



# THE FIFTH STREET NEIGHBORHOOD PLAN & MARKET STUDY

A REPORT ON THE FIFTH STREET PLANNING PROCESS FOR FORT BEND COUNTY, TEXAS

FEBRUARY 2014

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FEBRUARY 2014

RESEARCH CONDUCTED BY THE UNIVERSITY OF TEXAS SCHOOL OF ARCHITECTURE | CENTER FOR SUSTAINABLE DEVELOPMENT  
[HTTP://SOA.UTEXAS.EDU/CSD/FIFTH-STREET-PROJECT](http://soa.utexas.edu/csd/fifth-street-project)

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EXECUTIVE SUMMARY

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## EXECUTIVE SUMMARY

This report is a record of the origins of the Fifth Street project, community engagement activities, survey results, area demographics and market profiles, and insights into how to address challenges and explore untapped opportunities for growth in the area. The chapters reflect the order of the process with the first three chapters providing background details on the project and the community, followed by information that explains the perspectives of residents and other sources of data to understand the Fifth Street community, and finally the final project deliverables: the Neighborhood Plan and Market Study.

A summary of report findings and suggestions for improving the quality of life of current and future Fifth Street area residents follow:

1. **Rebrand Fifth Street.** The project scope revealed a need to explore a regional approach to development and market formation; specifically an East Fort Bend County development district or authority



should be developed. A new marketing effort, should be preceded by developing a new, shared municipal agency. The report explains how this can be achieved without compromising the County or neighboring cities' debt profiles.



2. **Youth and Elderly are the key to understanding Fifth Street's residents.** Fifth Street is graying; however, there are more families living in the area with youth seeking jobs and after school activities.

3. **There is a demand for more public space.** Present community centers and green spaces are underutilized. This desire for shared public space is at the core of the neighborhood plan or vision residents created with UT Project Staff. Arts and culture grants can assist with such projects.



4. **Market Fifth Street as a new regional center for green consumers and business.** When envisioned as part of the Eastern part of Fort Bend County and Southwest Houston, Fifth Street is well positioned to anchor new "green" businesses and fulfill demands for new housing types.
5. **Faith communities play an important role in the social and political lives of Fifth Street residents.** Faith communities provide food and clothing. While this is es-

sential to residents' survival, this relationship to area churches stymies area growth. Residents expressed distress or hesitated to engage in the planning process because they were led to believe doing so jeopardized their access to charitable donations. It is clear that local government should play a role in more transparent and coordinated delivery of social services to empower residents and equalize access to much needed resources, especially among poor residents in the mobile home parks.

6. Raising awareness and developing strate-



gic economic development goals around expanding access to fair, quality housing is essential to expanding the variety of housing types available. Fair housing is about more than discrimination. It is about access to credit, housing standards, and over-concentrations of poverty or race in one housing type. Area jurisdiction must develop a collaborate strategy for Fifth



Street affirmatively furthering fair housing. The County needs to collaborate with local cities to reexamine its housing development priorities and goals. Doing so allows jurisdictions to reconsider ordinances that restrict certain housing types and density.

7. Develop incentive packages that are not only targeted to large developers and corporations, but also small and micro-businesses.
8. Explore land reassembly, community land trusts, and alternative methods of making land available for development.
9. Address connectivity issues, specifically on Parker Lane and other land locked areas that disconnect Fifth Street from major thoroughfares and shared economic interests,
10. Prioritize job training and education.



Fifth Street's educational attainment is extremely low compared to Stafford and Missouri City.

Detailed explanations about how we came to these conclusions and recommendations are in the chapters that follow.



Packer Lane



# FIFTH STREET QUICK FACTS

**39% OF HOUSEHOLDS LIVE IN HOUSING THAT IS UNAFFORDABLE ACCORDING TO HUD STANDARDS**

42% OF THE FIFTH STREET POPULATION OVER THE AGE OF 25 HAVE LESS THAN 9TH GRADE EDUCATION

**40% OF HOUSING IS RENTER-OCCUPIED**

MOST FIFTH STREET RESIDENTS HOLD BLUE-COLLAR OCCUPATIONS OR ARE SOLE PROPRIETORS OF THEIR BUSINESSES. PREDOMINATE INDUSTRIES ARE

30% NATURAL RESOURCES, CONSTRUCTION, AND MAINTENANCE,  
29% SALES/OFFICE AND  
24% SERVICE

60% OF HOUSING IS OWNER-OCCUPIED

ALMOST 45% OF THE HOUSING STOCK IS AT LEAST 45 YEARS OLD

4% OF WORKERS WALK TO WORK

NON-FAMILY HOUSEHOLDS OCCUPIED BY HOUSEHOLDERS LIVING ALONE WITH AGE 65 YEARS AND OVER INCREASED 92% BETWEEN 2000 AND 2010

3% OF RESIDENTS WORK FROM HOME

ONLY 3.5% OF RESIDENTS HAVE A BACHELOR'S DEGREE

39% OF WORKERS CARPOOL

# 1

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## INTRODUCTION

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## PROJECT SCOPE

The University of Texas at Austin (UT) through its Center for Sustainable Development (CSD) entered into an agreement with Fort Bend County to perform project management, planning, assessment, community engagement, and research services to complete the Fifth Street Neighborhood Plan and Market Study. The goal of the neighborhood planning process is to develop a new vision for the area that:

- Highlights the community's unique character,
- Builds the capacity of residents to improve their neighborhood, and
- Raises the development community's awareness of the Fifth Street area's potential for growth.

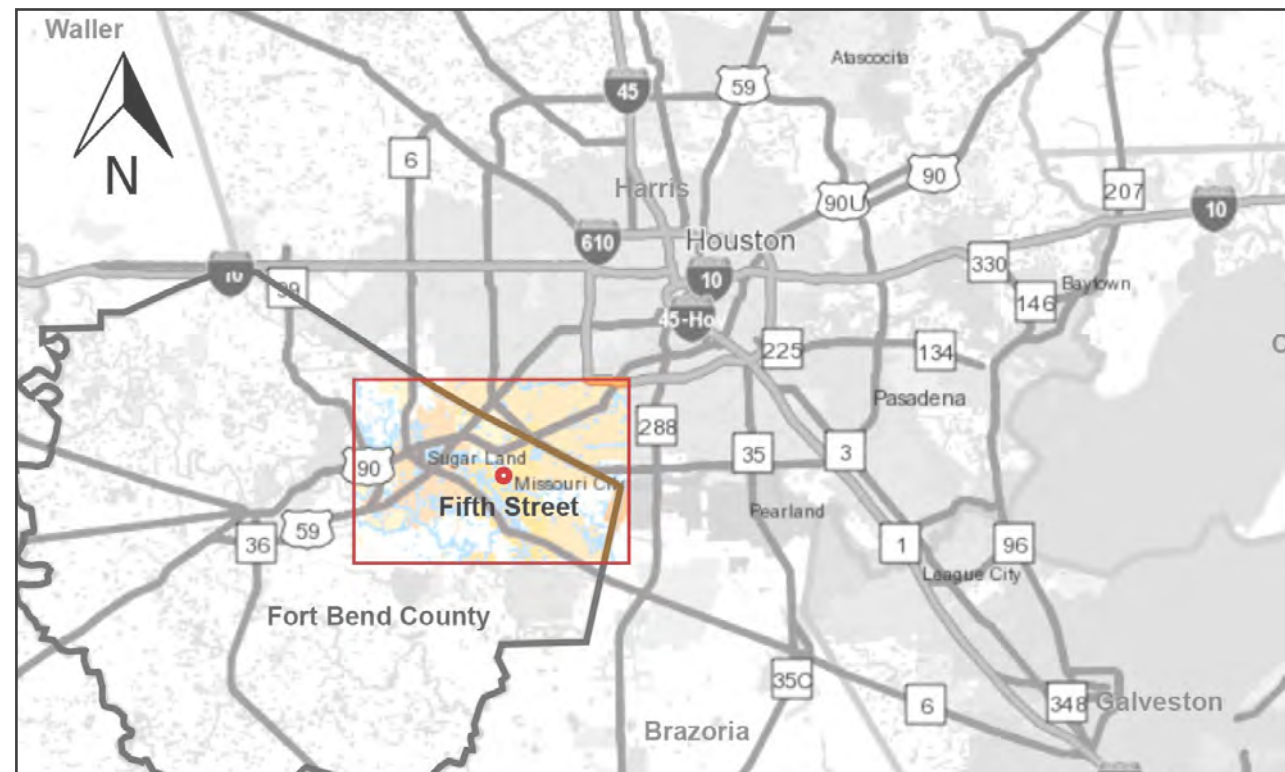
Project goals were achieved through:

1. Rediscovering the neighborhood's local history and culture to develop a strong identity of the community.
2. Guiding Fifth Street residents, neighbors, and stakeholders through a master planning and community engagement process.
3. Identifying public and private resources that can facilitate development and increase the availability of affordable quality housing.
4. Performing research and providing opportunities for the community to explore new ways to attract and retain amenities and small businesses.

The UT Project Team engaged in a multiphase planning process:

PHASE 1	<ul style="list-style-type: none"> <li>• Create a project plan with the County and stakeholders.</li> <li>• Prepare and conduct survey to identify community priorities.</li> <li>• Organize local task force composed of stakeholders to engage in planning process.</li> </ul>
PHASE 2	<ul style="list-style-type: none"> <li>• Perform housing and business opportunity analysis.</li> <li>• Gather and integrate feedback from community stakeholders and residents.</li> </ul>
PHASE 3	<ul style="list-style-type: none"> <li>• Conduct a combined community charrette and visioning event that:               <ul style="list-style-type: none"> <li>• Presents community vision, priorities, opportunities, and constraints</li> <li>• Makes design and planning expertise available to area stakeholders.</li> <li>• Present final report to local government, stakeholders, and developers.</li> </ul> </li> </ul>

A discussion of these activities and associated analysis are in the report chapters that follow.

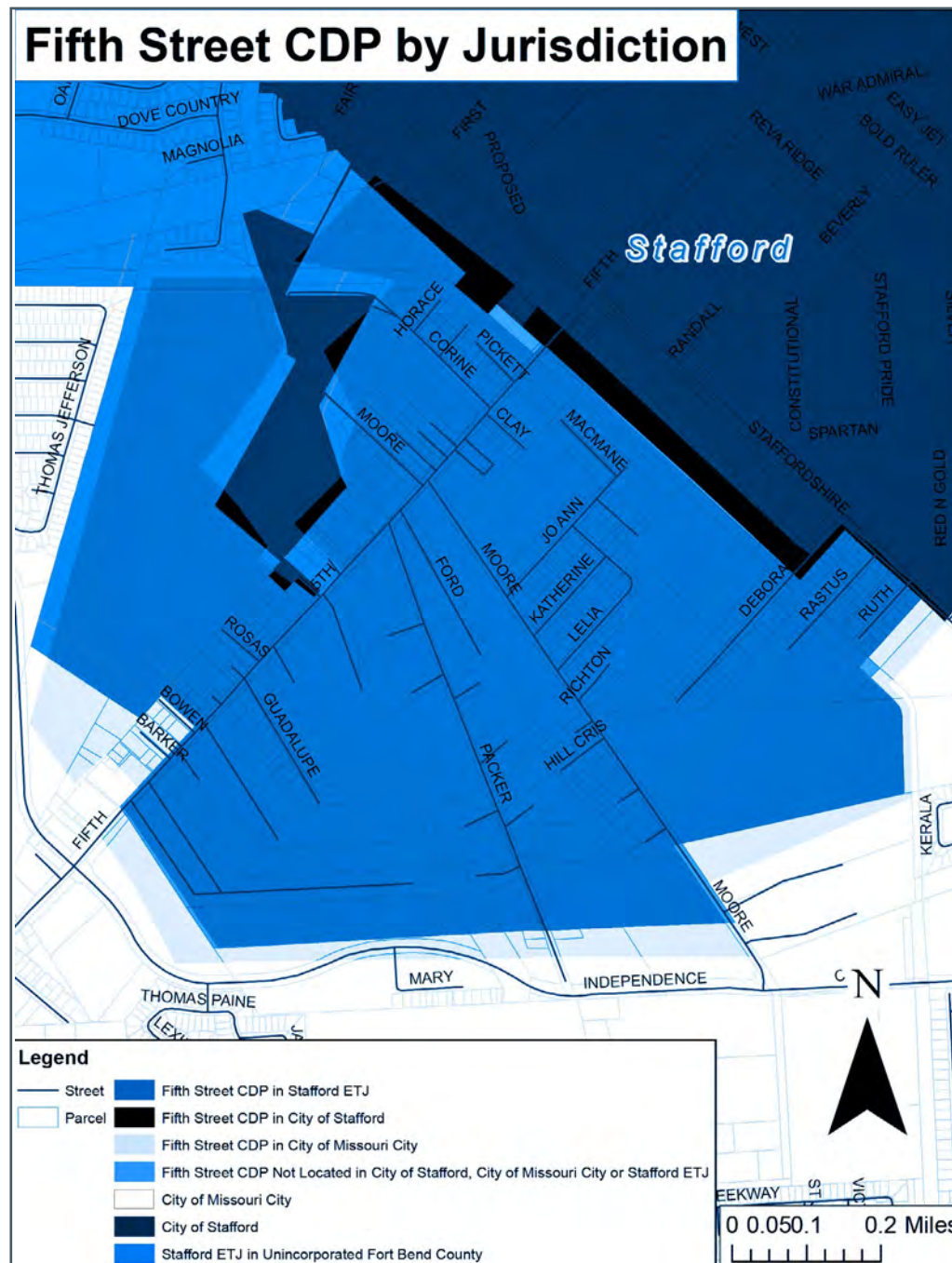


## STUDY AREA

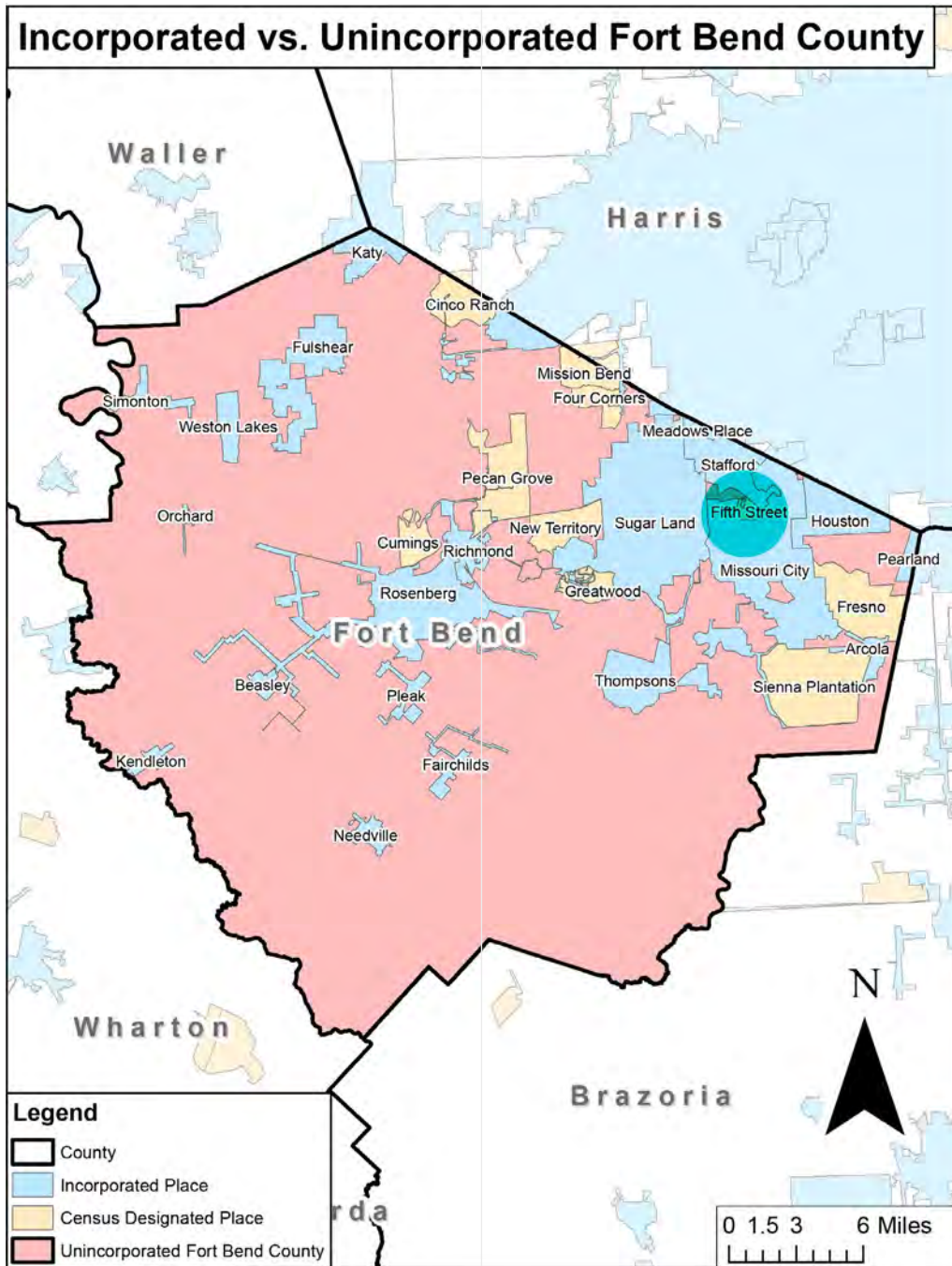
FIFTH STREET STUDY AREA	
TOTAL POPULATION	2,486 (2010)
DENSITY	1,243.0 P/SQ MI (8287 P/SQ KM)
TOTAL AREA	3 SQ MI (4 SQ KM)
LAND	2 SQ MI (3 SQ KM)
WATER	1 SQ MI (1 SQ KM)
LATITUDE	+29.6011444
LONGITUDE	-095.5501413

Fifth Street is a community in need of revitalization. Located within a growing suburban area near Houston, Texas, Fifth Street is an unincorporated area that has not prospered as surrounding areas have. The community, once home to self-reliant former slaves, business owners, musicians, activists, and share-croppers, was a shining example of a sustainable community based on family, faith, and entrepreneurship. These aspects of the community's heritage are tremendous assets upon which the Fifth Street neighborhood can plan and build its future.

In recent years, Fort Bend County has made infrastructure investments to improve Fifth Street residents' quality of life. County leadership saw the need for a more cohesive strategy to attract amenities, improve access to affordable housing, define the community's character and revive a once sustainable community. This project study area is Fifth Street, a census-designated place located in the extraterritorial jurisdiction of Stafford and Missouri City, though fully under the County's justification. Parts of Fifth Street are also located within Missouri City. It is 22 miles southwest of or a 30 minute drive to downtown Houston. Fifth Street's boundaries are delimited to the Northeast by Stafford Road, to the South and Southwest by Independence Boulevard, and to the West by Lexington Square Community.







## NEIGHBORING CITIES

### MISSOURI CITY

Fifth Street is an extraterritorial jurisdiction (ETJ) of Missouri City. Missouri City has a population of 67, 550 and is known as a community of neighborhoods although it maintains a developing economic base.



Courtesy : Missouri City

### CITY OF STAFFORD

Stafford is strategically located southwest of the Houston metropolitan area with outstanding access to neighboring cities and regional job centers, such as Sugar Land to the west, and Missouri City to the southwest. Stafford enjoys a strong and prosperous business environment with many national and multi-national corporations including Texas Instruments, and United Parcel Service. Notably, Stafford doesn't have a property tax.



Courtesy : City of Stafford

# 2

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## FIFTH STREET COMMUNITY OVERVIEW

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## FORT BEND COUNTY

Fifth Street is a community nested within State, County, and local town history. Its multiple boundaries make for a complex heritage. Fifth Street is a unique place in Fort Bend County and Texas history that has shaped the character of the community. According to the 2010 US Census, Fort Bend County has a population of 585,375, nearly equally distributed among all racial and ethnic groups making it the most diverse county in the United States.

In 1822, Fort Bend's settlers founded the County's earliest community along the Brazos River. Many of the settlers made up the Old 300, the first families brought to Texas by Stephen F. Austin. The Old 300 settlers, Mexican land grants make up Stafford and Fifth Street. In 1860, 2,016 white residents, 6 free blacks, and 4,127 slaves in the county populated the now diverse, suburban Fort Bend County. Ironically, Fort Bend County is now noted for having one of the largest concentrations of African American homeownership in the county. The "pioneering" spirit colors the culture of area attitudes towards business and development.

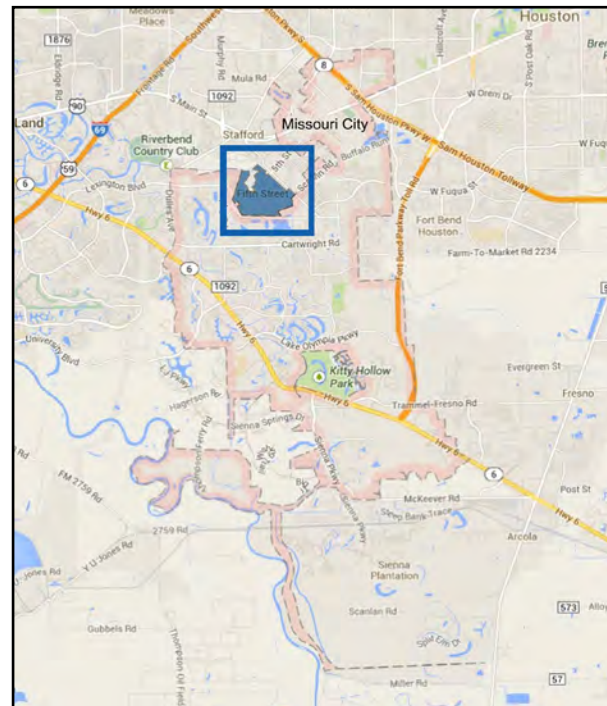
## MISSOURI CITY

A portion of Fifth Street is located within Missouri City, a town twenty miles southwest of downtown Houston. Founded around 1894, the first families to settle at the site came from Arlington, Texas. In the early 1900s, homes and a schoolhouse were built. In 1919, oil was discovered in nearby Blue Ridge. Soon afterward a salt mine opened there, and in 1925 natural gas was discovered. The town was incorporated on March 13, 1956 and a council-manager government was adopted in 1974. The city sponsors annual events such as Juneteenth, Oktoberfest, Snowfest, and an Easter egg hunt.

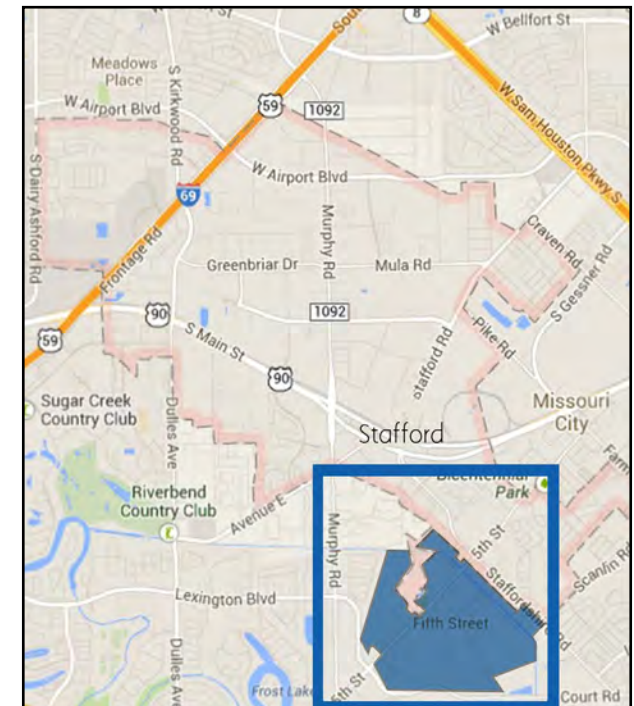
## STAFFORD

Fifth Street is partially located within Stafford. The town of Stafford (formerly Stafford's Point) is named for William J. Stafford, one of Austin's "Old 300" families. Stafford is unique for several reasons. The City has had the same mayor since 1969, Leonard Scarcella, who takes pride in having a business friendly climate. The Stafford Municipal School District is the only municipal school district in Texas. The Stafford Centre Civic Complex, a performing arts theatre and convention center, accommodates local events and touring entertainers. Located along the boundary between Fort Bend and Harris Counties, the town is the origin of the Buffalo Bayou, Brazos and Colorado Railways, the first railroad tracks in Texas. Freed slaves, who established numerous small farms, be-

came the dominant landowners in Stafford by 1869. Diversity, mobility, entrepreneurship, and faith are the cornerstones of Stafford heritage. An influx of immigrants came in the 1920s, and by the 1980s, the town became a bedroom community for Houston workers. The 2010 census showed that minorities, comprised not only of Hispanics and African-Americans, but also those of Indian, Vietnamese, Korean, Chinese, Filipino and other ethnic backgrounds, far exceed the number of Anglos. From a religious perspective, Christians still predominate, however the number of Hindus, Muslims and Buddhists continues to grow, creating what the Mayor calls a "culturally diverse, well financed urbanized suburb."



Missouri City | Google Maps



City of Stafford | Google Maps



## A CULTURE OF FAITH AND FAMILY

There are a variety of landmarks and spaces representing Fort Bend and the Fifth Street area's culture of faith and family. New residents will find worshipers of every faith and families committed to honoring the memory of their hard working ancestors and creating a better quality of life for future generations.

Historical homes, the local Hindu temple, FIS Cemetery, and a variety of faith communities represent the diversity and civic responsibility that characterizes Fort Bend County and Fifth Street residents.

## HEAVEN ON EARTH

Fifth Street is home to Heaven on Earth, a state historic landmark, built in 1898. J. Herbert and Susan Douglas restored the home in the early 1970s, creating what has become one of Houston's most notable wedding venues over the past 40 years. Because of the picturesque setting on two acres, surrounded by magnificent oak trees, a feeling of tranquility existed and still does to this day, which led them to name the home "Heaven on Earth." In an effort to conform to the classic architecture of the main house, all new wings were built from old timbers, using doors, windows, fireplaces, staircases and flooring from historic homes, schools, churches and buildings that were being demolished. Susan continues to live on the estate with her present husband, Tom Sawyer. The Sawyers host historic tours throughout the year and share the Heaven on Earth story.



Heaven on Earth



DeWalt Heritage Center, November 2010

## THE DEWALT HERITAGE CENTER

The DeWalt Heritage Center is located less than two miles from Fifth Street. Built at the heart of the DeWalt community by Dr. Hugh S. Dew around 1900. The Dew family members lived in the Classical Revival home for over seven decades. The town of DeWalt sat along the Sugar Land Railroad. The rich agricultural area, which included the modern Quail Valley, First Colony and Sienna subdivisions of Missouri City, once produced sugar, cotton and cattle. The extended Dew family ran a sugar plantation.

## STAFFORD PLANTATION

Tennessean William Joseph Stafford and his second wife, Martha Cartwright, moved their family to Stafford in 1822 as part of Stephen F. Austin's "Old 300" colony. They raised eight children and developed a plantation with a sugar cane mill and cotton gin. The plantation, known as Stafford's Point, produced sugar with a high molasses content and prospered even when local cotton production was low. During the Texas Revolution, Mexican troops burned the plantation buildings, but the family rebuilt, and the settlement surrounding the plantation became a commercial center, known today as Stafford.





BAPS Shri Swaminarayan Mandir , Hindu Temple

## THE MANDIR

The Mandir in Stafford is the first traditional Hindu Mandir of its kind in North America. It is a masterpiece of intricate design and workmanship, replete with its 5 towering white pinnacles, 12 smooth domes and glittering 136 marble pillars. Over 33,000 pieces of Italian marble and turkish limestone were hand-carved by skilled craftsmen and assembled by volunteers in just 16 months. Ancient Indian arts, traditions and philosophy have been encompassed in this house of devotion and worship.



Conchita Jaloma, resident, local activist, and Fifth Street Task Force member, interviewing a neighbor for the community survey.

## THE FARMERS IMPROVEMENT SOCIETY CEMETERY

The FIS Cemetery is located on 5th Street. The historical cemetery is a small reminder of a once vibrant African American settlement that arose on Fifth Street during the Reconstruction Era. New Hope (Rosenwald) School and FIS Cemetery were once the most prominent African American landmarks in area. Church and school constituted a self-sufficient community of farmers, sharecroppers, landowners, teachers, ministers and entrepreneurs who were all buried at the FIS cemetery. Founders of the FIS chapter are interred along with a large contingent of African American veterans who served in WWI, WWII, the Korean War, and the Vietnam War. The Cemetery is still active.

## HOLY FAMILY CHURCH AND COMMUNITY IMPROVEMENTS

Holy Family Catholic Church has long provided a support system for the City of Stafford's early Italian immigrants and later Fifth Street's predominately Latino community. The church worked in partnership with homeowners to help secure public infrastructure improvements in the 1980s and 1990s. The church leadership and residents worked with local government to acquire rights-of-way and pave a treacherous lane called Mud Road. Residents re-named the road Guadalupe Road after their symbol of faith, Our Lady of Guadalupe (1986). Holy Family Church also collaborated with the George Foundation and residents to improve access to water and sewer services.



Among those buried in the historic FIS cemetery are civic leaders James and Louise Tucker. The Tuckers were one of the first African American families to own land in Stafford.

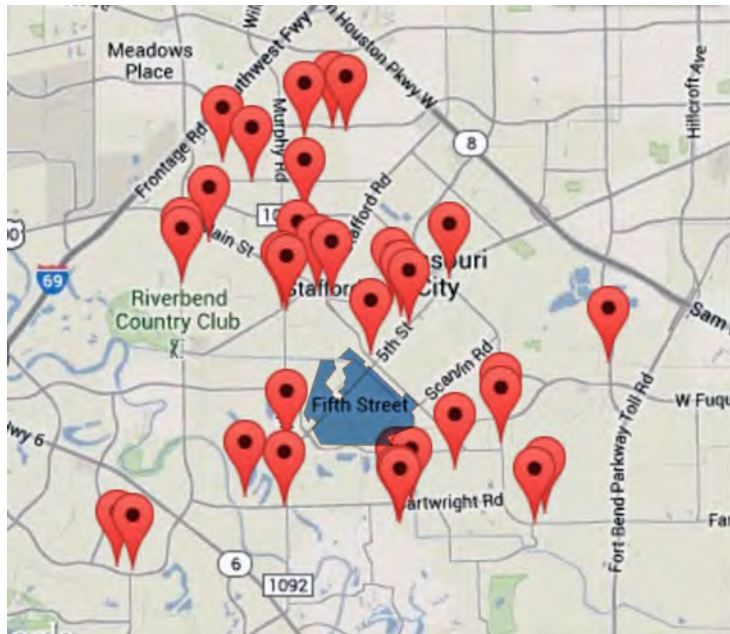


Holy Family Catholic Church

## COMMUNITY ASSETS

Churches and a number of community assets make the greater Fifth Street area a wonderful place to live. A majority of the retail and entertainment serving Fifth Street are concentrated in neighboring cities, such as Missouri City and Stafford City. Community assets near Fifth Street are presented in the following tables.

Concentration of Faith Communities, Fifth Street area



Source: www.placesofusa.com



Bethel Church on Fifth Street, across from Fifth Street Community Center



Fifth Street Community Center

CHURCHES	DISTANCE
New Hope Baptist Church	0.55 mi
Church of Christ Murphy Road	0.88 mi
First Baptist Church of Missouri City	1.01 mi
Covenant Glen United Methodist Church	1.05 mi
Colony Baptist Church	1.11 mi
Saint Joseph Syro Malabar Catholic Church	1.14 mi
First Baptist Church	1.17 mi
Quail Valley Community Church	1.21 mi
Willowridge Baptist Church	1.21 mi
East Wind Missionary Baptist Church	1.27 mi
Quail Valley Baptist Church	1.29 mi
Jehovahs Witnesses Church	1.31 mi
Grace Community Church	1.32 mi
Bethel Baptist Church	1.34 mi
Saint Catherine of Siena Episcopal Church	1.34 mi
Fort Bend Church of God in Christ	1.51 mi
Saint Jude Shrine Roman Catholic Chapel	1.53 mi
Community Fellowship Baptist Church	1.53 mi
Southminster Presbyterian Church	1.54 mi
Holy Family Church	1.66 mi
Sugarland Chinese Baptist Church	2.12 mi
Christian Bible Baptist Church	2.22 mi
Missouri City Baptist Church	2.26 mi
All Saints Episcopal Church	2.28 mi
Primera Iglesia Bautista Church	2.34 mi
West Side Baptist Church	2.36 mi
Unitarian Universalists Congregation of Thoreau	2.64 mi
Abiding Faith Baptist Church	2.66 mi
Southwest Chinese Baptist Church	2.91 mi
International Buddhist Progress Society	2.93 mi
First Colony Bible Chapel Church	2.96 mi
Fellowship of Praise Church	2.96 mi
Redeemed Christian Church of God	2.97 mi



LIBRARIES	DISTANCE
Fort Bend County Library	1.40 mi

HOSPITAL	DISTANCE
Fort Bend Medical Center	2.26 mi
Eldridge Memorial Hospital	4.48 mi
Methodist Health Center	4.62 mi
Methodist Sugar Land Hospital	4.83 mi
Sugar Land Rehabilitation Hospital	4.95 mi

PUBLIC SAFETY ASSETS	DISTANCE
Stafford Police Department	1.15 mi
Stafford Volunteer Fire Department Station 1	1.23 mi
A W Emergency Medical Service	1.36 mi
Missouri City Police Department	1.41 mi
Missouri City Fire and Rescue Services Station 1	1.47 mi
Rapid Medical Response Ambulance	1.52 mi
Missouri City Fire and Rescue Services Station 3	1.53 mi
Fire Station Number 3	1.55 mi
Missouri City Fire Department	1.56 mi
Stafford Volunteer Fire Department Station 2	2.46 mi
Fire Station Number 3	2.61 mi
Sugar Land Fire Department Station 3	2.66 mi
Aemstar Emergency Medical Services	2.69 mi
Mustang Emergency Medical Services	2.69 mi
Monarch Ambulance	2.69 mi
Pearl Ambulance Service	2.69 mi
Fire Station Number 2	2.91 mi
Missouri City Fire and Rescue Services Station 2	2.97 mi

TRAIL, PARKS	DISTANCE
YMCA	1.74 mi
Oyster Creek Trail	2.24 mi

#### STA-MO Sports Complex



SCHOOLS	DISTANCE
Stafford Middle School	0.66 mi
Stafford High School	0.70 mi
Quail Valley Elementary School	1.17 mi
Edgar Glover Junior Elementary School	1.24 mi
Jones School	1.37 mi
E A Jones Elementary School	1.38 mi
Missouri City Middle School	1.47 mi
Progressive High School	1.55 mi
Quail Valley Middle School	1.74 mi
Lexington Creek Elementary School	1.85 mi
Houston Community College Southwest	1.95 mi
Lantern Lane Elementary School	2.26 mi

AREA MOBILITY

The Greater Houston area’s population is expected to grow by 50% to 4.3 million residents by 2035 according to the Houston-Galveston Area Council (H-GAC). The increase in population and continued growth results in challenges to Houston’s mobility. Fifth Street is minutes away from major arterials that include U.S. Highway 59 (the Southwest Freeway) and U.S. 90A, which were recently expanded and extensively landscaped. Additionally, the Sam Houston Tollway (Beltway 8) lies only 3 minutes from the Fifth Street area. According to the 2010 US Census, the average one way travel time to work in Fifth Street is 24 minutes,

6 minutes less than the Fort Bend’s County average of 30 minutes and 8 minutes less than the Missouri City’s average of 36 minutes. Moreover, there are two Amtrak train stations, less than 20 minutes away.

