

Cypress Creek Parkway Management District

2020-2040 SERVICE and IMPROVEMENT PLAN and ASSESSMENT PLAN

DRAFT

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INTRODUCTION

IMPORTANT NOTE: This is a preliminary working document that is subject to change according to community and stakeholder input received.

Preface

This document presents a Twenty-Year Plan (2020-2040), which sets forth a vision, mission, goals to be achieved, services to be rendered, and improvements to be made in support and to the benefit of the property owners within Cypress Creek Parkway Management District (the “District”). In addition, this document outlines costs and a proposal for funding the plan for the area comprised by the District.

The Vision

The vision for the Cypress Creek Parkway Management District is to strengthen the economic position of the area making it a desirable place to invest and do business. Through strategic improvements, property owners within the district wish to enhance the desirability of the corridor through addressing beautification and overall image/brand, appearance, nuisance abatement, safety, traffic and mobility, and other economic development initiatives, aimed at retaining and attracting businesses to the area. With a focus on improvements in safety, mobility, urban design and economic development, the goal for the district is to enhance economic opportunities and investment along the corridor, while improving the quality of life of area residents.

The District's efforts will focus on providing a positive return on investments, increasing property values, enhancing local quality of life, and fostering successful businesses and investment in the community. The Twenty-Year Plan provides a base level of services and improvements designed to achieve this by making the District safer and more attractive to residents, business owners, visitors, and consumers. It also provides the board with the ability to adapt to changing conditions and demands within the District and the community at large.

In creating a management district, property owners seek to:

- Organize themselves to pursue a common vision.
- Create capital investment, services, and improvements and supplement them where needed.
- Render continuous, focused, and professional management of the area's needs.
- Provide cost-effective funding mechanisms for improvements.
- Advance the District as a desirable place to conduct business and invest.

The District's Board of Directors will pursue these goals through a variety of programs and projects which are outlined in the next section.

Projects for the first twenty years will be focused on four areas:

1. Security and Public Safety
2. Nuisance Abatement and Appearance
3. Economic Development
4. Urban Design and Mobility Infrastructure

Security and Public Safety

The strides that the District expects to make in public safety are tied to enhanced communication and cooperation among property owners, tenants, neighborhood-based organizations and law enforcement agencies. Major improvement in the current levels of public safety will result, allowing the community to grow economically and become a more welcome place for residential and business property owners, tenants, guests, visitors, and consumers.

OBJECTIVE: *Enhance security and safety in the district by providing a safe environment in both perception and reality through focused crime reduction, control, and prevention programs as well as targeted public safety projects.*

PROGRAMS and PROJECTS:

1. Partner with Harris County Sheriff's Office, Precinct 4 Constable, HPD, Metro, Department of Public Safety, School Districts, and other law enforcement agencies to proactively reduce conditions conducive to crime and provide focused attention on the safety needs of the area.
2. Establish a strong relationship with law enforcement entities and supplement programs as necessary and appropriate.
3. Develop and implement programs to assist commercial property owners with graffiti abatement and crime prevention through strategic landscaping and environmental design.
4. Build positive relationships among commercial property owners and public safety agencies through sponsorship and production of safety awareness programs and activities.
5. Compile and maintain a database for storing and analyzing crime data; use data to implement targeted programs and projects.
6. Develop a plan with CenterPoint Energy, the City of Houston, retail electric providers, and others to increase and maintain consistent street lighting in public areas.
7. Coordinate with the City to provide adequate, appropriate traffic control devices where necessary.
8. Develop and implement an All-Hazards Emergency Plan in cooperation with federal, state and local government agencies that will enable the District to assist its businesses and citizens to recover swiftly from natural disasters and similar perils.
9. On behalf of property owners, advocate for regional security needs with county, city, state, and federal law enforcement agencies.
10. Fund programs that provide supplemental security services in the District.
11. Partner with appropriate agencies in addressing the homeless problem in the area.

