NOTICE: ANY SUBJECT APPEARING ON THIS AGENDA, REGARDLESS OF HOW THE MATTER IS STATED, MAY BE ACTED UPON BY THE BOARD OF DIRECTORS OF TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION.

TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION
BOARD OF DIRECTORS MEETING

AGENDA

AUGUST 10, 2022 - 3:00 P.M.

CITY HALL COUNCIL ROOM
1801 9th Ave. N.
Texas City, TX 77590

PLEASE NOTE: Public comments and matters from the floor are generally limited to 3 minutes in length. If you would like to request to speak, please do so in advance of the meeting by filling out a Request To Address Commission form. All in attendance are required to remove hats and/or sunglasses (dark glasses) during meetings and to also silence all cell phones and electronic devices.

1. DECLARATION OF QUORUM

2. ROLL CALL

3. CONFLICT OF INTEREST DECLARATION

4. Consider Approval of the May 4, 2022 Meeting Minutes.

5. PUBLIC COMMENTS

6. NEW BUSINESS

   a. Consider and take action authorizing the demolition of property located at 110, 4th Street N., Texas City, Galveston County, Texas.

   b. Consider and take action authorizing the demolition of the building located at 1117, 7th Street N., Texas City, Galveston County, Texas.

   c. Consider and take action authorizing the demolition of property located at 917, 3rd Avenue N., Texas City, Galveston County, Texas.

7. EXECUTIVE SESSION

a. Discussion with City Attorney regarding 6th Street Lease Agreement

b. Discussion with City Attorney regarding 6th Street Business Owner Incentive Package Agreement.

8. UPDATES AND REPORTS

a. Discussion with Garner Economics LLC regarding the draft Strategic Plan - Pathways to Prosperity, An Economic Development Action Plan for Texas City, Texas.

9. REQUEST AGENDA ITEMS FOR FUTURE MEETINGS

10. ADJOURNMENT

I, THE UNDERSIGNED AUTHORITY, DO HEREBY CERTIFY THAT THIS NOTICE OF MEETING WAS POSTED ON THE BULLETIN BOARDS AT CITY HALL, 1801 9TH AVENUE NORTH, TEXAS CITY, TEXAS, AT A PLACE CONVENIENT AND READILY ACCESSIBLE TO THE GENERAL PUBLIC AND ON THE CITY'S WEBSITE ON AUGUST 3, 2022, PRIOR TO 5:00 P.M., AND REMAINED SO POSTED CONTINUOUSLY FOR AT LEAST 72 HOURS PRECEDING THE SCHEDULED TIME OF SAID MEETING.

_____

Texas City Economic Development Corporation

TCEDC Agenda **4.**
Meeting Date: 08/10/2022

Submitted By: Rhomari Leigh, City Secretary
Department: City Secretary

ACTION REQUEST (Brief Summary)
Consider Approval of the May 4, 2022 Meeting Minutes.

BACKGROUND

ANALYSIS

ALTERNATIVES CONSIDERED

Attachments

Minutes

TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION
BOARD OF DIRECTORS MEETING

MINUTES

MAY 4, 2022 - 3:00 P.M.

CITY HALL CONFERENCE ROOM

The Texas City Economic Development Corporation Board of Directors met May 4, 2022, at 3:00 p.m., in the City Hall Conference Room, 1801 9th Avenue North, in Texas City, Texas. A quorum having been met, the meeting was called to order at 3:04 p.m. by Mark Ciavaglia with the following in attendance:

(1) DECLARATION OF QUORUM

(2) ROLL CALL

Present:	Mark Ciavaglia, Chairperson
	Randy Dietel, Vice-Chairperson
	Dedrick D. Johnson, Mayor/ Director
	Laura Boyd, Ex-Officio Member / Treasurer
Absent:	Brandi Peterson, Director
	Bruce Clawson, Director
Staff Present:	Jon Branson, Executive Director of Management Services
	Garrett McLeod, Economic Development Director
	Rhomari Leigh, Board Secretary
	George Fuller, City Staff
	Ryan McClellen, City Staff
Attendees:	Melissa Duarte, TCISD

(3) CONFLICT OF INTEREST DECLARATION

There were none.

(4) Consider Approval of the April 6, 2022 Meeting Minutes.

(5) PUBLIC COMMENTS

There were none.

(6) NEW BUSINESS

(a) Discuss and consider approval of the sale of TCEDC owned property located at 2129 7th Avenue North to Brenda and Donald Allen Poole

Motion by Mayor/ Director Dedrick D. Johnson, Seconded by Vice-Chairperson Randy Dietel

Vote: 3 - 0 CARRIED

(b) Discuss and consider for approval the purchase of property located at 2609 Texas Avenue from Brenda and Donald Allen Poole

Motion by Mayor/ Director Dedrick D. Johnson, Seconded by Vice-Chairperson Randy Dietel

Vote: 3 - 0 CARRIED

(c) Discuss and consider for approval a resolution, approving the abatement and demolition of two commercial structures located at 801 Texas Avenue and 723 Texas Avenue

Motion by Vice-Chairperson Randy Dietel, Seconded by Mayor/ Director Dedrick D. Johnson

Vote: 3 - 0 CARRIED

(7) UPDATES AND REPORTS

(a) Texas City EDC Staff Update

(b) Small Business Development Center Update

(c) Texas City ISD Update

Dr. Duarte stated that 15 students were hired by 7 local businesses at the TCISD Signing Ceremony for those enrolled in the Career and Techmical Education Program.

(8) REQUEST AGENDA ITEMS FOR FUTURE MEETINGS

(9) ADJOURNMENT

Having no further business, Mark Ciavaglia made a Motion to ADJOURN at 3:15 p.m. The meeting was adjourned.

_____

Board Secretary
Texas City Economic Development Corporation

Date Approved: _____

TCEDC Agenda **6. a.**

Meeting Date: 08/10/2022

Consider Demolition of building located at 110, 4th Street N.

Submitted For: Jon Branson, Management Services

Submitted By: Jon Branson, Management Services

Department: Management Services

ACTION REQUEST (Brief Summary)

Consider and take action authorizing staff to enter into a demolition contract in the amount of up $50,000 for an abandon and dangerous structure located at 110, 4th Street N. in Texas City.

BACKGROUND

The property located at 110, 4th Street N. in Texas City is in a state of disrepair and therefore is in need of demolishing. The property owner has worked with the Legal Department and has agreed to allow the building to be demolished. Proposals are currently being solicited for the demolition of the structure. After demolition, the Corporation will have a lien subordinate only to property taxes on the property for the cost(s) incurred which the Corporation can judicially foreclose upon after 180 Days. Staff is requesting approval from the Corporation to demolish the building up to a cost of $50,000.

ANALYSIS

Staff recommends approval of the demolition of the structure located at 110, 4th Street N.

ALTERNATIVES CONSIDERED

Attachments

110 4 Street N

Resolution

TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION

RESOLUTION NO. 2022-16

A RESOLUTION APPROVING THE DEMOLITION AND ABATEMENT OF PROPERTY LOCATED AT 110 4TH STREET NORTH, TEXAS CITY, GALVESTON COUNTY, TEXAS; AND PROVIDING THAT THIS RESOLUTION SHALL BECOME EFFECTIVE FROM AND AFTER ITS PASSAGE AND ADOPTION.

WHEREAS, at a meeting of the Board of Directors of the Texas City Economic Development Corporation ("TCEDC"), duly held on August 10, 2022, a general discussion was held concerning the demolition and abatement of property located at 110 4th Street North, Texas City, Galveston County, Texas; and

WHEREAS, it is proposed that the Texas City Economic Development Corporation approves an amount not to exceed $50,00.00 to demolish property located at 110 4th Street North, Texas City, Galveston County, Texas.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION THAT:

SECTION 1: The Board of Directors of the Texas City Economic Development Corporation approves the demolition of property located at 110 4th Street North, Texas City, Galveston County, Texas for an amount not to exceed $50,000.00.

SECTION 2: The Chairperson or Vice Chairperson is hereby authorized to execute any documents necessary for the demolition of the described property.

SECTION 3: This Resolution shall be in full force and effect from and after its passage and adoption.

PASSED AND ADOPTED this 10th day of August 2022.

_____

CHAIRPERSON/VICE CHAIRPERSON
Texas City Economic Development Corporation

ATTEST:

_____

BOARD SECRETARY
Texas City Economic Development Corporation

TCEDC Agenda **6. b.**

Meeting Date: 08/10/2022

Consider Demolition of building located at 1117, 7th Street N

Submitted For: Jon Branson, Management Services

Submitted By: Jon Branson, Management Services

Department: Management Services

ACTION REQUEST (Brief Summary)

Consideration of the demolition of the building located at 1117, 7th Street N., in Texas City.

BACKGROUND

The building located at 1117, 7th Street N., is dangerous and is in need of demolition. The Legal Department has entered into an Agreed Order with the property owner to demolish the substandard and dangerous building. As a result of the Agreed Order, after demolition, the Corporation will have a lien subordinate only to property taxes on the property for the cost(s) incurred which the Corporation can judicially foreclose upon after 180 days.

The project is in the process of being bid out at this time. Based on the size of the structure, it is anticipated the demolition project will cost approximately $125,000.

ANALYSIS

Staff is recommending approval from the Corporation to demolish the building located at 1117, 7th Street N., up to a cost of $125,000.

ALTERNATIVES CONSIDERED

Attachments

1117 7th Street N

Resolution

BIKE ROUTE

TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION

RESOLUTION NO. 2022-17

A RESOLUTION APPROVING THE DEMOLITION AND ABATEMENT OF PROPERTY LOCATED AT 1117 7TH STREET NORTH, TEXAS CITY, GALVESTON COUNTY, TEXAS; AND PROVIDING THAT THIS RESOLUTION SHALL BECOME EFFECTIVE FROM AND AFTER ITS PASSAGE AND ADOPTION.

WHEREAS, at a meeting of the Board of Directors of the Texas City Economic Development Corporation ("TCEDC"), duly held on August 10, 2022, a general discussion was held concerning the demolition and abatement of property located at 1117 7th Street North, Texas City, Galveston County, Texas; and

WHEREAS, it is proposed that the Texas City Economic Development Corporation approves an amount not to exceed $125,00.00 to demolish property located at 1117 7th Street North, Texas City, Galveston County, Texas.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION THAT:

SECTION 1: The Board of Directors of the Texas City Economic Development Corporation approves the demolition of property located at 1117 7th Street North, Texas City, Galveston County, Texas for an amount not to exceed $125,000.00.

SECTION 2: The Chairperson or Vice Chairperson is hereby authorized to execute any documents necessary for the demolition of the described property.

SECTION 3: This Resolution shall be in full force and effect from and after its passage and adoption.

PASSED AND ADOPTED this 10th day of August 2022.

_____

CHAIRPERSON/VICE CHAIRPERSON
Texas City Economic Development Corporation

ATTEST:

BOARD SECRETARY
Texas City Economic Development Corporation

TCEDC Agenda **6. c.**

Meeting Date: 08/10/2022

Consider Demolition of building located at 917, 3rd Avenue N.

Submitted For: Jon Branson, Management Services

Submitted By: Jon Branson, Management Services

Department: Management Services

ACTION REQUEST (Brief Summary)

Consider and take action authorizing staff to enter into a demolition contract in the amount of up to $50,000 for a dangerous and deplorable building located at 917, 3rd Avenue N., in Texas City.

BACKGROUND

The property at 917, 3rd avenue N., is in deplorable condition and is a hazard to the public and therefore requires demolishing. The Legal department has reached a voluntary release of the property with the property owner to proceed with the demolition. Quotes are currently being solicited for the demolition project. After demolition, the Corporation will have a lien subordinate only to property taxes on the property for cost(s) incurred which the Corporation can judicially foreclose upon after 180 days.

Staff is requesting approval of the Corporation to demolish the building up to a cost of $50,000.

ANALYSIS

Staff recommends approval of the demolition of the structure located at 917, 3rd Avenue N.

ALTERNATIVES CONSIDERED

Attachments

917 3rd Avenue N.

Resolution

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TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION

RESOLUTION NO. 2022-18

A RESOLUTION APPROVING THE DEMOLITION AND ABATEMENT OF PROPERTY LOCATED AT 917 3RD AVENUE NORTH STREET NORTH, TEXAS CITY, GALVESTON COUNTY, TEXAS; AND PROVIDING THAT THIS RESOLUTION SHALL BECOME EFFECTIVE FROM AND AFTER ITS PASSAGE AND ADOPTION.

WHEREAS, at a meeting of the Board of Directors of the Texas City Economic Development Corporation ("TCEDC"), duly held on August 10, 2022, a general discussion was held concerning the demolition and abatement of property located at 917 3rd Avenue North, Texas City, Galveston County, Texas; and

WHEREAS, it is proposed that the Texas City Economic Development Corporation approves an amount not to exceed $50,00.00 to demolish property located at 917 3rd Avenue North, Texas City, Galveston County, Texas.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE TEXAS CITY ECONOMIC DEVELOPMENT CORPORATION THAT:

SECTION 1: The Board of Directors of the Texas City Economic Development Corporation approves the demolition of property located at 917 3rd Avenue North, Texas City, Galveston County, Texas for an amount not to exceed $50,000.00.