Several agencies within Houston METRO area have created a consolidated transportation plan. Some of these agencies include City of Houston, Harris and Fort Bend County, TxDOT, METRO, Port of Houston, H-GAC, and Management Districts. There are two airports within 30 miles, the William P. Hobby Airport and George Bush Intercontinental Airport located 17 miles and 23 miles from Fifth Street respectively, as well as the Sugarland Airport.

Fifth Street is just minutes away from Houston metropolitan area, cultural, civic, recreational, business and religious centers, sports stadiums, and arenas.

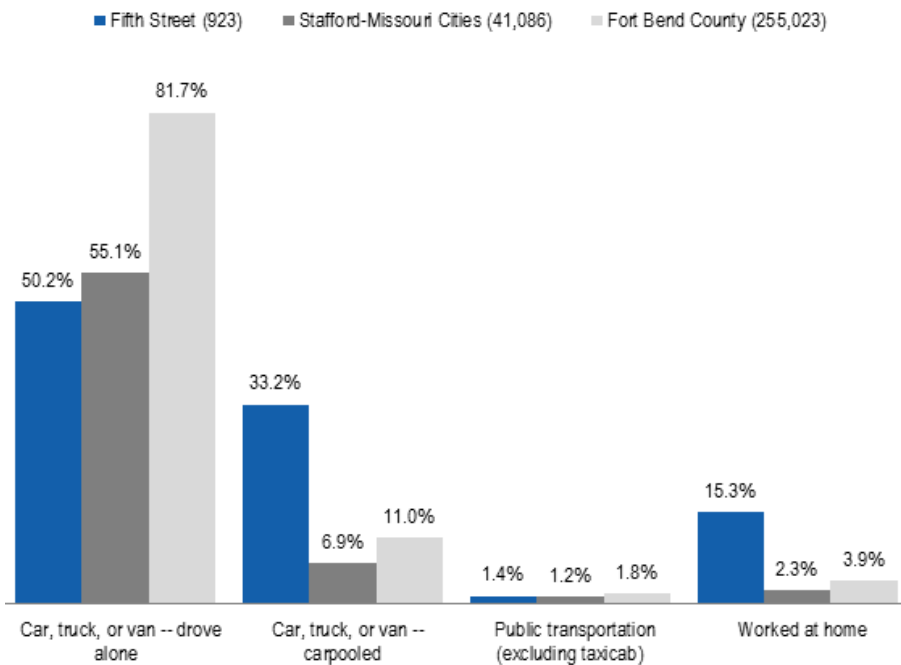
“As a young college student, I have no way of getting to school other than depending on my dad to take me. I’m concerned if his car goes down how I will continue to go to school.”

(Hispanic Female, 19-24 years old with 4 - 6 years living in Fifth Street)

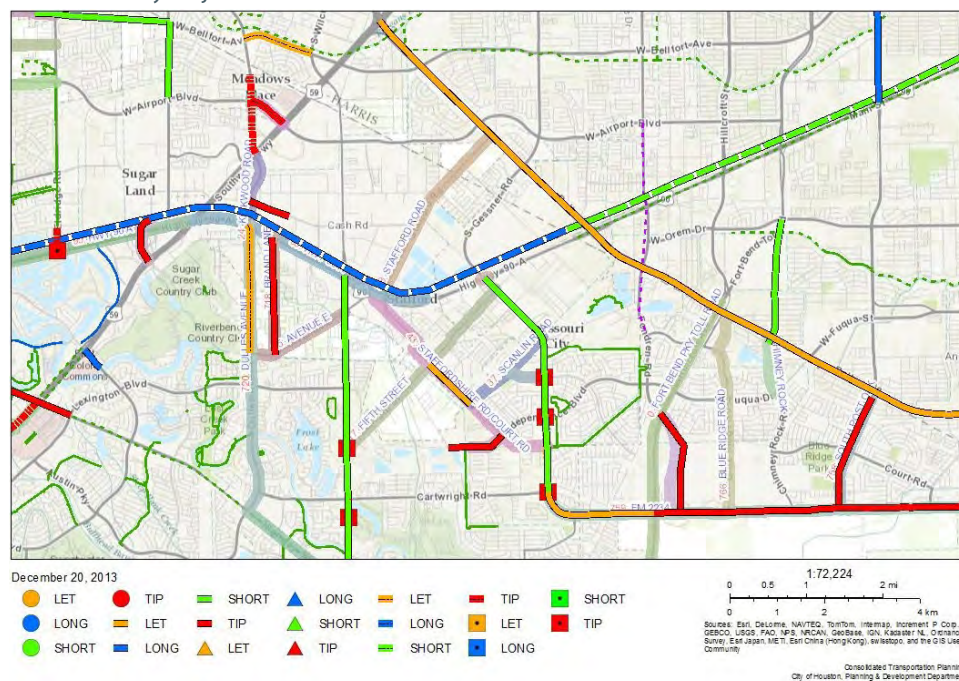
Community Survey, 2013

Commuting to Work  
(Workers 16 years and over)

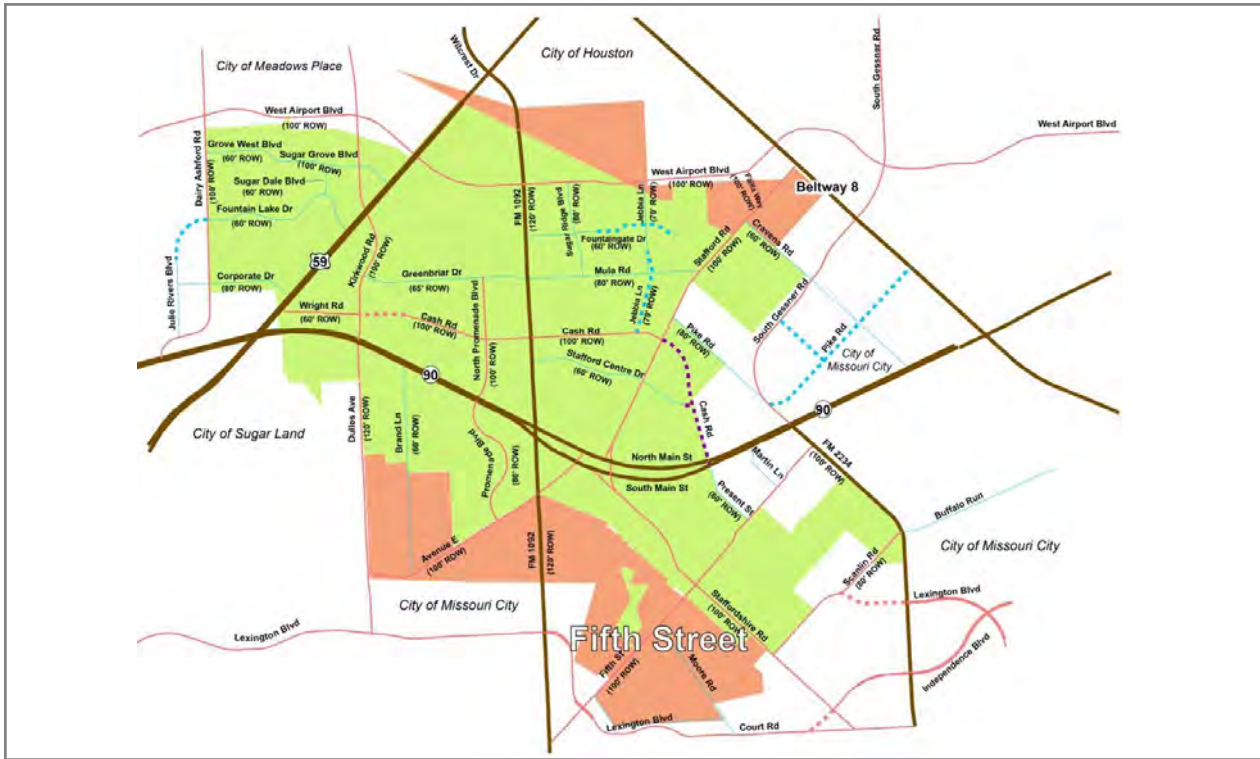
2006-2010 American Community Survey 5-Year Estimates



H-GAC Mobility Projects







## MOBILITY PROJECT FM 1092 MISSOURI CITY

To facilitate greater access and mobility, major transportation projects have been proposed for Murphy Road, Fifth Street, Staffordshire Road/ Court Road Scanlin Road, and sections of Independence Boulevard. Murphy Road is a major north-south arterial, which goes through Stafford and ends in Missouri City and provides connections between US Highway 90A to the north and SH 6 to the south. Houston Galveston Area Council (H-GAC), is coordinating a major mobility study of this corridor defined as the southern section of FM 1092/Murphy Road from SH 6 South to Dove Country Road just north of the Missouri City limit. The purpose of the study is to identify transportation improvements that reduce crashes and improve traffic flow. The study will conclude with the identification of recommended improvements along with an implementation schedule.

FM 1092 Proposed Cross Section



Major improvements along FM 1092 designed to make driving safer, faster, and more attractive.



# 3

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## COMMUNITY ENGAGEMENT

ENGAGEMENT APPROACH 23

COMMUNITY EVENTS, OUTREACH 23

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## ENGAGEMENT APPROACH

UT supports an approach to planning and redevelopment that places the Fifth Street community's needs and vision at the center of the process. Such an approach required that the UT Project Team seek out different ways to attain input from residents who often speak Spanish, work odd hours, or are unlikely to attend community meetings. One of our priorities was making sure that work groups are held at a time best for residents and good for other stakeholders. This was one of the more challenging aspects of the work. However, a principle of sustainable development equity in participation and decision-making and was at the core of the work the UT group did. While most government employees and nonresidents preferred meeting during the day, it was essential to accommodate residents first with evening or weekend events.

The selected engagement strategies were building blocks for the project deliverables: the survey, neighborhood plan, and the final market study. These strategies enabled us to collect input in a variety of forms to augment the research and analysis conducted using other sources such as the US Census and Nielsen Market Reports. As a result, the UT Project Team provided a final report and neighborhood plan with depth regarding residents' perspectives and stakeholders' concerns. A detailed description of each engagement strategy follows.

The UT Project Team led the following engagement and planning activities with area stakeholders:

- Built Local Capacity with a Community Task Force
- Held Four Community Task Force Meetings to Support Community Development and Complete Project Deliverables
- Conducted a Community Survey
- Created and Supported Task Force Working Groups or Subcommittees
- Led Community Tour and "Meet and Greet"
- Held Community Meeting & Design Workshop/ Developer Outreach

## COMMUNITY EVENTS, OUTREACH

**Build Local Capacity with a Community Task Force Group.** The UT Project Group worked with the County to develop an initial list of stakeholders comprised of residents, nonprofit leaders, business owners, and government agency representatives. The UT project team endeavored to identify community leaders to participate in information gathering and engagement planning activities

### FIFTH STREET PROJECT TASK FORCE

Andy Ramos	Eunice Jackson	Julie Johnston	Sharon Jackson
Aquanita McClaney	Gail Hutchins	June Woods	Sherry Johnson Melton
Birdia Sessum	Gary Smith	Kendall Turcios	Sterling Farmer
Brittany Sessum	Gwen Farmer	Kim Scruggs	Steve Brown
Charles Ballard	Helen Wright	Marcia Fouts	Trisha Frederick
Clarence Holliday	Hortencia Rincones	Martha Rocha	Yolanda Ford
Conchita Jalamo	Jennifer Thomas	Mary Cook	
Darlene Lowe Cobbin	Jesus Gomez	Melba Prevot	
Dawn Rigsby	Josi Perez	Priscilla Reyes	
Donovan Jackson	Joycelyn Johnson	Rosie Zavala	

# Community Task Force Meetings

## MEETING 1, DECEMBER 2012

Convene Task Force Meeting Members to Introduce UT Project Team, Discuss Project Objectives and Goals, Schedule Future Meetings. Commissioner Prestage welcomed and introduced participants, described project goals, and explained the nature of UT's involvement in the project. He also explained the County's previous investments in Fifth Street area infrastructure. The Commissioner explained that the UT Project Team is contracted with the County for planning services, and called the project a grassroots effort to organize residents around improving quality of life and attracting new development. Participants were invited to describe their favorite memory of or connection to Fifth Street. Long-time residents and neighbors, community leaders, government officials, and representatives of the business community shared their anecdotes and memories about the area. During the conversation, attendees shared family history connected to the area, and others shared that they lived more than

Community Meeting 1



Community Meeting 2



40 years in the community. Long-time residents expressed concern about preserving the community's character and history. The Project Team explained the purpose of the planning process and its role in improving Fifth Street area residents' quality of life. The attendees were then led through their first planning process, listing community strengths, challenges, and those stakeholders they believe should be present in future meetings. Residents were given information about upcoming meetings, maps, and census data about the Fifth Street area.

## MEETING 2, JANUARY 2013

**Follow-up on Community Issues, Survey Train the Trainer Activity.** Residents first revisited issues discussed in the first meeting concerning public safety and local accountability, as there was much confusion for those in the area who lived in the portion

of the area served by Missouri City, only the County sheriff, or the portion served by Stafford. Surveying was introduced as a way to attain information from the community. The UT Project Team led meeting attendees through the process of composing and proctoring a survey. The Team composed two surveys and asked attendees to practice giving them to their neighbors and to analyze the survey to determine which questions might be omitted, changed, or added. They were also asked to time the survey and offer feedback on whether they preferred multiple choice or open-ended questions. The purpose of the exercise was to build capacity among the residents to lead their own survey efforts in the future. Residents then volunteered to conduct the survey and signed up to receive packages of surveys instructions and supplies.

Pre-Charrette Community Meeting



### MEETING 3, FEBRUARY 2013

**Introduce Asset and Opportunity Based Planning and Development Approach; Role of Survey in Planning.** The Project Team dedicated this meeting to make progress on the survey initiative. To that end, the team's survey coordinator met with residents who volunteered to conduct the survey to ensure they had enough surveys and other materials. The Team then shared a video presentation with attendees that explained the concept of markets and the significance of surveys to planning and development. In the video, Stephen Klineberg, a professor of sociology and co-director of Rice University's Kinder Institute for Urban Research, presented "Is Houston About to Experience an Urban Renaissance?" In the video, he outlined findings from 14 years (1999-2012) of the Kinder Houston Area Survey, an annual measure of how Houston-area residents are responding

to the region's economic and demographic transformations. Then the video was discussed to assess whether attendees connected survey to the video content about Houston area growth, and the nature of market opportunity to the Fifth Street planning process. Residents were especially interested in promoting Fifth Street as an area of opportunity and wanted the planning process to provide more information about small business opportunity.

### MEETING 4, MARCH 2013

**Strategic Planning Meeting, Preliminary Survey Results.** In early March, the Commissioner's office helped initiate the project kick-off by announcing the task forces' work and the survey in the local press. The UT project Team press release made community members aware that their neighbors would be going door to door to conduct the surveys and attain gen-

eral input about their vision for Fifth Street. Further, community members contacted the Team to learn more about the project and the survey. Those who inquired were invited to the March 21 strategic planning meeting. The March strategic planning session marked a shift from community building to fact-finding and analysis. Having developed a contact list of more than 30 stakeholders and residents interested in improving the community, UT structured the meeting in a way that acknowledged the community's hard work on the survey effort. The agenda included discussion of preliminary or early survey results, setting priorities, and developing working groups based on priorities. During the meeting, the Team presented the result of the first 52 surveys. It was carefully explained that the survey represented less than 10 percent of households (600+). However, it was important to make everyone aware of task force members' efforts to distribute and collect surveys. To make sure newcomers were brought up to speed, the UT Project Team made project timelines available and had a lengthy Q & A period. The strength of the meeting was the large attendance, but there was uneven representation of government representatives and newcomers over residents.

Design Workshop with State Senator Ron Reynolds  
September 2013





**Conduct a Community Survey.** The goal was to collect surveys from at least 10 percent of households. As of June 21, surveyors attained 88 surveys representing nearly 15% of households in Fifth Street CDP. At least 20 percent of those surveys came from mobile home park residents. See the Community Survey Chapter for more information about the process and results.

**Create and Support Task Force Working Groups or Subcommittees.** The three working groups and issues (based on survey results and meetings) are:

- **Community Building and Heritage** – This group expressed interest in collecting and archiving community history, integrating history into economic development and community education initiatives, empowering and building leadership among residents for future civic group.
- **Social Services and Education** – The group met to discuss youth activities and creating a way to disseminate to the community social service information
- **Economic Development/Workforce/Infrastructure** – This group’s focus was general economic development and housing concerns. They were also interested in the annexation process.

Breakout sessions with the new working groups were held at the March 2013 meeting. Each working group was asked to identify two priority issues based on survey presentation, develop associated three levels of action steps, and set a date for their first meeting. The three levels are a project achievable in 6 months, something that can be done in a year (by residents and community), and a long-term action step (more than a year). The Social Service group for example noted that most residents were dependent on a few different social service and food pantry needs and needed a handy way to access reputable social service information. Therefore, team mem-

bers worked through a list to verify phone numbers and information on how people qualify for services. Throughout the spring and summer, UT consulted with the committees to attain data and research materials for the final market study report. While the groups concluded their meetings, leaders from each group made contacts for continuing development of a civic group for the area. The Westbury Civic Club in Houston has been made available if these residents are interested in carrying on the work of starting a Civic Club.

**Community Tour and “Meet and Greet.”** A community tour and meet and greet was conducted August 17. The purpose of the tour was to inform simultaneously the contractors on the layout of the community before they prepare for the charrette and for neighborhoods to understand the activities they would be participating in and the importance of the charrette. It was also an opportunity to integrate all activities, so that residents and stakeholders would understand how would support the charrette and the final market study. Residents were receptive to the charrette concept and voiced interest in seeing how the results could help them promote their own area.

**Community Meeting & Design Workshop/ Developer Outreach.** A community charrette held September 14, 2013, was called the “Community Meeting & Design Workshop.” The goal was to train residents to engage in physical planning alongside developers, government, and local business. Extensive outreach was conducted to every sector to facilitate a combined resident planning activity and outreach to prospective developers. All outreach materials were also provided to County staff to facilitate communications to the government, business, and development communities. Outreach included:

# 5<sup>TH</sup> STREET TOUR, AND MEET & GREET

**WHEN**  
**July 18, 2013**  
**2-3 pm Tour (starts @ Community Center)**  
**5:30-6:30 Meet & Greet (@ Community Center)**

**WHERE**  
**5th Street Community Center, 3110 5th St, Stafford, TX**

5th Street Neighborhood Plan & Market Study · University of Texas, Austin – Center for Sustainability · Ft. Bend County · Austin Community Design & Development Center · 5th Street Task Force

- Churches in a 3 miles radius
- A mail out to all water bill recipients in the Fifth Street area (390 households)
- Greater Houston CDCs, nonprofits, Fifth Street area businesses, developers, and builders
- Stafford, and Missouri City staff and elected officials
- State Representatives and Congressional Leaders
- All 88 households that completed the survey
- Event Facebook page and ads
- Posters placed in area businesses’ windows

**TOUR STARTS @ COMMUNITY CENTER AT 2PM**

**MEET & GREET FOLLOWS @ 5:30 PM**

**Meet Planning & Design Workshop Leaders**

**Final Survey Results, Community Priorities**

**Market Study/Community Vision Progress**

**Community Design Workshop Planning**

**Civic Club Planning**

**JOIN US!**

**RSVP/Questions?**  
**Andres Galindo,**  
**T. 512.758.3716**  
**a.galindo@utexas.edu**

SCHEDULE OF CHARRETTE ACTIVITIES	
Arrival and introductions	9:00 - 10:00
Review of Project Achievements to Date	10:00 - 11:00
Review survey results	11:00 - 11:30
Master planning exercise 1: Round tables	11:30 - 12:30
BREAK	12:30 - 1:30
Introduction to community planning elements	1:30 - 1:45
Master planning exercise 2: Round tables (Including a discussion of challenges and barriers)	1:45 - 3:30
Wrap-up process and overall engagement	3:30 - 4:00

### Post-Engagement Plan

After the charrette, we provided follow up correspondence to all task force members and prior meeting attendees. In this email and letter, we made clear that the engagement phase of the process was completed. We also engaged three residents and made them primary contacts for all future communications related to the project. These residents were encouraged to stay in contact with Commissioner Prestage's office to learn about next steps after the UT Project Team's work has been completed.

All event materials and box lunches were made available to more than 25 residents unable to attend the event. More details on the products of the event can be found in the Fifth Street Neighborhood Plan chapter.

your community, your neighborhood plan  
**The 5<sup>th</sup> STREET**  
 Community Meeting & Design Workshop



Learn how to bring better streets, better jobs, & better housing to 5<sup>th</sup> Street. Come to the workshop to create the change you want to see in your community!

Saturday, September 14  
 8:45 am – 5 pm (All Day)  
 Location: 5th Street Community Center  
 Stafford, TX  
 Refreshments Provided

**Bring your neighbors!  
 The workshop is free and open to all.**

Visit us on:  
[www.facebook.com/5thstreetproject](http://www.facebook.com/5thstreetproject)

Space is limited **RSVP:** [5thstreetproject@gmail.com](mailto:5thstreetproject@gmail.com) or 281-845-9584

tu comunidad, tu neighborhood plan  
**The 5<sup>th</sup> STREET**  
 Reunión de Vecinos & Taller de Diseño



Aprende como lograr que tu 5<sup>th</sup> Street tenga mejores calles, mas oportunidades de empleo y mejor vivienda. Ven y participa en este taller para crear el cambio que tu deseas para tu comunidad!

Sábado, Septiembre 14  
 8:45 am – 5 pm (Todo el día)  
 Ubicación: 5th Street Community Center  
 Stafford, TX  
 Se ofrecerán refrigerios...

**Invita a tus vecinos!  
 Este taller es gratis y abierto para todos.**

Visitanos en:  
[www.facebook.com/5thstreetproject](http://www.facebook.com/5thstreetproject)

Espacios limitados **RSVP:** [5thstreetproject@gmail.com](mailto:5thstreetproject@gmail.com) or 281-845-9584

# 4

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## COMMUNITY SURVEY

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## METHODOLOGY

The Survey was conducted February-May 2013 by members of the Fifth Street Task Force and the UT Survey Coordinator. The purpose of the planning process was to better understand and explore attitudes and behaviors of residents and business owners related to cultural heritage, economic activities, community needs, and services. The goal of the Fifth Street Community Survey (2013) was to establish community priorities and opportunities for growth.

The participatory survey process built awareness for both surveyor and respondents. Knowledge previously fragmented among neighbors, reflecting the lackluster connectivity of their physical environment, were synthesized also. This survey process set a baseline for future community assessment, built leadership among neighbors, and added depth to the final plan and market study.



The UT Project Team's goal was:

- First, to assess community challenges, detect market opportunities, and learn what the community's desired amenities were.
- Second, the Project Team wanted to ensure the survey was collecting information the residents themselves would find valuable.

We decided to design and refine the survey instrument and train residents to conduct the survey door to door. The survey would then help us understand neighborhood concerns and vision for the neighborhood plan and market study, while building leadership capacity among future community civic club leaders.

In late 2012, neighborhood leaders helped design the survey during one of five community meetings. In the spring of 2013, UT Project Staff trained and accompanied community task force members as they administer the survey door to door. Four community task forced leaders collectively, received over 150 survey copies, instructions, appropriate supplies,

and cameras to capture their experiences. Recipients of the survey were invited to share their feedback using the hardcopy survey (see Appendices). Survey respondents' identities were kept confidential.

Eighty-eight (88)<sup>1</sup> surveys were collected in the neighborhood, representing a 15% household sample. More simply, surveys were conducted with more than one (1) in every six (6) households on almost every street within Fifth Street. Though the sample size is large, this study is but one of three ways the Project Team used to attain a snapshot of the residents in Fifth Street. The survey successfully detected specific consumer preferences in the area.



<sup>1</sup>The final survey was the result of two versions from our survey workshop being re-designed by Task force members. They completed responses to those two versions. However, the majority of the surveys (74) are from the final version. All responses, covering the same subject matter and questions, are included in the survey results discussed here.

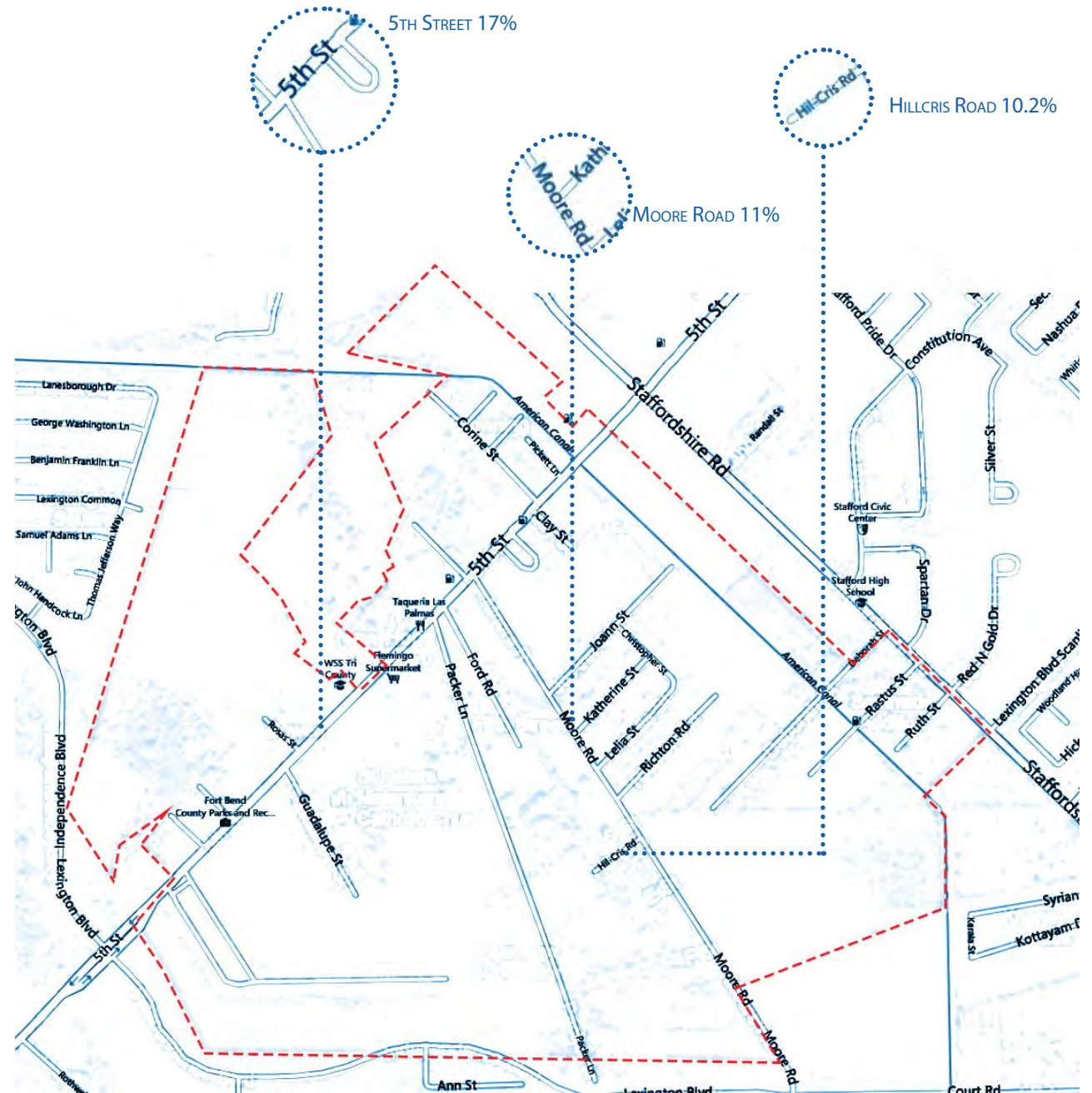
# SURVEY RESULTS

## RESPONDENT INFORMATION | DEMOGRAPHICS

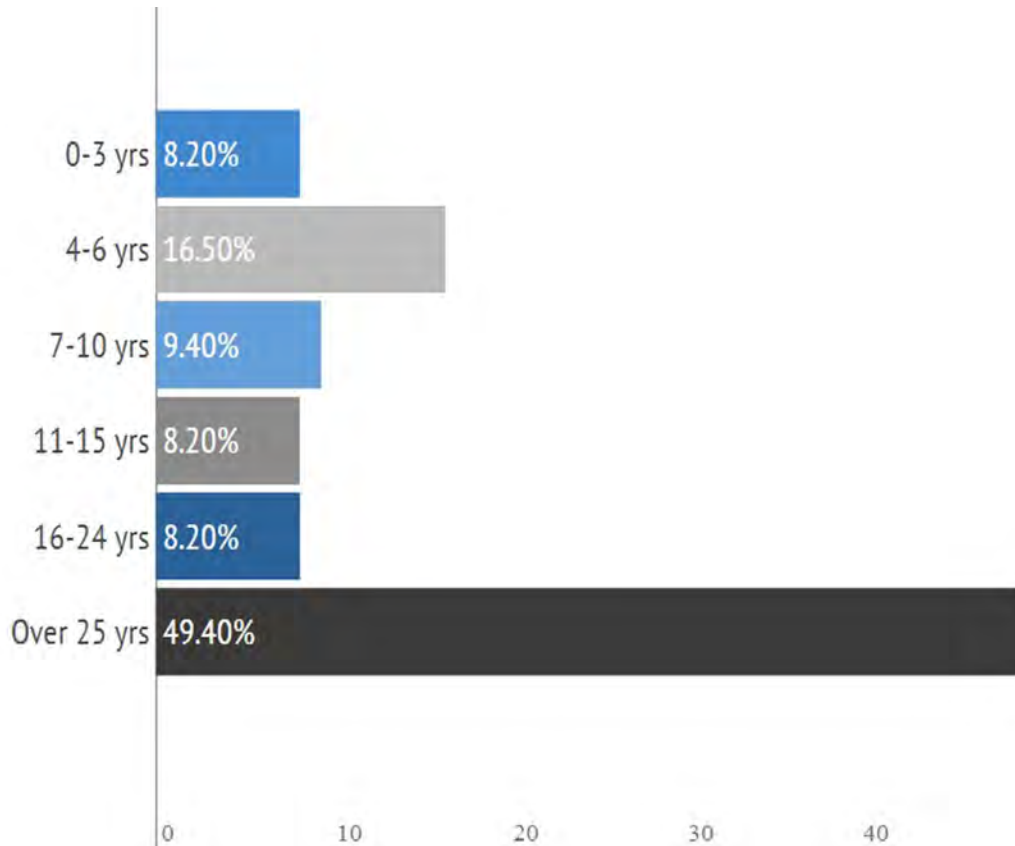
The first section of the survey asked participants for demographic information. Respondents were asked Where do you live? (Q1), How long have you lived in the community? (Q2), What is your gender? (Q3), age? (Q4), race/ethnicity?(Q5), and Are you registered to vote?(Q6).

STREET	%
5th Street	17%
Moore Road	11%
Hillcris Road	10%
Guadalupe Street	8%
Packer Lane	7%
Katherine Street	7%
McMann Street	6%
Clay Street	6%
Joann Street	6%
Corine Street	5%
Christopher Street	5%
Horace Street	2%
Richton Road	2%
Leila Street	2%
Richard Street	2%
Pickett Street	2%
Unanswered	2%

### Q1 | Where do you live?

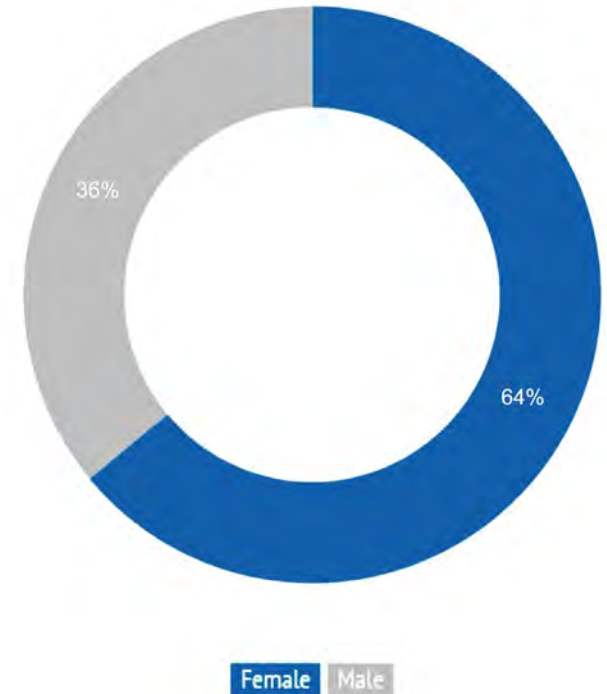


Q2 | How many years have you lived in this neighborhood?



Almost half of the respondents have been living in Fifth Street for over 25 years, followed by 16.5% reporting living in the area between 4 to 6 years. More than three quarters of the respondents have been living in this community for 7 years or more. Only 8.2% of the respondents have been living in the area less than 3 years.

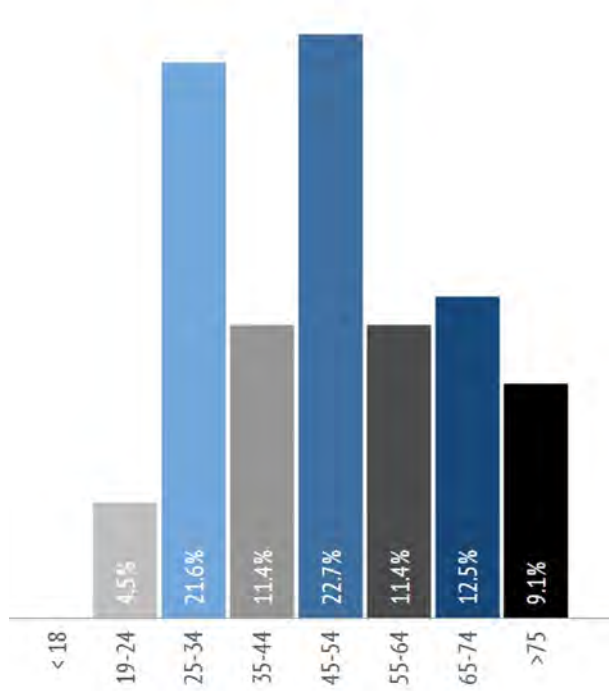
Q3 | What is your gender?



A majority of respondents (64%) were female, while 36% of the respondents were male.



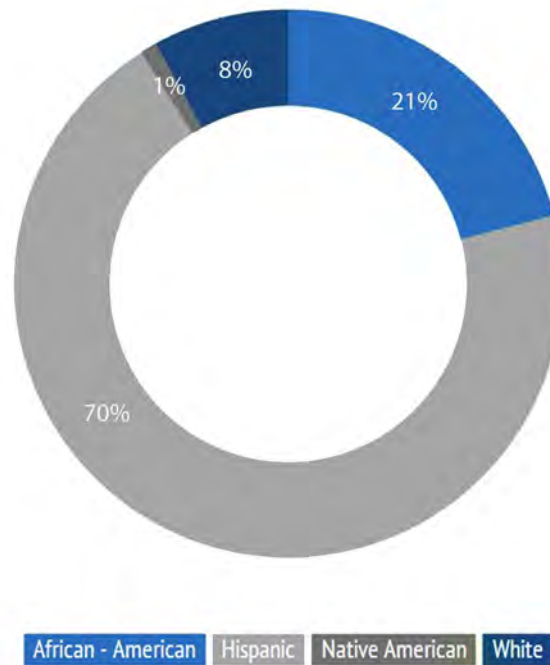
### Q4 | What is your age group?



