoyment as well as drainage, it should also

focus on becoming a "greener" city, with increased tree-planting and other landscaping along esplanades, easements and rights-of-way. Such changes will contribute to a perception of the city as increasingly clean, helping us to discard a longstanding perception of Pasadena as an unappealing, polluted municipality.

GOALS/TIMELINE

Priority #1 (Time frame: Immediate): The city should implement a major bayou cleanup on Vince, Little Vince and Armand Bayous, along with ditches and outfalls. The following steps should be taken toward this goal:

- Cooperation with Harris County officials to bring the county's Conservation Camp project to Pasadena, putting nonviolent offenders to work on cleaning up local bayous as has been successfully done on Greens Bayou in Houston.
- Use of community service workers referred through municipal and justice of the peace courts to do bayou cleanup.
- Creation of an Adopt-A-Bayou program through the city's planned Volunteers in Pasadena project, with incentives for community groups like the Pasadena Chamber of Commerce, Boy Scouts and Girl Scouts, high school clubs, Rotary clubs, neighborhood associations and other such organizations

to participate in cleaning and keeping trash out of the bayous.

Priority #2 (Time frame: Immediate): Take steps to make Pasadena a "green" city through aggressive landscaping of bayous, ditches, esplanades and rights-of-way where visible to the public. Landscaping should be done in scattered fashion rather than in ordered lines of trees. Businesses and community groups can be encouraged to participate in an adopt-an-area type of program. Where ditches remain exposed between opposing lanes on major thoroughfares, steps should be taken to install culverts and cover ditches in preparation for landscaping. First points of focus should be Fairmont Parkway and Vista Road esplanades and Washburn traffic circle.

As an additional step toward this goal, utilities and pipeline firms should be required to landscape or beautify their easements (however, such landscaping should allow for uninterrupted continuation of the easement's existing use). Further, undeveloped public lands should be devoted to use as "green space" wherever possible.

Priority #3 (Time frame: Short-range [2 to 3 years] to long-range [more than 10 years]): Develop a citywide network of hike-and-bike trails that will be accessible to residents in all areas of Pasadena.

The first focus should be creation of a triangular trail to run along Vince Bayou, the Houston Lighting & Power Co. easement north of Fairmont Parkway, and Little Vince Bayou. The Vince Bayou and HL&P segments of the trail should be developed within three years. The Little Vince section, meanwhile, should be planned for completion in 5-7 years.

Following completion of the main hike-

and-bike loop, the city should extend the hike-and-bike loop to Armand Bayou and add spurs along other ditches and easements, which can be landscaped and improved as needed to make the trails appealing.

Priority #4 (Time frame: Immediate): The city should develop a new flood-control strategy, focusing on elimination of the existing approach which allows individual developers to build their own detention ponds and then allow the ponds to deteriorate into unsightly health hazards.

Options for meeting this goal might include:

- Development of one or more regional detention ponds around Pasadena, thereby eliminating the need for individual businesses' ponds and providing the community with new recreational opportunities along the lines of Crenshaw Lake. Costs associated with the ponds' creation and maintenance can be absorbed by businesses and developers who will no longer be required to spend funds installing their own ponds, and who will thus be able to use their pond-occupied property for more profitable purposes.
- Enactment of strict guidelines for design, appearance and maintenance of detention ponds.

Priority #5 (Time frame: Short-range [2 to 3 years]): Install a canoe landing/boat ramp and parking area on Armand Bayou in the area of Underwood and Red Bluff roads, working with Harris County and, if necessary, the Corps of Engineers.

Priority #6 (Time frame: Mid-range [5 to 7

years]): Acquire land as necessary to extend Memorial Park as a greenbelt along Vince Bayou north to the Vince's Bridge site. With demolition of the existing Vince Bayou Waste-water Treatment Plant, the area near Vince's Bridge should be developed as a historical park with a small visitors' center and informational displays noting the significance of the bridge, alluding to the nearby Santa Anna capture site, and perhaps offering information and exhibits on Pasadena's history.

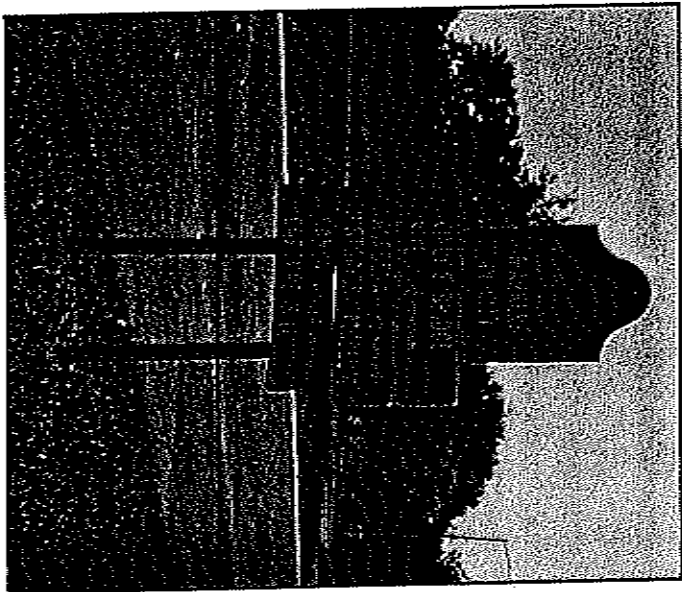
Priority #7 (Time frame: Short-range [2 to 3 years]): Develop pocket parks/rest areas along bayous on land now overgrown with brush and weeds for enjoyment of hike-and-bike trail users.

Priority #8 (Time frame: Mid-range [5 to 7 years]): Begin development of a "Bayou Walk" along Vince Bayou in the vicinity of Jackson Avenue, acquiring property, installing infrastructure and taking other steps necessary to create a small commercial development out of the flood zone. Work with developers, offering incentives if needed, to bring private investment to the area. Retail shops and restaurants are among the desired tenants.

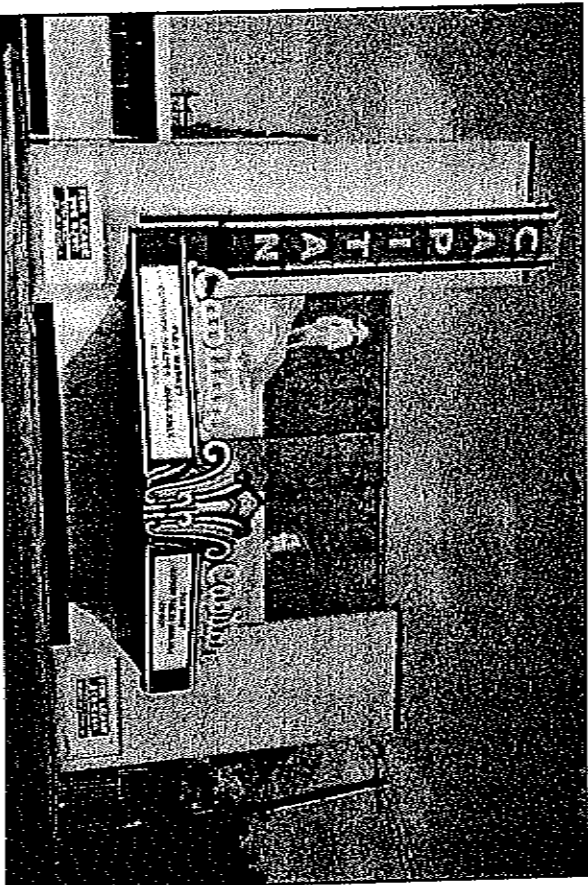
Priority #9 (Time frame: Long-range [10 years or more]): Create a botanical garden at Armand Bayou, utilizing public lands in the southeast portion of the city. Tie the garden in to an "Azalea Trail", a flower garden/hike-and-bike feature that could connect with the initial hike-and-bike loop around the main body of the city.



TOURISM AND VISITOR GROWTH



RECOGNIZING THE POTENTIALLY SIGNIFICANT IMPACT THAT ENTERTAINMENT- AND TOURISM-RELATED MONEY CAN HAVE ON A MUNICIPALITY'S LOCAL ECONOMY, WE RECOMMEND THAT PASADENA MAKE A STRONG EFFORT TO CREATE FOR ITSELF AN ENVIRONMENT AND IMAGE THAT ARE VISITOR-FRIENDLY.





SECTION 2

TOURISM AND VISITOR GROWTH

OPENING STATEMENT

Recognizing the potentially significant impact that entertainment- and tourism-related money can have on a municipality's local economy, we recommend that Pasadena make a strong effort to create for itself an environment and image that are visitor-friendly. While a few cities across America have been successful in creating totally new identities for themselves as part of similar programs, positive results appear more easily achieved by building on existing attributes. With that in mind, it is the committee's suggestion that Pasadena play on themes that have always been with us, though they have at times been subdued or allowed to become negative reflections on the city's image. Included among these are the city's "country" image, our status as a site of some historical importance, and our location adjacent to the nation's fourth-largest city, the world's largest chemical-manufacturing complex and Galveston Bay.

Efforts to make Pasadena more appealing to outsiders can be broken into three subcategories: creating attraction(s), developing support businesses (hotels, restaurants, etc.) for those who visit the attractions, and marketing the attractions. Particularly in the final area, Pasadena is lacking; while the city already includes or is near features such as the Vince's Bridge and Santa Anna capture sites, the San Jacinto Battleground and Monument, the Armand Bayou Nature Center and NASA's

Johnson Space Center, these attractions are left for other cities to claim. At the same time, the Pasadena Convention Center needs to continue expansion of its marketing efforts. This report addresses all three facets of developing a tourism/visitor-based economy, recognizes each as equal to the others in importance, and recommends implementing all three simultaneously, letting whatever momentum is amassed on one front help spur growth in the other two areas.

Finally, it is important to note that improvements such as those noted below are not intended for the sole use of those from other cities or states. The recommended projects will allow us as Pasadenans to spend more of our entertainment dollars at home instead of taking them to Houston or other locals. And while we can certainly boost Pasadena's reputation as a place to visit through such improvements, we can also improve our community's appeal as a place to live and work by making it a city that offers its residents the opportunity to enjoy their evenings, weekends and days off from school or work without leaving town.

GOALS/TIMELINE

Priority #1 (Immediate): Take aggressive steps toward development of an family-oriented entertainment complex that would provide a variety of entertainment. Potential aspects of the development might include a res-

taurant, memorabilia collection, recording studio, and dance hall/concert facility capable of accommodating performances by regional and national acts.

Priority #2 (Immediate): Seek out and recruit developers of hotels and restaurants with the goal of attracting such establishments to Pasadena. By interviewing restaurant and hotel industry members and/or experts, and by conducting market studies where necessary, a program can be outlined by which the city can attract these amenities. Part of this will involve studying potential obstacles to development of upscale restaurants and a major hotel in Pasadena, and working to eliminate those obstacles wherever possible. Examples of such steps will likely include offering of financial incentives to developers willing to share the risk of such new ventures, and rescinding the restrictions on alcoholic beverage sales in north Pasadena (lifting of the "dry" regulations should be paired with new rules that limit alcohol sales to restaurants and similar establishments where food is the primary draw).

Priority #3 (Immediate): Place greater emphasis on the city's place on the Texas Freedom/Independence Trail, and on the historical sites present in Pasadena. Directional signs to important historical sites should be evaluated to ensure maximum effectiveness in pointing visitors and local residents to these locations, which will be developed further as part of the historical park theme laid out in the natural resources section.

Priority #4 (Immediate): To help counter negative impressions of Pasadena by outsiders, and to impress upon others the positive

strides being made by the city, develop and implement a comprehensive marketing strategy with funding from the hotel/motel tax. Pasadena's location as a hub from which to see many Gulf Coast attractions can be emphasized as a drawing card, along with existing local sites and activities of interest (more can be added as other elements of the overall plan are put into action). The following elements are suggested as part of a Pasadena marketing drive:

- Place advertisements in regional and national magazines, targeting various aspects of Pasadena's appeal to specific audiences such as outdoor and boating enthusiasts, recreational vehicle owners/users, music fans, Texas travelers, and petrochemical industry members and affiliates;
- Create a telephone hotline to provide information on Pasadena as a travel stop or destination to interested parties;
- Create topic-specific literature (targeted to audiences like those noted above) for mailout and for distribution at visitors' centers, airport kiosks, etc;
- Create a local tourism bureau that will provide visitors and residents with information on local attractions and highlights.

Priority #5 (Mid-range): Take measures necessary to attract a major or minor league professional sports franchise to Pasadena, with baseball or soccer being likely candidates.

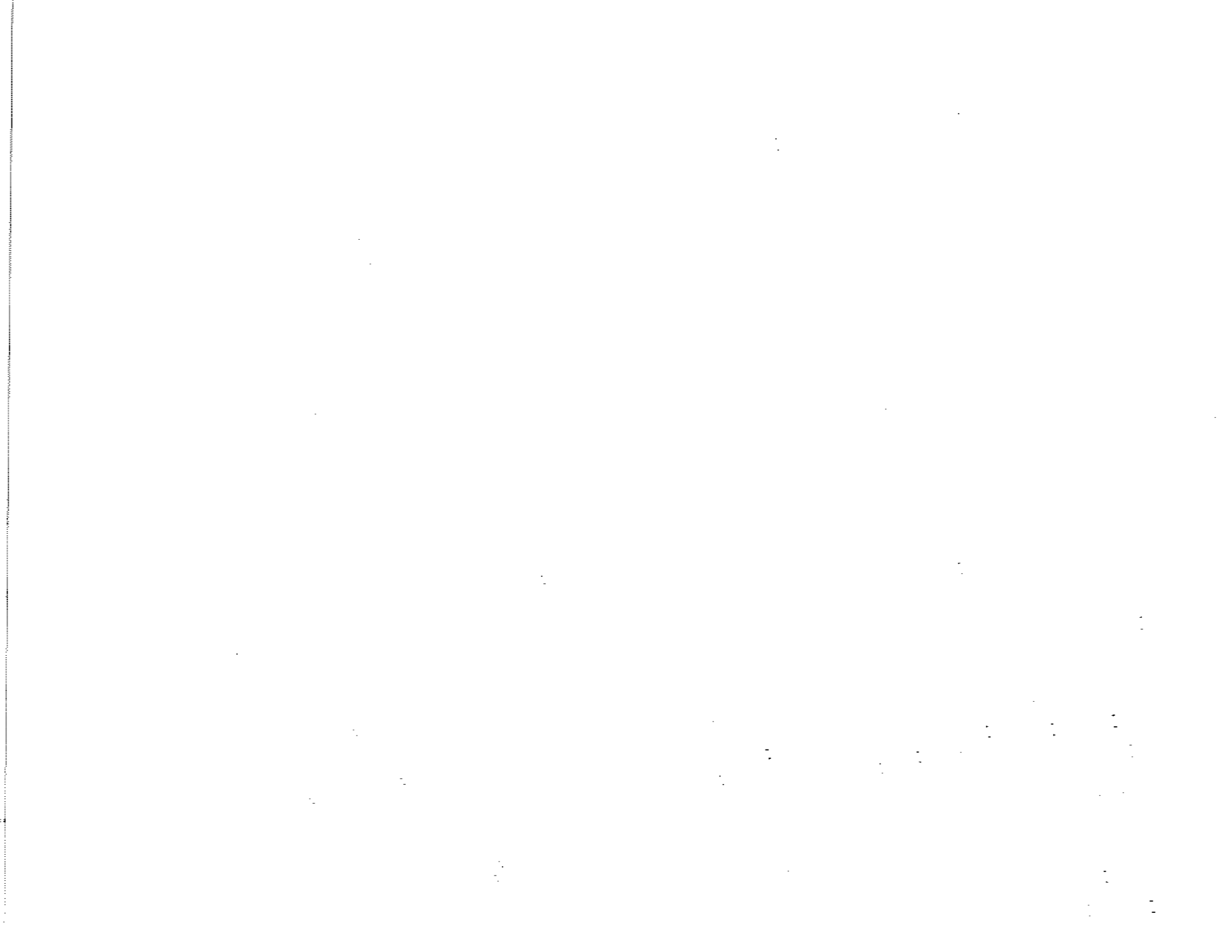
Priority #6 (Mid-range): Develop a "farmer's market," modeled after similar successful ventures in other major cities, where vendors can sell produce, arts and crafts and

other items (with close supervision to prevent the emergence of a " flea market" image) to citizens in a comfortable, "country" atmosphere.

Priority #7 (Short-range): Capitalize on the city's access to Galveston Bay by pursuing development of a regional marina/resort facility along the city's bay frontage. Possible elements could include boat slips, one or more restaurants, retail shops and a hotel.

Priority #8 (Mid-range): Develop a major recreational-vehicle park to accommodate annual RV club gatherings and other visitors throughout the year.

Priority #9 (Short-range): Seek designation as an All-American City (or similar distinction through a like program), thereby increasing recognition of Pasadena's strengths by those outside the city.



HOUSING



A COMMUNITY'S HOUSING PERHAPS PLAYS A GREATER ROLE THAN ANY OTHER FACTOR IN DETERMINING THAT COMMUNITY'S IMAGE AND CONDITION. PASADENA IS NO EXCEPTION TO THIS RULE, AND OUR CHIEF CONCERN IN THE AREA OF HOUSING IS THE MAINTENANCE OF EXISTING STOCK IN PASADENA.





SECTION 3 HOUSING

OPENING STATEMENT

A community's housing perhaps plays a greater role than any other factor in determining that community's image and condition. Pasadena is no exception to this rule, and our chief concern in the area of housing is the maintenance of existing stock in Pasadena. Despite the best efforts of an existing home-rehabilitation program operated by the city, numerous neighborhoods are in decline because of a lack of property upkeep and absence (or weak enforcement) of standards designed to maintain neighborhood integrity. As the amount of developable raw land dwindles and neighborhoods age, neighborhood blight threatens to become an increasingly pressing problem. In light of this situation, a top priority must be creation of new initiatives to encourage property maintenance in the community's neighborhoods. This will require strict enforcement of existing codes, creation of new ones where necessary, and strong coordination with neighborhoods (and offering of assistance in some cases) to guarantee compliance.

Where new construction is concerned, the committee recommends action on several fronts. The committee views the city's older neighborhoods as ripe for redevelopment as a "starter home" area, and recommends public-private initiatives toward acquisition and rehabilitation or demolition and new construction of housing that is too often showing its

age. While this focus will accommodate a need for quality affordable housing, the committee also recommends direction of energy toward creating an expanded market for high-dollar housing in the city. Desired types of housing should be targeted for remaining raw land, and incentives offered to developers who will undertake such projects (one example might be the R/UDAT-recommended creation of a high-rise condominium project along Taylor Lake). Incentives should also be made available for mixed developments that will help to prevent a looming problem of segregation by socioeconomic status within the city.

These recommendations will ensure that quality housing is available and attainable for most of the population, but we also recognize that gaps will remain in housing availability for all groups if efforts are not made to create housing for groups with special needs. With its population aging, Pasadena needs to pursue public-private partnerships that will yield housing for senior citizens living on fixed incomes. These same partnerships should be sought as vehicles through which the needs of other groups, including the homeless and people in need of hospice care, can be addressed. Acceptance of these groups' existence, and a willingness to accommodate them, must replace past attempts to ignore or reject them for Pasadena to become recognized as a city that offers safe and decent housing for all.

GOALS/TIMELINE

Priority #1 (Immediate): Expand city coordination with neighborhood associations, taking steps to encourage formation of groups where none exist and to strengthen existing associations. Educate members about rights and responsibilities pertaining to neighborhood beautification and enforcement of deed restrictions (with legal assistance from city) as property maintenance standards, and offer assistance with reinstating those restrictions where needed.

Priority #2 (Short-range to mid-range): Create and implement housing and property maintenance standards, providing enforcement staff as needed to ensure a well-maintained housing stock citywide. As a starting point, any existing standards must be enforced as stringently as possible. Further options include, but are not limited to creation and strict enforcement of new maintenance standards that cover appearance as well as structural integrity. The city should also take whatever steps are necessary (including increased efforts to recruit volunteer labor) to make significant reductions in the existing wait list for federally-funded housing rehabilitation projects.

Priority #3 (Mid-range): Establish a citywide housing development plan to guide new and infill development, as well as redevelopment, with components assembled at the neighborhood level. Work with civic associations and similar groups to develop neighborhood plans and design standards for development and/or rehabilitation and redevelopment of housing in line with neighborhood's character and standards. As in the first goal, standards should cover form as well as function; expanded au-

thority should be given the city planning department and planning commission to enforce these guidelines. Desired types of housing will include new upscale single-family and multi-family developments; developments that offer housing for a broad socioeconomic spectrum; and redevelopment, revitalization and rehabilitation of declining neighborhoods (special attention here should be given to construction of "starter homes" and middle-income housing to produce mixed-income neighborhoods in the city's older areas).

Priority #4 (Long-range): Establish a program that will protect neighborhoods from business encroachment and that will set standards for housing density and maintenance. One aspect of such a plan should be restricting mobile homes to parks or developments designed specifically for such uses.

Priority #5 (Short-range): Establish a community development corporation to create quality affordable housing, both renter- and owner-occupied. Operating money for the CDC should come from public entities such as the city, but should also be sought from private funding sources.

Priority #6 (Mid-range): Offer incentives to developers/individuals who will pursue housing initiatives deemed desirable by the community under the housing development plan. Examples of incentives may include city development of infrastructure or offering of financial incentives such as tax abatements.

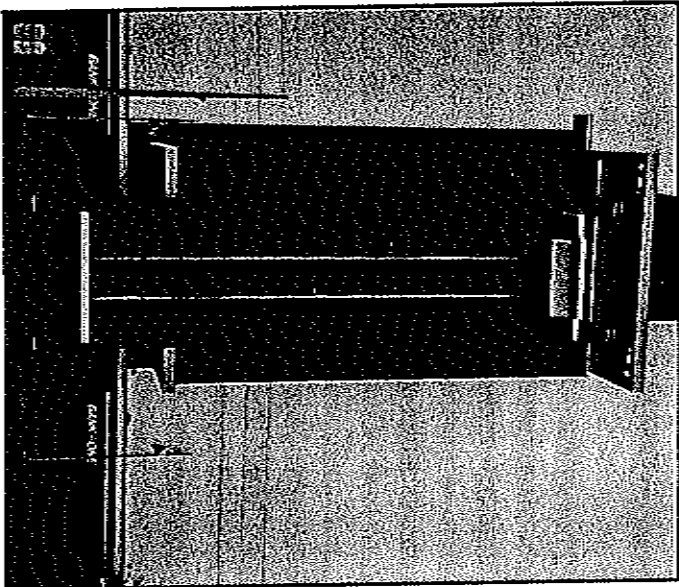
Priority #7 (Mid-range): Increase financial institutions' involvement in redevelopment and revitalization of older, declining neighborhoods by encouraging area banks' compliance

with Community Reinvestment Act standards and by using public funds to lessen perceived financial risk and leverage banks' participation.

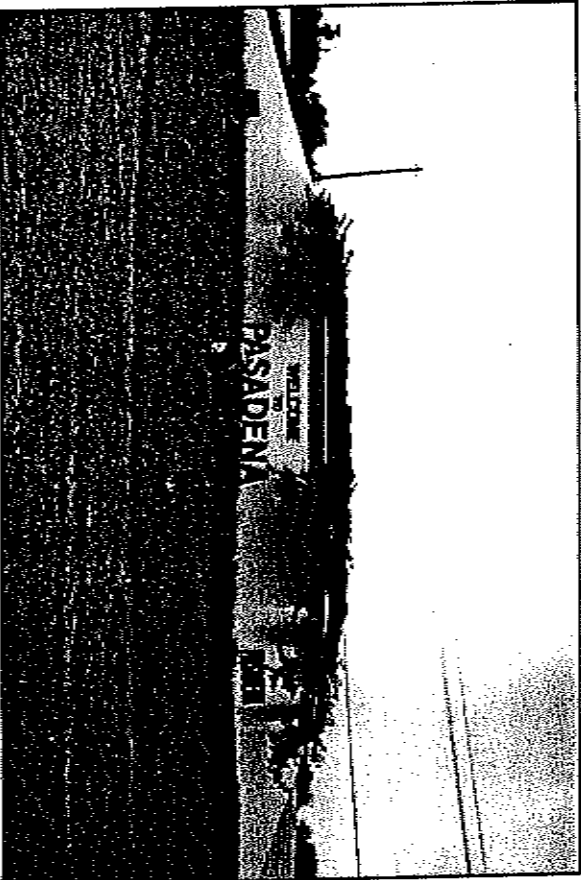
Priority #8 (Long-range): Develop and implement an innovative housing plan to meet the needs of special populations such as the elderly, the homeless and people with disabilities or debilitating illnesses and pursue public-private partnerships to meet their housing needs as necessary.



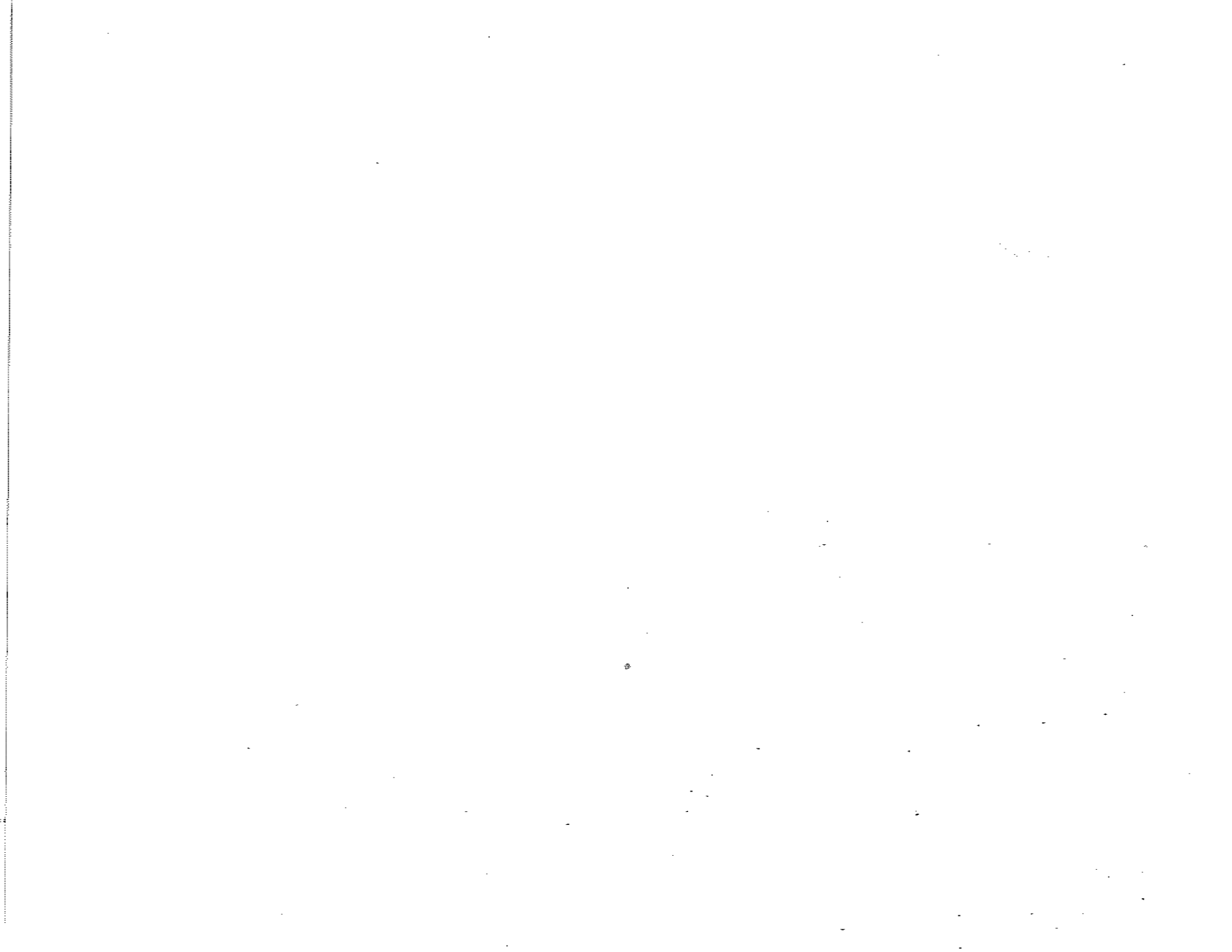
URBAN DESIGN



...THE SAME LACK OF ATTENTION TO PLANNING AND DESIGN THAT ALLOWED A CREEPING BLIGHT TO ESTABLISH A FIRM FOOTHOLD NORTH OF SOUTHMORE AVENUE THREATENS THE COMMUNITY TO THE SOUTH, MAKING IT ALL THE MORE IMPORTANT THAT AS WE WORK TO REVIVE THE NORTHERN END OF THE CITY, WE TAKE STEPS TO PREVENT THE SAME PROBLEMS FOR OCCURRING IN AREAS THAT STILL FLOURISH.



PASADENA PLAN 



SECTION 4

URBAN DESIGN

OPENING STATEMENT

The concept of urban design as addressed by the committee is a broad one, based on the idea that a city's physical characteristics -- its buildings, its streets, its general appearance -- combine to communicate an image and to create a state of mind in those who visit, live in or work in the city. With this in mind, Pasadena should give appearance an importance equal to function with regard to the physical items mentioned above. Meanwhile, the same lack of attention to planning and design that allowed a creeping blight to establish a firm foothold north of Southmore Avenue threatens the community to the south, making it all the more important that as we work to revive the northern end of the city, we take steps to prevent the same problems from occurring in areas that still flourish.

Toward this end, we recommend a number of steps be taken to establish Pasadena as a collection of small, attractive communities by encouraging compatible building design and detail in various areas, by protecting neighborhoods from unwanted business encroachment and by dedicating more attention to our city's "streetscapes." By taking such steps, by creating attractive and striking entryways to the city and by eliminating eyesores like overhead utilities and excessive signage over the next decade or so, Pasadena can recreate itself as a city that is pleasing to the eye -- thus becoming a city that is more comfortable and wel-

coming, that does not assault the senses with jumbled stimuli and that is attractive for residents, merchants and visitors alike. Similarly, we reiterate support stated in the Natural Resources section for aggressive landscaping along State Highway 225, Beltway 8 and other major thoroughfares within Pasadena.

Equally important is the creation of a "town center" for a city that has no defined heart. The question, "Where is downtown Pasadena?" has no sure answer, since the city has essentially become a series of commercial strips that blossom quickly, then deteriorate as merchants move on to the next new area. In the northeast U.S., towns are built around a green; in many Texas communities, the old courthouse square serves the same purpose. Pasadena has nothing along these lines, but we wish to reiterate a position taken by the R/JUDAT study group and by the Pasadena Plan Urban Design Committee's Town Square subgroup, made up of north Pasadena businesspeople: The area around Pasadena Town Square mall and City Hall is ripe for establishment as Pasadena's town center, and a comprehensive effort to make it so must be initiated soon. The committee recommends full implementation of the Town Square Subcommittee's report (see Appendix A), with particular attention to construction of a centerpiece feature that will establish the area around Southmore Avenue and Pasadena Boulevard as the city center.

GOALS/TIMELINE

(Note: Priorities 3 and 4 were tied after committee consideration, and prioritization reflects this.)

Priority #1 (Short-range): The city should adopt appearance codes, either citywide or tailored to meet the conditions and needs of specific areas. Such codes, forged on the basis of community input and desires, should govern appearance of buildings and property and should be designed to create unifying appearance elements and an impression of harmony between various properties without being dictatorial or stifling.

Priority #2 (Mid-range): Develop the Town Square mall area as Pasadena's central business district -- a place to work, live and play. Measures taken toward this end should include, but will not be limited to, implementation of the report compiled by the Pasadena Plan urban design committee's Town Square subgroup. Redevelopment of some areas will be included in the design; incentives should be offered to encourage a mixed development that includes residential space and mid-rise office buildings while the city moves to create "gathering places" for recreational use. These should include landmark features like fountains and possibly an amphitheatre, along with green space to avoid creation of a "concrete prairie." Encouraging pedestrian mobility and access should be a major consideration

Priority #3 (Mid-range): Develop and implement a corridor design plan for major thoroughfares, creating streetscapes through the use of elements such as landscaping, thematic street signs and special road or sidewalk sur-

facing. Such projects should create different themes for different areas, and should be devised with heavy input from merchants and other commercial interests. Elimination of above-ground utility lines along major thoroughfares and restrictions on their use in new developments should also be undertaken as part of this goal, as should improved street lighting and aggressive landscaping as noted in earlier segments of the committee's overall report.

Priority #3 (Short-term): Designate key entryways to the city and take steps to identify them as such through the acquisition of property and construction of monuments that will let travelers know they've entered Pasadena, and will leave them positively impressed with that fact. Suitable approaches to the city may include those at Fairmont Parkway, Spencer Highway, Shaver Street, Pasadena Boulevard, Red Bluff Road, Middlebrook Drive, Beltway 8 and State Highway 225.

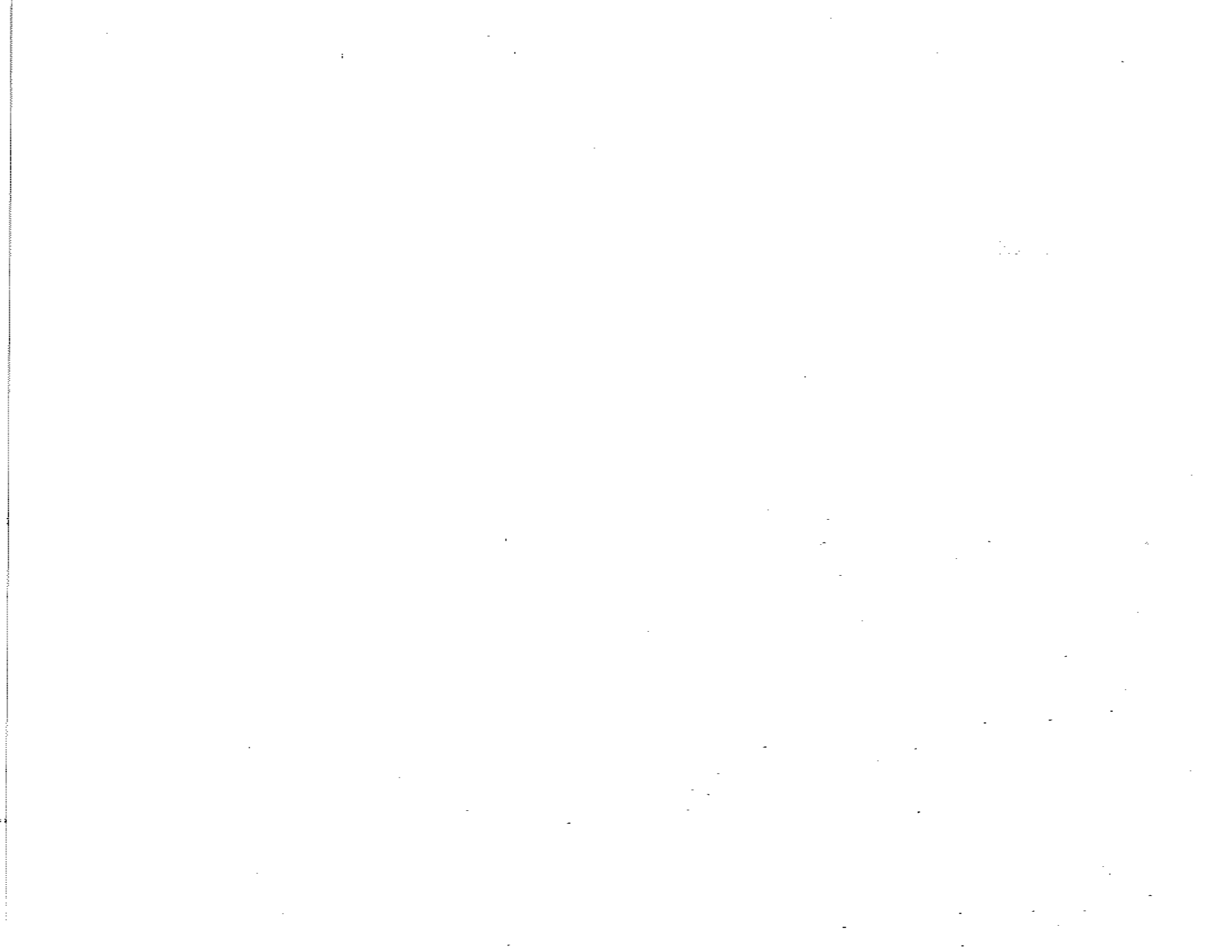
Priority #5 (Long-range): Pursue planning and action on renewal and revitalization of "uptown Pasadena," the city's original downtown north of State Highway 225. Pedestrian mobility, access and the incorporation of an historic district theme should be considered as part of this strategy. (See also the sections on natural resources and tourism and visitor growth for potential tie-ins with this recommendation.)

Priority #6 (Short-range): Landscape State Highway 225 with berms and trees, providing an aesthetic buffer between industrial operations and freeway drivers. The same effort should be undertaken where feasible along Beltway 8, using land between the feeder road

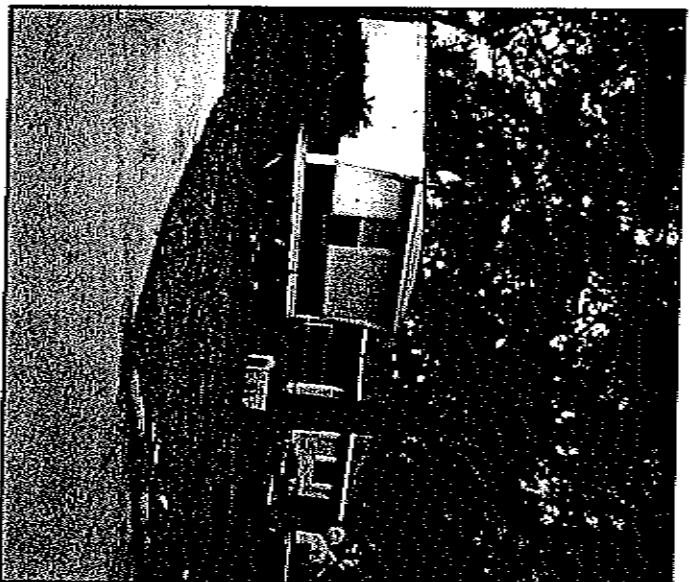
and freeway where other space is not available.

Priority #7 (Long-range): Create a “Central Park” in north Pasadena, perhaps along the Shaver-Main corridor from Southmore Avenue to State Highway 225.

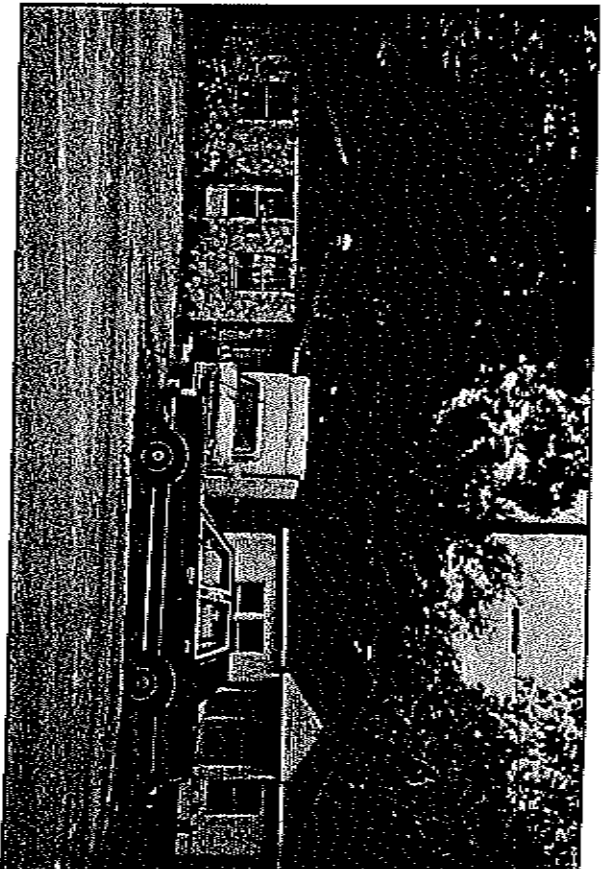
Priority #8 (Mid-range): Work to delineate neighborhoods in the city’s older areas by working with civic associations to purchase land as “buffer zones” around subdivisions’ boundaries, thereby establishing neighborhoods as smaller communities and encouraging an increased feeling of ownership. Signage identifying specific subdivisions should also be installed as part of this initiative.

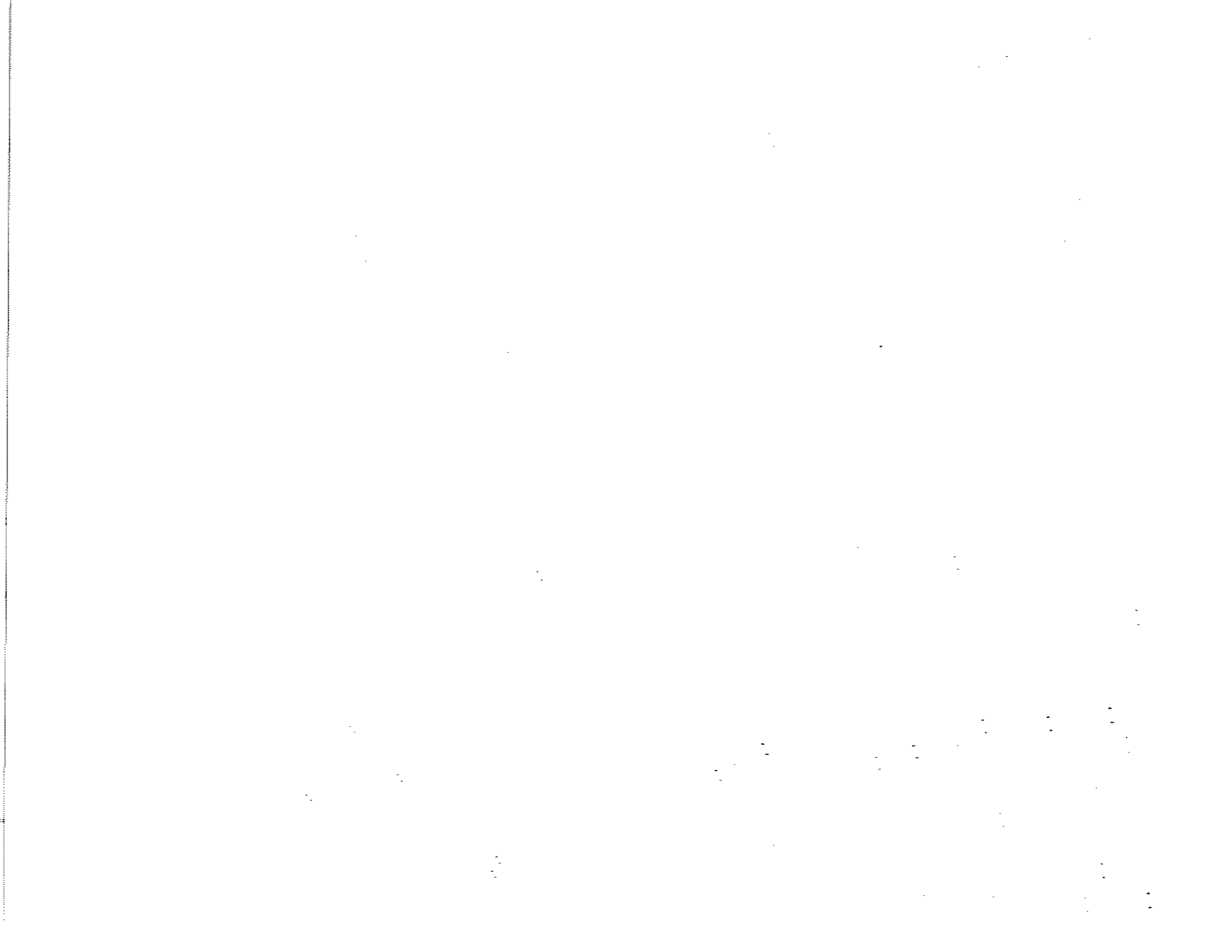


LAND USE AND PROPERTY PRESERVATION



...THE CONTINUING ENCRACHMENT OF BUSINESSES INTO OLDER NEIGHBORHOODS NEEDS TO BE ADDRESSED WHEN THOSE BUSINESSES FAIL TO MAINTAIN OR ENHANCE A NEIGHBORHOOD'S APPEAL. CHARACTER AND QUALITY OF LIFE, IF ALLOWED TO CONTINUE, THIS PHENOMENON WILL EVENTUALLY SPREAD ACROSS THE CITY AS NEIGHBORHOODS AGE.





SECTION 5

LAND USE AND PROPERTY PRESERVATION

OPENING STATEMENT

Government regulation of land use is a sensitive topic, particularly in a state like Texas, where a person's property has always been recognized as a place where that person can do as he or she pleases. We recognize this, and are resistant to the idea of imposing strict controls on development in Pasadena. However, the continuing encroachment of businesses into older neighborhoods needs to be addressed when those businesses fail to maintain or enhance a neighborhood's appeal, character and quality of life. If allowed to continue, this phenomenon will eventually spread across the city as neighborhoods age.

Deed restrictions are the traditional method of protecting neighborhoods in Pasadena, and they have been effective to some degree. The city should continue to encourage neighborhood associations to enforce their deed restrictions, and should assist in that process whenever possible. But we must also recognize that deed restrictions have weaknesses -- they require neighbor-against-neighbor legal action, can be rendered useless in areas where violations have been allowed to occur in the past, and do little to protect homes at a subdivision's edge from inappropriate uses in an adjoining subdivision.

To remedy such problems, we recommend creation and implementation of a flexible and simple residential neighborhood preservation

ordinance that would continue Pasadena's present development-friendly stance while safeguarding residential areas against unwanted intrusion by incompatible development. Under no circumstances should this regulation attempt to override market forces or determine a property's best use, except in the interests of preserving the quality and character of the community's residential neighborhoods.

While the list of goals for this section of the overall plan is a short one, other sections include recommendations that dovetail well with those in this section. The housing report's suggestions for housing and property maintenance standards should be expanded under this section to include commercial buildings as well, while the recommended housing development plan should be tailored following creation of the residential neighborhood preservation ordinance. Also to be emphasized from the housing unit is the recommendation for increased city interaction with and assistance to neighborhood associations. Also falling under this section's umbrella are the urban design report's directives for creation of appearance codes and establishment of major thoroughfare corridor design plans. Finally, we note that endorsement of a non-stiffling, development-oriented, flexible residential neighborhood preservation plan is nothing new: it is also included in the housing and urban design reports.

GOALS/TIMELINE

Priority #1 (Mid-range): Create and implement a practical, simple and flexible residential neighborhood preservation ordinance that focuses on preventing and correcting business encroachment on residential areas, not on controlling or limiting development of open land. To keep from placing undue burdens on businesses presently located in neighborhoods, the plan should grandfather existing nonconforming uses, but should address limitations on that exemption. To ensure that the program reflects the community's concerns and desires, any such plan should be assembled with heavy emphasis on public input and should have a variance procedure that gives strong consideration to neighborhood opinions. Further, the ordinance should be immune from amendments with two exceptions: changes in geographic boundaries outlined by the ordinance should be allowed with majority approval of the Planning & Zoning Commission and Pasadena City Council, while other changes should be permitted only if approved at a public referendum.

Priority #2 (Short-range): Increase efforts to encourage enforcement of deed restrictions throughout the city. Elements of this drive may include: expanded cooperation and partnership with civic associations, new efforts to form groups where none exist, provision of education and assistance for residents where deed restrictions are expired or near expiration to revive restrictions or avert expiration, and increased publicity of the city's willingness to provide legal assistance for enforcement. Also suggested is creation and implementation of a procedure by which property owners would be notified of their deed restrictions' pending

expiration. Should the the city stop offering legal help to neighborhood groups, financial and/or other assistance might be offered to enable neighborhoods to hire counsel when necessary.