SECTION 2: The Chairperson or Vice Chairperson is hereby authorized to execute any documents necessary for the demolition of the described property.

SECTION 3: This Resolution shall be in full force and effect from and after its passage and adoption.

PASSED AND ADOPTED this 10th day of August 2022.

_____

CHAIRPERSON/VICE CHAIRPERSON
Texas City Economic Development Corporation

ATTEST:

BOARD SECRETARY
Texas City Economic Development Corporation

TCEDC Agenda **8. a.**

Meeting Date: 08/10/2022

Discussion with Garner Economics LLC regarding Strategic Plan

Submitted For: Jon Branson, Management Services

Submitted By: Jon Branson, Management Services

Department: Management Services

ACTION REQUEST (Brief Summary)

Discussion with Garner Economics LLC regarding the draft Strategic Plan - Pathways to Prosperity, An Economic Development Action Plan for Texas City, Texas

BACKGROUND

On November 30, 2021, the Texas City Economic Development Corporation (TCEDC) authorized an agreement with Garner Economics LLC to develop a strategic plan for the Texas City Economic Development Corporation to provide an action plan for the TCEDC to follow over the next five-years. Elements of the plan were to include the following:

A. Target Industry Analysis
B. Other Development and Redevelopment Strategies
C. Business Retention & Expansion Efforts & Strategies
D. Economic Development Incentive Policy Review
E. Marketing, Tourism, Website Analysis and Review
F. Department Analysis
G. Implementation Plan

Garner Economics LLC., has completed the plan and will be providing an overview to the Corporation at the August 10th meeting.

ANALYSIS

Review and discuss the proposed Strategic Plan with Garner Economics LLC.

ALTERNATIVES CONSIDERED

Attachments

Strategic Plan

Garner | Economics LLC
solutions that work

In partnership with dci

Pathways to Prosperity:

An Economic Development Action Plan for Texas City, Texas

June 2022

Prepared for:

Texas City
ECONOMIC DEVELOPMENT CORPORATION

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Executive Summary

Texas City, Texas

In January 2022, Texas City, Texas, retained Garner Economics, LLC and its marketing partner, Development Counsellors International (DCI), to help create a multi-year economic development strategy that takes into account the dynamics of the Texas City market and propels the City into a more diverse, high-value economic growth.

The resulting plan, **PATHWAYS TO PROSPERITY: AN ECONOMIC DEVELOPMENT ACTION PLAN FOR TEXAS CITY, TEXAS**, details the asset development, marketing, and organizational changes the City and its economic development partners must take to make Texas City a competitive business location. This plan will help the City attract and retain businesses that will create jobs and opportunities and attract talent.

Specifically, the scope of services for the overall project included:

- A comprehensive and holistic assessment of key forces driving the economy and its shifting dynamics;
- An Assets & Challenges Assessment (A&C) of Texas City from the perspective of a site-location consultant that facilitates investment decisions;
- Recommendations for business targets suitable for the City and its partners to pursue, based on our research and analysis;
- Marketing recommendations to facilitate investment in the retail, industrial, and hospitality sectors;
- A workforce development service delivery assessment evaluation of the long- and short-term talent pipeline development in Texas City; and finally,
- A set of implementable recommendations that the leadership in the City can use to enhance the economic well-being of the area and make the City desirable for business and talent while sustaining and enhancing its quality of place.

Project Approach & Methodology

Analysis and Assessments

In April 2022, Garner Economics published a summary of the Phase One discovery process, called the **COMPETITIVE REALITIES REPORT (CRR)** — a compilation of local and regional facts and data points. This discovery process informed the work to identify target opportunities for Texas City and to formulate recommendations to enhance the City's economic vitality and its ability to both attract and retain companies and talent. A standalone marketing strategy was provided by our partner, DCI. The assessments and key findings were presented to Texas City and are summarized in chapter 1.

Target Business Sectors

The optimal business sector targets presented in chapter 2 provide the rationale for three core business sector targets and one target for improving Texas City's quality of place. Together, the targets will help the City grow and diversify its economic base, as well as mitigate identified challenges. These targets are best fits for Texas City based on the current economic and business climate conditions.

The targets are recommended given the City's attributes, assets, and proximity to other economic drivers. Each target group has a profile with valuable data and narrative to support the selections later in the report. While target marketing is primarily the work of economic development, the execution of the quality of place target might typically be led by organizations other than the City.

Recommendations

In conducting this analysis, the Garner Economics team found that Texas City has some assets but also has challenges that need to be overcome or mitigated to strengthen the City's competitiveness as a place for business. To ensure that Texas City can meet its full potential, leverage its assets, and diversify its economic base to retain current companies and attract the recommended business targets, the City and its many partners must be proactive in driving the community's economic future and setting it apart from peers and competitors.

Chapter 3 offers a set of implementable recommendations that will help Texas City better focus its efforts to attract high-quality companies and talent, and position the City to attract, retain, and grow economic prosperity. The recommendations reflect items that Texas City Economic Development and its economic development partners should undertake to mitigate the current product challenges and better position the City to site-location advisors or companies in the identified target business sectors. Our partner, DCI, created a standalone marketing strategy, and this document contains a summary of its recommendations.

The recommendations are categorized into four categories:

Asset Development

Use product improvement initiatives to ensure Texas City can compete to attract, retain, and grow the types of companies and talent the community desires.

Execute Effectively

Build programming that results in outstanding economic development service delivery across all City municipal economic development functions.

Entrepreneurial Development

Build an entrepreneurial ecosystem that will drive Texas City's economic growth from local businesses and entrepreneurs.

Communicate the Brand

Employ marketing tactics to create awareness of Texas City as a premier location for businesses and residents to drive leads, jobs, and investment to the City.

The recommendations proposed in **PATHWAYS TO PROSPERITY: AN ECONOMIC DEVELOPMENT ACTION PLAN FOR TEXAS CITY, TEXAS** call on Texas City Economic Development to enhance its economic development service delivery, re-position marketing efforts to target specific business clusters, and advocate for initiatives that will build upon and improve the City's available product and overall business climate. By highlighting its unique advantages and existing assets, the Texas City Economic Development can shape the City's economic future and encourage the business and talent growth the community desires.

Chapter 1: Where Texas City Stands as a Place for Business

A Summary of the **COMPETITIVE REALITIES REPORT**

This chapter summarizes the team's findings in Phase One, the discovery phase, of the project. The full **CRR** contains detailed information that serves as a compilation of local facts and data points with quantitative analysis and some subjective opinions.

To build the report, the team collected data, conducted on-site visits, and solicited opinions and feedback from the area's stakeholders from a site-selection perspective. The team used the same criteria and measures that potential companies looking to invest or expand in Texas City would employ. Additionally, Texas City's economic position was compared against the benchmark cities of neighboring Baytown, Texas, and Florence, Alabama, along with the state of Texas and the nation. City-level benchmarks were selected by Texas City's economic development team for their similarities or their aspirational qualities. The **CRR** consists of:

- Asset & Challenges Assessment;
- Stakeholder input (compiled through a series of focus groups, interviews, and an electronic survey);
- Demographics and community analysis; and
- Assessment mapping of the workforce development delivery system.

In addition to informing the targeting and recommendations phases of the project, having a solid sense of where Texas City stands allows the economic development team to recognize the area's strengths so they can be marketed and to identify gaps in the area's product so they can take steps to mitigate those gaps and nurture a more attractive business climate.

Assets & Challenges Assessment Summary

Garner Economics undertook primary and web-based research to assess where the area stands. This was done through a windshield tour of the area and against a predetermined list of 55 criteria used to evaluate the area from a site-selection perspective. Garner Economics assessed Texas City based on the qualities, elements, and infrastructure that a business will look for when considering the City as a place for its operations. Ratings were identified by evaluating the City's position for each of the factors against the state of Texas, the United States, and, in many instances, the benchmarked communities of Baytown, Texas, and Florence, Alabama.

Of the 55 variables analyzed, 26 were considered an Asset and 12 a Challenge (17 rated as Neutral). An Asset rating indicates a positive feature of the City that would be evaluated and rated as a competitive strength versus the benchmark locations. Quality of place or a community's "charm factor" is one of the categories assessed and is a prime consideration for site selection because of its importance in attracting people and talent.

The assessment allows us to document existing challenges in the City that constitute potential barriers for successful economic development to occur. By knowing what challenges or gaps exist, the City and its partners can take the steps necessary to mitigate the situation, strengthen its overall "product," and be a more attractive business location. Likewise, by knowing its strengths, the City and its economic development department can better leverage those strengths in their efforts to attract businesses. The following table summarizes the findings of the **ASSET & CHALLENGES ASSESSMENT**.

Table 1.1: Texas City's Assets & Challenges

A&C DASHBOARD

↑ Indicates Texas City is better (more positive) compared to the benchmarked geographies, or points to a positive trend or asset within the area.

→ Indicates the City is neutral or normal, neither positive nor negative. Indicator may represent an observation or be in the middle of the benchmarked geographies.

↓ Indicates the City performs worse compared to the benchmarked geographies, or points to a negative trend or challenge within the area.

	↑ Assets	↓ Challenges	→ Neutral
Access to Markets	• Centrally located for major regional market • Well-positioned to serve international markets • Rail service • Port facilities • Within one hour of commercial air passenger service • General aviation airport capable of handling corporate aircraft • Broadband availability and speeds	• Centrally located for national market	• Interstate highways
Labor	• Availability of skilled industrial workers (30-minute drive-time from Texas City) • Availability of knowledge workers/computer techs (30-minute drive-time from Texas City) • Availability of managerial personnel (30-minute drive-time from Texas City) • Availability of postsecondary vocational training • Within 45 minutes of major university/college(s)	• Quality of labor-management relations	• Availability of skilled administrative support workers (30-minute drive-time from Texas City) • Cost of labor • Availability of engineering or computer science programs(s)
Access to Resources	• Availability of manufacturing processes • Community has a strong area of specialization in petrochemical and oil and gas refineries	• Limited number of professional, scientific, and technical services compared to the benchmarks • Limited agribusinesses or aquaculture-related businesses	No Neutral rankings noted
Local Economic	• Level of leadership support of economic development program	• Adequate level of professional staff	• Involvement of both public and private sectors • Local economic development organization has a strategic plan

	Assets	Challenges	Neutral
Development Program	• Level of cooperation between organizations involved in economic development activity • Level of awareness of community regarding the economic development process • Level of funding for local economic development program		
Access to Space	No Assets noted	• Fully served and attractive flex/industrial sites • Fully served and attractive office sites • Suitable flex space (bldgs.) • Suitable office space (Class A and B space)	No Neutral rankings noted
Access to Capital	• Availability of tax-exempt financing for new industrial facilities • Financing available through the County or cities for business activity growth and retention	• Availability of venture capital from local sources for business startups or early-stage funding	No Neutral rankings noted
Government Impact on Business	• Availability/capacity of water and wastewater treatment (in select locations) • Availability and type of local incentives • Business-permitting procedures and costs • Local (County) property taxes	No Challenges noted	• Condition and maintenance of local streets • Quality of local elementary and secondary education (test scores)
Quality of Place	• Availability of apartments • Availability of recreational opportunities	No Challenges noted	• Availability of executive-level housing • Availability of moderate-cost housing • Cost-of-living index • Level of crime • Level of cultural activity • General appearance of the community • Major shopping facilities • Availability of adequate medical facilities • Availability of quality hotels, motels, and resorts • Variety of local restaurants • Appearance of the Central Business District(s)

Stakeholder Input

As a complement to the assessment of the physical and regulatory structure of Texas City against its benchmarked peers, Garner Economics conducted four focus groups of key stakeholders in the area and distributed an electronic survey to reach the City's broader stakeholders. Interviews were also undertaken to collect information from select stakeholders. The purpose of these exercises was to solicit a variety of perceptions of Texas City's business climate, brand perceptions, and areas for improvement from community stakeholders.

146 Total Stakeholder Contacts

108 E-Survey Responses

4 Focus Groups

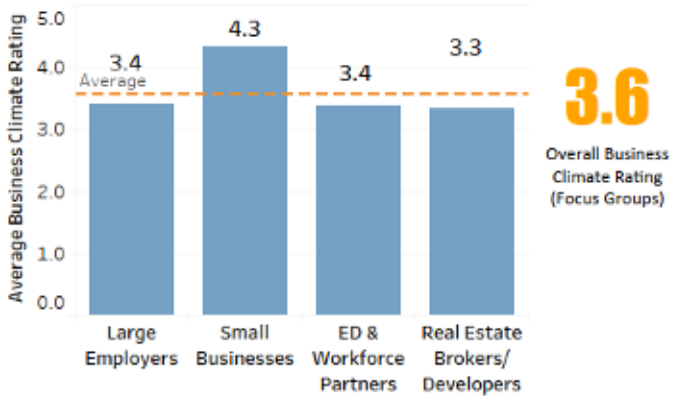
A total of 38 stakeholders participated in the focus groups. Each group was asked the same set of questions. To reach a broader audience of the City's business community, Garner Economics conducted an electronic survey, posing similar questions used in the focus groups. Generally speaking, the survey respondents are not as closely involved in the City's economic development efforts as the focus group participants, but those efforts have an impact on the overall climate in which they operate their businesses. The survey was in the field February 7-25, 2022, and was completed by 108 respondents. The **CRR** contains additional information on stakeholder feedback.