### Q6 | Are you registered to vote?

A majority of respondents (70%) reported being registered to vote.

### Q5 | What is your race/ethnicity?



Most of the respondents described themselves as Hispanics (70%), followed by African-Americans (21%), Whites 8%, and Native American (1%). The race make-up of Fifth Street Area reported in the 2010 US Census is similar.

## FIFTH STREET HERITAGE AND CULTURE

The second part of the survey collected respondent’s information of Fifth Street as a cultural place. Respondents’ history, values, memories attached to the place compose the collective imaginary of this community.

### Q7 | What do you call your neighborhood?

Fifth Street	55%
Other/None	32%
WM Neal	10%
Via Maria	10%

The majority of the respondents (nearly 55%) called their neighborhood Fifth Street. Close to one third of the respondents reported not knowing or having a specific name to call their neighborhood. Surprisingly residents in the Moore and Joann Street blocks, identified with ‘Via Maria’ as the name (10%) for their neighborhood and residents living on or north of Fifth Street provided ‘WM Neal’ (10%) as another name.

**“Calm and peaceful neighborhood to raise a family”**

(White Female, 55-64 years old with over 25 years living in Fifth Street)

## Q8 | What can you tell us about Fifth Street's history or heritage?

A significant number of respondents reported not knowing anything about the history of Fifth Street but affirmed it to be a place where “everyone knows everyone” and a good place to raise a family, using adjectives such as tranquil, quiet, peaceful, and calm among others to describe the character of the community. Many others had high regard for the people and families living here. A few respondents had negative views about the deterioration of housing, lack of regulations, and the environment. When interviewed, some residents referred to the historic cemetery as the most recognizable landmark in the area

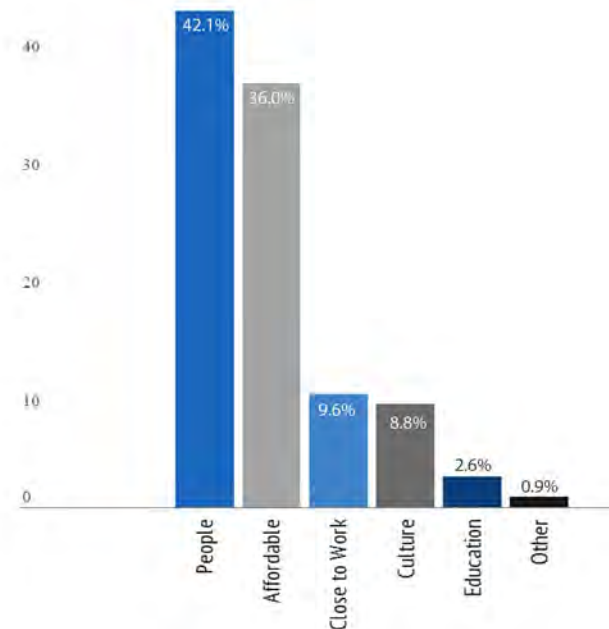
## Q9 | If you were to give someone a tour of Fifth Street, what places would you point out?

FIFTH STREET LANDMARKS	FREQUENCY
None or Nothing	37%
Cemetery	17.4%
Community Center and Boys & Girls Club	17.4%
Fifth Street Corridor	14.1%
Local Churches	8.7%
No answer	5.4%

When asked specifically what type of places they would take visitors to visit on Fifth Street, the most frequent response was “none or nothing”, accounting for 37% of the responses. With 17.4% of the responses, the local cemetery and the Community Center/ Boys & Girls club ranked second and third in the list of places to point out, followed by the Fifth Street corridor ranking fourth with 14.1%, and local churches in the fifth place with 8.7%.

*“I know that this is a community which most relatives live around one another.”*  
(African-American Female, 25-34 years old with over 25 years living in Fifth Street)

## Q14 | What makes your community special?

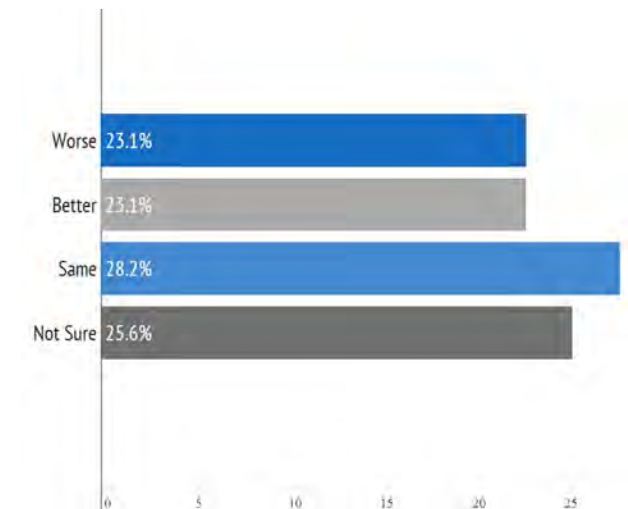


In general, respondents felt that people (42.1%) and affordability (36%) are what make Fifth Street special, a common perception expressed in other portions of this survey. Proximity to work was identified as a positive characteristic among with 9.6 % of respondents. When interviewed, some respondents also highlighted the area culture and education valuable community assets.

## PERCEPTIONS OF FIFTH STREET AREA AND CONCERNS

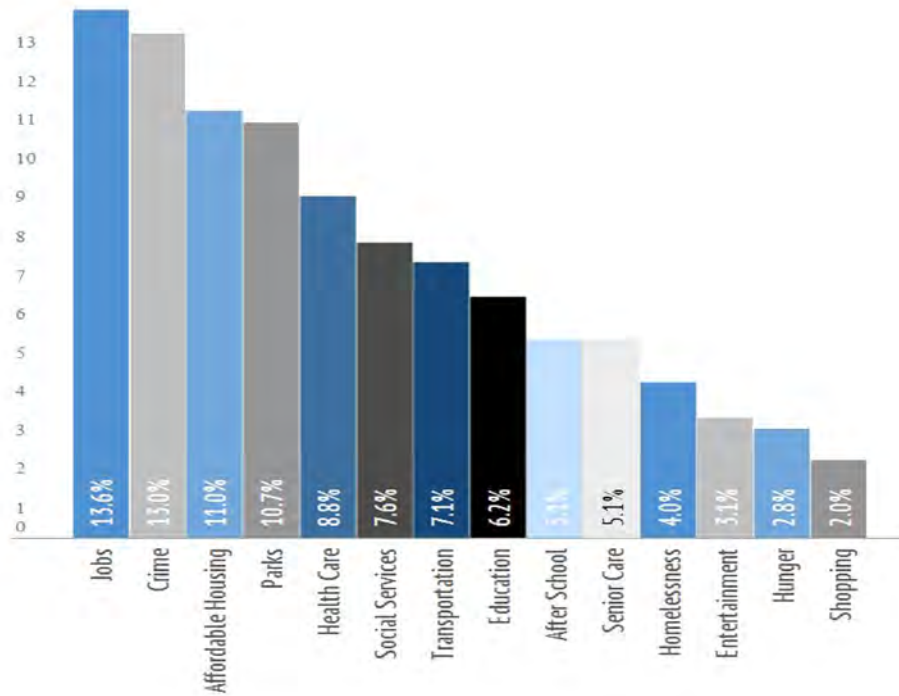
The following series of four questions captured the perception of residents on Fifth Street. These questions solicit opinions on the main concerns/needs, challenges and safety, as well as expectations about the future of Fifth Street neighborhood.

## Q10 | What do you think Fifth Street will look like in 5 years?



When asked about perception of the future of Fifth Street, respondents' opinions were divided evenly among the options given. A slight majority of 28% believed that the neighborhood will remain the “same” in five years, nearly the same as those who reported “not being sure” on how it will look (26%). Others expected that the neighborhood will look “better” or “worse” (23%). As such, these results can be interpreted as an overall perception from residents that the community is unlikely to experience any significant change in the near future.

Q11 | Of the items listed below, which 5 create the greatest challenges for your community?



Respondents were initially asked to rank their preferences. However, many answers did not follow this request, rank responses by frequency. Among the most frequently reported challenges for Fifth Street are jobs (13.6%), crime (13%), affordable housing (11%), parks (10.7%), and health care (8.8%).

Q15 | How safe do you feel in your neighborhood?

PERCEPTION OF SAFETY	%
I feel unsafe, I am worried about gangs and illegal activity	36.8%
I don't walk around at night but I feel fairly safe	43.7%
I feel pretty safe	13.8%
No answer	5.7%

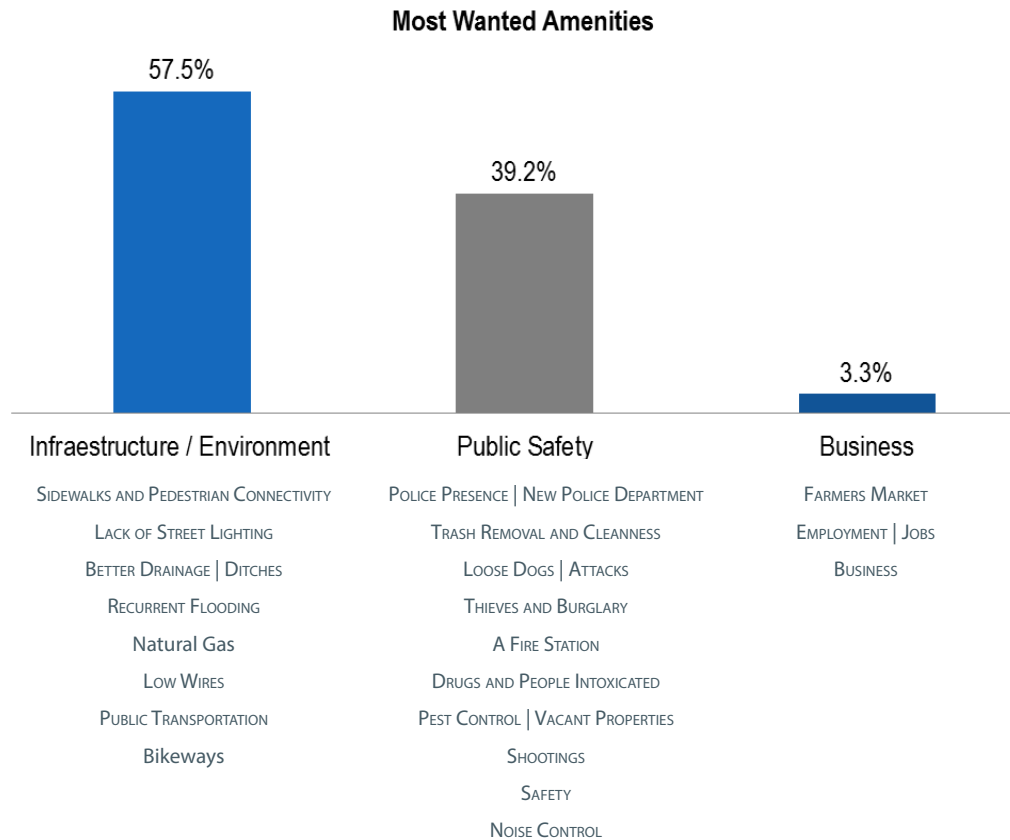
The question listed three possible answers ranging from unsafe to pretty safe. Over 43% of the respondents felt fairly safe in Fifth Street, however they did not walk around at night. Another 36.8% of the residents reported feeling unsafe and being worried about gangs and illegal activities in Fifth Street. This is a staggering number that means that over a third of all the respondents felt very unsafe. Only a small proportion of respondents felt pretty safe in the neighborhood (13.8%).

**“My wife was harassed by gang related kids in the neighborhood. We need our own police, not outsiders coming to patrol but people grown and raised nearby.”**

(Hispanic Male, 55-64 years old with over 25 years living in Fifth Street)



## Q17 | What are other concerns or needs in your community?



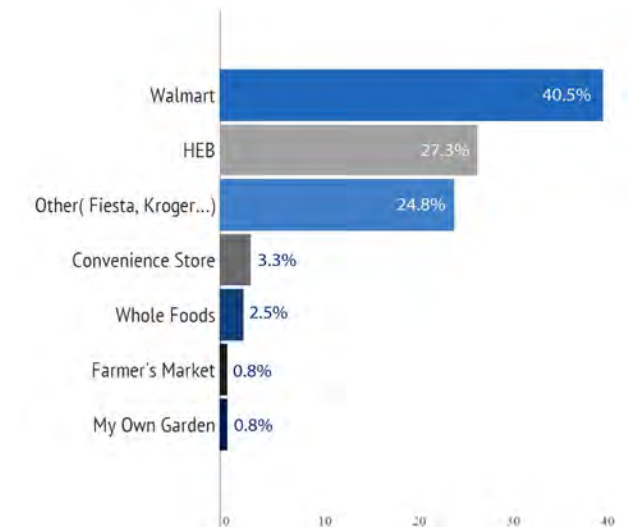
This question, an open-ended one, received 21 different answers listed below. Among the main concerns or needs reported by respondents (ranked by frequency) were the need to increase police patrolling and permanent presence within the neighborhood with (14%), followed closely by improving sidewalks and pedestrian connectivity and more street lighting (13%). Interestingly, when combined the responses concerning better drainage, ditches, and recurrent flooding totaled (22%) making these the most significant problems to be solved in Fifth Street.

Trash removal and street cleanliness were associated with health, environment and as factors that contributed to flooding in the area, as refuse clogs ditches and drainage. On some streets, such as Corine, Richard, and Horace, it was common to hear residents express the need to bring natural gas service to the area. Finally, issues concerning dog attacks, burglary, and presence of people involved in the drug trade accounted for nearly 10 % of the responses.

## CONSUMER PREFERENCES

This part of the survey provides information on consumer preferences for purchasing groceries and the types of economic activities and businesses residents would like to see coming to Fifth Street.

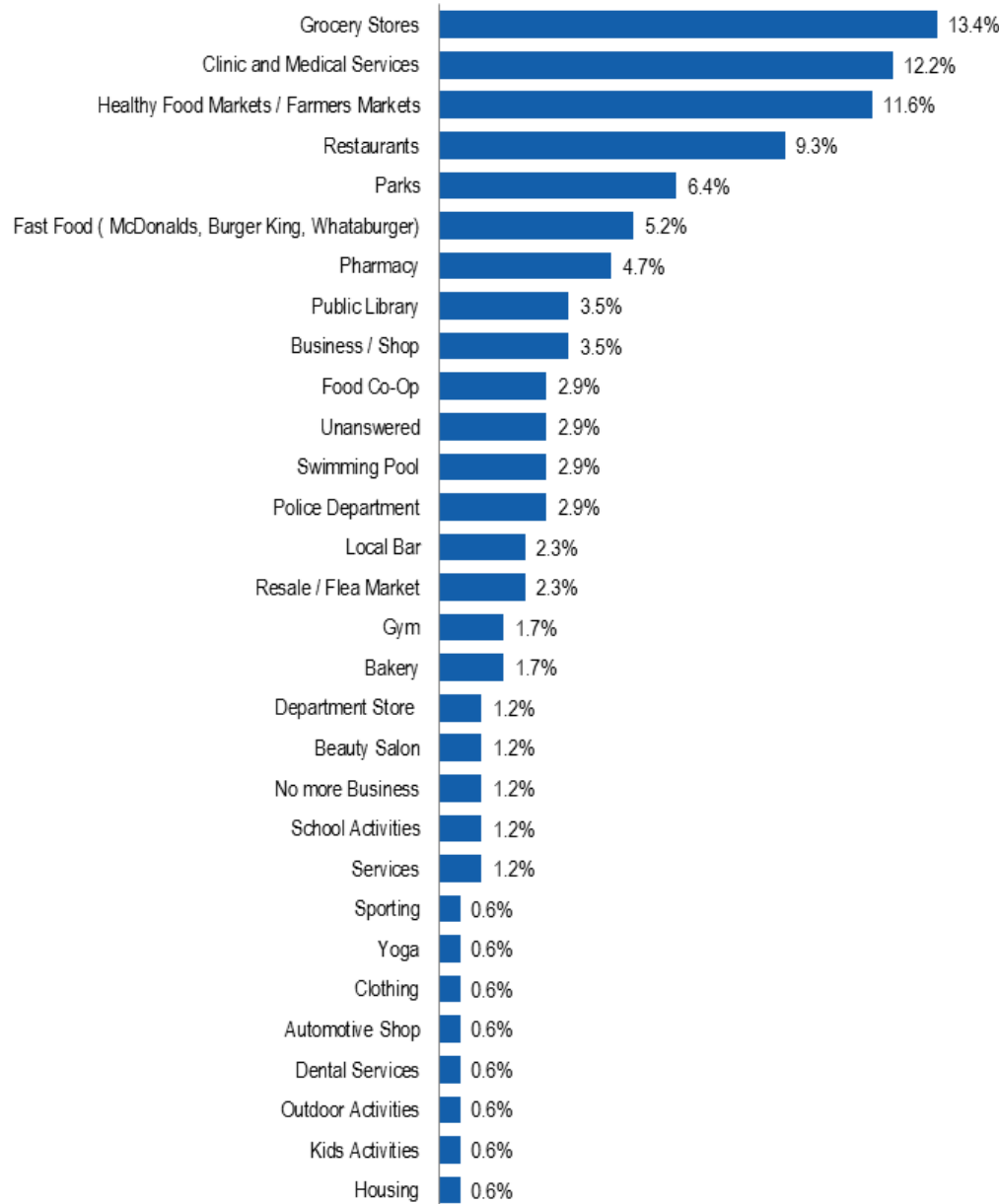
## Q12 | Where do you shop for food?



When asked where they shop for food, 40% of the respondents identified Wal-Mart followed by H-E-B (27%). When asked where else they shop, other grocery stores, such as Fiesta, Kroger, and Foodarama combined ranked third (25%). Only 3% of the respondents reported shopping at convenience stores and Whole Foods Market. None of these large retail centers are located within Fifth Street, which means that most residents have to travel a significant distance to meet their grocery shopping needs.

Q13 | Name three businesses (amenities) you would like to see come to Fifth Street?

**Amenities You Would Like To See Come To Fifth Street**



Q16 | Would you like to see a civic club or neighborhood group started?

WOULD YOU LIKE TO SEE A CIVIC CLUB OR NEIGHBORHOOD GROUP STARTED?	%
Yes	89.3%
No	5.3%
Unanswered	5.3%

Nine of every ten survey participants responded positively when asked if they wanted to see a civic club or neighborhood organization.

*“Many good people reside here”*

(Hispanic Female, 45-54 years old, 16-24 years living in Fifth Street)

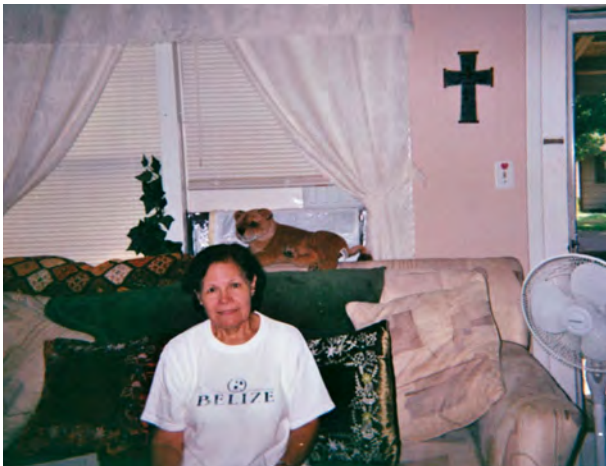
*“We live in a traditionally blue collar neighborhood”*

(Male, Hispanic, 35-44 years with 11-15 years living in Fifth Street)

## SURVEY ANALYSIS

The Fifth Street Community Survey was one of several methods used to engage residents, build community capacity, and assess neighborhood strengths and challenges. Survey results yielded significant insights:

- Fifth Street remains the most recognizable name residents have for the community.
- Fifth Street attributes: community support, long term residency, family, and affordability can inform future branding for the area. Close-knit, family oriented communities appeal to several markets.
- In order to enhance the charm of Fifth Street and make this area more engaging and walkable, several respondents suggested street lighting, sidewalks, and park connectivity. Civic clubs, local municipalities and agencies may apply for grants and create public-private ventures to attract businesses willing to collaborate on such projects.
- Survey results indicate that most residents depend on “Big box” retail stores located in sur-



rounding communities to meet retail needs. These stores have a large footprint and are usually better suited for areas with higher traffic volumes than in Fifth Street. However, smaller retail stores may find this location very attractive because of the captive demand for goods, services, and jobs.

- Creating more economic incentives targeting more community minded medium-size retail stores to ease and expedite permits resources. This approach will generate a more sustainable economic and social development of Fifth Street.
- Repeatedly, respondents stated that affordable housing was both a strength and weakness in the community. Current housing is affordable but of poor quality. Addressing deferred maintenance and substandard home conditions and beautification of the public spaces and streets should be included in the discussion.
- Residents need greater housing choice. In order to address this challenge, more incentives and development opportunities should be created

to attract affordable housing developers to the area.

- Survey respondents said access to health care and public safety were the biggest challenges. With the growing elderly population, the necessity for these services will increase.
- Residents suggested that a new police substation within the neighborhood boundaries be built to increase police presence. A coordinated and unified service center to refer emergency calls was requested. Solving jurisdiction inconsistencies between 911 emergency service and the county police department will be instrumental in this regard.
- As reported by respondents several areas within Fifth Street still lack of proper street drainage system causing flooding affecting properties and the health of the community. This community demands completion of the wastewater public system.
- Respondents noted the lack of job opportunities for youth and locals. Several expressed that joblessness was a significant challenge for this community. The creation of a workforce development center within county facilities would allow residents access to job listings and recruitment databases as well as career advisory services.
- Residents preferred amenities included restaurants, groceries, pharmacies, and health care. There was a strong preference for locating more establishments that serve healthy and locally grown food. These preferences also may create more small business and job opportunities.



# 5

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## DEMOGRAPHICS & ECONOMIC INDICATORS

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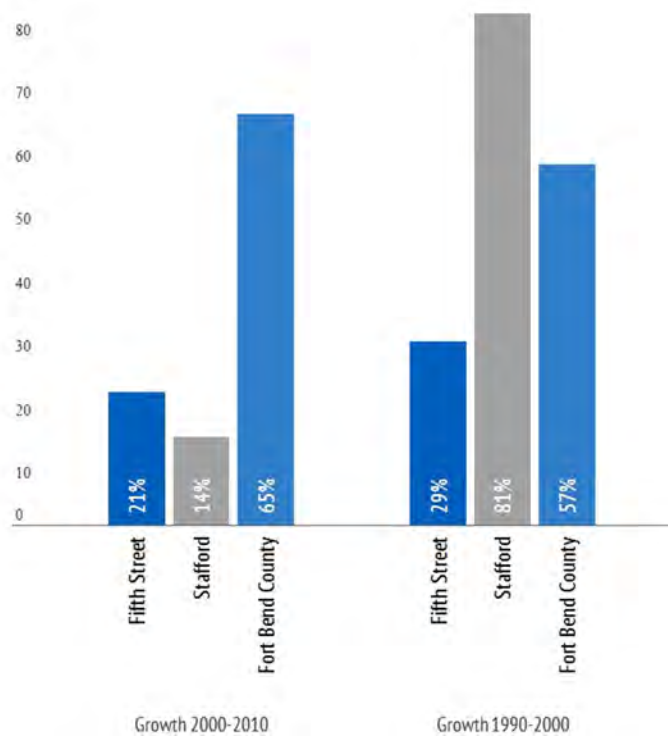
## DEMOGRAPHICS

### POPULATION CHANGE-MIGRATION

According to the 2010 Census, there were 2,486 people living in 642 households in Fifth Street, which represents a 21% increase from a decade earlier. However, this growth is significantly lower than that in Fort Bend County, which was 65% in 2000-2010. Notably, Fort Bend County has a population of 585,375 and is the second fastest county population growth rate in Texas. Based on population projections it is estimated that the population of Fifth Street will reach over 3,000 by 2017<sup>3</sup> and more than 200 new households will be formed.

POPULATION	FIFTH STREET	STAFFORD	FORT BEND COUNTY
2017 Projection	3,086	19,381	237,975
2010 U.S. Census	2,486	17,693	585,375
2000 U.S. Census	2,059	15,581	354,452
1990 U.S. Census	1,599	8,604	225,421

2010 U.S. Census



2010 U.S. Census

### AGE OF POPULATION

Fifth Street has experienced moderate population growth in the last decade. The Christmas-tree shape of the population pyramid of the graph on the next page results from both high birth rates and death rates. The elderly population is very small in comparison to younger populations, accounting for less than 7.3% of the total population in 2010. Overall, the population in Fifth Street is aging. The median age in Fifth Street has increased one and a half years from 26.3 in 2000 to 27.8 years in 2010. The median age reported in this area is significantly below that of the 35-year average in Fort Bend County and the 35.2 years in Stafford-Missouri City as reported in 2010 Census. This can be attributed to the lower rate of increase in adolescent and young adult population age between 15 to 34 years.

The population, over 18 years old, grew 18% from 2000 to 2010, 3 points less than the 21% total population increase experienced in Fifth Street. The percentage of residents between 25 and 34 years old decreased the most from 19.1% in 2000 to 16.8% in 2010. In contrast, during the same period, the elderly population (65 years and over) increased by 77%.

<sup>3</sup> Nielsen Clarita's Site Report. October 2012

# AGE OF POPULATION

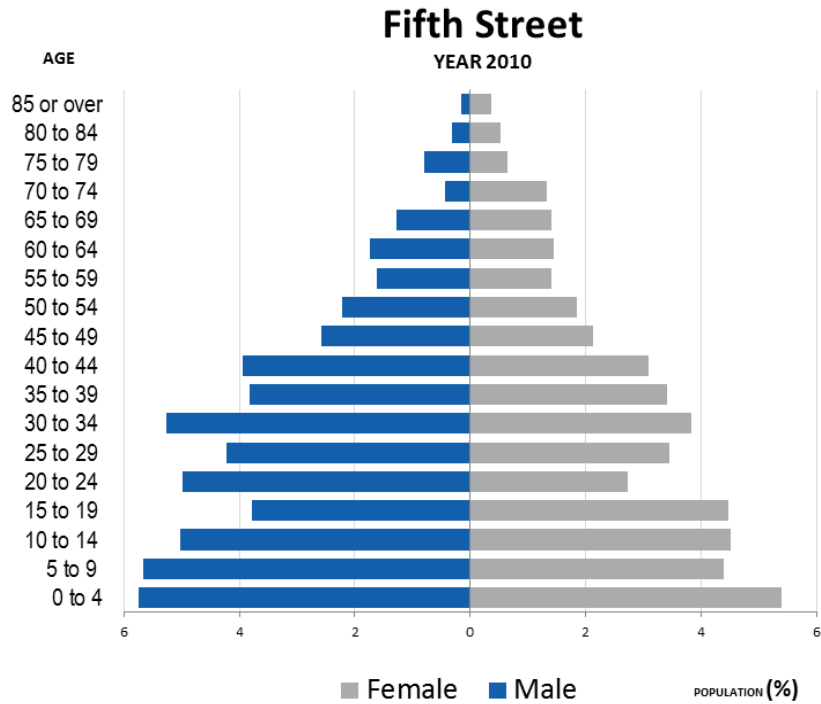


Figure 5. 2010 U.S. Census

POPULATION CHANGE BY AGE					
FIFTH STREET CDP	2000		2010		POPULATION CHANGE
	NUMBER	%	NUMBER	%	
Population	2,059		2,486		21%
Under 5 years	215	10.4%	277	11.1%	29%
5 to 9 years	196	9.5%	250	10.1%	28%
10 to 14 years	180	8.7%	237	9.5%	32%
15 to 19 years	192	9.3%	205	8.2%	7%
20 to 24 years	188	9.1%	192	7.7%	2%
25 to 34 years	393	19.1%	417	16.8%	6%
35 to 44 years	272	13.2%	355	14.2%	31%
45 to 54 years	196	9.5%	218	8.8%	11%
55 to 59 years	71	3.4%	75	3%	6%
60 to 64 years	54	2.6%	79	3.2%	46%
65 to 74 years	69	3.4%	111	4.5%	61%
75 to 84 years	27	1.3%	57	2.2%	111%
85 years and over	6	0.3%	13	0.5%	117%
MEDIAN AGE					
Median age (years)	26.3		27.8		1.5 (yrs)
18 years and over	1358	66%	1609	64.7%	18%
21 years and over	1237	60.1%	1479	59.5%	20%
62 years and over	134	6.5%	219	8.8%	63%
65 years and over	102	5%	181	7.3%	77%

Source: US Bureau of Census 2000, 2010

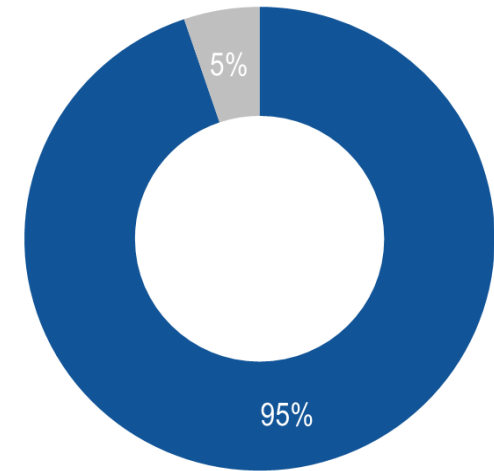


## RACE AND ETHNICITY

Contrary to Fort Bend County, which has the most ethnically diverse population in the nation according to the 2010 Census, Fifth Street is majority Hispanic. Fifth Street Hispanic population of nearly 95% of fivefold those of Stafford-Missouri Cities (17.5%) and four Fort Bend County's (23.3%). In contrast with the rest of the County, where, in 2010, African Americans

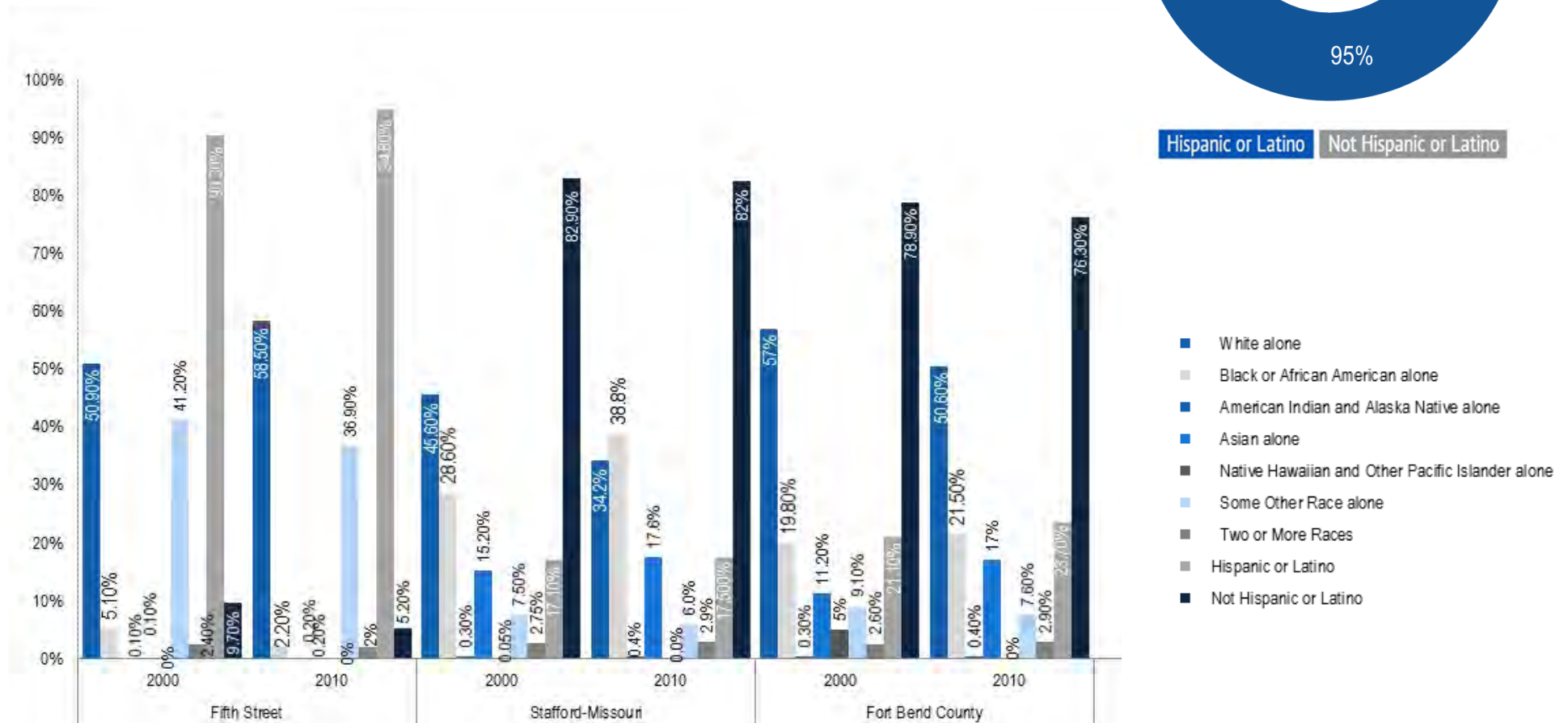
represented 2.2% of the population versus 21.5% of Fort Bend County population. African American/Black population in Fifth Street CDP has decreased considerably in the last few decades. Similarly, the Asian population makes up only 0.1% of Fifth Street, in contrast with the 18% and 17% in Stafford and Fort Bend County respectively.