Nuisance Abatement & Appearance

The way an area looks and feels to those who live, work and invest in it, as well as to those who travel through it, contributes immensely to the viability of the business community and the area's overall quality of life. The District will address appearance and image, cleanliness, physical enhancements, private and public infrastructure needs, including streetscapes, open spaces such as parks, park facilities and trails. Each of these elements will increase the District's "sense of place" and positive identity. The District will address nuisance abatement issues, including heavy trash pickup, illegal dumping, abandoned structures and signs and public right-of-way maintenance. Additionally, the district will work with property owners and public entities to coordinate maintenance of setbacks and rights-of-way.

OBJECTIVE: *Mobilize resources to address nuisance abatement, improve overall cleanliness in the District and enhance beautification efforts.*

PROGRAMS and PROJECTS:

1. Increase efforts toward code enforcement for nuisance abatement, including illegal dumping, abandoned vehicles, overgrown lots, animal leash laws, vehicle parking on yards, repair or demolition of abandoned structures, abandoned signs, maintenance of sidewalks and rights-of-way adjacent to sidewalks, especially school routes.
2. Work with property owners and public entities to coordinate maintenance of setbacks and rights-of-way.
3. Develop and fund contract services for supplemental mowing, trash pick-up, and bandit sign removal on public rights-of-way.
4. In coordination with the appropriate agencies, promote esplanade and median adoptions.
5. Expand, enhance and preserve the District's public parks and trails systems.
6. Advocate for and support the development of conservation programs that focus on employer/employee-based waste and emissions reduction and recycling that bring about a healthier atmosphere.

Economic Development

The District will take a proactive role in enhancing economic opportunities in the district through business support and development, marketing and strategic public improvements. Economic development initiatives will be coordinated with other public and private economic development organizations at the local and state level. The District will promote the area to those considering the District as a business or investment opportunity.

OBJECTIVE: *Enhance economic opportunity in the District, making it a place to work, visit, live, play and invest, through strategic infrastructure and open space/recreational improvements, programming, business retention and attraction, business support and development and marketing.*

PROGRAMS and PROJECTS:

1. Develop programs and projects that support existing business owners in their efforts to grow and prosper, especially those owning small- to medium-sized enterprises that contribute to the community's well-being.
2. Provide broad support to maintaining all types of desirable businesses in the District and to attracting quality new investment.
3. Devise programs and projects to encourage and support aesthetic improvements in the business environment, including code enforcement activities and façade or facility improvement assistance.
4. Develop and implement a comprehensive business growth strategy in collaboration with other entities.
5. Work with Lone Star College, the University of Houston, Texas Southern University, other educational institutions, nonprofits and public agencies to develop and promote appropriate workforce training and business incubator programs.
6. Create a program to attract appropriate high-quality, new retail services to the area.
7. Provide public relations and marketing support for all facets of the District's activities.
8. Create a clearinghouse in the District, using the web and other media to accumulate and disseminate information designed to encourage employers, residents, the general public, and the commercial real estate community to view the area as a successful center for new business development.
9. Fund studies and projects to collect information and develop content for marketing materials about the District that meet the needs of current and prospective property owners, tenants, employers, real estate agents, meeting planners, and the public.
10. Boost business opportunities by identifying specific areas of involvement with the Greater Houston Partnership, local chambers of commerce, and neighborhood business and civic organizations.

11. Support the creation of a business forum to encourage business networking and promotion activities.
12. Implement a campaign to encourage public support and patronage of local businesses.

Urban Design and Mobility Infrastructure

The district will focus on improving mobility, access and traffic safety along the corridor, through addressing the basic infrastructure systems such as roadways, traffic control, public transportation, pedestrian amenities and utilities in a unified and consistent manner. The District will work with city, county, regional, and state entities to ensure that this area receives the required investment in construction and maintenance of that infrastructure. In addition to addressing infrastructure needs, the District will develop programs to promote beautification of the community through streetscape enhancements and the installation of perimeter and interior markers, unified signage, public art, banners, flags, and monuments.

OBJECTIVE: Enhance mobility and beautification throughout the district, through targeted infrastructure improvements and streetscape enhancements.