Business Climate

Focus groups and survey participants ranked the City's business climate above average. Business climate, for this exercise, is defined as the policies and laws enacted by the City that impact local businesses. The focus group respondents gave Texas City a 3.6 rating on business climate, while the average among the survey respondents was 3.45.

Along with available tax abatements, business climate was rated in the top five strengths of Texas City. One participant stated that the City was responsive and "got us answers within a day" but clarified that the staff was as effective and powerful as the process allows.

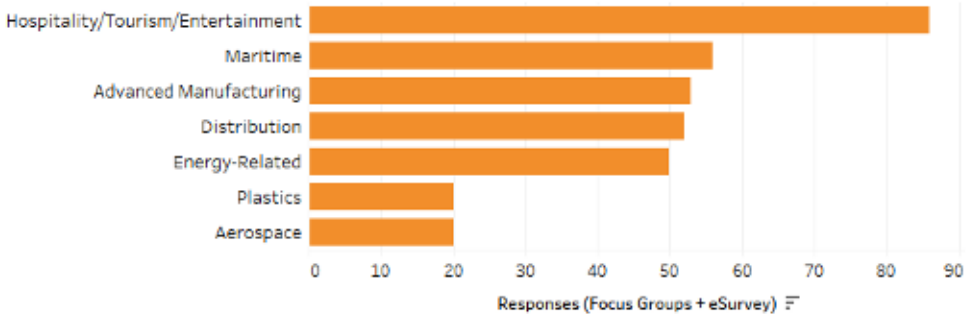
Figure 1.1 Focus Group Business Climate Rating, Scale of 1 (worst) to 5 (best)



Potential Target Industries

When asked what industries or types of businesses would be a good fit for Texas City, respondents most frequently noted hospitality/tourism/entertainment with approximately 23% of total suggestions. Other top choices included maritime with 15% of total responses, advanced manufacturing (14%), distribution (14%), energy-related (13%), aerospace (5%), and plastics (5%).

Figure 1.2 Potential Target Industry Responses



Demographic & Economic Assessment

As a complement to the asset benchmarking work above, the team examined data sets that reveal Texas City's economic position relative to the benchmark cities of Baytown, Texas, and Florence, Alabama, along with the state of Texas and the national average.

This analysis relies heavily on raw objective data collected by governmental or impartial third-party agencies. Garner Economics used data that can be verified and, for which, comparisons with other cities or areas can be made at the level of detail preferred by most site-selection professionals. Metrics analyzed for the process were rated showing positive (↑), neutral (→), or negative indicators (↓). In all cases, the original and most current available data as of March 2022 are used.

The ratings presented in Figure 1.3 and industry and occupational analysis (Figure 1.4) are included in further detail in the **CRR**.

Figure 1.3 Demographic and Community Trend Rankings (relative to competitive set)

↑11 Positive

- Population Trends
- Age Distribution
- Diversity
- Migration
- Per Capita Income
- Broadband
- Labor Draw Analysis
- Commuting Patterns
- Unionization (Metro)
- Colleges & Universities
- Degrees Awarded

→13 Neutral

- Educational Attainment
- Graduation Rates
- ACT & SAT Scores
- Household Income
- Poverty
- Cost of Living
- Crime Rate
- Environmental Status
- Labor Force & Unemployment
- Labor Force Participation Rate
- Participation Rate of Families
- Industry Sector Composition
- Annual Wages

↓2 Negative

- Self-Employment
- Job Growth

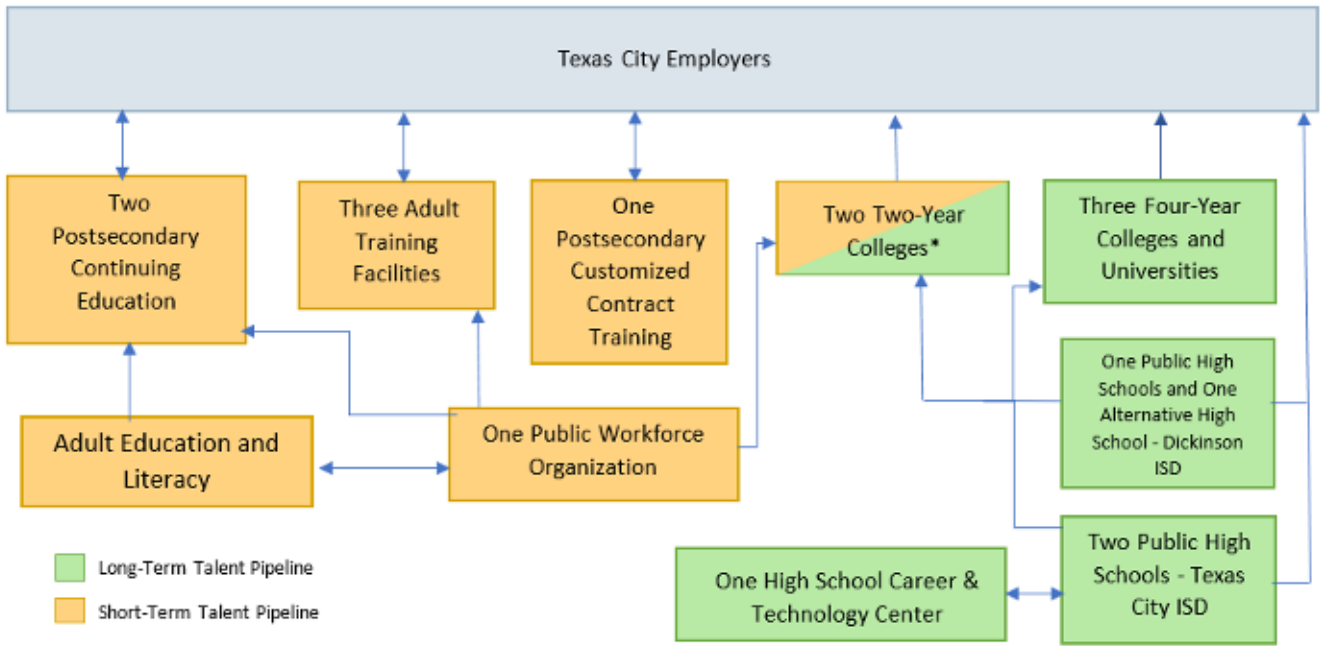
Workforce Delivery Assessment and Mapping

Garner Economics undertook a deep dive into the structure of those organizations that are engaged in training people for work and, ultimately, building the talent pipeline.

The Texas City Workforce Asset Mapping identified education and training partners that contributed to both the long-term (traditional) and short-term talent pipeline development. There are three public high schools and one alternative education center with a collective enrollment of nearly 5,900 students. The Industrial Trades Center provides career and technical education courses for students attending Texas City and La Marque high schools.

Five postsecondary institutions are in the Texas City workforce development ecosystem offering certificates, associate, bachelor's, and graduate degrees. Four of these schools graduated nearly 4,900 students with bachelor's degrees in the past two years. Additionally, a total of 1,810 associate degrees were awarded by two Texas City area colleges in that same time frame. For short-term training (less than two years), there were about 1,500 certificates earned from two postsecondary institutions in the area.

Figure 1.4 Texas City Workforce Development Delivery System Flow Chart



*Includes Galveston College

Chapter 2: Optimal Targets for Texas City

The optimal business sector selections are based on the specific characteristics of the economy and assets of Texas City, Texas, with consideration of the surrounding area. The recommended target families are designed to assist the City and its economic development efforts in prioritizing resources and focusing on sectors in which Texas City holds a competitive advantage, has growth potential, and/or improves the quality of place. This approach will help policymakers prioritize the City's community and economic development strategy. It is important to note that the petroleum refinery sector ecosystem is occurring organically and is not included here as a target sector or prioritized for marketing dollars to reflect ongoing efforts to diversify the local economy.

Garner Economics uses a desirability and feasibility screening matrix to determine the optimal targets. Desirability begins by considering the types of business sectors that stakeholders of Texas City would like to see in the community (Figure 2.1). Feasibility includes what the City can reasonably achieve in the short- to mid-term, based on current or planned locational assets and an analytical review of the economy and workforce.

Using results from the previously completed **CRR**, the **ASSETS & CHALLENGES ASSESSMENT**, focus groups, a community survey, and field visits, three business families were chosen that best match Texas City's competitive advantages to the needs of particular business sectors. These targets are presented as collaborative, community targets led by the Texas City Economic Development Department or other relevant organizations such as the Chamber of Commerce, the Convention & Visitors Bureau, etc. The targets are Blue Economy, Innovative Manufacturing, and Engineering Tech.

In addition to these core business targets, a fourth target, Experience Texas City, is presented to enhance the quality of place. The execution of this target may typically be led by organizations other than the City. This goal serves to cultivate retail and experiential activities to improve the visitor experience as well as invest in the quality of place and to support the emerging outdoor recreation happening in the City. This target has a direct linkage to talent attraction and retention and builds on both residents and visitors experiencing Texas City.

These optimal targets can be approached via several ways — recruitment, entrepreneurial encouragement — "grow your own," and possible retention for some businesses. These three prongs of economic development activity will create opportunities for Texas City and its citizens.

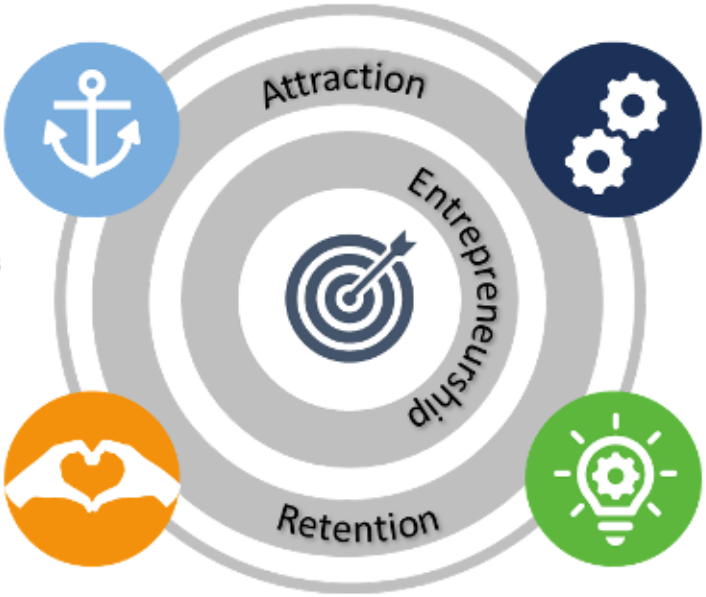
It is important to note that petroleum refining is not included as a target due to its existing strength that will attract business without significant proactive marketing from Texas City Economic Development. This will, however, be an asset for other targets.

For each targeted business sector, the community's competitive advantages are presented along with national trends and projections of the targets. It is important to note that some target sectors may be stagnant or losing jobs nationally — particularly in the wake of COVID-19, but the particular set of economic development assets in Texas City position it to capture any growing demand to produce new jobs and improved gross domestic/regional product. For each target, a list of individual subsectors with accompanying NAICS classifications as well as a list of rationales that are identified as appealing to the needs of prospects (P) or the community (C) is presented. These profiles and rationale can be used as a guide for assets to include in marketing efforts.

Figure 2.1: Optimal Target Screening Process

- **Blue Economy**
- **Innovative Manufacturing**
- **Engineering Tech**
- **Experience Texas City**

Figure 2.2 Optimal Targets for Texas City



Blue Economy

- Ocean Transportation
- Navigation Technology
- Marine R&D
- Light Boat Building
- Boat & Ship Components

Innovative Manufacturing

- Metalworking & Machine Shops
- Plastic Product Mfg.
- Electrical Equipment Mfg.
- General Light Mfg.