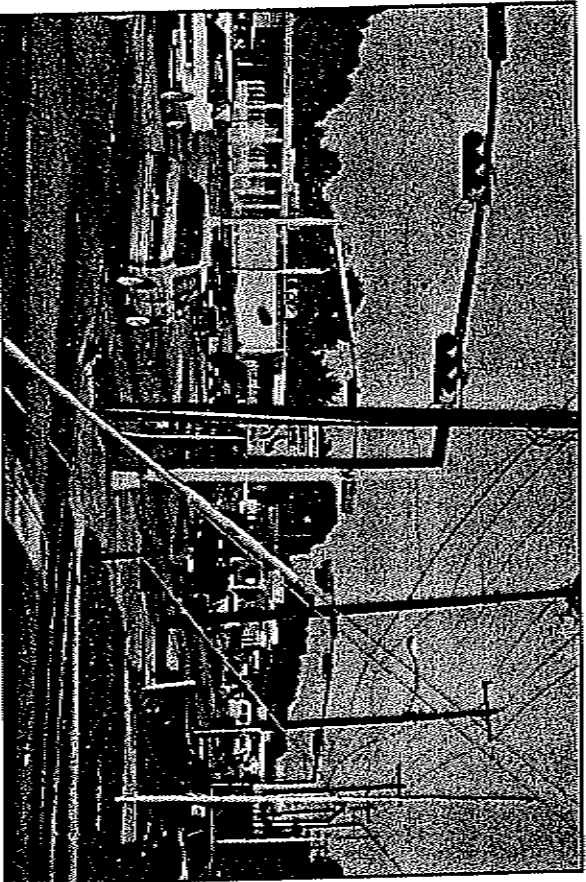
Priority #3 (Short-range): Create and implement appearance and maintenance standards for residential and non-residential properties, providing enforcement staff as needed to ensure a well-maintained city. As a starting point, any existing standards must be enforced as stringently as possible. This should be followed by creation and strict enforcement of new maintenance standards that cover appearance as well as structural integrity of residential or commercial buildings. Appearance codes could be applied citywide or could be tailored to meet the conditions and needs of specific areas. Such codes, forged on the basis of community input and desires, should govern appearance of buildings and property and should be designed to create unifying appearance elements (i.e. murals, complementary building designs and signage) and an impression of harmony between various properties without being dictatorial or stifling.

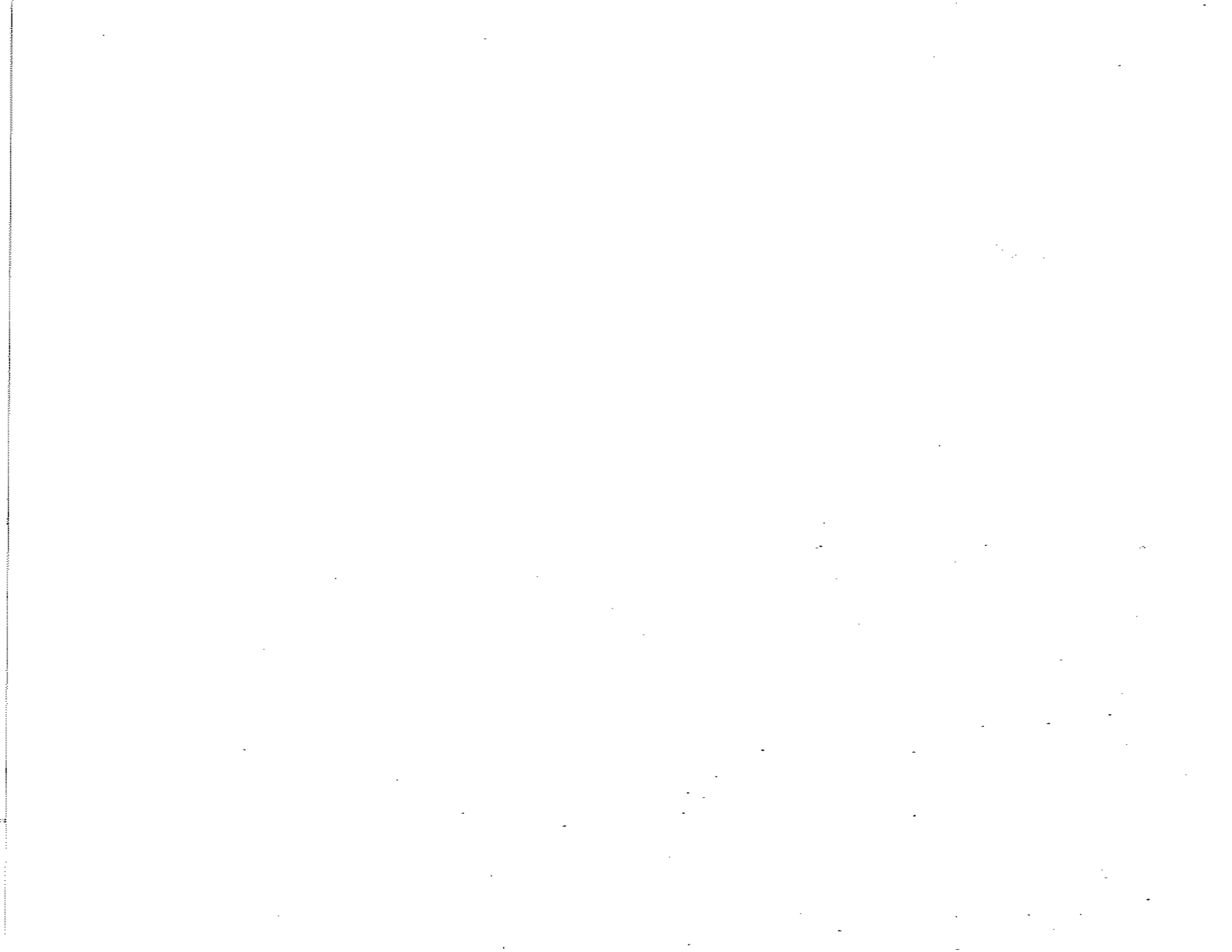
Priority #4 (Short-range): Devote continued attention to enforcement of city codes that impact aesthetics and appearance issues by providing necessary staff to ensure compliance, streamlining enforcement procedures, and offering incentives for projects that surpass minimum standards.

TRANSPORTATION



...PASADENA SHOULD REALIZE
THAT TRANSPORTATION MEANS
MORE THAN JUST ADDRESSING
THE NEEDS OF THOSE WHO
CHOOSE TO DRIVE WHEREVER
THEY GO.





SECTION 6 TRANSPORTATION

OPENING STATEMENT

Transportation issues, in our view, can be addressed from a variety of directions. First, we must consider transportation as the simple question of how easy it is to travel by car within the city or to and from places outside the city. This viewpoint is the traditional one in Pasadena, and is important. Recommendations like development of and adherence to a street maintenance plan, improved drainage and creation of a true north-south corridor that allows convenient travel across the entire city are based on this approach. Similarly, the proposal to obtain right-of-way as needed to widen or otherwise improve major thoroughfares could make a great deal of difference in the case with which we move around our community.

However, there are other elements to the transportation question. An important example of this is the concept of transportation as it relates to urban design -- that is, how might the layout and design of a city's roadway network influence quality of life in neighborhoods? Or how might the economic climate of a given area be affected by simplifying and streamlining transportation into and out of that area? With this in mind, we suggest a comprehensive review of Pasadena's major thoroughfares and the streets that intersect them as part of an effort to reduce cut-through traffic in neighborhoods and also eliminate unnecessary traffic signals along major streets. The city should continue its initial steps toward allowing

neighborhoods to request measures that will slow or reduce cut-through traffic. And the city should take the recommendation of the original R/UDAT transportation committee and continue efforts to make sure that streets carry the same name along their entire route to eliminate confusion for drivers.

As a final step, Pasadena should recognize that transportation means more than just addressing the needs of those who choose to drive wherever they go. The hike-and-bike trail network addressed in the natural resources section should be combined with a push to install sidewalks along major thoroughfares and to improve those in neighborhoods. The hike-and-bike and sidewalk networks can be coordinated to make Pasadena a pedestrian-friendly city, one that encourages foot travel for short trips and thus helps to maintain the relatively congestion-free state of local streets. Further, we recommend creation of an innovative, practical shuttle system tailored to Pasadenans' unique needs and desires. At present, the Pasadena Town Square area seems a logical choice to serve as the hub of such a system, which we envision as a collection of large vans or small buses that will facilitate travel for medical, shopping, tourism, entertainment and other purposes. If the private sector can be involved in providing this service, it should be, though care should be taken to ensure that transportation will remain affordable to the young families and senior citizens who may be most likely to utilize it.

GOALS/TIMELINE

Priority #1 (Mid-range): While pursuing the hike-and-bike trail network outlined in the natural resources unit, work toward creation of a coordinated network of sidewalks that will tie into the hike-and-bike trails and will link neighborhoods to major thoroughfares. As part of this, the city should create specifications for sidewalks, with a suggested minimum width of 48 inches. Increased attention should also be given to keeping sidewalks clear of brush or other obstacles to easy pedestrian use.

Priority #2 (Mid-range): Pursue creation of a shuttle system -- incorporating partial or full private investment and operation if possible - - that would have its hub in or near the area specified as Pasadena's central business district. The system should be designed on the basis of public input and must be innovative and visionary, functional and flexible, and practical and affordable.

Priority #3 (Mid-range): Review major thoroughfares around the city and take necessary steps to ensure that travel on those roads is as safe and convenient as possible. Potential changes to be made on some streets include closure of non-essential feeder streets (thus cutting down on traffic signals and helping to achieve the goal of reducing cut-through traffic in neighborhoods) and the acquisition of right-of-way where needed to allow for street expansion.

Priority #4 (Immediate): Protect and preserve neighborhood streets by continuing the practice of allowing neighborhoods to request measures to reduce or eliminate cut-through traffic in residential areas.

Priority #5 (Mid-range): Identify and develop additional major north-south corridors that will allow travel from the city's northern reaches to the Clear Lake area and improve access to the central business district.

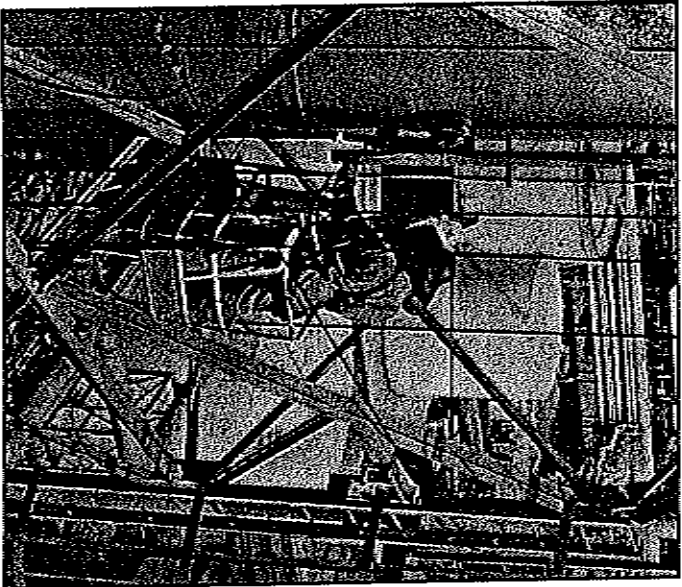
Priority #6 (Short-range): Implement and adhere to an aggressive and achievable street maintenance plan that includes targeting and addressing street-flooding trouble spots around the city and combines physical street improvements with aesthetic upgrades as outlined in the urban design unit.

Priority #7 (Short-range): Increase efforts to limit heavy-truck traffic around Pasadena by evaluating the present system of truck routes and making changes where necessary. Also, an education and awareness campaign should be launched for trucking companies and other operators, and should be accompanied by intensified enforcement.

Priority #8 (Short-range): Improve the coordination of traffic signals along major streets through acquisition and installation of computerized controls that will link traffic lights. Also, work to reduce the number of signals wherever possible through the closure of non-essential intersections as outlined in Goal #3.

Priority #9 (Short-range): Change street names, or work with other cities and/or Harris County to change street names elsewhere, to eliminate confusion and create consistency along roads that carry different names at different points (i.e. Spencer Highway=College Avenue=Airport Boulevard should be changed to have one name along its entirety).

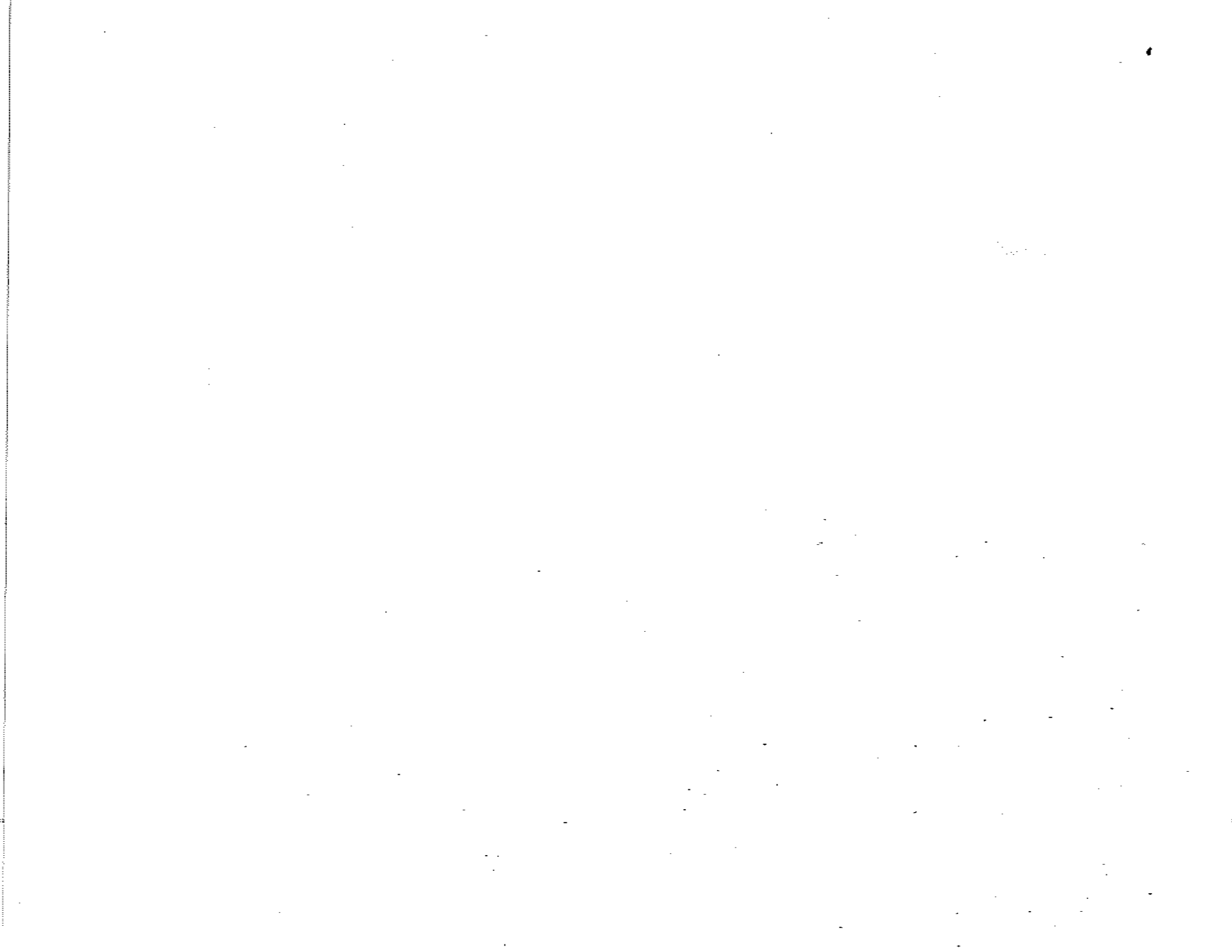
BUSINESS/ECONOMIC DEVELOPMENT



IMPLEMENTATION OF THIS PLAN AND THE RESULTING QUALITY OF LIFE IMPROVEMENTS WILL MAKE THE JOB OF ECONOMIC DEVELOPMENT INFINITELY EASIER FOR WHOEVER UNDERTAKES IT IN THE FUTURE, AND WILL HELP GUARANTEE PASADENA A LEADING ROLE IN THE ECONOMY OF THE FUTURE FOR THE REGION, THE STATE, THE NATION AND THE WORLD.



PASADENA PLAN 



SECTION 7

BUSINESS/ECONOMIC DEVELOPMENT

OPENING STATEMENT

Economic development, in the committee's view, is in the most basic sense an issue of maintaining and expanding Pasadena's job base to ensure that the city remains a place where people can find jobs that pay well and offer long-term opportunity. In the past, the presence of the Houston Ship Channel and the substantial industrial development it has attracted has allowed the city to enjoy relative economic success by offering attractive tax packages to companies that are drawn here by the presence of other industry. As our nation's economic base shifts its emphasis from the production of goods to the offering of services, this passive approach is likely to prove less and less effective.

The information-based society of the future is just beginning to take shape, and Pasadena must step up its economic development efforts if we are to continue to thrive in the decades ahead as we have in the past. We urge a new emphasis on aggressive and innovative programs designed to bring the jobs of the future to our community. At present, it seems, more needs to be done to market Pasadena to potential employers. While organizations function for Houston and southeast Harris County and the Pasadena Chamber of Commerce continues its focus on strengthening small businesses, the city needs a marketing arm that can sell businesses on the strengths of our community. This void must be filled, whether by

empowering an existing institution or by creating a new entity that will focus on this task. It is possible that such an organization could also undertake the visitor-oriented marketing plan outlined in the core committee's tourism and visitor growth report while spearheading implementation of the goals that follow this narrative.

While salesmanship is important, so is having a good product to sell. Pasadena is already a business-friendly city, but we can do more, and the committee believes it imperative that we recognize the need to make the city an attractive place for companies that offer good jobs. In this light, economic development becomes a matter of improving the community's quality of life, of making Pasadena a place where people truly want to live. Thus, the entire Pasadena Plan must be considered an economic development document, for all the incentives and marketing in the world are not likely to save a city that cannot offer good housing, efficient transportation and a safe, attractive environment. Implementation of this plan and the resulting quality of life improvements will make the job of economic development infinitely easier for whoever undertakes it in the future, and will help guarantee Pasadena a leading role in the economy of the future for the region, the state, the nation and the world.

GOALS/TIMELINE

Priority #1 (Short-range): Create and implement an economic development and marketing plan and program for Pasadena to recruit new businesses to the city while taking whatever steps are necessary to retain existing businesses and the jobs they provide. Potential projects for this new economic development effort will include creation and maintenance of a citywide inventory of vacant and/or available properties in cooperation with local real estate brokers so that space for potential new businesses can be found quickly. As part of this plan, a quick response team should be created of public and private sector representatives to enable the city to provide accurate information to prospective employers on a moment's notice.

Priority #2 (Short-range): Develop partnerships among the Pasadena Independent School District, San Jacinto College, University of Houston-Clear Lake, the Department of Labor, Texas Workforce Commission and existing and prospective employers to provide job training and retraining as necessary for the city's labor pool.

Priority #3 (Mid-range): Utilize financial and other incentives, including enterprise zones and the creation of publicly supported "incubators" for small start-up businesses, to facilitate economic growth. These incentives should be applied to the industrial/commercial parks in goals 2 and 3. They should also be utilized where needed to assure implementation of other Pasadena Plan goals and in any other situation where such steps are judged appropriate and beneficial.

Priority #4 (Long-range): Use the anticipated increase in Ellington Field's importance to develop a base of businesses related to the air transportation and airport industry along Beltway 8 between Genoa Red Bluff and Crenshaw roads.

Priority #5 (Long-range): Pursue redevelopment of the area north of State Highway 225 as a light industrial park for support services related to the refining and chemical manufacturing industries. This should be carried out in a manner compatible with other goals including creation of the historical park at Vince's Bridge and revitalization of the city's old downtown area.

Priority #6 (Short-range): Create a program wherein major private and public sector employers and consumers in Pasadena will commit to buy products from or through local businesses whenever possible and economically feasible.

Note: In the process of working on this topic, the core committee developed a list of potential industries of the future which Pasadena might pursue in order to provide itself with a diverse and stable economic base in the years ahead. Listed in no particular order, these business sectors include, but are not limited to:

Social services (estate planning, and funeral services, environmental landscaping, drug and violence counseling, recreation/education coordinators, in-home family counseling, home and neighborhood security, day care, facilitation and communications specialists)

Manufacturing (fuels and chemicals, agricul-

tural products, fat-free foods, clothing, new housing materials, pharmaceuticals, aerospace equipment)

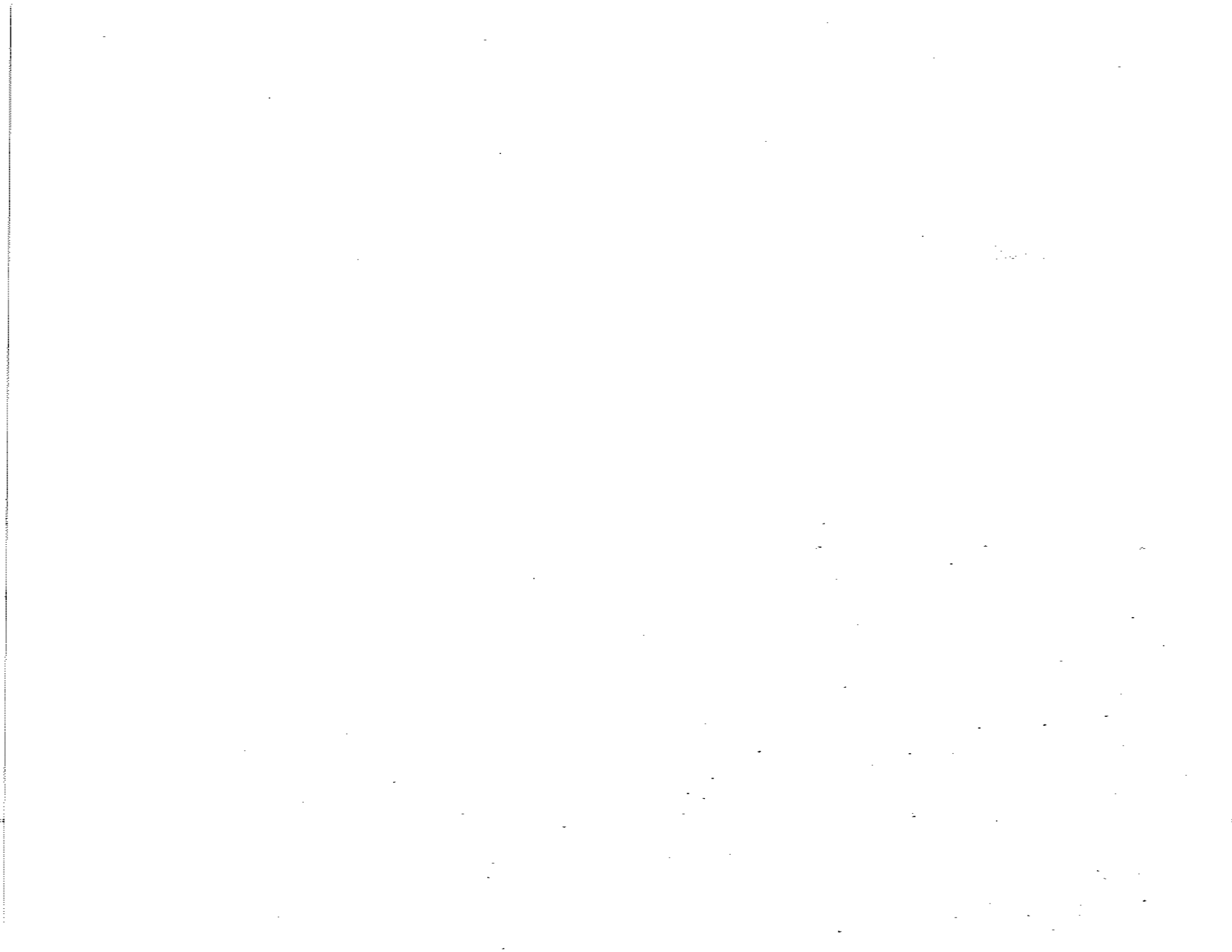
Small business (outsource center for mailing, clerical and other support services, delivery/courier services, crafts/antique dealers, business/management counseling, domestic help)

Entertainment/culture (movie production facilities, artists, singers/musicians)

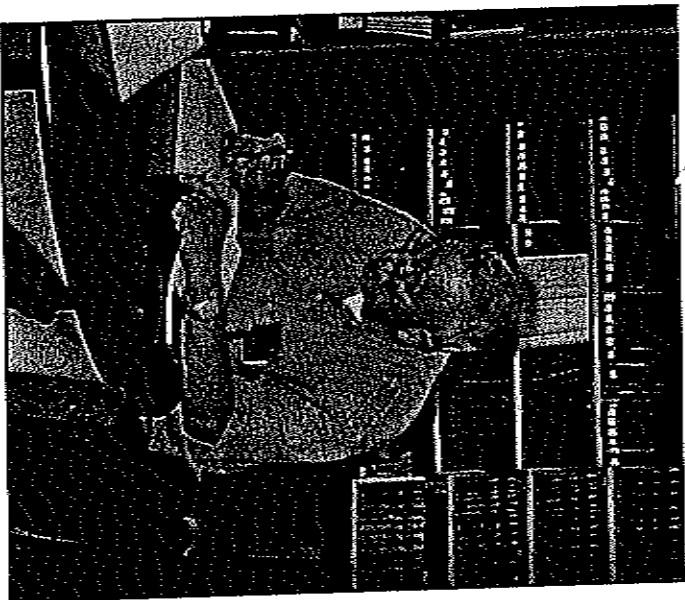
Education (school teachers, administrators and support personnel, job training specialists, career advisors, technology educators)

Technology/science (records and information management and retrieval, waste management/recycling, computer repair/consulting and security, interactive television for home schooling, data conversion, robotics, environmental engineers, television teleportation, telecommunications equipment installation and maintenance)

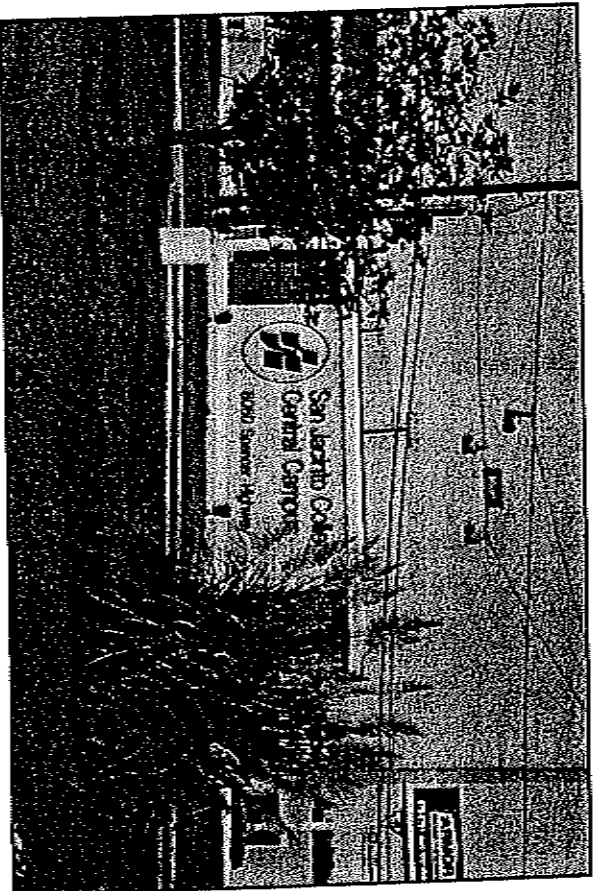
Health/wellness (wellness/health preservation programs for all ages and management of related facilities, operators and support staff for new technology, doctors, clinic administrators, support services [i.e. records management for doctors], in-home health care and personal care)

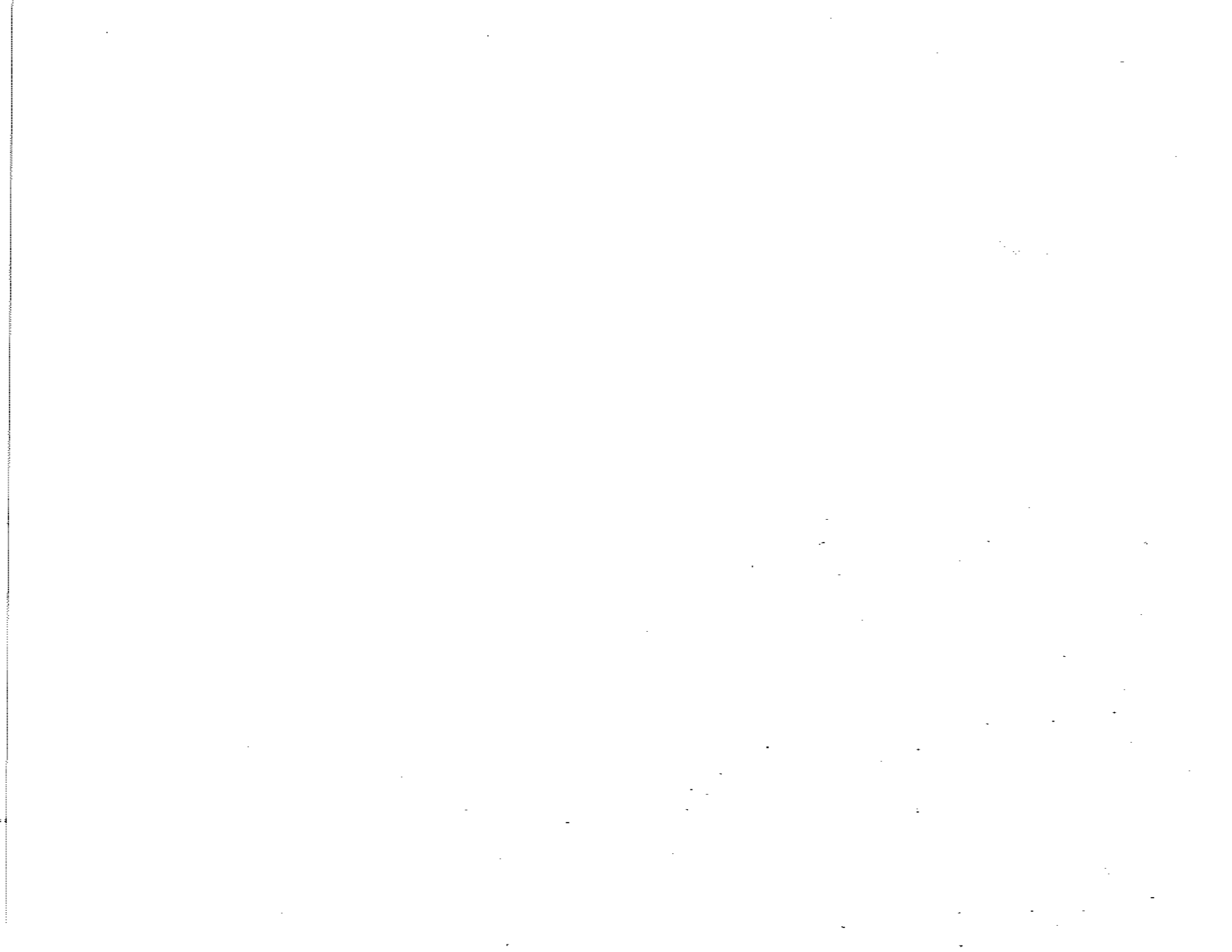


EDUCATION



RECOGNIZING THAT EDUCATION IS A CORNERSTONE FOR ECONOMIC DEVELOPMENT AND SUPPORTS THE CITY'S QUALITY OF LIFE, THE CITY MUST STRENGTHEN AND EXPAND ITS FOCUS ON WORKING CLOSELY WITH THE EDUCATORS LISTED THROUGHOUT THIS DOCUMENT.





SECTION 8 EDUCATION

OPENING STATEMENT

While learning from kindergarten through 12th grade and college remains important in today's rapidly changing world, there is a constantly increasing need for continuous education. In the past, Pasadena's local government has played a limited role in the educational process as the area's economy shifted from agricultural to industrial. But with the advent of the Information Age, all segments of the public and private sectors must move quickly to keep up with accelerated technological growth and rapidly accumulating knowledge.

Key to keeping up in this changing world are the concepts of coordination, collaboration and cooperation. This is imperative if we are to ensure that our children will enter their adult lives as good citizens who are willing to contribute to their community and who are able to obtain and keep good-paying jobs that support their needs. Further, it is essential that the city work with educators and the private sector to keep Pasadena's existing workforce well-trained and ready to meet the challenges that come with technological advances; the burden of learning now remains with us through our entire lives.

Recognizing that education is a cornerstone for economic development and supports the city's quality of life, the city must strengthen and expand its focus on working closely with the educators listed throughout this document.

One method of doing this will be working to involve educational institutions in implementation of the goals set in the other eight Pasadena Plan reports. Examples of goals with this potential for cooperation, goals which have an educational aspect, or in which students and learners of a variety of ages could be involved, might include:

- **Natural resources:** Bayou clean-up, "greening" of Pasadena, creation of canoe landing/boat ramp on Armand Bayou, establishment of Vince's Bridge historical park, botanical garden at Armand Bayou.
- **Tourism and visitor growth:** Entertainment complex, emphasis of Pasadena's importance on the Texas Freedom Independence Trail, marketing program development.
- **Housing:** Education on rights and responsibilities of residents and neighborhood associations.
- **Urban design:** Development of downtown area around Pasadena Town Square, revitalization of "uptown Pasadena" as historic district.
- **Land use and property preservation:** Increased deed restriction enforcement.
- **Transportation:** Shuttle system.
- **Economic development:** Quick response team, marketing program development, job training partnerships, "Buy Pasadena" program.

GOALS

As cooperation among the educators noted above results in successful implementation of goals set for the city, local government should seek other partnerships and relationships that will further educational progress. Attached is a list of priorities and goals outlined by the Pasadena school district's citizen-based strategic planning group (see Appendix B); we endorse these concepts and recommend that the city seek a key role in their implementation.

Other themes and issues to be addressed in such partnerships will include life-long learning, consolidation of services and programs, changing community needs, strong ethics and value systems, education of the entire community, mobility, safety and security, linguistic and cultural diversity, entertainment, a community image of strong families and neighborhoods, a stable economy and job base, opportunities for home ownership, enforcement of laws regarding parental responsibility and resources for single parents through after-school programs and classes.

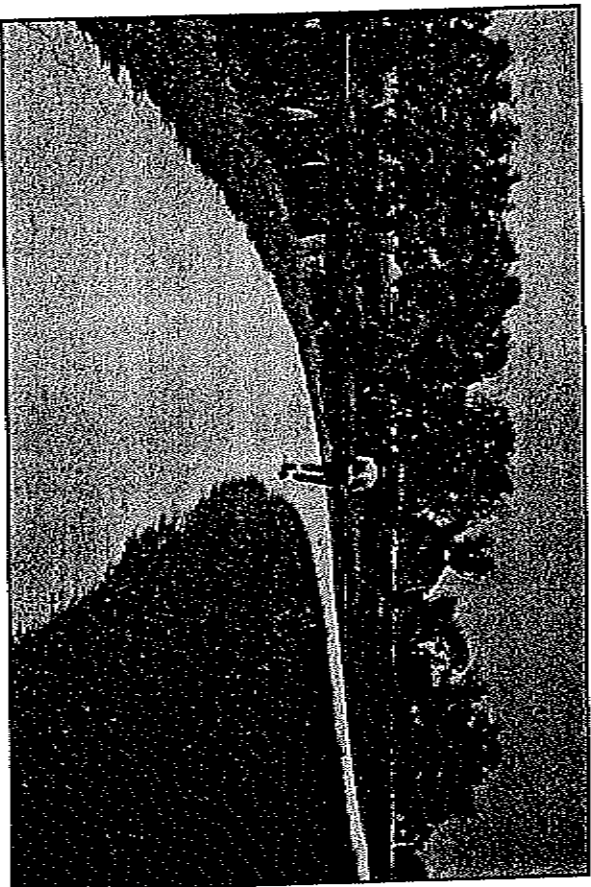
Successful commitment to and implementation of the goals and themes above will require our local educational institutions to continue and in some cases extend their commitment to increasing access to technology and emphasizing traditional values. In turn, the improvements outlined in this plan can dovetail with the institutional initiatives to create a city where new information is accessible, learning is enjoyable and knowledge increases. Such an atmosphere will help guarantee us a city that will not stagnate and that will combine a commitment to the values on which Pasadena was built with a determination and ability to keep pace with a fast-changing world.

- Establish and maintain regular communications between the city and local educational institutions through a "point person" at Pasadena City Hall.
- Encourage development that incorporates new technology such as the Internet and cable television.
- Include the Pasadena Independent School District and other educational institutions in a marketing program that includes development of a City of Pasadena World Wide Web/Internet homepage with links to homepages operated by educational institutions and public libraries.
- Establish a public access channel through the city's cable television provider to allow more broadcasting of educational programs.
- Create public learning centers with full access for the entire community with heavy emphasis on computer, video and satellite technology to maximize learning opportunities for all people through innovative community and educational programming.

BASIC SERVICES



FOREMOST AMONG PASADENA'S STRENGTHS IN PAST YEARS HAS BEEN THE CITY'S ATTENTION TO BASIC SERVICES, THE NUTS AND BOLTS OF ANY COMMUNITY'S QUALITY OF LIFE.



PASADENA PLAN 
R/UDAT 



SECTION 9 BASIC SERVICES

OPENING STATEMENT

Foremost among Pasadena's strengths in past years has been the city's attention to basic services, the nuts and bolts of any community's quality of life. A strong customer service ethic tempered with an emphasis on fiscal conservatism has yielded community satisfaction with city functions such as law enforcement, solid waste collection, fire protection and recreation programs. With the success of these programs, however, has come the pitfall of complacency.

Despite this, there are opportunities for improving the performance of the city functions that fall into the basic services definition noted above. These will come in the form of increased planning and foresight, and an expanded effort to work with the community toward better service. The police department's recent moves toward planning, research and community policing are good examples of this, as is the Pasadena Volunteer Fire Department's recognition of the need for a marketing and recruitment campaign. More such steps are needed -- for instance, the Parks and Recreation Department would likely find increased success in its drive to meet community needs by utilizing data from a citywide survey or some other information-gathering means.

In this, the final section of the Pasadena Plan, it should be emphasized that wherever possible, Pasadena's local government should

seek to look ahead and to invite Pasadenans to participate in design of programs and decision-making. The process of consensus-building will be an important element of Pasadena's continued improvement and progress, and should not be neglected during implementation of the ideas and goals listed in this and other sections of the Pasadena Plan. Such a focus will ensure that Pasadena's basic services remain in step with changing problems, a changing population and changing times.

GOAL/TIMELINE

(Note: The Core and Steering committees did not prioritize the goals in this section to avoid implying that some departments are more significant than others. The goals are arranged in order of the time frames in which they should be implemented.)

Goal #1 (Immediate): Develop and adhere to a flood-control and drainage plan that targets and addresses flooding trouble spots and inadequate storm sewer service around the city. This plan should include implementation of an aggressive drainage-ditch maintenance program.

Goal #2 (Short-range): Develop and implement a planned, inclusive recreation program that anticipates changing community needs and seeks to address those with the proper staffing, facilities and programs. Possible new facilities may include at least one multi-pur-

pose gymnasium, activity centers in community parks, a softball complex, a fine arts and cultural center, a natatorium and a public wave pool. Further, activity centers should be staffed full-time where necessary to better serve park users. And the parks department should increase its emphasis on the city's historical significance in line with recommendations in the natural resources and tourism and visitor growth sections of the Pasadena Plan.

Goal #3 (Short-range): Continue to monitor the Pasadena Volunteer Fire Department's ability to provide adequate fire protection to all areas of the city and seek to improve the department's performance where shortcomings occur because of lack of training, personnel or equipment. Increased marketing and public recognition/appreciation (at least annually) of the department will be a strong first step toward increasing manpower where needed; continued arrangement of mutual aid agreements may also be necessary. Evaluation of equipment needs should be accompanied by a long-term plan to acquire needed equipment, and facilities should also be funded as necessary to guarantee adequate training for firefighters.

Goal #4 (Short-range): Continue and expand upon the Pasadena Police Department's emphasis on community-oriented policing by adding more resident officers, maintaining and increasing the department's work with neighborhood groups and children, and implementing other such programs. Examples may include creation of storefront police stations or creation of bicycle patrols where appropriate.

Goal #5 (Short-range): Create and implement an educational program that will encour-

age citizens to replace deteriorated private sanitary sewer lines on their property to reduce inflow and infiltration problems for the city's sanitary sewer system. Public education should include information on available financial assistance for private sewer-line replacement.

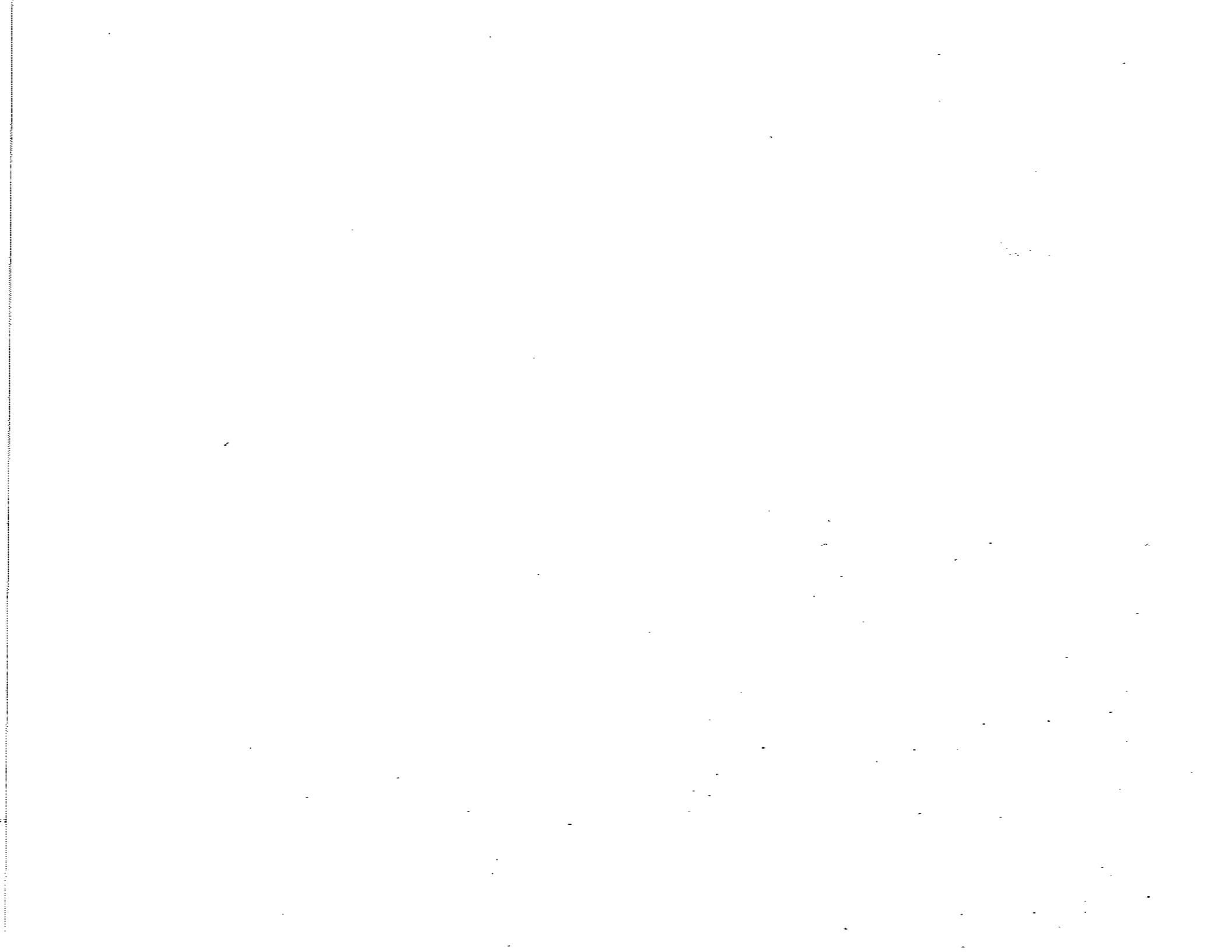
Goal #6 (Short-range): Implement a water conservation program that offers citizens incentives for reduced water usage and offers assistance with achieving that goal. The program should also include an educational element that will demonstrate the importance of water conservation.

Goal #7 (Short-range): Implement and adhere to an aggressive and achievable street maintenance plan that includes targeting and addressing street-flooding trouble spots around the city and combines physical street improvements with aesthetic upgrades as outlined in the urban design unit.

Goal #8 (Mid-range): Continuously evaluate the city's sanitation system for possible efficiency improvements, and make changes when necessary to assure a state-of-the-art collection, disposal and recycling operation. Also, a citywide recycling program and educational effort should be instituted to make recycling easily accessible to all citizens and to encourage them to take advantage of it.

Goal #9 (Long-range): Develop and implement a municipal complex and facilities plan to ensure that city buildings meet community needs and are maintained as necessary to ensure a long and useful life. Included in the plan should be police, fire, recreation, humane and government office buildings.

APPENDIX A: REPORT OF THE PASADENA TOWN
SQUARE SUBCOMMITTEE



APPENDIX A

Report of Pasadena Town Square Subcommittee of Urban Design Committee

Presented to the Pasadena Plan Steering

Committee -- June 30, 1994

Recommendations:

The Pasadena Town Square Subcommittee organized to address the comments of the R/UDAT team: "The Town Square Mall and adjacent development represent a major public and private investment to create a 'heart' for Pasadena and it is still not fully realized. Without revitalization the Town Square area is vulnerable to market forces which could negatively impact upcoming lease negotiations with major anchor tenants... We recommend a concentration of purposeful effort around the Town Square area..." Our purpose is to preserve and enhance the Pasadena Town Square urban area as the central business district of Pasadena. Attractiveness, accessibility, identity, viability, safety will further this dual purpose of preservation and enhancement.

In recent months we have met together and toured the area. The main streets, such as Tatar, and the inner neighborhood streets cry out for attention, like an oldest child forgotten when parents play with the young.

We need to develop a strategic physical plan for the area. We need to decide and then to implement short-term, intermediate and long-

term goals.

Tatar Street, over fifty years, is the gateway into Pasadena from the north, the world, the United States, Canada, Houston, the port and ship channel industries. Tatar Street runs north to south, then curves eastward from Strawberry Road as Pasadena Boulevard through Belway 8, carrying major traffic to and from points east.

Pasadena is powerful. Let others see that Pasadena needs a "skyline image" for visualization by outsiders and ourselves, or as Planning Director Charles Welsh says, "a sense of place." The Bank One Tower, city hall and the mall offer the beginnings of such. The 100-store Pasadena Town Square (regional size) mall is anchored by Foley's and Dillard's. A third department store may be announced soon. It stands well for this 100-year-old city. The mall was placed where it is, and named what it is, intentionally, to promote and serve Pasadena. The city can better promote and its people by revitalizing its central core surrounding the civic complex and the mall.

Within a two-mile radius are most of Pasadena's major shopping, governmental and business activities, nine elementary schools, two junior high schools and one senior high school. That radius is also heavily populated with single-family dwellings and large apartment complexes.

Pasadena's median effective buying income is

\$34,000 per household with retail sales of \$800 million, according to sales Marketing and Management Magazine, August 1993, Surveying of Buying Power. The median age is 29.7 years, with 50 percent between 18 and 50, the peak buying years, according to SMMM. The buying market area is 280,000 strong with effective buying income (disposable income after taxes) of \$1.8 billion. Let us bring that other billion dollars back to Pasadena. "Let real improvements in Pasadena's quality of life be the ultimate determinant of image... attractive situations spread the word and enhance image. R/UDAT recommends that the city of Pasadena doesn't waste money marketing image -- but that it commits to real improvements and lets the image take care of itself." (R/UDAT report).

City government, financial institutions and Town Square Mall/area merchants have huge commitments to the community here. Sales dollars and tax revenues account for around 10 percent of the city's total. We recommend these short-term goals:

- 1) The prompt passage Aug. 13 of the ½ cent revitalization sales tax and the ½ cent street improvement sales tax, with priority utilization in this central business district;
- 2) The prompt renaming of Tatar Street to Pasadena Boulevard, with another public facility, like the football stadium, honoring Herb Tatar and his good works;
- 3) The maximum maintenance of all city easement greenery in a garden style, adding trees in front of Foley's and Meryn's/Office Depot;
- 4) The repair of all sidewalks and asphalt including the deweeding of all cracks and joints;
- 5) The encouragement of all realty owners and

business tenants to renew and maintain their facades, preferably in harmonious fashion, so that painting and planting bring positive color imaging;

- 6) The removal of all derelict sign poles and utility poles (15 on Tatar Street from one count);
- 7) Enforcement of all ordinances relating to appearance, health and safety;
- 8) Improving traffic flows on Tatar and Southmore with computerized lead/lag signaling management;
- 9) Coordinating with the Harris County Flood Control District and County for the landscaping beautification of Vince Bayou, together with the hike and bike trails;
- 10) Upgrading the nighttime street lighting on Tatar, Southmore, Strawberry and other commercial corridors for safety of consumers and the city center, the heart of it all, particularly during the longer winter nights and Christmas season;
- 11) Repainting the city-owned planters terracotta, maintaining them with appropriate greenery and adopting a "Trees for Pasadena" project, beginning with Tatar Street;
- 12) Designating by city council action the Town Square area as the central business district, specially designing signs in and out of this scenic district from north, east and west on Highway 225, and from the southern sections as well, with economic and tax incentives for growth;
- 13) Designating by city council action, the central business district as a special "appearance zone" like done in Tempe, Arizona, next to Phoenix, or Santa Fe, New Mexico, wherein landscaping, signage and facades are coordinated;
- 14) Encouraging Town Square District businesses to refer to the Town Square District in

all advertising that gives their location;

- 15) An increase of boulevard quality greenery by the city's acquisition of derelict, obsolete buildings and parcels of land. Unbuildable land can be kept as greenspace and planted and maintained. Usable sites can be cleaned, consolidated and resold, with new construction coming under current city codes for construction and landscaping. This effects the surgical removal and cosmetic surgery of sore spots;
- 16) Acquisition by the city of Highway 225 sites, like next to Exxon and the old Texaco station/hub cap shop, for city entranceway landscaping and monuments similar in quality to what the University of Houston has done at its Gulf Freeway entrance and Clear Lake City at FM 2351 and Highway 3;

As intermediate goals, beyond Tatar Street, let us continue...