### Ethnicity Fifth Street 2010



Hispanic or Latino Not Hispanic or Latino

### Race and Ethnicity Fifth Street, Stafford-Missouri City, Fort Bend County

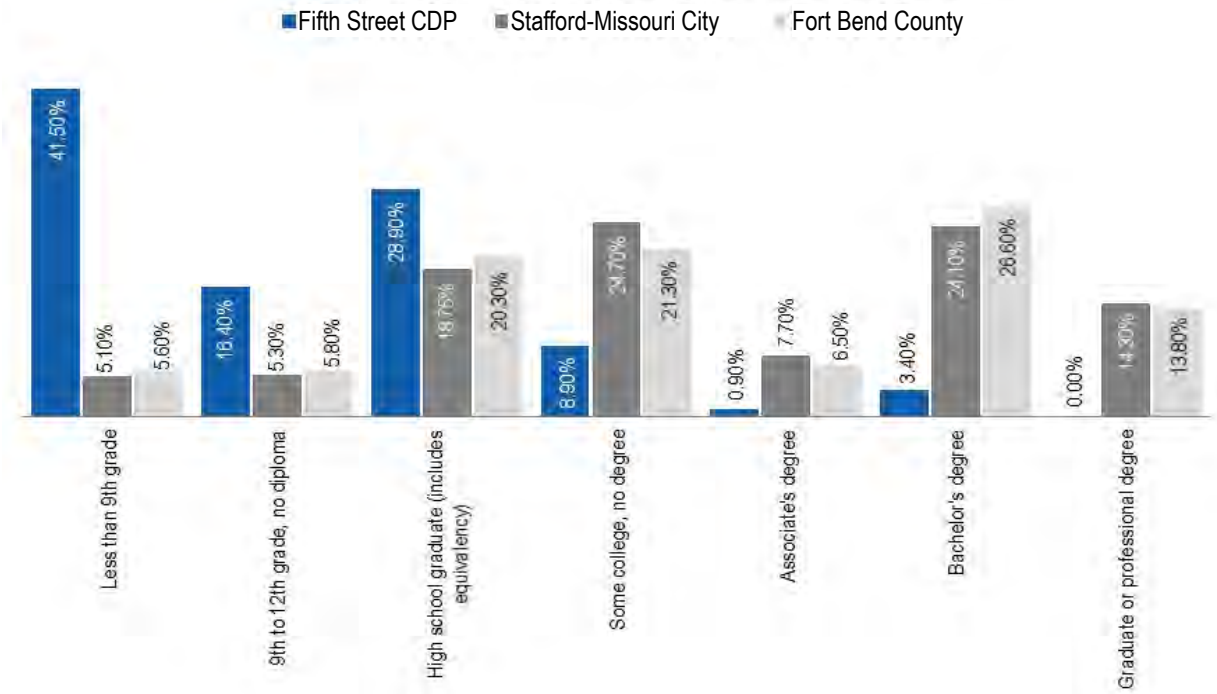


## EDUCATION ATTAINMENT

Fifth Street CDP is zoned to the Fort Bend Independent School District (FBISD). FBISD has a strong reputation around the country and attracts prospective home-buyers with families.

Fifth Street area residents' educational attainment rates are below the area average. For example, 41.5% of the Fifth street residents over the age of 25 have less than a 9th grade education, in stark contrast to Fort Bend County's 5%. Only 3.5% of the population over the age of 25 hold bachelor's degrees. Almost 30% of the population living in Fifth Street graduated high school. The 2010 census did not record any Fifth Street residents over 25 years of age with graduate or professional degrees in contrast with the 14% average of both the County and the City of Stafford and Missouri City.

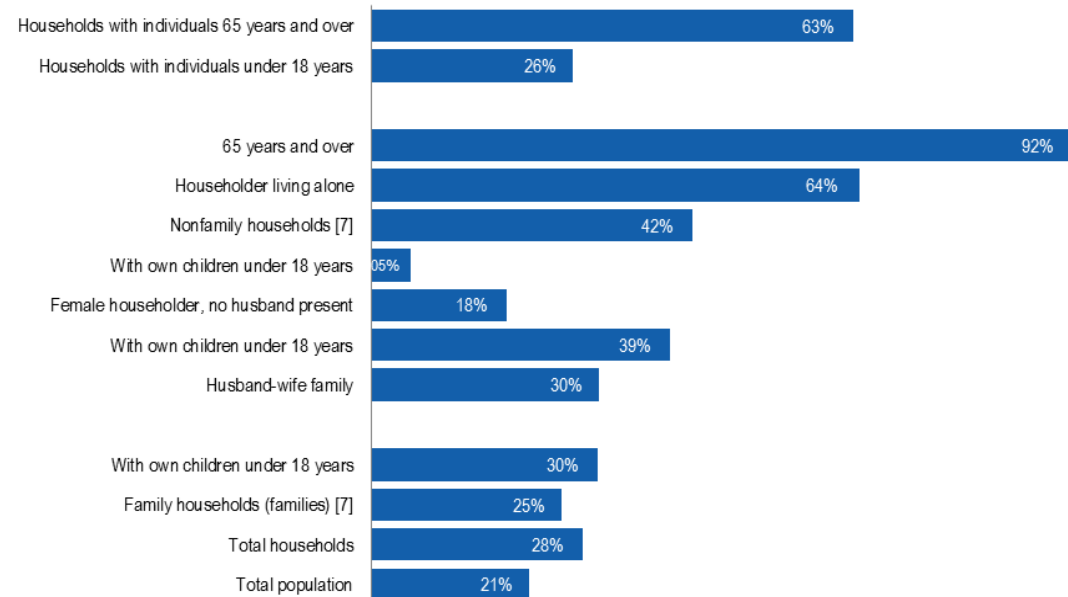
## Educational Attainment



## HOUSEHOLD COMPOSITION AND TRENDS

Household change is a strong indicator of future housing demand. In 2010, there were 642 households, 82.1% of which were composed of families and 47% by those residing with their own children under 18 years. Nearly 60% of the households had male and female heads of household and 37.7% of those had children under 18 years. These figures are slightly higher than in Stafford-Missouri City and Fort Bend County. This is a clear reflection of the preference of this place for traditional family formation. In comparison to nearby municipalities, Fifth Street households with individuals under 18 years and with individuals 65 years and over was much higher with 56% and 21.3% respectively. Twelve percent of householders lived alone. Further, in 2010 average households size was significantly large than the area average with 3.87 people per household, and the average family size was even higher with 4.23 people.

## Household Change 2000-2010 Fifth Street



Multigenerational, extended family structures may account for the differences between Fifth Street and neighboring cities. This commonly occurs in places where a large concentration of minority groups or new immigrants seek housing in a tight market with high housing costs that force families to make denser living arrangements. In other cases, these living arrangements represent cultural preferences. When looking at the changes in housing configuration for the last decade, as shown by the graph below, the number of households grew 28% above the total population change (21%). The average household size decreased from 4.09 in 2000 to 3.87 in 2010. Although this number is still very high in comparison to the county average, it is shrinking faster than the other study areas. Non-family households with individuals living alone grew significantly at a rate of 64%, which is three times faster than the population change. Reflecting the greying of Fifth Street, the number of non-family households occupied by householders age 65 years and over, nearly doubled over a decade. On the other hand, the growth rate for family households was 25%. Families with a female head of household accounted for 14.5% of the total households, an increase of 18% between 2000 and 2010.

HOUSEHOLD COMPOSITION AND TRENDS						
HOUSEHOLD COMPOSITION 2010	FIFTH STREET		STAFFORD-MISSOURI CITY		FORT BEND COUNTY	
	NUMBER	%	NUMBER	%	NUMBER	%
Total Population	2,486		85,051		585,375	
Total households	642	100.0%	29,126	100.0%	187,384	100.0%
Family households (families) [7]	527	82.1%	22,642	77.7%	153,765	82.1%
With own children under 18 years	302	47.0%	10,591	36.4%	83,101	44.3%
Husband-wife family	374	58.3%	16,924	58.1%	121,600	64.9%
With own children under 18 years	242	37.7%	7,763	26.7%	65,538	35.0%
Female householder, no husband present	93	14.5%	4,492	15.4%	24,120	12.9%
With own children under 18 years	40	6.2%	2,259	7.8%	13,690	7.3%
Non-family households [7]	115	17.9%	6,484	22.3%	33,619	17.9%
Householder living alone	77	12.0%	5,408	18.6%	27,979	14.9%
65 years and over	23	3.6%	1,206	4.0%	7,018	3.7%
Households with individuals under 18 years	359	55.9%	11,992	41.2%	90,824	48.5%
Households with individuals 65 years and over	137	21.3%	5,324	18.3%	31,400	16.8%
Average household size (person)	3.87		2.81		3.09	
Average family size (person)	4.23		3.3		3.44	

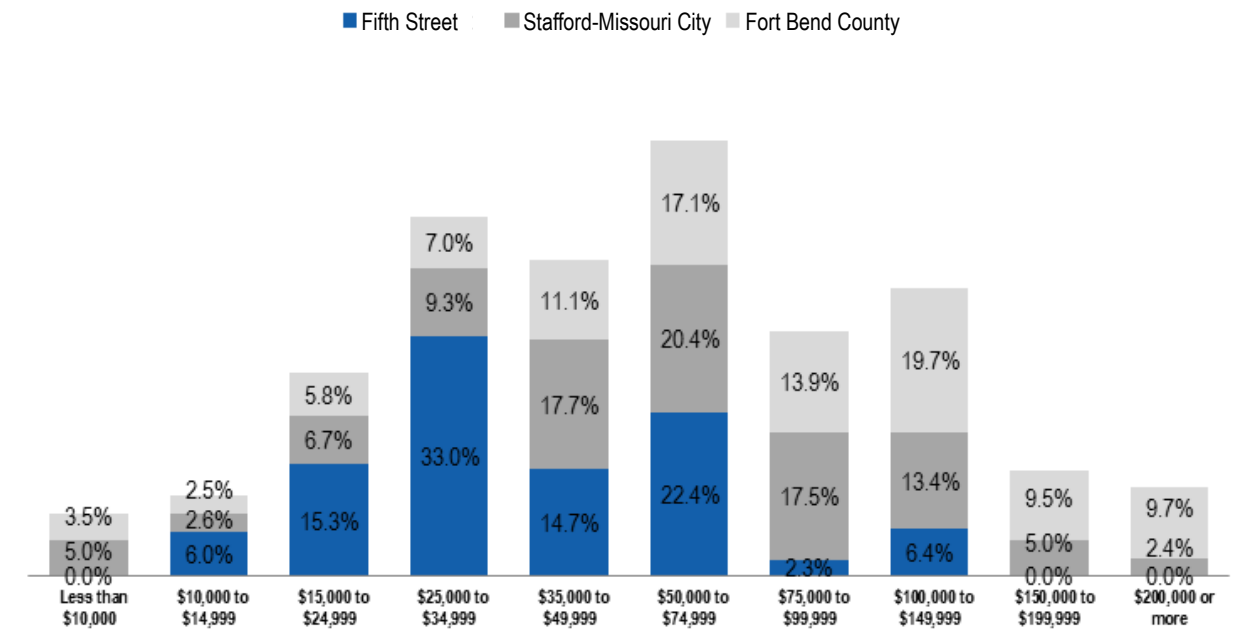
Source: U.S. Census. SF1 2000-2010

## ECONOMIC INDICATORS

### INCOME

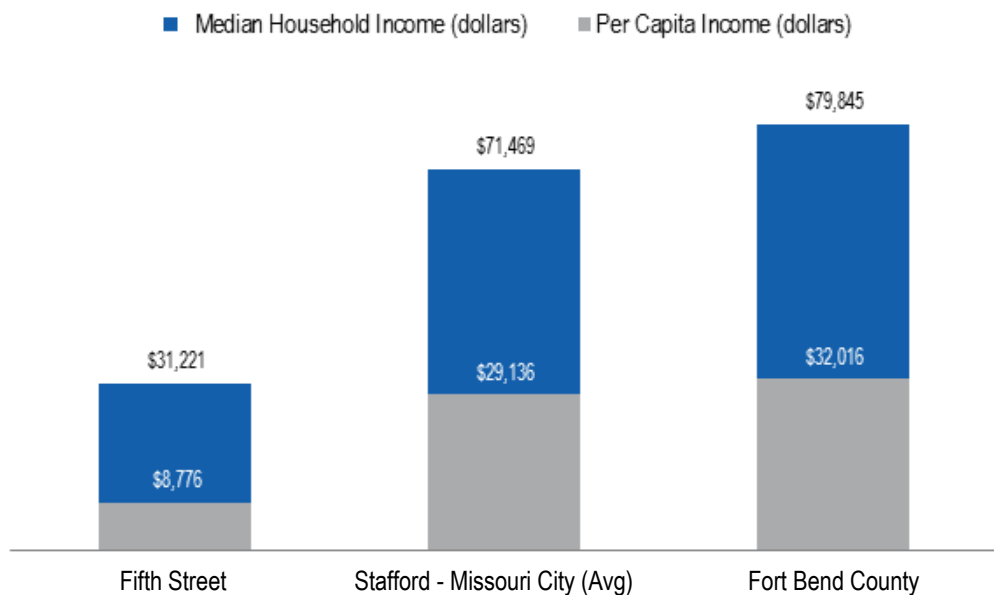
Household income level provides insights into the types of housing markets in Fifth Street. Income comparability was based upon Fifth Street comparisons to the entire County, Stafford, and Missouri City. Data is included for income brackets at every level. Median household income 2006-2010 was less than half in Fifth Street (\$31,221) than in both Stafford-Missouri City (\$71,469) and Fort Bend County (\$79,845). Fifth Street per capita income is much lower than in the comparable areas. In 2006-2009, Fifth Street per capita income was \$8,776, which was nearly a quarter of that of Stafford and Missouri City (\$29,136) and Fort Bend County (\$32,016). A majority of Fifth Street households fall in two income groups, those earning \$25,000-\$34,999 (33%) and \$50,000-\$74,999 (22.4%). In contrast, Fort Bend County's households fall within much higher income groups, \$100,000-\$149,999 (20%) and \$50,000-\$74,999 (17%). In the Fifth Street community, a majority of households (85%) reported earnings between \$15,000 and \$74,999. While Fifth Street area income is much lower than the rest of the county, there is still considerable buying power and opportunity among those with incomes 60-80% of median family income (MFI).

### Household Income



### Income Indicators

#### 2006-2010 American Community Survey 5-Year Estimates





## POVERTY

The recent economic downturn has affected the nation and hit some socioeconomic groups particularly hard. In relative numbers, Fifth Street features an alarmingly large population living at the poverty level, at 22% in 2000 and 27% in 2010. Fifth Street's concentration of poverty is three times that of neighboring communities.

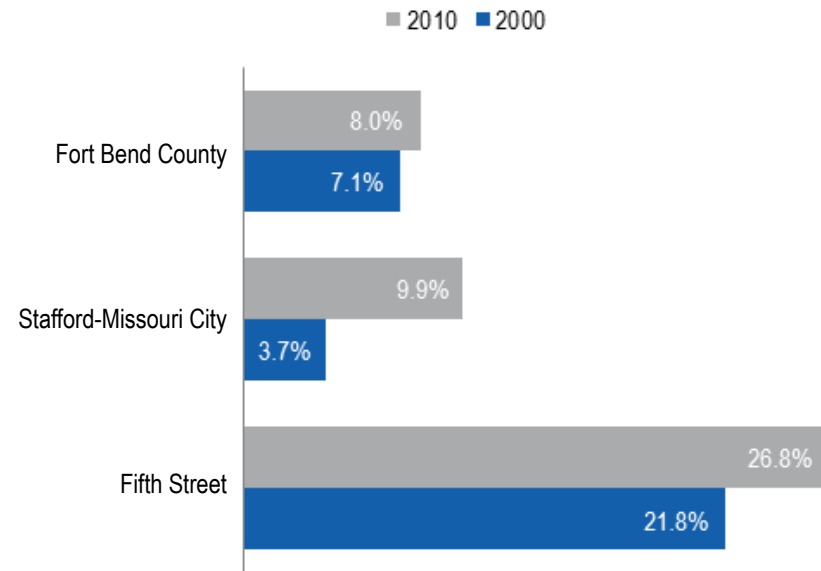
## LABOR FORCE, EMPLOYMENT, AND OCCUPATION

Fort Bend County has a strong job market, featuring 78.1% job growth between 2000 and 2011. The County's proximity and easy access to Houston, a friendly business climate, a competitive and school system makes the area a very attractive place for businesses and households. Fort Bend County is leading the region in job creation in various industries, including energy, healthcare, development, engineering and construction, and entertainment. Fort Bend County will continue to be a strong job generator in the region as it is projected to grow more than three percent per year or 36.9% over the next decade based on migration patterns, economic growth, and other factors.<sup>4</sup> Fifth Street has the potential to participate in this job growth based on its location and close proximity to major jobs centers in the Houston Metro area, such as Missouri and Stafford.

The civil labor force at least 16 years of age in Fifth Street was in 2010 equivalent to 1,087 people, which represents 64.1% of the population living in the area. However, the employment rate over the period 2006-2010 was much lower in Fifth Street (54.4%) than in Stafford-Missouri City (67.4%) and the County (65.1%).

<sup>4</sup>Woods & Poole Economics, 2011 and CNN Money, 2012

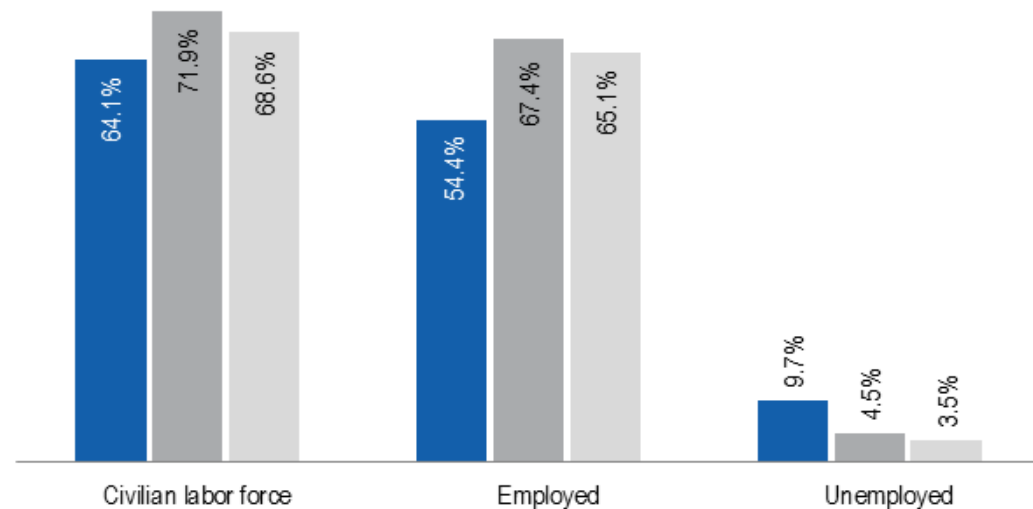
## Population Living Below Poverty Level



## Employment Status (Persons)

### 2006-2010 American Community Survey 5-Year Estimates

■ Fifth Street (1,087) ■ Stafford - Missouri City (44, 508) ■ Fort Bend County (273,604)

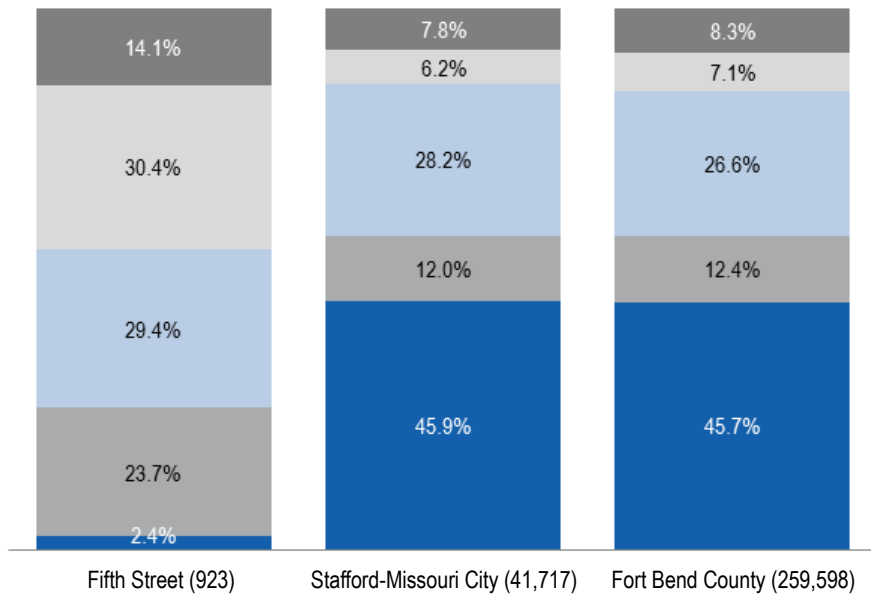


Further, in the Fifth Street community, nearly one of every ten people in the civilian labor force was unemployed in the same period, a number that is almost three times higher than in the County as a whole.

Great disparity is shown in occupation types represented among residents of Stafford, Missouri City, and the County versus Fifth Street. Stafford, Missouri City, and County residents work in management, business, science, and the arts (~45%) followed by sales and office occupations (~28%). In stark contrast, Fifth Street residents' most common occupations are in blue collar fields such as construction, maintenance (30.4%), followed closely by sales and clerical (29.4%), and customer service (23.7%). Less than 2.5% of Fifth Street residents are represented in occupations within management, business, and science.

### Occupation Civilian Employed Population

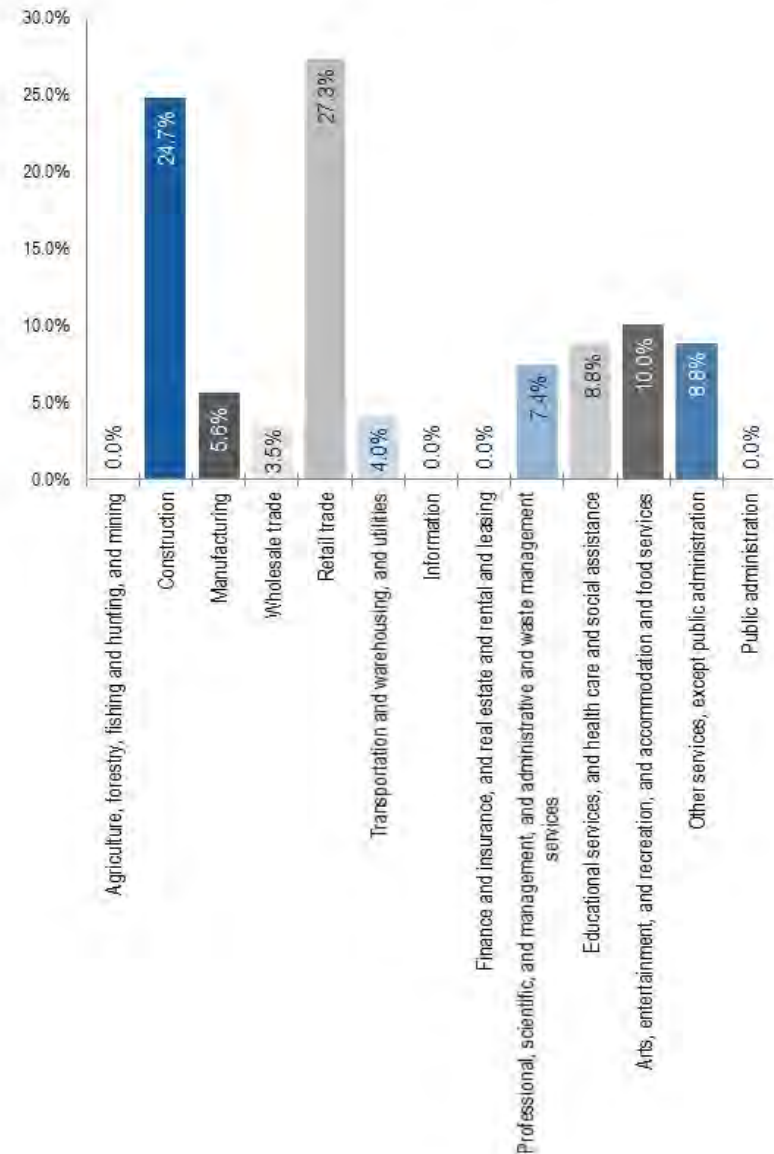
- Production, transportation, and material moving occupations
- Natural resources, construction, and maintenance occupations
- Sales and office occupations
- Service occupations
- Management, business, science, and arts occupations



### EMPLOYERS AND INDUSTRY CONCENTRATION

In Fifth Street, among the most common industries found in Fifth Street are retail trade (27%), construction (25%), entertainment, recreation, accommodation, and food services (10%), educational services, and health care and social service (9%).

#### Industry Fifth Street



# 6

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## MARKET STUDY | HOUSING ANALYSIS

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## CURRENT HOUSING CONDITIONS

Housing development is at the core of any revitalization strategy. Previous studies conducted in Fort Bend County have identified a significant housing need. Fifth Street’s residents and stakeholders have also agreed that affordable housing, senior housing, and accessibility to food are the most critical needs in the area. The project team inventoried relevant characteristics of the housing stock for Fifth Street CDP, including type, age, size, and condition.

## HOUSING UNITS

Fort Bend County has experienced an impressive growth in the housing supply, with more than 81,000 added in 2000-2010. Fifth Street housing unit growth (30%) has been consistent with that of neighboring cities (27.6%), but less than half the growth rate of Fort Bend County (70%). The vacancy rate in Fifth Street went up in a decade from 6.3% to 8.2%, which is almost double the rate reported in the County. Vacancy rates in Fifth Street reveal significant differences between homeownership (0.3%) and rental (7.6%) demand.

HOUSING UNITS	FIFTH STREET	STAFFORD-MISSOURI CITY	FORT BEND COUNTY
2010	699	30,448	197,030
New Units 2000-2010	162	6,577	81,039
Change % 2000-2010	30.2%	27.6%	69.9%

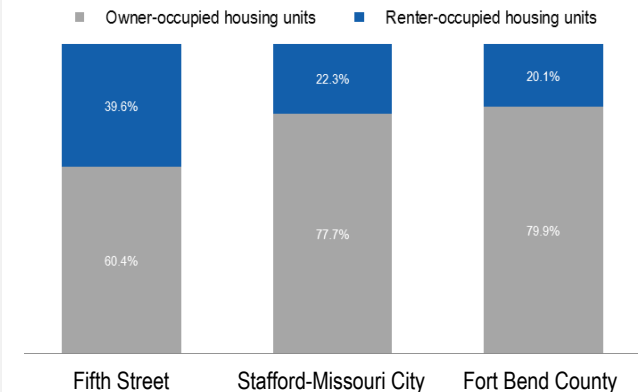
VACANCY RATES (2010)	FIFTH STREET	STAFFORD-MISSOURI CITY	FORT BEND COUNTY
Homeowner vacancy rate	0.3%	1.25%	1.8%
Rental vacancy rate	7.6%	6.8%	7.1%

## HOUSING TENURE

### RESIDENCY TYPE AND HOUSEHOLDER AGE

Analysis of 2010 housing tenure data in Fifth Street, Stafford-Missouri, and Fort Bend County show that the majority of the housing units are owner occupied. The highest share of owner occupancy is in Fort Bend County with nearly 80%. In Fifth Street, slightly over 60% of the housing units were owner-occupied, while the share of renters was a bit less than 40%. Examining the housing tenure by householder age in Fifth Street from 2000 to 2010. The subarea differential in the size of the units (as determined by number of bedrooms) implies a difference in distribution of household types.

### Housing Tenure

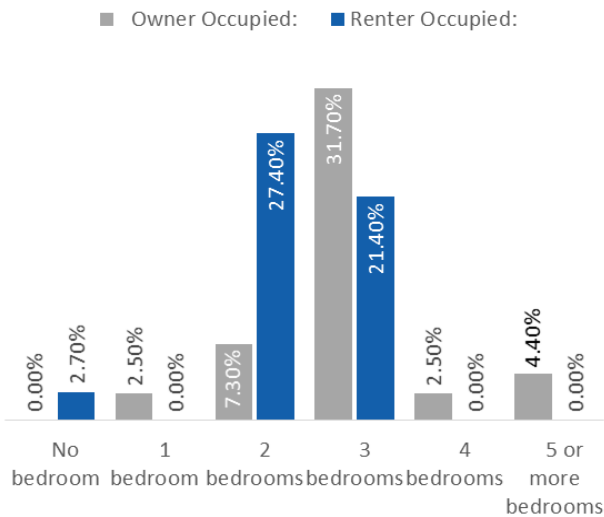


When looking at the housing tenure by household age in Fifth Street and how it has changed during the last decade it we could see that householder age groups from 25 to 54 make up the large number of households for both renter and owner occupied. Also there is a proportional downward trend in the number of renter occupied households for almost every age group. Conversely, the number of owner occupied households varied across age groups, with



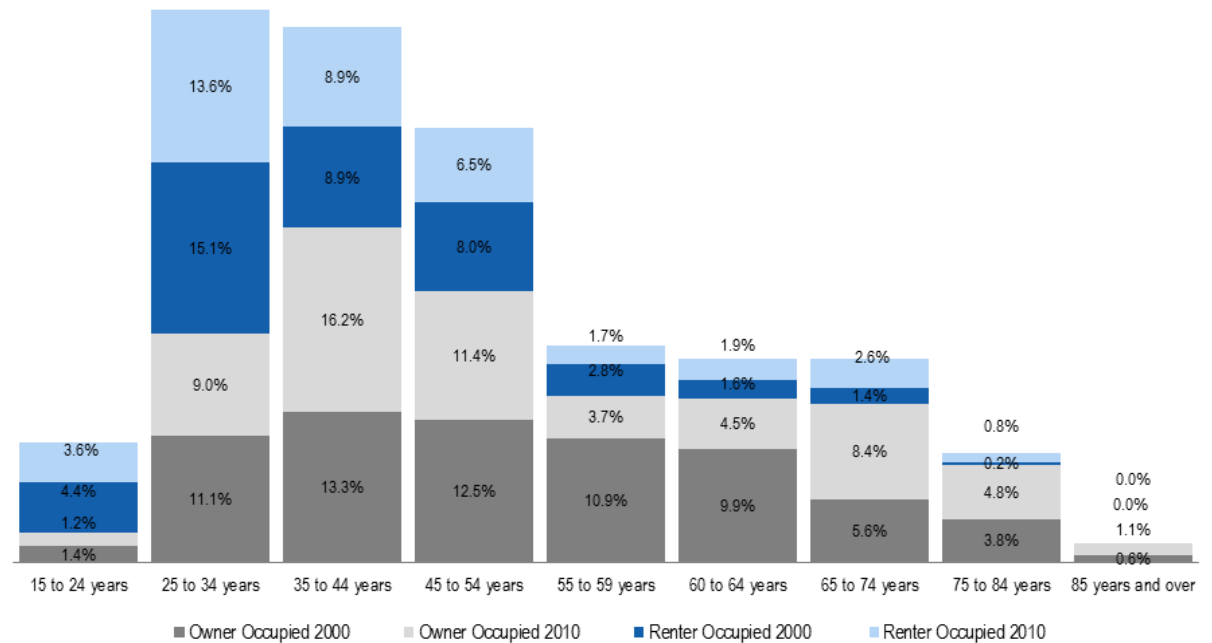
only four out the nine age groups increasing between 2000 and 2010. Interestingly, the share of households occupied by householder between 65 to 74 year of age was the only group that grew in both housing tenures, proving that this age group is increasing its presence in the housing market.

### Housing Tenure by Number of Bedrooms (2006-2010 ACS)

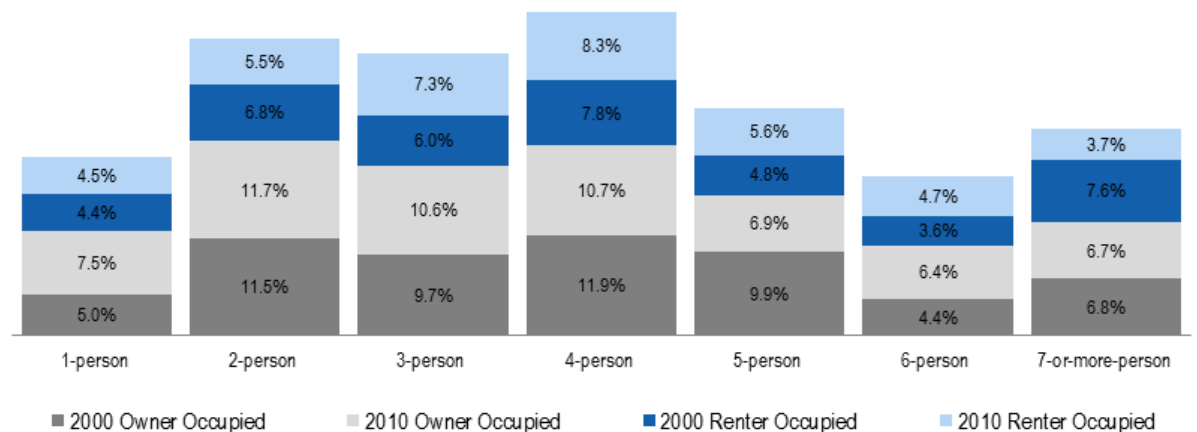


Three bedroom units made up nearly 60% of the housing stock. An overwhelming majority of owner occupied households prefer 3-bedroom size units over any other configuration. Instead, the number of renters as a percentage of total households is almost evenly split between 3-bedroom and 2-bedroom units, with a higher number preferring larger number of bedrooms. This chart also sheds light on the nature of the rental market which is absorbing three times the number of the existing 2-bedroom units.

### Housing Tenure by Householder Age (2000-2010) Fifth Street CDP US Census



### Housing Tenure by Household Size (2000-2010) Fifth Street CDP US Census



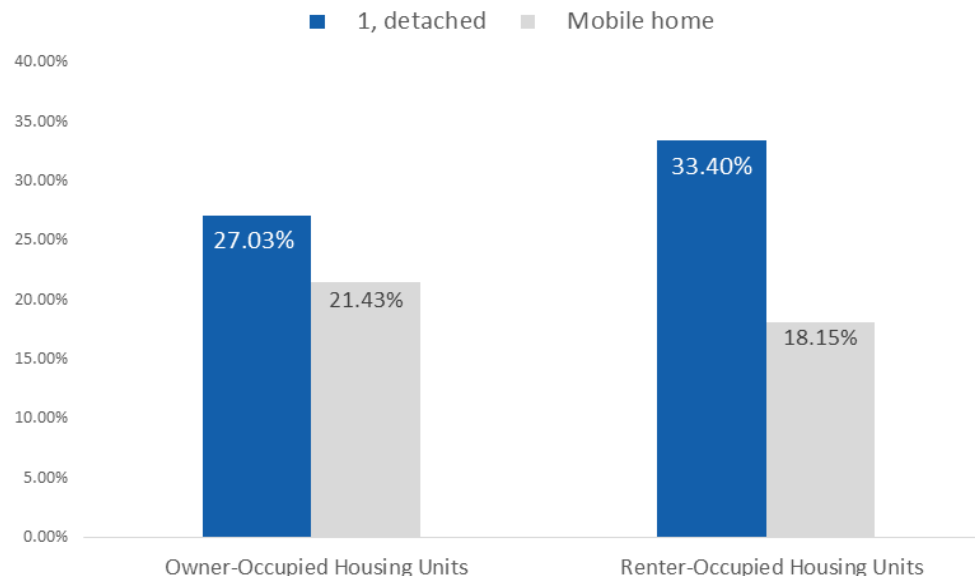
## HOUSING TYPE

The figures below provide a breakdown of the existing housing stock in Fifth Street, Stafford-Missouri cities, and Fort Bend County. The housing stock in Fifth Street is distinctly different in unit type. As shown in the table below, over 60% of the of Fifth street’s housing units is made up of single-family detached units, a lower concentration than the 85% in the other two neighboring cities and the County.

Unique to Fifth Street is the enormous concentration of mobile homes, with 200 households living in that housing type. Mobile homes represent 40% of Fifth Street housing stock. Overall, single family detached comprises Fifth Street’s housing stock and mobile homes with no multifamily housing units. In contrast, in Stafford and Missouri City the composition of unit types is 12% multifamily. According to the 2006-2010 American Community Survey, renter-occupied, single-family detached homes made up over one third of the existing housing stock, while 27% of the housing units were owner occupied.