Experience Texas City

- Lodging
- Restaurants
- Entertainment

Engineering Tech

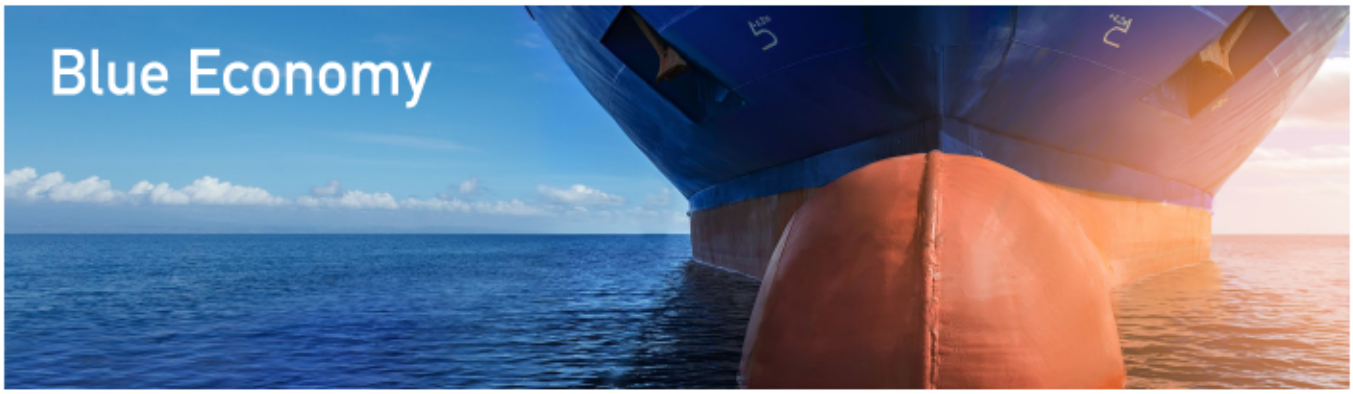
- Energy Solutions
- Industry 4.0 Engineering
- Infrastructure Technology

Table 2.1 NAICS Codes Associated with Targets

Blue Economy	Innovative Manufacturing	Engineering Tech	Experience Texas City
(483111) Deep-Sea Freight Transportation	(3324) Boiler, Tank, and Shipping Container Mfg.	(541330) Engineering Services	(721110) Hotels
(4883) Support Activities for Water Transportation	(3345) Navigational, Measuring, Electromedical, and Control Instruments Mfg.	(541715) Engineering research and development laboratories or services	(721199) All Other Traveler Accommodation (Non-traditional niche lodging)
(541715) R&D in the Physical, Engineering, And Life Sciences	(3261) Plastics Product Mfg.	(541380) Testing Laboratories	(722511) Full-Service Restaurants
(336612) Boat Building	(3327) Machine Shops	(541420) Industrial Design Services	(7224) Drinking Places
(332312) Fabricate Structural Metal Mfg. - Boat Sections	(3353) Electrical Equipment Mfg.	(5415) Computer Systems Design and Related Services	(312120) Breweries
(332999) All Other Fabricated Metal Prod Mfg. - Propellers	(3323) Structural Metals Mfg.	(541614) Process, Physical Distribution, and Logistics Consulting Services	(312140) Distilleries
(333923) Overhead Traveling Crane Systems Mfg. - Boat Lifts	(3329) Other Fabricated Metal Product Mfg.		(7113) Promoters of Performing Arts, Sports, and Similar Events
(331529) Nonferrous Metal Foundries - Propellers	(3328) Coasting, Engraving, Heat Treating		(713120) Amusement Arcades
(484220) Specialized Freight - Boat Hauling Local	(3325) Hardware Mfg.		(7139) Other Amusement and Recreation Industries
(484230) Specialized Freight - Boat Hauling Long-Distance	(3322) Cutlery & Handtool Mfg.		
(336212) Truck Trailer Manufacturing - Boat Trailers	(3334) HVAC & Refrigeration Equipment		
(336611) Ship Building & Repairing			
(336320) Motor Vehicle Electronic Equipment Mfg. - Boat And Ship Fixtures Mfg.			

Note: NAICS codes are in parentheses. Petroleum refining is not included as a target because of the existing strength that will attract business without significant proactive marketing from Texas City Economic Development.

Blue Economy



The Blue Economy is defined as the sustainable use of ocean resources for economic growth and encompasses many activities, including maritime transport, energy, technology, tourism and exploration of the ocean for renewable resources. For Texas City and its coastal assets, the Blue Economy target family of businesses will seek to leverage the knowledge and resources in the area.

One of the biggest drivers of the maritime specialty of Texas City is the location of Texas A&M University at Galveston nearby. This ocean-oriented branch campus offers marine and maritime programs and is home to the Texas A&M Maritime Academy, one of only six maritime academies in the United States. The Academy trains more than 400 cadets annually for maritime service and employment around the world. With more than 100 active research projects, the maritime campus fulfills the sea-grant portion of Texas A&M's rare land-, sea-, space-grant mission with nearly $10 million in research expenditures.

The Port of Texas City is the 10th largest port in the Gulf of Mexico, handling 33.7 tons of cargo in 2020. The 50-foot-deep Texas City channel can accommodate large tankers serving global firms in the petrochemical industry. The port is connected via rail, which is used by two Class 1 railroads. These transportation assets provide the gateway for maritime transit.

Physical assets, education, and the deep knowledge of existing workers in Texas City provide the basis for growing the Blue Economy and leveraging the gulf-side location of the area. Texas A&M provides the basis for Marine R&D and any spinoff firms while the port is the conduit for ocean transportation along with support services, repair, and refurbishing. Other integral subsectors to this target family include navigation technology, light boat building along with the manufacture of boat and ship components — propellors, electronic parts, structural parts, and boat trailers. Specialized truck transport of boats rounds out this target family, giving Texas City a robust way to build its Blue Economy.

Target rationales include:

- Centrally located regional market (P)
- Well positioned to serve international markets (P)
- Rail service (P)
- Port facilities (P)
- Proximity to Hobby Airport (P)(C)
- General aviation airport (P)(C)
- Broadband availability & speeds (P)(C)
- Availability of skilled industrial workers (30-minute drive-time)
- Availability of knowledge workers/ computer techs (30-minute drive-time)
- Availability of managerial personnel (30-minute drive-time)
- Within 45 minutes of major university/college (P)(C)
- Texas A&M University Galveston ocean-based maritime campus (P)(C)
- Availability of postsecondary vocational training (P)(C)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Good business climate/permitting procedures and costs (P)
- Low property taxes (P)(C)
- High location quotient (LQ) of 2 for Blue Economy industries (P)
- Very high manufacturing LQ of 13 for water transportation support industries (P)

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Table 2.2 Blue Economy Job, GDP Trend & Outlook, 2021
United States, Texas City 45-Minute Drive-Time, Galveston County

		United States			Texas City (45-Minute Drive-Time) Galveston County (GDP)			
NAICS	Industry	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change	LQ
4883	Support Activities for Water Transportation	2%	5%	5%	7%	12%	33%	13.1
331529	Other Nonferrous Metal Foundries	-4%	0%	19%	98%	1%	n/a	0.1
332312	Fabricated Structural Metal Manufacturing	13%	5%	45%	-16%	12%	199%	1.7
332999	Miscellaneous Fabricated Metal Product Mfg.	11%	3%	33%	28%	9%	39%	0.7
333923	Overhead Traveling Crane, Hoist, and Monorail System Mfg.	9%	3%	31%	152%	17%	n/a	0.4
336212	Truck Trailer Mfg.	26%	1%	119%	-10%	15%	n/a	0.1
336320	Motor Vehicle and Electronic Equipment Mfg.	8%	5%	74%	-25%	16%	n/a	0.1
336611	Ship Building and Repairing	12%	-12%	32%	-38%	-5%	-7%	0.8
336612	Boat Building	63%	-12%	82%	-59%	-5%	-84%	0.1
483111	Deep Sea Freight Transportation	-18%	10%	-24%	-33%	16%	-79%	4.3
484220	Specialized Freight Trucking, Local	9%	4%	52%	-2%	11%	-55%	1.0
484230	Specialized Freight Trucking, Long-Distance	16%	4%	64%	42%	11%	147%	5.1
541715	R&D in the Physical, Engineering, and Life Sciences	15%	6%	46%	-34%	12%	-72%	0.6
	Blue Economy Target	**13%**	**3%**	**42%**	**0.4%**	**11%**	**18%**	**2.0**
	Total — All Industries	**10%**	**8%**	**40%**	**12%**	**15%**	**20%**	**1.0**

Source: JobsEQ, 2021 Average, Garner Economics

Target rationales (continued)

- Historical national 10-year job growth of 13% and GDP growth of 42% (P)(C)
- Positive employment growth forecast locally (11%) (P)(C)
- Galveston County 10-year GDP growth of 18% (P)(C)

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Table 2.2 above lists specific NAICS codes to classify the target family subsectors, showing both national and regional trends and forecasts in employment and regional or gross domestic product (GDP). Overall, the target family is predicted to grow its employment by 11% locally.

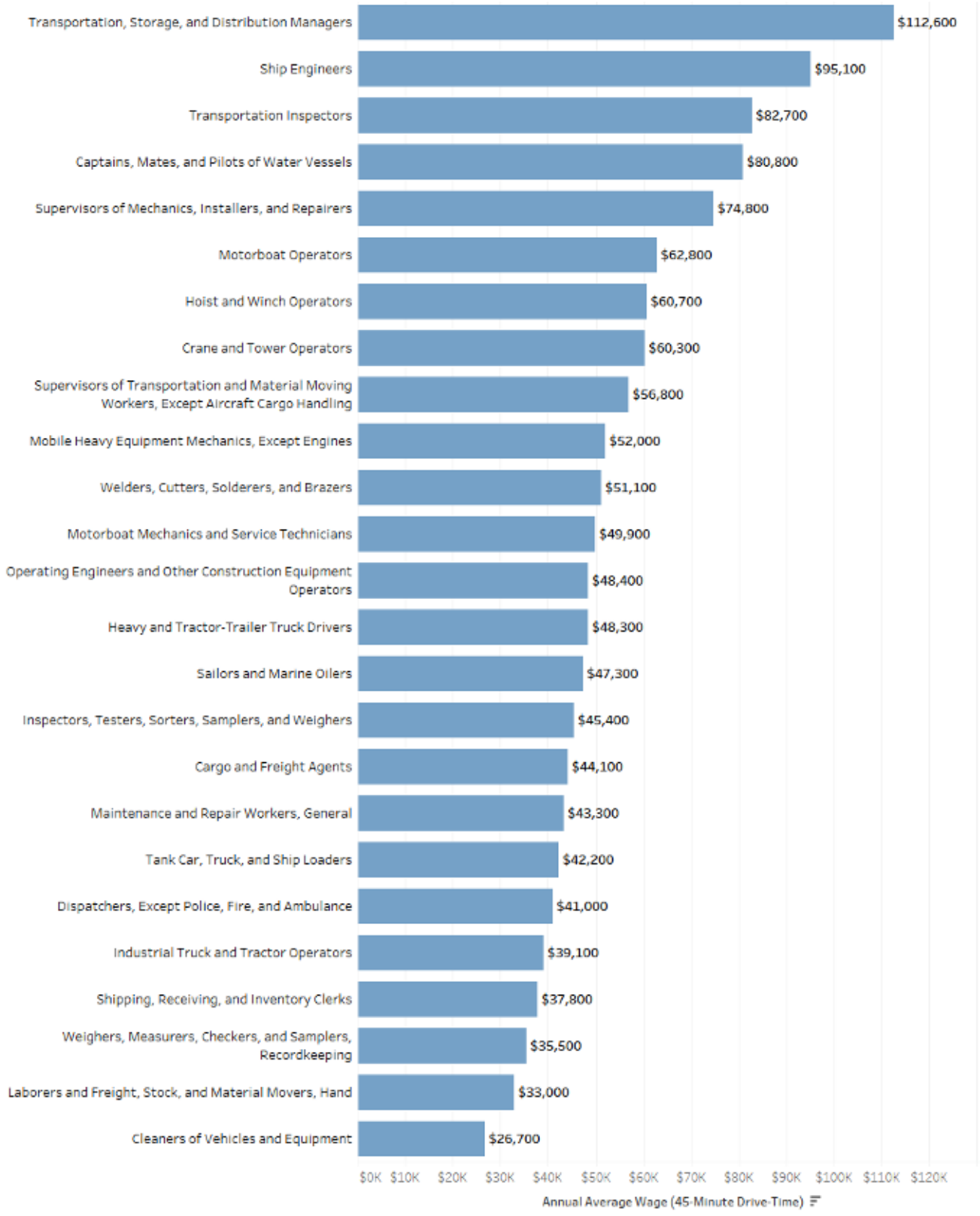
Some NAICS may include more than the specifically targeted item. An example would be "Fabricated Metal Product Mfg." This NAICS code will include companies that manufacture parts for boats along with other products. Marketing recommendations will aid in how to promote and target to best leverage Texas City's Blue Economy.