- 17) Acquiring the Southmore/Tatar triangle site from Bank One for a visual park, a clock tower landmark destination point;
- 18) Reduction of overhead utility lines as existing facilities are updated, repaired and re-placed;
- 19) Prohibiting all street vendor sales, all outside displays of wares on premises and off premises (on vacant lots or easements), except for 3-day permits, 2 per year;
- 20) Establishing uniform signage that is prominent and helpful in directing traffic to the Town Square District from both Belway 8 and Highway 225 from either direction and prohibit portable signs totally;
- 21) Continuing Highway 225 clean up and planting of state-owned easements;
- 22) Widening and repairing narrow stretches of Tatar/Pasadena Boulevard past the current Tatar Street through Beltway 8;

- 23) Expanding all of the commercial corridor improvements cited above, along Southmore, Harris, Thomas, Jackson between Main and Burke;

24) Expanding all the elements of clean-up, safety and condemnation above to the neighborhoods in the Town Square area;

25) Adding distinctive ornamental street lighting fixtures to identify and symbolize the city's center, particularly Pasadena Boulevard from Highway 225 to Beltway 8;

26) Encouraging the Pasadena Independent School District to upgrade and beautify both Pasadena High School and Jackson Intermediate School in their existing neighborhoods in styles befitting their locations at the northern gateway;

27) Setting goals to obtain national recognition for Pasadena through opportunities such as Tree City USA, Scenic America, All American City, which programs give us a ready-made blueprint for improvement; planting trees by city and developers; requiring trees through the landscape ordinance of certain heights, types;

28) Expanding the focus of Town Square beyond the initial target area as time passes;

29) Creating transportation links to outside points such as Houston, NASA, and industry accessing the Town Square area;

30) Improving Harris Street eastward to Red Bluff Road and westward to Main/Shaver commercial corridors;

31) Opening Strawberry Road northward to Red Bluff/Highway 225 as well as southward through Beltway 8;

32) Encouraging the attractive evolution of multicultural communities fully functioning in old Pasadena for new Pasadenans.

"The potential for capturing revenues from

business and pleasure travelers to Pasadena and nearby attractions is an untapped source of economic growth for this city. The investments necessary to encourage visitor growth and spending will have several positive effects for Pasadena, which could result in an improved quality of life throughout the city for all of its residents. In addition to pumping outside monies into the area, the development of facilities and amenities for visitors would also result in increases community use of Pasadena owned businesses." (R/UDAT report)

Longer term, let us...

- 33) Develop an Imagine Pasadena program. Create workshops and area meetings where people can come and envision Pasadena in 50 years. Learning what is happening locally, and voice concerns and idea. Develop a mechanism and group that can assist small businesses and individuals to set goals for themselves. Emphasize image and how that image relates not only to the quality of life to the individual but to the entire community. How they can improve their future;
- 34) Investigate and apply for all government grant and loan opportunities through federal and state agencies such as the new Enterprise Zone program on a regular professional basis;
- 35) Encourage private memorial gift placement of beautifying artifacts and projects through Buy a Brick, Buy a Tree, Buy a Street Lamp programs;
- 36) Acquiring significant acreage of standard properties north of Harris Street at current cheap prices and creating and actual town square, a focal point of beauty and participation, such as described in "Building Design and Construction Magazine," April 1994:

Combating Strips

Neotraditional plans highlight revitalization efforts

Suburban residents seek relief from strip malls, superstores

While downtown revitalization projects have taken place in aging cities across the nation, many of the smaller "bedroom communities" of major metropolitan areas have never had a strong downtown area.

Tualatin, Ore., and Novi, Mich., are two communities trying to create town centers. As their residents have watched community malls and superstores proliferate on every corner in their communities, they have expressed interest in a more traditional, designated downtown area.

Tualatin (pop. 17,000) is a 100-year-old town located on I-5 south of Portland. In the past few years, it has been in the midst of an incursion of strip-mall and superstore developments surrounding the center of town. The community has commissioned a development plan for a town center in an attempt to curb the decentralization and loss of character.

Several years ago, the city council acquired 19 acres in the center of town, which had been offered for development of a shopping mall. The failure of the developers to secure an anchor store prompted official to call a town meeting to decide what to do with the area. The focal point of Tualatin, Ore., town center is a 3-acre lake, with all of the other structures to be built surrounding it.

Another creative example of small city center

revitalization, nearby in Huntsville, is described in the following paragraphs from the Houston Chronicle, July 30, 1990.

"The Huntsville City Council earlier this week approved contracts with Austin restoration architect Kim Williams and illusion artist Richard Haas of New York, whose *trompe l'oeil* works in Galveston, Fort Worth and dozens of other cities are well known. *Trompe l'oeil*, literally 'trick of the eye,' is a style of painting that creates such as strong illusion of reality that the viewer may not at first realize that the thing depicted is not real.

"Williams has designed several landmark Texas projects, including the Perot Theater for the Performing Arts in Texarkana, the Elisabet Ney Museum and Wooten Mansion in Austin, and Fort Concho National Historic Landmark in San Angelo.

"The project -- which calls for restoring some storefronts around the square and painting other facades to give the illusion of architectural detail -- is the first step of a multiphase effort to turn around a town that has historically rolled up its sidewalks at sundown."

37) Beautifying and upgrading, through "real (estate) surgery" along Highway 225 which carries two million people a year through Pasadena between Houston and the San Jacinto Monument/Battleship Texas, in the same manner as done internally for the Town Square Area;

38) Create some significant tourist attraction community north of Highway 225 as being studied by others;

39) Last, we must address the issue of finer family dining opportunities in the Town Square

area. Our own Casa Ole serves us well, while specializing in Mexican food service. We could use some better family service places, for example, like Olive Garden, Steak and Ale or Bennigans. A restaurant only beverage service law, like that in Lubbock, could encourage quality chains to enter upper Pasadena and keep our evening meals out, at home. We comment here gently, as we respect the socio-political concerns of some, including our own ex officio member Councilman Bruce Walters, who dissents on this point. As business persons here and now, we concur with the R/UDAT suggestion that carefully crafted beverage service would improve the quality of life in the Pasadena Town Square central business district.



APPENDIX B: PASADENA INDEPENDENT SCHOOL
DISTRICT MISSION STATEMENT



APPENDIX B

Pasadena Independent School District

Mission Statement:

"The mission of the Pasadena Independent School District, requiring the commitment of all employees, parents, business and community members, and students is to guarantee all students will:

acquire the knowledge
master the skills, and
maximize the talents

necessary to fulfill their potential as responsible citizens in the everchanging world of the 21st century.

Beliefs:

The mission of the Pasadena Independent School District (including all employees, parents, business and community members, and students) is based upon the following shared beliefs:

- We believe in the existence of a Supreme Being.
- We believe every human being has worth and quality.
- We believe everyone can learn.
- We believe everyone has the right to a quality education.
- We believe the continued improvement of individuals and society is dependent upon the education and contributions

- of everyone.
- We believe everyone is responsible for the development of human potential.
- We believe excellence in education is essential.
- We believe learning is a lifelong process.
- We believe change is inevitable.

Goals:

- 1) Student performance will improve annually to meet the criteria for the district to reach Exemplary Status by the year 2000.
- 2) Socio-economic status, ethnicity and gender participation and performance differences among students will be eliminated by the year 2000 while the participation and performance of all increase.
- 3) The marketability of Pasadena Independent School District students will improve annually to ensure success in the academic business world.
- 4) Students will annually demonstrate improved responsibility, citizenship and value for human worth and dignity.

Quality Improvement Assurance

All campuses and departments will use site-based shared decision-making processes to develop annual improvement plans based upon measurable objectives to support the accomplishments of the district mission.



APPENDIX C: TASK FORCE REPORTS



APPENDIX C

SECTION I - NATURAL RESOURCES

In three meetings, which were held May 14th, May 28th, and June 4th, this committee reviewed Report #1: Natural Resources (bayous and green spaces) by the Pasadena Plan Core Committee and developed the following list of items we would like to have considered as an addendum to the Core Committee's findings.

- Be sure that any development along bayous or bayou walks is controlled and balanced between recreation, business, nature, signs, noise, security etc. The primary focus should be recreational facilities for families and visitors, including bicycle, jogging and walking paths.
 - Strengthen the ordinances that have to do with trash on streets and bayous, such as citizens enforcing littering laws similar to the handicapped parking situation. All trash, wherever it is dropped, usually ends up in our bayous when it rains.
 - Encourage the formation of a select committee to coordinate the various agencies that have a say in natural resources areas, such as flood control, Corps Of Engineers, city, state and county.
 - This task force is anxious to get moving and willing to provide citizen group help where appropriate. We feel strongly that natural resource programs should be programmed and financed
- in such a manner that will transcend city administration changes.
- This group feels that parks are a high priority with the majority of Pasadena's citizens. It was pointed out that nearness to surrounding cities should not be a consideration (such as decisions in the recent past to not build or improve a park near an adjoining city because it would serve some citizens that did not live in Pasadena). The point was made that due to school districts and church service zones transcending city boundaries, citizens and especially little citizens (children) pay little attention to what town they are in when playing or recreating in a park. The chances are that our citizens utilize parks located in cities other than Pasadena from time to time.
 - Urge the Mayor and Council to investigate and apply for grants (both public and private) to fund the various Natural Resource Projects.
 - The committee suggests that publicity for attendance at the Public Hearings be coordinated through civic or neighborhood leaders, in addition to newspaper announcements, to add a more personal citizen to citizen touch. It was felt this approach would increase interest and attendance.
 - The city should develop a strong partnership with business and industry to have them contribute to the beautification of the city by planting trees

- along Hwy. 225 and all major entrances to Pasadena.
- Create a committee responsible for the preservation of wildlife. Armand Bayou Nature Center, Bay Area Park and the Armand Bayou Watershed have the potential to be recognized on a national level as Premiere Nature Reserves.
- Request the mayor and city council to identify land areas in our city for the preservation of the ecology and wildlife and do all possible to make these areas off-limits for commercial or residential development.
- The committee recommends the construction and installation of gazebos, restrooms and drinking fountains along all bayou walks and hike and bike trails. A standardized gazebo design could become a symbol of relaxation and friendliness all over Pasadena.

The aforementioned participating members of this committee respectfully submit this list of thoughts and ideas in the true spirit of cooperation with everyone involved in making Pasadena, Texas a better place to live, to work and to visit.

APPENDIX C

SECTION 2 - TOURISM AND VISITOR GROWTH

We the members of the task force having met and reviewed the Pasadena Plan Core Committee's report on Tourism and Visitor Growth, recommend the report for approval with the following modifications:

that will provide visitors and residents with information on local attractions and highlights.

- Under the third paragraph of the opening statement, the last sentence would read:

Such changes will achieve the committee's goal of seeing Pasadena become a city for all people, striving to earn an "All-American" rating.

- Under the Goals/Timeline section:
Priority #1 (Immediate)
Modification of the wording to read:

Take aggressive steps toward development of a family-oriented, indoor entertainment complex that would provide a variety of entertainment themes. Potential aspects of the development might include a restaurant, memorabilia collection, recording studio, and dance hall/concert facility capable of accommodating performances by regional and national acts.

- Priority #4 (Immediate)
Add fourth bullet to read:
Creation of a local "tourism bureau"

APPENDIX C

SECTION 3 - HOUSING

Maintenance Standards:

Committee members were particularly concerned that any maintenance standards imposed reflect the following areas:

- Yard restrictions should be included in any standard and should address trash in the yard, grass height, automobiles and other debris.
- Standards should require that property be maintained including any deterioration and/or painting requirements.
- Fines should be collected and used to pay for enforcement.
- Standards should address renter occupied property and should require owner responsibility in the maintenance.
- Require more thorough tenant screening.
- Enforce occupancy standards in all properties.
- Develop programs to assist with rehabilitation (and market same) to include a revolving loan fund for maintenance of property for qualified home owners (higher than low income standards).

Housing Development Plan:

Members felt that any planning efforts must be sufficiently funded and suggested an alternative source of funding such as imposing a move-in fee for all property, rental and owned. Members also felt that the development of a

plan had to come from a permanent housing council made of people from the city planning department, developers/architects, bankers, non-profit housing developers, civic groups, and urban designers. There was considerable discussion surrounding the term "mixed-income neighborhood." The task force committee suggests that the sentence at the end of this paragraph be changed to delete the reference to this terminology.

Flexible Zoning:

- Replace "flexible zoning" with "property preservation ordinance (flexible zoning)".
- Include provisions for abandoned buildings to be addressed quickly: include money to complete and place time limits.

Neighborhood Associations:

- Include a marketing plan
- Provide incentives for owners of rent property to participate in associations.
- City support association (citywide) meetings.
- Increase Resident Officer Program
- Advertise/promote neighborhood block parties.

Community development organization:

- Include tax abatements as incentives.

- Assist in securing reasonably priced property.
- Encourage non-profit development
- Include home ownership training as requirement of residency.

Developer incentives:

- Higher incentive for "local" developers.
- Incentives for quality rehabilitation.
- Include builders in this process.
- Add incentives for the development of volunteer home development/rehab groups such as "Habitat for Humanity."

Increase financial institutions involvement

Members generally felt that this goal was both lofty and negative and suggest alternative wording such as "Promote opportunities for financial institution participation in redevelopment and revitalization of older declining neighborhoods as part of their responsibility in compliance with Community Reinvestment Act standards. Include a plan in the city's Community Housing Plan that would include a partnership between public and private sources in order to lessen perceived financial risk and leverage bank's participation."

Special Needs:

Adolescents in need of housing should be included in any special needs housing plan.

Additional concerns:

Much discussion focused around issues relating to mixing of socioeconomic groups, fears

that mixed developments would decrease property values and that good services could

invite those with problems to our area. The task force chairs felt that the success of any housing plan in Pasadena would rest on a marketing plan that included education regarding the make-up of our area's community. In addition, committee members felt that several issues relating to insurance were not addressed and should be placed somewhere. Those concerns include the following:

- the fire insurance rating plan is higher in Pasadena due to:
 - volunteer fire department
 - schools not complying with fire drill requirements
 - time required to answer a fire call
 - water pressure
- insurance companies traditionally redline certain areas of town by zip code which is a form of discrimination and prevents maintenance and development efforts in blighted neighborhoods.

APPENDIX C
SECTION 4 - URBAN DESIGN

Opening Statement

The Citizens Review Panel for Report # 4 wholeheartedly applauds the core committee work and the goals enumerated. The Citizens Review panel approves the nine goals, adding the tenth goal, and offers the following comments for interpretation of the 10 goals:

- The older half of Pasadena is in crisis. The newer half is at risk. All Pasadena must join together in preserving the past, protecting the present and planning the future. The world judges Pasadena by what the new comer sees while entering our city, traveling its major corridors and visiting its people in their homes and neighborhoods. We must clean up everywhere, yet for money reasons we must prioritize the goals. Generally, we agree with the core committee goals and ordering schedule. We recommend being cooperative in spirit and being visionary/tempered by realism.
- We recommend focusing first on our commercial corridors and our entrance ways, then on designation/enhancement/expansion of the Town Square Central business district (recently spurred on by Memorial Hospital Systems acquisition of Southmore Hospital and Pasadena General) and then go on to preserving our residential neighborhoods. All of the above must be short range goals (1 to 3 years) through land use planning. We add Goal # 10 - restricted beverage sales in restaurants only to obtain quality family restaurants. We urge the city government to continue current attitudes of being more and more user friendly toward those investing in our city and creating jobs.
- We urge our city government to enforce vigilantly our health, public safety and land use laws already available. Further empower the city attorney to help appropriate citizen groups. Keep our streets and public properties attractive.
- We recommend a continuous parklands acquisition and improvement program, including equally smaller inner city parks without displacing good property owners.
- We urge that Beltway 8 and Highway 225 be addressed together with the state, county and toll road authority as highly visible, important entrance ways.
- Upkeep of all city rights of way and hike/bike/jogging trails is paramount. Short range goals are 1 to 3 years
Mid range goals are 4 to 6 years
Long range goals are 7 to 10 years
- We recommend coordinated tie-ins of Pasadena historical sites with Texas sites, the Battleship Texas and San Jacinto Monument.

- We recommend aesthetic buffer zones for industrial/residential areas but without elevated berms hiding fully what is there.
- We have recommended Goal # 10 - restaurants - to this urban design report -
 - because the construction and operation of family restaurants does enhance the appearance of the city when coupled with our current building and landscape codes.
- We urge that residential neighborhoods enhancement be conducted in an open manner encouraging all persons to live together and among each other in joy. Let us all go forward, grow forward together.

APPENDIX C

SECTION 5 - LAND USE AND PROPERTY PRESERVATION

Opening Statement

The Land Use and Property Protection Task Force was charged with the responsibility of addressing four major priorities as written in the Core Committee draft report. The task force consisted of more than 40 attendees with viewpoints that were occasionally at opposite ends of the spectrum on land compatibility issues. Some members believe a property owner should be able to do anything they want with their property. (A statistically invalid land use compatibility survey was given to task force members to ascertain general opinions.)

Overall, task force members concur with the Core Committee's objectives and the visions they have set forth...especially the end product that the four priorities would produce. The task force heard testimony on both the public form of land use regulation (known in many cities as zoning); and on the private, contractual form on land use regulation (traditionally known as deed restrictions or restrictive covenants) and they discussed the advantages and disadvantages of each. As an immediate priority, the task force recommends the compilation and distribution of additional informative material to increase public awareness of the existing deed restriction process. This would be supplemented with a property protection plan which could be implemented thereafter.

It is acknowledged that the City of Pasadena has very little area left for substantial residen-

tial development. Therefore, it would not be effective to "zone" an already-developed city. It is understood that some subdivisions never had the benefit of deed restrictions, and thus have developed over the years with a potpourri of different uses, but this is also occurring in some subdivisions with deed restrictions. The task force supports the idea of a simple form of property control consisting of a two-district approach. One district would protect and even restore the integrity of the land use which seems to be most in need of protection from encroachment -- the single family residential subdivision. The other would allow mixed uses with buffering design standards when the use abuts a residential district.

Additionally there was discussion on general appearance and code compliance issues. Appearance codes may be more problematic to implement because it is difficult to legislate aesthetics. However, there are specific recommendations regarding how to facilitate the "cleaning up" of neighborhoods using corporate sponsors and service club volunteers.

Goals:

- City should provide a practical, educational booklet to address how deed restrictions work and to answer some of the most asked questions. Such booklet should be made part of the literature disseminated to civic associations and the general public.

- A master list of civic association information should be kept in a readily accessible central location for announcements, distribution of information, enforcement activities, general organization. Efforts should be made to encourage the formation of civic associations where none exist.
- Implementation of typical "Euclidian" zoning is an unnecessary, overburdensome tool to separate land uses.
- The suggested name of the ordinance is Property Protection Ordinance.
- The Property Protection Ordinance should address compatibility (i.e. buffer requirements) between residential and mixed districts.
- The Property Protection Ordinance should consider development of vacant land with design standards to reduce incompatibilities.
- Property Protection Ordinance narrative should generally be immune from amendments, however, specific Property Protection Ordinance map would be subject to rezoning amendments. Such process should be designed to ensure strong emphasis on neighborhood opinions.
- The Property Protection Ordinance should solicit input (perhaps some degree of popular vote) of each individual neighborhood/subdivision during the mapping phase of the ordinance development.
- While the Property Protection Ordinance map will define those areas to remain residential, it should not attempt to second guess the marketplace by creating multiple types of districts of non-residential use.
- Non-conforming uses should be grand fathered unless use of ownership changes, but in all cases should revert to district use after abandonment period of 7-10 years.
- Property Protection Ordinance should explore "type of structure" allowable in residential district.
- Recommend that a citizen committee be formed to investigate the possibility of appearance codes.
- Recommend the solicitation of service clubs, churches and corporate volunteers to donate labor for civic/neighborhood service projects involving improvement of housing stock.

APPENDIX C
SECTION 6 - TRANSPORTATION

A meeting of the Pasadena Plan Transportation Committee was held on April 5, 1996 at 4:30 p.m. at the Pasadena Chamber of Commerce building. The committee discussed the goals and time lines on Report # 6 that was submitted to the Transportation Committee from the Pasadena Plan Core Committee.

Ms. Deringer commented that the residential areas should not be open to heavy trucks; Mr. Moon responded that this could not be avoided due to the large number of companies surrounding the residential areas and the need for trucks to use residential streets to get the businesses. It was also noted that this issue is covered in Goal # 7.

Jim Thompson commented that he felt there should be more transportation opened up for the handicapped. He also said that he was pleased with the improvements and progress Pasadena is making. Mr. Moon responded that when the survey was done last year, about 50 percent responded that they wanted buses, but a large percentage of those responded that they would not support a tax for the services. There does seem to be support for a limited cost effective system for senior citizens, handicapped, and some plant locations and major center locations.

Mr. Moon asked if there were any additional comments to Report # 6. The responses were as follows:

- Street lights and sidewalks are needed and should be emphasized as street improvements;
- Fire engines and ambulances cannot always get through flooded streets;
- Speed bumps could be used, but could cause liabilities for the city;
- Street repair and drainage must be addressed;
- Mud should be prevented from seeping into drainage areas during new construction; and
- Landscaping major streets for beautification.

After further discussion the following changes to Report # 6 from the Core Committee were recommended:

- Goal # 2 -- add "the shuttle system must be cost effective."
- Goal # 3 -- add "landscaping of major streets is a high priority."
- Goal # 6 -- add "sidewalks and street lights are high priority items."

Upon motion duly made and duly seconded, the above three changes to Report # 6 from the Core Committee were approved. There should be no further meetings to review these items.

APPENDIX C

SECTION 7 - BUSINESS/ECONOMIC DEVELOPMENT

Purpose:

The Pasadena Plan's Business/Economic Development Task Force Report provides an analysis of the Pasadena Plan Core Committee's Report # 7. Business/Economic Development (exhibit A). Additional recommendations and ideas for implementation have been formulated to enhance the plan.

Approach:

Three meetings with the Business/Economic Development Task Force were held at the Pasadena Chamber of Commerce. Attendance records are included as Exhibit B. The meetings' agendas are provided in Exhibit C. Each meeting included an open discussion of agenda topics, and each member's participation was encouraged.

Defining the committee's purpose occurred first. Many committee members stated they hoped the committee could relay Pasadena Plan information and provide documentation. Some also stated that the committee could provide broader viewpoints, new ideas and additional suggestions to the existing report which was provided by the Pasadena Plan Core Committee. Others added that methods to utilize existing resources should be sought through brainstorming ideas for implementation.

With the above purpose defined, the committee analyzed the opening statement and pri-

orities. The second meeting included a brainstorming session in which the committee divided into small groups to work on developing implementation methods for various priorities in Report # 7; however, time did not permit the development of implementation methods for every priority. The third meeting concluded as the committee reviewed its documentation.

Summary:

During the committee's three meetings, information and documentation were relayed and formulated. Additional ideas and ways to utilize existing resources were discussed. Brainstorming occurred while developing methods for implementation of the priorities in Report # 7. The Business/Economic Development Task Force has accomplished its purpose in the Pasadena Plan's formulation.

Analysis and Implementation Ideas:

Opening Statement:

Many task force members did not agree with one particular part of Report # 7's opening statement: "...the city lacks a marketing arm that can sell businesses on the strengths of our community." Members pointed to existing industries, S.E.E.D., and area Realtors as some of the successful marketers of the community.

The committee agreed that empowering an existing institution to focus on community

marketing will aid in business/economic development. However, the committee urges that the city government avoid creating another bureaucracy to accomplish this task. Rather, an existing entity, private enterprise drive, should be contracted to accomplish the marketing task. The contract should require a paid professional who is experienced with economic development. The contract should be incentive-based. A few barriers of the prospective contract were noted: problems of not attaining contract goals, fear of contract being pulled, lag time realization of marketing efforts.

Priority # 1:

The focus of the proposed marketing plan was discussed at length. Som said the focus should have equal weighted efforts between attracting new business and strengthening existing small/medium businesses. Another idea was to equally emphasize to bring large businesses to the area with bringing small/medium businesses to the area. Then members posed the question, "What is there to keep small/medium businesses here?" They responded:

- "Nothing is going on to help businesses stay here and remain healthy."
- "The community's business environment is not user friendly." (Referring to city ordinances.)
- "We need better communication to facilitate changes." (Such as with recent PISD property purchases of existing business owners' land for expansion of the new high school.)

Another question was brought into discussion: "What land should be shown to prospects?" Sometimes industrial plants have excess ca-

capacity and may cooperate and allow certain types of businesses to buy the unneeded land. The committee noted the need for an itemized list of assets that Pasadena can offer prospective businesses. The brief discussion of the prospect of creating a green space north of Highway 225 was controversial among members. The city has not looked at spin-off and "downstream businesses" from the petrochemical industries. Also, older residential parts of town could be prospects for clearing out and developing small/medium businesses while also changing the land use from residential to commercial. Graffiti and gang concerns in certain areas would need to be addressed for redevelopment or revitalization to take place.

The committee pointed the business development guide and prospective cable channel as potential tools for facilitating economic development in the area.

The committee concluded its Priority # 1 discussion by stating that a larger impact will be attained by focusing more on smaller/medium sized businesses without neglecting the larger businesses. Attract those smaller/medium businesses and keep them.

Priority # 1 Implementation Ideas:

Form and economic development council comprised of representatives of key organizations, including, but not limited to the City of Pasadena, Pasadena Chamber of Commerce, S.E.E.D., Pasadena Independent School District, San Jacinto College, UH-Clear Lake, Commercial-Industrial Division - Bay Area Board of Realtors, Harris County Appraisal District, a representative from the petrochemi-

cal industry, Houston Lighting and Power and Southwestern Bell.

The initial goal of the council would be to gather information as to available resources and data regarding usage and availability of existing businesses as well as improved/vacant and unimproved properties. The council would also investigate and gather information on similar economic development efforts by other cities so as to avoid "reinventing the wheel" and thus to maximize the return of the investment effort.

The council should be organized within 30 days of approval and given 90 days after organization to complete the initial evaluation and formulate recommendation of the next stage in an economic development effort.

Priority # 2 Analysis

The committee would like to see a coordinator between the school districts and the city. This move would aid displaced residents and businesses when schools expand or relocate. The coordinator could communicate future long-range plans, especially those affecting area residents and businesses. From this starting point, partnerships could be developed to cooperate and compromise.

The majority of the committee members discussed their difficulties in locating quality prospects for employment. A Houston Baptist University study confirmed this nationwide trend of increasing numbers of low-skilled labor. Language barriers sometimes compound the hiring efforts. The committee believes many training resources are available yet not utilized. One idea for addressing this problem

is to create campaigns to inform youth of future job skills that will be required. The youth should be targeted from middle school through high school. A competent work force is needed with computer, technical and craft skills.

Priority # 2 Implementation Ideas

Promote private business mentoring. Curriculum writing should be based on work ethics. Industry Business Partnership in the school should start with the middle school and continue through the high school. Students should have career involvement through one-on-one mentorship partners. Business people should teach/assist with the class of work ethics and communication skills.

Pool of interested speakers and participants can be developed through existing civic organizations (i.e. Rotary) and a database of businesses is presently available through the Pasadena Chamber of Commerce.

Overall coordination of this program should be handled by PISD with site-based management schools to develop specific curriculum tailored to their student body.

Priority # 3 Analysis

Members pointed to a problem of complacency or "good old boy" mentality which may, at times, cause prospective businesses to look elsewhere. Here it was added that a city-manager form of government might help rid this problem. At times, building codes appear to be unnecessary and extremely costly. Inflexibility hampers growth.

The task force members were surprised that

no mention of international development existed, such as NAFTA goals. Although free trade zones are federally granted, the Port of Houston Authority can aid in the application process. Fort Bend and Montgomery counties have become two of the fastest growing counties in Texas. Their success is attributable to a combination of economic development programs coupled with vast areas of undeveloped land.

Priority # 4 Analysis

The task force believes this priority could be expanded to international trade. Ellington Field's area is spacious. A member mentioned that a major effort to attract aerospace-related industries to the Ellington Field area is currently under way. Another member suggested the Ellington area was also an excellent opportunity to attract industries other than aerospace and chemical manufacturing.

Priority # 5 Analysis

The only comment received from the group was that its rank of importance should be pushed ahead of its current location. The "downstream" industries were previously mentioned in Priority # 1.

Priority # 6 Analysis

The T.I.P. (Trade in Pasadena) program came to surface as the group discussed Priority # 6. More database information should be utilized through UHCL and San Jacinto College. The group recognized the differences of retail shopping in Pasadena versus wholesale shopping in Pasadena. In order to motivate purchases in Pasadena, perceptions of safety and quality

merchandise must be addressed. People need a wide range of choices. For Pasadena dining, the importance of liquor sales in a restaurant's success was debated.

The committee concluded that the Pasadena Chamber of Commerce was the major player in promoting Pasadena shopping.

Priority # 6 Implementation Ideas

We need to find out why people buy elsewhere. Survey (volunteers) create interest and awareness. We need to advertise "Buy Pasadena" program. We believe the local residents who buy elsewhere do not feel disloyal to the community. They simply buy it outside of Pasadena because it might not be available here. Create database of customers. We also believe that if we can come up with a marketing strategy for "Buy Pasadena," most local businesses would support it.

Do not increase sales taxes. When attracting shoppers to Pasadena, the lower sales tax is our only plus left.

APPENDIX C

SECTION 8 - EDUCATION

Opening Statement:

The Task Force Committee on Education agrees in concept to the overall vision created by the Core Committee. Education is a life long process. Opportunities must exist for all ages from pre-school children to senior adults. As the nation and our community move into the "information age," more opportunities must be created for people to obtain knowledge. Whether through formal public or private education, or informal continuing education, the community must expand its efforts to teach and train our residents to keep pace with the rapid technological changes which are almost sure to come our way in the next two decades.

The task force recognizes the value of public education, private, home schooling and post-secondary education as student and parent options. The task force also recognizes the value of commercial training, library programs and a host of other "educational" options within our community. Still, the primary source of education in Pasadena remains the public schools. The community needs to be more involved in spreading the "good news" about the schools systems within our city. Partnerships and assistance programs should be expanded to help our schools provide a well-trained work force for our community.

Furthermore, education does play a role in many of the other goals outlined by the Core Committee. Educational institutions and pro-

grams should be involved in achieving each of the goals.

An effort should be made as well to incorporate into the final planning document the goals and objectives of Deer Park ISD, Clear Creek ISD and the major private schools within the city. Doing so would help the community understand the commitment of the educators and the direction in which they are moving their educational programs.

None of the goals of the Core Committee were deleted. There was only one recommendation to modify Goal 2 of the Core Committee report on education to clarify that new housing and apartment developments incorporate new technology into their building. It was a minor suggestion.

Education Task Force Goals:

- Using the collaborative effort of parents, community members, educational institutions, the community must create an atmosphere that fosters an intrinsic desire to learn by providing qualified, certified teachers, volunteers, mentors and role models for our young people.
- Lobby the Texas Legislature, the State Board of Education and the Texas Education Agency to bring back the two three track diploma that provides additional emphasis on vocational/tech

- nical training.
- Maximize learning opportunities for all people whether vocational, music, art, math, etc., through innovative community and educational programming.
- Provide free continuing education programs, through partnerships with industry, for parents and adults to introduce them to new technology and provide training for specific jobs or careers. To expanded community support for adult English and Spanish classes in schools, churches and civic organizations.
- Create public learning centers with full access for all the community with heavy emphasis on computer, video and satellite technology.
- Encourage school systems, private schools and the community to reinforce discipline and expand the teaching of interpersonal skills, manners, patriotism, ethics and values.
- Increase awareness of an market the success stories and good news about education in our community through broad-based inundation of the news media.
- Encourage school systems to teach foreign language (Spanish) beginning in the elementary schools, develop non-traditional school settings for students with special interests, expand the programs for gifted students, provide free summer school for students earning new credit as well as for remediation.

APPENDIX C

SECTION 9 - BASIC SERVICES

We strongly support an aggressive process of grant procurement to locate funding sources.

Goal # 1: Develop flood-control and drainage plan

- Spencer Village and Cresthaven flood due to Armand Bayou.
- Need a "prioritized list" of trouble spots and solutions.
- Correct dangerous condition at water fall (drop-off) on Vince Bayou.
- Aggressive program needed on maintenance of drainage ditches.

Goal # 2: Develop and implement recreation program

- This is an important program that needs attention to involve as many citizens as possible. It will reduce crime and improve the community. The group suggested we have enough neighborhood park areas and need to concentrate on a single large multipurpose area to serve team sports, including several baseball/softball fields and several basketball courts to hold tournaments.
- We need bleachers for the parents.
 - We need to insure and improve security and lighting to park areas.
 - We need to look at a single large multi-service "sports" complex.
 - When we build a park we need to set aside appropriations to maintain them.
 - We need a single large building that

will accommodate several gyms for tournaments.

- Parks which do not have lighting should close at dark.
- We need more park security attendants in the evenings.
- Acquire a selective study on Parks which have poor lighting and that receive numerous complaints (calls).

Goal # 3: Pasadena Volunteer Fire Department

- The group strongly supports the volunteer fire department and looks to strengthen the program with finances for capital improvements and public relations to increase participation.
- They lack a facility for training.
 - We need to educate the public on the abilities and value of the department.
 - The department lacks a strong PR program.
 - The equipment is old and should be rotated out more regularly with a plan for capital improvement.
 - The department needs a marketing plan to increase participation of more volunteers.
 - The department needs to look at a benefits program for retention and recruitment.
 - We need to consider upgrading the current facilities including storefront stations.
 - Increase inspection division of fire marshal's office.

- Make provisions for public education officer in fire marshal's office.

Goal # 4: Pasadena Police Department

The Pasadena Police Department is a critical part of the city and should be supported with further improvements in staffing and in capital.

- We should look to establishing storefront stations in high population and high crime areas.
- We need a state-of-the-art training facility for police and firemen.
- We need to look at a program for public service officers for:
 - 1) dispatch
 - 2) jail
 - 3) I.D.
 - 4) front desk (added).

- We need to maintain a minimum overall staffing based on national standards for our population (i.e. certified officers per 1,000 people).
- We need to strengthen our resident officer program. The group was strongly opposed to incentives for police to live in high crime areas. The presence of a police person is not a deterrent to crime, the presence of an involved officer selected with appropriate criteria definitely decreases crime.
- We need to look at bike patrols in appropriate areas.
- We need to establish a local 24-hour charitable medical facility for prisoners and those in police custody in order to decrease the time that officers spend on minor medical problems.
- Need to include a helicopter division or contract with a private company.

- We need to implement incentives for officers to speak Spanish and for the citizens to speak English.

Goal # 5: Create and implement an educational program for replacement of sewer line on private property.

- We support a strong program of educating the public on the importance of replacing deteriorating and broken (private) sewer lines.
- We also believe it is important to ensure the city uses appropriately licenses personnel for sewer maintenance.
- We recommend a study to ensure that the city complies with county, state and federal environment laws and regulations.

Goal # 6: Implement water conservation program.

- Increase the use of gray water through education and incentives.
- Expand the use of water saving toilets and shower heads through an incentive program with the water department.
- Create an example of native plant use to decrease water use at Armand Bayou.
- Look at retention ponds for retaining water along the bayou to save water.

Goal # 7: Implement aggressive street maintenance plan

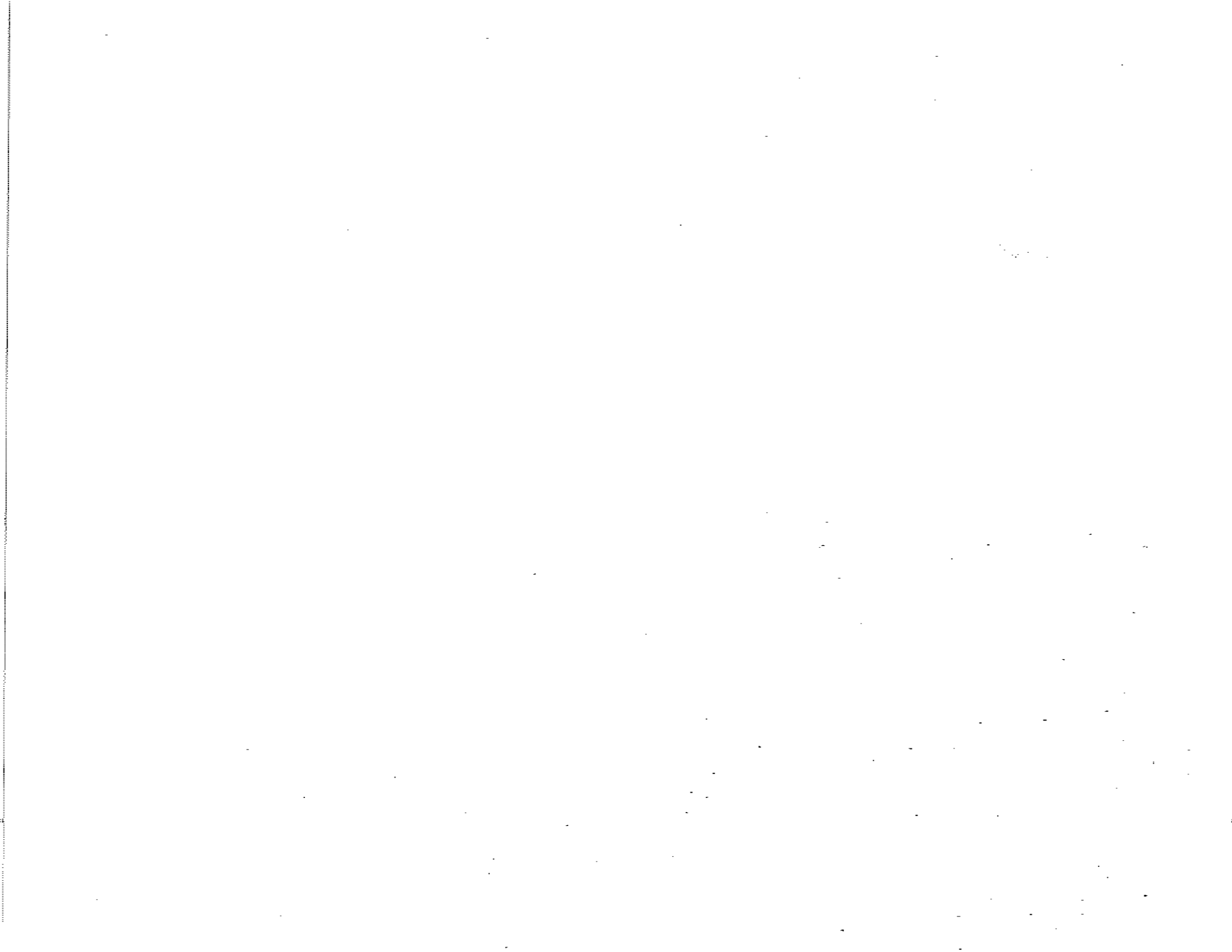
This was included in the goals for goal #2.

Goal # 8: Evaluate city sanitation system

- Encourage recycling trash to decrease landfill expense.
- The group was opposed to privatization of this service.
- The committee suggested that a study be done on reducing trash pick-up based on the needs of the area and the success of the recycling program.

Goal # 9: Develop and implement municipal complex

- Survey all municipal property for capital improvement/repair needs.
- Develop an aggressive maintenance plan to upkeep existing property.
- Schedule and allocate funds for property improvement as property is built.



COORDINATOR'S ACKNOWLEDGMENTS

Through the nearly two years we've worked on the Pasadena Plan, completion of each step has brought considerable satisfaction. Still, most memorable to me is the day I sat in Mayor Johnny Isbell's office and heard him refer to this project as -- with the possible exception of the complete overhaul of our city government in 1964 -- the most impressive work ever done by a group of Pasadenans. Obviously, there are many people to thank for the Pasadena Plan's success, and for that reason I hesitate to name names. But there are contributions I must recognize; I ask forgiveness and understanding from anyone I miss.

First, much credit goes to Mayor Isbell and Pasadena City Council. Without their support, this position never would have existed, and neither would the community spirit and vision at the Pasadena Plan's core. I am grateful to my boss, Don Carpenter Sr., whose wisdom in advising me is surpassed only by his bravery in hiring a young newspaper reporter to oversee this project. Also of note is the role played by Ben Meador, whose undying belief in the worth and importance of this project was complemented by his constant encouragement and willingness to brainstorm for solutions when obstacles arose. John Phelps was also a source of helpful advice along the way.

The Pasadena Plan remained a dream until the Core Committee began meeting in August 1995, and the people of Pasadena owe a special debt of gratitude to the 24 citizens who volunteered at least two to three hours a week for eight months to generate the plan's first draft. Mary Jane Accardo of Informed Futures deserves special recognition for her stellar facilitation, and Planning Director Charles Welsh's willingness to share his wealth of knowledge and experience was instrumental to the Core Committee's success. My appreciation also extends to those who shared their expertise on various topics with the Core Committee.

As for those who led or joined task forces or voiced their hopes and dreams for our city at community meetings, I can't thank you enough. Similar credit goes to the Steering Committee. You took a good plan and made it great by giving us the broad cross-section of input needed to validate any project of this nature. Your support made the Pasadena Plan truly representative of community consensus.

Finally, thanks to those who helped in the assembly of this book. All the work in the world isn't worth much without a good presentation, and several people deserve credit for the quality of this document's appearance. Tony Lagan and the crew at InkSpot Printing; John Manlove, Russ Wright and Kerry Graham of Manlove Advertising; and city Publications Editor Dana Durbin made sure that the Pasadena Plan's final form was top-notch and worthy of the work that went into assembling the plan itself.

The Pasadena Plan represents thousands of hours volunteered by more than 500 people. But our job as citizens is not done: our continued commitment to this project is essential if we're to see it to fruition. Thus, my closing request to each of my fellow Pasadenans is this: stay informed and stay involved, and don't count on someone else to do it for you. If we pull together, build on our strengths while correcting our weaknesses, and strive to find common ground while accepting our diversity, we will be successful.



David E. Benson
October 7, 1996

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APPENDIX B: MARKET STUDY

NORTH PASADENA REDEVELOPMENT PLAN



NORTH PASADENA REDEVELOPMENT PLAN

MARKET STUDY

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NORTH PASADENA REDEVELOPMENT PLAN



Prepared for:

City of Pasadena, Texas
1211 Southmore
Pasadena, TX 77502

Prepared by:

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Exhibit 1: North Pasadena Study Area Map





ECONOMIC AND DEMOGRAPHIC TRENDS

Population, Households, and Housing

Table 1 illustrates population and age trends of the North Pasadena Study Area. The data is compared by census periods as well as 2006 estimates. In the period from 1990 to 2006, the population increased in all age divisions except the 55 to 64 cohort. In the period from 2000 to 2006 all age categories from age 5 to 44 and also 65 to 74 show population declines. The 0 to 4 cohort and all others over the age of 44 show positive growth, with the only exception being 65 to 74 as previously mentioned. As illustrated in Table 1, total population of the study area declined by 454 residents for the period 2000 to 2006 and stands at approximately 100,000 residents.

Table 1: North Pasadena Age Trends

N. Pasadena Population								
Age Distribution	Census				Estimate		Change	
	1990		2000		2006		1990 -	2000 -
	Number	Shares	Number	Shares	Number	Shares	2000	2006
Age 0 to 4	8,196	9.4%	10,122	10.1%	10,835	10.8%	1,926	713
Age 5 to 9	N/A	N/A	9,612	9.6%	8,919	8.9%	N/A	(693)
Age 10 to 14		N/A	8,377	8.3%	8,332	8.3%		(45)
Age 15 to 17		N/A	4,815	4.8%	4,419	4.4%		(396)
Subtotal Age 5 to 17		18,273	20.9%	22,804	22.7%	21,670		21.7%
Age 18 to 20	N/A	N/A	5,142	5.1%	4,678	4.7%	N/A	(464)
Age 21 to 24		N/A	7,067	7.0%	6,413	6.4%		(654)
Subtotal Age 18 to 24		10,240	11.7%	12,209	12.1%	11,091		11.1%
Age 25 to 34	16,295	18.6%	16,470	16.4%	15,590	15.6%	175	(880)
Age 35 to 44	11,965	13.7%	14,332	14.3%	14,213	14.2%	2,367	(119)
Age 45 to 49	N/A	N/A	5,616	5.6%	6,102	6.1%	N/A	486
Age 50 to 54		N/A	4,500	4.5%	5,096	5.1%		596
Subtotal Age 25 to 54		36,286	41.5%	40,918	40.7%	41,001		41.0%
Age 55 to 59	N/A	N/A	3,425	3.4%	4,002	4.0%	N/A	577
Age 60 to 64		N/A	2,800	2.8%	3,143	3.1%		343
Subtotal Age 55 to 64		7,030	8.0%	6,225	6.2%	7,145		7.1%
Age 65 to 74	N/A	N/A	4,730	4.7%	4,555	4.6%	N/A	(175)
Age 75 to 84		N/A	2,824	2.8%	2,938	2.9%		114



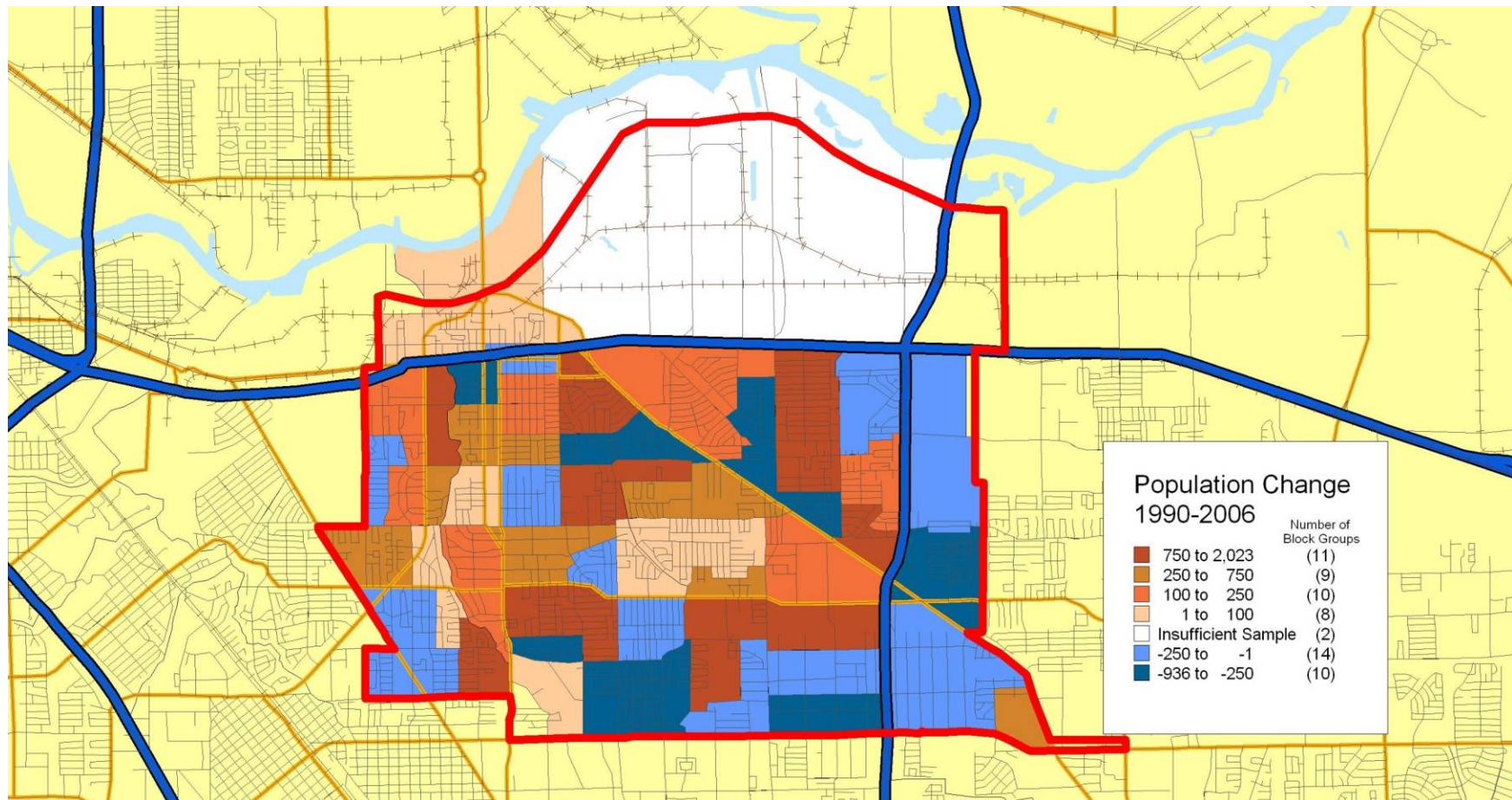
NORTH PASADENA REDEVELOPMENT PLAN

N. Pasadena Population								
Age Distribution	Census				Estimate		Change	
	1990		2000		2006		1990 -	2000 -
	Number	Shares	Number	Shares	Number	Shares	2000	2006
Age 85 and over		N/A	667	0.7%	810	0.8%		143
Subtotal Age 65 and over	7,461	8.5%	8,221	8.2%	8,303	8.3%	760	82
Age 16 and over	N/A	N/A	70,859	70.5%	70,543	70.5%	N/A	(316)
Age 18 and over	50,777	58.0%	67,572	67.2%	67,538	67.5%	16,795	(34)
Age 21 and over	N/A	N/A	62,430	62.1%	62,860	62.8%	N/A	430
Age 65 and over	7,461	8.5%	8,221	8.2%	8,302	8.3%	760	81
Total Population	87,486	100%	100,499	100%	100,045	100%	13,013	(454)
Estimated Median Age	N/A	N/A	N/A	N/A	29.29	N/A	N/A	N/A
Estimated Average Age	31.76	N/A	30.80	N/A	31.51	N/A	(0.96)	0.71



The change in population of the North Pasadena Study Area is illustrated at the block group level in **Exhibit 2**. While areas of growth and loss are somewhat scattered, much of the loss in population has occurred in the southeastern section of the area. The portion of the study area in which most growth has been realized is the northwest, despite containing one block group with substantial population loss. The section of white above State Highway (SH) 225 represents largely industrial areas in which there is not enough data to make reasonable assumptions or conclusions for our analysis.