PROGRAMS and PROJECTS:

1. Provide funding for transportation and traffic flow studies and use available resources to assist in the design of certain mobility projects.
2. Design and implement projects to reduce cut-through traffic, congestion and speeding.
3. Monitor and improve public transportation shelters, seating, and trash services.
4. Enhance amenities for pedestrians and cyclists through planning and design with regional, county, and city agencies on capital improvements, street/sidewalk standards, bikeways, secure bicycle racks, and other facilities.
5. Identify and implement pedestrian safety improvements including sidewalks, crosswalks, signals, signage, and other improvements.
6. Address water, wastewater, and drainage requirements of the District and advocate for necessary infrastructure improvements through city, county, and state resources.
7. Develop and implement a master plan that addresses landscaping, streetscaping, lighting, bus shelters and seating, parks, trails, and open space.
8. Create District identity, visual continuity, and inviting streetscapes through improvements in landscaping, street furnishings, and visual elements.
9. Support and maintain public art at strategic locations throughout the district.

Project Management & Administration

OBJECTIVE: *Provide effective, efficient support services to District programs, including Crime Control, Prevention, and Reduction, business development, transportation planning, and visual improvements and cultural promotion at a minimal cost to commercial property owners of the District.*

PROGRAMS and PROJECTS:

1. Respond to the day-to-day needs of the District while initiating plans for long-term stability and growth.
2. Utilize human and financial resources in an efficient manner to accomplish the twenty-year service and improvement plan.
3. Advocate for the District's fair share of city, county, and state resources.
4. Accurately reflect the costs of providing services in each program area through a carefully monitored cost allocation system.
5. Provide annual financial audits that protect the financial integrity of the District and help ensure the most efficient use of resources.
6. Ensure compliance with the Texas Public Information Act ("Open Records Act"), Open Meetings Act, Public Funds Investment Act, and all other applicable state, federal and local laws and regulations.
7. Maintain an efficient level of office technology to ensure the fullest utilization of all available resources.
8. Monitor, evaluate, and adjust administrative systems and procedures to assure maximum benefit on revenues received by the District from property owner assessments, grants, contracts, and other financial resources.

THE 2020-2040 BUDGET

The District will provide funding to the four major project areas as outlined below. These figures are general projections based on needs and priorities anticipated today. From year to year, priorities will change, and this plan provides that the District's Board of Directors will have the flexibility to adjust the application of resources to meet the changing needs of the area.

Each year the District's Board of Directors will re-evaluate the plan, assess projects and services, and approve a budget for that year. Following is the projected average annual expenditure for the services authorized under this *Service and Improvement Plan*.

	Project Annual Expenditures	Projected 20 Year Total	Percent
Security and Public Safety	\$920,000	\$24,000,000	40%
Urban Design & Mobility Infrastructure	\$460,000	\$12,000,000	20%
Abatement/Enhancements	\$322,000	\$8,400,000	14%
Economic Development	\$253,000	\$6,600,000	11%
Project Management and Administration	\$345,000	\$9,000,000	15%
Creation	\$60,000		
Total	\$2,360,000	\$60,000,000	100%

ASSESSMENT PLAN: FINANCING THE VISION

Under this *Service and Improvement Plan*, the District will assess the land and improvements of commercial property owners within the District's boundaries to provide funding for the projects within the major areas of service outlined. The assessment for each year of the *Service and Improvement Plan* will not exceed \$0.10 for each \$100 of value based on the taxable property value as certified by the Harris County Appraisal District ("HCAD") with respect to that calendar year. Services and improvements are intended to be provided on a pay-as-you-go basis with assessments made to fund projects. If the Board determines that projects are needed which cannot be financed on this basis, the Board may authorize bonds or other debt financing after calling a public hearing regarding the financing options.

MORE DETAILED INFORMATION ON THE SERVICE AND IMPROVEMENT PLAN

Property Subject to Assessment. The property subject to assessment will be the land and improvements of the commercial property owners within the boundaries of the District. The following property will be exempt from assessment: single-family detached residential, duplexes, triplexes, quadraplexes, condominiums, municipalities, counties, other political subdivisions, entities exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, public utilities, and recreational property or scenic use property that meets the requirements of Section 375.163, Texas Local Government Code. Equipment and inventory are not subject to assessment.