Table 2.3 Blue Economy Target Top Occupations, 2021

SOC	Occupation	Employment (Work in Texas City)	Employment (Live in Texas City)	Employment (Live Within 45-Minute Drive)	LQ (45-Minute Drive)	Average Annual Wage
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	237	365	17,484	0.94	$33,000
53-3032	Heavy and Tractor-Trailer Truck Drivers	225	305	16,314	1.48	$48,300
49-9071	Maintenance and Repair Workers, General	200	299	9,156	1.01	$43,300
49-1011	Supervisors of Mechanics, Installers, and Repairers	108	135	3,566	1.35	$74,800
53-7051	Industrial Truck and Tractor Operators	108	127	5,986	1.40	$39,100
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	107	121	3,788	1.27	$45,400
43-5071	Shipping, Receiving, and Inventory Clerks	96	134	5,083	1.13	$37,800
47-2073	Operating Engineers and Other Equipment Operators	91	125	4,860	2.13	$48,400
51-4121	Welders, Cutters, Solderers, and Brazers	80	115	5,036	1.83	$51,100
53-1047	Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling	61	120	3,833	1.25	$56,800
53-7061	Cleaners of Vehicles and Equipment	59	68	3,036	1.12	$26,700
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	33	76	1,892	2.26	$52,000
43-5032	Dispatchers, Except Public Safety	20	51	1,576	1.39	$41,000
11-3071	Transportation, Storage, and Distribution Managers	18	18	802	1.38	$112,600
53-7021	Crane and Tower Operators	12	31	616	3.16	$60,300
53-7121	Tank Car, Truck, and Ship Loaders	12	21	499	7.22	$42,200
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	8	21	519	1.39	$35,500
53-5021	Captains, Mates, and Pilots of Water Vessels	7	32	691	4.99	$80,800
53-5011	Sailors and Marine Oilers	7	38	748	5.55	$47,300
43-5011	Cargo and Freight Agents	3	7	636	1.22	$44,100
49-3051	Motorboat Mechanics and Service Technicians	3	10	180	1.03	$49,900
53-6051	Transportation Inspectors	3	10	300	2.00	$82,700
53-7041	Hoist and Winch Operators	2	9	144	6.13	$60,700
53-5031	Ship Engineers	1	6	110	2.86	$95,100
53-5022	Motorboat Operators	1	4	57	5.35	$62,800
	Blue Economy Jobs	**1,504**	**2,247**	**86,913**	**1.29**	**$45,900**

Source: JobsEQ, 2021 Average. Employment — Work in Texas City *represents those employed by companies located in Texas City regardless of where workers reside.* Employment — Live in Texas City *represents those who reside in Texas City regardless of where they work. Drive-time is 45 minutes from Texas City. Wages are as of 2020.*

Figure 2.3 Blue Economy: Top Occupations by Average Annual Wage, 2020



Source: JobsEQ, 2020 Wages

Occupations and Wages

The top occupations for the Blue Economy target are derived from staffing patterns in the target industry family and are listed in Table 2.3. The employment levels within these occupations are listed for several different groups:

1. Those who work at companies located in Texas City, regardless of where workers reside.
2. Workers who live in Texas City in the occupation category, regardless of where they work.
3. People who live within a 45-minute drive from Texas City for each occupation. This would be the best figure to cover the labor market potential.

Location Quotient (LQ) shows the concentration of an industry or occupation in an area compared to the national level of concentration and is a good indicator of strength. Several strong occupational concentrations of note include *Tank Car, Truck, and Ship Loaders* (7.2 LQ); *Hoist and Winch Operators* (6.13 LQ); and *Sailors* (5.5 LQ). Wages for this target range from a high of $112,600 annual average salary for *Transportation, Storage, and Distribution Managers* to *Cleaners of Vehicles and Equipment* at $25,700. Figure 2.3 illustrates the average annual wages of the top positions for this target as of 2020 in the 45-minute drive-time area.

Table 2.4: Blue Economy Target High-Paying Occupations and Skills-Transferable Occupations

High-Wage Occupations	Average Wage	Transferable Occupation	2021 Employment	Average Wage
Transportation, Storage, and Distribution Managers	$112,600	Supervisors of Transportation and Material Moving Workers	4,841	$56,800
		Dispatchers, Except Police, Fire, and Ambulance	1,684	$41,000
		Farmers, Ranchers, and Other Agricultural Managers	1,331	$91,700
		Aircraft Cargo Handling Supervisors	115	$56,000
		Supervisors of Construction Trades and Extraction Workers	8,180	$71,600
Ship Engineers	$95,100	Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Heating, Air Conditioning, and Refrigeration Mechanics/Installers	3,099	$54,800
		Electronics Repairers, Powerhouse, Substation, and Relay	346	$72,200
		Firefighters	2,915	$54,500
		Aircraft Mechanics and Service Technicians	1,073	$69,700
Transportation Inspectors	$82,700	Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Supervisors of Construction Trades and Extraction Workers	8,180	$71,600
		Environmental Science and Protection Technicians	387	$50,000
		Occupational Health and Safety Technicians	363	$53,300
		Service Unit Operators, Oil and Gas	1,153	$53,500
Captains, Mates, and Pilots of Water Vessels	$80,800	Emergency Medical Technicians	875	$37,200
		Paramedics	318	$37,300
		Firefighters	2,915	$54,500
		Hazardous Materials Removal Workers	598	$39,200
		Refuse and Recyclable Material Collectors	1,374	$33,500
Supervisors of Mechanics, Installers, and Repairers	$74,800	Supervisors of Construction Trades and Extraction Workers	8,180	$71,600
		Calibration Technicians and Engineering Technicians	1,419	$64,300
		Heating, Air Conditioning, and Refrigeration Mechanics/Installers	3,099	$54,800
		Environmental Science and Protection Technicians	387	$50,000
		Service Unit Operators, Oil and Gas	1,153	$53,500

*Source: JobsEQ, 2021 average (employment), 2020 (wages). Job transferability based on O*Net crosswalk and JobsEQ training rank, Garner Economics*

Education and Training

Wealth-building is at the base of economic development efforts — to bring quality jobs and investment to a community. Most occupations have numerous related jobs that may have transferable skills. Occupation relationships use data from O*NET to compare occupations based on knowledge, skill, and ability levels. For the top five occupations ranked by annual average pay rates listed in Figure 2.3, five transferable occupations with a lower annual pay rate and highly relatable skills are listed to show the possibility of upward mobility for workers (Table 2.4).

Education and training levels needed for entry into target occupations vary from no education needed and short-term on-the-job training to requiring a certificate, five years of experience, and moderate-term on-the-job training. Most positions typically need high school credentials in the current staffing pattern for the Blue Economy target; however, as automation in the industry increases, so does the need for higher education and technical training. Overall, colleges and universities in a 45-minute drive-time area granted 11,748 certificates and degrees in areas related to target careers.

Table 2.5 Blue Economy Related Higher Education Credentials Granted in 45-Minute Drive-Time Area, 2020

Area of Study	Certificate	Associate Degree	Bachelor's Degree	Graduate or Professional Degree	Total
Business, Management & Marketing	1,689	1,070	1,541	1,602	5,902
Engineering/Engineering-related Technologies	618	476	105	42	1,241
Science Technologies	598	621		0	1,219
Computer and Information Sciences	182	185	330	235	932
Mechanic and Repair Technologies	701	111			812
Precision Production	566	91			657
Engineering		56	266	197	519
Communication, Journalism, and Related Programs	3	20	224	25	272
Transportation and Materials Moving	29	23	16		68
Communications Technologies	41	11		9	61
Natural Resources and Conservation		3	20	17	40
Maritime Studies			25		25
Total	**4,427**	**2,667**	**2,527**	**2,127**	**11,748**

Source: National Center for Education Statistics, Garner Economics

Innovative Manufacturing

Innovative manufacturing is alive and well in Texas City. Nearly 19% of the City's employment base is engaged in manufacturing as of 2021 — the highest percentage of any industry sector. Nationally, the percentage of workers in manufacturing is 8%. Texas City has a workforce that knows how to manufacture, with more than 3,500 employed within that sector in the City and nearly 85,600 within a 45-minute commute. Within the Innovative Manufacturing target, there are more than 19,500 working in the area surrounding the City.

Local specialization is strong in manufacturing with a 2.3 location quotient (LQ) for the overall industry. LQ shows the concentration of that industry in an area compared to the national level of concentration. An LQ of 1.2 or more is an indicator of strong local specialization.

Texas City has a strong manufacturing industry, but it is heavily concentrated in petrochemical and petroleum refineries. Diversification of the manufacturing sector can leverage talent and strengthen the City's economic position. Sectors recommended for Texas City include metalworking, machine shops, plastics, electrical equipment manufacturing, and general light manufacturing. The main caveat for this target family is the development of suitable sites or buildings for possible new or expanding businesses in this sector. Recommendations contained later in this report will address the gap in readily available product.

Metalworking is a natural fit for the area and is featured in several subsectors from structural products to coating and heat treating. One of the assets for this group of industries is the availability of welders and training programs. In the 45-minute drive-time surrounding Texas City, there are nearly 5,000 welders. The Elite Welding Academy in south Houston, Alvin and San Jacinto Community Colleges, and Galveston College provide training. Overall, nearly 650 credentials were awarded within the Precision Production classification and 800 within Mechanic and Repair Technology.

Target rationales include:

- Centrally located regional market (P)
- Well positioned to serve international markets (P)
- Rail service (P)
- Port facilities (P)
- Proximity to Hobby Airport (P)(C)
- General aviation airport (P)(C)
- Broadband availability & speeds (P)(C)
- Availability of skilled industrial workers (30-minute drive-time)
- Availability of knowledge workers/ computer techs (30-minute drive-time)
- Availability of managerial personnel (30-minute drive-time)
- Within 45 minutes of major university/college (P)(C)
- Availability of postsecondary vocational training (P)(C)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Good business climate/permitting procedures and costs (P)
- Availability/capacity of water and wastewater treatment (P)
- Low property taxes (P) (C)
- High manufacturing LQ of 2.3 (P)
- Availability of manufacturing processes (P)

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Target rationales (continued)

- Historical national 10-year job growth of 6% and GDP growth of 25% (P)(C)
- Positive employment growth forecast locally (11%) (P)(C)
- Galveston County 10-year GDP growth of 110% (P)(C)

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Production of plastic products is another sector recommended for the Innovative Manufacturing target. The proximity to raw materials is an asset for the area. The production of some single-use plastics such as grocery bags may be slowing down as a result of environmental concerns; however, other plastic products and packaging remain in demand. The variety of long-term, cost-effective products made out of plastic will endure as efforts to innovate continue.

Table 2.6 Innovative Manufacturing Job, GDP Trend & Outlook, 2021
United States, Texas City 45-Minute Drive-Time, Galveston County

		United States			Texas City (45-Minute Drive-Time) Galveston County (GDP)			
NAICS	Industry	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change[1]	LQ
3261	Plastics Product Mfg.	16%	-6%	34%	-15%	2%	é	0.6
3322	Cutlery and Handtool Mfg.	-11%	3%	-6%	-74%	9%	é	0.2
3323	Architectural and Structural Metals Mfg.	17%	5%	45%	-2%	13%	87%	1.5
3324	Boiler, Tank, and Shipping Container Mfg.	-3%	5%	13%	40%	14%	71%	2.3
3325	Hardware Mfg.	0%	3%	23%	-44%	12%	é	0.4
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Mfg.	-4%	3%	23%	-30%	14%	25%	1.1
3328	Coating, Engraving, Heat Treating, and Allied Activities	-5%	3%	23%	-17%	9%	-16%	3.2
3329	Other Fabricated Metal Product Mfg.	4%	3%	20%	2%	10%	-14%	2.0
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Mfg.	5%	3%	19%	178%	9%	é	1.9
3345	Navigational, Measuring, Electromedical, and Control Instruments Mfg.	2%	2%	24%	-18%	12%	-24%	0.5
3353	Electrical Equipment Mfg.	-1%	10%	13%	-19%	16%	é	1.9
	Innovative Mfg. Target	**6%**	**2%**	**25%**	**-7%**	**11%**	**110%**	**1.2**
	Total — All Industries	**10%**	**8%**	**40%**	**12%**	**15%**	**20%**	**1.0**

Source: JobsEQ, 2021 Average, Garner Economics

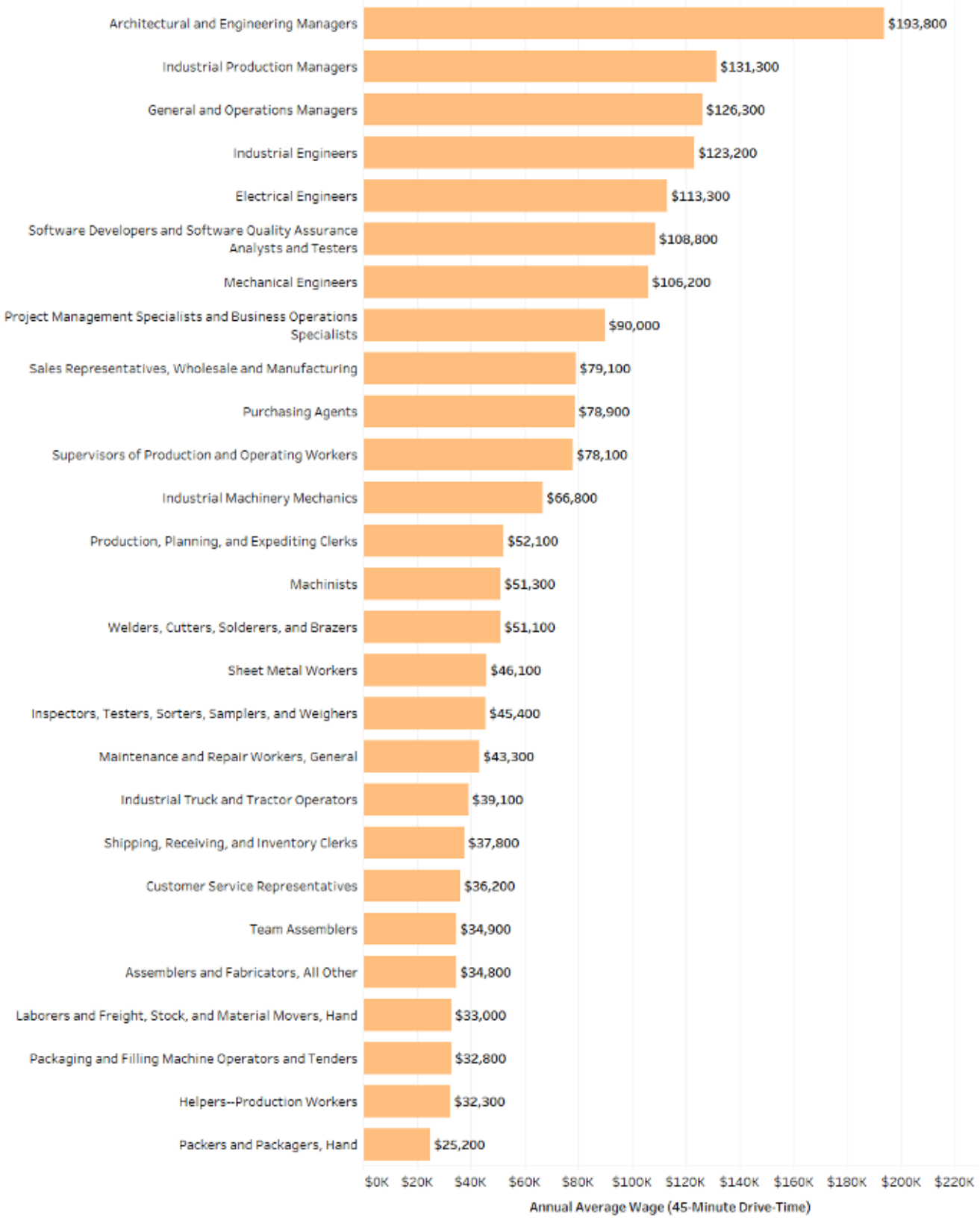
[1] Upward trend of GDP (1-year or 5-year) although 10-year percentages are available.