Exhibit 2: North Pasadena Population Change 1990 - 2006





NORTH PASADENA REDEVELOPMENT PLAN

The location of Pasadena's population age 17 and younger is illustrated in **Exhibit 3**. There is a strong concentration of this grouping in the Pasadena Town Square region. The concentration stretches to the northwest of the study area as well. The least concentrated area of youth is located in the southeast segment of the study area.

Exhibit 3: North Pasadena Share of 2006 Population 17 and Under

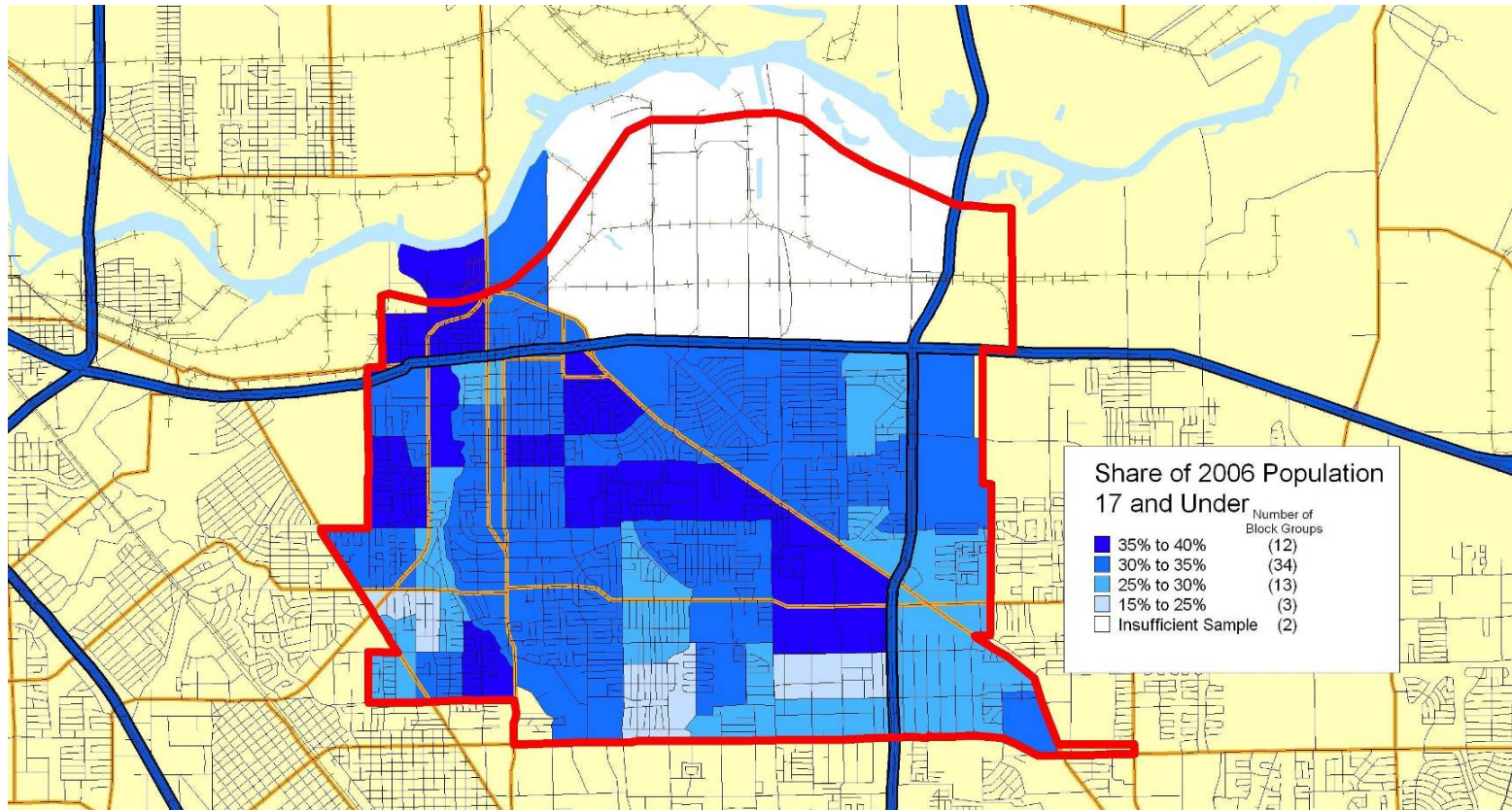
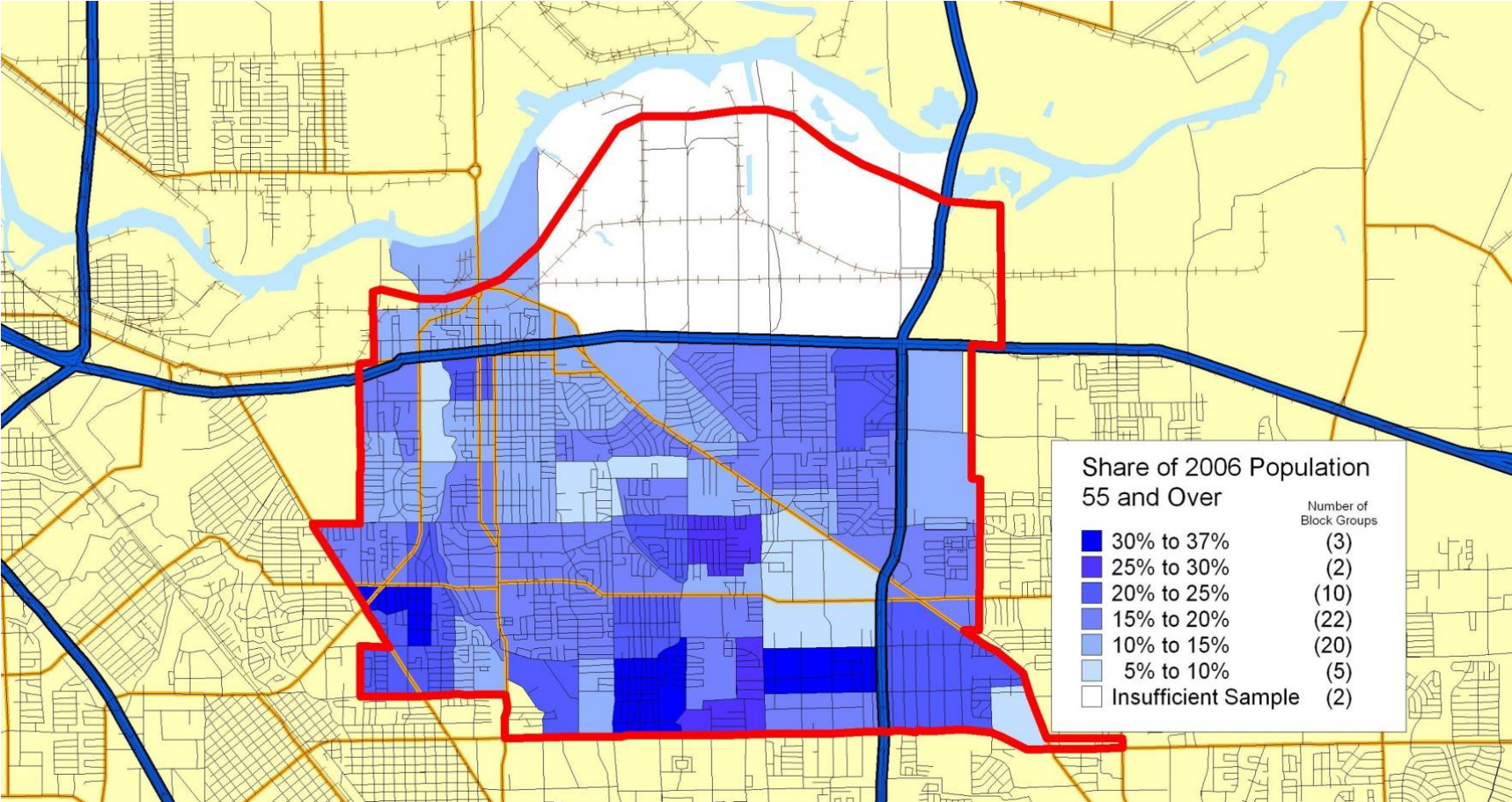




Exhibit 4 shows the concentration of North Pasadena’s population ages 55 and over. As expected, it directly opposes the previous mapping of concentration of young residents. The concentration of the 55 and greater cohort is most prevalent along the south side of the Study Area.

Exhibit 4: North Pasadena Share of 2006 Population 55 and Over





NORTH PASADENA REDEVELOPMENT PLAN

Educational attainment is represented in **Table 2**. These data show slight growth in all educational categories with the exception of the Doctoral Degree. However, in comparing North Pasadena with Harris County, the study area has proportionately fewer college educated residents. This is especially true in the bachelor's degree category, where there is a substantial discrepancy between the study area and the county level. The proportion of the population that are degree holders is increasing in Harris County, while the North Pasadena Study Area is not. The 2006 share of population in North Pasadena that holds a college degree (of any level) is 10.4%. A much greater share of the population, 28.4% attained only a high school diploma or equivalent.

Table 2: North Pasadena Population Age 25 and Over by Educational Attainment

Education Level	2000 Census			2006 Estimate			Change	% Change	
	N. Pasadena		Harris Co.	N. Pasadena		Harris Co.	N. Pasadena	N. Pasadena	Harris Co.
	Number	Shares	Shares	Number	Shares	Shares	2000-2006	2000-2006	2000-2006
Less than 9th grade	10,802	19.6%	12.1%	11,265	20.0%	11.7%	463	4.3%	7.6%
Some High School, no diploma	12,018	21.8%	13.3%	12,396	22.0%	13.0%	378	3.1%	8.8%
High School Graduate (or GED)	15,821	28.7%	21.6%	16,054	28.4%	21.6%	233	1.5%	10.8%
Some College, no degree	10,658	19.3%	21.3%	10,851	19.2%	21.6%	193	1.8%	12.2%
Associate Degree	2,059	3.7%	4.7%	2,094	3.7%	4.9%	35	1.7%	13.6%
Bachelor's Degree	2,408	4.4%	17.9%	2,439	4.3%	18.2%	31	1.3%	12.6%
Master's Degree	776	1.4%	5.8%	776	1.4%	5.8%	0	0.0%	11.0%
Professional School Degree	497	0.9%	2.2%	503	0.9%	2.2%	6	1.2%	8.0%
Doctorate Degree	75	0.1%	1.0%	69	0.1%	1.0%	(6)	(8.0%)	8.6%
Total	55,114	100%	100%	56,447	100%	100%	1,333	2.4%	10.9%



The racial and ethnicity of the North Pasadena study area population is represented in **Table 3**. The most noteworthy trend is the substantial decline in the population of whites over both periods and their replacement with Hispanic residents. The Black population is a small share of the total, though it has increased slightly. All other races comprise a very small share of the total population of the study area.

Table 3: North Pasadena Race and Ethnicity

Ethnicity	Census				Estimated		Change	
	1990		2000		2006		1990 -	2000 -
	Number	Share	Number	Share	Number	Share	2000	2006
White, not Hispanic	56,115	65.2%	37,920	37.7%	26,412	26.4%	(18,195)	(11,508)
Hispanic	29,389	34.1%	59,163	58.9%	70,243	70.2%	29,774	11,080
Black, not Hispanic	582	0.7%	1,432	1.4%	1,684	1.7%	850	252
Native American, not Hispanic	N/A	N/A	290	0.3%	246	0.2%	N/A	(44)
Asian, not Hispanic	N/A	N/A	845	0.8%	726	0.7%	N/A	(119)
Other	N/A	N/A	69	0.1%	61	0.1%	N/A	(8)
Two or more Races	N/A	N/A	781	0.8%	673	0.7%	N/A	(108)



NORTH PASADENA REDEVELOPMENT PLAN

The population of the City of Pasadena was 78% native born and 22% foreign born based on 2000 census data. Of the 22% represented as foreign born 28% of that portion arrived within the time period of 1995 to 2000. **Table 4** shows these figures as well as the trend of a growing portion of foreign born residents arriving in more recent years.

Table 4: City of Pasadena Native vs. Foreign Born Including U.S. Tenure

	Number	Share
Native Born	110,939	78%
Foreign Born	30,792	22%
Arrival Date		
1995 to March 2000	8,512	28%
1990 to 1994	6,537	21%
1985 to 1989	4,391	14%
1980 to 1984	3,952	13%
1975 to 1979	3,325	11%
1970 to 1974	1,972	6%
1965 to 1969	1,032	3%
Before 1965	1,071	3%

Data from 2000 Census for City of Pasadena



Table 5 illustrates the types of households including the presence of children. Over the period from 2000 to 2006, there is evidence of a decline in the number of households, which corresponds with the decrease in population, across all categories except for nonfamily households. This category is defined by the U.S. Census Bureau as being non-related people living together. The most significant trend is the increasing average size of households has been on the rise through both illustrated periods. This is also illustrated in the increased share of households with three persons or more.

Table 5: North Pasadena Household Trends

Household Type and Presence of Children	Census				Estimate		Change	
	1990		2000		2006		1990 - 2000	2000 - 2006
	Number	Share	Number	Share	Number	Share		
1 Person Household:								
Male householder	N/A	N/A	3,017	9.4%	2,891	9.3%	N/A	(126)
Female householder	N/A	N/A	3,203	10.0%	3,058	9.8%	N/A	(145)
2 or More Person Household/Family Households:								
Married-couple family:	17,383	57.4%	17,472	54.7%	16,946	54.4%	89	(526)
With own children under 18 years	9,608	31.7%	10,249	32.1%	9,965	32.0%	641	(284)
No own children under 18 years	7,775	25.7%	7,223	22.6%	6,980	22.4%	(552)	(243)
Other family:								
Male householder, no wife present:	1,502	5.0%	3,017	9.4%	2,100	6.7%	1,515	(917)
With own children under 18 years	N/A	N/A	1,116	3.5%	1,083	3.5%	N/A	(33)
No own children under 18 years	N/A	N/A	1,043	3.3%	1,017	3.3%	N/A	(26)
Female householder, no husband present:	3,631	12.0%	4,561	14.3%	4,436	14.2%	930	(125)
With own children under 18 years	N/A	N/A	2,857	8.9%	2,791	9.0%	N/A	(66)
No own children under 18 years	N/A	N/A	1,704	5.3%	1,645	5.3%	N/A	(59)
Nonfamily households:	7,765	25.6%	N/A	N/A	N/A	N/A	N/A	N/A
Male householder	N/A	N/A	1,033	3.2%	1,165	3.7%	N/A	132
Female householder	N/A	N/A	519	1.6%	580	1.9%	N/A	61
Household Size								
1-person households	6,347	21.0%	6,220	19.5%	5,950	19.1%	(127)	(270)
2-person households	8,799	29.1%	8,075	25.3%	7,682	24.6%	(724)	(393)



NORTH PASADENA REDEVELOPMENT PLAN

Household Type and Presence of Children	Census				Estimate		Change	
	1990		2000		2006		1990 -	2000 -
	Number	Share	Number	Share	Number	Share	2000	2006
3-person or more households	15,135	50.0%	17,669	55.3%	17,545	56.3%	2,534	(124)
Average Household Size	2.87	N/A	3.13	N/A	3.19	N/A	0.26	0.06
Total Households	30,281	100%	31,964	100%	31,177	100%	1,683	(787)

Housing Characteristics

The housing in the North Pasadena area, over the period 2000 to 2006, has remained predominately single-family. Most recently there is evidence of a slight decline of single family units and a small increase of multi-family units. This represents a shift from the prior period in which single unit housing realized slight growth and two or more units had substantial decline. The data also show some demolition of older housing units in the area. The housing stock in North Pasadena is dominated by structures built between 1950 and 1980, constituting nearly three-quarters of all units in 2006. The makeup of housing units in the north Pasadena study area is presented in **Table 6**.

Table 6: North Pasadena Housing Unit Characteristics

Total Housing Units	Census				Estimate		Change	
	1990		2000		2006		1990	2000
	Number	Share	Number	Share	Number	Share	2000	2006
Occupied								
Renter occupied	15,548	51.3%	15,008	47.0%	14,830	47.6%	(540)	(178)
Owner occupied	14,733	48.7%	16,955	53.0%	16,343	52.4%	2,222	(612)
Units in Structure								
1, detached	19,471	56.1%	19,494	56.6%	18,977	55.7%	23	(517)
1, attached	585	1.7%	723	2.1%	689	2.0%	138	(34)
2	N/A	N/A	495	1.4%	494	1.5%	N/A	(1)
3 to 19	N/A	N/A	4,178	12.1%	4,232	12.4%	N/A	54
20 to 49	N/A	N/A	1,059	3.1%	1,076	3.2%	N/A	17
50 or more	N/A	N/A	6,562	19.0%	6,714	19.7%	N/A	152
2 or more	12,833	37.0%	12,294	35.7%	12,516	36.8%	(539)	222
Mobile Homes	1,794	5.2%	1,936	5.6%	1,875	5.5%	142	(61)

NORTH PASADENA REDEVELOPMENT PLAN



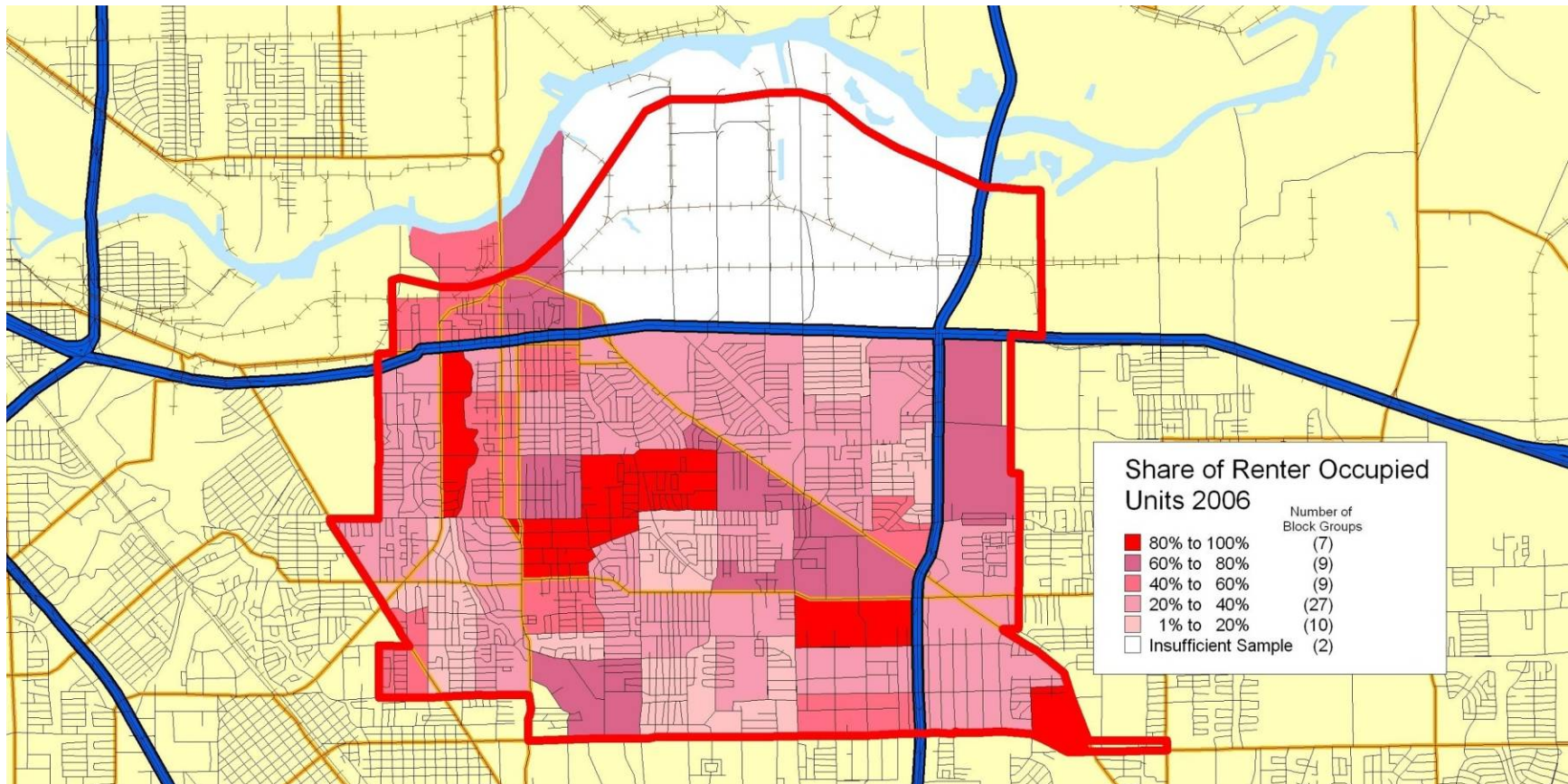
	Census				Estimate		Change	
	1990		2000		2006		1990	2000
Total Housing Units	Number	Share	Number	Share	Number	Share	2000	2006
Year Structure Built								
Built 2000 to 2006	N/A	N/A	187	0.5%	1,349	4.0%	N/A	1,162
Built 1995 to 1998	N/A	N/A	605	1.8%	578	1.7%	N/A	(27)
Built 1990 to 1994	N/A	N/A	621	1.8%	585	1.7%	N/A	(36)
Built 1980 to 1989	N/A	N/A	3,137	9.1%	3,036	8.9%	N/A	(101)
Built 1970 to 1979	N/A	N/A	7,683	22.3%	7,400	21.7%	N/A	(283)
Built 1960 to 1969	N/A	N/A	8,716	25.3%	8,403	24.7%	N/A	(313)
Built 1950 to 1959	N/A	N/A	9,947	28.9%	9,379	27.5%	N/A	(568)
Built 1940 to 1949	N/A	N/A	2,928	8.5%	2,747	8.1%	N/A	(181)
Built 1939 or earlier	N/A	N/A	623	1.8%	581	1.7%	N/A	(42)
Total Housing Units	34,683	100%	34,447	100%	34,057	100%	(236)	(390)



NORTH PASADENA REDEVELOPMENT PLAN

Block groups with a large concentration of housing units occupied by renters are illustrated in **Exhibit 5**. The heaviest concentration of this type of units is located around the northern perimeter of the Pasadena Town Square Area. The trend for heavier levels of concentration in renter occupied units is in a linear form which parallels Red Bluff Road to the south.

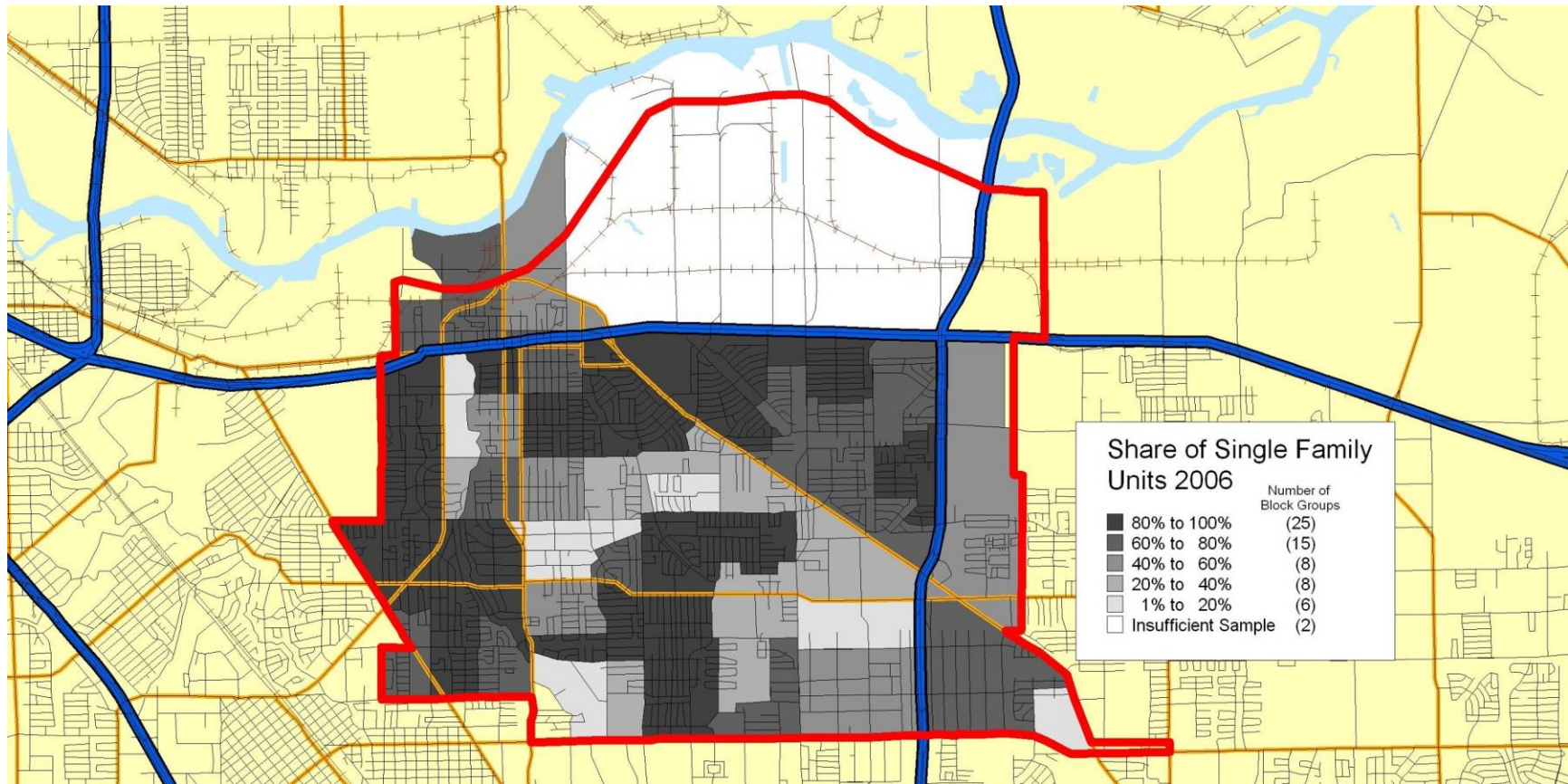
Exhibit 5: North Pasadena Share of Renter Occupied Units 2006





Much of the study area is characterized by single family homes. The concentration of single family units within the North Pasadena Study Area is the focus of **Exhibit 6**. As one would expect the block groups with higher concentrations of single family units tend to be located in clusters around one another. There are three significant clusters scattered within the study area.

Exhibit 6: North Pasadena Share of Single Family Units 2006

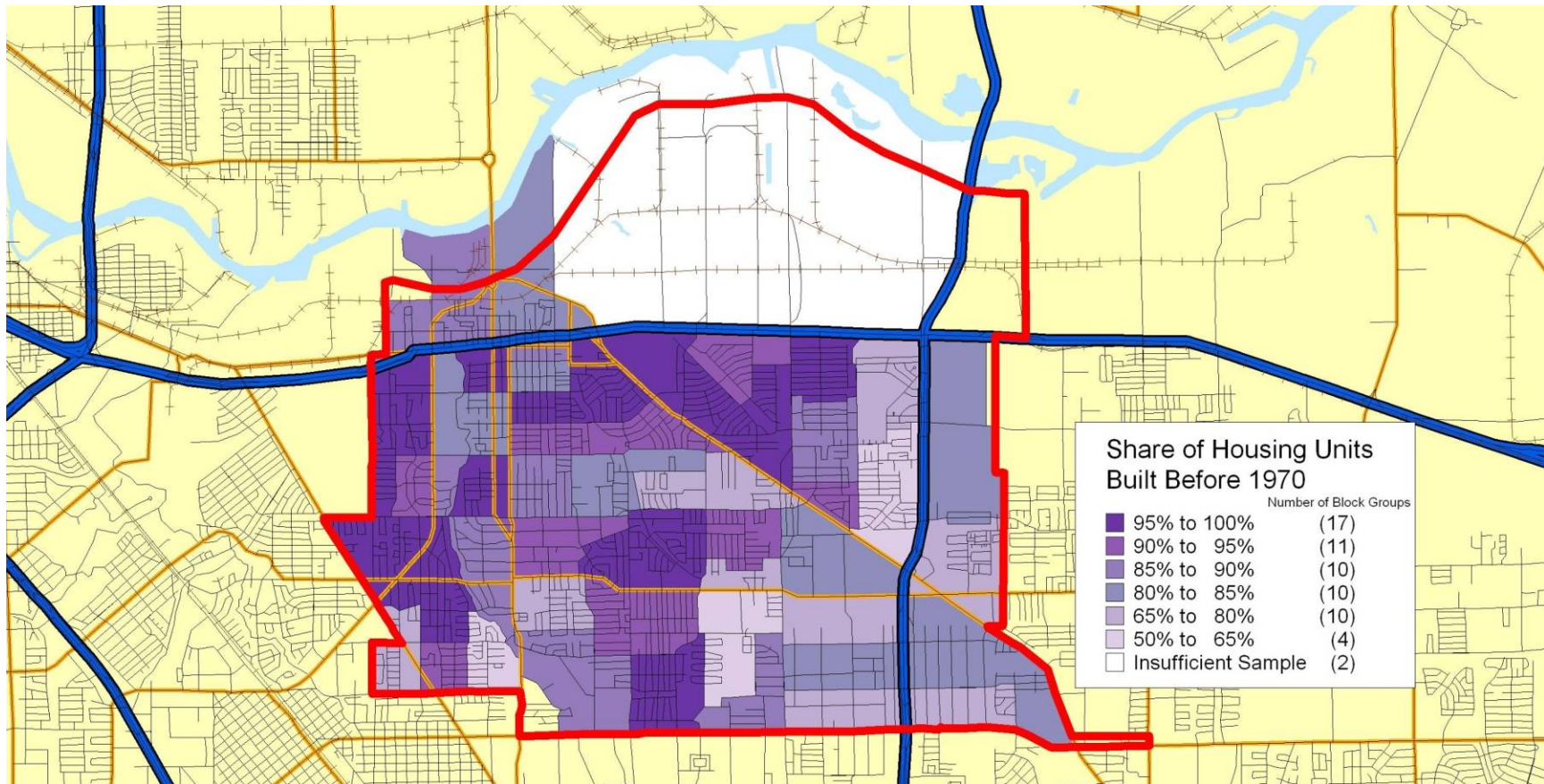




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North Pasadena is also characterized by a relatively old housing stock. The percentage share of housing units within the study area which were built prior to 1970 are highly concentrated in the neighborhoods which are illustrated by **Exhibit 7**. Many of these houses were constructed in the 1950's and 1960's.

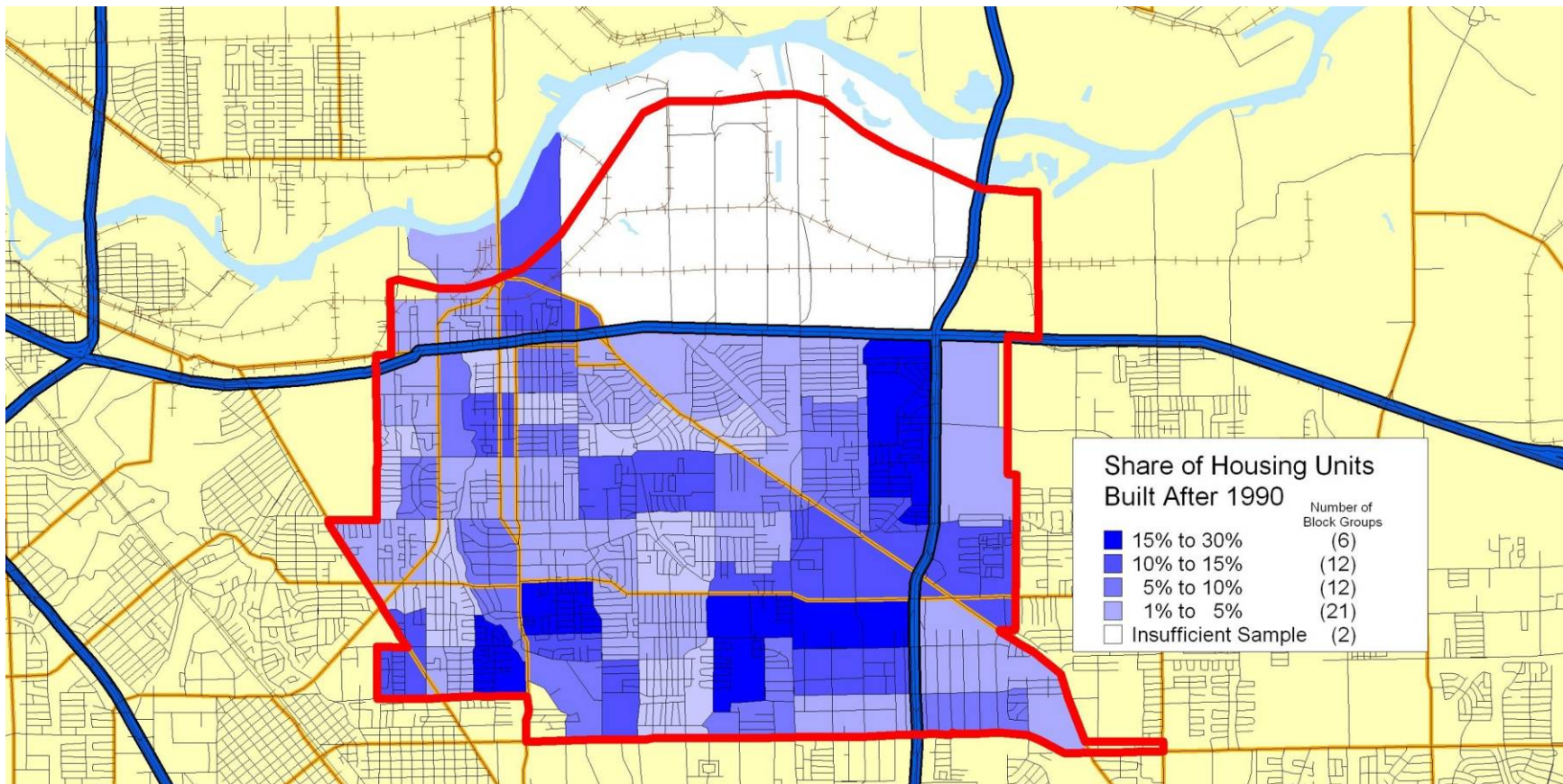
Exhibit 7: North Pasadena Share of Housing Units Built Before 1970





Some areas of North Pasadena have seen new housing construction. **Exhibit 8** illustrates the block groups with concentrations of newer housing units in the Study area. This, as expected, is in contrast with Exhibit 6’s illustration of older housing units in the area. The scale of concentration on the legend must be accounted for when comparing the two exhibits. While there is newer housing in some areas, the concentration where it does exist is very low.

Exhibit 8: North Pasadena Share of Housing Units Built After 1990





NORTH PASADENA REDEVELOPMENT PLAN

Table 7 demonstrates household characteristics based on levels of income. These data reveal a decline in the most recent period in households in all groups below \$35,000 and increases at levels above \$35,000, with only a slight decline in the \$50,000 to \$75,000 level. In a similar fashion the prior period from 1990 to 2000 saw substantial growth in the cohorts above \$35,000 level of household income. Although partly explained by changes in reported income due to inflation (therefore not truly reflecting a change in household buying power), it may also reflect comments given by Paul Chavez of the Bay Area Houston Economic Partnership (BAHEP). Mr. Chavez indicated that employment opportunities in the area are becoming more focused on the educated worker. This is a function of the use of more technology and fewer low-skill labor workers in chemical plants in the area.

Table 7: Household Characteristics Based on Income

Income Cohort	Census				Estimated		Change	
	1990		2000		2006		1990 -	2000 -
	Number	Share	Number	Share	Number	Share	2000	2006
Less than \$15,000	7,597	25.6%	6,361	19.9%	5,756	18.5%	(1,236)	(605)
\$15,000 to \$24,999	6,253	21.1%	4,778	14.9%	4,345	13.9%	(1,475)	(433)
\$25,000 to \$34,999	5,539	18.7%	5,508	17.2%	4,803	15.4%	(31)	(705)
\$35,000 to \$49,999	5,464	18.4%	6,201	19.4%	6,274	20.1%	737	73
\$50,000 to \$74,999	3,566	12.0%	5,771	18.0%	5,751	18.4%	2,205	(20)
\$75,000 to \$99,999	749	2.5%	2,009	6.3%	2,372	7.6%	1,260	363
\$100,000 to \$149,999	321	1.1%	983	3.1%	1,373	4.4%	662	390
\$150,000 or more	170	0.6%	430	1.3%	501	1.6%	260	71
Total households	29,659	100.0%	32,041	100.0%	31,175	100.0%	2,382	(866)



In recent years, the apparent income of North Pasadena households has been declining in terms of constant dollars. **Table 8** illustrates income in 2006 dollars for median household income, average household income, and per capita income. Income trends in the study area documented by these statistics are illustrated in Table 8. The dominant trend as illustrated in the table is stagnant or declining household and per capita income, with a substantial estimated drop from 2000 to 2006. These values represent data adjusted to 2006 dollars by the Consumer Price Index for urban consumers in the Houston region (CPI-U).

Table 8: North Pasadena Median, Average, and Per Capita Income in Constant 2006 Dollars

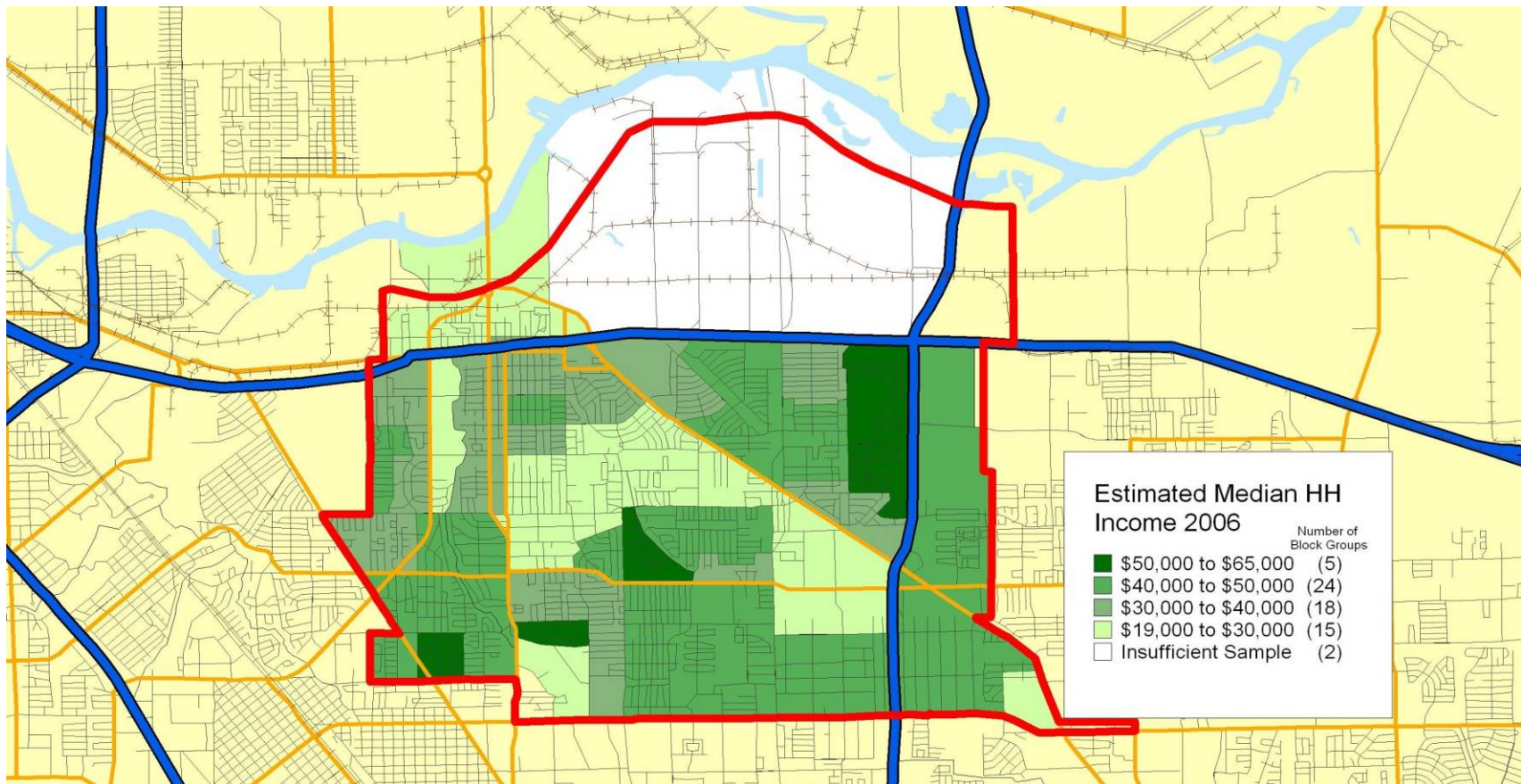
Income Measure	Census		Estimated	Change	
	1990	2000	2006	1990 - 2000	2000 - 2006
Median Household	N/A	\$39,659	\$36,635	N/A	(\$3,024)
Average Household	\$47,247	\$47,465	\$44,420	\$218	(\$3,045)
Per Capita	\$16,527	\$15,274	\$13,945	(\$1,253)	(\$1,329)



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Overall, median household income for block groups in the study area in year 2006 is demonstrated in **Exhibit 9**. There are five block groups which rank in the highest cohort of \$50,000 to \$65,000. These groups are scattered throughout the area. However, the 15 block groups within the lowest range of \$19,000 to \$30,000 are highly concentrated in and around the Pasadena Town Square and far northwest areas.

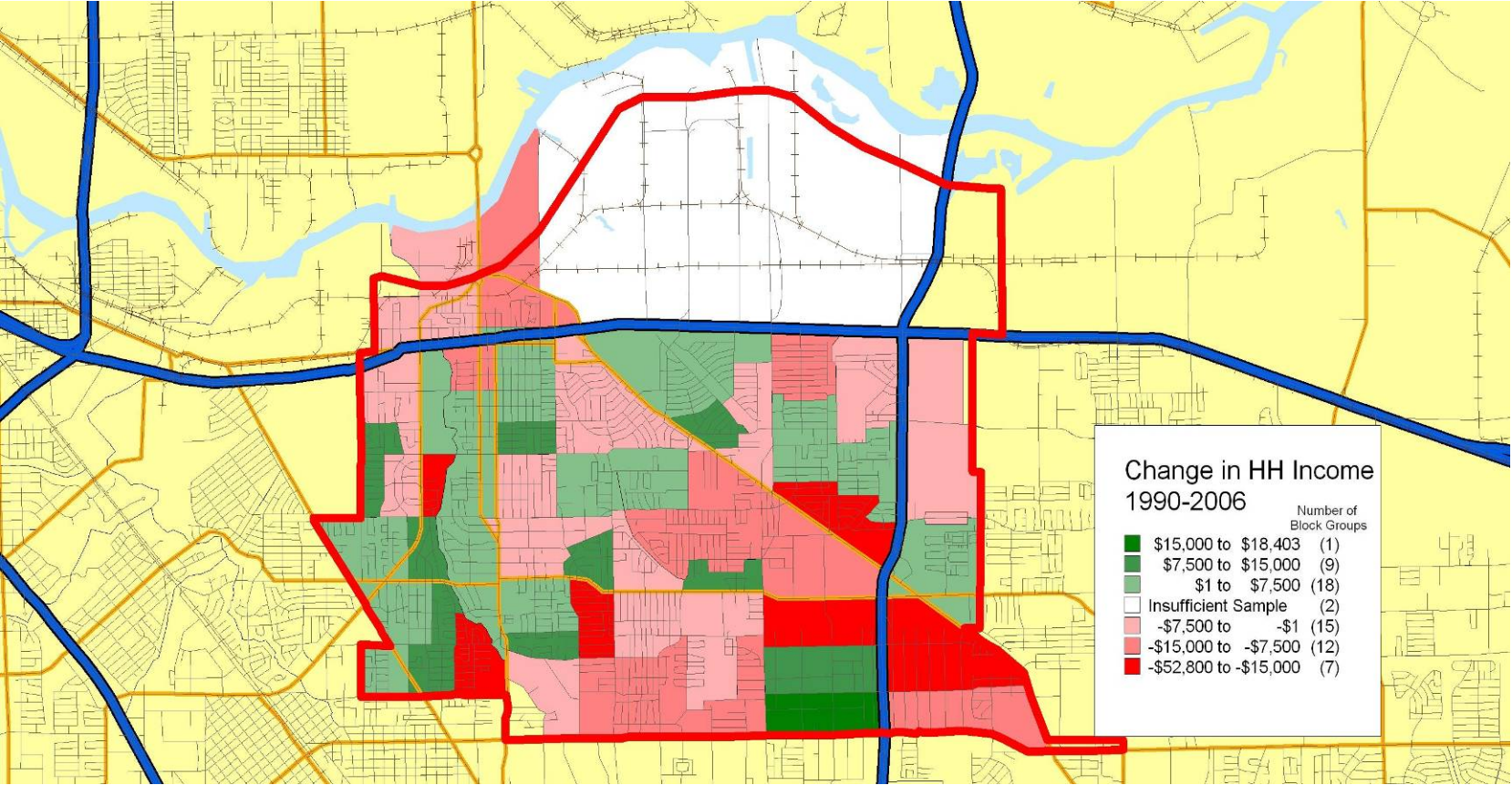
Exhibit 9: North Pasadena Estimated Median Household Income 2006





Historical change in household income levels is represented in **Exhibit 10**. While most of the block groups with an increase in historical income are located on the west side of the study area, there are block groups which realized an increase scattered throughout the area. However, the majority of the block groups show a decrease in household income for the period 1990-2006. These figures are illustrated in current year dollars.