The UT Project Team developed a land use map of Fifth Street using Fort Bend County Assessment District (FBCAD) data. These maps were designed to show the location of single-family houses and mobile homes. As depicted in the map on page 51, there are 21 parcels defined as mobile home, mostly toward the southern edge of Fifth Street. Single-family houses and residential mobile homeowners’ land are located at both sides of Fifth Street, with a large concentration on the eastern side of Moore Road between Jo Ann and Leila Streets. In addition, along Moore Road there is a large, centrally located lot that is defined as “rural acreage and mobile home on agricultural land”

Housing Type by Number of Units in Structure and Tenure (2006-2010 ACS)



Source: 2006-2010 ACS

HOUSING TYPE			
HOUSING UNITS	FIFTH STREET CDP	STAFFORD-MISSOURI CITY	FORT BEND COUNTY
1, detached	60.4%	84.8%	85.0%
1, attached	0.0%	2.7%	2.0%
2	0.0%	0.1%	0.2%
3 or 4	0.0%	0.6%	0.7%
5 to 9	0.0%	1.9%	1.7%
10 to 19	0.0%	5.4%	3.3%
20 to 49	0.0%	2.0%	1.4%
50 or more	0.0%	2.1%	2.0%
Mobile Homes	39.6%	0.5%	3.6%
Boat, RV, van, etc.	0.0%	0.0%	0.0%

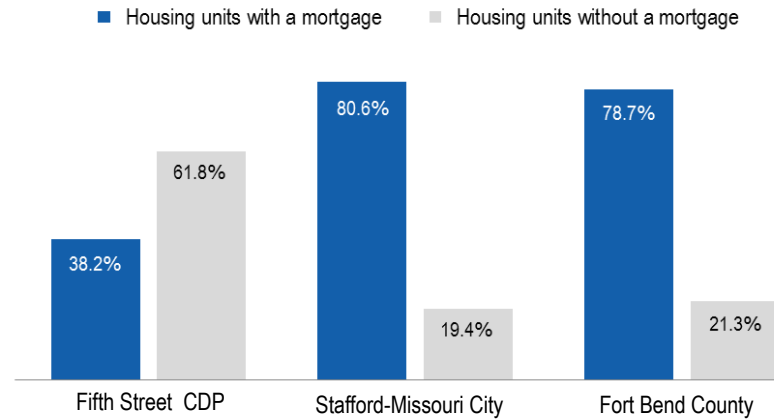




## MORTGAGE STATUS

In order to understand the conditions of a housing market it is critical to identify the source of funding used to finance the purchase of homes. As we have experienced recently, the dynamism of the housing market is highly correlated to the capacity that future homeowners have to leverage their bargain capacity through mortgages. In Fifth Street unlike the neighboring cities, the mortgage is not the most used source of funding for home purchase or repair. This perhaps, reflects residents having difficulty attaining credit due to banking system requirements, immigration status, or cultural beliefs.

## Mortgage Status (2006-2010 ACS)



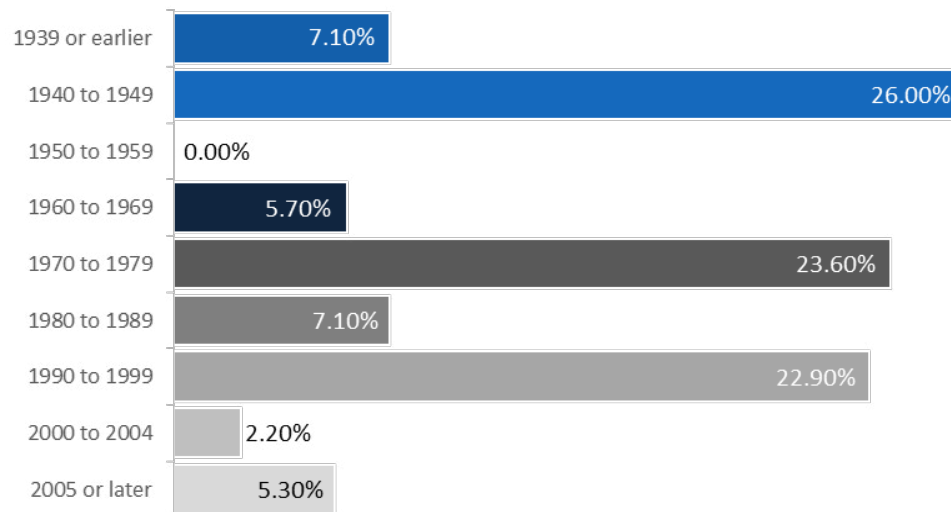
## AGE OF STRUCTURES

Nearly 40% of Fifth Street's housing stock was built before 1970. Furthermore, one-third of the house were built before the 60s. Such properties are likely in need of major repair. However, some of these structures are examples of unique, vernacular architectural heritage. More relevant to this report, is the need to address the housing conditions that result from deferred maintenance. Several properties must be rehabilitated or demolished soon. When analyzing the development patterns in this area almost two-thirds of all the households were built in three different periods (40's, 70's, and later in the 90's), separated by intervals of 10 to 20 years of low construction activity. This market pattern of development mirrors cyclical market downturns.

## SELECTED MONTHLY OWNER COSTS (SMOC) (2006-2010 ACS)

HOUSING UNITS WITH A MORTGAGE	%	HOUSING UNITS WITHOUT A MORTGAGE	%
Less than \$699	0.0%	Less than \$199	14.8%
\$700 to \$999	74.0%	\$200 to \$299	10.3%
\$1,000 to \$1,499	26.0%	\$300 to \$399	2.6%
\$1,500 or more	0.0%	\$400 or more	72.3%

## Year Structure Built (2006-2010 ACS)

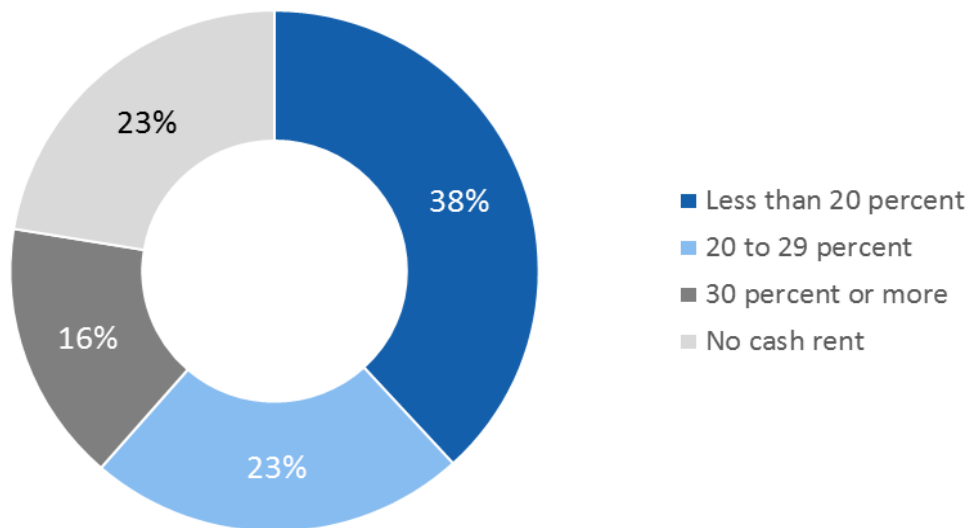




## HOUSING AFFORDABILITY

A great indicator of housing affordability is the percentage of households paying less than 30 percent of household income in housing costs, rents, or mortgage payments plus utilities. While housing age and quality are questionable, Fifth Street housing costs are low. According to the 2006-2010 American Community Survey, over 16% of Fifth Street households paid more than 30% of their income on housing expenses and 23% paid between 20-29% of their income on housing. Sixty one percent of households live in housing that is affordable to them according to HUD standards, since the cost burden is less than or equal to 30% of the household gross income. Housing affordability by tenure shows a demand for more affordable rental units as 41% of owner-occupied and only 20% of renter-occupied units can be considered affordable.

Fifth Street Housing Costs as a Percentage of Household Income in the Past 12 Months (2006-2010 ACS)



HOUSING COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME IN THE PAST 12 MONTHS		
	OWNER-OCCUPIED	RENTER-OCCUPIED
Less than \$20,000:	7.14%	2.7%
Less than 20 percent	5.02%	0.0%
20 to 29 percent	0.00%	0.0%
30 percent or more	2.12%	2.7%
\$20,000 to \$34,999:	10.42%	14.3%
Less than 20 percent	2.51%	0.0%
20 to 29 percent	5.41%	14.3%
30 percent or more	2.51%	0.0%
\$35,000 to \$49,999:	8.30%	6.4%
Less than 20 percent	5.79%	0.0%
20 to 29 percent	0.00%	0.0%
30 percent or more	2.51%	6.4%
\$50,000 to \$74,999:	13.90%	5.8%
Less than 20 percent	10.42%	5.8%
20 to 29 percent	3.47%	0.0%
30 percent or more	0.00%	0.0%
\$75,000 or more:	8.69%	0.0%
Less than 20 percent	8.69%	0.0%
20 to 29 percent	0.00%	0.0%
30 percent or more	0.00%	0.0%
Zero or negative income	0.00%	0.0%
No cash rent		22.4%

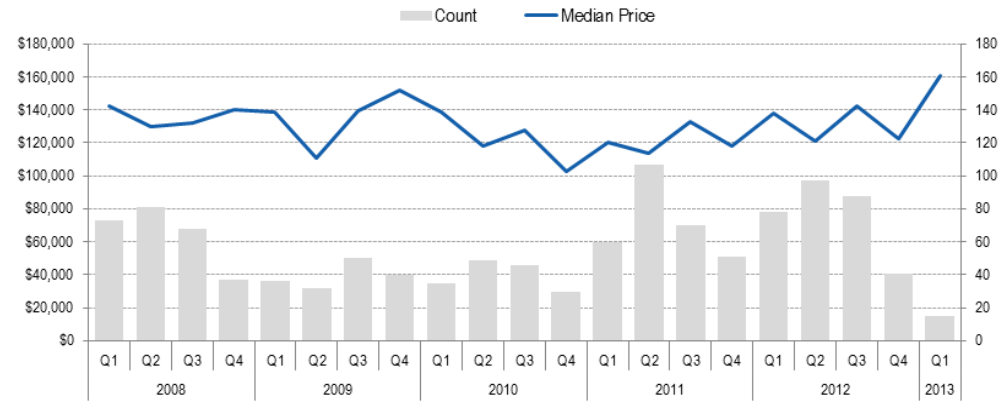
## HOUSING MARKET CONDITIONS

Fifth Street housing production has stalled during the last decade with no new developments breaking ground after 2007. More than 92% of the existing housing units were built before the 2000's, and many planned projects were delayed at the onset of the 2008 recession. Data on number of housing permits filed in Stafford City and Missouri City show a similar trend. In Stafford, the number of building permits issued plummeted from 86 units in 2006 to 3 units in 2012.

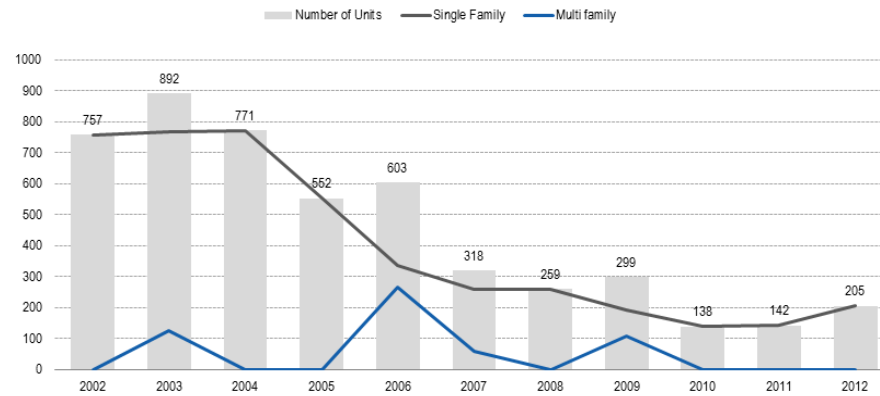
In the third quarter of 2010, Fifth Street's home prices and number of sales reached its lowest in a decade with a \$103,000 average price and only 35 transactions. Since then, home prices have steadily increased despite the stiffness of the mortgage market and the lack of access to credit. As of the first quarter of 2013, the average price of homes in Fifth Street was \$160,000, which represents its highest in five years. Conversely, the number of transactions completed in the same period reached its lowest in five years, only 17 units. This represents a drop of 80% from a year earlier. Fifth Street is still well positioned to take advantage of the recent upswing in real estate transactions and demand in the Greater Houston area. The lack of supply and an increasing demand for housing close to metropolitan job centers will continue driving prices up, making new developments even more attractive in Fifth Street where land is still affordable and available.

Fifth Street residents housing finance practices reflect a tight market but admirable capacity to save for large purchases. According to the 2010 Census, 60% of Fifth Street households financed home purchases through alternative means. Unlike Missouri City and Stafford, where 80% of buyers purchased through broker- or bank-financed mortgages, Fifth Street buyers purchase on a cash basis or contract for deed. Increasing Fifth Street residents' access to financing assistance would increase developers' investment interests and opportunities for companies and private entities to build new housing in the area.

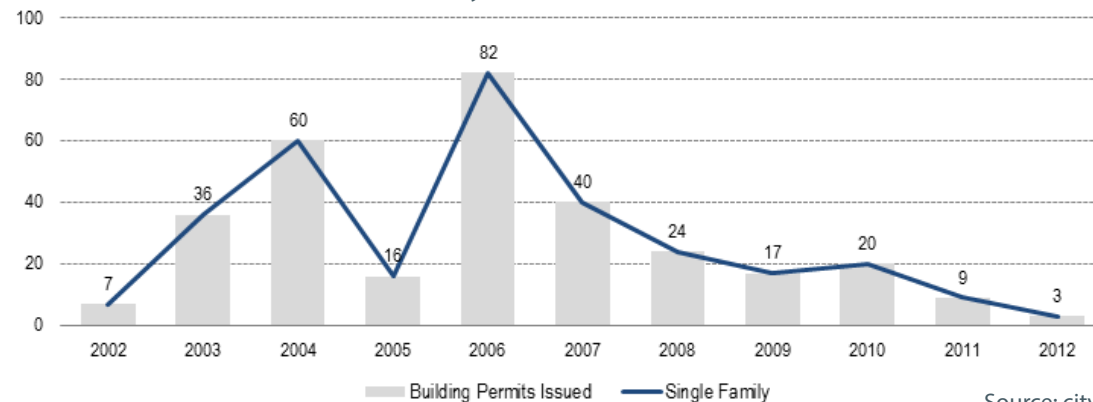
### Home Sales in Fifth Street



### Buildings Permits Issued Missouri City, TX



### Buildings Permits Issued City of Stafford, TX



Source: city-data.com

## EXISTING HOUSING DEVELOPMENTS

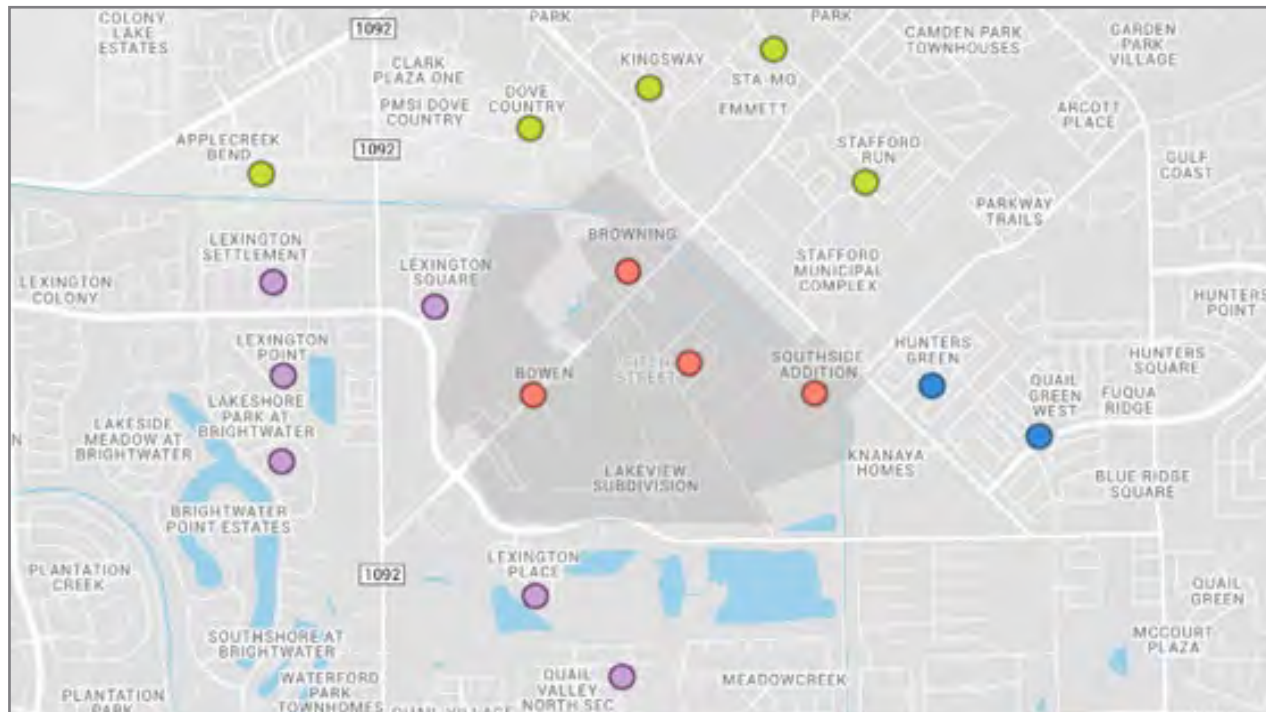
The following table provides housing comparability on Fifth Street and surrounding subdivisions. Subdivisions located within Fifth Street neighborhood were primarily built between 1950 and 1975, and median price per square foot ranges from \$23.07 in Browning Subdivision to \$47.26 Villa Maria making Fifth Street 10 to 20% more affordable than all comparable subdivisions.

Fifth Street houses are small compared with neighboring subdivisions, ranging from just over 800 sq. foot to 1,250 sq. foot sitting on lots that are 6,000-7,500 sq. ft. Much larger homes are found in 77559 (2,100 - 3,300 sq. ft.). These subdivisions to the west of Fifth Street are more affluent and have several amenities such as secure gates and water bodies such as lagoons or lakes.

## Housing Comparability Analysis by Subdivision

Location Zip Code	Subdivision Name	Number of Properties	Med. Appraised Value	Neighborhood Value Range	Average Bedrooms	Average Bath	Median Price/Sqft (2012)	Median Square Foot	Median Lot Size	Median Year Built
Within Fifth Street Area	BOWEN	7	29,800	\$13 - \$180 K	2.67	1.17	\$ 36.93	807	6,678	1950
	BROWNING S/D	16	27,360	\$13 - \$76 K	2.42	1.33	\$ 23.07	1,186	6,270	1955
	SOUTHSIDE ADDN	31	39,760	\$15 - \$59 K	2.37	1.44	\$ 32.70	1,216	3,850	1970
	VILLA MARIA	72	59,070	\$18 - \$109 K	2.73	1.52	\$ 47.26	1,250	7,334	1975
77477	DOVE COUNTRY	297	82,690	\$79 - \$87 K	3.15	2	\$ 55.13	1,500	7,979	1980
	APPLECREEK BEND	90	187,570	\$177 - \$201 K	3.84	2.13	\$ 76.22	2,461	6,840	2005
	KINGSWAY	284	116,820	\$104 - \$141 K	3.15	2.02	\$ 60.97	1,916	7,070	1981
	STAFFORD RUN	371	126,450	\$91 - \$139 K	3.35	2	\$ 55.58	2,275	5,800	1994
	STA-MO	52	61,980	\$44 - \$114 K	2.11	1.41	\$ 55.64	1,114	17,990	1956
77459	LEXINGTON POINT	125	169,130	\$140 - \$201 K	3.8	2	\$ 69.09	2,448	N/A	1989
	LAKESHORE AT BRIGHTWATER	147	235,150	\$202 - \$280 K	4.01	2.76	\$ 71.43	3,292	N/A	1991
	LEXINGTON PLACE	130	142,950	\$117 - \$170 K	3.2	2	\$ 61.80	2,313	5,320	2004
	LEXINGTON SETTLEMENT	257	132,520	\$119 - \$177 K	3.04	2.01	\$ 63.13	2,099	N/A	1991
	LEXINGTON SQUARE	291	144,370	\$120 - \$172 K	3.47	2	\$ 59.19	2,439	5,500	2003
	QUAIL VALLEY	186	127,120	\$115 - \$140 K	3.72	2	\$ 59.91	2,122	N/A	1973
77489	HUNTERS GREEN	354	83,870	\$71 - \$97 K	2.89	2	\$ 46.91	1,788	5,198	1987
	QUAIL GREEN WEST	740	75,430	\$64 - \$110 K	3.11	2	\$ 47.11	1,601	6,900	1981

Source: Houston Association of Realtors. 2013



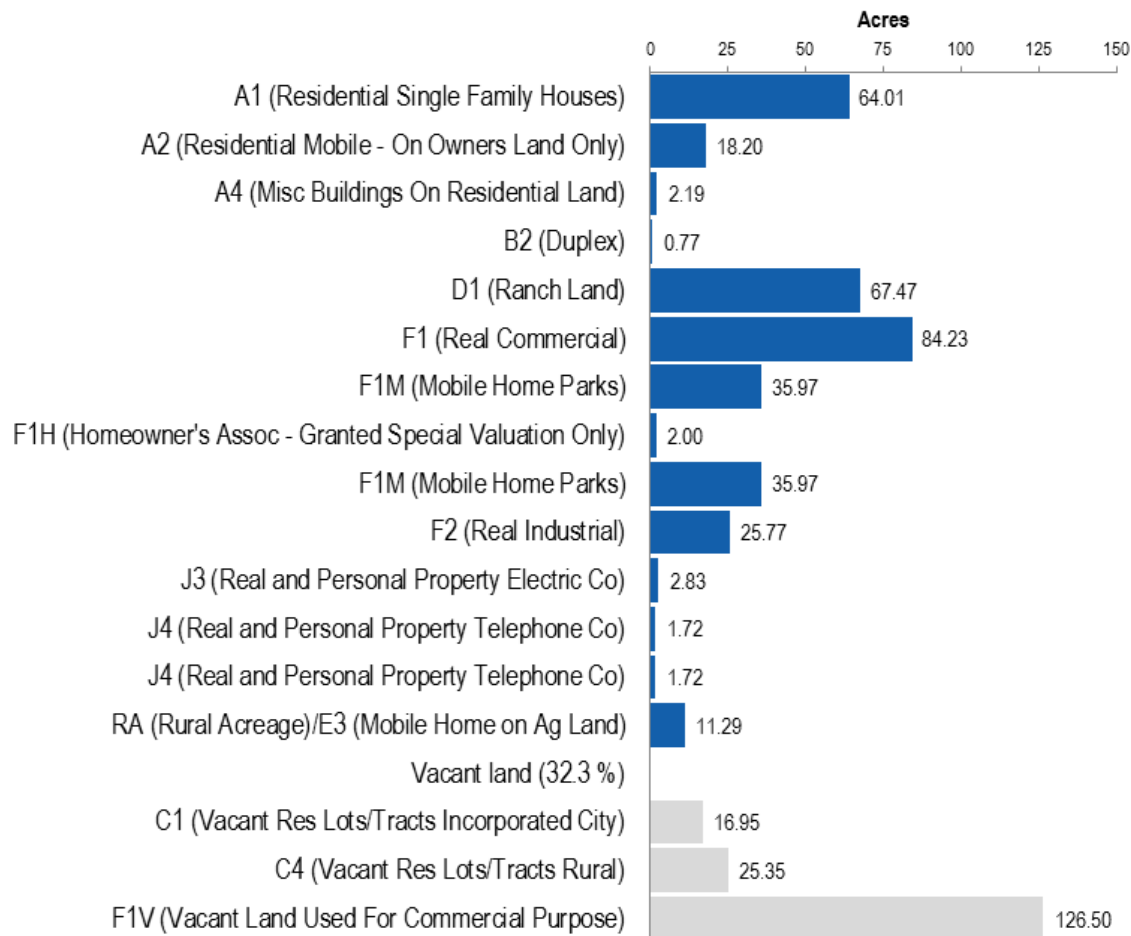
Source: Houston Association of Realtors. 2013

## LAND AND PROPERTY OWNERS

Fifth Street's more than 600 acres of land have more than 500 land owners. Based on information FB-CAD data, nearly one third (170 acres) is still vacant (32.3%). The largest portion (126.5 acres) is designated as vacant land used for commercial purposes (F1V). This is followed by 84.23 acres of land being used as real commercial (F1), 67.47 acres of ranch

land, and 64 acres of residential single family houses. When combined, vacant and developed land designated for commercial represent more than 210 acres, making these the predominant land uses in the area. Considering its location between two growing cities (Stafford and Missouri City), Fifth Street has the capacity for new development.

Existing Land Use



## URBAN PATTERN

Fifth Street is characterized by:

- Scattered and fragmented uses
- Extensive vacant land
- Significant concentration of county- and city-owned land
- High concentration of county utility service facilities (waste water treatment)
- Poor drainage
- Insufficient retail/commercial development
- Deficient street connectivity and unpaved secondary roads
- Inadequate public transportation and traffic calming; producing a car-oriented neighborhood
- Insufficient pedestrian infrastructure and lighting,
- Underutilized land, and
- Land use incompatibilities (industrial and residential)

However, some of these constraints can become opportunities for new development. New development could play a vital role in completing unfinished and disconnected roads, or adding new alternatives of connection.



## DEVELOPMENT POTENTIAL

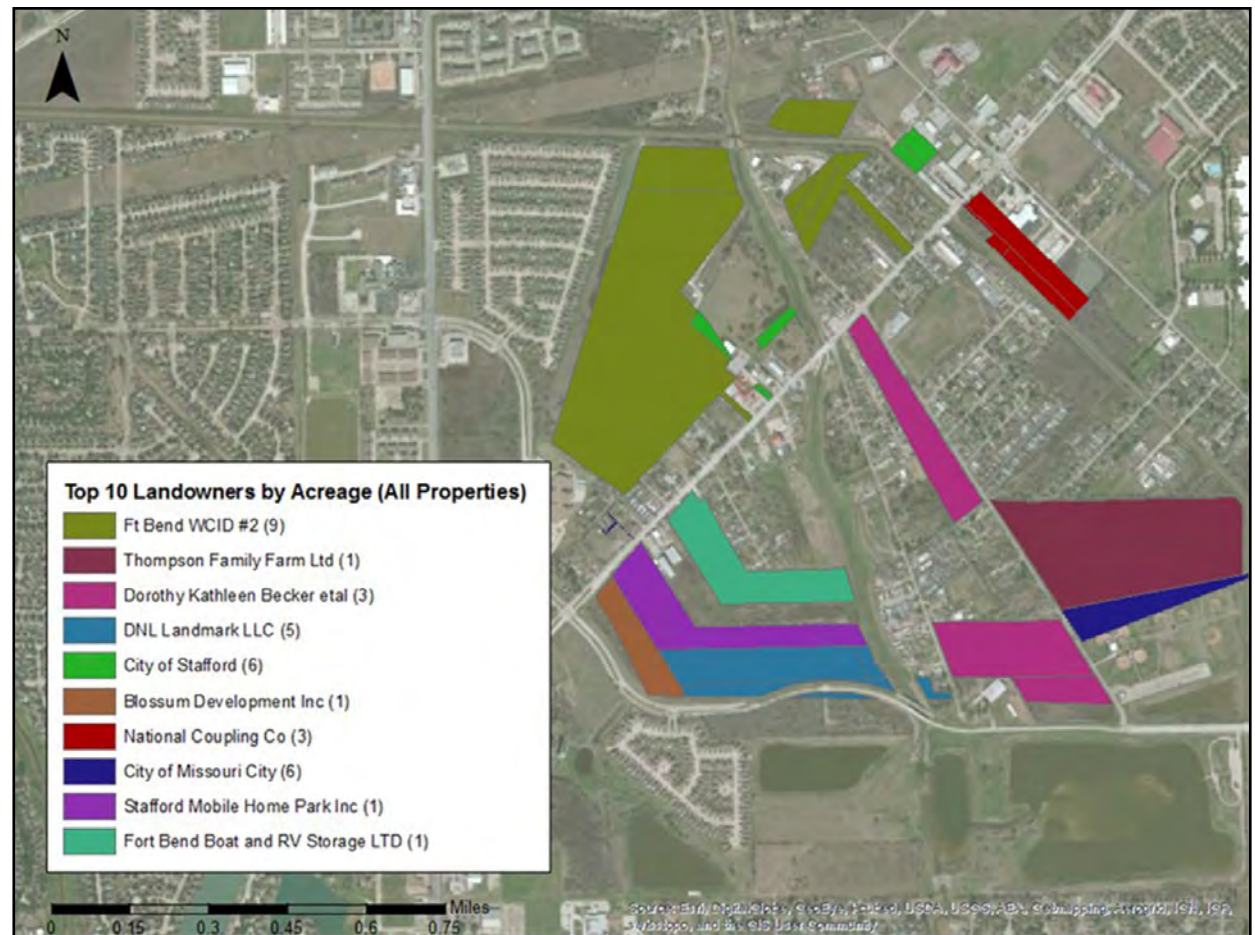
Combining incorporated and rural vacant residential lots, for examples, reveals that more than 42 acres are available for development.

The regulatory environment severely limits the development capacity of the area. The City of Stafford development code (Sec.102-187.District SFR) currently limits the average lot size in the subdivision to not less than 7,150 square feet, resulting in a density of 6.5 DU/Acre for single family homes and no more than 12 DU/Acre for multifamily residential. Under current regulations no more than 300 new dwellings can be added.

Ten separate landowners own approximately 285 acres or fifty percent of the land in Fifth Street. Combining total land owned by Fort Bend County, Stafford City, and Missouri City, accounts for 144 acres or more a quarter of the total land in the area. Fort Bend County is the major single property owners with 110 acres in ten different properties, followed by Thompson Family Farm LTD and Dorothy Kathleen Becker with 32 acres each. The fact that in Fifth Street a large portion of land is owned by only few landowners and some parcels are relatively large it is relatively easy to acquire and bring new developments that can quickly change the nature of the place. Ferro Development, for example, has recently acquired some of the listed parcels.

One third of the total land remains vacant. Eight separate property owners own the ten largest vacant parcels ranging in size from 36 acres to 4 acres.

TOP 10 LANDOWNERS BY TOTAL PROPERTY ACREAGE			
	LANDOWNER	TOTAL ACREAGE OWNED	NUMBER OF PROPERTIES
1	Thompson Family Farm Ltd	36.19383926	1
2	Dorothy Kathleen Becker etal	28.1601853	3
3	DNL Landmark LLC	16.38555743	5
4	Ft Bend WCID #2	14.48452775	4
5	Mark A and Mary Ann Weimert	11.39914124	1
6	John W Mu	9.887100148	1
7	City of Missouri City	6.782310656	2
8	Blossum Development Inc	6.225391903	1
9	-unknowns-	3.972422742	4
10	Eva Treadway etal	2.589269014	2



Fort Bend Central Appraisal District

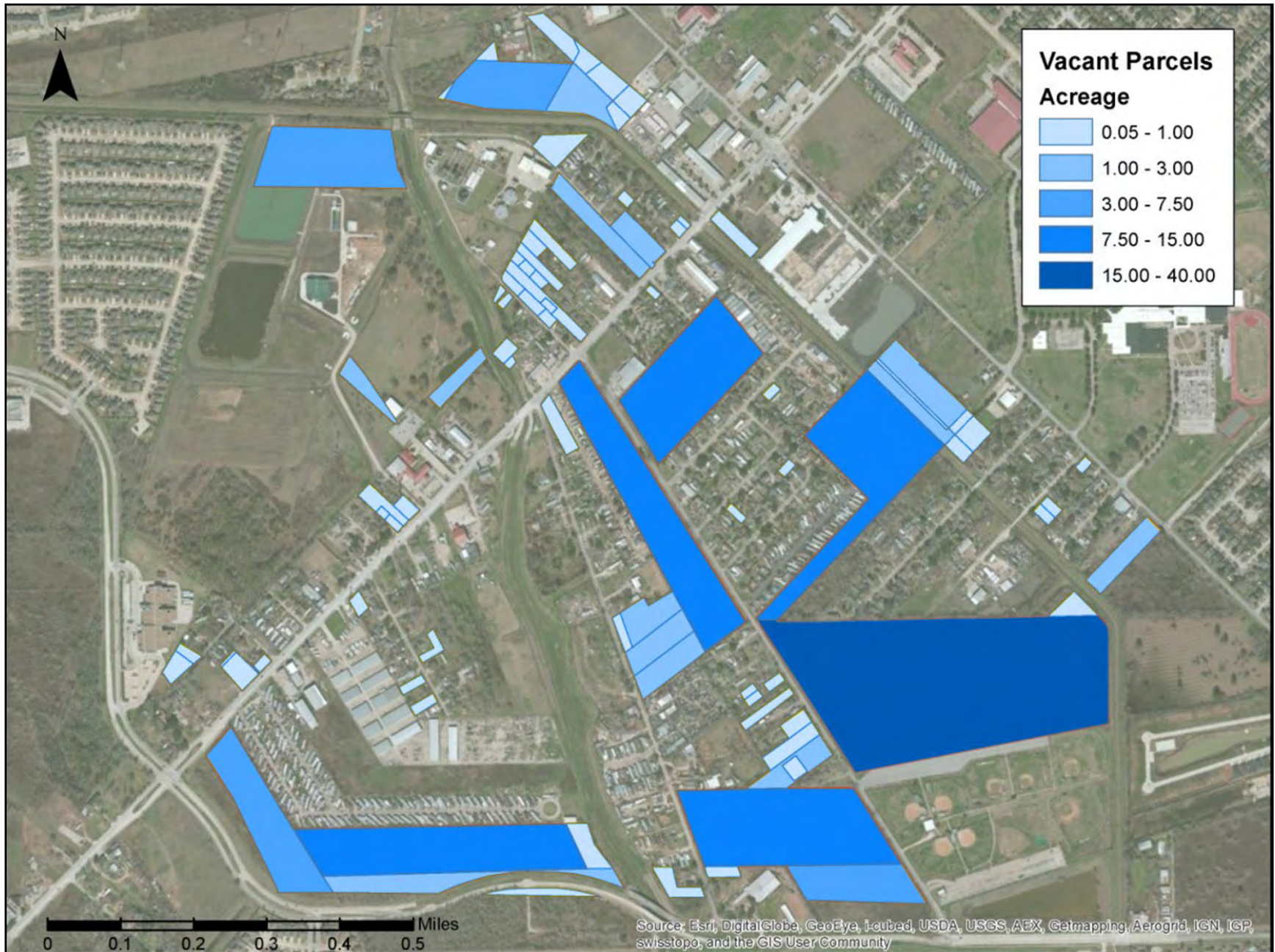
TOP 10 LARGEST PARCELS + OWNERSHIP				TOP 10 LARGEST PARCELS + OWNERSHIP			
	LANDOWNER	ACREAGE	LANDOWNER CITY, STATE		LANDOWNER	ACREAGE	LANDOWNER CITY, STATE
1	Thompson Family Farm Ltd	36.19	Stafford,TX	6	John W Mu	9.89	Sugar Land,TX
2	Dorothy Kathleen Beckeretal	13.08	Sugar Land,TX	7	Ft Bend WCID #2	7.28	Stafford,TX
3	Mark A and Mary Ann Weimert	11.40	Missouri City,TX	8	City of Missouri City	6.73	Missouri City,TX
4	DNL Landmark LLC	11.34	Sugar Land,TX	9	Blossum Development Inc	6.23	Houston,TX
5	Dorothy Kathleen Beckeretal	11.15	Sugar Land,TX	10	Ft Bend WCID #2	4.34	Stafford,TX



Fort Bend Central Appraisal District, 2013



**Vacant Parcels.** This map depicts the location of the vacant parcels by acreage. This map helps to illustrate the development potential and land availability in the area. Although larger lots may support bigger projects, land assembly of smaller lots between .05 to 3 acres, are also an alternative if proper financing and incentives are in place for potential small-scale developers.