Table 2.7 Innovative Target Top Occupations, 2021

SOC	Occupation	Employment (Work in Texas City)	Employment (Live in Texas City)	Employment (Live Within 45-Minute Drive)	LQ (45-Minute Drive)	Average Annual Wage
11-1021	General and Operations Managers	309	307	14,054	1.12	$126,300
43-4051	Customer Service Representatives	265	335	15,366	0.88	$36,200
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	237	365	17,484	0.94	$33,000
51-1011	Supervisors of Production and Operating Workers	228	163	4,254	1.40	$78,100
49-9071	Maintenance and Repair Workers, General	200	299	9,156	1.01	$43,300
13-1198	Project Management Specialists & Business Operations Specialists	184	200	8,527	1.06	$90,000
49-9041	Industrial Machinery Mechanics	171	168	4,789	2.34	$66,800
41-4012	Sales Representatives, Wholesale and Manufacturing	162	113	6,950	1.08	$79,100
53-7051	Industrial Truck and Tractor Operators	108	127	5,986	1.40	$39,100
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	107	121	3,788	1.27	$45,400
15-1256	Software Developers & Quality Assurance Analysts and Testers	103	92	5,595	0.64	$108,800
43-5071	Shipping, Receiving, and Inventory Clerks	96	134	5,083	1.13	$37,800
51-4121	Welders, Cutters, Solderers, and Brazers	80	115	5,036	1.83	$51,100
51-2092	Team Assemblers	77	109	5,453	0.71	$34,900
11-3051	Industrial Production Managers	57	22	957	1.39	$131,300
51-9111	Packaging and Filling Machine Operators and Tenders	52	37	2,063	0.96	$32,800
43-5061	Production, Planning, and Expediting Clerks	51	33	1,916	1.11	$52,100
51-4041	Machinists	50	80	2,406	1.07	$51,300
53-7064	Packers and Packagers, Hand	50	55	3,140	0.69	$25,200
17-2112	Industrial Engineers	49	17	1,064	1.08	$123,200
17-2141	Mechanical Engineers	45	17	1,340	1.23	$106,200
13-1023	Purchasing Agents	38	22	1,274	1.08	$78,900
11-9041	Architectural and Engineering Managers	29	7	865	1.28	$193,800
51-9198	Helpers--Production Workers	29	32	1,950	1.15	$32,300
47-2211	Sheet Metal Workers	24	42	966	1.26	$46,100
17-2071	Electrical Engineers	24	6	755	1.29	$113,300
51-2099	Assemblers and Fabricators	17	35	1,255	0.79	$34,800
	Innovative Manufacturing Jobs	**2,842**	**3,055**	**131,473**	**1.03**	**$65,600**

Source: JobsEQ, 2021 Average. Employment — Work in Texas City *represents those employed by companies located in Texas City regardless of where workers reside.* Employment — Live in Texas City *represents those who reside in Texas City regardless of where they work. Drive-time is 45 minutes from Texas City. Wages are as of 2020.*

Figure 2.4 Innovative Manufacturing: Top Occupations by Average Annual Wage, 2020



Source: JobsEQ, 2020 Wages

Occupations and Wages

The top occupations for the Innovative Manufacturing target are derived from staffing patterns in the target industry family and are listed in Table 2.7. The employment levels within these occupations are listed for several different groups:

1. Those who work at companies located in Texas City regardless of where workers reside.
2. Workers who live in Texas City in the occupation category regardless of where they work.
3. People who live within a 45-minute drive from Texas City for each occupation. This would be the best figure to cover the labor market potential.

The two positions in this target group with the highest concentration are *Industrial Machinery Mechanics* (2.3 LQ) and *Welders, Cutters, Solderers, and Brazers* (1.8 LQ). Wages for this target range from a high of $193,800 annual average salary for *Architecture and Engineering Managers* to *Packers and Packagers, Hand* at $25,200. Figure 2.4 illustrates the average annual wages of the top positions for this target as of 2020 in the 45-minute drive-time area. The positions with the highest compensation are those of managers and engineers.

Table 2.8: Innovative Manufacturing Target High-Paying Occupations and Skills-Transferable Occupations

High-Wage Occupations	Average Wage	Transferable Occupation	2021 Employment	Average Wage
Architectural and Engineering Managers	$193,800	Environmental Engineers	456	$112,500
		Chemical Engineers	1,391	$146,900
		Materials Engineers	262	$127,200
		Mechanical Engineers	2,305	$106,200
		Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
Industrial Production Managers	$131,300	Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Occupational Health and Safety Specialists	1,477	$85,100
		Construction Managers	5,547	$99,200
		Electronics Engineers	670	$112,700
		Mechanical Engineers	2,305	$106,200
General and Operations Managers	$126,300	Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Supervisors of Construction Trades and Extraction Workers	8,180	$71,600
		Environmental Science and Protection Technicians	387	$50,000
		Occupational Health and Safety Technicians	363	$53,300
		Service Unit Operators, Oil and Gas	1,153	$53,500
Industrial Engineers	$123,200	Architects	776	$94,400
		Construction Managers	5,547	$99,200
		Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Logisticians	1,290	$92,300
		Farmers, Ranchers, and Other Agricultural Managers	1,331	$91,700
Electrical Engineers	$113,300	Civil Engineers	3,325	$99,100
		Mechanical Engineers	2,305	$106,200
		Surveyors	454	$69,400
		Civil Engineering Technologists and Technicians	724	$56,400
		Architectural and Civil Drafters	939	$59,000

*Source: JobsEQ, 2021 average (employment), 2020 (wages). Job transferability based on O*Net crosswalk and JobsEQ training rank, Garner Economics*

Education and Training

With today's tight labor market, the flexibility of workers and the training available to ready workers are important. Many jobs have transferable skills that enable people to advance in their field or even change careers for higher salaries. Data from O*NET is used to compare occupations based on knowledge, skill, and ability levels to match other positions that have easily translatable skills. For the top five occupations ranked by annual average pay rates listed in Figure 2.4, five occupations with a lower annual pay rate and highly relatable skills are listed to show the possibility of upward mobility for workers (Table 2.8).

Education and training are widely available for positions needed in the Innovative Manufacturing target. As mentioned earlier, local institutions are preparing welders and other precision production workers. Additionally, schools in the greater 45-minute drive-time address engineering, business and management along with materials moving and IT.

Entry into the top target occupations ranges from no education needed and short-term on-the-job training to bachelor's degree. Most positions typically need short or medium-term on-the-job training, but automation will drive a need for more technical education and computer literacy. Overall, colleges and universities in a 45-minute drive-time area granted 10,131 certificates and degrees in areas related to target careers.

Table 2.9 Innovative Manufacturing-Related Higher Education Credentials Granted in 45-Minute Drive-Time Area, 2020

Area of Study	Certificate	Associate Degree	Bachelor's Degree	Graduate or Professional Degree	Total
Business, Management & Marketing	1,689	1,070	1,541	1,602	5,902
Engineering/Engineering-related Technologies	618	476	105	42	1,241
Computer and Information Sciences	182	185	330	235	932
Mechanic and Repair Technologies	701	111			812
Precision Production	566	91			657
Engineering		56	266	197	519
Transportation and Materials Moving	29	23	16		68
Total	**3,785**	**2,012**	**2,258**	**2,076**	**10,131**

Source: National Center for Education Statistics, Garner Economics

Engineering Tech

A complementary target family for both the Blue Economy and Innovative Manufacturing is Engineering Tech or the professional side of Industry 4.0. Forbes describes Industry 4.0 as optimizing computerization to leverage networked systems that accumulate data to revolutionize production and efficiency. This includes autonomous, flexible equipment and systems that can take smart factories to the next level.

Engineering expertise can be the backbone of industry — serving existing manufacturing, adapting to the new energy reality of renewable energy, or creating energy efficiencies. These knowledge workers can propel Texas City to the next level of innovation. This target can be approached via recruitment, but it also is relevant to the cultivation of entrepreneurism within the community.

The types of businesses in this target include engineering consulting firms across the spectrum, testing laboratories, industrial design services, manufacturing process consulting, computer design, and engineering R&D. Within a 45-minute drive-time, the concentration of *Testing Laboratories* is high with an LQ of 5. *Engineering Services* has an LQ of 2.

Computer design work and network infrastructure fuel most innovation in this sector with the ability to connect, process, and collect data that is essential to Industry 4.0. Although this target does not specify the types of computer firms, technology is a valuable partner to all targets recommended for Texas City.

Finally, this target family suggests that engineering firms are a vital part of the infrastructure revolution. Funding from the Infrastructure Investment and Jobs Act is driving spending for roads, water and sewer systems, and so many other public works that civil and structural engineering firms will have ample work for some time to come. Attracting or growing existing firms in Texas City to serve the region and state will help retain knowledge workers in the area.

Target rationales include:

- Centrally located regional market (P)
- Well positioned to serve international markets (P)
- Rail service (P)
- Port facilities (P)
- Proximity to Hobby Airport (P)(C)
- General aviation airport (P)(C)
- Broadband availability & speeds (P)(C)
- Availability of knowledge workers/ computer techs (30-minute drive-time)
- Availability of managerial personnel (30-minute drive-time)
- Availability of skilled industrial workers (30-minute drive-time)
- Within 45 minutes of major university/college (P)(C)
- Engineering school within 45 minutes (P)(C)
- Availability of postsecondary vocational training (P)(C)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of local incentives (P)
- Good business climate/permitting procedures and costs (P)
- Low property taxes (P) (C)
- High location quotient (LQ) of 1.9 for Engineering Services industry (P)
- Presence of industrial and manufacturing firms in greater area

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Table 2.10 Engineering Tech Job, GDP Trend & Outlook, 2021
United States, Texas City 45-Minute Drive-Time, Galveston County

		United States			Texas City (45-Minute Drive-Time) Galveston County (GDP)			
NAICS	Industry	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change	LQ
5415	Computer Systems Design and Related Services	46%	23%	92%	28%	28%	136%	0.5
541330	Engineering Services	16%	1%	32%	0%	8%	15%	1.9
541380	Testing Laboratories	15%	2%	42%	78%	8%	302%	5.0
541420	Industrial Design Services	55%	6%	72%	64%	11%	229%	0.4
541614	Process, Physical Distribution, and Logistics Consulting Services	48%	21%	42%	58%	27%	199%	1.1
541715	R&D in the Physical, Engineering, and Life Sciences	15%	6%	46%	-34%	12%	-72%	0.6
	Engineering Tech	**32%**	**14%**	**64%**	**14%**	**14%**	**51%**	**1.1**
	Total — All Industries	**10%**	**8%**	**40%**	**12%**	**15%**	**20%**	**1.0**

Source: JobsEQ, 2021 Average, Garner Economics

Target rationales (continued)

- Historical national 10-year job growth of 32% and GDP growth of 64% (P)(C)
- Positive employment growth forecast nationally and locally (14%) (P)(C)
- Galveston County 10-year GDP growth of 51% (P)(C)

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Occupations and Wages

The top occupations for the Engineering Tech target are derived from staffing patterns in the target industry family and are listed in Table 2.11. The employment levels within these occupations are listed for several different groups:

1. Those who work at companies located in Texas City regardless of where workers reside.
2. Workers who live in Texas City in the occupation category regardless of where they work.
3. People who live within a 45-minute drive from Texas City for each occupation. This would be the best figure to cover the labor market potential.