Exhibit 10: North Pasadena Change in Household Income 1990-2006

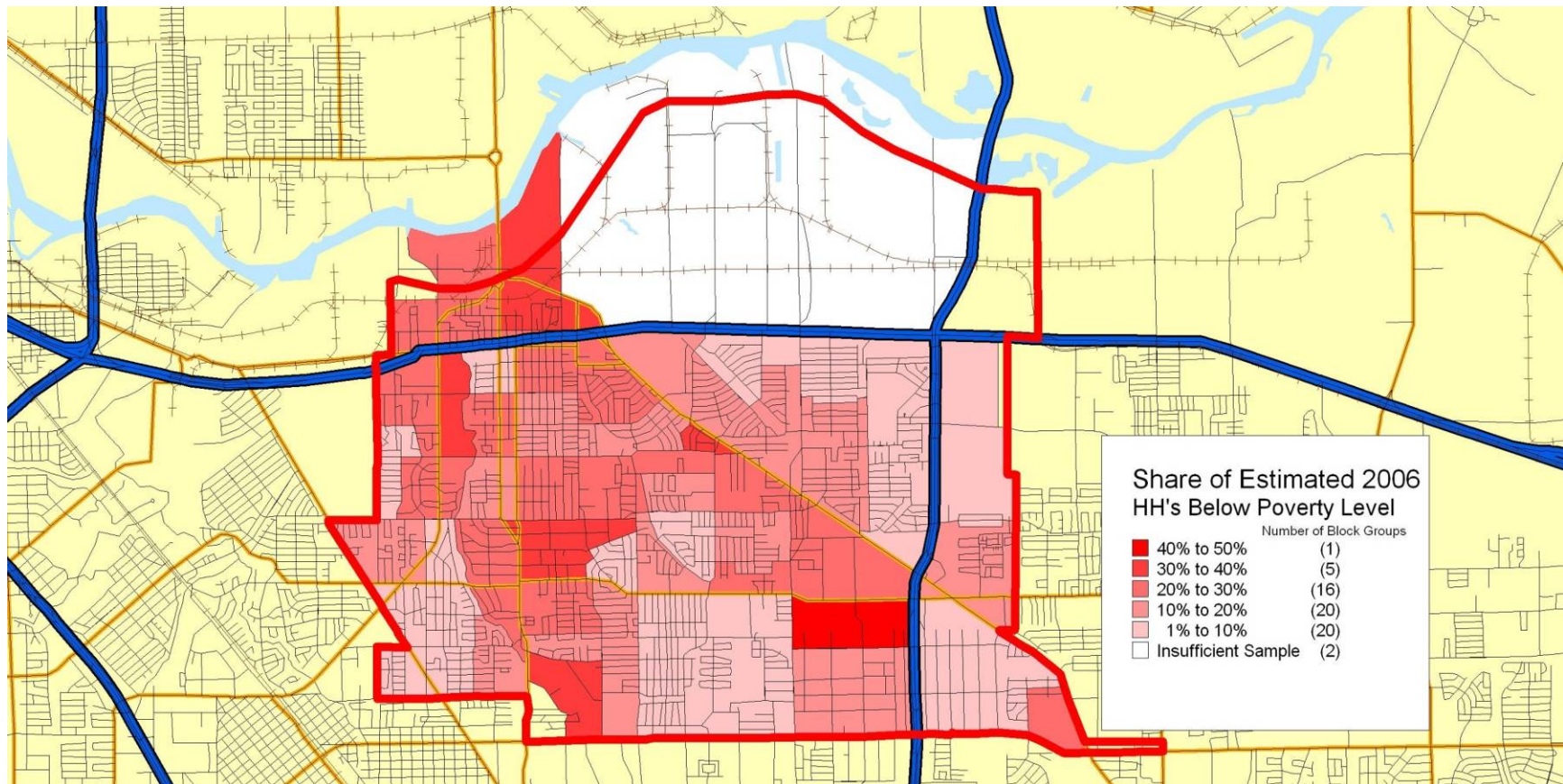




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Exhibit 11 highlights block groups by the share of population which is below the poverty level. While there is only one area in the 40% to 50% range, several show a significant portion of population below poverty. The area where there is a larger share of the population below poverty than any is in the northwest portion of the study area. However there is a band of higher poverty levels that stretches from this area to the southeast along the south side of Red Bluff Road.

Exhibit 11: North Pasadena Share of Estimates 2006 Households Below Poverty Level





Demographic Drill-Down Analysis

A study was done in 2001 by The Social Compact, an organization that was formed “to promote successful business investment in undervalued communities”. The study analyzed the hidden or “underground” economy that is present in the Houston area which is not typically captured by standard economic measurement techniques. This study found that there is significant economic capability and impact from groups of people that live in and around Houston that is not reflected by U.S. Census Bureau statistics. From study of this report and analysis of different neighborhoods, CDS | Spillette found that there is one neighborhood which is very similar in demographic makeup of the North Pasadena study area. From this information we independently completed and present a derived drill down of the population, households, and income figures for the North Pasadena study area in **Table 9**. The results of this drill down will allow for a more complete and realistic picture of the economic potential for study area. Further methodology and detailed explanation of the drill down analysis can be found in the Social Compact report: Houston Neighborhood Market Drill Down.

Table 9: North Pasadena Demographic Drill-Down Analysis

Market Indicator	2006 Census Estimate	CDS Spillette Adjustment
Population	100,445	105,153
Households	31,177	35,578
Median Household Income	\$36,635	\$40,875
Average Household Income	\$44,420	\$52,749

Note: North Pasadena Drill Down estimated by CDS | Spillette using the Social Compact results of 2001



Employment Trends

Employment Trends Historical and Projected Employment

Employment by industry for the Houston-Sugar Land-Baytown MSA is listed in **Table 10**. The Services sector has seen substantial growth in employment numbers since 1990 and has continued to increase its dominance of regional employment, at approximately 39 percent of total nonfarm jobs. Natural Resources and Mining, along with Construction, have both seen large growth in employment also. With the exception of Information and Communications, all Non- Farm industries have seen good overall recovery growth in job numbers after a decline in many areas from the period 2000-2005. Chemical Manufacturing is the only field illustrated which has seen continued decline in employment numbers over the period 1990-2007.

Table 10: Historical Employment by Industry (Houston-Sugar Land-Baytown MSA)

Industry	Year					Change			
	1990	1995	2000	2005	Apr-07	1990-1995	1995-2000	2000-2005	2005-Apr-07
Natural Resources & Mining	62.29	59.98	62.04	71.15	81.90	(2.32)	2.07	9.11	10.75
<i>Oil & Gas Extraction</i>	40.19	35.97	34.63	39.17	42.80	(4.23)	(1.34)	4.55	3.63
Construction	133.93	134.96	172.13	168.55	188.90	1.03	37.17	(3.57)	20.35
Manufacturing	201.50	216.48	231.62	212.16	223.40	14.98	15.14	(19.45)	11.24
<i>Petroleum and Coal Products</i>	14.00	14.00	12.20	11.80	12.40	0.00	(1.80)	(0.40)	0.60
<i>Chemical Manufacturing</i>	42.60	42.30	40.70	36.90	36.70	(0.30)	(1.60)	(3.80)	(0.20)
Wholesale Trade	102.18	104.19	118.18	122.90	131.60	2.02	13.98	4.72	8.70
Retail Trade	204.73	220.78	248.22	244.80	252.80	16.06	27.43	(3.42)	8.00
Transportation, Warehousing, Utilities	96.70	102.83	120.48	115.28	120.00	6.13	17.64	(5.20)	4.72
Information & Communications	35.83	34.80	47.38	36.19	35.40	(1.03)	12.58	(11.19)	(0.79)
Financial Activities	113.98	111.07	132.83	138.68	142.00	(2.92)	21.76	5.85	3.32
Services	569.06	663.90	812.72	898.73	968.30	94.84	148.82	86.02	69.57
<i>Professional & Business Services</i>	208.33	245.03	315.11	335.44	364.60	36.69	70.08	20.33	29.16
<i>Education & Health Services</i>	161.31	187.74	223.18	261.93	279.80	26.43	35.43	38.76	17.87
<i>Leisure & Hospitality</i>	136.78	154.92	183.58	209.06	225.50	18.13	28.66	25.48	16.44
<i>Other Services</i>	62.63	76.22	90.86	92.30	98.40	13.58	14.64	1.44	6.10
Total Government	244.75	285.02	309.13	338.76	360.30	40.27	24.12	29.63	21.54
Total Non-Farm Payroll Employment	1,764.93	1,934.00	2,254.71	2,347.19	2,504.60	169.07	320.71	92.48	157.41

Source: Texas Workforce Commission, CDS | Spillette

Note: All numbers listed in 1000's



Comparative employment figures for various geographical areas are illustrated in **Table 11**. Differences in count and categories are due to a different data source from other tables presented in this document. The share of Natural Resource Extraction, Manufacturing, and Government employees are substantially higher within the study area than the MSA and the county levels. Manufacturing employment levels, as expected, are also substantially elevated in the Greater Port and Pasadena Study Areas. One specific Manufacturing group (Chemical Manufacturing) represents a greater than double share of employment compared to the levels of the county and MSA. Within the North Pasadena area, the share of employees in the Petroleum and Coal Products category is triple that which it represents in any other defined areas. Also noteworthy is the lack of Finance, Insurance, and Real Estate employees in the Greater Port Area and the North Pasadena Study area, as compared to the MSA and the county levels.

Table 11: Geographical Comparison of Employment by Industry

Industry	Region (MSA)	Share	Harris County	Share	Greater Port Area ¹	Share	North Pasadena	Share
Agriculture & Natural Resources	23,573	0.8%	15,343	0.7%	1,390	0.4%	91	0.3%
Natural Resources extraction	72,558	2.5%	53,377	2.4%	2,738	0.8%	1,762	5.1%
<i>Oil & Gas Extraction</i>	71,746	2.5%	52,742	2.3%	2,724	0.8%	1,762	5.1%
Construction	171,333	6.0%	131,622	5.9%	21,037	6.1%	2,968	8.7%
Manufacturing	278,278	9.7%	223,990	10.0%	55,478	16.0%	4,671	13.6%
<i>Petroleum and Coal Products</i>	11,528	0.4%	8,160	0.4%	1,824	0.5%	501	1.5%
<i>Chemical Manufacturing</i>	35,144	1.2%	27,185	1.2%	13,773	4.0%	1,850	5.4%
Transportation, Utilities	162,311	5.7%	135,611	6.0%	21,167	6.1%	1,454	4.2%
Wholesale Trade	202,561	7.1%	155,366	6.9%	26,463	7.6%	1,752	5.1%
Retail Trade	573,081	20.0%	440,239	19.6%	75,453	21.7%	6,884	20.1%
Finance, Insurance, Real Estate	199,552	7.0%	163,246	7.3%	14,216	4.1%	1,123	3.3%
<i>Banking</i>	32,687	1.1%	25,471	1.1%	3,315	1.0%	346	1.0%
<i>Security, Commodity Brokers</i>	20,778	0.7%	18,137	0.8%	948	0.3%	26	0.1%
Services	1,042,810	36.5%	839,318	37.3%	114,653	33.0%	11,070	32.3%
<i>Business Services</i>	136,661	4.8%	118,043	5.3%	13,072	3.8%	1,008	2.9%
<i>Health Services</i>	247,632	8.7%	205,528	9.1%	24,843	7.2%	1,884	5.5%
<i>Legal Services</i>	38,684	1.4%	35,756	1.6%	1,351	0.4%	53	0.2%
<i>Engineering & Management Services</i>	129,745	4.5%	112,945	5.0%	12,558	3.6%	923	2.7%
Government	101,253	3.5%	64,214	2.9%	11,779	3.4%	2,396	7.0%
Non-Classifiable	32,067	1.1%	25,444	1.1%	3,036	0.9%	123	0.4%
Total Employment for all SIC Codes	2,859,377	100.0%	2,247,770	100.0%	347,410	100.0%	34,294	100.0%

Source: PCensus 2006 Estimate, CDS| Spillette

¹ Pasadena, Deer Park, La Porte, and portions of Houston



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Major Employers

Pasadena, particularly along the port, has long been known as an industrial activity and employment center. The top ten employers for the City of Pasadena are listed below. Many of these have a direct connection with the port area; others, such as Pasadena ISD and the College District, are education related.

Table 12: Top Ten Employers in Pasadena, TX

1. Pasadena ISD	5,800
2. The Boeing Company	2,300
3. The Mundy Companies	1,500
4. San Jacinto College District	1,058
5. Bayshore Medical Center	1,042
6. Lyondell Houston Refining LP	900
7. City of Pasadena	807
8. Chevron Phillips - Pasadena Plastics Complex	693
9. University of Houston - Clear Lake	660
10. Celanese Chemicals	590

Source: Pasadena Chamber of Commerce



Table 13: Projected Employment by Industry (Houston/WDA)

Table 13 illustrates projected growth in employment over the period 2004-2014. The information was obtained by the Texas Workforce commission.

The boundary used in the projections is the Workforce Development Area (WDA), which differs from the boundary for the current employment figures. This area includes all of the Houston-Sugar Land-Baytown MSA minus San Jacinto County, and adds Walker, Colorado, Wharton, and Matagorda Counties.

The Services sector is projected to continue to have the highest levels of growth. Education, Health, and Leisure & Hospitality Services are projected to experience strong growth within the Service sector.

Manufacturing and Information & Communications are the only two industries in which double digit growth is not expected. In fact, the categories of Petroleum and Coal Products and Chemical Manufacturing are both projected by the Texas Workforce Commission to decline in employment over the period 2004-2014. While this projection is for the entire WDA, this is an important finding for North Pasadena, which is more heavily reliant on these industries than the county or the WDA.

	Historical	Projected	
Industry	2004	2014	% Change
Natural Resources & Mining	68,300	81,950	20.0%
<i>Oil & Gas Extraction</i>	38,750	45,450	17.3%
Construction	167,050	203,200	21.6%
Manufacturing	211,050	226,700	7.4%
<i>Petroleum and Coal Products</i>	12,500	12,300	-1.6%
<i>Chemical Manufacturing</i>	37,050	33,900	-8.5%
Wholesale Trade	120,500	140,650	16.7%
Retail Trade	247,600	294,000	18.7%
Transportation & Warehousing & Utilities	108,650	128,700	18.5%
Information & Communications	37,100	38,600	4.0%
Financial Activities	90,300	105,950	17.3%
<i>Banking</i>	28,350	35,350	24.7%
<i>Securities, Commodities, Investments</i>	11,250	13,700	21.8%
Services	1,136,200	1,510,550	32.9%
<i>Professional & Business Services</i>	320,500	410,050	27.9%
<i>Education Services</i>	257,600	358,150	39.0%
<i>Health Services</i>	243,400	343,250	41.0%
<i>Leisure & Hospitality</i>	208,800	278,800	33.5%
<i>Other Services</i>	105,900	120,300	13.6%
Total Government	109,450	131,850	20.5%
Total Non-Farm Payroll Employment	2,296,200	2,862,150	24.6%
Source: Texas Workforce Commission, CDS Spillette			



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Retail Sales Trends

Retail Sales Volume

The Study Area and Pasadena experienced a decrease in total retail sales with the closing of Mervyn's, Dillard's, and general decline of retail activity in the Town Square Mall area. **Table 14** gives trends in total gross retail sales, obtained from the State Comptroller's office, from 2001 to 2006, adjusted to 2006 dollars to remove the effects of inflation. The ZIP codes 77502, 77503, and 77506 are used to approximate the Study Area boundaries. Due to privacy regulations, data was not available for years 2005 and 2006 for the three ZIP codes.

The most significant finding is that, while Harris County in total has been able to rebound from stagnant or declining retail sales experienced during 2001 to 2004, Pasadena has not participated in this upward swing. Total gross retail sales in Pasadena were approximately 5 percent lower in 2006 than 2001.

Table 14: North Pasadena Trends in Total Gross Retail Sales - Geographic Comparison

Years	Gross Retail Sales in Current Dollars		
	Zip Codes 77502 / 77503 / 77506	Pasadena	Harris County
2001	740,039,757	1,692,268,619	56,021,308,161
2002	685,019,267	1,637,435,554	56,091,983,726
2003	638,800,539	1,538,893,079	54,667,171,545
2004	672,822,891	1,528,686,204	54,144,354,557
2005	NA	1,633,925,894	57,674,394,179
2006	NA	1,607,518,106	57,991,284,910
Change 2001 - 2006	NA	-5.00%	3.50%

Source: State of Texas, Office of the Comptroller



Tables 15 through 22 provide retail sales trends for more general categories of stores. Significant findings are as follows:

- ★ The Study Area suffered its greatest sales declines in General Merchandise stores and Home Furnishings stores, which in real dollar terms dropped about 35 percent and 55 percent respectively. Mervyn’s and Dillard’s, as department stores, fall into the General Merchandise category. Even the successful opening of Wal-Mart at Southmore and Shaver has not been able to counter the overall decline in this category.
- ★ Despite these declines, the Study Area actually outperformed Pasadena overall in several categories, most notably Building Materials, Food Stores, and Miscellaneous Retail stores. It is possible that North Pasadena is less subject to the retail competition that has developed at Gulfgate and Baybrook than the southern portion of the city. The most dramatic difference has been in the category of food stores. North Pasadena now has many smaller, Hispanic-oriented food markets that may be better able to capture resident grocery expenditures versus the more standard supermarkets in other parts of the city that are subject to strong competition from Super Wal-Marts and Super Targets.
- ★ Wal-Mart and Target, as General Merchandise stores, may be attracting apparel sales away from traditional clothing stores, which may be contributing to the steep decline in this category in Pasadena overall. Increased competition from the Baybrook Mall area may also be causing sales leakage from Pasadena. The low volume of retail sales in earlier years, plus the lack of data in 2005 and 2006 because of an insufficient number of outlets, indicates that clothing sales are very low in the Study Area, despite several clothing stores in Town Square Mall.
- ★ The greatest increase in sales, nearly 30 percent during the period in the Study Area, occurred in the Miscellaneous Retail stores category. This category includes drug stores, which underwent a substantial expansion in the number of locations in the Houston region during this time. Other stores such as bookstores and gift shops are also in this category. Many “Mom and Pop”-owned establishments could also be classified in this category, and the shift in the Study Area away from chain retail and toward such tenants may be contributing to this category’s growth.



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Tables 15 - 22 - Retail Sales Trends by Store Category – Geographic Comparison

Table 15: SIC 52 – Building Materials

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	16,684,509	16,371,131	19,370,136	17,258,706	17,338,906	19,208,692	15.1%
Pasadena	103,254,612	102,301,679	97,124,512	93,904,785	97,170,231	100,833,402	-2.3%
Harris County	3,230,147,111	3,230,367,202	3,180,708,283	3,183,692,907	3,341,678,875	3,436,309,603	6.4%

Table 16: SIC 53 – General Merchandise Stores

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	206,832,542	190,049,390	175,310,911	159,104,575	151,480,120	133,626,074	-35.4%
Pasadena	399,473,613	385,444,597	345,353,149	319,810,909	345,665,204	340,498,251	-14.8%
Harris County	5,362,010,634	5,597,937,703	5,646,912,615	5,496,678,634	5,843,300,812	6,113,427,989	14.0%

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Table 17: SIC 54 – Food Stores

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	104,728,551	110,657,240	107,614,006	111,098,214	121,032,135	128,973,668	23.2%
Pasadena	289,947,924	280,638,433	270,133,552	259,861,086	254,241,369	245,025,626	-15.5%
Harris County	7,503,948,737	7,624,422,183	7,772,022,896	7,770,379,189	8,002,445,974	7,896,544,827	5.2%

Table 18: SIC 55 – Automotive Establishments and Service Stations

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	127,782,450	110,790,794	99,412,692	122,823,919	134,560,319	130,995,606	2.5%
Pasadena	350,878,434	307,897,186	287,724,311	297,339,517	362,438,154	335,851,638	-4.3%
Harris County	11,080,118,948	10,287,159,304	9,846,757,613	10,539,265,942	11,609,923,815	10,990,967,108	-0.8%

Table 19: SIC 56 – Apparel and Accessories Stores

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502/77503/77056	40,783,226	34,144,363	30,629,610	30,942,566	NA	NA	NA
Pasadena	71,505,651	74,841,923	71,161,420	70,849,703	64,916,172	54,189,935	-24.2%
Harris County	2,558,235,898	2,544,588,363	2,555,539,596	2,617,297,700	2,522,388,197	2,457,877,080	-3.9%



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Table 20: SIC 57 – Home Furnishings

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	35,484,092	23,522,482	18,655,623	18,754,561	16,182,538	15,827,100	-55.4%
Pasadena	62,609,259	74,114,105	70,127,801	72,077,789	68,484,776	68,294,133	9.1%
Harris County	6,598,908,114	6,427,341,895	5,519,406,397	5,336,702,613	5,784,882,466	5,639,380,671	-14.5%

Table 21: SIC 58 – Eating and Drinking Establishments

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	64,093,523	64,770,208	60,167,031	59,216,547	57,102,440	53,328,500	-16.8%
Pasadena	169,121,445	168,569,571	160,760,736	156,096,743	159,590,923	157,541,772	-6.8%
Harris County	5,447,037,066	5,539,403,913	5,562,954,591	5,732,688,475	5,697,397,016	5,805,340,744	6.6%

Table 22: SIC 59 – Miscellaneous Retail

Geographic Area	Gross Retail Sales - 2006 Dollars						% Change
	2001	2002	2003	2004	2005	2006	2001 - 2006
77502 / 77503 / 77056	143,650,863	134,713,658	127,640,531	153,623,804	167,181,669	186,222,017	29.6%
Pasadena	245,477,682	243,628,059	236,507,598	258,745,672	281,419,066	305,283,349	24.4%
Harris County	14,240,901,655	14,840,763,163	14,582,869,555	13,467,649,097	14,872,377,023	15,651,436,888	9.9%

Source: State of Texas, Office of the Comptroller



Retail Sales Leakage

When retail sales decline at establishments within the Study Area or Pasadena generally, there are different potential causes. Sales within an SIC category may have shifted to stores classified in another SIC category. Sales may have shifted to the Internet or mail-order. Demand may have decreased generally for a particular class of products. Or, sales may have shifted to other geographic locations.

The last possibility can be examined through a leakage analysis. This compares retail sales on a per capita and per household basis for various geographies. In this case, CDS | Spillette compared the Study Area and the whole City of Pasadena to Harris County. The results indicate that a significant level of retail sales are likely “leaking” out of Pasadena, with residents shopping at stores outside the City’s boundaries.

Tables 22 and 23 give the comparative analysis of gross retail sales on a per capita and per household basis respectively. The Study Area clearly trails the City of Pasadena overall in every SIC category in both sales per capita and per household. The greatest disparities come in the Building Materials (SIC 52), General Merchandise (SIC 53), Automotive (SIC 55), Home Furnishings (SIC 57), and Eating and Drinking (SIC 58) categories. The City of Pasadena trails Harris County in all categories except General Merchandise, possibly owing to having multiple Wal-Marts and a Super Target within its boundaries.

While part of the Harris County sales comes from non-local shoppers (out of town visitors) to major retail destinations around the area, the disparity is not likely caused by this factor alone. It is likely that Pasadena’s close proximity to the retail concentrations in Gulfgate, Almeda Mall, and Baybrook areas attract significant amounts of retail spending away from the City of Pasadena itself. Furthermore, the general decline in retail activity in North Pasadena concurrent with increased activity in the southern part of the City, as well as the aforementioned retail concentrations along IH 45, is reflected in this analysis. However, the analysis also indicates a potential opportunity for North Pasadena to recapture some retail activity – it is very possible that some local demand for retail spending is going unfulfilled within the Study Area.



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Table 23: Per Capita Retail Sales Comparison, 2006

Area	2006 Gross Retail Sales by SIC Code								
	SIC 52	SIC 53	SIC 54	SIC 55	SIC 56	SIC 57	SIC 58	SIC 59	Total
77502 / 77503 / 77056	19,208,692	133,626,074	128,973,668	130,995,606	NA	15,827,100	53,328,500	186,222,017	NA
Pasadena	100,833,402	340,498,251	245,025,626	335,851,638	54,189,935	68,294,133	157,541,772	305,283,349	1,607,518,106
Harris County	3,436,309,603	6,113,427,989	7,896,544,827	10,990,967,108	2,457,877,080	5,639,380,671	5,805,340,744	15,651,436,888	57,991,284,910
2006 Population									
77502 / 77503 / 77056	100,045	100,045	100,045	100,045	100,045	100,045	100,045	100,045	100,045
Pasadena	144,558	144,558	144,558	144,558	144,558	144,558	144,558	144,558	144,558
Harris County	3,730,597	3,730,597	3,730,597	3,730,597	3,730,597	3,730,597	3,730,597	3,730,597	3,730,597
2006 Sales per Capita by SIC Code									
Area	SIC52	SIC53	SIC54	SIC55	SIC56	SIC57	SIC58	SIC59	Total
77502 / 77503 / 77056	192.00	1,335.66	1,289.16	1,309.37	NA	158.20	533.05	1,861.38	NA
Pasadena	697.53	2,355.44	1,695.00	2,323.30	374.87	472.43	1,089.82	2,111.84	11,120.23
Harris County	921.12	1,638.73	2,116.70	2,946.17	658.84	1,511.66	1,556.14	4,195.42	15,544.77

Sources: State of Texas, Office of the Comptroller; PCensus for MapInfo



Table 24: Per Household Retail Sales Comparison, 2006

Area	2006 Gross Retail Sales by SIC Code								
	SIC 52	SIC 53	SIC 54	SIC 55	SIC 56	SIC 57	SIC 58	SIC 59	Total
77502 / 77503 / 77056	19,208,692	133,626,074	128,973,668	130,995,606	NA	15,827,100	53,328,500	186,222,017	NA
Pasadena	100,833,402	340,498,251	245,025,626	335,851,638	54,189,935	68,294,133	157,541,772	305,283,349	1,607,518,106
Harris County	3,436,309,603	\$6,113,427,989	7,896,544,827	10,990,967,108	2,457,877,080	5,639,380,671	5,805,340,744	15,651,436,888	57,991,284,910
2006 Households									
77502 / 77503 / 77056	31,175	31,175	31,175	31,175	31,175	31,175	31,175	31,175	31,175
Pasadena	47,395	47,395	47,395	47,395	47,395	47,395	47,395	47,395	47,395
Harris County	1,309,656	1,309,656	1,309,656	1,309,656	1,309,656	1,309,656	1,309,656	1,309,656	1,309,656
2006 Sales per Household by SIC Code									
Area	SIC 52	SIC 53	SIC 54	SIC 55	SIC 56	SIC 57	SIC 58	SIC 59	Total
77502 / 77503 / 77056	616.16	4,286.32	4,137.09	4,201.94	NA	507.69	1,710.62	5,973.44	NA
Pasadena	2,127.51	7,184.27	5,169.86	7,086.23	1,143.37	1,440.96	3,324.02	6,441.26	33,917.46
Harris County	2,623.83	4,667.96	6,029.48	8,392.25	1,876.73	4,306.00	4,432.72	11,950.80	44,279.78

Sources: State of Texas, Office of the Comptroller; PCensus for MapInfo



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Key Findings – Economic and Demographic Trends

- ★ After experiencing some growth in total population during the 1990s, North Pasadena appears to be roughly stabilized at around 100,000 residents at the present time.
- ★ Areas on the southern and eastern fringe of the Study Area appear to be slowly losing population. The Red Bluff corridor and some northwest portions of the Study Area are experiencing moderate population gains. There is some correlation in this distribution of growth with population age characteristics: the growing areas generally have a higher share of children in the total population while the shrinking areas have a greater share of older residents.
- ★ Educational attainment levels of North Pasadena residents are relatively low compared to Harris County as a whole.
- ★ North Pasadena has been in relatively rapid transition from a generally Anglo population to predominately Hispanic population.
- ★ A significant share of North Pasadena residents are foreign born, and many of these immigrants have come to the U.S. since 1995.
- ★ Household sizes are increasing, on average. This may be correlated with the Study Area's transition to a Hispanic population in which larger families are not uncharacteristic.
- ★ Over half of the Study Area's housing units are single family with detached garages. The housing stock tends to be relatively old, with over half built prior to 1970. Older housing is concentrated in the western, central, and northern portions of the Study Area, while eastern and southeastern neighborhoods tend to have newer structures.
- ★ The Study Area is dominated by lower income and lower-middle income households. Based upon available information, household incomes appear to be stagnant or declining in terms of inflation-adjusted dollars.
- ★ The southwestern portion of the Study Area appears to be the most stable in terms of household income, and it also has a relatively low poverty level. The neighborhoods near to and in the southwest quadrant of the SH 225 / Sam Houston Tollway interchange, which also have newer single family housing, tend to also have higher household incomes. This area also tends to have more recently constructed single-family housing. The area bounded by Pine Avenue, Preston, Spencer, and the Sam Houston Tollway is also experiencing rising household income.
- ★ In contrast, the areas with the lowest median household income generally correspond to the areas with the lowest shares of single family housing and the highest share of renter households. Poverty levels are relatively high in northwestern neighborhoods and those along the Shaver and Red Bluff corridors. The Red Bluff corridor, particularly south of Harris, is experiencing declines in household income.
- ★ The employment base of Pasadena is dominated by two main categories: the public sector (government and education) and petrochemical manufacturing. While public sector employment is likely to increase, projections indicate that regional employment in petrochemical manufacturing may be stagnant or decline.

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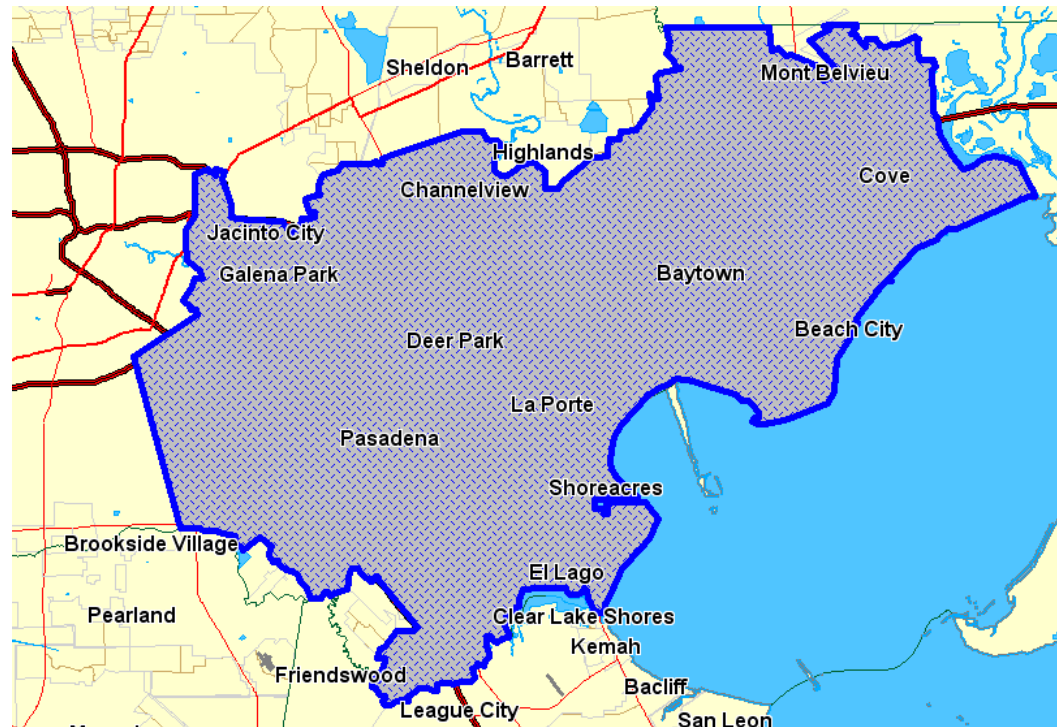
- ★ Total retail sales in North Pasadena are declining, according to State of Texas data. General Merchandise and Home Furnishings stores have suffered the greatest declines. Sales at Food Stores and Miscellaneous Retail Stores, however, have increased.
- ★ The Study Area and Pasadena as a whole appear to be suffering retail “leakage” to surrounding areas, based on sales per capita and per household. This condition exists when residents of an area perform the majority of their retail consumption outside of the study area.



REAL ESTATE MARKET TRENDS

Although the North Pasadena study area is on the edge of a primarily industrial area, it encompasses many other types of real estate. In this analysis CDS | Spillette reviewed all real estate development in the study area including industrial, office, multifamily, retail, and single family housing. The North Pasadena study area is unique and distinguishable within the Greater Port and Bay Area as well as Harris County and the Houston-Sugar Land- Baytown MSA. **Exhibit 12** illustrates the Greater Port and Bay Area, as defined by CDS | Spillette, for a regional comparison purposes. This area is comprised of 27 zip codes and is comparable to the study area in many ways, including demographic, geographic proximity to the ship channel, and types of jobs.

Exhibit 12: Greater Port and Bay Area





Industrial Market

Industrial activity is one of the main drivers of the Pasadena economy. Many of the local residents, as well as commuters, are employed in some type of industrial activity, as evidenced in **Tables 11 and 13**. An overview of the industrial building inventory is provided below in **Table 25**. As illustrated in this table, the predominant type of industrial building within the study area is warehouses. The same holds true for the Greater Port and Bay Area as well. This overview illustrates that in comparison to the Greater Port and Bay Area, the study area within N. Pasadena is doing very well in regards to occupancy, and is marginally better in the overall rent comparison as well.

Table 25: Industrial Inventory Overview

Facility Type	# Buildings	Sq Ft (Net)	Occupancy	Mean Rent Weighted By	
				Total SF	Vacant SF
N. Pasadena					
Distribution Center*	2	10,750	0.0%	\$0.37	\$0.37
Manufacturing Facility	6	160,051	100.0%	\$0.16	N/A
Mini Warehouse	19	718,965	99.8%	\$0.74	\$0.43
Office/Warehouse	15	578,556	95.6%	\$0.40	\$0.43
Warehouse	77	1,920,942	97.3%	\$0.37	\$0.51
Totals	119	3,389,264	97.3%	\$0.50	\$0.46
Greater Port and Bay Area¹					
Distribution Center	32	12,559,248	70.2%	\$0.36	\$0.36
Manufacturing Facility	105	9,514,434	89.5%	\$0.32	\$0.32
Mini Warehouse	69	3,639,643	97.3%	\$0.64	\$0.55
Office/Warehouse	170	12,723,838	81.5%	\$0.35	\$0.38
Warehouse	516	22,951,765	93.8%	\$0.33	\$0.36
Totals	910	62,565,757	86.2%	\$0.36	\$0.38

Source: O'Connor and Associates; CDS | Spillette

*Data reflects only one property due to availability

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



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Table 26 displays historical rental rates by building type for the North Pasadena study area as well as the Greater Port and Bay Area. In terms of industrial rent rates, the study area compares closely to the overall averages for this part of the greater Houston region once the effect of the small distribution center sample is removed. While the survey indicates that North Pasadena has slightly lower rents on most industrial types, the manufacturing facilities are significantly trailing the greater area. As mentioned, all figures are subject to availability and property concentration within the area.

Table 26: Industrial Rental Rates by Type

Year	Warehouse	Office Warehouse	Manufacturing Facility	Mini Warehouse	Distribution Center ²	Overall
N. Pasadena						
2000*	\$0.20	\$0.45	\$0.12	\$0.46	\$0.45	\$0.33
2001	\$0.20	\$0.45	\$0.16	\$0.47	\$0.45	\$0.34
2002	\$0.22	\$0.34	\$0.16	\$0.47	\$0.45	\$0.30
2003	\$0.24	\$0.38	\$0.16	\$0.42	\$0.45	\$0.31
2004	\$0.26	\$0.44	\$0.16	\$0.42	\$0.45	\$0.33
2005	\$0.28	\$0.38	\$0.16	\$0.74	³	\$0.48
2006	\$0.29	\$0.39	\$0.16	\$0.74	³	\$0.46
2007	\$0.37	\$0.40	\$0.16	\$0.74	\$0.37	\$0.50
Greater Port and Bay Area¹						
2000*	\$0.28	\$0.37	\$0.33	\$0.57	\$0.28	\$0.36
2001	\$0.28	\$0.35	\$0.33	\$0.55	\$0.28	\$0.35
2002	\$0.28	\$0.35	\$0.33	\$0.55	\$0.28	\$0.35
2003	\$0.30	\$0.34	\$0.32	\$0.57	\$0.34	\$0.35
2004	\$0.30	\$0.35	\$0.31	\$0.55	\$0.30	\$0.35
2005	\$0.31	\$0.37	\$0.32	\$0.64	\$0.30	\$0.37
2006	\$0.31	\$0.37	\$0.32	\$0.64	\$0.32	\$0.37
2007	\$0.32	\$0.35	\$0.32	\$0.64	\$0.34	\$0.36

Source: O'Connor and Associates; CDS | Spillette
 * 2000 First quarter data for 2000 unavailable
¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area
² Data set reflects only one property due to availability
³ No data for this time period



Industrial occupancy in the North Pasadena study area is represented in **Table 27**. Generally, the area shows high occupancy rates, with the exception being in the distribution center category. As noted below, data is only available for one distribution center in the study area. This explains the drastic change in occupancy rates and overall data volatility. The rates for the Greater Port and Bay Area are also encouraging and evidence the fact that the study area, as well as the greater area, is a strong player in the market for industrial space.

Table 27: Industrial Occupancy by Type

Year	Warehouse	Office Warehouse	Manufacturing Facility	Mini Warehouse	Distribution Center ²	Overall
N. Pasadena						
2000*	100.0%	91.6%	100.0%	99.3%	0.0%	97.9%
2001	99.8%	100.0%	89.0%	99.6%	0.0%	98.2%
2002	99.4%	96.2%	100.0%	99.6%	0.0%	98.2%
2003	96.9%	100.0%	100.0%	99.0%	0.0%	97.0%
2004	99.5%	82.2%	100.0%	99.0%	0.0%	96.2%
2005	98.0%	65.6%	100.0%	99.8%	100.0%	93.2%
2006	97.7%	94.8%	100.0%	99.8%	100.0%	97.8%
2007	97.3%	95.1%	100.0%	99.8%	0.0%	97.3%
Greater Port and Bay Area¹						
2000*	94.3%	89.5%	86.1%	89.8%	93.7%	91.2%
2001	93.5%	88.4%	88.8%	90.6%	85.7%	90.9%
2002	93.8%	92.6%	88.3%	90.7%	51.6%	91.5%
2003	93.1%	89.5%	89.3%	89.5%	80.0%	90.8%
2004	94.0%	90.0%	88.9%	90.4%	64.0%	91.2%
2005	92.9%	88.9%	86.1%	97.7%	86.6%	90.7%
2006	96.0%	89.9%	85.2%	97.3%	93.9%	92.4%
2007	93.9%	92.9%	89.5%	97.3%	86.0%	91.8%
Source: O'Connor and Associates; CDS Spillette						
* 2000 First quarter data for 2000 unavailable						
¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area						
² Data set reflects only one property due to availability						



Multi Family Market

The North Pasadena multifamily market inventory is presented in **Table 28**. This inventory summary illustrates the lack of any Class A apartment projects in the study area. Market data from O'Connor and Associates states that there are no units currently under construction and no proposed projects in the Study Area. These statements are applicable to complexes within the data collection threshold of 10,000 square feet or greater. In continuation of the trend there are just nine complexes that are categorized as being Class B. The vast majority of apartment space in North Pasadena is composed of Class C units. In addition, other than one senior tax credit complex, there has been no multifamily construction in the North Pasadena study area since the 1980's, and is no current construction underway.

Table 28: Apartment Inventory

	Apartment Class				
	A	B	C	D	Overall
Total # Projects	N/A	9	39	11	59
Total # Units	N/A	1,704	6,493	1,896	10,093
Total # Units 0BR	N/A	0.4%	3.0%	N/A	3.3%
Total # Units 1BR	N/A	8.2%	24.2%	6.4%	38.8%
Total # Units 2BR	N/A	6.8%	30.8%	8.8%	46.4%
Total # Units 3BR	N/A	0.6%	7.3%	2.4%	10.3%
Total # Units 4BR	N/A	0.1%	0.0%	0.2%	0.2%
Avg Units per Project	N/A	189	166	172	171
Avg SF	N/A	809	821	1048	862
Total # Units Under Construction	N/A	N/A	N/A	N/A	N/A
Total # Units Proposed	N/A	N/A	N/A	N/A	N/A



Table 29: Multifamily Occupancy by Class

Year	Class A	Class B	Class C	Class D	Overall
N. Pasadena					
2000	*	91.96%	92.23%	87.83%	91.40%
2001	*	91.22%	93.74%	87.66%	92.18%
2002	*	96.30%	92.61%	89.67%	92.56%
2003	*	95.46%	91.66%	88.94%	91.68%
2004	*	92.79%	90.39%	89.77%	90.62%
2005	*	93.32%	88.61%	85.69%	88.74%
2006	*	87.95%	91.34%	87.33%	90.00%
2007	*	94.79%	82.58% ²	93.05%	86.61%
Greater Port and Bay Area¹					
2000	90.37%	93.06%	92.08%	88.29%	92.15%
2001	93.48%	93.49%	92.76%	90.95%	93.04%
2002	94.84%	93.19%	90.61%	92.73%	92.28%
2003	92.30%	92.42%	90.42%	91.47%	91.55%
2004	86.67%	90.41%	87.38%	90.51%	88.84%
2005	90.75%	87.32%	85.10%	86.34%	86.77%
2006	91.75%	90.03%	90.65%	89.14%	90.39%
2007	93.73%	89.97%	84.52%	91.68%	88.33%

Occupancy levels in the Study Area’s Class B properties are as strong as or stronger than those in the Greater Port and Bay Area. Class C and D units are very comparable to the area as well. This information is displayed in **Table 29**.

Source: O’Connor and Associates; CDS | Spillette

*No properties in data set

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area

² Properties currently under renovation are included in count, which skews occupancy figures



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Exhibit 13 illustrates occupancy for North Pasadena and the Greater Port and Bay Area Respectively. These charts illustrate the trend of slight decline in occupancy for both areas over the past few years. The drop in occupancy, particularly Class C, can likely be explained by the number of renovations in the area.

Exhibit 13: North Pasadena Apartment Occupancy Trends

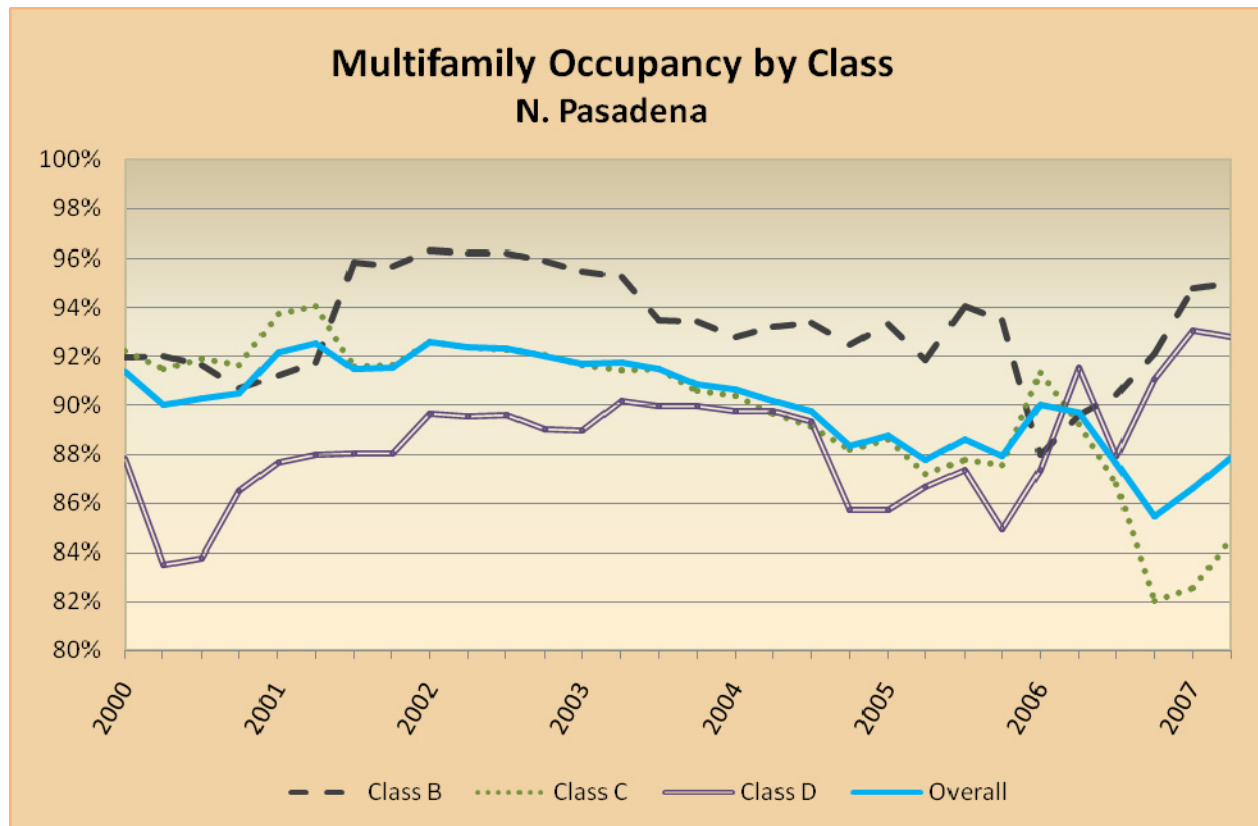




Exhibit 14: Greater Port and Bay Area Apartment Occupancy Trends

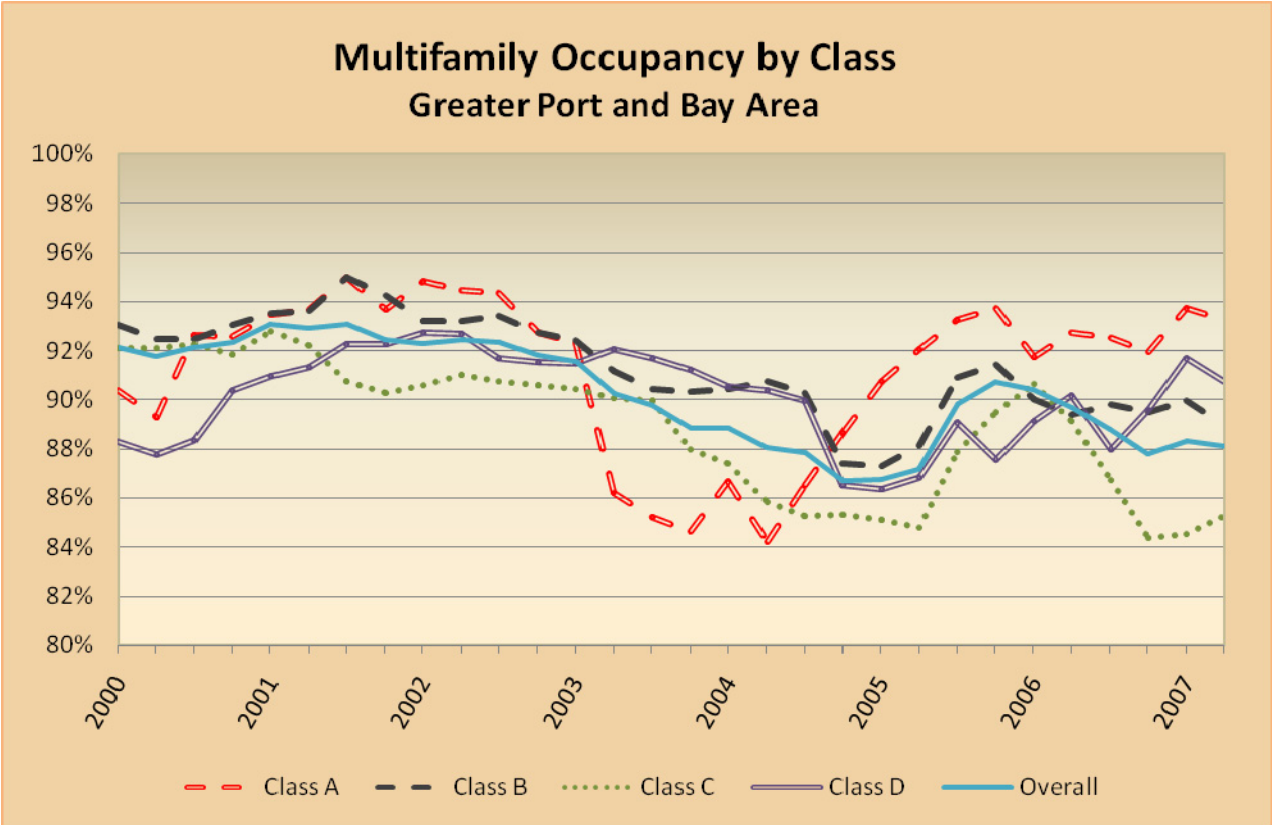




Table 30 examines rental rates for multifamily units in the study area as well as the Greater Port and Bay Area. One notable observation is that the overall level of rents is comparatively lower in the North Pasadena study area than observed in the Greater Port and Bay Area; this is likely due to the lack of Class A properties in North Pasadena.

Rents in both areas are steadily increasing, with no major fluctuations being observed over the past seven years. This trend can be observed in **Exhibits 14, 15 and 16**.