Annual Budgets and Assessment Rates. The Board of Directors will annually evaluate the need for and advisability of the services authorized under this *Service and Improvement Plan* to determine the specific projects within the *Service and Improvement Plan* that will be undertaken the following year. The Board will then set and approve a budget for the following year consistent with the annual plan, taking into consideration the value of the property subject to assessment and the revenue that the assessment rate will produce.

As this plan is twenty years in length, it is probable that the service needs in each of the major categories will change, particularly as District objectives are met. Therefore, this *Service and Improvement Plan* allows the Board of Directors the flexibility to apply the assessment revenue to the major categories of services in varying percentages.

The District proposes to set the initial rate of assessment at \$0.10 per \$100 valuation, not to exceed \$0.10 per \$100 valuation, for each year of the *Service and Improvement Plan* based on the taxable property value as certified by HCAD with respect to that calendar year. The assessment will be made after the District's tax rolls are certified by HCAD each year to generate funds for implementation of the *Service and Improvement Plan* in the following year. The assessment roll will be revised and amended as necessary to accommodate certified valuation changes or additions made by HCAD from time to time. This would mean that a property subject to assessment valued by HCAD at \$1 million in any given year would pay an assessment of \$1,000 to fund projects in the following year if the rate of assessment were \$0.10 per \$100 valuation.

Assessment Rate Increases. Pursuant to this *Service and Improvement Plan*, the District Board of Directors is proposing a one-time assessment due and payable on an annual basis over the twenty-year life of the Plan.

Basis for Assessment. In each year of the plan, the assessment will be based on the HCAD certified taxable value for each property in such year as established by HCAD. This means that an individual property owner's assessment may vary each year.

New Construction. New construction so designated by HCAD and any property annexed into the District, if any, will be added to the assessment roll at the value set by HCAD. The Board will prepare a supplemental assessment roll for such property and levy assessments on such property for the specific benefits to be received by the services and improvements to be provided by the District. Such new construction in the District and annexations, if any, will generate new revenue. The average expenditures projected above assume a 2% growth in value per year. Over the years, it will also be necessary for the Board of Directors to consider the effects of inflation and to factor it into the District's budgets. If inflation remains low or values increase more than 2% per year, the Board anticipates the growth in assessment revenue from new construction will cover inflation during the twenty-year period and allow the District to provide most, if not all, of the services contemplated hereunder. If revenues exceed projections, the Board may allocate those additional revenues to each program category.

Assessments would become due and payable and become delinquent and incur penalties and interest in accordance with the provisions relating to ad valorem taxation contained in the Texas Tax Code. Assessments will also be subject to the recapture provisions, which apply to change in use of agricultural land in accordance with the Texas Tax Code.

The delivery of the services and improvements is anticipated to add value to all properties within the District. The District property owners will be able to collectively leverage greater resources, resulting in increased levels of service and an enhanced public awareness and image for the District. An improved District benefits property owners directly and also the Houston metropolitan region at large. A boundary map of the District is attached.

Credit against certain property owners' association assessments. The Purposes of the District are served when groups of property owners take upon themselves the goals and functions that would otherwise be carried out by the District. In some instances, the financial efforts of associations of the owners of assessable property in the District duplicate the services or projects of the District, thereby allowing the District to focus its financial efforts on other property. In such event, a property owners' association representing property subject to assessment by the District may petition the District's Board for a credit against a District assessment if such duplication is established to the satisfaction of the Board. The petition must be received on or before 15 days prior to the date the budget for the following year is finalized by the Board to allow the Board to accommodate a valid petition. In the alternative, the Board may allow a credit applicable to the entire Plan or the balance thereof. The credit shall be determined calculating the amount of the petitioner's self-assessment representing the duplicated efforts and providing a corresponding offset against the applicable District annual assessment.

*If you have any questions, or wish to set up a personal visit with
Cypress Creek Parkway Management District
please call the District Administrator at 713.595.1200.
Thank you for your consideration of this plan.*

Map 1c