Fort Bend Central Appraisal District, 2013

# 7

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## MARKET STUDY | BUSINESS ANALYSIS

BUSINESS CLIMATE 61

RETAIL GAP OPPORTUNITIES 64

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## BUSINESS CLIMATE

Countywide demographics and lifestyle changes are creating new markets and demands for goods and services. The UT Project Team conducted research and spoke to local residents about the current business climate as well as opportunities for business expansion in the Fifth Street area.

Fifth Street, Stafford, Missouri City, and Sugarland are home to several national and multi-national corporations. Texas Instruments, Pentair Valves & Controls, Input-Output, Inc., Puffer-Swieven, Seamar Divers, Newmans Valve, Sandvik, Cardinal Health, General Technologies, Inc., United Parcel Service, Lone Star Medical Products, OMB Valves, Satake, and Forum Energy Technologies are a few of the corporations. Fifth Street is within a few miles of two malls and retail shopping centers, several restaurants, and 12 hotels.

DESIRED BUSINESSES	
Healthy Food   Farmers Markets   Food Co-ops	14.5%
Grocery Stores	13.4%
Clinic and Medical Services	12.2%
Restaurants	9.3%
Parks and Public Space	6.4%

Community Survey, 2013

### Existing Amenities



However, only small convenience stores and a taco stand serve the immediate Fifth Street area. There are few amenities near Fifth Street, with only auto repair and salvage, small manufacturing, and scrap buyers. With no retail or shopping centers within a mile radius, Fifth Street's demand for clothing, and healthy food, restaurant and medical attention remain unmet, forcing people in the area to travel several miles for recreation, shopping, and dining.

## CURRENT MARKET DEMAND

The current lack of access to healthy restaurants and grocery stores and combined with the reported growing demand create potential opportunities for small business owners to tap in this area. The community survey results included data indicating a significant demand in the “green market” for more healthy or organic food. Green customers value community-based, socially responsible businesses. The current lack of access to healthy

restaurants and grocery stores combined with the reported growing demand create opportunities for small business owners to produce related foods and services. To take advantage of this market potential, small business owners can combine local production and community development practices to attract green customers. Similarly, during the community workshop, residents were enthusiastic about being characterized as a healthy, green

community of entrepreneurs.

The following tables provide more detailed information on geographic location of amenities and relevant demographic, economic and business data divided by 1-mile, 3-mile, 5-mile buffers from the center of Fifth Street. This information is critical to understanding the market conditions surrounding the study area and developing a business development strategy.

ESTABLISHMENTS BY INDUSTRIES (MAJOR)	1 MILES	3 MILES	5 MILES
Forestry, Fishing, Hunting, and Agriculture Support	0	1	1
Mining	0	12	24
Utilities	0	6	8
Construction	24	113	308
Manufacturing	15	160	261
Wholesale Trade	39	199	475
Retail Trade	34	245	705
Transportation & Warehousing	0	52	78
Information	0	38	63
Finance & Insurance	13	121	374
Real Estate, Rental, and Leasing	8	69	272
Professional, Scientific & Technical Services	29	211	658
Management of Companies and Enterprises	4	14	36
Admin, Support, Waste MGT, Remediation Services	13	100	246
Educational Services	0	27	68
Health Care And Social Service	30	252	752
Arts, Entertainment & Recreation	1	14	35
Accomodation and Food Services	22	156	446
Other Services (except public administration)	19	157	456

Data Source | Easy Analytic Software, Inc. (EASI) and US Census

Big box retail centers are located along Highway 59 more than 5 miles west of Fifth Street. The median household income increases from the 1-mile to the 5-mile, from approximately \$48,000 to \$62,000. Interestingly, the highest and better indicators are found within the 3-mile buffer, which represents the immediate ring out from Fifth Street. Wealthy

and upscale neighborhoods close to the focus area are driving up almost every economic and income related indicator. In absolute numbers, the total personal income jumps from \$280 million for a population of 13,000 people within the 1-mile buffer to more than \$2.7 billion for a population of 92,000 people within the 3-mile buffer. The Fifth

Street population on its own may be insufficient to create the critical demand required to attract a big shopping mall. However, regional household income makes the area far more attractive to retail investors.

DESCRIPTION	1 MILES	3 MILES	5 MILES
Square Miles	3.205946	34.05908	81.319149
Population Density	4,059.60	2,722.80	3,465.50
Population (1/1/2012)	13,015	92,737	281,815
Population (1/1/2017)	15,169	107,315	318,747
HOUSEHOLDS BY FAMILY TYPE			
Households (1/1/2012)	4,022	31,553	97,033
Total Families	3,271	24,846	72,381
DETAILED INCOME CHARACTERISTICS			
Total Personal Income (\$)	229,787,553	2,723,383,833	7,851,686,133
Total Household Income (\$)	229,390,109	2,713,617,847	7,834,602,420
Median Household Income (\$)	47,952	71,393	62,340
Average Household Income (\$)	57,034	86,002	80,742
Per Capita Household Income (\$)	17,625	29,261	27,801
Household High Income Average (\$)	225,044	304,217	294,241
Family Income Characteristics			
Total Family Income(\$)	199,091,089	2,338,965,195	6,645,074,910
Median Income (\$)	52,583	78,714	72,618
Average Income (\$)	60,866	94,139	91,807
Per Capita Income (\$)	16,567	27,879	26,559
High Income Average (\$)	234,477	303,257	295,220

Data Source | Easy Analytic Software, Inc. (EASI) and US Census

## RETAIL GAP OPPORTUNITIES

Understanding the pattern of retail spending within a community as it relates to the spending patterns is critical. The following table provides the estimation of retail surpluses and leakages for the Fifth Street CDP, which includes additional areas out of our study area. This is giving retailers a snapshot of the relative strengths and weaknesses of a community's retail market. As shown in the table a retail sales surplus indicates that a com-

munity draws consumers and retail dollars in from outside the focus area, meaning it is serving as a regional market. The opposite occurs when local demand for a specific product or service is not being met within a trade area, consumers are going elsewhere to shop, creating retail leakage. This principle of supply and demand helps to define retail strategies for specific retail sectors by analyzing the estimation of retail surpluses and leakages.

An RMP Opportunity Gap analysis conducted for Fifth Street revealed leakage or surplus amounts by retail sector (see Appendices for detailed tables). Interestingly, some of the amenities and services respondents to the Community Survey demanded match the sectors with the largest leakages. For example, Fifth Street consumers spend more than \$2.9 million (out of a total of \$3.75 million annually) for groceries at supermarkets located outside the community's boundaries. Food service sales show leakage of close to \$2 million. This finding affirms survey respondents' request for more restaurants and eating choices.

Data on general merchandise, apparel, furniture sales, not including eating and drinking, displays a leakage of nearly \$5 million. It is important to highlight that this information is largely based on projections and can only be used as a reference to determine a development strategy. However, opportunity gap analysis does help quantify the economic opportunity in revenues that Fifth Street small business enterprises can earn by offering goods close to home. While, site selection criteria should be applied on a case-by-case basis to determine the best location of new, external retailers, the opportunity gap analysis can help existing retailers and entrepreneurs from within and outside Fifth Street identify and expand merchandise lines and adapt their business to the changing conditions of this submarket.

RETAIL SALES (\$000)	1 MILES	3 MILES	5 MILES
Total Retail Sales (including Food Services)	117,167	1,194,319	3,326,743
Motor Vehicles Store Sales	34,132	211,298	690,033
Home Furnishings Store Sales	5,958	29,660	61,664
Electrical and Appliances Store Sales	2,371	15,010	157,973
Building Materials and Garden Store Sales	10,652	59,232	195,737
Food and Beverage Store Sales	6,560	88,991	529,224
Health and Personal Care Store Sales	9,164	53,715	194,867
Gasoline Stations Store Sales	18,765	109,923	361,018
Clothing and Accessories Store Sales	1,930	29,641	121,124
Sporting Goods Store Sales	1,560	18,897	35,547
General Merchandise Store Sales	-	303,376	418,948
Miscellaneous Store Sales	903	42,073	57,769
Nonstore Purchases Sales	5,297	108,236	160,269
Food Services	19,875	124,267	342,570

Data Source | Easy Analytic Software, Inc. (EASI) and US Census



CONSUMER EXPENDITURES	1 MILES	3 MILES	5 MILES
Total Annual Expenditures	173,462	1,541,682	4,600,772
Food	21,988	189,991	571,247
Food at home	13,387	111,729	336,033
Cereals and bakery products	1,956	16,271	48,954
Dairy products	1,183	9,897	29,926
Fruits and vegetables	2,601	22,161	66,772
Nonalcoholic beverages	1,266	10,324	31,164
Food prep (consumed out of town)	107	986	2,930
Food away from home	8,632	78,234	235,616
Food on out-of-town trips	719	7,081	21,221
Alcoholic beverages	1,121	10,243	30,886
Housing	49,999	431,602	1,289,705
Household operations	3,950	35,185	105,210
Housekeeping services	279	2,882	8,818
Household furnishings and equip	4,710	43,046	127,226
Household textiles	219	1,989	5,942
Furniture	1,165	10,536	30,999
Floor coverings	73	697	1,980
Major appliances	627	5,466	15,800
Small appliances	46	385	1,159
Miscellaneous household equip	1,732	16,090	48,251
Apparel and services	6,787	62,441	190,513
Men and boys	1,452	13,471	40,717
Men, 16 and over	1,122	11,004	33,465
Boys, 2 to 15	358	2,743	8,208
Women's and girls	2,411	21,328	64,137
Women, 16 and over	2,100	18,971	56,965
Girls 2 to 15	353	2,766	8,375
Children under 2	406	3,189	9,758

CONSUMER EXPENDITURES	1 MILES	3 MILES	5 MILES
Footwear	1,171	9,853	29,918
Other apparel products and services	1,168	13,872	44,992
Transportation	28,053	244,926	729,398
Vehicle purchases (net outlay)	8,490	75,338	225,225
Gasoline and motor oil	6,307	52,183	155,691
Other vehicle expenses	8,660	75,738	225,589
Public transportation	1,696	17,049	51,109
Health Care	10,317	86,893	260,736
Health insurance	6,152	51,513	154,356
Medical services	2,079	18,165	54,782
Drugs	1,510	12,523	37,511
Medical supplies	389	3,357	10,058
Entertainment	6,882	61,818	184,720
Fees and admissions	1,593	15,558	47,058
Television, radios, sound equip	3,484	29,385	87,691
Pets, toys, and playground equip	1,268	11,033	33,327
Other entertainment supplies	783	7,756	23,310
Personal care products, services	2,205	19,468	57,513
Reading	241	2,164	6,572
Education	3,584	36,618	115,028
Tobacco products, supplies	1,066	8,106	25,221
Cash contributions	4,963	43,737	127,909
Personal insurance and pensions	18,150	178,819	526,566
Footnotes: Easy Analytic Software, Inc. (EASI) is the source of all updated estimates. All other data are derived from the US Census and other official government sources. Consumer Expenditure data are derived from the Bureau of Labor Statistics. All estimates are as of 1/1/2012 unless otherwise stated.			

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## FIFTH STREET NEIGHBORHOOD PLAN

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NEIGHBORHOOD MASTER PLAN	68

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The primary role of the Austin Community Design and Development Center (ACDDC) was to provide professional planning and facilitation services for a full day Community Meeting and Design Workshop. In addition to being the main facilitators for the Design Workshop portion of the event and preparing the Neighborhood Master Plan, ACDDC staff also performed or participated in the following support tasks:

- Collaborate with the UT Project Team on outreach and engagement strategies.
- Review and integrate background information and data into planning activities.
- Toured the Fifth Street Neighborhood and attended a “Meet and greet” community event with 5th Street residents and neighbors (July 18, 2013).
- Helped prepare an agenda for the Community Meeting and Design Workshop.
- Prepared facilitator scripts and training.
- Recorded and transcribed notes of what transpired during the design workshop.



### PROCESS

The Design Workshop scope of work for ACDDC can be broken down into the following three steps: preparation, facilitation, and documentation.

#### Preparation

In preparation for the Design Workshop, ACDDC staff toured the Fifth Street Neighborhood accompanied by the UT Project team, community stakeholders, and area residents. In addition to the main corridor (Fifth St.), the tour included several small residential streets including Corine, Horace, Pickett, Joann, and Deborah. Two major streets that pass through the neighborhood, Packer Lane and Moore Road, were also on the tour. A mix of two different residential dwelling types were noted on the tour -- mobile or manufactured homes and single-family detached homes. Non-residential facilities on the tour included the horticultural business on Joann Street, the athletic fields on Moore Road, the horse stables on Packer Lane, and the water treatment plant on Corine Street.

Following the neighborhood tour, ACDDC staff attended a “Meet and greet” community social event with Fifth Street residents and other stakeholders. At that event, ACDDC staff described the activities that would occur at the upcoming neighborhood Design Workshop. Following the “Meet and Greet,” ACDDC assisted in preparing an agenda and a facilitator script for the Community Meeting and Design Workshop.

#### Facilitation

ACDDC team members were the main facilitators for the Design Workshop. Tasks included conducting the small table master planning exercise, recording resident and stakeholder comments on a sketch master plan and flip chart notes, and transcribing the flip chart notes.

## VISION STATEMENT

TWO DIFFERENT VISION STATEMENTS WERE PROPOSED DURING THE COMMUNITY MEETINGS AND THE DESIGN WORKSHOP. THERE WAS NO FORMAL ACTION TAKEN AT EITHER COMMUNITY MEETING #2 OR THE DESIGN WORKSHOP TO APPROVE A VISION STATEMENT. RATHER THE PURPOSE OF THE STATEMENT WAS TO ESTABLISH A GENERAL DIRECTION FOR NEIGHBORHOOD PLANNING.

THE FOLLOWING VISION STATEMENT FOR THE FIFTH STREET NEIGHBORHOOD PLAN WAS SUGGESTED DURING COMMUNITY MEETING #2.

FIFTH STREET SHALL BE A BEAUTIFUL, HEALTHY COMMUNITY WITH OPPORTUNITY FOR ALL.

THE FOLLOWING VISION STATEMENT FOR THE FIFTH STREET NEIGHBORHOOD PLAN WAS SUGGESTED DURING THE COMMUNITY MEETING AND DESIGN WORKSHOP.

FIFTH STREET SHALL BE THE CENTER OF THE MISSOURI CITY – STAFFORD COMMUNITY.

EACH STATEMENT REFLECTS A DESIRE TO RE-CENTER FIFTH STREET WITHIN THE EAST FORT BEND AREA AND IMPROVE THE QUALITY OF LIFE WITHIN THE COMMUNITY.

## COMMUNITY MEETING AND DESIGN WORKSHOP

A community charrette was held September 14, 2013. Called a "Community Meeting and Design Workshop," the goal of the charrette was to train residents to engage in physical planning alongside developers, government, and local business. Extensive outreach was conducted to every industry sector to facilitate a combined developers' symposium and charrette so that residents could plan alongside planning prospective developers.

ACDDC Staff working with community members at Design Workshop



## THE NEIGHBORHOOD MASTER PLAN

The desired vision is for a community that is walkable, has access to healthy food, recreation, and is within a healthy and safe environment. This vision also includes a community with a variety of housing options. Residents discussed during the planning exercise the desired component of a neighborhood plan. Each of these components are discussed in detail below.

### September 2013 Design Workshop Planning Exercise



### MOBILITY OPTIONS

Participants expressed a concern for more pedestrian options and a safer pedestrian environment. Desired amenities included continuous sidewalks on both sides of 5th St., and more pedestrian crosswalks and stop signals at 5th St. intersections. The following intersections were mentioned: Moore St., at the Community Center entrance, and Guadalupe

St. A need for non-automobile mobility options was discussed. The preferred amenities discussed were commuter bicycle lanes along 5th Street, some type of light or small vehicle transit service. This could be a vanpool, small bus transit, or shuttle service to destinations outside the neighborhood, especially the nearby community college.





Food Trailer in Austin, TX

## ACCESS TO HEALTHY LOCAL FOOD

This topic received a lot of attention at the Workshop. One factor was that there are many local farmers who could potentially be vendors at a farmer's market. A few locations for a Farmer's Market were considered. Two good locations are behind the existing Community Center and directly across 5th Street at Bethel Church (There is an existing food bank distribution there every Tuesday). Food trailers were suggested as a local business that could serve locally grown food. These are located in the clean open grassy area near the intersection of 5th St. and Packer Lane. Urban farms and community gardens were also mentioned. Possible locations include Mr. Mu's land along Moore Road or somewhere in the existing parkland behind the Community Center.



City of Stafford Park Behind Community Center

## RECREATION

Several opportunities for outdoor recreation were suggested by the attendees and are depicted in the plan. A hike and bike trail along the canal and bayou and connected to the south along Independence Blvd. creates a continuous loop of travel around the neighborhood. In the park behind the Community Center, there is an outdoor swimming pool and an outdoor pavilion for music and movies in park. At the southeast corner of the neighborhood, there are new soccer fields adjacent to the existing baseball diamonds.



Small Scale Grocery Store in Dallas, TX

## HEALTH AND SAFETY

The results of the community survey conducted by the UT Project team indicate that safety is the highest priority concern of neighborhood residents. To address this concern, workshop attendees expressed a need for a police or sheriff substation in visible location, more street lighting especially on some side streets, and safe crosswalks along 5th St. (See Mobility). There is also a lack of health care services in the neighborhood and workshop participants stated that a medical clinic or urgent care facility is needed.

## HOUSING

The workshop participants discussed many types of affordable housing including single-family de-

tached, duplexes, town-homes, condominiums, and multi-family units. There was agreement that a relatively large percentage of new housing will need to be rental units.

## WASTE AND RECYCLING

There is a solid waste services bulk item pick-up every first Thursday in the neighborhood. No recycling service is currently provided in the neighborhood. Opinions varied about the need for recycling and the amount of recycling program participation among residents. There was agreement however, that if there is a recycling drop-off center, it needs to be located away from 5th St. and not be an eyesore in the neighborhood.

## COMMUNITY IDENTITY

Different ways to identify Fifth Street as a distinct neighborhood were discussed. One of the amenities that participants agreed on was to create neighborhood "gateways" on 5th St., one at the intersection with Staffordshire Road and the other at the intersection of Independence Blvd. These two gateways could be defined by signage, landscape features such as large trees that create a canopy over the street, and some sort of public art, for example, large outdoor sculptures. There was also strong agreement that a neighborhood center should be created. This center would contain most of the major new activities and facilities. It could be delineated by the existing Community Center on one end and new retail and commercial development at the intersection of 5th Street and Moore Road on the other end.

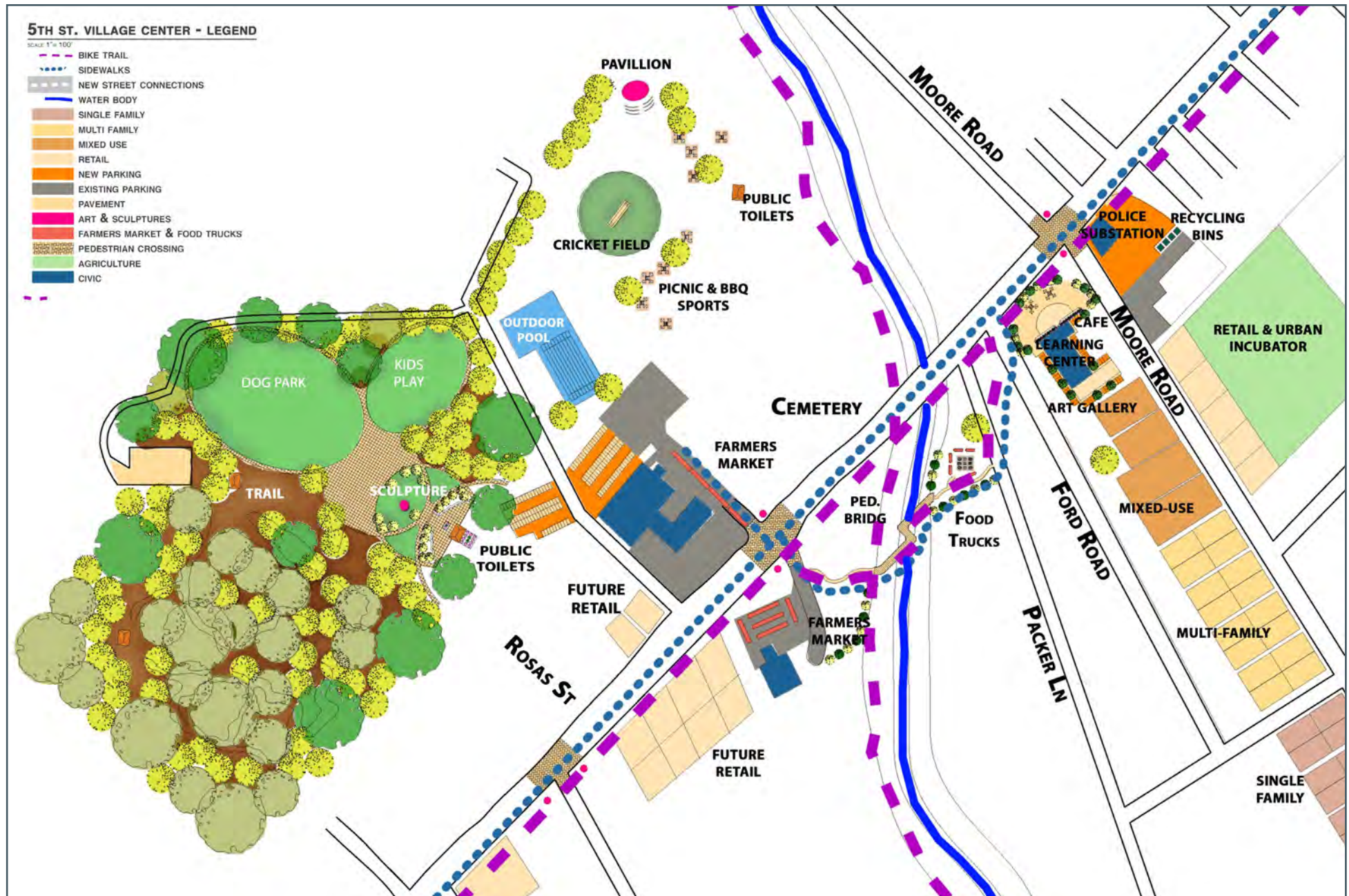




The intent of the Master Plan is to “spatialize” the results of the community survey and to accurately locate and draw to scale all of the features and amenities from the neighborhood sketch.



# VILLAGE CENTER PLAN



The Village Center creates a community core on 5th street that facilitates more connectivity and walkability. The drawing includes trails, paths, and wayfinding signage that reconnect east and west Fifth Street. The current community center becomes a learning and job readiness center. To cater to the increased foot traffic, food trucks, a pedestrian bridge and farmers' market have been included.



## Parcels by Land Type - Existing

This map contains current land types. To contextualize Fifth Street within East Fort Bend, zoning maps for Missouri City and the City of Stafford have been provided in the Appendices section.





# Fifth Street CDP Parcels by Land Type

PROPOSED



## Parcels by Land Type – Proposed

The following land use types have been added to illustrate neighborhood features and amenities proposed during the Design Workshop:

- Civic
- Police or sheriff substation o Learning Center
- Medical Clinic
- Mixed Use – Small retail at ground level with second story residential
- Recreation
- Park, expanded with pool, dog run, children’s playscape, pavilion and restrooms
- Soccer fields

## Parcels by Land Type - Existing and Proposed

This map is a composite of the previous two maps illustrating proposed new land use types over existing land use types.





**DIAGRAM # 1**

**COMMERCIAL & RETAIL DEVELOPMENT WITH PLACES FOR FOOD GROWING & DISTRIBUTION**



- FOOD TRUCKS & FARMERS MARKET
- MIXED USE
- COMMERCIAL / RETAIL
- URBAN FARM

5TH STREET NEIGHBORHOOD PROJECT



### Proposed Commercial, Retail, and Food Production Development

Retail near the core will provide amenities to serve external and internal consumers to meet new and current demand. A small scale grocer such as Trader Joes or small Fiesta could be a preliminary anchor.

The adjacent retail and urban incubator area will house green micro and small business support and education. Developing partnerships with HCC and Texas Workforce Commission are essential to transitioning the center into a high use, educational and workforce development center.



## Proposed Single-Family and Multi-Family Residential Development

Mixed use and multifamily will also create traffic and market required for businesses to be successful. Note the additional infill appropriate for small scale duplexes and patio homes.



**DIAGRAM # 3**

**RECREATION, ARTS & CULTURE ACTIVITIES AND LANDMARKS**



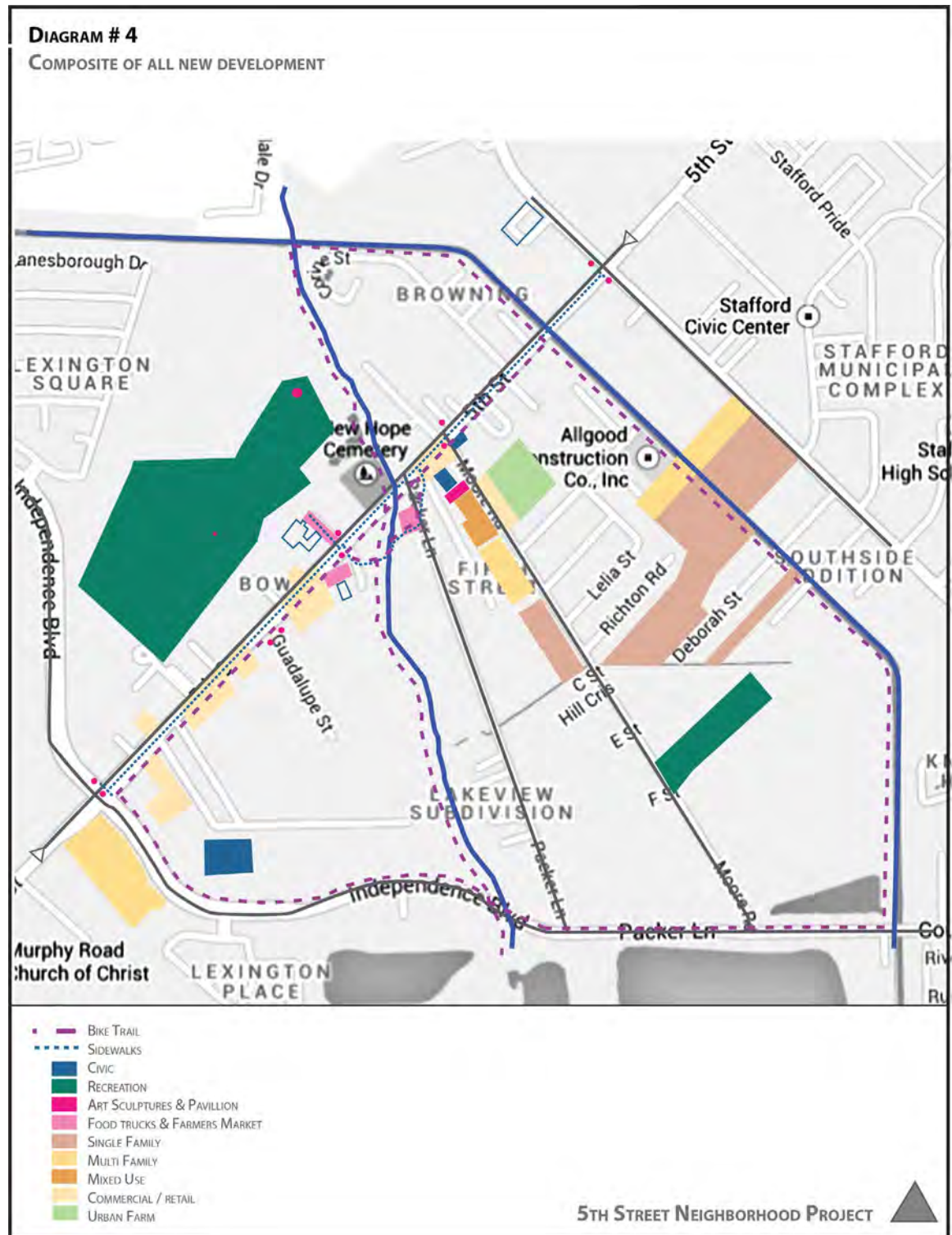
- BIKE TRAIL
- RECREATION
- ART SCULPTURES & PAVILLION

5TH STREET NEIGHBORHOOD PROJECT

**Proposed Recreational, Arts, Culture, and Historical Facilities**

The integration of public art and the redesigned pavement sections near intersections help create a new cohesive identity for the community core. Note the inclusion of a bike trail.

Composite of All Proposed Development





# 9

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## THE DEVELOPER'S TOOLKIT

### ADDRESSING CHALLENGES AND EXPLORING OPPORTUNITIES

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## INTRODUCTION: TOOLS FOR EQUITABLE DEVELOPMENT

This chapter suggests ways barriers to successful development can be overcome. More specifically, it provides ways to transform challenges into opportunities for development in the Fifth Street area. This section is called “The Developer’s Toolkit,” because it is a handy assortment of ideas, tools, and forms of assistance the County and partners can use to transform local barriers to development and growth into opportunities. The Tool-kit is geared toward equipping all types of developers (individual, cooperative, public, private, corporate, or nonprofit) with innovative approaches to equitable, sustainable development in challenging locales.

Four pillars of these strategies are affordable, quality housing, expanding economic opportunity, promoting community-owned development, and expanding access to healthy food. The figure below provides a few best practices associated with each pillar of equitable development. More detailed equitable development best practices for policy, financing, and program development may be found at Policy Link’s Equitable Development web page.



## MEETING THE CHALLENGE: FROM DEFICITS TO ASSETS

This table contains a summary of Fifth Street area challenges followed by methods for turning those challenges into opportunities for growth and a better quality of life for area residents. For example, a contentious community center turns into a model for intergovernmental cooperation, job training, or small business incubation. Confronting poor housing conditions creates new markets open for development. A small community with small parcels means unique, niche enterprises can thrive. Its informal grid pattern is moldable and perfect for developing into a more urbanized corridor. A concentration of long-term residents can provide an important continuity and sense of place for newcomers.

### ECONOMIC CHALLENGES: WEAK SMALL BUSINESSES, NO AMENITIES, JOBLESSNESS, NO AREA BRAND

- Lobby State officials for a Texas Workforce Center location
- Change community center or nearby empty retail space into small business incubator program/center
- Develop zoning and design guidelines that facilitate “complete streets”
- Found East Fort Bend EcoDistrict/Development Authority with local municipalities
- Prioritize green workforce development, business practices, and building
- Authorize food truck park, farmers’ market, flea markets in empty green or retail space
- Appeal to Federal, State for funding & support; i.e. Promise Communities (HUD) New Market Tax Credits, CDFI
- Coordinate 5th Street small business branding with new East Ft. Bend County Authority or District.

### LACK OF SOCIAL/POLITICAL ACCESS: LEGAL STATUS, SOCIAL MARGINALIZATION, NO CIVIC CLUB

- Increase community center accessibility and use
- Make community center base for better Stafford, Missouri City, Ft. Bend County public safety coordination
- Make a shared information clearinghouse for multiple jurisdictions
- Base for Civic Club headquarters, cooperative or membership based fee program for space usage, monthly flea market
- Formalize faith-based community’s current provision of services; include more area churches
- Create zoning concessions for privately owned public space; pocket parks near businesses

### QUALITY OF LIFE BELOW AREA STANDARDS: CRIME, DRAINAGE, HEALTHY FOOD, PUBLIC SPACE, TRANSPORTATION

- Start formal bus transport service in partnership with area churches (church vans) and METRO
- Prioritize service coordination between Stafford, Missouri City, Ft. Bend County
- Get local civic club to mentor locals interested in civic club
- Get nonprofit status for new civic club

### SUBSTANDARD HOUSING, HIGH DISPLACEMENT RISK, CROWDING, HIGH HOUSING COST BURDEN, NO ACCESS TO CREDIT

- Attract development that helps seniors age in place
- Design joint venture opportunities for developers with long time land owners
- Provide land reassembling opportunities for mobile home owners/tenants
- Partner with legal non profit for title clearance initiative
- Make affirmatively furthering fair housing a priority

## REDEFINING FIFTH STREET

“Other needy areas are Kendleton, Fresno, Arcola, and 5th Street in Stafford—these are highly populated areas of undocumented individuals, African Americans, Hispanics and Whites. These areas are situated between two incorporated cities. They are a no man’s land, and remain unincorporated.”

“A Report on the Demographic Changes and Changing Needs of Fort Bend County” RGK Center for Philanthropy and Community Service, 2011

While being future oriented is essential to area growth, an asset-based approach to development is more realistic, sustainable and equitable than traditional re-branding models. Fifth Street is a community of families, rich entrepreneurial and agrarian roots, and available land. What follow are options available for developing a local identity that reflects these strengths and turns current challenges into opportunities to attract new markets, specifically green consumers. Essential to that process is creating a new image and especially new legal and financial boundaries around the Fifth Street area.

### Fifth Street’s Unincorporated Status

Fifth Street became an official Census Designated Area or Place. Though no longer a colonia as classified by state law, the colonia pattern of self-help development remains. Multiple small structures on L-shaped lots are scattered throughout the community. A high concentration of contract for deed arrangements pervade the area. It remains, however, an extraterritorial jurisdiction of two cities averse to annexing areas that do not strengthen their tax base, and a County unincorporated area. These legal designations leave the Fifth Street community without formal political representation that correlates directly with its own boundaries.



Best Practice: The Eden Area Livability Initiative Charrette, This California County engaged in long term planning for five unincorporated areas in a combined visioning process.

Instead, informal agreements between surrounding jurisdictions and an overreliance on charitable agencies are dominant strategies maintaining an ecology of stagnation and underdevelopment. Retail redlining and disinvestment are prevalent in areas where deliberate efforts to market minority communities’ buying power and identity as spaces of opportunity are absent. Legal scholar Michelle W. Anderson points to four options: “relocate the residents, change county government, form an independent city, and seek annexation to an existing city.” Several planning process meeting attendees discussed the prospect of annexation. She cautions that local lobbying and informal deal making has often proven unfruitful. Instead, Texas counties, which collectively contain more than 1,400 underserved unincorporated communities, must make a case for state level reforms that expand county government land use powers, specifically their say in land use that asymmetrically burdens county government. The regional council of government, H-GAC is a perfect oversight vehicle for a pilot project focused on detecting ways County

government can take on new expanded powers.

While worth pursuing in cooperation with leadership in local cities, it is instructive to look at how different states have addressed quality of life and development issues in unincorporated areas. Some states, like Oregon and California, have treated economic development and quality of life issues in unincorporated areas as equity issues. As such, local leaders, including counties, lobbied state government to force accountability of adjacent jurisdictions. They promoted a state directive on annexation that recognized that these areas were often places with a high concentration of low income minorities. This approach treats annexation as more than a strategy for expanding a tax base (as is the case in Texas), but instead a way to create comparable quality of life across the county and long-term justice regional sustainability.