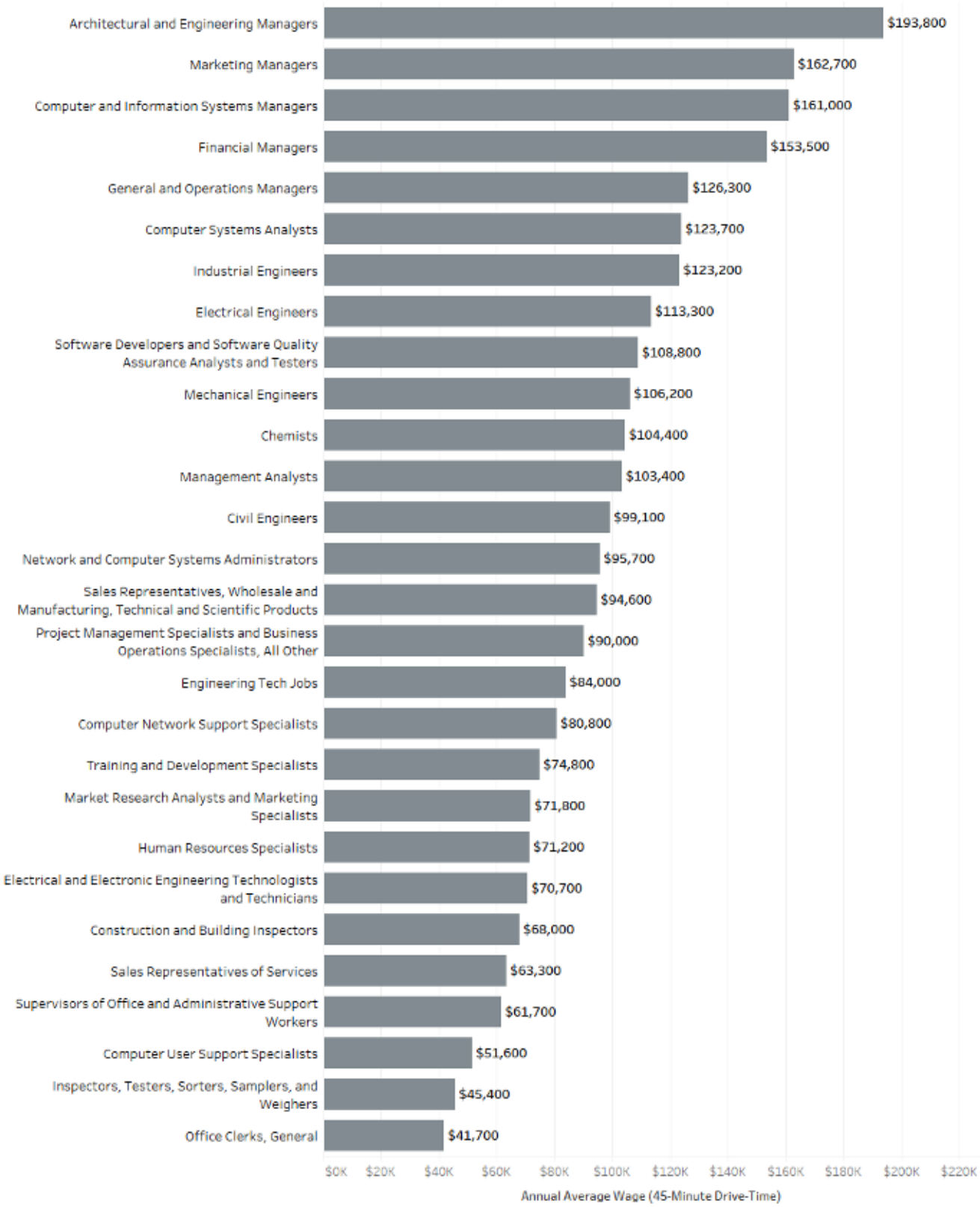
Several occupations within the top occupations with high concentrations include *Chemists* (2.2 LQ), *Civil Engineers* (1.8 LQ), and *Construction and Building Inspectors* (1.5 LQ). Figure 2.5 illustrates the average annual wages of the top positions for this target as of 2020 in the 45-minute drive-time area. Positions in this group have less of a divide in pay levels since most are within the professional services category with a managerial or engineering focus. The top salary is *Architecture and Engineering Managers,* which pays an average of $193,800 annual salary, and the lowest among the top in-demand occupations is for *Office Clerk* at an average annual pay rate of $41,700.

Table 2.11 Engineering Tech Target Top Occupations, 2021

SOC	Occupation	Employment (Work in Texas City)	Employment (Live in Texas City)	Employment (Live Within 45-Minute Drive)	LQ (45-Minute Drive)	Average Annual Wage
43-9061	Office Clerks, General	394	546	21,099	1.21	$41,700
11-1021	General and Operations Managers	309	307	14,054	1.12	$126,300
13-1198	Project Management Specialists /Business Operations Specialists	184	200	8,527	1.06	$90,000
43-1011	Supervisors of Office and Administrative Support Workers	151	178	7,270	0.91	$61,700
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	107	121	3,788	1.27	$45,400
15-1256	Software Developers & Quality Assurance Analysts and Testers	103	92	5,595	0.64	$108,800
41-3091	Sales Representatives of Services	83	87	4,249	0.94	$63,300
13-1071	Human Resources Specialists	57	46	2,391	0.88	$71,200
11-3031	Financial Managers	52	39	2,048	0.81	$153,500
17-2112	Industrial Engineers	49	17	1,064	1.08	$123,200
13-1111	Management Analysts	47	41	2,617	0.71	$103,400
15-1232	Computer User Support Specialists	45	53	2,504	0.82	$51,600
17-2141	Mechanical Engineers	45	17	1,340	1.23	$106,200
17-2051	Civil Engineers	39	27	2,014	1.76	$99,100
19-2031	Chemists	38	7	597	2.16	$104,400
13-1161	Market Research Analysts and Marketing Specialists	37	21	1,681	0.59	$71,800
15-1211	Computer Systems Analysts	37	34	2,151	0.90	$123,700
13-1151	Training and Development Specialists	34	20	1,281	0.91	$74,800
11-9041	Architectural and Engineering Managers	29	7	865	1.28	$193,800
15-1244	Network and Computer Systems Administrators	28	21	1,316	0.93	$95,700
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	25	9	958	0.80	$94,600
17-2071	Electrical Engineers	24	6	755	1.29	$113,300
11-3021	Computer and Information Systems Managers	22	14	1,195	0.64	$161,000
11-2021	Marketing Managers	17	4	711	0.73	$162,700
17-3023	Electronic Engineering Technologists and Technicians	16	20	1,111	1.31	$70,700
47-4011	Construction and Building Inspectors	15	11	993	1.51	$68,000
15-1231	Computer Network Support Specialists	14	6	678	0.83	$80,800
	Engineering Tech Jobs	**2,303**	**2,321**	**108,867**	**0.97**	**$84,000**

Source: JobsEQ, 2021 Average. Employment — Work in Texas City *represents those employed by companies located in Texas City regardless of where workers reside.* Employment — Live in Texas City *represents those who reside in Texas City regardless of where they work. Drive-time is 45 minutes from Texas City. Wages are as of 2020.*

Figure 2.5 Engineering Tech: Top Occupations by Average Annual Wage,2020



Source: JobsEQ, 2020 Wages

Transferable Skills

Even among the professional services, there are positions with transferable skills that enable people to advance in their field or even change careers for higher salaries. Data from O*NET is used to compare occupations based on knowledge, skill, and ability levels to match other positions that have easily translatable skills. For the top five occupations ranked by annual average pay rates listed in Figure 2.5, five occupations with a lower annual pay rate and highly relatable skills are listed to show the possibility of upward mobility for workers (Table 2.12).

Table 2.12: Engineering Tech Target High-Paying Occupations and Skills-Transferable Occupations

High-Wage Occupations	Average Wage	Transferable Occupation	2021 Employment	Average Wage
Architectural and Engineering Managers	$193,800	Environmental Engineers	456	$112,500
		Chemical Engineers	1,391	$146,900
		Materials Engineers	262	$127,200
		Mechanical Engineers	2,305	$106,200
		Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
Marketing Managers	$162,700	Market Research Analysts and Marketing Specialists	2,742	$71,800
		Public Relations Specialists	1,610	$62,500
		Management Analysts	3,921	$103,400
		Sales Engineers	431	$124,800
		Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	1,507	$94,600
Computer and Information Systems Managers	$161,000	Computer Systems Analysts	3,359	$123,700
		Electronics Engineers	670	$112,700
		Information Security Analysts	704	$118,400
		Electrical Engineers	1,501	$113,300
		Network and Computer Systems Administrators	1,981	$95,700
Financial Managers	$153,500	Accountants and Auditors	9,366	$83,700
		Personal Financial Advisors	1,594	$95,600
		Cost Estimators	1,669	$77,900
		Sales Representatives of Services	5,849	$63,300
		General and Operations Managers	16,786	$126,300
General and Operations Managers	$126,300	Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Supervisors of Construction Trades and Extraction Workers	8,180	$71,600
		Environmental Science and Protection Technicians	387	$50,000
		Occupational Health and Safety Technicians	363	$53,300
		Service Unit Operators, Oil and Gas	1,153	$53,500

*Source: JobsEQ, 2021 average (employment), 2020 (wages). Job transferability based on O*Net crosswalk and JobsEQ training rank, Garner Economics*

Education and Training

Education and training needed for entry into most positions for the Engineering Tech target family are higher with approximately 56% requiring at least a bachelor's degree. With the number of schools in the greater 45-minute drive-time, this talent pipeline is strong. Rice University's engineering school is within 45 minutes and multiple schools train for engineering technology, IT, and related degrees. Overall, colleges and universities in a 45-minute drive-time area granted 9,807 certificates and degrees in areas related to target careers.

Table 2.13 Engineering Tech-Related Higher Education Credentials Granted in 45-Minute Drive-Time Area, 2020

Area of Study	Certificate	Associate Degree	Bachelor's Degree	Graduate or Professional Degree	Total
Business, Management & Marketing	1,689	1,070	1,541	1,602	5,902
Engineering/Engineering-related Technologies	618	476	105	42	1,241
Computer and Information Sciences	182	185	330	235	932
Mechanic and Repair Technologies	701	111			812
Engineering		56	266	197	519
Communication, Journalism, and Related Programs	3	20	224	25	272
Transportation and Materials Moving	29	23	16		68
Communications Technologies	41	11		9	61
Total	**3,263**	**1,952**	**2,482**	**2,110**	**9,807**

Source: National Center for Education Statistics, Garner Economics

The fourth target recommended for Texas City is Experience Texas City. This target group of businesses is aimed at enhancing the quality of place for talent attraction and retention and builds on both residents and visitors experiencing Texas City.

The execution of this target might typically be led by organizations other than the City; however, creating policies and incentives to foster development in the sector can be a role for the City. Experience Texas City intends to improve the appearance of the City and to cultivate experiential activities to improve the visitor experience as well as invest in the quality of place and to support the emerging outdoor recreation happening in the City.

Stakeholders commented via focus groups and the online survey that more amenities were needed for workers. The desire to attract full-service chain restaurants was clear. Additionally, bars and entertainment venues were desired. Other subsectors include *Craft Breweries, Small-Batch Distilleries, Hotels,* and *Non-Traditional Lodging.*

Breweries and distilleries are growing rapidly nationwide and are a popular fixture in most cities and towns offering different vibes for a mix of consumers. Many of these establishments also provide a venue for music entertainment and help create a music scene.

Outdoor recreation along the Texas City Dike or at Lago Mar can be a draw for residents in the region — particularly those from Houston as they travel toward the beach. There is an opportunity to capture tourism from the suburbs and beach-front population base with regional entertainment venues.

Rounding out this target is the need for quality hotels and scalable non-traditional lodging. In the **ASSETS & CHALLENGES ASSESSMENT**, it was noted that there were no four-star or higher rated hotels or resorts in the area. Non-traditional lodging such as a collection of tiny homes or other less intensive development supports those who enjoy the outdoor economy while also being more affordable and scalable as the tourism sector grows.