Table 30: Apartment Rent/SF by Class

Year	A	B	C	D	Overall
N. Pasadena					
2000	*	\$0.69	\$0.58	\$0.46	\$0.57
2001	*	\$0.70	\$0.58	\$0.43	\$0.57
2002	*	\$0.70	\$0.61	\$0.46	\$0.60
2003	*	\$0.72	\$0.63	\$0.46	\$0.61
2004	*	\$0.73	\$0.64	\$0.48	\$0.62
2005	*	\$0.72	\$0.64	\$0.49	\$0.62
2006	*	\$0.77	\$0.66	\$0.50	\$0.65
2007	*	\$0.79	\$0.67	\$0.50	\$0.66
Greater Port and Bay Area¹					
2000	\$0.89	\$0.72	\$0.57	\$0.47	\$0.66
2001	\$0.92	\$0.73	\$0.59	\$0.46	\$0.67
2002	\$0.94	\$0.75	\$0.60	\$0.48	\$0.70
2003	\$0.96	\$0.77	\$0.63	\$0.50	\$0.72
2004	\$0.95	\$0.78	\$0.65	\$0.51	\$0.73
2005	\$0.96	\$0.78	\$0.65	\$0.52	\$0.73
2006	\$0.99	\$0.79	\$0.68	\$0.54	\$0.75
2007	\$1.00	\$0.81	\$0.69	\$0.54	\$0.77

Source: O'Connor and Associates; CDS | Spillette

*No properties in data set

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



Exhibit 15: North Pasadena Apartment Rental Rate Trends

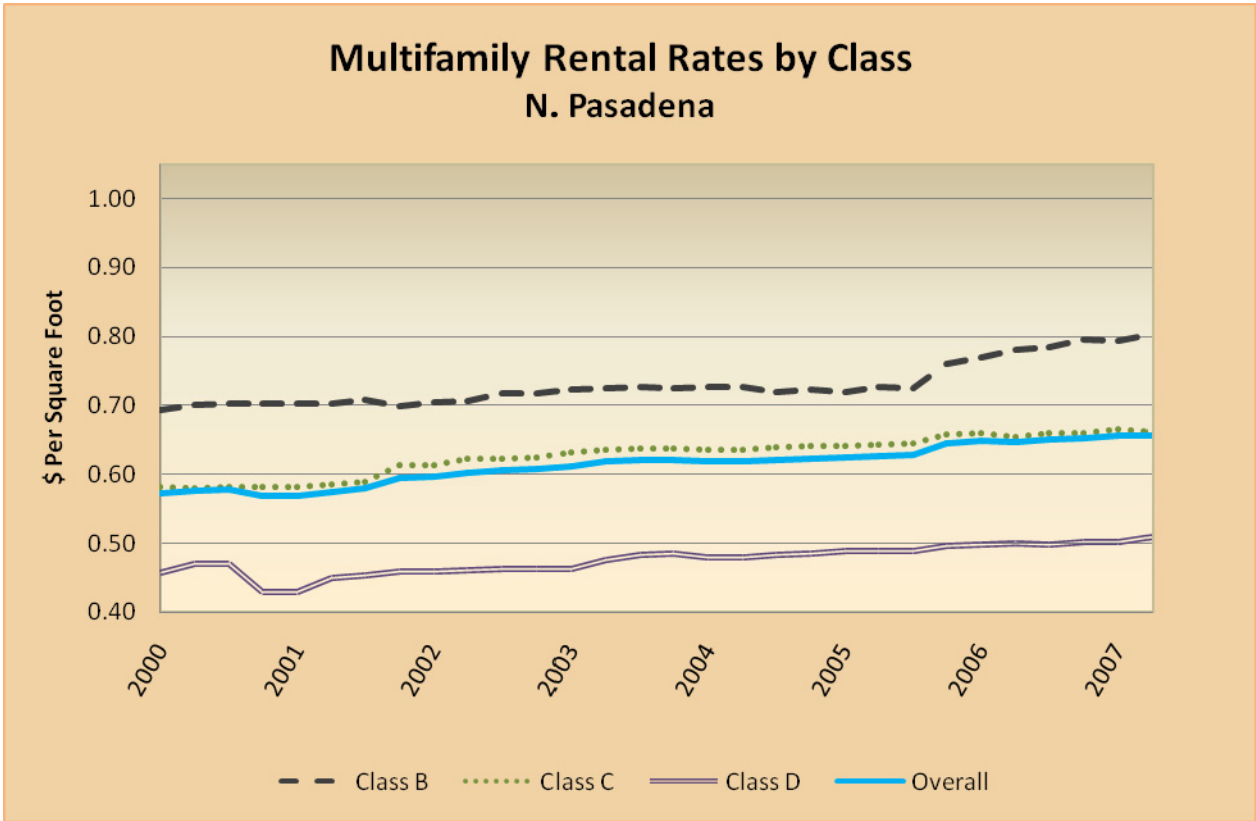
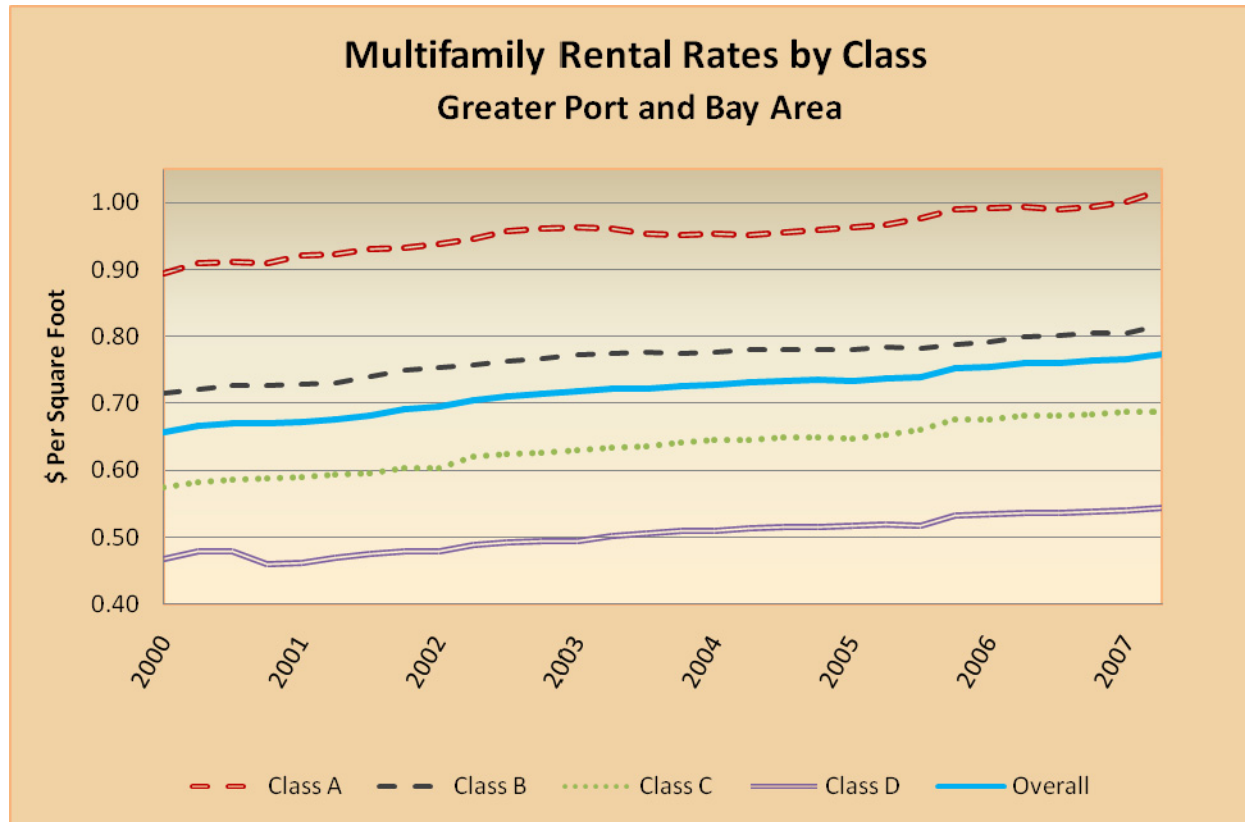




Exhibit 16: Greater Port and Bay Area Apartment Rental Rate Trends



NORTH PASADENA REDEVELOPMENT PLAN



Table 31: Apartment Rental Rates by # of Bedrooms

Rental Rates by # of BR	A	B	C	D	Overall
N. Pasadena					
Avg Market Rent/SF	*	\$0.80	\$0.66	\$0.51	\$0.66
Avg Market Rent/SF 0BR	*	\$1.02	\$0.74	N/A	\$0.77
Avg Market Rent/SF 1BR	*	\$0.82	\$0.70	\$0.49	\$0.69
Avg Market Rent/SF 2BR	*	\$0.77	\$0.67	\$0.52	\$0.66
Avg Market Rent/SF 3BR	*	\$0.75	\$0.62	\$0.49	\$0.60
Avg Market Rent/SF 4BR	*	\$0.75	\$0.68	\$0.66	\$0.69
Avg Market Rent/Unit	*	\$642.74	\$532.96	\$504.89	\$546.26
Avg Market Rent/Unit 0BR	*	\$473.58	\$356.06	N/A	\$368.64
Avg Market Rent/Unit 1BR	*	\$553.59	\$461.04	\$422.22	\$474.12
Avg Market Rent/Unit 2BR	*	\$730.76	\$601.21	\$523.26	\$605.34
Avg Market Rent/Unit 3BR	*	\$901.72	\$742.12	\$639.68	\$727.74
Avg Market Rent/Unit 4BR	*	\$1,085.00	\$810.00	\$775.00	\$864.60
Total Complexes	*	9	39	11	59
Greater Port and Bay Area¹					
Avg Market Rent/SF	\$1.02	\$0.82	\$0.69	\$0.55	\$0.77
Avg Market Rent/SF 0BR	N/A	\$1.08	\$0.79	\$0.73	\$0.92
Avg Market Rent/SF 1BR	\$1.06	\$0.86	\$0.72	\$0.55	\$0.82
Avg Market Rent/SF 2BR	\$0.98	\$0.78	\$0.66	\$0.54	\$0.74
Avg Market Rent/SF 3BR	\$0.97	\$0.72	\$0.63	\$0.53	\$0.68
Avg Market Rent/SF 4BR	\$0.94	\$0.59	\$0.68	\$0.66	\$0.68
Avg Market Rent/Unit	\$910.86	\$661.73	\$545.81	\$503.41	\$634.95
Avg Market Rent/Unit 0BR	N/A	\$481.25	\$380.64	\$377.86	\$427.20
Avg Market Rent/Unit 1BR	\$792.83	\$571.16	\$474.59	\$417.47	\$554.80
Avg Market Rent/Unit 2BR	\$1,041.92	\$742.77	\$598.40	\$523.78	\$699.66
Avg Market Rent/Unit 3BR	\$1,257.94	\$844.77	\$738.40	\$660.74	\$814.13
Avg Market Rent/Unit 4BR	\$1,195.00	\$871.18	\$819.05	\$780.56	\$849.90
Total Complexes	30	171	179	36	416

Table 31 displays rental rates by number of bedrooms for the study area and the Greater Port and Bay Area. The trend of lower overall rents in the study area noted in the previous rental rate chart is noticeable in this data as well.

Source: O'Connor and Associates; CDS | Spillette

*No properties in data set

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



Office Market

Table 32 provides an inventory and summary of the office data obtained from O'Connor and Associates. These data illustrate the lack of higher quality office space in the study area. The North Pasadena Study area has no Class A office space and only one Class B building. The Greater Port and Bay Area overall has a relatively low inventory of Class A buildings – out of 8.8 million square feet, less than 1 million qualifies as Class A. When referencing rent and absorption figures, the small sample size must be considered as a factor for volatility.

Table 32: Office Summary

Class	# Buildings	Sq Ft (Net)	Occupancy	Mean Rent Weighted By	
				Total SF	Vacant SF
N. Pasadena					
A	0	0	0.0%	\$0.00	\$0.00
B	1	75,555	100.0%	\$0.00	\$0.00
C	6	387,674	91.5%	\$17.22	\$17.97
D	6	296,442	92.2%	\$5.21	\$7.22
Total	13	759,671	92.6%	\$12.26	\$13.56
Greater Port and Bay Area¹					
A	10	929,692	94.4%	\$21.19	\$21.67
B	50	4,053,590	91.5%	\$17.21	\$17.29
C	67	2,585,787	86.9%	\$14.37	\$13.90
D	33	1,272,671	74.1%	\$11.84	\$12.98
Total	160	8,841,740	87.7%	\$15.57	\$15.02

Source: O'Connor and Associates; CDS | Spillette

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



Table 33: Office Occupancy by Class

Historical office occupancy by class is illustrated in **Table 33**. Seemingly drastic changes in the data are due to the relatively small sample as mentioned before, and are to be expected with this sample size.

Occupancy trends, as shown in **Exhibits 17** and **18**, rebounded well after new vacancy. The Greater Port and Bay Area held somewhat steady occupancy over the period, while the North Pasadena study area has enjoyed increasing occupancy over the past two years. Due to having only one property with no occupancy fluctuation, Class B is not represented on **Exhibit 17**.

Year	Class				Overall
	A	B	C	D	
N. Pasadena					
2000	*	100.0%	81.1%	85.8%	84.8%
2001	*	100.0%	75.7%	86.8%	82.4%
2002	*	100.0%	81.2%	81.3%	83.1%
2003	*	100.0%	77.3%	83.1%	81.8%
2004	*	100.0%	68.9%	82.2%	77.2%
2005	*	100.0%	82.1%	82.4%	84.0%
2006	*	100.0%	84.9%	87.7%	87.5%
2007	*	100.0%	88.9%	92.2%	91.6%
Greater Port and Bay Area¹					
2000	96.4%	88.7%	79.5%	75.8%	84.3%
2001	87.9%	87.4%	80.3%	80.7%	84.2%
2002	89.4%	91.4%	86.8%	79.6%	88.0%
2003	93.9%	90.6%	81.0%	76.2%	85.6%
2004	94.6%	86.3%	85.0%	73.7%	84.6%
2005	93.1%	86.3%	86.6%	73.3%	84.9%
2006	95.9%	89.3%	86.9%	76.1%	87.1%
2007	95.9%	91.5%	86.9%	76.7%	88.2%

Source: O'Connor and Associates; CDS | Spillette

*No properties in data set

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 17: North Pasadena Office Occupancy Trends

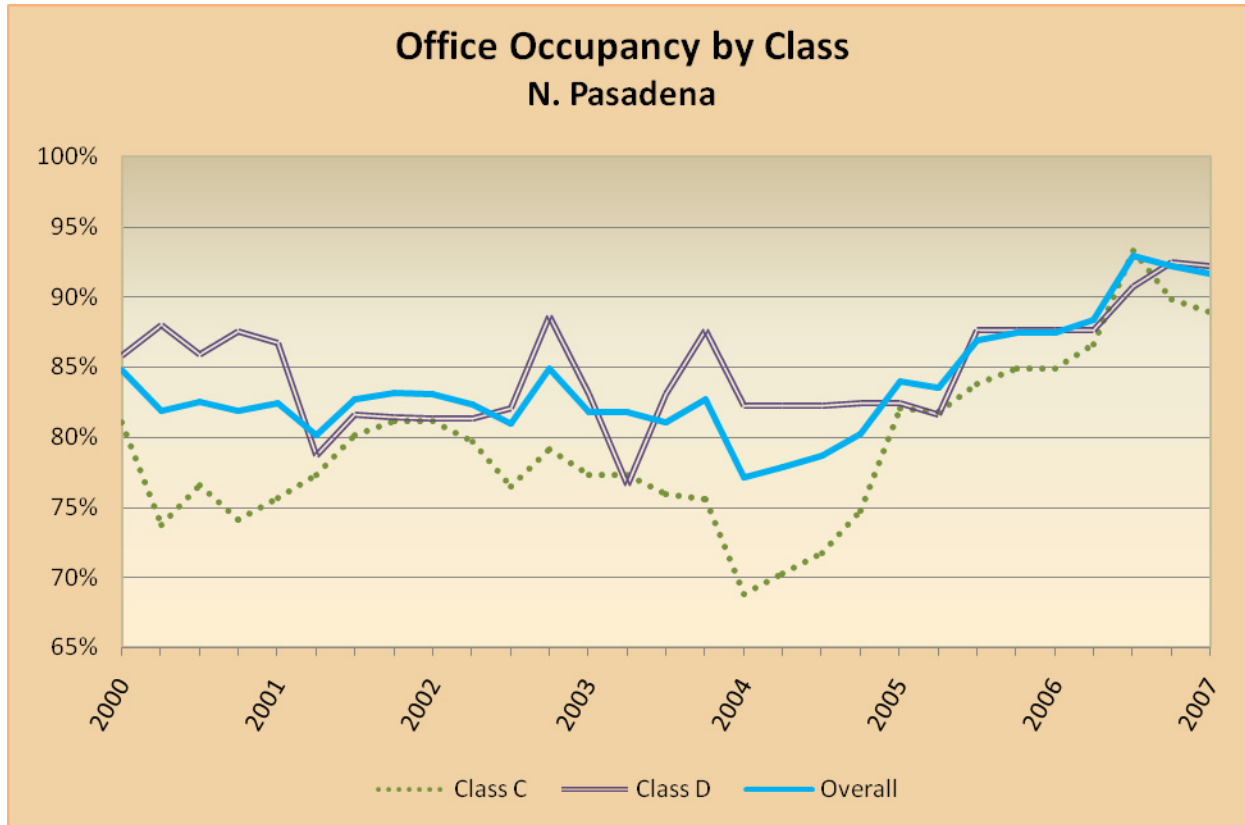
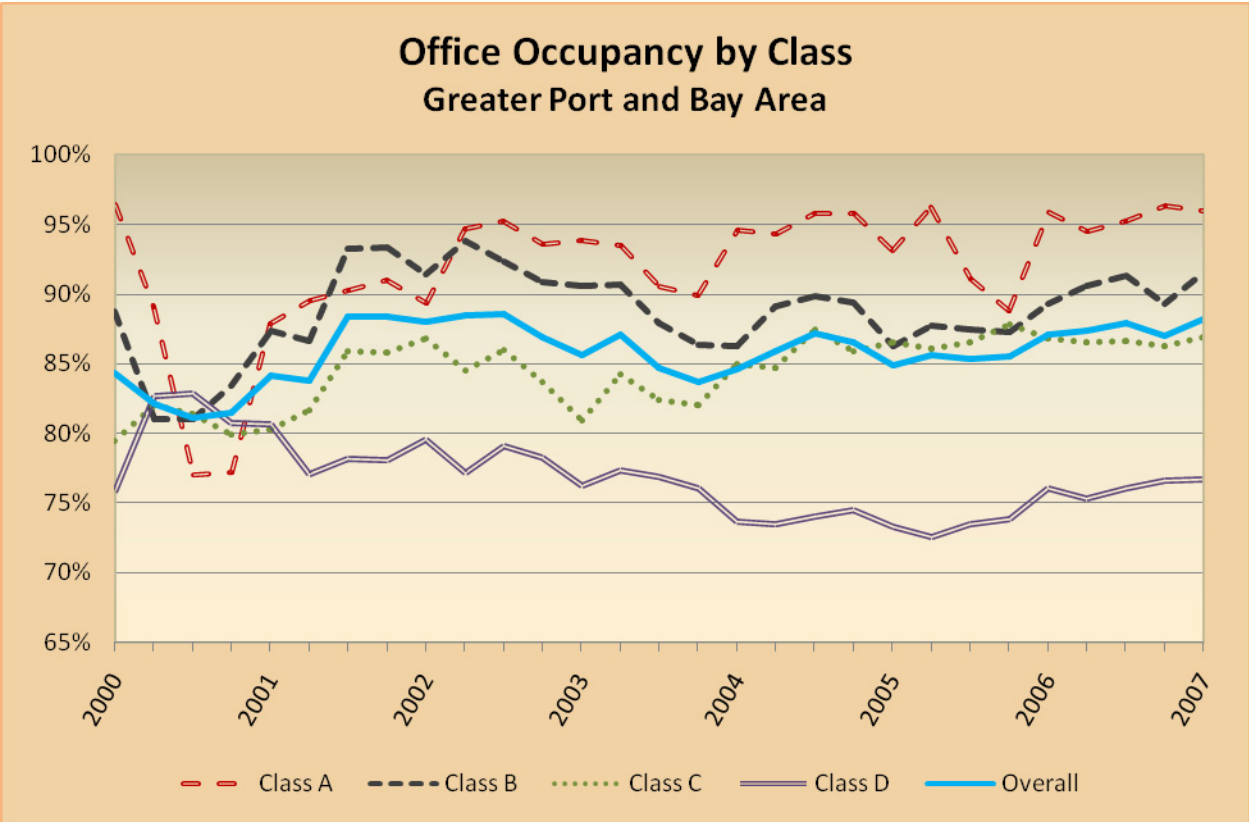




Exhibit 18: Greater Port and Bay Area Office Occupancy Trends





NORTH PASADENA REDEVELOPMENT PLAN

Office rents in North Pasadena and the Greater Port and Bay Area are illustrated in **Table 34**. As noted in footnote number two, the drop in Class D rental rates during the 2003 period is due to incorporation of a relatively low-rent building into the survey.

Trends for office rent in both areas are illustrated in **Exhibits 19** and **20**. For the most part, overall office rents in North Pasadena range from \$9 to \$11 per square foot per month. For the Greater Port and Bay Area, overall office rents have historically been around the \$14 to \$15 range.

Table 34: Office Rentals

Year	Class				Overall
	A	B	C	D	
N. Pasadena					
2000	*	+	\$11.69	\$9.84	\$11.31
2001	*	+	\$12.16	\$9.93	\$11.85
2002	*	+	\$13.17	\$9.57	\$12.27
2003	*	+	\$11.85	\$6.44 ²	\$9.76
2004	*	+	\$13.17	\$6.16	\$10.41
2005	*	+	\$13.21	\$6.16	\$10.41
2006	*	+	\$13.16	\$6.00	\$10.39
2007	*	+	\$14.37	\$5.21	\$9.51
Greater Port and Bay Area¹					
2000	\$17.66	\$15.79	\$12.52	\$9.72	\$13.97
2001	\$18.05	\$16.47	\$13.24	\$10.25	\$14.60
2002	\$18.50	\$16.34	\$13.33	\$11.02	\$14.74
2003	\$18.46	\$16.52	\$13.29	\$10.30	\$14.54
2004	\$18.85	\$16.51	\$13.18	\$10.34	\$14.47
2005	\$18.76	\$15.98	\$13.43	\$10.54	\$14.35
2006	\$19.22	\$15.91	\$13.46	\$10.47	\$14.46
2007	\$19.50	\$17.21	\$14.02	\$11.04	\$15.30

Source: O'Connor and Associates; CDS | Spillette

*No properties in data set

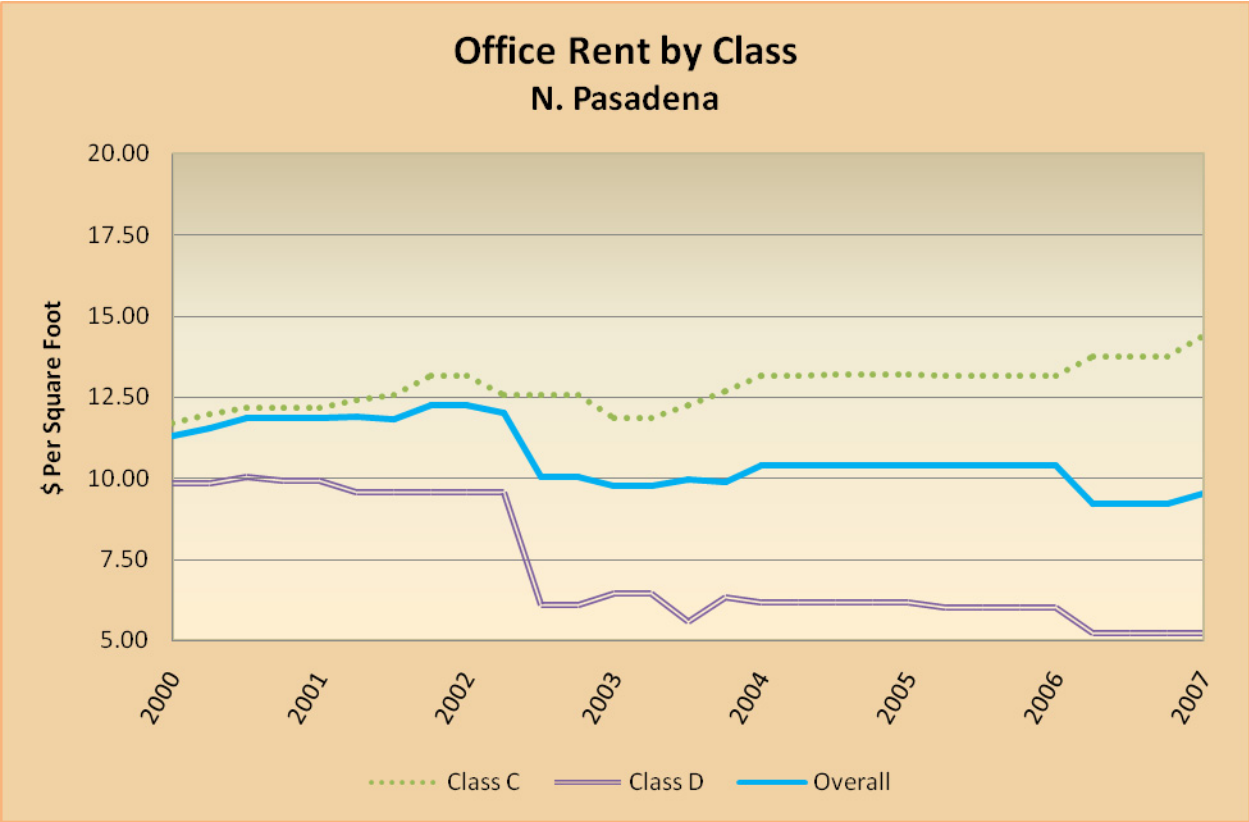
+ No data available for Class B properties

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area

² Drop in rent caused by new data not previously available for a property with a low rental rate



Exhibit 19: North Pasadena Office Rent Trends





NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 20: Greater Port and Bay Area Office Rent Trends

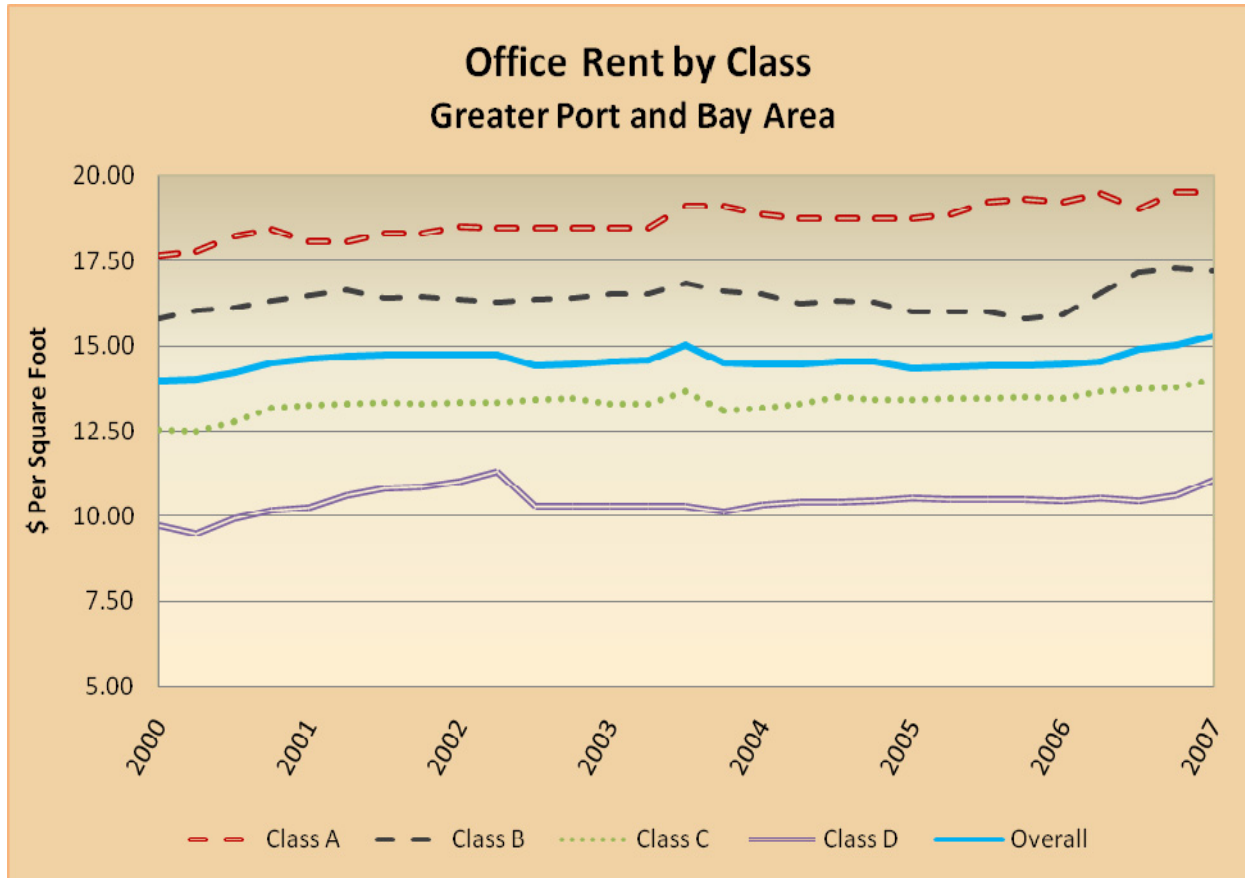




Table 35: Office Absorption by Class

Office Absorption is illustrated by class in **Table 35**. As noted previously the small sample accounts for the volatility in the North Pasadena data. Data for 2005 reflects removal of 88,930 NSF from the market due to closure of the 14 story office tower at 1001 Southmore.

The historical trends of office absorption are illustrated in **Exhibits 21** through **24**. From 2000 through the latest figures for 2007, the cumulative net absorption in the Study Area has been 71 square feet, essentially meaning no net change in total occupied office space. The similar figure for the Greater Port and Bay Area has been approximately 718,000 square feet of space absorbed by the market.

Year	Class				Overall
	A	B	C	D	
N. Pasadena					
2000	*	+	40,742	(8,965)	31,777
2001	*	+	(21,127)	2,860	(18,267)
2002	*	+	21,378	(16,128)	5,250
2003	*	+	(15,118)	5,135	(9,983)
2004	*	+	(32,906)	(2,389)	(35,295)
2005	*	+	(39,174)	480	(38,694)
2006	*	+	10,702	15,636	26,338
2007	*	+	25,173	13,630	38,803
Greater Port and Bay Area¹					
2000	34,624	71,653	(17,749)	10,066	98,594
2001	(24,673)	(49,669)	28,754	54,095	8,507
2002	8,111	122,850	128,910	(13,841)	246,030
2003	25,546	37,625	(100,214)	(42,246)	(79,289)
2004	3,786	(39,305)	120,536	(67,701)	17,316
2005	(10,336)	79,218	(48,353)	91	20,620
2006	15,278	122,862	7,296	33,766	179,202
2007	2,808	102,619	113,296	8,206	226,929

Source: O'Connor and Associates; CDS | Spillette

*No properties in data set

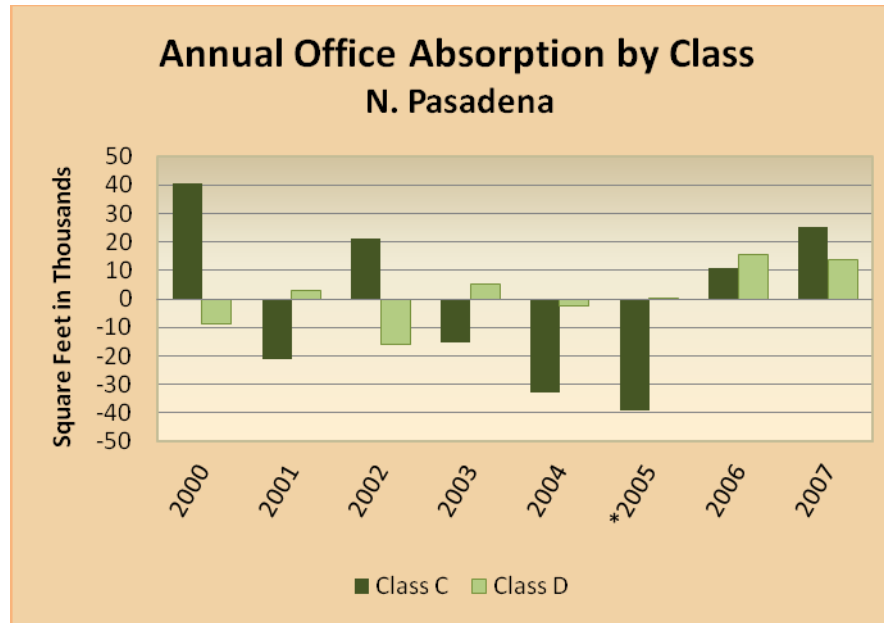
+ No data available for Class B properties

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



NORTH PASADENA REDEVELOPMENT PLAN

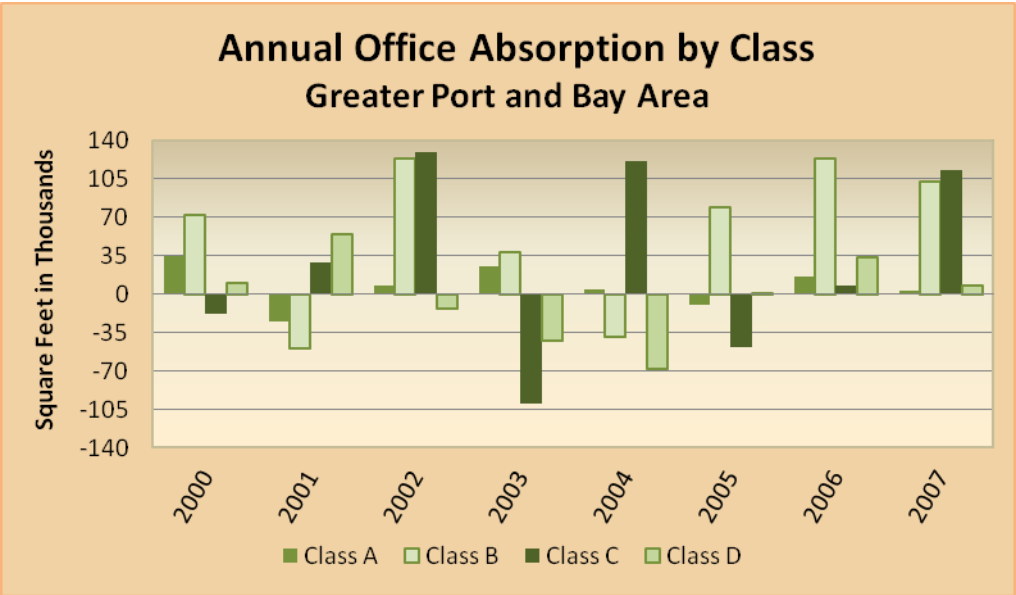
Exhibit 21: North Pasadena Office Absorption Trends



* Reflects deletion of the 88,930 NSF Bank One Tower from the North Pasadena office inventory



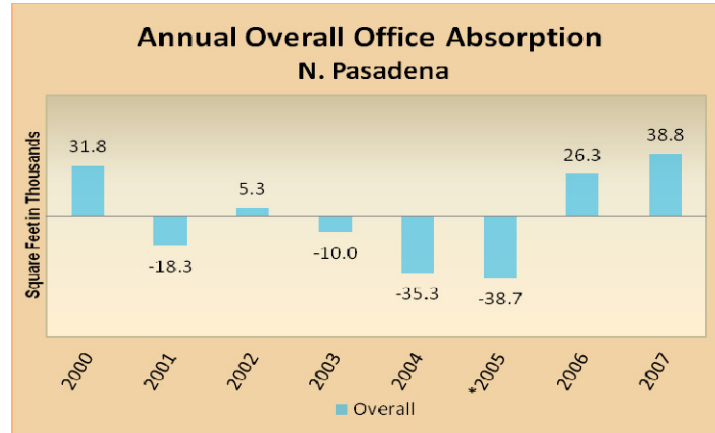
Exhibit 22: Greater Port and Bay Area Office Absorption Trends





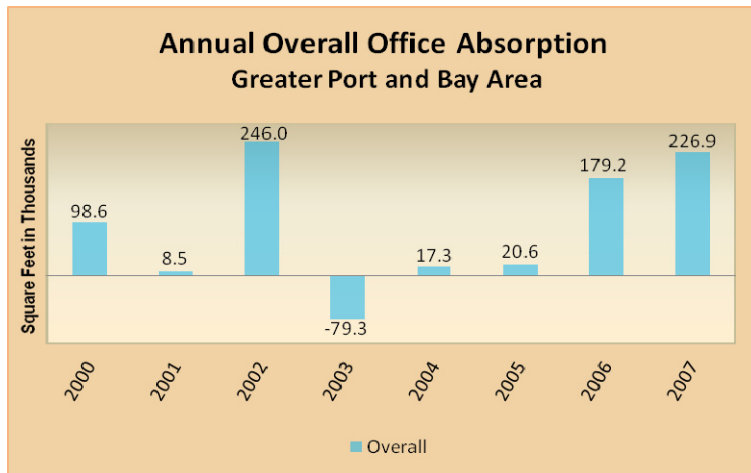
NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 23: North Pasadena Overall Office Absorption Trends



Reflects deletion of the 88,930 NSF Bank One Tower from the North Pasadena office inventory

Exhibit 24: Greater Port and Bay Area Overall Office Absorption Trends





Retail Market

Table 36 presents an overall review of retail shopping centers, which is further detailed in later tables. Included in this analysis are retail centers of 10,000 square feet or larger. While there is a mix of strip and neighborhood centers illustrated, there is only one community retail center.

Table 36: Retail Shopping Centers

Center Type	Size Range (Sq Ft)	# of Centers	Sq Ft (Net)	Occupancy	Mean Rent Weighted By		Max Contiguous
					Total SF	Vacant SF	Space Available
Strip Center	10,000-24,999	13	204,228	86.52%	\$0.90	\$0.77	8,850
Neighborhood	25,000-149,999	11	760,775	87.33%	\$0.70	\$0.73	17,392
Community	150,000-599,999	1	164,845	*	*	*	*
Regional	600,000 and over	1	744,698	*	*	*	*
Unknown	N/A	10	409,024	31,762	N/A	N/A	N/A
Total	N/A	36	2,283,570	82.89%	\$1.43	\$1.20	81,325

*Insufficient sample size



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North Pasadena retail shopping center occupancy is illustrated by type in **Table 37**. North Pasadena shows similar occupancy levels to the Greater Port and Bay Area overall. However, neighborhood centers in North Pasadena show higher levels of occupancy than the Greater Port and Bay area for the entire study period. Data for the community level shopping center is representative of only one property as noted before.

Exhibits 25 and 26 illustrate the historical trends for retail occupancy in the study area as well as the Greater Port and Bay Area. Neighborhood centers have historically been strong in the study area, holding an occupancy level near 90% over several years. Strip centers have been consistently less well performing, with occupancy levels in the mid 70's to mid 80's.

Table 37: Retail Occupancy by Type

Year	Strip Center	Community Center	Neighborhood Center	Regional Mall	Overall
N. Pasadena					
2000	81.1%	*	89.4%	*	86.8%
2001	83.4%	*	89.6%	*	79.6%
2002	76.0%	*	89.2%	*	79.6%
2003	77.6%	*	88.7%	*	82.9%
2004	84.5%	*	87.4%	*	86.1%
2005	85.0%	*	88.7%	*	86.2%
2006	84.5%	*	89.6%	*	84.1%
2007	86.5%	*	89.1%	*	83.3%
Greater Port and Bay Area¹					
2000	86.2%	83.4%	82.9%	95.0%	85.7%
2001	87.8%	87.4%	85.4%	90.1%	87.6%
2002	83.7%	84.2%	84.0%	89.5%	86.1%
2003	83.0%	80.0%	85.6%	88.4%	84.9%
2004	84.9%	73.6%	85.5%	91.7%	84.2%
2005	85.4%	79.9%	86.1%	90.5%	84.0%
2006	84.6%	83.5%	84.7%	88.5%	85.3%
2007	84.6%	86.6%	83.8%	94.0%	86.7%

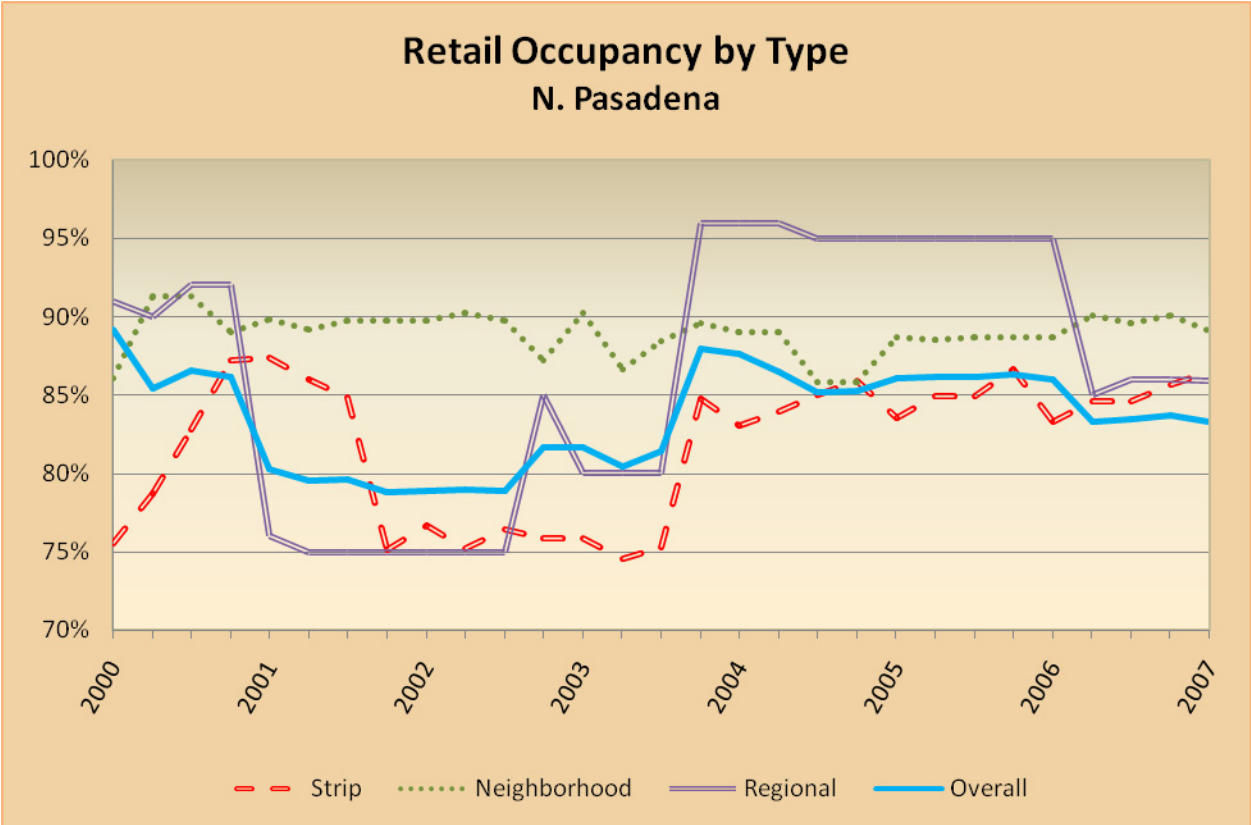
Source: O'Connor and Associates; CDS | Spillette

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area

* Insufficient sample size



Exhibit 25: North Pasadena Retail Shopping Center Rent Trends





NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 26: Greater Port and Bay Area Retail Shopping Center Occupancy Trends

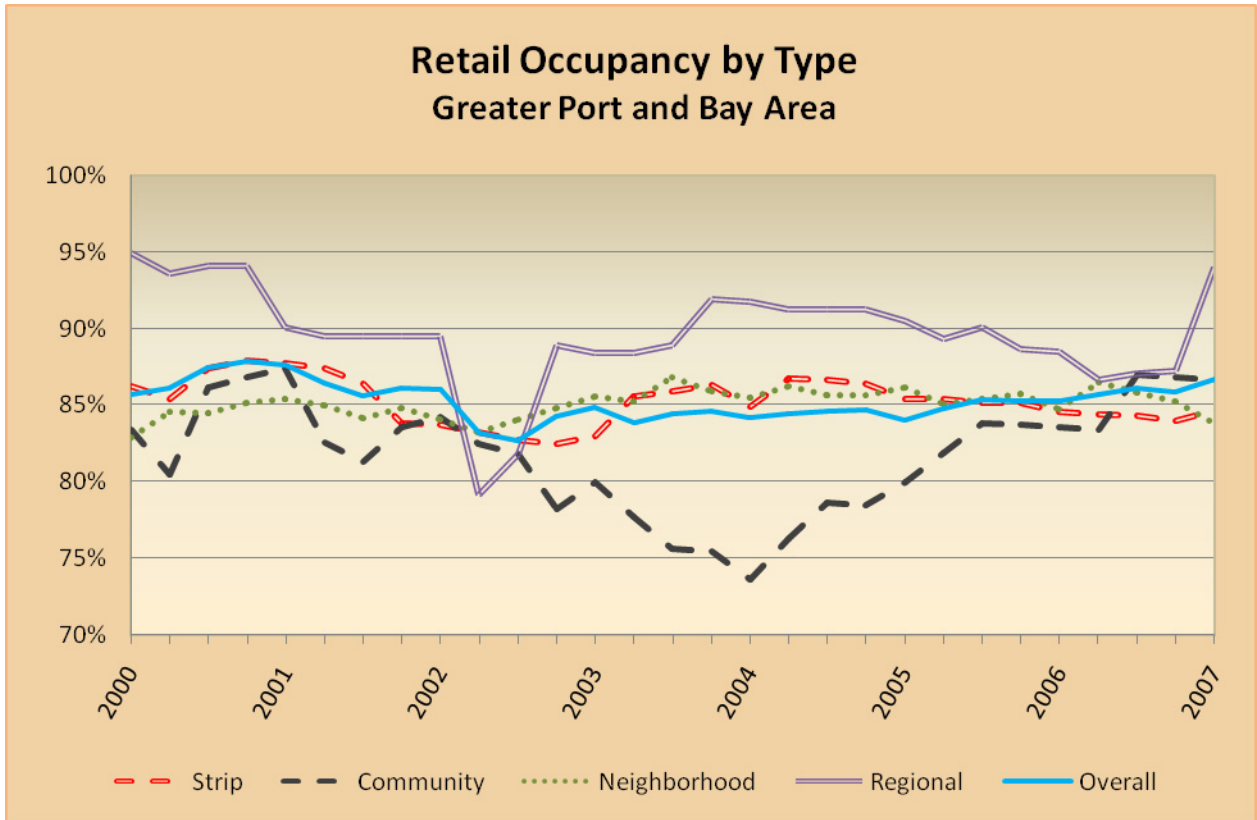




Table 38: Retail Rent by Type

Retail rental rates in Pasadena have been historically consistent and increasing overall. Rental values are displayed by type in **Table 3**. Rental rates are lower overall for the North Pasadena area when compared to the Greater Port and Bay Area. Strip centers show a strong trend of continued rent growth over the period examined. Other retail types in the area have historically been less consistent in rental rates. Also notable, the regional shopping mall has historically done well in stepping rent levels up to levels at and above that in the greater area.

Retail rental data from **Table 38** is illustrated in **Exhibits 27** and **28**. These charts both illustrate the consistent overall rent levels. Increasing rental levels in the North Pasadena area regional mall is also illustrated.