Alameda County, California has engaged in strategic planning efforts for all of its unincorporated com-



munities concurrently. All five communities have now been combined into what is called “Eden.” Since 2004, Alameda County’s Eden Area Livability Initiative has coordinated efforts to integrate services and lines of accountability among agencies in all five unincorporated areas. A series of visioning and working groups in English and Spanish meet regularly to inform ongoing strategic planning for the area’s 130,000 residents. The effort has led to increased community engagement and more efficient spending on infrastructure and public services.

Fifth Street’s current reputation is based on its perceived deficits, real vulnerabilities, and record of exclusion from incorporated city planning. When defining Fifth Street it is necessary to consider the geographical identity of the area, which includes consideration of the community’s political and regulatory boundaries. The manner in which Fifth Street is defined requires a governance model cognizant of current regulatory restrictions and new possibilities, which involve altering area boundaries or creating subordinate governance boundaries based on new development authorities or improvement areas related to particular finance and development aims. Fifth Street’s unincorporated status, complicated land tenure among property owners, lack of area identity, poor community engagement, and inability to raise funding are some of the many reasons re-defining the area is integral to attracting new markets and improving the quality of life of current residents.

### Regional or Local Marketing Strategy? Both!

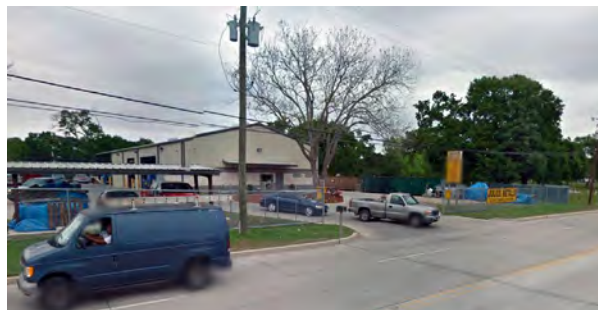
Traditional economic development strategies seek out large corporations or industries and court them with large tax breaks or outright giveaways. Small communities or rural areas with weak tax bases can’t compete without sacrificing revenue and services in hopes of a long term payoff. In contrast, small scale or microenterprise strategies promote poverty amelioration but do so incrementally and are difficult to scale up to city or county wide impact. The

UT Project Team suggests a combination of both to outweigh the weaknesses of each approach; a small scale, neighborhood center physical geography consistent with current semi-rural character of the area combined with an industry cluster, economic development approach that situates the community within a larger regional economic marketplace. The neighborhood scale facilitates incremental development that avoids displacement, yet facilitates opportunity for small business growth and an opportunity for unique niche production within the larger region. Redefining the area can facilitate this process. Fifth Street should be at the heart of a growing multicultural, green consumer cluster in Southwest Houston and Eastern Fort Bend County. This requires developing a niche economy building on its competitive advantages: space, land, and a growing demand for healthy food and locally sourced goods and services. Such a development strategy occurs at the various scales and across sectors as described below.

### LOCAL SCALE

**Pursue an H-GAC grant to develop feasibility study of a neighborhood center redesign for Fifth Street.** Featuring the lowest density levels of the four types of Livable Centers approaches, neighborhood centers are envisioned to feature densities of nine dwelling units per acre and five jobs per acre. The total typical daytime and nighttime population for such a center is 3,000. Examples of such centers in Hous-

Julius Metals



Fifth Street Area Small Business, Ordaya Upholstery Shop

ton include the Museum District, Bellaire and Chinatown. Considering elements that the Neighborhood Plan developed in partnership with the community during the September 2013-design workshop provides a head start and competitive edge for the application process.

**Establish Fifth Street CDP as a Neighborhood Revitalization Strategy Area (NRSA).** The County and City of Missouri City are Federal HUD entitlement areas. As such, they are eligible for CDBG grant funds. Grantees may designate local target areas for revitalization and submit the plans for improvement as an amendment to a current Consolidated Plan. Communities with approved NRSA are offered enhanced flexibility in undertaking economic development, housing, and public service activities with their CDBG funds. For example, all public services offered within the NRSA and carried out as part of qualified projects under the NRSA are exempt from the public services cap. The submission must fully describe the geographic area to be covered by the NRSA. The areas covered must be contiguous, primarily residential, and contain a high percentage of LMI households, which are all characteristics of large sections of the Fifth Street CDP. The NRSA must describe the problems and opportunities for economic development improvement within the neighborhood. The County could offer special incentives or additional funding in target neighborhoods to potential, which requires clearly defining those areas. The NRSA plan must be developed in consultation with members

of the community, including residents. The recent neighborhood planning process could inform much of the strategy development. Other options for local scale area definition and fundraising for incentives and infrastructure investment require supply side investment from local revenue. Those options follow.

**Tax Increment Zone.** A city or county to finance structural improvements may use tax increment financing (TIF) and infrastructure within designated tax increment reinvestment zones in city limits. Such financing tools work by applying the value of future tax revenues to the cost of current improvements. TIF can be initiated through petition by at least 50 percent of affected property owners, or, as most typically occurs, a city or county may initiate TIF when an area is found to “substantially impair the city or county’s growth.”

**Public Improvement District.** To fund public improvements to support economic growth, cities and counties may levy and collect special assessments on property. Such districts must be established through petition initiated by the governing body or affected property owners. The following types of improvements may be funded through such districts: water, wastewater, health and sanitation or drainage; street and sidewalk improvements; mass transit improvements; parking improvements; library improvements; park, recreation and cultural improvements; landscaping and other aesthetic improvements; art installation; creation of pedestrian malls; supplemental safety services; and supplemental business-related services (e.g. advertising and business recruitment).

**Municipal Development District.** Cities may establish through election municipal development districts that may levy additional sales tax for economic development projects similar to those levied under Sections 4A and 4B. Municipal development districts fill a void left by Sections 4A and 4B; under those sections, such taxes may not be levied in a city’s ex-

traterritorial jurisdiction and they may not be levied when a city has reached its two-percent sales tax cap. Municipal development districts allow cities to levy the tax over certain areas within a city (thereby allowing them to levy it where the two-percent cap has not been reached, and steer clear of areas where it has been reached), and may be levied in a city’s extraterritorial jurisdiction. This tool is best reserved for land reassembly assistance for developers.

**Community Assistance District.** In Texas, Chapter 387 of the State’s Local Government Code, permits Counties to create **Community Assistance Districts (CAD)**. Through the establishment of a CAD, a county can adopt a sales tax to fund construction, roads or highway maintenance; law enforcement and detention services; maintenance or improvement of libraries, museums, parks or other recreational facilities; economic development and tourism promotion; firefighting and fire prevention services, and provision of services that benefit the public welfare. Voters approved a CAD in 2013 for Mission Bend. During the Texas 83rd legislative session, the code was changed to allow County precincts to initiate more than one CAD per precinct. A CAD is an ideal way to develop an East Fort Bend County District with boundaries that may encompass income producing, commercial enterprises along FM 2234 to the east of Fifth Street CDP. To initiate the process, a Commissioner’s Court must define the boundaries of the district and then call an election within those boundaries. The code also permits the County to create a governing board composed of County residents, creating an opportunity for residents to shape the future development of their communities in partnership with business, local government and developers.

## REGIONAL





**Make the County the charter/ex-officio member and founder of the East Fort Bend Industrial Authority/IDC.** In cooperation with cities, civic groups,

and businesses on Eastern half of the County and adjacent Southwest Houston, County government can develop an authority to administer incentive-based strategies. The challenge is develop an authority that can issue debt without including a city or county’s debt profile. The State of Texas Industrial Revenue Bond Program (IRB) is designed to provide tax-exempt or taxable financing for eligible industrial or manufacturing projects as defined in the Development Corporation Act of 1979. The bond debt service is paid by the business under the terms of a lease, sale, or loan agreement. As such, it does not constitute a debt or obligation of the sponsoring governmental unit, the IDC, or the State of Texas. Any municipality can create an authority without endangering its overall debt profile. The Act allows cities, counties, and conservation and reclamation districts to form non-profit industrial development corporations (IDCs) or authorities on their behalf. The purpose is to provide bond financing for projects within their jurisdictions. The IDC issues bonds to finance the capital costs for an industrial or manufacturing business. The ability to issue tax-exempt IRBs (also known as “private activity bonds”) offers an attractive incentive to businesses considering a move to Texas or indigenous business. Eligible project costs include the acquisition by a business of an existing facility, acquisition of land, construction of new facilities, machinery, tools, equipment, limited costs of

Texas Color Plants, Existing Fifth Street Green Business



## Green Consumer Decision Making Zones

 PERSONAL	 SOCIAL	 ENVIRONMENTAL	 ECONOMIC
<b>Personal benefits to the consumer</b>	<b>Human and animal welfare; improving physical and emotional well-being</b>	<b>The equilibrium of the planet; stewardship of water, earth, and air</b>	<b>Distribution of monetary resources, jobs, and profits</b>
<b>Key dimensions:</b> personal safety/health, quality, household finances	<b>Key dimensions:</b> employment practices, community involvement, treatment of animals, fair trade	<b>Key dimensions:</b> energy consumption, waste disposal, resource preservation	<b>Key dimensions:</b> money circulation, ownership, scale

Sustainability 2013 Report, Hartman Group.

issuing the bonds, such as legal fees, and administrative costs.

## Courting Green Consumers

Individuals who are careful to purchase products that are biodegradable, recyclable or otherwise safe for the environment are called green consumers. These consumers continue to purchase “green” despite the economic downturn. In the Hartman Group’s Sustainability 2013 report, green or socially-conscious consumers make purchase decisions grounded in four zones: personal, social, environmental, and economic. Fifth Street is in a position to meet the needs of this market’s demands. Such consumers, drawn to Houston for its affordability and jobs at new area hospitals and the Energy Corridor reside in surrounding neighborhoods. These consumers already seek out healthy foods at Whole Foods and farmers markets in nearby Fresno and Sugarland. However, there are no such businesses in the rest of east Fort Bend. Local residents are well positioned to produce locally sourced, healthy, ethically produced goods and services. Such enterprises might include ethnic

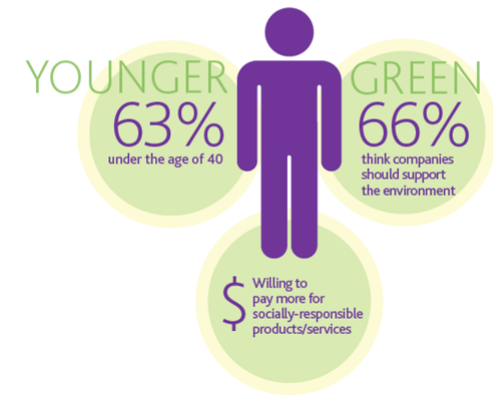
foods, goods repurposed from salvage, hydroponically grown produce, and homemade crafts. These sensibilities can expand to larger scale enterprises such as green building and passive energy housing.

County can lead the way in supporting growth of a “green consumer”, sub-regional, industry cluster. While Fifth Street is a small area, it can still play a role in increasing the East Fort Bend/Southwest Houston area’s competitive advantage. Fifth Street simply needs to connect to existing growth industries, associated workforce, and small business opportunities. Industry clusters are collections of firms in related industries located in close proximity to one another. Locating near other similar firms provides numerous competitive advantages, including sharing a common labor pool, enhancing close working relationships between firms, reducing transaction costs and travel times between customers and suppliers, and enhancing the spread of technology through firms in the region. As a cluster in a region takes root and expands, synergies often develop between firms and institutions, spurring additional growth and innovation. Fifth Street for example, as access to land, a young, skilled labor pool and high demand for inexpensive, locally sourced food and services.

Cluster-based policy decisions can focus on relationships among industries rather than the needs of specific firms. By understanding the needs of cluster industries, targeted actions and investments can identify gaps and opportunities in the local economy. Regions that are most successful at implementing their strategy organize the efforts of all economic development organizations in support of the cluster approach. This is the important of defining an area and the relationships between partners (businesses, cities, authorities). By coordinating the actions of the private sector, non-profit development agencies, and government institutions, organizations are able to leverage the resources and actions of each other for the benefit of the community. Fifth Street requires not just a vertical and horizontal but bottom

up strategy for human capital and land development. For example, communities whose workforce development efforts focus on skills required by industries targeted by business attraction efforts make most effective use of limited economic development resources. Fifth Street is an area with limited public resources. Small businesses in the area can tap into the growing demand for affordable healthy food, traditional building practices, and arts and crafts. All of these are considered favorable to the growing population of “green consumers.”

## WHO IS THE GLOBAL, SOCIALLY-CONSCIOUS CONSUMER?



Future and current Fifth Street entrepreneurs share a common infrastructure need: space. An excess of such space is available along the FM 2234 corridor, which is accessible by way of Moore and Court Road. Southwest Houston communities along the 90 A corridor and Beltway 8 might also be considered likely markets as well. More simply, Fifth Street is a great space for agrarian, small-scale production of goods and services by local entrepreneurs with the abundance of empty retail space available for small business incubation creating a competitive edge for microbusinesses of small businesses wanting to grow from beyond their bedrooms and back yards. Chang-



ing the code for area cities to include new mixed use possibilities are another option to support simultaneously housing rehabilitation or development and efforts to bring amenities and small businesses to the Fifth Street area. The sample cluster development process would be best evaluated alongside current industry cluster strategies, specifically the H-GAC large-scale industry cluster strategy (See the Appendices for a sample “Cluster Implementation Process”).

### Fair Housing as a Marketing Strategy? Affirmatively Furthering Fair Housing & Expanding Housing Choices

When asked what they like most about Fifth Street, many said its affordability and the people. These close-knit families are able to survive through interdependence and cheap expensive. The UT Project Group recommends concurrently envisioning new housing options (multifamily) for future residents while also demonstrating a commitment to the future of current residents in the newly configured Fifth Street or East Fort Bend County zone. Some recommended strategies require regulatory changes or more vigorous compliance with federal fair housing requirements for jurisdictions to affirmatively further fair housing in their jurisdictions. However, compliance is a useful approach to persuading surrounding neighboring cities to support changes in density allowances. Rather than viewing the requirements as regularly burdens, they are instead opportunities to expand the variety of housing types future developers can build.

Adjusting zoning to accommodate a variety of housing types, such as multifamily & single family structures, studios & 5 bedroom units, small square-footage units and large units, wheelchair accessible ground-floor units & multi-story walk-up residences, expands markets and makes fair, quality, affordable housing more accessible to current residents.

WHAT IS AFFIRMATIVELY FURTHERING FAIR HOUSING?	
<ul style="list-style-type: none"> <li>• HUD defines affirmatively furthering fair housing as:               <ul style="list-style-type: none"> <li>• Conducting an analysis to identify impediments to fair housing choice within the Jurisdiction</li> <li>• Taking appropriate actions to overcome the effects of any impediments identified through the analysis</li> <li>• Maintaining records reflecting the analysis and actions taken</li> <li>• A policy requiring that entitlement grant fund recipients comply with fair Housing Rules</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Impediments to fair housing choice include actions or omissions in the State or Entitlement jurisdiction that               <ul style="list-style-type: none"> <li>• Constitute violations or potential violations of the Fair Housing Act</li> <li>• Are counterproductive to fair housing choice</li> <li>• Have the effect of restricting housing opportunities on the basis of race, color, religion, sex, disability, familial status or national origin.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• The policy requires that discrimination is not only prohibited but that impediments or barriers to attaining fair, affordable, accessible housing are addressed</li> </ul>	
<ul style="list-style-type: none"> <li>• Missouri City has complied and developed a report of impediments and possible solutions</li> </ul>	
<ul style="list-style-type: none"> <li>• Impediments for Missouri City include: mortgage discrimination, affordability, access to credit, restrictions on multifamily housing</li> </ul>	
<ul style="list-style-type: none"> <li>• Other impediments may include: overconcentration of certain housing types, inequitable infrastructure investments, lack of access to traditional lending institutions</li> </ul>	

Non-compliance jeopardizes a jurisdiction’s access to future federal funds. Recent federal rule changes (July 2013) indicate HUD’s renewed commitment to enforcement. More than 40% of Fifth Street citizens reside in mobile homes. Federal Fair Housing rules consider this an overconcentration of the housing type, and residents within these structures often live in poor conditions and pay expensive rents causing a housing cost burden. They experience crowding and often unsanitary conditions. While mobile park conversion seems like an ideal remedy, it may lead to displacement. For that reason, we have offered the following “buffer” and compliance actions to more holistically plan for land use and assembly for development in the Fifth Street community, specifically for mobile home parks.

**Housing Audits.** Federal law will require tracking of proportions of housing types and available units under newly proposed fair housing rules. The County should work with H-GAC or lobby for state support to comply. States could require municipalities to prepare and maintain a full audit of affordable housing (including a listing of mobile home parks and the affordable units provided) within their own jurisdictions, so that they would not be solely dependent on a park owner’s report prepared at the time of the requested use change. If there is park conversion, a more holistic approach can be taken to relocation and transitional housing.

**Relocation Requirements.** To more directly address the park conversion issue, states could implement

strict standards as to the relocation of park residents, similar to Minnesota's current policy. The relocation regulations should stipulate that residents not be forced to live more than a certain distance from their original homes.

**Manufactured Housing by Right.** In most communities, manufactured housing is not permitted in single-family residential zones. Allowing and encouraging limited manufactured housing is important for extremely low-income residents. Most Fifth Street residents can't afford to live elsewhere or to purchase an individual lot in a single-family community. In addition, even the smallest lot sizes in most single-family zones are larger than the typical rental lots in mobile home parks.

**Create Opportunity for Cooperative Purchase.** One step municipalities can take is helping to fund, finance, and provide administrative support for cooperative purchase of mobile home parks by park residents. Even where state legislation like Minnesota's right of first refusal by park residents for cooperative purchase is absent, states can set up a system of support for mobile home park tenants at risk of displacement caused by park closure.

**Park Resident Voice & Advocacy.** Mobile home park residents do not have a voice. Many plan process participants explained some feared participating would jeopardize access to food and clothing from local charities. The lack of voice afforded to economically disadvantaged community citizens who make up the majority of park residents must be addressed. Currently, mobile home parks seem to be off the radar or on the periphery for most Houston-area affordable housing advocates. However, these advocates are the ones lobbying the hardest to expand affordable housing protections. With their support and attention to mobile home parks, chances for park protection are increased.

## LOW INCOME HOUSING TAX CREDITS

According to the US Department of Housing and Urban Development (HUD), "Developers use LIHTCs to raise capital for the construction and rehabilitation of affordable rental housing projects nationwide. Investors who purchase ownership interests in LIHTC projects receive federal tax credits annually for a period of 10 years that offset their other tax liability dollar-for-dollar. The purchases help reduce the amount of money a developer must borrow to finance a construction or rehabilitation project and result in lower, more affordable rents for low-income families due to lower debt service expense." Developments may be composed of a mix of affordable and market units. However, rents and utilities for low-income units are restricted for a minimum of 30 years and must adhere to either of these threshold requirements

- The 20-50 Rule - At least 20 percent of the units must be rent-restricted and occupied by households with income at or below 50 percent of area median income; or
- The 40-60 Rule - At least 40 percent of the units must be rent-restricted and occupied by households with incomes at or below 60 percent of area median income.

The State of Texas manages the application process and its scoring incentives for tax credit applications award more points for developments initiated in underserved areas, colonias, economically distressed areas, or a places that has never received a LIHTC allocation. The State also awards points for projects in areas with above medium income areas, lower poverty levels, and higher-quality schools. Considering these criteria, applications within the Fifth Street CDP would be competitive.

Affordability advocate groups, especially at the local and regional level, can work with Community Development Corporations (CDCs), progressive church groups, community-wide mobile home park resident associations, and other grass root organizations to gain even more attention to the matter. Local level groups can look to national organizations like the Manufactured Home Owners Association of America (MHOAA), which is "dedicated to the protection of the rights of all people living in Manufactured Housing in the United States."

**Community Land Trusts.** A viable alternative that has been used to create and preserve affordable housing in communities around the country are Community Land Trusts (CLTs). A Community Land Trust (CLT) functions to preserve public investment and to recycle and protect affordability. The CLT is

an entity, typically a non-profit organization, that acquires and retains ownership of the real property and, in effect, sells the improvements via a 99-year ground lease to a homeowner, another non-profit, a cooperative housing corporation, or for-profit entity. This arrangement between the owner and the CLT protects housing affordability in perpetuity by ensuring that the housing is made affordable to low- to moderate income persons upon the sale of a single-family, multi-family, or commercial property. While CLT's have typically been used for single-family and multi-family structured housing, they have also been successfully utilized for mobile home rental communities. One example of this is the Central Vermont Community Land Trust (CVCLT) that owns four mobile home parks in addition to many single-family houses and apartment complexes, all of which are only available to those in need of affordable housing.

## INCENTIVES AND OPPORTUNITIES

### Incentives & Opportunities for Fifth Street Area Growth & Prosperity

The following table provides a brief description of financial incentives and programs that subsidize development or provide grant funding for housing, public sector facilities, community development, public art, private development, and infrastructure improvements. While some support direct investment or tax abatement, others support small business capacity and community development. Others

provide opportunities for developing new organizations or finance and development authorities that can support revitalization of not only Fifth Street but also the greater East Fort Bend area. In addition to descriptions and a list of program beneficiaries, the UT Project Team has also included some “Bright Ideas” on how to use these incentives or programs to market the area or meet some of the challenges discussed earlier in this chapter.



INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p>Federal Home Loan Bank of Dallas Affordable Housing Program  <a href="https://www.fhln.com/community/">https://www.fhln.com/community/</a></p>	<p>FHLB funds are intended to be “gap” financing, enabling affordable housing projects that would otherwise not be financially feasible. There are 4 programs:</p> <p>Affordable Housing Program (AHP). The AHP is a competitive grant program that addresses the housing needs of very low- to moderate-income individuals and families. Grant funds are used to purchase, construct, or rehabilitate owner-occupied and rental housing.</p> <p>Homebuyer Equity Leverage Partnership (HELP). The HELP program is a first-come, first-served set-aside grant program that addresses the housing needs of very low- to moderate-income individuals and families. Grant funds are used for down payment and closing cost assistance for eligible first-time homebuyers.</p> <p>Special Needs Assistance Program (SNAP). The SNAP assists eligible special needs homeowners with rehabilitation and modification costs. FHLB Dallas offers SNAP on a first-come, first-served basis through FHLB Dallas’s participating member financial institutions.</p> <p>Community Investment Program (CIP). The CIP provides favorably priced advances to member financial institutions making loans that support single- and multifamily housing for income-qualified households. The program is available throughout the year on a noncompetitive basis. FHLB Dallas also provides AAA-rated Letters of Credit (LOCs) on behalf of its member institutions.                      Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• 5-state area, Houston-area banks are members Collaborate with FHLB Dallas’s participating member financial institutions to showcase these and other products at southwest Houston/East Fort Bend County Bank &amp; Development Fair.</li> <li>• Call it “Closing the Development Gap.”</li> <li>• County can make Fifth Street Plan Final Report presentation.</li> </ul>



INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>Fannie Mae Programs for Affordable Housing &amp; Community Development</b>  <a href="https://www.fhfb.com/community/">https://www.fhfb.com/community/</a></p>	<p>Fannie Mae requires that housing developments must meet the federal criteria applied to Low Income Tax Credit Housing in order to qualify for various types of affordable housing assistance. Assistance is available for both rental and for-sale housing development. Fannie Mae provides various types of debt and equity assistance to developers of residential projects.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• Could finance multi family, patio home, or duplex development.</li> <li>• Current code based prohibitions on multifamily are possible Fair Housing violations.</li> <li>• Adherence to new federal laws is a good incentive for local government to modify current laws.</li> <li>• Making funding available may help.</li> </ul>
<p><b>Housing Trust Fund</b>  <a href="http://www.tdhca.state.tx.us/multifamily/htf/index.htm">http://www.tdhca.state.tx.us/multifamily/htf/index.htm</a></p>	<p>The Housing Trust Fund (HTF) provides technical assistance and capacity building to non-profit organizations and CHDOs engaged in developing affordable housing for persons and families of low and very low income. The HTF provides loans or grants to the organization that will develop the proposed project. This funding is intended to be “gap” financing to supplement other financing supporting the project. Public notification and support from elected officials is required to obtain funding.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• Partner with area churches with non-profits to explore CHDO establishment</li> <li>• Showcase these and other products at southwest Houston/East Fort Bend County Bank &amp; Development Fair.</li> <li>• Call it “Closing the Development Gap.”</li> <li>• Make Fifth Street Plan Final Report presentation</li> </ul>
<p><b>Texas Bootstrap Loan Program</b>  <a href="http://www.tdhca.state.tx.us/oci/bootstrap.jsp">http://www.tdhca.state.tx.us/oci/bootstrap.jsp</a></p>	<p>This is a self-help construction program, designed to provide very low-income families an opportunity to help themselves through the form of sweat equity. All participants under this program are required to provide at least 65% of the labor that is necessary to construct or rehabilitate the home. Must adhere to all applicable building codes. In addition, nonprofit organizations can combine these funds with other sources such as those from private lending institutions, local governments, or any other sources. All combined loans cannot exceed \$90,000 per unit. Recipients may purchase or refinance real property for new residential housing or improve existing residential housing.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• Living conditions are poor for many Fifth Street area residents due to deferred maintenance.</li> <li>• Most do not qualify for home improvement/equity loans.</li> <li>• Target loan product to those who are currently violating codes in lieu of citations or fines.</li> <li>• Also target those with illegal structures in lieu of criminal prosecution, fines</li> </ul>
<p><b>HUD Elderly Housing Programs</b>  <b>Section 202</b>  <a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh/grants/section202ptl">http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh/grants/section202ptl</a>  <b>Section 811</b>  <a href="http://portal.hud.gov/hudportal/HUD?src=/states/shared/working/r10/mf/811">http://portal.hud.gov/hudportal/HUD?src=/states/shared/working/r10/mf/811</a></p>	<p><b>Section 202</b>  HUD provides interest-free capital advances to private, nonprofit sponsors to finance the development of supportive housing for the elderly. The available program funds for a fiscal year are allocated to HUD’s local offices according to factors established by the Department.</p> <p><b>Section 811</b>  HUD provides interest-free capital advances to nonprofit sponsors to help them finance the development of rental housing such as independent living projects, condominium units and small group homes with the availability of supportive services for persons with disabilities. The capital advance can finance the construction, rehabilitation, or acquisition with or without rehabilitation of supportive housing. The advance does not have to be repaid as long as the housing remains available for very low-income persons with disabilities for at least 40 years. HUD also provides project rental assistance; this covers the difference between the HUD-approved operating cost of the project and the amount the residents pay.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• Partner with area churches with non-profits to explore CHDO establishment</li> <li>• Partner with HUD to build CHDO capacity in order to attain Section 202 and 811 funding.</li> <li>• Develop small single family or “granny flats” or assisted living facilities with funding</li> </ul>

INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>Low Income Housing Tax Credit</b>  <a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/training/web/lihtc/basics/work">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/training/web/lihtc/basics/work</a></p>	<p>Tax credits allocated to the general partner of a development venture provide a dollar-for-dollar reduction in tax liability and can be used in the current and future fiscal years. The developer then obtains cash for construction of the rent-restricted apartments by partnering with large financial institutions that create investment funds of tax credits in which outside investors can buy shares that entitle them to use the credits to reduce their own tax liability.</p> <p>Tax credits may only be claimed on the units that have been set aside for participation under this program. It is possible, but not required, for development owners to set aside one hundred percent of any development for consideration under the tax credit program and in doing so claim the maximum amount of tax credits eligible for the development.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• Partner with area churches or non-profits to explore CHDO establishment</li> <li>• Showcase these and other products at southwest Houston/East Fort Bend County Bank &amp; Development Fair.</li> <li>• Call it "Closing the Development Gap."</li> <li>• Make Fifth Street Plan Final Report presentation</li> </ul>
<p><b>Multifamily Bond</b>  <a href="http://www.tdhca.state.tx.us/multifamily/bond/">http://www.tdhca.state.tx.us/multifamily/bond/</a></p>	<p>Properties financed through the programs are subject to unit set aside restrictions for lower income tenants and persons with special needs, tenant program initiatives, maximum rent limitations, and other requirements as determined by TDHCA and its board. The same factors used by TDHCA to determine Tax Credit eligibility are utilized for awarding bonds. TDHCA is a conduit issuer for the State of Texas. The bond program is coupled with the 4% Housing Tax Credit program to maximize the use of State allocations.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder</p>	<ul style="list-style-type: none"> <li>• Establish East Fort Bend Development Authority</li> <li>• Authority applies for bond program</li> <li>• Require developers receiving funds to build workforce housing (80-120 MFI) for area health professionals, emergency, public safety</li> <li>• Develop condominiums or cooperative housing allowing for some form of ownership or building equity</li> </ul>
<p><b>Chapter 381 Agreement</b>  <a href="http://www.texasahead.org/tax_programs/ch380-381/">http://www.texasahead.org/tax_programs/ch380-381/</a></p>	<p>Chapter 381 of the Local Government Code allows counties to provide incentives encouraging developers to build in their jurisdictions. A county may administer and develop a program to make loans and grants of public money to promote state or local economic development and to stimulate, encourage, and develop business location and commercial activity in the county. The county also may develop and administer a program for entering into a tax abatement agreement. This tool allows counties to negotiate directly with developers and businesses.</p> <p>Beneficiary: Retail Developer/ Builder Industry/ Company HQ/Industrial &amp; Office Developer</p>	<ul style="list-style-type: none"> <li>• Use to develop agenda and program of incentives for East Fort Bend Authority and targeted Fifth Street Area investments</li> </ul>

INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>METRO Joint Development</b>  <a href="http://www.ridemetro.org/Opportunities/RealEstate/Pdfs/JointDevelopmentGuidelines.pdf">http://www.ridemetro.org/Opportunities/RealEstate/Pdfs/JointDevelopmentGuidelines.pdf</a></p>	<p>There is no set type of assistance that METRO would provide in joint development. Potential options include writing down land or site costs, sharing cost of parking facilities, and access to a wider array of financing techniques. METRO will both solicit proposals at specific light rail, bus rapid transit, and park-and-ride stations, and accept unsolicited proposals from developers. Other aspects of potential development projects that would appeal to METRO include “high urban design standards and quality,” shared parking, public and open spaces, and assist METRO in procuring sites needed for transit facilities.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder, Industrial &amp; Office Developer</p>	<ul style="list-style-type: none"> <li>• Residents expressed interest in a bus/car pool program; they would be willing to pay for to reach local retail and grocery stores.</li> <li>• Area church buses are largely dormant or used for meals on wheels during the week.</li> <li>• Local buses could gather at this lot to then drive to Missouri City Park and Ride.</li> <li>• If a parking area of 5th Street were developed for both retail customers as well as a new metro commuter/park and ride site, these METRO incentives may be of assistance to prospective developers and residents!</li> <li>• Multimodal transportation hub</li> </ul>
<p><b>Federal Home Loan Bank of Dallas Economic Development</b>  <a href="https://www.fhlb.com/community/">https://www.fhlb.com/community/</a></p>	<p>To qualify for EDP financing, a business must create or retain jobs for low- to moderate-income people and be located in a low- to moderate-income census tract or have a customer base comprised predominantly of low- to moderate-income individuals. Funds are available throughout the year and can be used by members to fund small businesses and other economic development activities. EDP Plus helps stimulate small business growth through grants of up to \$25,000 to eligible businesses to promote economic development, create or retain jobs, and provide member financial institutions a way to provide capital to businesses in underserved areas and/or with underserved populations.</p> <p>Beneficiary: Retail Developer/ Builder Industry/ Company HQ/Industrial &amp; Office Developer/Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Explore comingling funds from multiple small business programs.</li> <li>• Once combined build large small business lending pool.</li> <li>• Administer through County or contractor selected via RFP or local SBA administrator</li> </ul>
<p><b>Self-Sufficiency Fund (SSF)</b>  <a href="http://www.twc.state.tx.us/svcs/funds/self-sufficiency-fund-employers.html">http://www.twc.state.tx.us/svcs/funds/self-sufficiency-fund-employers.html</a></p>	<p>The Self-Sufficiency Fund program (Texas Workforce Commission) assists businesses and trade unions by financing the development and implementation of customized job-training projects for new and current workers. Self-Sufficiency Fund grants deliver businesses customized training solutions that support workforce hiring efforts and skills upgrading for current workers. The purpose of the Self-Sufficiency Fund is to provide training for targeted employment opportunities, primarily for adult TANF recipients.</p> <p>Beneficiary: Small Business Owner, Industry HQ</p>	<ul style="list-style-type: none"> <li>• Work with small business program administrator mentioned above</li> <li>• Collaborate with East Fort Bend area small businesses to evaluate staffing needs necessary for retaining and expanding operations in the area</li> <li>• Design proposal of training solutions needed and present to TWC for grant consideration</li> </ul>



INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>Downtown Public Spaces Improvements Program</b>  <a href="http://www.h-gac.com/community/community/community-enhancement/default.aspx">http://www.h-gac.com/community/community/community-enhancement/default.aspx</a></p>	<p>The Downtown Public Spaces Improvement Grants are designed to help municipalities, counties, and non-profit organizations enhance public spaces such as gateways, parks, waterfronts and business districts. Eligible enhancements must be part of a plan or strategy to improve the area to stimulate reinvestment and commercial activity, to restore and preserve the historic character of the community and to improve the appearance of downtown and gateway areas. This matching grant program funds up to 50 percent of the estimated cost of the improvement project with a maximum award of \$25,000 per project. Projects must be located on public land, and grant funds must be used for capital expenditures, not planning or labor.</p> <p>Established in 2005, the Community Trees Grant Program is designed to provide technical and financial assistance to cities, counties and non-profit organizations seeking to increase the number and diversity of trees in their communities. The grant provides matching funds to purchase trees for community-based plantings in parks, public gathering places and community gateways. The program is a reimbursement grant that requires a one-to-one match.</p> <p>Beneficiary: Retail Developer/ Builder Industry/ Company HQ/Industrial &amp; Office Developer/Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Set up PID</li> <li>• Pursue funding for 5th Street Business Corridor Beautification (medians, signage, public art, community center and park area)</li> </ul>
<p><b>Texas Preservation Trust Fund</b>  <a href="http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government/grants">http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government/grants</a></p>	<p>The Texas Historical Commission (THC) awards grants for preservation projects from the Texas Preservation Trust Fund (TPTF). The TPTF is an interest-earning pool of public and private monies. The earned interest and designated gifts are distributed yearly as matching grants to public and private owners of eligible projects. The TPTF grants pay up to one-half of total project costs to help preserve Texas' cultural resources. Grant funds are awarded for acquisition, development, planning, and education. Project types eligible for grant assistance include:</p> <ul style="list-style-type: none"> <li>• Archaeological sites and curatorial facilities</li> <li>• Commercial buildings</li> <li>• Public buildings such as schools, city halls, libraries, and museums</li> <li>• Unique historic structures such as bridges, water towers, lighthouses, and ships</li> <li>• Monies for training individuals and organizations about historic resources and preservation techniques</li> </ul> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder Industry/ Company HQ Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Use to support "Our Town Grant" activities</li> <li>• Use to develop larger cultural survey on Fort Bend County cultural history associated with people of color</li> <li>• Include Fifth Street area residents' families with roots in agrarian roots of the County</li> <li>• Use to build local library branch and archive for local history</li> </ul>

INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>New Markets Tax Credit</b>  <a href="http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=5">http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=5</a></p>	<p>The New Markets Tax Credit program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. NMTCs are allocated to CDEs under a competitive process. The CDEs sell the tax credits to investors in exchange for stock or a capital interest in the CDEs. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a seven-year credit allowance period. A CDE can use its investments to make loans or investments in qualified businesses, invest in or loan to other CDEs, purchase qualified loans from other CDEs, or provide financial counseling to qualified businesses or community residents. There is significant flexibility in the types of businesses and development activities that NMTC investments can support – including community facilities like child care or health care facilities and charter schools, for-profit or non-profit businesses, and homeownership projects.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder, Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Develop dream list of social enterprise community facilities and amenities from neighborhood plan and survey</li> <li>• Make available to prospective developers and lending institutions</li> <li>• Market based on tax credit availability</li> </ul>
<p><b>CDFI Bond Guarantee Program</b>  <a href="http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=14">http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=14</a></p>	<p>The Treasury Department guarantees the full amount of notes or bonds issued to support Community Development Financial Institutions (CDFIs) that make investments for eligible community or economic development purposes. The bonds or notes will support CDFI lending and investment by providing a source of long-term, patient capital to CDFIs. Authorized uses of the loans financed may include a variety of financial activities, such as supporting commercial facilities that promote revitalization, community stability, and job creation/retention; community facilities; the provision of basic financial services; housing that is principally affordable to low-income people; businesses that provide jobs for low-income people or are owned by low-income people; and community or economic development in low-income or underserved rural areas.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder, Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Use to help finance infrastructure, expansion of neighborhood/community center to include Worksource Center on Fifth Street</li> </ul>
<p><b>Public Improvement Districts</b>  <a href="http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.372.htm">http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.372.htm</a></p>	<p>From Texas Local Government Code 372. If the governing body of a municipality or county finds that it promotes the interests of the municipality or county, the governing body may undertake an improvement project that confers a special benefit on a definable part of the municipality or county or the municipality's extraterritorial jurisdiction. A project may be undertaken in the municipality or county or the municipality's extraterritorial jurisdiction. A county may establish a public improvement district unless within 30 days of a county's action to approve such a district, a home rule municipality objects to its establishment within the municipality's corporate limits or extraterritorial jurisdiction.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Industry/ Company HQ</p>	<ul style="list-style-type: none"> <li>• Draw a boundary that includes an Eastern portion of Fort Bend county encompassing distressed areas beginning from FM 2234 through FM 1092. FM 1092 to Cartwright, Cartwright to FM 2234. FM 2234 to back to 5th Street.</li> <li>• Establish as an East Fort Bend County Improvement District that duplicates East Fort Bend Industrial Bond investment and associated development authority</li> <li>• Focused PID activities on retail space development and area mobility, including walkability</li> </ul>

INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>Micro Loans – PeopleFund</b>  <a href="https://peoplefund.org/about/faq/">https://peoplefund.org/about/faq/</a></p>	<p>PeopleFund provides seven flexible loan programs to Texas small businesses, non-profit organizations, and affordable housing ventures throughout the state of Texas.</p> <p>Small Business Loans: \$5,000 to \$250,000, Interest Rates: 7.5% to 15%, Term of Note: up to 7 Years</p> <p>Loan Access Program: Up to \$50,000 Interest Rates: client pays a non-refundable 7% of principal to enroll, No closing costs</p> <p>Real Estate Loans for Small Businesses: \$20,000 to \$250,000, Interest Rates: 7.5% – 15%, Up to 25 years, Down Payment: As low as 10%</p> <p>Green Loan Fund: \$5,000 to \$250,000, Interest Rates: 1% interest rate discount for qualifying green fund loans, Term of Note: Up to 7 years</p> <p>Texas Heroes Loan Fund: For Texas residents who have served in the armed forces (Reserve and National Guard veterans eligible), Up to \$100,000, Interest Rates: 1.5% interest rate discount for qualifying veterans</p> <p>Revolving Lines of Credit: Up to \$100,000, Interest Rates: 7.5-15%;Up to 18 Months (Renewable)</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder, Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Explore comingling funds from multiple small business programs.</li> <li>• Once combined build large small business lending pool.</li> <li>• Administer through County or contractor selected via RFP or local SBA administrator</li> <li>• Make available through new PID administrators</li> <li>• Share at “Filling the gap” event</li> </ul>
<p><b>SBA Certified Development Company Program</b>  <a href="http://www.sba.gov/content/cdc504-loan-program-0">http://www.sba.gov/content/cdc504-loan-program-0</a></p>	<p>The CDC/504 loan program is a long-term financing tool for economic development within a community. The 504 Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. Proceeds from 504 loans must be used for fixed asset projects such as: purchasing land and improvements, including existing buildings, grading, street improvements, utilities, parking lots and landscaping; construction of new facilities, or modernizing, renovating or converting existing facilities; or purchasing long-term machinery and equipment.</p> <p>Beneficiary: Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Have small business fair in partnership with state and federal officials for East Fort Bend</li> <li>• Target industrial, small scale area manufactures (SW Houston/Eat Fort Bend County)</li> <li>• Highlight small business financing and tools, including this one.</li> <li>• Provide fast track screening for eligibility</li> </ul>
<p><b>Developer Participation Contracts</b>  <a href="http://documents.publicworks.houstontx.gov/documents/procedures/developer_participation_contract_dpc/resource_documents/dpc_manual_2011.pdf">http://documents.publicworks.houstontx.gov/documents/procedures/developer_participation_contract_dpc/resource_documents/dpc_manual_2011.pdf</a></p>	<p>Sample City of Houston program. Each program has different reimbursement cost limits:</p> <ul style="list-style-type: none"> <li>• The 30/70 program has a limit of \$500,000 and is limited to construction costs only</li> <li>• The 50/50 program has a reimbursement limit of \$25,000; can include construction and engineering costs</li> <li>• The 70/30 program has a reimbursement limit of \$1,000,000 for construction and engineering costs, and it may fund storm sewer in affordable housing developments up to \$3,000 per lot</li> </ul> <p>Beneficiary: Individuals/Housing Developer/ Builder, Industry/ Company HQ</p>	<ul style="list-style-type: none"> <li>• Design specialized DPC for developers within East Fort Bend Area (including 5th Street)</li> </ul>



INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>Tax-Exempt Industrial Revenue Bonds</b>  <a href="http://www.texaswideopenforbusiness.com/incentives-financing/financing/bonds.php">http://www.texaswideopenforbusiness.com/incentives-financing/financing/bonds.php</a></p>	<p>The State of Texas Industrial Revenue Bond Program (IRB) is designed to provide tax-exempt or taxable financing for eligible industrial or manufacturing projects as defined in the Development Corporation Act of 1979. The Act allows cities, counties, and conservation and reclamation districts to form non-profit industrial development corporations (IDCs) or authorities on their behalf. The purpose is to provide bond financing for projects within their jurisdictions. The IDC issues bonds to finance the capital costs for an industrial or manufacturing business. The ability to issue tax-exempt IRBs (also known as "private activity bonds") offers an attractive incentive to businesses considering a move to Texas or indigenous businesses looking to expand. Tax-exempt IRBs include small issue bonds and exempt facility bonds. Small issue bonds and certain exempt facility bonds require an allocation under the state's private activity bond volume cap administered by the Texas Bond Review Board. Small issue bonds are limited to manufacturing facilities. Eligible project costs include the acquisition by a business of an existing facility, acquisition of land, construction of new facilities, machinery, tools, equipment, limited costs of issuing the bonds, such as legal fees, and administrative costs. Exempt facility bonds can be issued to finance facilities for the furnishing of water, sewage and solid waste disposal facilities for the local furnishing of electric energy or gas, local district heating or cooling facilities, and qualified hazardous waste facilities. Other exempt facility bonds can be issued to finance certain facilities such as airports, dock and wharf facilities, mass commuting facilities, and high-speed inter-rail facilities.</p> <p>Beneficiary: Retail Developer/ Builder, Industry/ Company HQ</p>	<ul style="list-style-type: none"> <li>• The bond debt service is paid by the business under the terms of a lease, sale, or loan agreement. As such, it does not constitute a debt or obligation of the sponsoring governmental unit, the IDC, or the State of Texas</li> <li>• Any municipality can create an authority without endangering its overall debt profile.</li> <li>• East Fort Bend County Authority could be founded under this Act.</li> </ul>
<p><b>Our Town NEA Grant</b>  <a href="http://arts.gov/grants-organizations/our-town/grant-program-description">http://arts.gov/grants-organizations/our-town/grant-program-description</a></p>	<p>Through Our Town, the National Endowment for the Arts will provide a limited number of grants, ranging from \$25,000 to \$200,000, for creative placemaking projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core. Our Town will invest in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to: Improve their quality of life, Encourage greater creative activity, Foster stronger community identity and a sense of place, Revitalize economic development. Projects may include arts engagement, cultural planning, and design activities such as Arts Engagement, Cultural Planning, and Design</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder, Industry/ Company HQ Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Placemaking is an innovative approach to neighborhood center or core design</li> <li>• Aspects of the neighborhood plan can be funded through this grant including public art and commemoration of area families' contributions to the community's development and cultural sustainability</li> </ul>

INCENTIVE/PROGRAM	PROGRAM OVERVIEW	BRIGHT IDEA
<p><b>Certified Local Government Grants</b>  <a href="http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government/grants">http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government/grants</a>  <a href="http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government/grants">http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government/grants</a></p>	<p>The Texas Historical Commission (THC) awards grants to Certified Local Governments (CLGs) willing to provide a matching cash contribution or in-kind service. CLG grants are funded with money appropriated from Congress for preservation efforts through the National Park Service Historic Preservation Fund (HPF). By federal law, the THC must set aside at least 10 percent of its HPF appropriation for CLG grants each year. Applications are reviewed by an interdisciplinary panel of agency staff and approved by the THC. Cities or counties officially designated as a CLG by the THC, which administers the CLG Program at the state level and is overseen by the National Park Service as the responsible federal agency. Grants typically range from \$250 to \$10,000. The grants provide funding to enable local communities to develop quality programs and fully participate in the state's preservation process. Eligible grant projects include, but are not limited to training for local preservation commissions, completing or updating surveys of historic resources, producing historical walking or driving tour brochures, videos or other educational materials, preparing preservation plans, preparing national register of historic places nominations.</p> <p>Beneficiary: Individuals/Housing Developer/ Builder, Retail Developer/ Builder, Industry/ Company HQ Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Use to support “Our Town Grant” activities</li> <li>• Use to develop larger cultural survey on Fort Bend County cultural history associated with people of color</li> <li>• Include Fifth Street area residents’ families with roots in agrarian roots of the County.</li> </ul>
<p><b>Skills Development Fund (SDF)</b>  <a href="http://www.twc.state.tx.us/svcs/funds/sdfintro.html">http://www.twc.state.tx.us/svcs/funds/sdfintro.html</a></p>	<p>The SDF program (Texas Workforce Commission) assists Texas employees and businesses – including educational institutions and trade unions, by financing the design and implementation of customized job training and job creation projects. Grants aim to help companies and labor unions form partnerships with local community colleges and technical schools. SDF grants are apportioned by mandate according to this formula:</p> <ul style="list-style-type: none"> <li>• Approximately 60 percent of the funds may be for job retention training; and</li> <li>• The remaining funds may be for training for job creation.</li> </ul> <p>Average training costs are \$1,000 per trainee, though the award may vary depending on the proposal. Grants for a single business may be limited to \$500,000.</p> <p>Beneficiary: Retail Developer/ Builder, Industrial &amp; Office Developer, Small Business Owner</p>	<ul style="list-style-type: none"> <li>• Work with small business program administrator mentioned above</li> <li>• Collaborate with East Fort Bend area small businesses to evaluate staffing needs for retaining and expanding operations in the area.</li> <li>• Design proposal of training solutions needed and present to TWC for grant consideration</li> </ul>



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# CONSENT TO PARTICIPATE IN RESEARCH FORM

## Consent to Participate in Research

### Identification of Investigator and Purpose of Study

You are invited to participate in a research study, entitled **Fifth Street Neighborhood Planning Process**. The study is being conducted by **ANDREA ROBERTS AND MICHAEL HOLLERAN of SCHOOL OF ARCHITECTURE AND CENTER FOR SUSTAINABLE DEVELOPMENT of The University of Texas at Austin, [Center for Sustainable Development, School of Architecture, The University of Texas at Austin, 310 Inner Campus Drive Stop B7500, Austin, Texas 78712-1009, 832-465-6829, aroberts318@netzero.net]**.

The purpose of this research study is to examine the impact of a planning process and community building activities and develop a final market study. Your participation in the study will contribute to a better understanding of how residents in communities like yours can build capacity, improve their conditions, and attract the type of private investment that they desire. You are free to contact the investigator at the above address and phone number to discuss the study. You must be at least 18 years old to participate.

If you agree to participate:

- The outreach and survey activities will take approximately 2 hours a month or less of your time.
- You will participate in surveys, surveying, cultural preservation, outreach, and advocacy on your behalf with the support of the University of Texas Project Team.
- You will not be compensated.

### Risks/Benefits/Confidentiality of Data

There are [no known risks associated with your participation. There will be no costs for participating. Your name and email address [will] be kept during the data collection phase [for tracking purposes only]. However, those of the residents you work with will not be kept or tracked. Identifying information will be stripped from the final dataset associated with surveys.

### Participation or Withdrawal

Your participation in this study is voluntary. You may decline to answer any question and you have the right to withdraw from participation at any time. You may also be audio recorded. However, participants must give verbal consent to being audio recorded. You may decline to be audio recorded at any time. Withdrawal will not affect your relationship with The University of Texas in anyway. If you do not want to participate either simply stop participating or close the browser window.

If you do not want to receive any more reminders, you may email us at **aroberts318@netzero.net**.

### Contacts

If you have any questions about the study or need to update your email address contact the researcher **ANDREA ROBERTS** at **832-465-6829** or send an email to **aroberts318@netzero.net**. This study has been reviewed by The University of Texas at Austin Institutional Review Board and the study number is **[2012-10-0122]**.

### Questions about your rights as a research participant.

If you have questions about your rights or are dissatisfied at any time with any part of this study, you can contact, anonymously if you wish, the Institutional Review Board by phone at (512) 471-8871 or email at **orsc@uts.cc.utexas.edu**.

Thank you.

## FIFTH STREET NEIGHBORHOOD SURVEY COMMUNITY LEADER SURVEY GUIDE

Dear \_\_\_\_\_,

**This is a guide to help you survey your neighbors. Giving the survey is just one of many ways you'll get more Fifth Street residents involved in your planning process. Please be sure and take photos of you and others while surveying. We'll want to feature you in the news articles about the survey and neighborhood planning project. Thanks for your commitment and leadership!**

Best Regards,

Center for Sustainable Development/UT Project Team

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### How do I get people to complete the survey?

- Go door-to-door
- Pass them out at churches where Fifth Street residents live (Bethel, Holy Family)
- Have a potluck or BBQ: Invite your neighbors to complete surveys and discuss issues important to your community while sharing food.

### What if I hold an event at my home and have a discussion?

- That's a great idea! We encourage you to talk to your neighborhoods all the time. Please be sure to have each individual complete a survey. We would rather not have group surveys.
- Also, feel free to call our survey coordinator to help your "event" work.

### What if they don't know English or cannot read or write?

- Read questions to those unable to read or write themselves.
- Write down their answers for them on the survey.

### What do I need to do to make sure people are completing the surveys correctly?

- Make sure people circle or write as neatly as possible.
- Encourage the people you survey to complete as many questions as possible.
- Do not go anywhere you feel unsafe.
- Do not take group surveys or combine a group of individuals' responses into one survey.
- Don't throw any surveys away.
- Do not change or alter answers. Do not attempt to influence people's answer choices
- Note any problems or challenges that arise while giving the survey or having someone fill out the survey. We want to know how we can make the process go more smoothly.
- Make sure everyone who completes the survey is 18 years or older.

### Do people need to write their names on the top of the survey?

- No! Please do not ask anyone to write their name on any part of the survey.

## FIFTH STREET NEIGHBORHOOD SURVEY COMMUNITY LEADER SURVEY GUIDE

### Are there other ways I can collect people's ideas and opinions about the future of their community?

- Yes. You can use the record function on your cell phone to record the responses and then email the file to our Survey Coordinator, Luis.
- You can ask people to take a photo of an area in the neighborhood they would like to see improved or their favorite space in the community. Before you take a photo or record anyone, make sure you have their permission.

### What do I do with the surveys, once they have all been completed?

- Once you give someone a paper survey, wait until they complete it, and then place it into the envelope we provided.
- Then mail the surveys in the stamped envelopes or contact our Survey Coordinator, Luis.

### Why is there a camera in the envelope?

- Feel free to take pictures of people if you having a discussion group or group of residents at your home having a discussion.

### When do I need to finish surveying? Is there a deadline?

- Complete all surveying by March 8. You do not have to wait until then to return all surveys. Please send them as soon as you have completed as many surveys as you can.
- **Return Survey to: Center for Sustainable Development, School of Architecture, The University of Texas at Austin, 310 Inner Campus Drive Stop B7500, Austin, Texas 78712-1009. Or contact Survey Coordinator, Luis Guajardo at (956) 458-6327 or email [luis.guajardo@utexas.edu](mailto:luis.guajardo@utexas.edu).**

### So what's next?

- This survey will help us make decisions about what neighborhood strengths and needs are. The results are a tool for you and elected officials to use to advocate for your community. We'll be discussing the results over the next few months with residents.



# FIFTH STREET AREA RETAIL GAP

## RMP Opportunity Gap - Retail Stores

Place (see appendix for geographies), Total

	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	31,309,727	13,346,616	17,963,111
Motor Vehicle and Parts Dealers-441	5,396,259	114,611	5,281,648
Automotive Dealers-4411	4,920,528	3,533	4,916,995
Other Motor Vehicle Dealers-4412	128,072	0	128,072
Automotive Parts/Access, Tire Stores-4413	347,659	111,078	236,581
Furniture and Home Furnishings Stores-442	572,944	1,900	571,044
Furniture Stores-4421	306,440	0	306,440
Home Furnishing Stores-4422	266,504	1,900	264,604
Electronics and Appliance Stores-443	660,960	952	660,008
Appliances, TV's, Electronics Stores-44311	488,061	952	487,109
Household Appliances Stores-443111	114,042	0	114,042
Radio, Television, Electronics Stores-443112	374,019	952	373,067
Computer and Software Stores-44312	144,458	0	144,458
Camera and Photographic Equipment Stores-44313	28,441	0	28,441
Building Material, Garden Equip Stores -444	2,672,398	425,243	2,247,155
Building Material and Supply Dealers-4441	2,432,817	0	2,432,817
Home Centers-44411	977,135	0	977,135
Paint and Wallpaper Stores-44412	59,278	0	59,278
Hardware Stores-44413	248,896	0	248,896
Other Building Materials Dealers-44419	1,147,508	0	1,147,508
Building Materials, Lumberyards-444191	421,240	0	421,240
Lawn, Garden Equipment, Supplies Stores-4442	239,581	425,243	(185,662)
Outdoor Power Equipment Stores-44421	17,319	0	17,319
Nursery and Garden Centers-44422	222,262	425,243	(202,981)
Food and Beverage Stores-445	4,265,772	1,644,329	2,621,443
Grocery Stores-4451	3,905,003	1,644,329	2,260,674
Supermarkets, Grocery (Ex Conv) Stores-44511	3,729,131	816,744	2,912,387
Convenience Stores-44512	175,872	827,585	(651,713)
Specialty Food Stores-4452	124,999	0	124,999
Beer, Wine and Liquor Stores-4453	235,770	0	235,770
Health and Personal Care Stores-446	1,917,952	2,872,799	(954,847)
Pharmacies and Drug Stores-44611	1,656,628	2,601,127	(944,499)
Cosmetics, Beauty Supplies, Perfume Stores-44612	69,689	0	69,689
Optical Goods Stores-44613	66,939	0	66,939
Other Health and Personal Care Stores-44619	124,696	271,672	(146,976)



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Prepared By:

Project Code:

Nielsen Solution Center 1 800 866 6511

Prepared For:

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## RMP Opportunity Gap - Retail Stores

Place (see appendix for geographies), Total

	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	3,032,140	3,749,292	(717,152)
Gasoline Stations With Conv Stores-44711	2,240,924	0	2,240,924
Other Gasoline Stations-44719	791,216	3,749,292	(2,958,076)
Clothing and Clothing Accessories Stores-448	1,548,564	114,128	1,434,436
Clothing Stores-4481	1,128,827	1,500	1,127,327
Men's Clothing Stores-44811	72,118	0	72,118
Women's Clothing Stores-44812	269,823	0	269,823
Children, Infants Clothing Stores-44813	78,117	658	77,459
Family Clothing Stores-44814	610,692	750	609,942
Clothing Accessories Stores-44815	25,087	0	25,087
Other Clothing Stores-44819	72,990	92	72,898
Shoe Stores-4482	237,807	0	237,807
Jewelry, Luggage, Leather Goods Stores-4483	181,930	112,628	69,302
Jewelry Stores-44831	165,981	112,628	53,353
Luggage and Leather Goods Stores-44832	15,949	0	15,949
Sporting Goods, Hobby, Book, Music Stores-451	588,197	162,060	426,137
Sporting Goods, Hobby, Musical Inst Stores-4511	429,242	162,060	267,182
Sporting Goods Stores-45111	212,874	85,502	127,372
Hobby, Toys and Games Stores-45112	141,761	0	141,761
Sew/Needwork/Piece Goods Stores-45113	33,993	0	33,993
Musical Instrument and Supplies Stores-45114	40,614	76,558	(35,944)
Book, Periodical and Music Stores-4512	158,955	0	158,955
Book Stores and News Dealers-45121	100,796	0	100,796
Book Stores-451211	94,883	0	94,883
News Dealers and Newsstands-451212	5,913	0	5,913
Pre-recorded Tapes, CDs, Record Stores-45122	38,159	0	38,159
General Merchandise Stores-452	4,314,381	2,747,911	1,566,470
Department Stores Excl Leased Depts-4521	2,136,832	0	2,136,832
Other General Merchandise Stores-4529	2,177,549	2,747,911	(570,362)
Miscellaneous Store Retailers-453	725,322	206,201	519,121
Florists-4531	57,551	203,134	(145,583)
Office Supplies, Stationery, Gift Stores-4532	298,694	1,481	297,213
Office Supplies and Stationery Stores-45321	165,576	0	165,576
Gift, Novelty and Souvenir Stores-45322	133,118	1,481	131,637
Used Merchandise Stores-4533	67,620	1,586	66,044
Other Miscellaneous Store Retailers-4539	301,447	0	301,447
Non-Store Retailers-454	2,349,850	328	2,349,522
Foodservice and Drinking Places-722	3,264,988	1,306,862	1,958,126
Full-Service Restaurants-7221	1,470,482	246,928	1,223,554



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# FIFTH STREET AREA RETAIL GAP CONTINUED

## RMP Opportunity Gap - Retail Stores

Place (see appendix for geographies), Total

	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	1,387,169	1,059,934	327,235
Special Foodservices-7223	270,969	0	270,969
Drinking Places -Alcoholic Beverages-7224	136,368	0	136,368
GAFO *	7,983,740	3,028,432	4,955,308
General Merchandise Stores-452	4,314,381	2,747,911	1,566,470
Clothing and Clothing Accessories Stores-448	1,548,564	114,128	1,434,436
Furniture and Home Furnishings Stores-442	372,944	1,900	371,044
Electronics and Appliance Stores-443	660,960	952	660,008
Sporting Goods, Hobby, Book, Music Stores-451	588,197	162,060	426,137
Office Supplies, Stationery, Gift Stores-4532	298,694	1,481	297,213

\* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Nielsen RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census. Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.



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## RMP Opportunity Gap - Retail Stores

Appendix: Area Listing

Area Name:

Type: List - Place Reporting Detail: Aggregate Reporting Level: Place

Geography Code	Geography Name	Geography Code	Geography Name
4825795	Fifth Street CDP		

Project Information:

Site: 1

Order Number: 971389106

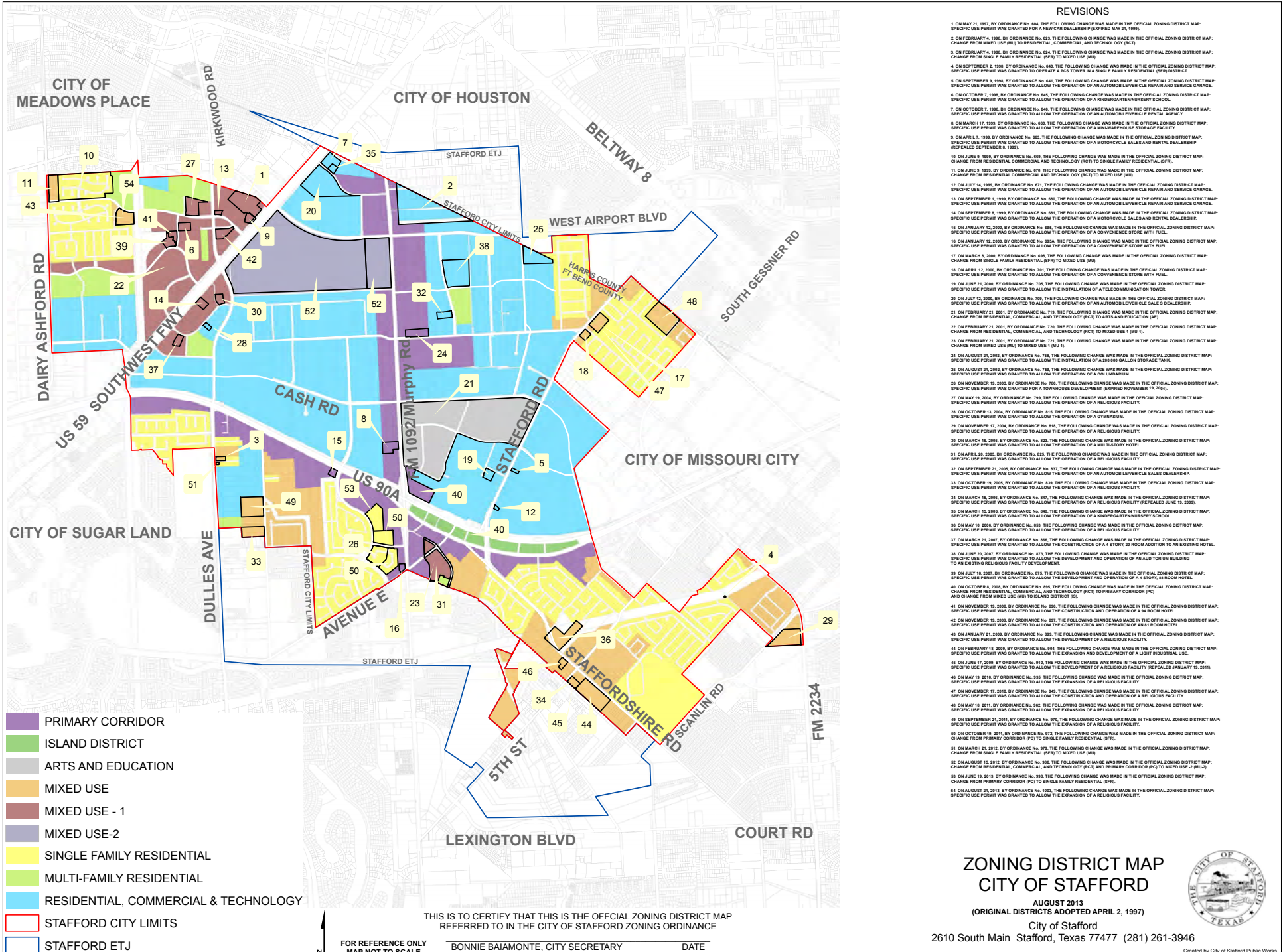


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# CITY OF STAFFORD ZONING DISTRICT MAP

## REVISIONS



- PRIMARY CORRIDOR
- ISLAND DISTRICT
- ARTS AND EDUCATION
- MIXED USE
- MIXED USE - 1
- MIXED USE-2
- SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- RESIDENTIAL, COMMERCIAL & TECHNOLOGY
- STAFFORD CITY LIMITS
- STAFFORD ETJ

THIS IS TO CERTIFY THAT THIS IS THE OFFICIAL ZONING DISTRICT MAP REFERRED TO IN THE CITY OF STAFFORD ZONING ORDINANCE

FOR REFERENCE ONLY  
MAP NOT TO SCALE  
BONNIE BAIAMONTE, CITY SECRETARY  
DATE

## ZONING DISTRICT MAP CITY OF STAFFORD

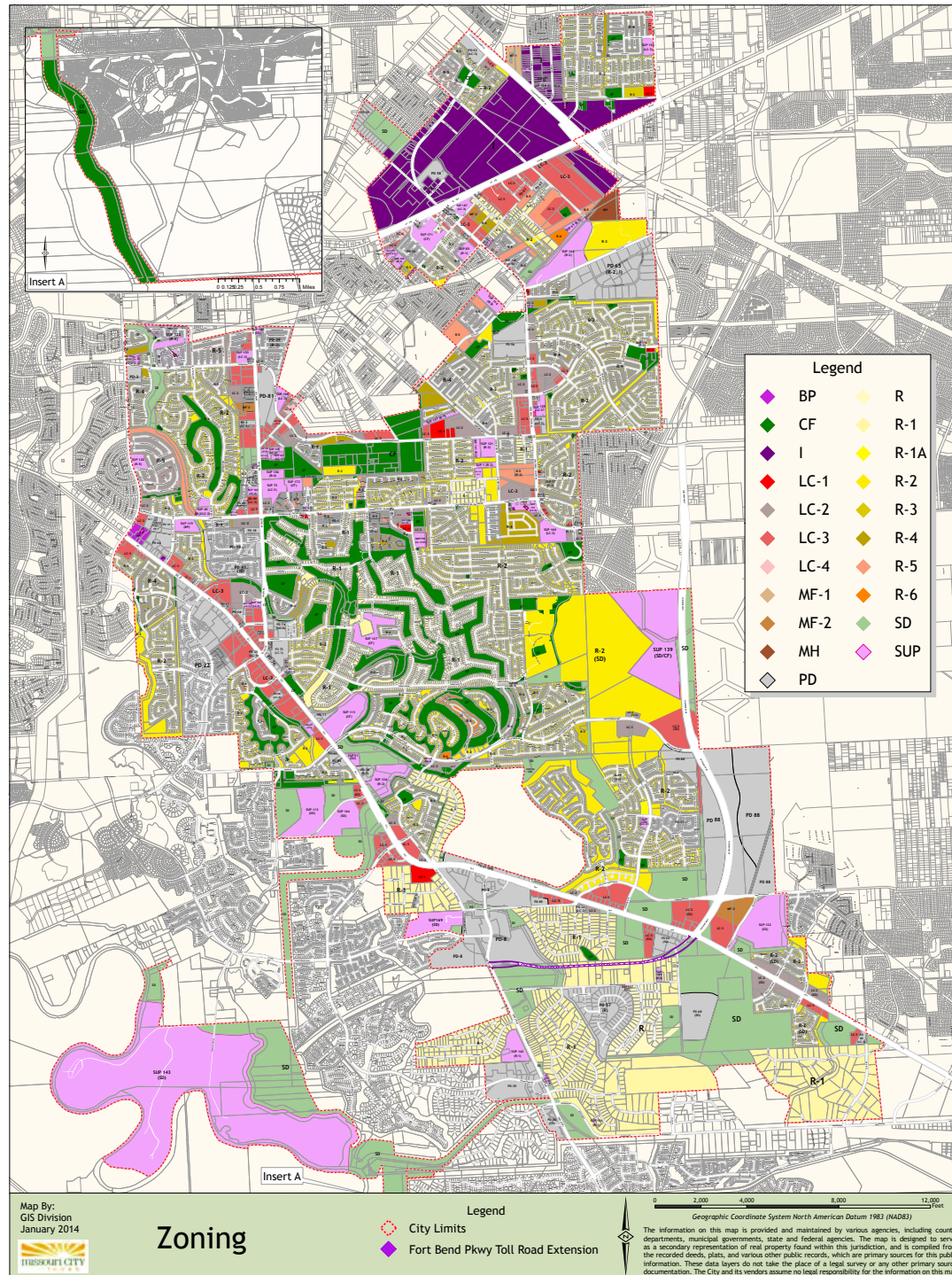
AUGUST 2013  
(ORIGINAL DISTRICTS ADOPTED APRIL 2, 1997)  
City of Stafford  
2610 South Main Stafford, Texas 77477 (281) 261-3946



Created by City of Stafford Public Works



# MISSOURI CITY ZONING DISTRICT MAP



## CLUSTER IMPLEMENTATION PROCESS<sup>1</sup>

ACTIVITY	DEFINITION	REGIONAL ACTIONS	LOCAL ACTIONS (COUNTY, CITY)
Business Development	Expanding existing businesses and attracting new firms & facilities	Identify and target businesses that fill gaps or build strengths in the area. Conduct surveying efforts to build base of information on cluster firms and to identify opportunities/threats.	Identify and target complementary businesses to fill gaps or build strength
Workforce Development	Developing the future workforce, and improving current labor pool	Identify critical cluster occupations, design new and adjust existing workforce development efforts to target critical cluster needs.	Connect residents to training that addresses known skills gaps; aggregate local demand for workforce programs
Site Development	Providing adequate sites and buildings for industry	Connect site development with regional planning efforts. Align site location and site/building characteristics with cluster needs.	Address infrastructure (utility, transportation, telecom, etc.). Identify improvements needed for existing cluster businesses, or to attract new segments
Site Selection	Direct assistance to firms seeking a new location	Develop relationships with site selection consultants in targeted industries. Provide info to consultants as needed.	Identify sites that meet the needs of specific clusters, target marketing to site selectors and regional agents.
Regulatory	Assistance in complying with government regulation	Analyze competitiveness of regional taxes, incentives, and regulations. Improve competitiveness and coordinate and streamline regulatory burdens	Align land use regulations and municipal permitting to benefit cluster growth. Advocate expansion of regulatory relief according to cluster needs.
Connecting Communities with Industry Cluster Strategies	Financial products and assistance to business	Align business finance mechanisms with cluster needs. Firms' needs may vary by size, age, and industry	Work with loan packagers to tailor funding tools for cluster firms and facilitate access to financing.
Business and Technical Assistance	Business consulting and advice to firms and entrepreneurs	Align assistance with cluster firm and entrepreneur's needs. Firms' needs may vary by size, age, and industry.	Link businesses with service providers, connect and network with other cluster mentors (firms) and associations.
Export	Assistance to businesses selling outside the US	Promote region internationally and develop connections to other nations. Develop export education programs for regional firms.	Work with export agents to identify trade partners and targets to increase exporting of local firms, and market benefits of the community to foreign firms.
Evaluation	Assessment and evaluation of development success or organization performance	Independently assess performance of region, including measurable results tied to cluster-based goals. Revisit strategy to reassess market potential, cluster targets, and industry trends.	Regularly assess performance, including measurable results tied to cluster-based goals. Ensure cluster strategy remains consistent with regional plans as they evolve.

<sup>1</sup>Carnegie Mellon University, Center for Economic Development



# The Center for Sustainable Development

Our mission is to lead the study and practice of sustainable development in Texas, the nation and the world through complementary programs of research, education and community outreach.



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