Year	Strip Center	Community Shopping Center	Neighborhood Shopping Center	Regional Mall	Overall
N. Pasadena					
2000	\$0.73	\$1.17	\$0.55	\$1.40	\$1.02
2001	\$0.72	\$0.58	\$0.56	\$1.59	\$1.05
2002	\$0.79	\$0.58	\$0.57	\$1.59	\$1.06
2003	\$0.85	\$0.58	\$0.63	\$1.59	\$1.05
2004	\$0.86	\$0.58	\$0.66	\$1.59	\$1.07
2005	\$0.88	\$0.58	\$0.83	\$2.00	\$1.29
2006	\$0.90	\$0.58	\$0.82	\$2.51	\$1.48
2007	\$0.90	\$0.58	\$0.69	\$2.50	\$1.45
Greater Port and Bay Area¹					
2000	\$0.79	\$1.14	\$0.89	\$2.38	\$1.19
2001	\$0.79	\$1.20	\$0.92	\$2.60	\$1.25
2002	\$0.80	\$1.31	\$0.93	\$2.43	\$1.27
2003	\$0.83	\$1.31	\$0.93	\$2.47	\$1.33
2004	\$0.88	\$1.34	\$0.97	\$2.47	\$1.35
2005	\$0.92	\$1.41	\$1.03	\$2.28	\$1.33
2006	\$0.93	\$1.42	\$1.03	\$2.21	\$1.34
2007	\$0.95	\$1.49	\$1.05	\$2.31	\$1.38

Source: O'Connor and Associates; CDS | Spillette

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area

² Dataset reflects only one property due to availability



NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 27: North Pasadena Retail Shopping Center Rent Trends

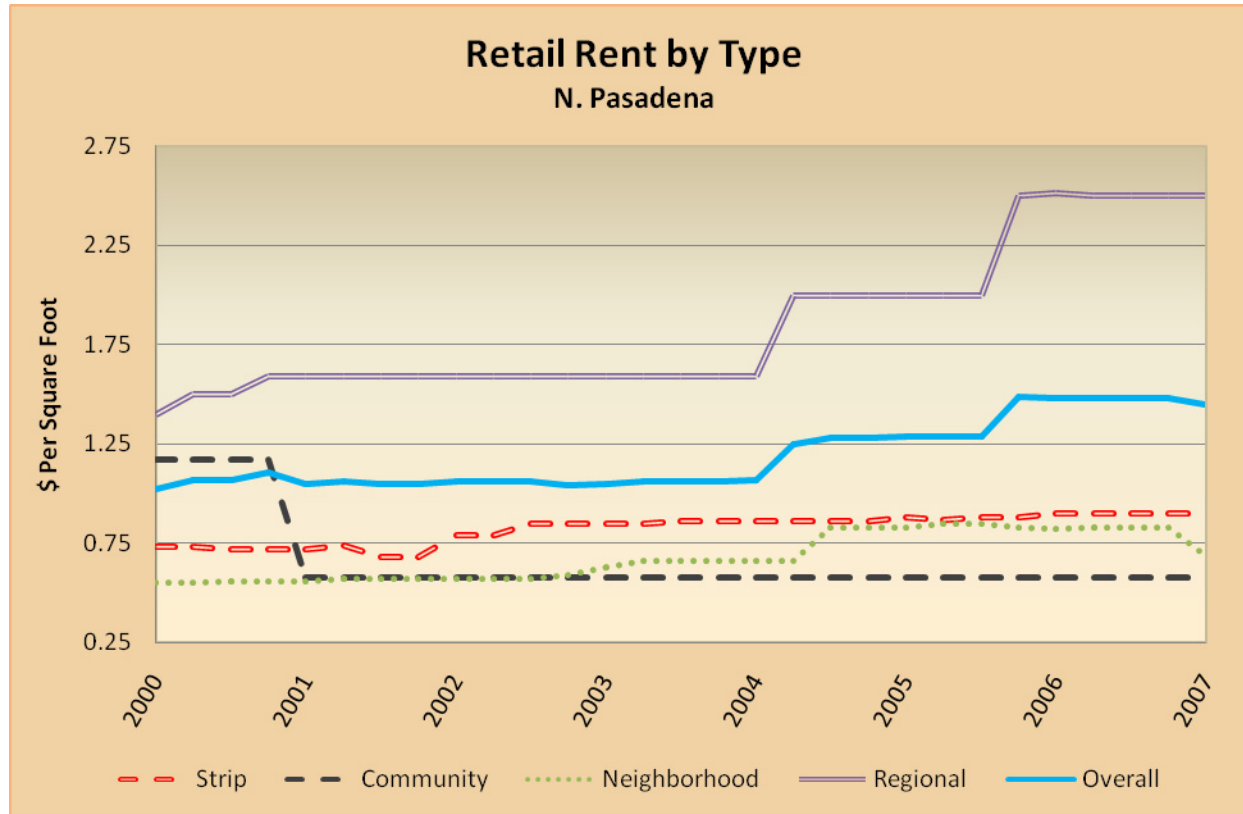
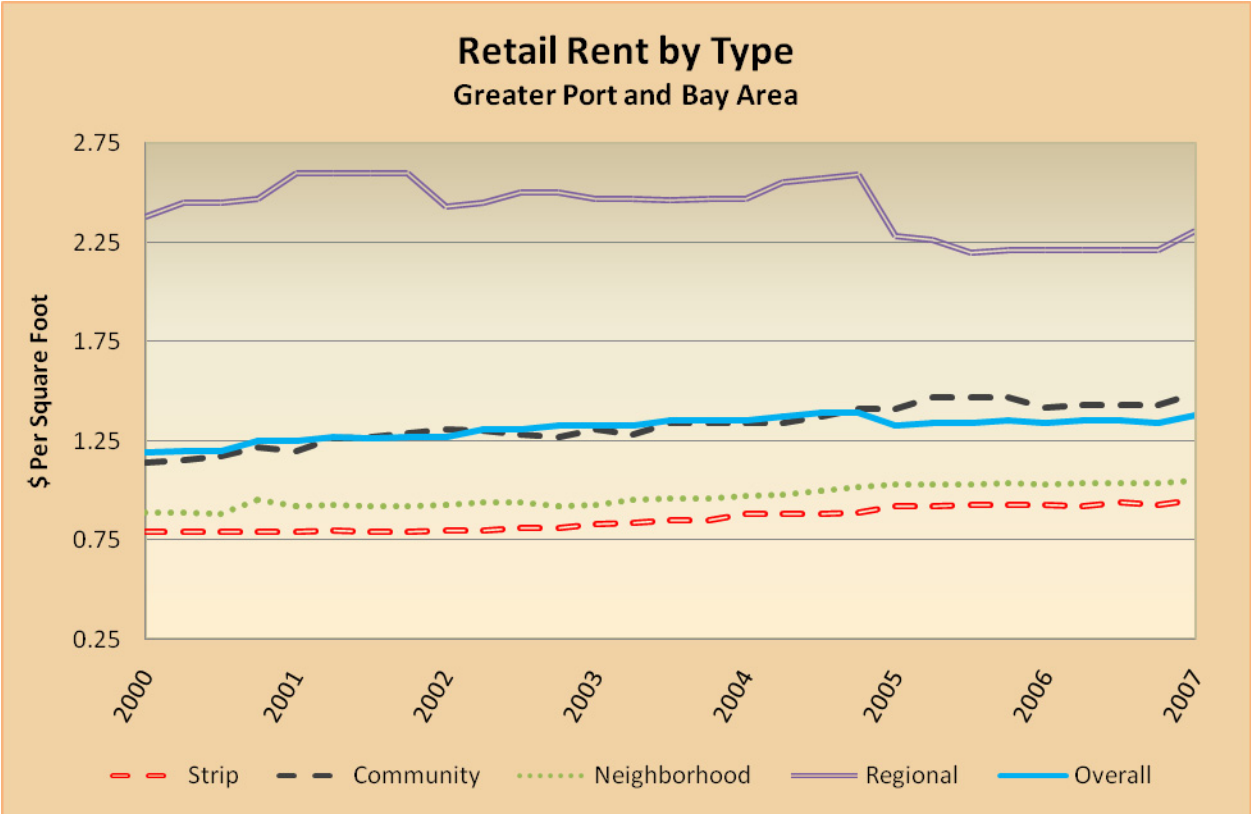




Exhibit 28: Greater Port and Bay Area Retail Shopping Center Rent Trends





NORTH PASADENA REDEVELOPMENT PLAN

The focus of retail centers is often times not the type, but the class of the tenant mix and the presence of an anchor tenant. **Table 39** illustrates retail shopping centers within the study area and the Greater Port and Bay Area by class and category of anchor tenant. The data illustrates the impact an anchor tenant has on rent rates. Specifically in North Pasadena, non-grocery anchored retail centers have a much higher rent rate than other retail centers. In the Greater Port and Bay Area both grocery and non-grocery anchored centers enjoy higher rents. As with North Pasadena, the non-grocery anchored centers fetch higher rates in the Greater Port and Bay Area.

Historical trends of this data are illustrated in **Exhibits 29** and **30**. Both the study area and Greater Port and Bay Area show overall growth in retail rents as sorted by class. The recent downturn in grocery anchored centers in North Pasadena is due to a drop in the rent level on one property in a small sample size in the North Pasadena area.

Table 39: Retail Rents by Class

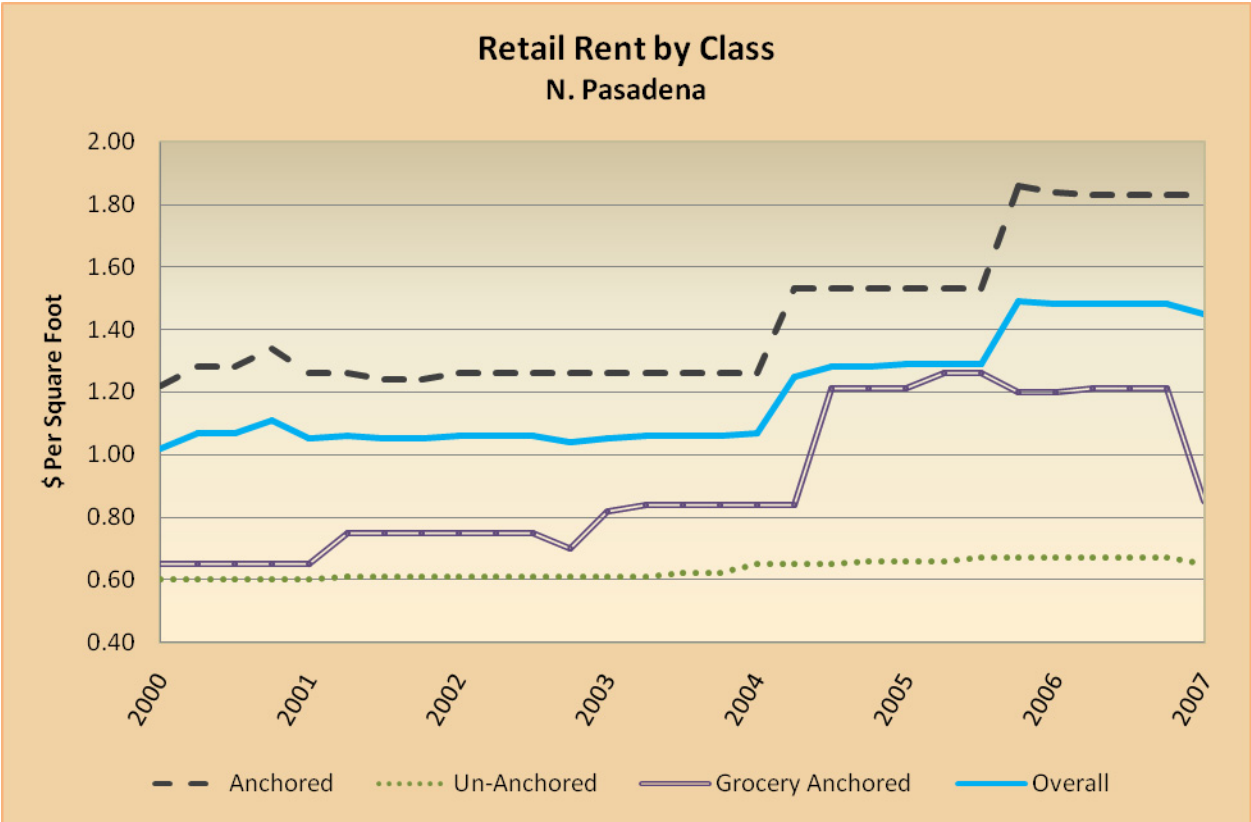
Year	Anchored	Un-Anchored	Grocery Anchored	Overall
N. Pasadena				
2000	\$1.22	\$0.60	\$0.65	\$1.02
2001	\$1.26	\$0.60	\$0.65	\$1.05
2002	\$1.26	\$0.61	\$0.75	\$1.06
2003	\$1.26	\$0.61	\$0.82	\$1.05
2004	\$1.26	\$0.65	\$0.84	\$1.07
2005	\$1.53	\$0.66	\$1.21	\$1.29
2006	\$1.84	\$0.67	\$1.20	\$1.48
2007	\$1.83	\$0.65	\$0.85	\$1.45
Greater Port and Bay Area¹				
2000	\$1.46	\$0.78	\$1.05	\$1.19
2001	\$1.56	\$0.77	\$1.16	\$1.25
2002	\$1.60	\$0.80	\$1.12	\$1.27
2003	\$1.64	\$0.81	\$1.26	\$1.33
2004	\$1.60	\$0.84	\$1.38	\$1.35
2005	\$1.55	\$0.88	\$1.38	\$1.33
2006	\$1.57	\$0.87	\$1.37	\$1.34
2007	\$1.66	\$0.92	\$1.32	\$1.38

¹ Connor and Associates; CDS | Spillette

¹ Comprised of 27 zip codes in the Pasadena, Baytown, Clear Lake, South Houston, and ship channel area



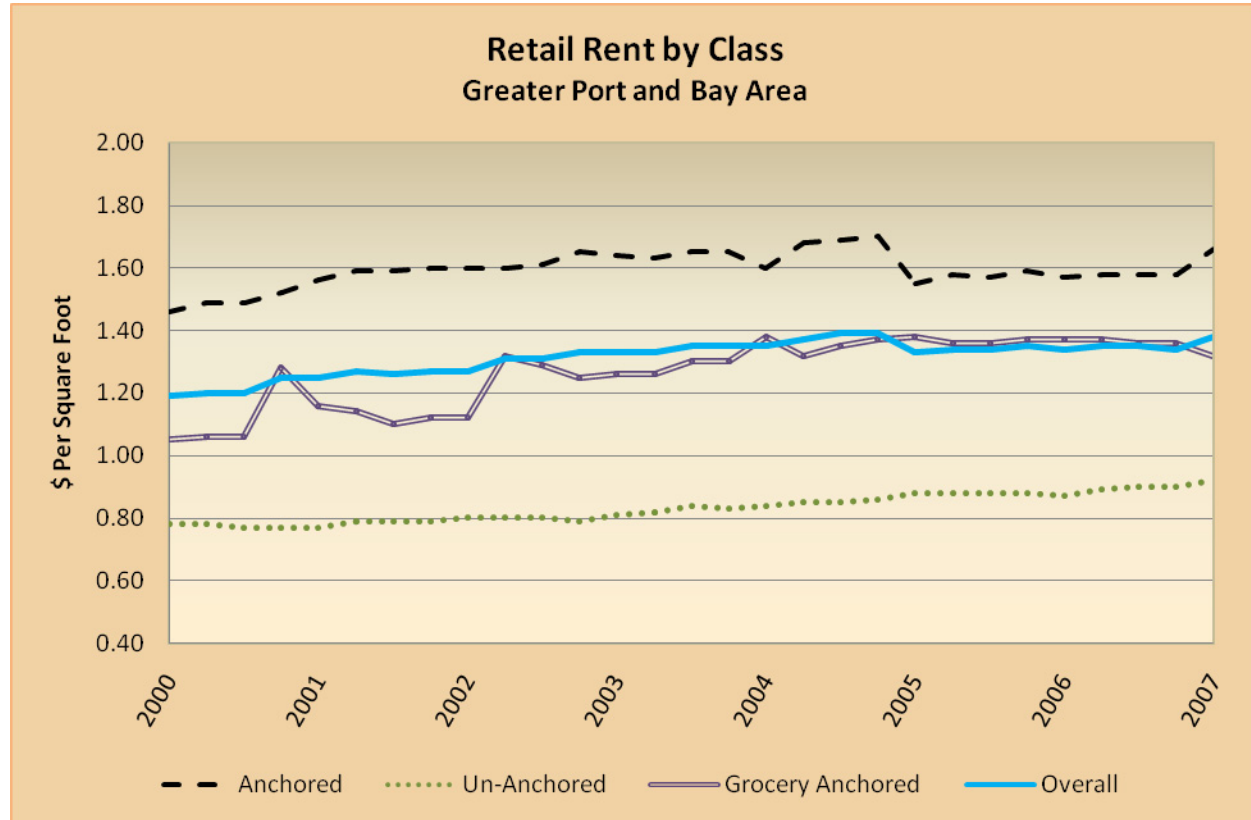
Exhibit 29: North Pasadena Retail Shopping Center Rent Trends





NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 30: Greater Port and Bay Area Retail Shopping Center Rent Trends





Overall retail absorption is displayed in **Table 40**. Within the North Pasadena study area, the fluctuation in total absorption is strongly influenced by the regional mall located in the area. When excluding the mall the data the area does not have as many major fluctuations as observed in the overall table. **Table 41** shows overall absorption for North Pasadena, non-inclusive of figures from the regional mall.

Exhibits 31 and **32** illustrate the data referenced from **Table 40**, while **Exhibit 33** displays the absorption data for North Pasadena that does not include the regional mall.

Absorption patterns in North Pasadena do not mirror that of the larger area. For example, while 2005 and 2006 were relatively strong years for retail absorption in the Greater Port and Bay Area, absorption in North Pasadena was relatively stagnant.

Table 40: Overall Absorption with Regional Mall

Year	Overall Absorption
N. Pasadena	
2000	73,697
2001	(183,441)
2002	(25,847)
2003	145,551
2004	189,422
2005	4,322
2006	8,127
2007	(114,415)
Greater Port and Bay Area¹	
2000	487,484
2001	334,039
2002	229,863
2003	1,494,987
2004	(116,880)
2005	742,052
2006	367,943
2007	47,279

Table 41: Overall Retail Absorption Without Regional Mall

Year	Overall Absorption
N. Pasadena	
2000	36,462
2001	(71,736)
2002	(18,400)
2003	108,316
2004	70,270
2005	11,769
2006	8,127
2007	(47,392)
Source: O'Connor and Associates; CDS Spillette	



NORTH PASADENA REDEVELOPMENT PLAN

Exhibit 31: North Pasadena Retail Absorption including Regional Mall

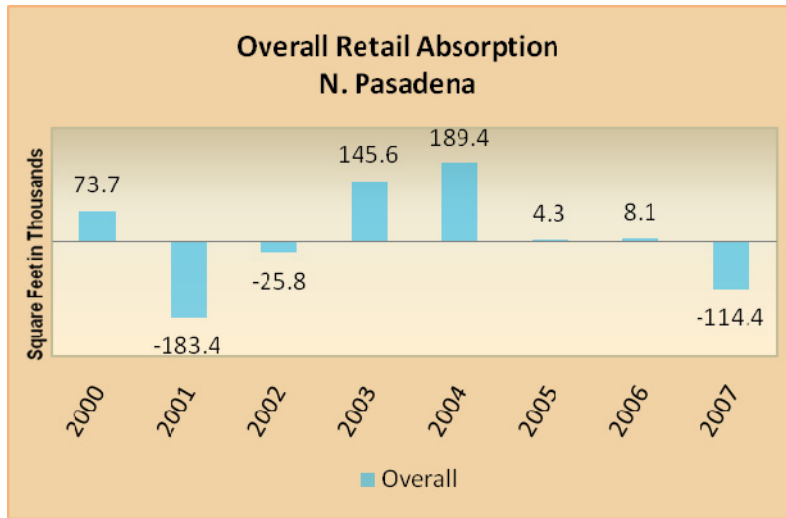


Exhibit 32: Greater Port and Bay Area Overall

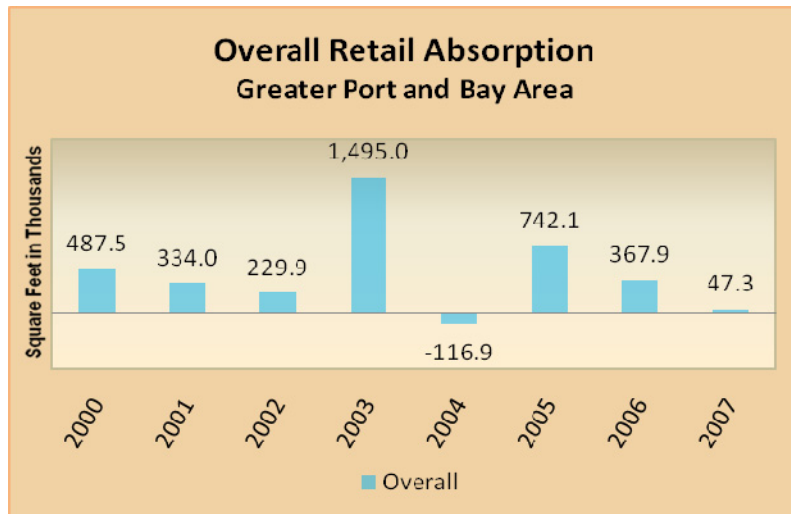
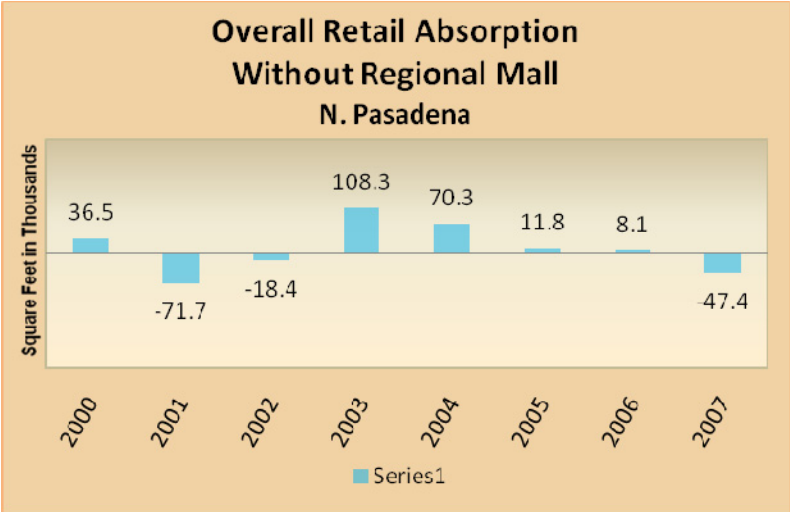




Exhibit 33: North Pasadena Retail Absorption Excluding Regional Mall





NORTH PASADENA REDEVELOPMENT PLAN

Single Family Market

Table 42 illustrates single family sales data for the most recent five year period and also includes historical numbers for reference. Single Family home median sales prices have leveled off over the past five years after enjoying a period of increasing sales prices both overall and per square foot. The median price per square foot has been staying in the range from \$62-\$65 over the most recent five year period. The number of home sales in the study area has shown increasing numbers overall. However, the year to date data for 2007 does not appear to be on track to match the most recent annual sales. All Numbers are given in terms of 2006 dollars as adjusted by the CPI-U for Houston.

Table 42: North Pasadena Single Family Sales Data

	Year						
	1997	2000	2003	2004	2005	2006	2007*
Median Sales Price	\$67,073	\$76,128	\$86,667	\$85,239	\$87,420	\$90,000	\$88,000
Median Sales Price / Sq. Ft.	\$48.44	\$57.11	\$64.11	\$62.17	\$65.09	\$64.28	\$63.73
Number of Sales	491	608	673	661	678	714	357

Note: Prices are in 2006 dollars as adjusted by CPI-U

*Year to date (8/31)



School Quality

A list of Houston area schools is provided in **Table 43** below. In addition to Pasadena ISD, portions of Deer Park ISD cover the far eastern portion of the Study Area. While the overall district rating for Pasadena is acceptable. Pasadena High School, located within a large portion of the study area, was rated unacceptable. Overall, Pasadena ISD ranks among the middle of the pack when compared to other districts within the Houston area. Pasadena is however on the higher end of the scale when comparing the share economically disadvantaged students. One notable standard is the State of Texas average scores. When Pasadena ISD is compared to this standard it scores lower in every category, and higher in percent of economically disadvantaged students.

Table 43: Houston Area School Quality

District	TAKS Met 2006 Standard (All Grades excl. 8th Science)						TAKS Exit-Level Pass Rate		ACT/SAT Results			District Rating	% Economically Disadvantaged
	Reading /ELA	Math	Writing	Science	Social Studies	All Tests	Class of 2005	Class of 2006	% Tested	Mean SAT Score	Mean ACT Score		
State of Texas	87%	75%	91%	70%	87%	67%	91%	87%	65.0%	992	20.0	N/A	55.6%
Pasadena ISD	86%	73%	94%	66%	84%	65%	88%	84%	42.3%	962	19.0	Acceptable	68.7%
Deer Park ISD	93%	85%	96%	85%	92%	80%	91%	94%	44.3%	1033	22.0	Recognized	34.1%
Houston ISD	81%	66%	89%	60%	81%	56%	86%	78%	69.0%	936	18.6	Acceptable	81.8%
Pearland ISD	96%	88%	98%	85%	93%	83%	96%	95%	66.4%	1042	22.2	Recognized	21.3%
Friendswood ISD	97%	93%	98%	92%	98%	90%	>99%	99%	65.5%	1122	24.0	Recognized	4.2%
Clear Creek ISD	95%	88%	97%	86%	95%	84%	95%	95%	80.9%	1081	22.9	Recognized	18.6%
La Porte ISD	91%	78%	93%	71%	92%	71%	97%	87%	45.2%	988	19.7	Acceptable	38.4%
Galena Park ISD	85%	74%	95%	66%	84%	65%	90%	82%	48.8%	894	17.3	Acceptable	73.4%
Channelview ISD	80%	62%	86%	56%	80%	53%	87%	79%	48.0%	900	19.4	Acceptable	67.3%
Goose Creek ISD	87%	76%	94%	69%	85%	68%	90%	86%	42.2%	970	20.6	Acceptable	61.8%
Barbers Hill ISD	93%	85%	96%	85%	93%	80%	95%	96%	67.2%	1021	21.9	Acceptable	20.0%



Development Activity

Building Permits

Building permits for residential construction are illustrated in **Table 44** below. The trends for single family housing permits show a decline of new manufactured homes and an increase in the number of new patio homes and townhomes. There are very few new duplex units being built in the study area.

Table 44: Single Family Housing (New Construction Permits)

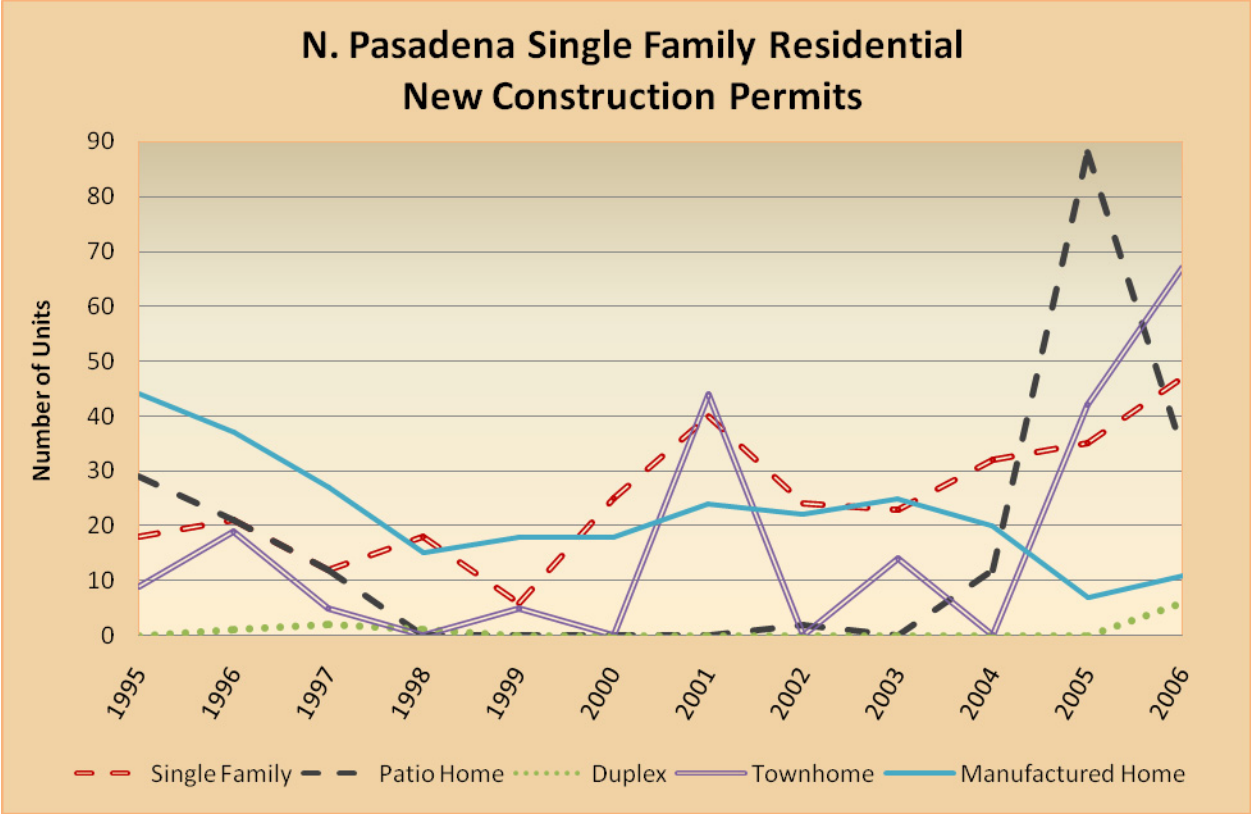
Permit Type	Annual Totals												YTD	Total
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	
Single Family	18	21	12	18	6	25	40	24	23	32	35	47	15	316
Patio Home	29	21	12	0	0	0	0	2	0	12	88	34	5	203
Duplex	0	1	2	1	0	0	0	0	0	0	0	6	0	10
Townhome	9	19	5	0	5	0	44	0	14	0	42	67	14	219
Manufactured Home	44	37	27	15	18	18	24	22	25	20	7	11	4	272

Source: City of Pasadena; CDS | Spillette



Trends from **Table 44** are illustrated below in **Exhibit 34**. As mentioned there is an increase in permitting activity for Townhomes and Patio Homes, and a decreasing trend in Manufactured Housing.

Exhibit 34: Single Family Housing (New Construction Permits)

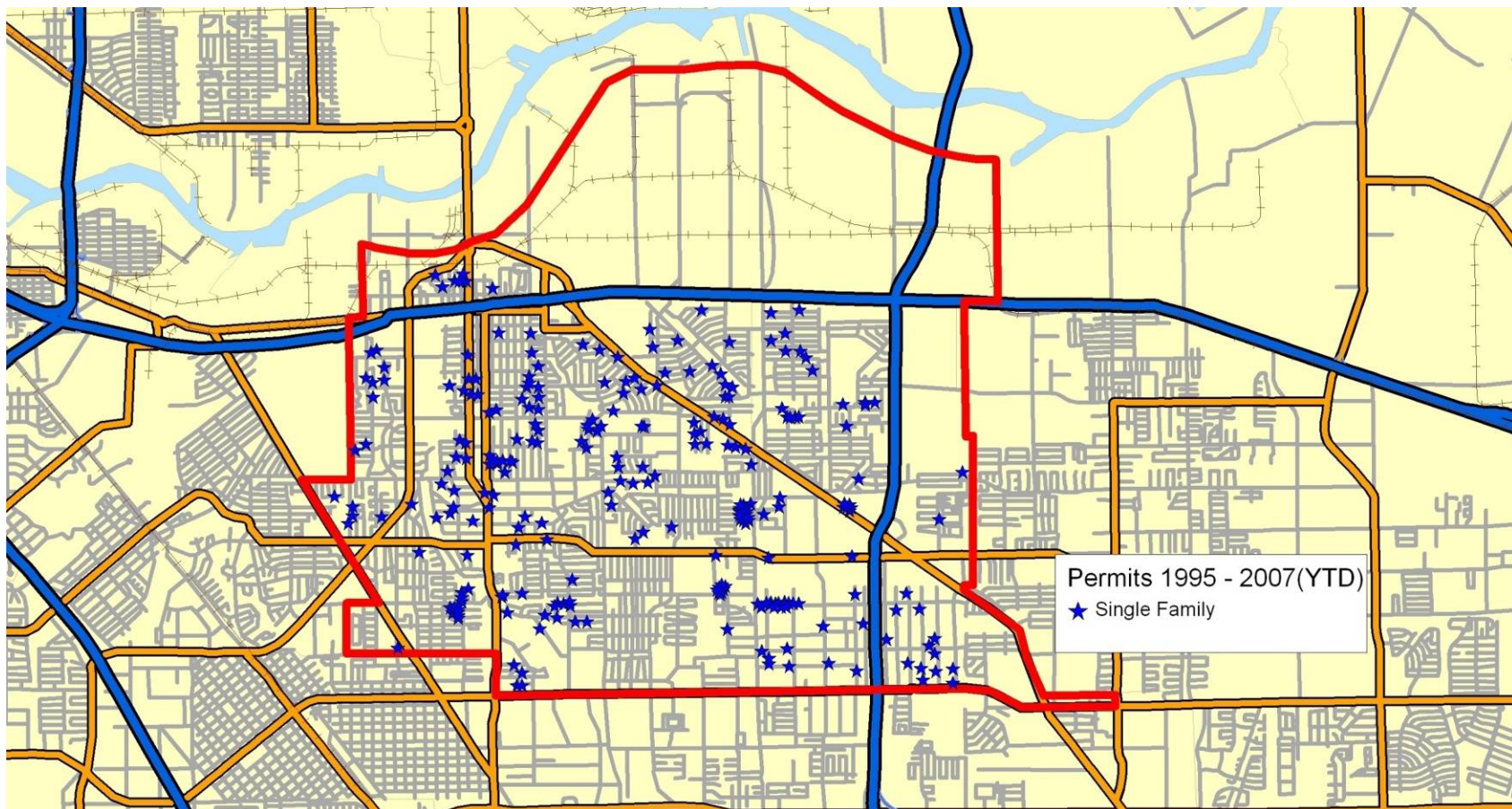




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Exhibit 35 illustrates the locations of permits for new single family housing units since 1995. In general the new single-family houses are dispersed throughout the Study Area in infill lots or replacements for older houses. There are a few concentrated areas of development that appear. One area is between Pasadena and Southmore on Crestwood Lane. Another area which has seen a concentration of Single Family permitting activity is south on Saint James St., just west of Shaver. A third area of concentration is located along Pine St. near Preston.

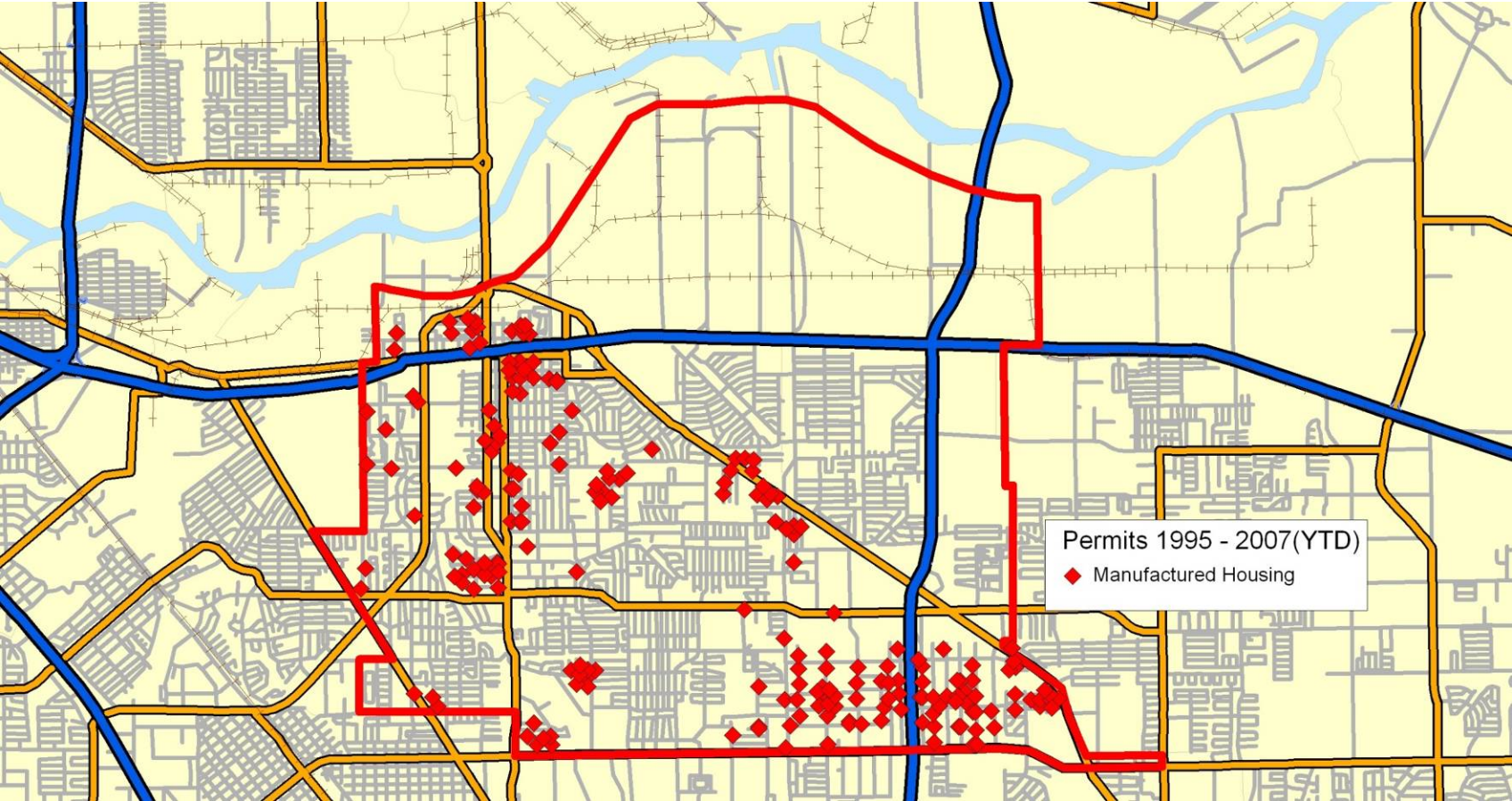
Exhibit 35: Single Family Housing (New Construction Permits)





A substantial amount of manufactured housing is located throughout the study area. Areas of concentration are illustrated in **Exhibit 36** below. The significant areas of concentration are south of Pine and east of Preston and along Shaver from SH 225 to Allendale.

Exhibit 36: Manufactured Housing (New Construction Permits)

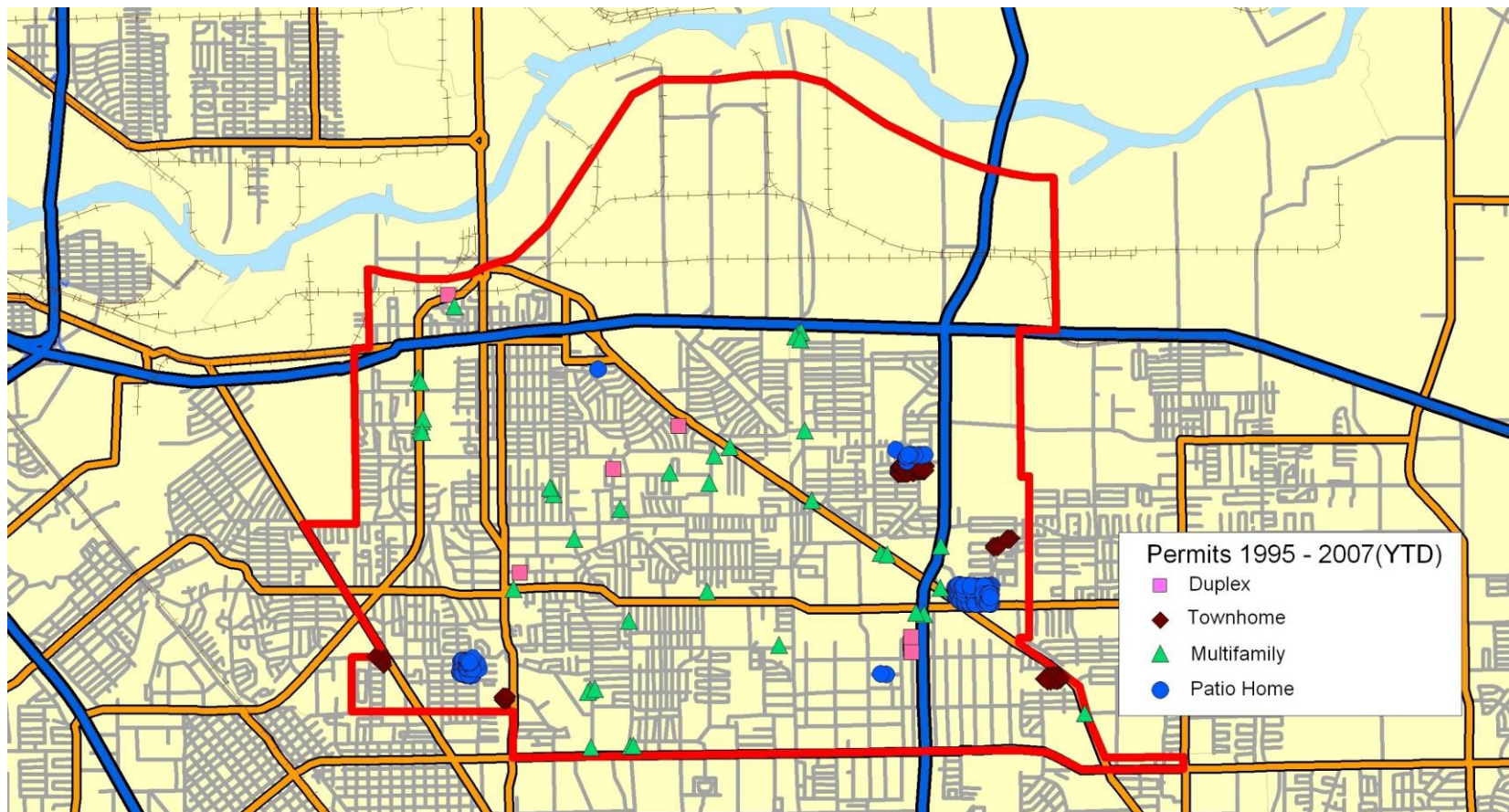




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Permits for other housing types are illustrated in **Exhibit 37**. Multifamily permits since 1995 include additions and remodels which are scattered fairly evenly throughout the area. Other types show new construction only and are concentrated on areas where newer developments have occurred. The townhome development illustrated at Red Bluff and Twin Villas is nearing built out status and has the majority of the finished homes under contract.

Exhibit 37: Other Housing Types (New Construction Permits)





Construction permits for multifamily housing are illustrated in **Table 45**. The vast majority of multifamily permits issued in the area are for remodeling of existing structures. There are only two new permits for multifamily housing within the study area over the period since 1995. One of the permits was for the senior housing project named Primrose at Pasadena, the other permit was for the Evangeline Booth Apartments. This complex is a part of the Salvation Army property located at the intersection of Cherrybrook and Preston.

Table 45: Multifamily Housing Construction Permits

Permit Type	Annual Totals												YTD 2007	Total
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006		
New	0	0	0	0	0	0	0	0	1	1	0	0	0	2
Remodel	4	1	3	0	0	0	6	0	4	4	6	4	4	36
Addition	1	1	1	0	0	0	0	0	0	0	0	0	0	3

Commercial permitting activity in North Pasadena since 1995 is presented in **Table 46**. Additions to buildings already in place have the least activity, while remodeling is the most active of the categories. Due to the small numerical sample it is difficult to establish a clear trend in any specific permit type. This data is illustrated in Figure 38.

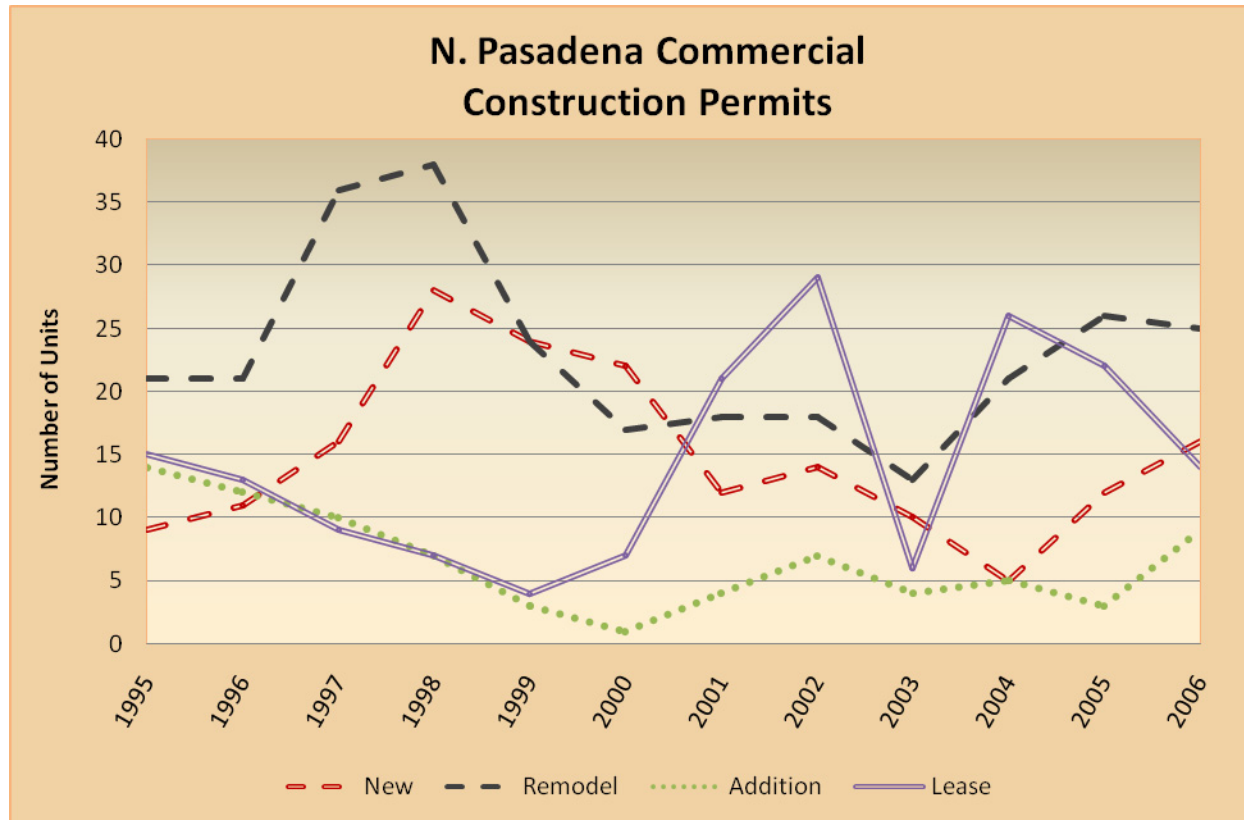
Table 46: Commercial Construction Permits

Permit Type	Annual Totals												YTD 2007	Total
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006		
New	9	11	16	28	24	22	12	14	10	5	12	16	4	183
Remodel	21	21	36	38	24	17	18	18	13	21	26	25	12	290
Addition	14	12	10	7	3	1	4	7	4	5	3	9	0	79
Lease	15	13	9	7	4	7	21	29	6	26	22	14	6	179



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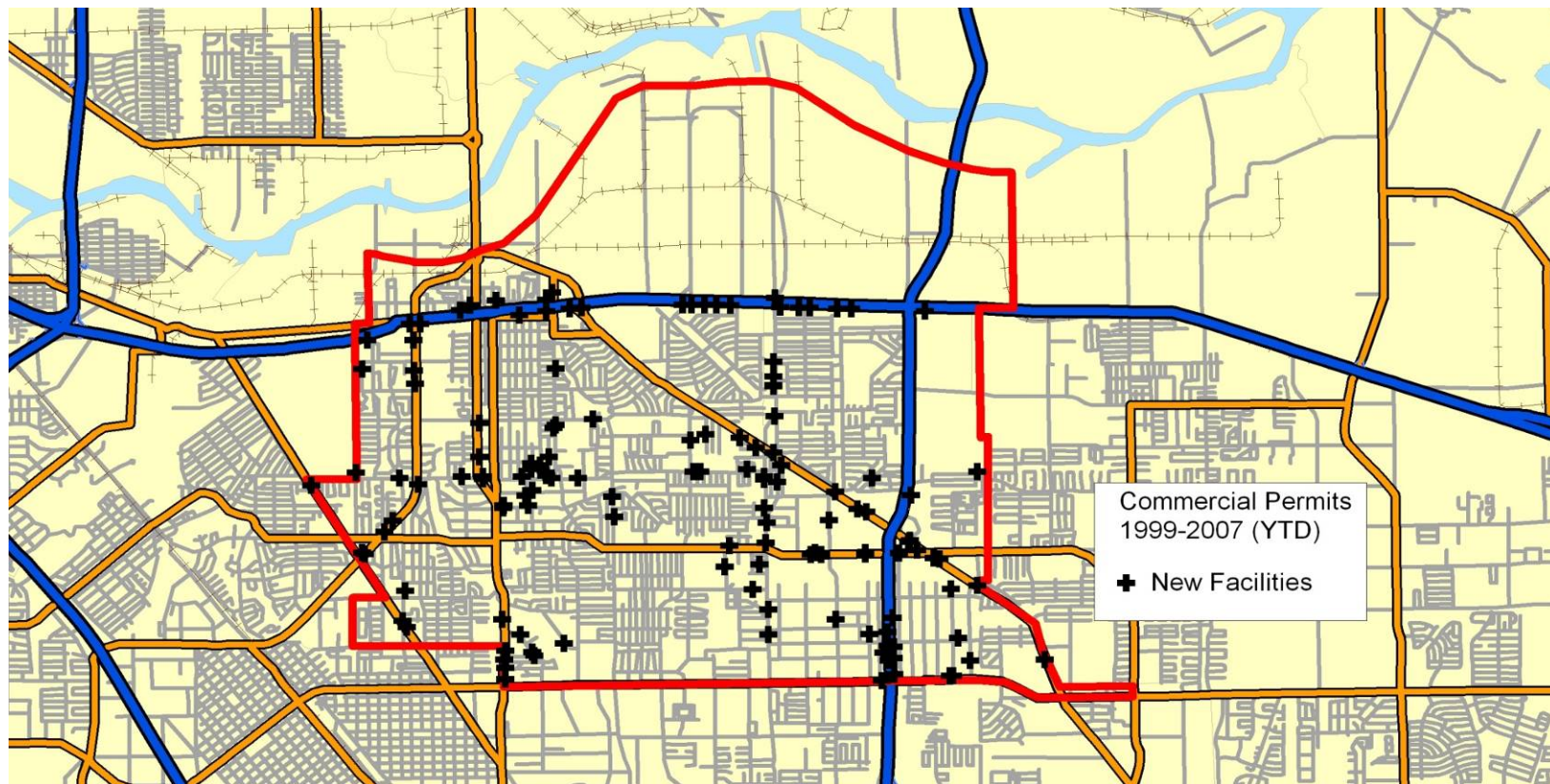
Exhibit 38: Commercial Construction Permit Trends





Permits for new commercial construction since 1995 are illustrated in **Exhibit 39**. One area of concentration in permits is along South St. which merges to become Preston on the south side of Red Bluff. Other concentrated areas are the northwest portion of the Pasadena Town Square area, the area around Spencer Hwy and the Sam Houston Tollway, and along SH 225. Other permits are scattered mostly along major thoroughfare routes in the area.

Exhibit 39: Commercial Permits (New Facilities)

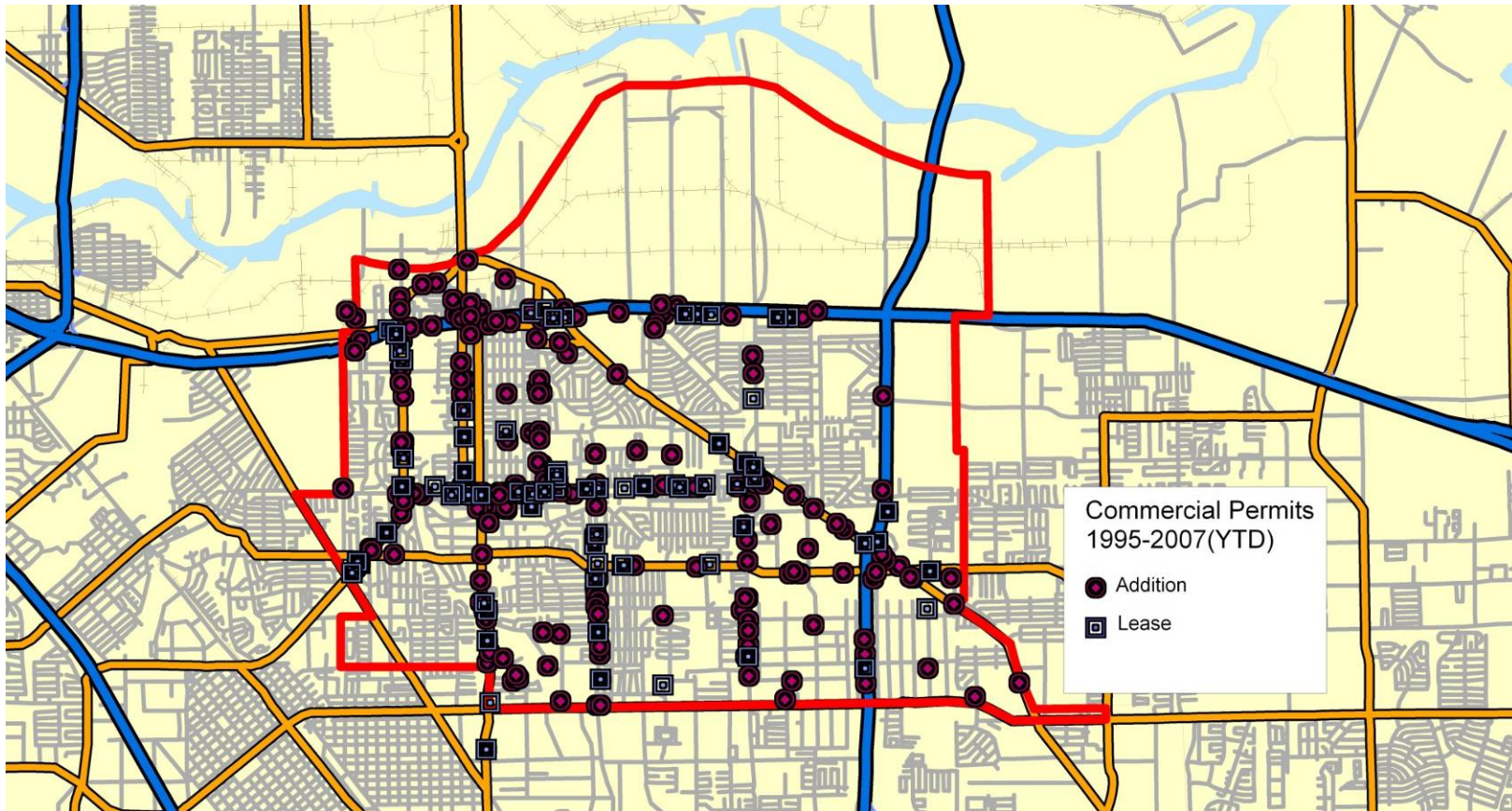




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The location of permits for additions and leases of commercial buildings are presented in **Exhibit 40**. As expected permitting activity for both types are concentrated along major thoroughfares such as Pasadena Blvd, Spencer, Strawberry, Shaver, Preston, and SH 225.

Exhibit 40: Commercial Permits (Additions and Leases)





New Projects Under Construction, Planned, and Proposed

Below is a list of projects as of December 2007 in the initial phases of planning and development and in the North Pasadena Market. This list represents a variety of projects and real estate classifications within the area. This is a compilation of projects discovered by CDS | Spillette in conjunction with Paul Chavez of the Bay Area Houston Economic Partnership.

Industrial

- ★ East Belt Business Park Phase II, spec space of 170,000 SF on Beltway 8
 - First building of 58,000 SF with rear load frontage on Beltway 8
 - Second building is a 112,000 SF cross-dock with extra trailer/outdoor storage
- ★ Park 225 East, 84 acre site with rail service and 1,754 feet of frontage on SH 225 near Beltway 8
 - 560,000 SF building 1 with parking for 370
 - 595,390 SF building 2 with parking for 590
- ★ Old Paper mill site now under ownership of a Brazilian conglomerate known as Petrobras
 - The company is thinking about possibly building an ethanol refinery for their South American unit for an alternate supply stream
 - Best case scenario would add around 50 full time employees and \$500M in upgrades and developments
 - Dependant on foreign trade designation and NOX emissions policies

Office

- ★ 4040 Red Bluff (20,000 SF) purchased by JV Industrial Companies for their corporate office
- ★ Former car dealership on SH 225 at Richey will be converted into a courthouse annex



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Multifamily

- ★ To our knowledge as of December 2007 there are no known multifamily development planned or approved in North Pasadena

Retail

- ★ A 11,550 sq. ft. retail center will be built on Southmore Avenue in Pasadena (between Town Square Mall and the former bank tower)
- ★ A truck stop/BBQ restaurant is planned for the corner of SH225 and Red Bluff Road. The development is expected to bring over 200 jobs into the area. Some portions are scheduled to be complete by May of 2008, with total completion slated to take approximately two years after that

Single Family

- ★ Deerwood Glen Subdivision Section 1: Proposed development of 88 residential lots east of Sam Houston Parkway, south of Highway 225
- ★ Queens Oaks Subdivision Section 4: Proposed development of 10 residential lots on the east side of Allen Genoa Road, south of Dusky Rose Lane
- ★ Second Harvest Subdivision: Proposed development of 4 residential lots between Ann Street and Witter Street, north of Southmore Ave.

Other Pertinent Market Information

- ★ Realtors pointed out a lack of value appreciation and credit worthy buyers as large hurdles for single family home sales in North Pasadena
- ★ The office building located next to the vacant hospital, which used to house medical offices, now includes a mix of office uses due to declining medical office need since departure of the hospital
- ★ California developers with an interest in Town Square Mall plan on a new retail concept focusing on the Hispanic Market
- ★ Former Mervin's site has attracted several prospects which are looking over the possible investment



- ★ Passage of the city ordinance allowing alcoholic beverages to be sold in restaurants and allowing grocery and convenient stores to sell beer and wine. This has already shown improved retail sales numbers in the area, as evidenced in the personal interviews in the retail sales section of this document.
- ★ Brain Reeves with the Port of Houston Authority mentioned there was a need for warehousing for the container traffic in the port area. He said there is a bull attitude in regards to the container cargo, and that it will continue to be a growth opportunity. While west coast ports are still the main area for container cargo he said increased demand from the double digit growth share in Asia will present an opportunity for the Port of Houston. Mr. Reeves mentioned he sees the Port of Houston standing where California ports were in the 1970's, with much potential for growth ahead. Houston does however currently have depth restrictions that limit the size of ships which can access the port.
- ★ New refining systems in the middle east will shift much of the refining capabilities in the area to the middle east in 2012
 - This will increase the trend for needing less blue collar labor workers and more educated, degree holding workers to run the more specialized plants which will still be located locally
- ★ A leasing agent for the mall mentioned that attracting national credit tenants has been very complicated in recent history and most of the inquiries she had received about space for lease were from “mom and pop” businesses.

Surrounding Area

- ★ In recent years there has been much development of the area around Fairmont Parkway just south of the study area
- ★ Much of this development consists of several different retail centers, mainly around the intersection of the Sam Houston Toll Road and Fairmont Parkway



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Key Findings - Real Estate Market Trends

- ★ Industrial land uses are seeing success in the area; they show excellent overall occupancy figures. Overall rent figures for industrial bode well for the area as well. Warehousing facilities seem to fare particularly well in the area, while manufacturing facilities in the area are fetching rents below typical levels observed in the market.
- ★ Based upon available data, there seems to be opportunities to further capitalize on the current and past market success of industrial property in the North Pasadena study Area. This is a land use that has historically held market support and it seems that trend will continue.
- ★ The North Pasadena multifamily market is primarily composed of a few large unit count complexes and many smaller unit count facilities. Renovation, rather than new construction, has been the market trend. Leasing personnel reflect good occupancy levels, especially post-remodeling. One complex reported a waiting list for units which were remodeled. Rents overall are just slightly below levels of the Greater Port and Bay Area, but have steadily increased and mirrored trends of the area.
- ★ There are no Class A Multifamily units in the study area. The North Pasadena Market is mostly comprised of Class C properties with some Class B units, which appear well occupied but do not bring in higher level rents. This seems to indicate a market demand and potential opportunity for development of new Class B or better units and/or remodeling and upgrading existing units. This is evidenced by the acceptance of remodeled units with higher rents and the high occupancy rates of the Class C units in the area.
- ★ The Study Area has an overall lack of higher quality office space. All but one office building in the area within the 10,000 Sq. Ft. threshold is categorized as Class C or D. Office occupancy closely compares to that of the Greater Port and Bay Area with rates in the near the 90% range. Class C rents have shown steady increase and stay at levels that are comparable to the larger area. Class D office rents are very low in the area. A significant share of this can be attributed to a very low reported rate of one property, and small sample size. There has been essentially no net change in the amount of occupied office space over the past seven years. The Greater Port and Bay Area realized significant growth during the same time, illustrating a somewhat stagnant office market in North Pasadena.
- ★ Retail Strip Centers in the study area show similar occupancy levels as the Greater Port and Bay area, while neighborhood centers show historically stronger levels of occupancy within the study area. Low rent levels could explain the strong occupancy figures in the neighborhood centers. The lack of centers categorized as community shopping centers negates the possibility for comparison.
- ★ The regional mall located within the area historically reported lower rents than that of the Greater Port and Bay Area; however, in recent years rents have risen to a more comparable level.
- ★ Retail centers anchored by a store other than a grocery store have shown to be the strong product in the North Pasadena market as well as in the Greater Port and Bay Area.
- ★ Retail absorption has declined over the past few years, and is negative in the available information for 2007. This trend is not unique, as it is reflected in the Greater Port and Bay Area as well.



- ★ Single Family home sales in the area seem to be quieting down after a period of stable sales levels. Median sales prices, once adjusted by CPI-U, are uniform over the latest four year period, which was an increase from prior sales prices in the area.
- ★ Newer single-family units in the study area have trended more toward townhomes and patio homes than the typical single-family larger lot unit or the manufactured housing that is prevalent in the area. New units are scattered throughout the area but are primarily located in a handful of small townhome and patio home developments.
- ★ Realtors in the area have reflected the market to be fairly stagnant in terms of value appreciation and growth in popularity. One realtor mentioned that many people whom are interested in buying houses in the area are having many problems with credit approval. It seems as though the type of people who are interested have a very limited credit history and most financial institutions will not fund them. Realtors seem to have the overall opinion that the market is stagnant and that's just the way it is. Recent events in the financial sector will compound this situation.
- ★ Manufactured housing is scattered throughout the region. However, new construction permits since 1995 show a particular concentration of new units in the area south of Pine Street and east of Preston.
- ★ The Commercial Market shows steady growth of 10 to 20 new properties per year on average. However, this figure seems small for an area as large as North Pasadena. The new facilities are concentrated along SH 225, Preston, Red Bluff, and the Sam Houston Tollway.
- ★ Concern was brought forth by one stakeholder that he feared the possible transaction for Town Square Mall would not go through and that the project would not receive enough support from the city.
- ★ In the overall North Pasadena study area there seems to be a collective lack of national credit tenants in the marketplace. The majority of tenants seem to be small “mom and pop” sorts, who are content to lease out older, less well-maintained space.
- ★ Anticipated future development in the study area appears to be limited to industrial uses for the most part. There are some single-family developments in the works however they are all relatively small. Other future development includes an 11,550 sq. ft. retail center on Southmore Ave near the former Bank One tower and Town Square Mall. A truck stop/BBQ restaurant, which will spawn over 200 jobs for the area, is also planned to be located at SH 225 and Red Bluff Road.

Current Sources of Capital Funds

- One-half cent 4b sales tax.
 - Passed in 1999. Activated in 2000.
 - Second Century Corporation created as Local Government Corporation (LGC) to coordinate economic development for Pasadena.



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- Total annual revenue: \$12-\$14 million split 50/50 between Second Century Corporation and crime control.
- 2002 bond issue
 - 82% voter support.
 - \$102 million placed into CIP fund.
 - Projects being financed.
 - New police station.
 - Street repairs and construction.
 - Memorial Park improvements.

Previous Planning Efforts

- Original plan completed in 1967.
 - Focus on infrastructure for new development.
 - Some commentary about creation of a town center.
- Pasadena Plan
 - Prepared in 1994.
 - Project consultant: R/UDAT.
 - Produced extensive list of desired projects.
 - Limited implementation to date.
 - Emphasis placed on infrastructure to attract new housing and retail to South Pasadena.
 - Did result in refurbishing exterior of El Capitan Theater.
- Current contract with Wilbur Smith Associates is deemed to be the appropriate next step.

Public Projects

- City is spending \$2 million on Memorial Park improvements. Underway for two years. Nearing completion.



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- 75% of CIP funds are now being committed to North Pasadena projects. Logical due to age of infrastructure. Projects other than those listed separately are:
 - Major sewer line repair or replacement.
 - Overlays on Southmore, Pasadena Blvd. and other streets.
 - Putting utilities underground in certain areas.
 - Demolishing some vacant or repossessed homes to encourage new infill housing.
 - Repaving of Main and Shaver planned (\$5 million each).
- New Police Station now under construction east of City Hall.
- Initial property acquisitions for Strawberry Extension.
 - Acquired and demolished 31 single family homes along Scott Street in planned right-of-way.
 - Average cost, including relocation allowances, around \$90,000 each.
 - Project would require purchase of a portion of a church property, acquisition of additional single family homes and construction of two bridges over Little Vince Bayou to complete.
 - In response to outcry from North Pasadena residents and decrease in Council support, acquisition of additional properties suspended by mayor in March, 2006.
 - Additional property acquisition to be made only at the volition of the owners.
- New wastewater treatment plant completed in 2003.
 - Cost: \$20 million.
 - Required 4 years to complete.
 - Had contractor problems.
- In mid 90s, acquired the strip shopping center west of the El Capitan for use as City offices. Cost: \$2-3 million.





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- In early 2000, restored the façade of the El Capitan Theater and removed the interior seating at cost of \$250,000. Total cost to restore the theater estimated to be around \$3 million. North Pasadena Business Association trying to raise money for project.

- **Hike & Bike Trail**

- Program passed Council in 2001.
- Long term project.
- Limited, if any, land acquisition required.
- Route to form a large triangle, with the base along the north side of Fairmont Parkway and the two sides formed by the Vince and Little Vince Bayous which meet just one-half mile south of the Ship Channel.

- Harris County is constructing a new courthouse at a site formerly occupied by a Chevrolet dealership on the north side of 225 at Richey.

Foreclosure and Repossession Program

- Currently, the City has no formalized property foreclosure and repossession program.
 - However, City does repossess vacant or tax delinquent residences on an ad hoc basis.
 - Some are demolished with the lots sold to builders for construction of new homes.
 - Some are given to police officers and their families in accordance with a program called the “Resident Officer Program”. Results have been satisfying with reduced crime and a greater sense of security among residents of the neighborhoods involved.

Incentive Program

- Currently, the City has no structured incentive program to offer developers and businesses, and has no business retention and development function to administer such a program.
 - Historically, citizens have resisted the notion that any kinds of incentives are needed.



- However, the mayor and council appear to be willing to consider offering incentives to attract the right kind of project, including possible formation of a TIRZ. Other possibilities would be tax abatements and Chapter 380 fund grants.
- City does offer facade improvement incentives to existing businesses – 50% of cost up to a maximum of \$7,500.

Alcohol Sales

- Ordinance permitting the sale of alcohol in North Pasadena passed in 2006.
 - Sales limited to restaurants and grocery stores.
 - Excludes bars and clubs.
 - Historically, no sales of alcohol permitted in North Pasadena in contrast to South Pasadena where it was allowed.
 - Advocates of wet ordinance sold it to the public largely on the basis that full service restaurants would be attracted to North Pasadena. However, none have come to date.
 - The state law that prohibits the sale of alcohol within 1,000 feet of a school or church definitely restricts the number of sites.



Private Projects

- Sunrise Meadows
 - West of Beltway 8 on Red Bluff Road.
 - Public-private partnership.
 - After a 10 year process, during which there were frequent changes of ownership, the City closed down and acquired a blighted, criminal infested, multi-family apartment project.
 - Old improvements were demolished and a builder brought in.
 - New product in the form of small single family homes on very small lots.



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- Average price: \$120,000.
- Could be prototype project for future housing in North Pasadena.
- Owners replacing low-end renters.
- Other Housing
 - New single family development – Deer Creek - taking place east of Beltway 8 north of Pasadena Blvd.
 - New single family homes being built on vacant lots or lots with tear-down homes throughout North Pasadena.
 - New single family homes recently constructed on Crestwood near Austin and west of Preston priced in the 300s.
- Large warehouse project near Preston and 225.
 - 94 acre project.
 - Tilt wall construction.
- Town Square Mall
 - Two investor/developer groups interested in acquiring and refurbishing mall.
 - One, Plaza Investments, would reposition the mall for the Hispanic market.
- Texas Bay Area Credit Union is in due diligence preparatory to possible acquisition of the former AT&T building nearby. They would be vacating a building at 225 and Richey.
- Former bank/office building at Southmore and Pasadena Blvd. has been acquired. No decision has apparently been made regarding disposition of property.





- The Wal-Mart at Main and Southmore is doing very well. Store ranks very high in total sales among all Wal-Mart stores in the region.
- Several new CVS and Walgreen's drug stores have been constructed in recent years in North Pasadena.

Private Projects Completed, Underway or Planned

- Five Star Properties (sister company of Ventech) has acquired properties along a one mile stretch of 225 west of Red Bluff over a 40 year period and is building \$15 million of office/warehouse and light industrial space.
- 200 units of subsidized senior housing have been constructed on Beltway 8 south of Pasadena Blvd.
- Jacqueline Spigener, owner of the Silver Sycamore Tea Room and Silver Sycamore Reception Hall on Pine east of Preston is buying and restoring three old homes nearby, one of which is to be converted into a Bed & Breakfast establishment.
- Six single family homes are being built by Habitat for Humanity for low income Pasadena families (six months were required for plan approval and permits).



APPENDIX C: STAKEHOLDER INTERVIEWS

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NORTH PASADENA REDEVELOPMENT PLAN STAKEHOLDER INTERVIEWS

APPENDIX C: STAKEHOLDER INTERVIEWS

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Summary of Initial Interviews

The following is a summary of the findings of the initial interview process.

- ★ Previous redevelopment planning efforts have included the original 1967 City Plan and the “Pasadena Plan”, with the assistance of R/UDAT, Washington D.C., in 1996.
- ★ Current primary sources of available funding include the Second Century Corporation’s share of the 4b sales tax - \$6-7 million per year – and a share of CIP funds derived from current general revenue and the \$120 million bond issue passed in 2002.
- ★ Major recent, current and planned public projects include the wastewater treatment plant north of Old Downtown, Memorial Park improvements, restoration of the facade of the Capitan Theater, a new police headquarters, a hike and bike trail system, and the repaving of Main and Shaver Streets north of Southmore. The City is also engaging in a public-private venture which will result in the demolition of old, poor condition apartments on the east side of Beltway 8 north of Red Bluff Road and construction of a new affordable homes subdivision on the site to be called Sunrise Meadows.
- ★ Pasadena has no structured foreclosure and repossession program. However, some vacant or code violation properties have been repossessed and sold to builders for infill housing.
- ★ Currently, Pasadena has no incentive program for developers and no business retention and development office to manage it. However, there appears to be a growing willingness to form a TIRZ to stimulate redevelopment of the Pasadena Town Square and consider other incentives as well.
- ★ Following the passage of an enacting ordinance in 2006, alcohol sales by restaurants and grocery stores is now permitted in North Pasadena.
- ★ Principal recent private development projects include substantial industrial office warehouse development on SH 225 between Red Bluff and Beltway 8, new single-family housing east of Beltway 8, a major senior housing project on Beltway 8 south of Pasadena Blvd. and some scattered other new housing on vacant or condemned properties.
- ★ Major refurbishing or redevelopment projects are in some phase of due diligence or planning for five principal Pasadena Town Square properties – Town Square Mall, the former SBC (AT & T) building (vacant), the high-rise Bank One (bank/office) building (vacant), former Mervyn’s store (vacant) and Memorial Hospital (vacant). However, real action appears to depend on City decisions with respect to formation of a TIRZ, some type of incentive program for investors and developers, and/or near-term future CIP expenditures.



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- ★ Respondents regard the principal strengths or advantages of North Pasadena from a developer's standpoint to be: excellent access from SH 225, location near the port and Ship Channel, strong industrial job base, large workforce, good police and fire departments and historically better schools than HISD.
 - ★ Principal weaknesses or disadvantages are believed to be: poor image, shortage of vacant or economically redevelopable properties, no business retention and development function or incentive program for developers, no public transit system, perception of high crime rates, poorly maintained streets and streetscapes, poor quality of life, large low income population, many poorly maintained homes reflecting a high percentage of rental houses, depressed Town Square area following the closing of Memorial Hospital, and PISD unwillingness to participate in a TIRZ.
 - ★ Primary visions for redevelopment in North Pasadena were as follows:
 - Revitalized restaurant/retail/entertainment/office district in Old Downtown north of SH 225 to attract visitors and build tax revenue.
 - (Contrary view) Conversion of Old Downtown into an industrial warehouse, light manufacturing and Ship Channel industry expansion district.
 - Residential redevelopment of tax delinquent or code violation properties to increase the number of rooftops needed to support existing and new retail.
 - Repair and improvements to remaining housing stock, possibly through the granting of incentives to homeowners.
- Revitalized and improved Town Square Mall, including a movie complex.
 - Reuse of the former SBC (AT & T) building by some type of financial institution.
 - Reuse of Memorial Hospital as a senior living or multi-family residential facility to support retail land use in the area.
 - Reuse of the former Mervyn's store space as a bilingual call center to support residential and retail land use in the area.
 - Restored high-rise bank/office building to house professional offices and remain the principal land-mark of Pasadena.
 - New and rebuilt streets to improve access and circulation, possibly including widening of Pasadena Blvd. to a beautifully landscaped boulevard connecting SH 225 to the revitalized Pasadena Town Square.
 - Repave Main and Shaver streets with a tree-lined median similar to Strawberry Road near Strawberry Park.
 - Increase the police presence in North Pasadena with the desire to have more bilingual officers.
 - Acquire land along Red Bluff Road from Pasadena Refining Company to be used as retention ponds to address drainage issues in the area.
 - Would like a recycling center in the area.
 - Develop a small-scale transit or trolley system that connects neighborhoods to medical facilities, pharmacies, and retail centers to meet the daily needs of elderly residents and those who cannot afford a vehicle.



- Would like to see the area remain affordable to existing residents. Do not want to gentrify the community to the point where people are priced out of their homes.
- General beautification of the area including addressing the issue of junk cars, dilapidated housing,
- Revitalized Town Square Mall
- Restored hi-rise bank/office building
- Attractive reuse of AT&T, Mervyn's and Memorial Hospital buildings
- New and rebuilt streets, widening of Pasadena Blvd.
- A revitalized old downtown
- Residential redevelopment of tax delinquent, condemned and code violation properties
- Attract reputable developers to the area.
- Repair and improvements to the housing stock
- The creation of a historic district in Southeast quadrant
- Use Gulfgate area as a model for redevelopment.
- Would like to see North Pasadena be brought back to the lively and vital community it once was.
- Cooperation and coordination between Hispanic and Anglo business owners.
- Would like to see a park and ride facility in the area, possibly at the Town Square Mall.
- Would like to see small, older homes turned into boutique shops like in spring, Texas.
- Would like to see the City attract more restaurants and entertainment.

- Turn the hospital building into a mixed use development with restaurants on the first level and senior citizen housing on the upper levels?
- Turn The Capitan into something very unique like Theatre Under the Stars in Houston.
- Creation of a Pine Street Historic District to attract visitors.

At the request of the Pasadena Second Century Corporation Board, a second series of stakeholder interviews were conducted by planners during the summer/fall of 2008. The first interviews were conducted during the third week of July 2008 and included individual discussions with three members of the Second Century Board and a major land owner along Pasadena Boulevard.

In early September 2008, planners met separately with a local developer, a representative from the Pasadena Police Department, various members of the City Staff, members representing the Pasadena Hispanic business community, and owners of some notable buildings in the community to discuss local issues and gain a better understanding of the community. Two months later, in early November 2008, planners held separate interviews with a local neighborhood advocate, representatives of Pasadena Town Square, and representatives with San Jacinto Community College.

Stakeholder Interview Outcomes

The comments gathered from the initial stakeholder interviews conducted in 2007 were also expressed during the stakeholder interviews that took place in 2008, with the exception of the need to create an historic Pine Street Historic District to attract visitors to Pasadena. The notable differences in the stakeholder interviews that took place in 2008 were that they provided greater detail on issues already raised and several additional issues were raised for the community to consider and address. Taken together, the main issues



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of concern resulting from the stakeholder interviews included the following:

- ★ Better communication with the community
- ★ Improved access into North Pasadena
- ★ Pasadena Town Square area
- ★ Additional choices for moving around the community
- ★ Public-private partnerships
- ★ Neighborhood and housing improvements
- ★ Community image

These issues are elaborated further below.

Better Communication with the Community

There was recognition by all of the stakeholders that North Pasadena was a maturing community that continues to experience changes in its social and economic character, primarily in its growing Hispanic population. While there was concern about man-made physical features like the age of the housing stock, the condition of the road network, and vacancies of commercial buildings, the social transition the community has undergone was seen as a positive with some new challenges for the community.

Stakeholders said that the key to Pasadena's success was breaking down multicultural issues. In addition, some stakeholders said that communication was a huge issue. These stakeholders pointed out the need for the City to communicate activities, events, and actions that are taking place towards the improvement of North Pasadena, both for English-speaking and predominantly Spanish-speaking residents. It was noted that while the local municipal channel served as an outreach for the community, its bilingual offerings were limited. One avenue expressed by stakeholders to foster better communications and relations with the City and its residents was

through the addition of several police storefronts for patrol activities. Suggested sites for such storefronts included neighborhoods with greater concentrations of multi-family complexes and it was noted that some complexes storefronts could be paired with facilities having YMCA outreach programs.

Involvement was not limited to the City. While some stakeholders said that church involvement was not strong, others identified local churches as filling in the void, including the Catholic Church at Main and Harris Streets, Iglesias del Pueblo, and Pentecostal of Pasadena. Better partnerships with churches, economic groups, and coordination with banks were identified as ways of fostering a sense of ownership and developing community outreach programs and educational opportunities.

Stakeholders noted that continued involvement in community activities has been successful, especially involvement with younger residents. Group involvement efforts have included Pasadena Teenage Baseball, Pasadena Little League, and Pasadena Pee-Wee League where parents and kids are actively engaged. Hispanic stakeholders noted that for the Hispanic community, it is starting to see its first college-educated generation. These stakeholders said this was important for North Pasadena because these graduates are returning to the community to live.

Improved Access into North Pasadena

The approach to North Pasadena was frequently mentioned among the stakeholders. Some proudly noted the success of Project Stars' artwork and greenbelt enhancements along the SH 225 corridor that promote the San Jacinto Texas Historic District. While this regional highway corridor along the northern third of the community was recognized as a positive, the comments concerning the internal road network coming into North Pasadena from SH 225 was less enthusiastic. Most thought that as gateways into the community, the existing thoroughfares and adjoining developments casted a negative impression for the area.

Several expressed the need to spend funds on roads and infrastructure. Some stakeholders stated that new buildings, new



roads, and new sidewalks would attract people to the area and would be an important first step for the city. Stakeholders said that improvements to roads and gateways should include everything at one time, from sub-surface infrastructure to streetscape enhancements, so the city would not have to dig up the roadway improvements to install these other investments.

The demise of the planned Strawberry Boulevard Extension was noted by some stakeholders. A few stakeholders were troubled that a large number of residential properties along Little Vince Bayou were purchased for right-of-way before the project was called off. Of these, some thought the project should be resumed and the proposed roadway extended. Still, other stakeholders thought the proposed roadway would divert traffic away from the center of the community.

Several existing roadways were mentioned as gateway options, including:

- ★ Shaver-Main Streets
- ★ Pasadena Boulevard
- ★ Southmore Avenue

Of the three roadway corridors, the Pasadena Boulevard corridor was repeatedly mentioned as a 'good choice' for improvements. Some expressed the need to widen Pasadena Boulevard, while others thought the roadway should be a major investment that redefines the entrance into North Pasadena. In addition, some stakeholders identified the intersection of Pasadena Boulevard and Southmore Avenue as a significant crossroad for North Pasadena that deserved greater consideration in its design. While a few stakeholders said creating a gateway into North Pasadena might be a long-range investment, others stated that the need for such a gateway was long overdue.

Infrastructure issues focused primarily on drainage and improving area roads. It was noted that flooding was a big issue in the study

area. Pasadena Boulevard between Strawberry Boulevard and Southmore Avenue lacks drainage, causing this roadway to flood during storms. Drainage improvements were cited along Shaver and Main Streets and Southmore Avenue by some stakeholders. Some stakeholders said drainage infrastructure should include the need for a regional detention/retention system for local watersheds. Stakeholders said that the community needs to spend more dollars on infrastructure and road improvements, and any major road reconstruction projects must coincide with installation of new and future underground utilities.

Pasadena Town Square Area

Stakeholders expressed concern about the prospects of redeveloping the Pasadena Town Square mall and surrounding area. While the retail center remained a point of destination within the community, stakeholder said the Pasadena Town Square mall was no longer a positive image for the area. It was noted that the shopping center being an inner city retail center lacked visibility along a major highway and was too small for big developers. Stakeholders mentioned the concentration of buildings in the area, including the SBC (AT&T) building, the former Bank One tower, the former hospital, new police headquarters, Pasadena City Hall, Ventech Engineers office building, and the shopping center.

Making the numbers work was also mentioned as a challenge to future development. Rents for office space in the area go for approximately \$10 per square foot. Vacant buildings in the area (former bank tower, SBC (AT&T) building, and Mervyn's) are visible reminders that commercial demand in the area is on the wane. The opening of the local Wal-Mart Supercenter was noted as impacting the Pasadena Town Square mall and surrounding area. One stakeholder said that rents for retail space across from the Wal-Mart Supercenter are now going for \$15 to \$18 per square foot.

Other challenges were noted by stakeholders. Stakeholders mentioned the problems in getting local merchants to work together. One stakeholder said that national restaurants do not do well in



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North Pasadena; however, “mom and pop” restaurants work. While crime in the area exists, it was not considered a serious concern. Stakeholders pointed out that crime once had been a bigger problem around the Pasadena Town Square (narcotics and low-rent motels) and on Pasadena Town Square mall property (auto-theft), but the situation has improved. It was noted that new management at the Pasadena Town Square mall was working with the City to chase out gang activity and that the City was stepping up enforcement activity around the retail center.

Improving the appearance of the surrounding area was identified as being important to supporting any new development in the Pasadena Town Square area. Upgrading streets and sidewalks were mentioned as first steps to improving the area. To help people move around the area, one stakeholder brought up the need for signage. While stakeholders agreed that new buildings from the private sector would attract people to the area, some stated that City incentives – such as façade improvements and tax relief – needed to be part of the formula to improving the area’s visual appeal.

Along with the need to improving the appearance of the Pasadena Town Square mall and surrounding city blocks, stakeholders said the area needs to be repositioned as a family-oriented people place. Enhancing livability with a live-work-shop environment and providing a mix of uses was expressed as a means to foster a “town center” feel for the area. Within this mix, some stakeholders included the need for a community college as part of the redevelopment within the Pasadena Town Square area. Stakeholders mentioned the desire to see pedestrian-friendly amenities and gathering places that would attract people to shop in the area and make them want to stay. It was also noted that preserving the historic aspects of the area was considered an important element to the area’s redevelopment.

Stakeholders thought the Pasadena Town Square could be turned around, but the center needed to attract better quality businesses and anchor stores to succeed. The Gulfgate shopping center was mentioned by several stakeholders as an aging shopping center that was repositioned and given new life with the addition of restaurants,

a Fiesta grocery store, and national retailers, such as Best Buy, Ross, and Pappas. Some said putting in a grocery store at the old Mervyn’s site would be a positive, while others mentioned the need for a grocery store in the Pasadena Town Square area.

Other improvements were cited that would support a broader need for this area other than consumer needs. This ranged from having an indoor gym in the area to housing improvements in the surrounding neighborhoods and to the need for a huge Catholic church. Hispanic stakeholders wanted to see new development at the Pasadena Town Square mall providing a greater variety of retailers and expressed no desire for a flea market.

Several options were noted by stakeholders in how to reposition the Pasadena Town Square mall and surrounding area. One stakeholder suggested tearing down the Pasadena Town Square mall for light industrial space. Other stakeholders were concerned about the cost and feasibility of renovating some buildings, such as the former Bank One tower and former hospital, and suggested that these structures be torn down if the numbers to redevelop the existing structures did not work. Other stakeholders said they wanted to see a new lease on life for these landmark buildings. This included turning the former Bank One tower into a senior facility-independent living center or City Hall office space and restoring the former hospital into a world class healthcare facility. One stakeholder said there needed to be deed restrictions for Pasadena Town Square mall as retail activities expand.

Other stakeholders were less specific about certain locations, but more focused on the broader area. This ranged from reducing parking requirements for new development to taking a couple of city blocks and removing existing structures to attract new development. Several stakeholders mentioned the need for green space and encouraging a more urban development characterized by a mix of pedestrian-oriented streets, restaurants and shops, civic structures, mixed-use residential buildings, and parking garages situated in the middle of city blocks and obscured by buildings fronting local streets. While local investors remain positive about their investments in the



area, they made it clear that further delays could jeopardize their investments unless a redevelopment plan was forthcoming.

Some stakeholders said the city needed a government center in North Pasadena that would serve as a focal point in the community. This would be a prominent location that would be easy to find and welcoming to residents and visitors. The area around the Pasadena Town Square mall and existing City Hall was mentioned frequently. Various stakeholders described what would be appropriate in the government center. Along with city administration buildings, other developments noted included commercial and residential buildings, a community college facility, and a civic park or plaza. The need for new streets, sidewalks, water features, and public activities was expressed as a way to attract residents and visitors.

The need for a centralized park was expressed by several stakeholders. While one stakeholder stated that there were plenty of parks in North Pasadena, other stakeholders stated that families and children lack a place with activities that a large park would provide. Some stakeholders described such a place as either a prominent civic center park or plaza with water features, but not a pocket park.

The lack of water features in North Pasadena combined with the need to create detention ponds as part of a regional detention/retention system due to flooding was expressed. In addition to family activities, a few stakeholders said a memorial feature - whether for veterans, civil servants, or love ones - be included in such a park/plaza setting. Suggested locations for such a park were in the Pasadena Town Square area or around the police headquarters building.

Several stakeholders, including those in the educational field, thought there was a need for a college center in North Pasadena. Stakeholders acknowledged that North Pasadena was undergoing change into a highly-diverse community, and that there was a need to reach out to the residents and employers in the community.

Stakeholders from North Pasadena's business community said the need for workers having certified occupational skills continues to

remain strong, especially for workers in trades requiring technological expertise. Stakeholders from the education sector said there was a critical shortage of workers in such careers as nursing, science, technology, engineering, and math.

The Pasadena Town Square area was identified by stakeholders as appropriate sites for such a college campus. This was due to this area's central location in the North Pasadena community, supply of available buildings, and proximity to potential workers wanting to further their skills and improve their marketability in the region's job market.

Additional Choices for Moving Around the Community

The limited choices for getting around North Pasadena were mentioned by several stakeholders. Access to jobs was cited for the need to have some form of public transit. The lack of public transportation was cited as an issue for local residents in their access to child care, shopping, and getting to schools. One stakeholder said that people feel trapped and that residents should be empowered with transportation options. Even the need for an improved and expanded sidewalk network was noted as being necessary for the community.

Several stakeholders discussed the need for a localized transit circulator system. It was noted that a previous study by METRO (the Goodman study) considered the possibility of a circulator, such as a trolley car path. One stakeholder suggested a public transit loop that would link jobs and shopping needs for residents living in multi-family communities. It was also suggested that a locally owned and operated transit circulator would connect with a planned park and ride facility at the north end of the Pasadena Town Square mall. The planned park and ride facility would have 100 parking spaces with METRO providing the shelter and the City maintaining the facility.



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Public-Private Partnerships

The need for fostering public-private partnerships was mentioned by various stakeholders to encourage development and neighborhood stability in the community. Such partnerships were emphasized for public-private investments; however, there was a desire to explore other methods of cooperation for achieving shared needs.

Different locations and various needs were mentioned by stakeholders as possible public-private partnership opportunities. Locations included the northeast corner Pasadena Boulevard and SH 225 service roads as a retail and entertainment redevelopment site, the renovation of the former hospital, the redevelopment of the Pasadena Town Square mall and the surrounding city blocks, and even creating a themed automotive destination corridor along Shaver Street. Some stakeholders said things were at a standstill in the area and there should be a need to get more developers committed into North Pasadena.

To help spur development, stakeholders suggested various means ranging from raising property tax rates to considering more involved methods of financing, such as having a possible tax increment reinvestment zone (TIRZ) combined with a development agreement along with 4B funding. One stakeholder said the creation of a redevelopment authority responsible for carrying out the plan would be one way to communicate and work with developers as a means of facilitating new development.

Some public-public partnerships were suggested by stakeholders between the City and the Pasadena Independent School District (PISD). Stakeholders noted that the school district needs land and facilities for new students enrolling in the district. One stakeholder recommended the City work with PISD on potential strategies to give the school district a return in exchange for participating in business improvement districts (BID) and tax increment reinvestment zones (TIRZ) programs.

Exploring partnerships that have a more direct impact for the community's residents was also mentioned. One local stakeholder

suggested a program where surrounding businesses and industries would provide incentives for their employees to buy and live in the community. Another stakeholder said it was important to get community buy-in with the plan and its programs if anything is to come of it.

Neighborhood and Housing Improvements

North Pasadena is a large area of the city mostly made up of various housing subdivisions with some organized into neighborhoods. While many of North Pasadena's major arterials and collector streets are dominated by commercial structures, behind this wall of commercial are residential developments that account for a large share of the community's development landscape. The stability of the area's residential neighborhoods and the need to maintain the housing stock was noted several times in interviews with individual stakeholders and focus groups.

Several stakeholders recalled growing up in North Pasadena when the area was new and expanding and witnessing the changes that have taken place through the decades. Stakeholders said the influx of new residents was good for the community but brought in new growth and development changes due to socio-economic shifts. This change did not occur within a short period of time but was gradual. As one stakeholder described the socio-economic shift over time, "Southmore was the line during his time, now it is Spencer Highway."

People interviewed realized that the local development was market driven and income driven. They expressed some challenges with new residents in North Pasadena, such as being less likely to vote in elections. School issues, such as a new building program, were also noted. One stakeholder suggested that future development in the area be either industrial or residential or a combination. Several interviewed said North Pasadena was becoming a more walkable community and that they would like to see more housing, less retail, and a return to the neighborhood.



Neighborhood conditions in North Pasadena reflect the new demands brought on by the influx of new residents. Stakeholders acknowledge that some subdivisions in the study area are good, but others continue to present challenges. They mentioned the Sagemont neighborhood within the City of Houston as a good example of a racially mixed neighborhood in the community and Sunset Terrace, a project directed from the City, as a big success. Concerns were expressed about the area north of Harris Street becoming a blighted neighborhood. Several stakeholders noted that re-gentrification in the area was based on the Hispanic population returning with better education and higher incomes.

To help spur neighborhood improvements in North Pasadena, stakeholders provided several comments and suggestions. Stakeholders said the demand for new housing in North Pasadena was strong, that if you build it they will come. There were economic considerations noted. One stakeholder said that for the model block and model neighborhood the available lots would be priced at approximately \$30,000; however, another stakeholder thought that lots costing \$25,000 were too high to make the numbers work. With one new 50-lot subdivision cited along Red Bluff the builder paid \$20,000 per lot with 28 houses built so far. One stakeholder noted that existing houses in the area sell for approximately \$60,000 to \$80,000 each, making housing choices more competitive and providing little room for a new home builders to make a profit.

A large portion of North Pasadena's housing stock consists of structures built from the 1950s to the 1970s. This housing inventory reflects the different needs of homeowners during an earlier period. For example, stakeholders point to the fact that many of the houses were built for a one-car family; however, many households today have multiple cars, which houses, lots, and city streets were not equipped to handle. Many stakeholders agreed that improving housing conditions around local schools would have a positive effect for neighborhoods.

A stakeholder involved in local renovations said "the City is good at tearing down structures - sometimes too good," and does not provide enough time for rehabilitation. Stakeholders pointed out that there

was a need for enhancing housing standards in the community ranging from architectural standards to standards set for rental properties. A stakeholder noted that Habitat for Humanity houses built in the region were too utilitarian and looked bad.

Many stakeholders had concerns about the quality of multi-family housing in North Pasadena. The community has clusters of multi-family properties that stakeholders said were bringing down the community and straining local resources. One stakeholder stated that the turnover rate for apartments is 300%, creating a hardship for teachers and students at local schools. Concentrations noted were along Richey Street and around Jenkins and Burke. A need for upscale condos that caters to seniors was mentioned as being beneficial for the community. Some stakeholders stated that what was missing in the community was a good quality multi-family rehabilitation project.

One stakeholder involved in the community had reservations. This stakeholder pointed out that after an apartment community reaches a certain stage in its life cycle repair cost rise but the product is no longer competitive. Owners are less willing to make improvements resulting in code enforcement issues that could last up to three years followed by a couple of more years as the City tries to condemn the property. If a new owner comes to the rescue they will spend up to two years revitalizing the property. Even with the improvements, the new owners usually can not rent to the target market and instead rent to others, and the cycle starts over.

To avoid the cycle, the stakeholder suggested using some existing tools and applying some new methods not being fully used in the community. These included aggressive code enforcement, levying a special tax for excessive number of calls, a police storefront, and the option to shut down a complex.



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Several stakeholders said there needs to be greater city involvement for improving housing and neighborhood conditions. This ranged from the City buying bulk or wholesale landscaping materials for neighborhood improvements to rebuilding local streets and sidewalks. Some stakeholders mentioned the need for the City to buy a block and redo the housing as a means to spur surrounding neighborhood conditions. Another method mentioned where the City could provide more direct assistance to neighborhoods would be in the form of incentives by neighborhoods to encourage home ownership, such as dollars invested for buying a house and dollars invested for improvements.

Installing police storefronts near troubled neighborhoods and apartment communities was suggested. The police storefronts would be staffed by bicycle officers for patrol activities. According to the stakeholder, these police storefronts could be partnered with YMCA day care, fitness centers and outreach programs at several locations.

Other stakeholders suggested various methods the City could pursue with standards to be developed. Such methods include having an annual inspection process for renter-occupied housing units and tax incentives for owner-occupied housing units. Other means suggested include an inspection process to perform prior to selling and a sub-standard notice to title companies to red flag problem properties.

One stakeholder familiar with the City's handling of property being auctioned off said the City might consider implementing restrictive covenants and time covenants for property the City auctions off. This stakeholder noted that while the process was not cumbersome, the economics works against some buyers. For focused areas of the community, the stakeholder said the City needs to develop a list of properties and a list of builders, and that the builders need to be bonded so that properties are not just auctioned away with not commitments for re-building within a certain period of time.

City involvement also was defined to include community involvement in identifying and directing redevelopment and promoting

homeownership. Promoting homeownership was emphasized by several stakeholders. Some stakeholders said information on the process of buying property and hurdles to anticipate is not well coordinated, which causes problems. It was noted that many of the homeowners and potential homeowners in North Pasadena are semi-skilled laborers involved in upgrading their houses. While stakeholders interviewed said the community should encourage homeownership, some stated that people should be required to put in appropriate funding to quality for grants or incentives. This was tempered by one stakeholder who said the Sunrise Meadows housing came with too many restrictions for people to quality.

Several existing neighborhood programs and partnerships were mentioned by a North Pasadena stakeholder as being successful. According to one stakeholder, the partnership efforts between the local government and community neighborhoods are considered to be a success with 176 neighborhoods involved. It was noted that the community has developed an "Adopt a Neighborhood" program for business sponsors and a "Good Neighborhood Partnership Program" to fix up local houses.

Stakeholders brought up other methods that the community should pursue. A stakeholder involved in neighborhood matters said there were two ways to improve the city – through city laws and ordinances and through deed restrictions. Developing a Neighborhood Matching Grant program so groups can apply for signage, lights, trails, and safety improvements was mentioned. Crime Watch is a large part of this effort as well as deed restriction enforcement.

Community Image

During the interviews several stakeholders noted that North Pasadena has a perception problem. These perceptions seemed to revolve around the community's social, economic, and physical attributes. The views expressed for the area ranged from positive to negative and vary from specific locations to the greater community.



Stakeholders pointed to some local features that reflect poorly on the community, notably that North Pasadena has a large number of vacant buildings and that people still lacked a sense of security, which could be eased with increased lighting and security cameras. One stakeholder mentioned “the feeling you get” for the area’s day image versus its night image, while another stakeholder stated that crime was getting higher. Another stakeholder said the area is tagged as being a destination for immigrants. Other stakeholders pointed out how investment and growth have continued to move south in the city. The Beltway and Fairmont section of Pasadena was mentioned as a hot area with high disposable incomes.

Local stakeholders had much to say about the positive aspects of North Pasadena. These stakeholders pointed out that North Pasadena does not have a homeless problem, and that the City overall is fairly healthy. Those investing in the community noted that the area has a larger purchasing power than is reported, and that the area’s greatest asset was its semi-skilled labor force. Others cited the community’s location in the Houston area and the ease for getting around the region.

Various stakeholders thought that North Pasadena needed a theme or new image that defines the community’s character. This theme should be high quality, consistent, and provide a sense of being welcomed into the community. New investment from both the public and private sectors were seen as ways of providing that ‘shot in the arm’ to help the community gain its footing, develop a sense of place, and become a destination.

To brighten the community’s image, several stakeholders said that an important first step would be focusing on improving the streets, sidewalks, and addressing the area around the Pasadena Town Square. Stakeholders pointed out that new buildings and new roads would help to attract people to North Pasadena, and that the area needed good quality businesses. Other stakeholders said they would like to see pedestrian-friendly amenities as the area redevelops.

Some stakeholders said they would like to see an HEB or Mi Tienda grocery store in North Pasadena. However, some Hispanic stakeholders were concerned about stereotyping the area because of its large concentration of Hispanic population. Concerns were raised about investors putting in a flea market or doing some type of colorful Hispanic theme. Hispanic stakeholders said they want to see new concrete and more variety in how they spend their dollars, such as having a Starbucks or an Ann Taylor store. Hispanic stakeholders view the North Pasadena community as being “One Pasadena” with the larger community.

New growth and development was seen as a positive for North Pasadena that had the potential to create a snowball effect. The importance for this new development is that it would give people a reason to want to stay. New schools and new activities – such as entertainment, shopping districts, cultural center, or convention center – were investments mentioned as attracting people back to the area. Such new growth and development would generate jobs. As one stakeholder stated, job creation in the area would help stabilize the community.