Target rationales include:

- Centrally located regional market (P)
- Proximity to Houston (P)(C)
- Favorable climate for wide range of outdoor activities (P)(C)
- Multiple outdoor attractions (P)(C)
- Proximity to Hobby Airport (P)(C)
- General aviation airport (P)(C)
- Broadband availability & speeds (P)(C)
- Within 45 minutes of major university/college (P)(C)
- Availability of postsecondary vocational training (P)(C)
- Availability of local incentives (P)
- Good business climate/permitting procedures and costs (P)
- Low property taxes (P) (C)
- Historical national 10-year GDP growth of 19% (P)(C)
- Positive employment growth forecast nationally (30%) (P)(C)
- Positive employment growth forecast locally (36%) (P)(C)
- Galveston County 10-year GDP growth of 22% (P)(C)

Legend: Items appealing to needs of ***prospects (P)*** *or* ***community (C)***

Table 2.14 Experience Texas City Job, GDP Trend & Outlook, 2021
United States, Texas City 45-Minute Drive-Time, Galveston County

		United States			Texas City (45-Minute Drive-Time) Galveston County (GDP)			
NAICS	Industry	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change	10-Year Employment Change %	10-Year Employment Forecast %	10-Year % GDP Change[2]	LQ
721110	Hotels	-17%	23%	8%	9%	30%	-5%	0.9
721199	All Other Traveler Accommodation	31%	21%	900%	107%	29%	315%	0.3
722511	Full-Service Restaurants	0%	27%	17%	27%	35%	37%	1.1
722410	Drinking Places	-2%	41%	2%	11%	46%	36%	1.2
312120	Breweries	246%	11%	65%	80%	17%	é	2.0
312140	Distilleries	182%	11%	82%	2307%	16%	n/a	0.1
713120	Amusement Arcades	28%	59%	22%	52%	66%	-55%	1.5
7139	Other Amusement and Recreation Industries	6%	38%	22%	2%	45%	7%	0.5
7113	Promoters of Performing Arts, Sports, and Similar Events	4%	79%	50%	-47%	73%	95%	0.9
	Experience Texas City	**-1%**	**30%**	**19%**	**19%**	**36%**	**22%**	**1.0**
	Total — All Industries	**10%**	**8%**	**40%**	**12%**	**15%**	**20%**	**1.0**

Source: JobsEQ, 2021 Average, Garner Economics

Occupations and Wages

The top occupations for the Experience Texas City target are derived from staffing patterns in the target industry family and are listed in Table 2.15. The employment levels within these occupations are listed for several different groups:

1. Those who work at companies located in Texas City regardless of where workers reside.
2. Workers who live in Texas City in the occupation category regardless of where they work.
3. People who live within a 45-minute drive from Texas City for each occupation. This would be the best figure to cover the labor market potential.

Wages for this target have a wide range with most of the top occupations earning under $40,000 annually. This target has mainly management and service-oriented work in restaurants or entertainment/recreation venues. Figure 2.6 illustrates the average annual wages of the top positions for this target as of 2020 in the 45-minute drive-time area. The positions with the highest compensation are those of managers, marketing, and sales. This is also a target market that would support entrepreneurial activity.

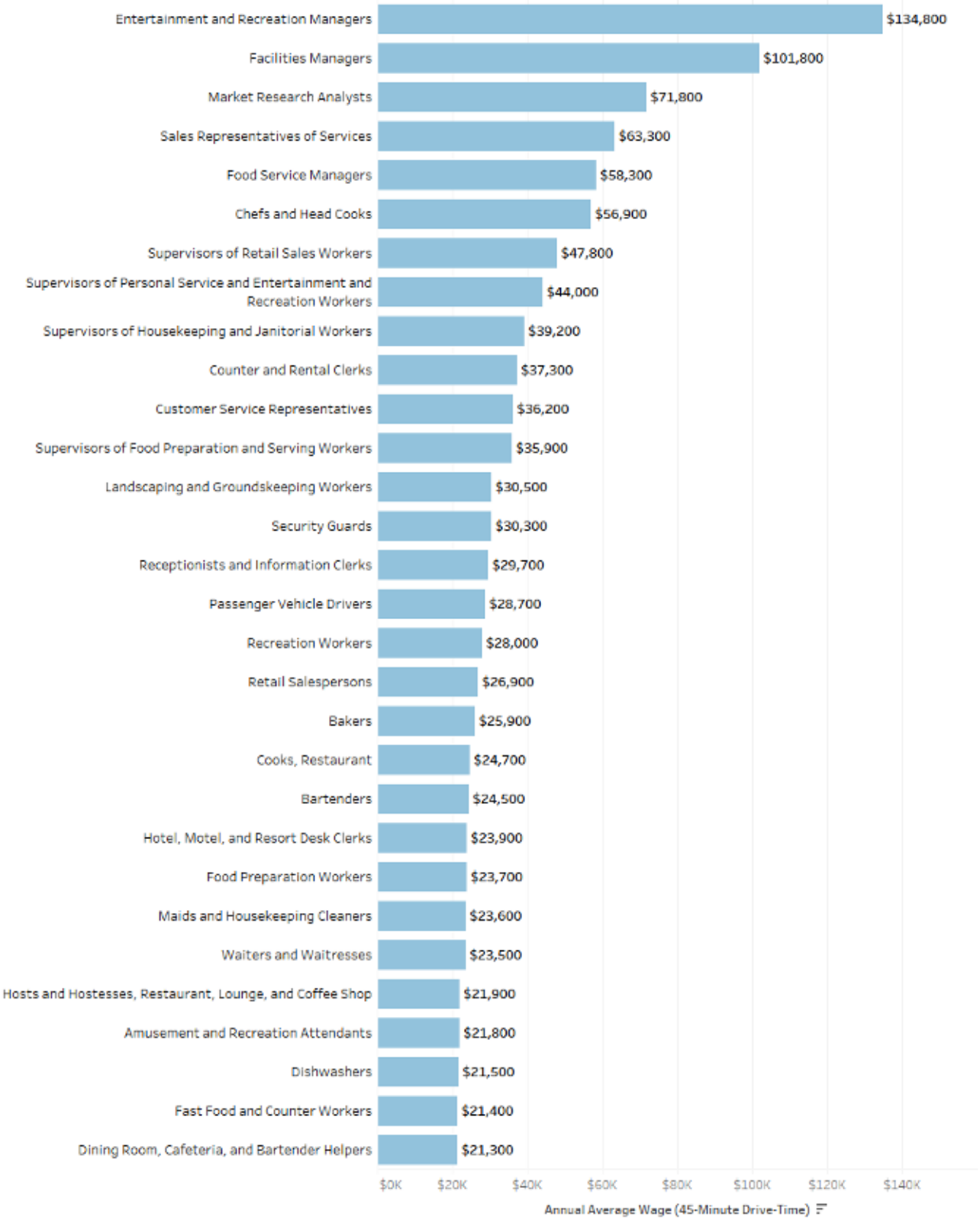
[2] Upward trend of GDP (1-year or 5-year) although 10-year percentages are available.

Table 2.15 Experience Texas City Target Top Occupations, 2021

SOC	Occupation	Employment (Work in Texas City)	Employment (Live in Texas City)	Employment (Live Within 45-Minute Drive)	LQ (45-Minute Drive)	Average Annual Wage
35-3023	Fast Food and Counter Workers	806	568	25,921	1.07	$21,400
41-2031	Retail Salespersons	622	653	21,464	0.79	$26,900
35-3031	Waiters and Waitresses	504	248	15,099	1.06	$23,500
43-4051	Customer Service Representatives	335	265	15,366	0.88	$36,200
35-2014	Cooks, Restaurant	300	147	9,688	1.08	$24,700
41-1011	Supervisors of Retail Workers	249	256	7,969	0.87	$47,800
35-1012	Supervisors of Food Preparation and Serving Workers	247	136	6,615	1.05	$35,900
33-9032	Security Guards	196	186	6,941	0.91	$30,300
37-2012	Maids and Housekeeping Cleaners	191	131	7,302	0.92	$23,600
37-3011	Landscaping and Groundskeeping Workers	175	87	7,150	0.98	$30,500
35-2021	Food Preparation Workers	174	115	5,938	0.90	$23,700
43-4171	Receptionists and Information Clerks	149	93	5,343	0.71	$29,700
53-3058	Passenger Vehicle Drivers	135	51	3,447	0.83	$28,700
35-3011	Bartenders	121	61	2,911	0.91	$24,500
35-9011	Dining Room, Cafeteria, and Bartender Helpers	118	51	3,452	1.10	$21,300
35-9031	Hosts, Restaurant, Lounge, and Coffee Shop	98	36	2,136	0.93	$21,900
35-9021	Dishwashers	90	45	2,944	0.91	$21,500
41-3091	Sales Representatives of Services	87	83	4,249	0.94	$63,300
41-2021	Counter and Rental Clerks	82	57	2,315	1.04	$37,300
11-9051	Food Service Managers	70	41	1,945	1.13	$58,300
43-4081	Hotel, Motel, and Resort Desk Clerks	68	26	1,475	1.11	$23,900
37-1011	Supervisors of Housekeeping and Janitorial Workers	66	35	1,564	1.00	$39,200
39-1098	Supervisors of Entertainment and Recreation Workers	48	18	1,072	0.76	$44,000
51-3011	Bakers	44	29	1,541	1.09	$25,900
11-9198	Entertainment and Recreation Managers	42	54	1,984	0.90	$134,800
39-9032	Recreation Workers	34	33	1,145	0.76	$28,000
11-3013	Facilities Managers	30	37	1,305	1.07	$101,800
39-3091	Amusement and Recreation Attendants	28	9	813	0.63	$21,800
35-1011	Chefs and Head Cooks	28	8	670	0.70	$56,900
13-1161	Market Research Analysts	21	37	1,681	0.59	$71,800
	Experience Texas City Top Jobs	**5,810**	**4,157**	**196,859**	**0.94**	**$42,200**

Source: JobsEQ, 2021 Average. Employment — Work in Texas City *represents those employed by companies located in Texas City regardless of where workers reside.* Employment — Live in Texas City *represents those who reside in Texas City regardless of where they work. Drive-time is 45 minutes from Texas City. Wages are as of 2020.*

Figure 2.6 Experience Texas City: Top Occupations by Average Annual Wage, 2020



Source: JobsEQ, 2020 Wages

Table 2.16: Experience Texas City Target High-Paying Occupations and Skills-Transferable Occupations

High-Wage Occupations	Average Wage	Transferable Occupation	2021 Employment	Average Wage
Entertainment and Recreation Managers	$134,800	Construction Managers	5,547	$99,200
		Education Administrators (K-12)	1,796	$91,900
		Supervisors of Firefighting and Prevention Workers	438	$78,700
		Occupational Health and Safety Specialists	1,477	$85,100
		Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
Facilities Managers	$101,800	Supervisors of Firefighting and Prevention Workers	438	$78,700
		Supervisors of Mechanics, Installers, and Repairers	4,003	$74,800
		Social and Community Service Managers	551	$74,400
		Logisticians	1,290	$92,300
		Purchasing Agents	2,054	$78,900
Market Research Analysts	$71,800	Public Relations Specialists	1,610	$62,500
		Career/Technical Education Teachers, Secondary School	728	$61,300
		Real Estate Sales Agents	2,226	$62,000
		Librarians and Media Collections Specialists	773	$62,900
		Instructional Coordinators	1,177	$69,800
Sales Representatives of Services	$63,300	Supervisors of Retail Sales Workers	7,779	$47,800
		Cargo and Freight Agents	753	$44,100
		Tellers	2,096	$31,200
		Procurement Clerks	425	$45,700
		Order Clerks	839	$38,300
Food Service Managers	$58,300	Chefs and Head Cooks	485	$56,900
		Cooks, Restaurant	8,027	$24,700
		Supervisors of Retail Sales Workers	7,779	$47,800
		Procurement Clerks	425	$45,700
		Dispatchers	1,684	$41,000

*Source: JobsEQ, 2021 average (employment), 2020 (wages). Job transferability based on O*Net crosswalk and JobsEQ training rank, Garner Economics*

Table 2.17: Experience Texas City-Related Higher Education Credentials Granted in 45-Minute Drive-Time Area, 2020

Area of Study	Certificate	Associate Degree	Bachelor's Degree	Graduate or Professional Degree	Total
Business, Management & Marketing	1,689	1,070	1,541	1,602	5,902
Mechanic and Repair Technologies	701	111			812
Culinary, Entertainment, and Personal Services	607	95			702
Visual and Performing Arts	34	158	138	64	394
Communication, Journalism, and Related Programs	3	20	224	25	272
Parks, Recreation, Leisure, Fitness, and Kinesiology	7	18	201	16	242
Family and Consumer Sciences/Human Sciences	88	32	8	2	130
Communications Technologies	41	11		9	61
Total	**3,170**	**1,515**	**2,112**	**1,718**	**8,515**

Source: National Center for Education Statistics, Garner Economics

Chapter 3: Recommendations to Diversify the Economic Vitality of Texas City

An effective economic development strategy takes a holistic approach to achieve success. It is based on a multi-pillar approach of recruitment (including retail and tourism), business retention, and entrepreneurship. Workforce preparedness is an integral part of this effort. This strategy encompasses this multi-pillared approach.

To ensure that Texas City can meet its full potential, leverage its assets, and diversify its economic base to retain current companies and attract the recommended business targets, the City and its many partners must be proactive in driving the community's economic future and setting it apart from peers and competitors.

The following observations, conclusions, and recommendations are based on data and feedback collected during Phase One of this project and reported in the previously published **CRR.** They also build upon the assessments made to identify the business targets suggested in chapter 2.

As noted in the introductory chapters, this assessment — and the observations herein — were developed from a site selector's perspective. The recommendations are built with an eye toward those areas that may differentiate the City.

Recommendations for action are categorized under four areas of opportunity: **Asset Development (Product Improvement), Execute Effectively, Entrepreneurial Development, and Communicate the Brand (marketing, provided by our partner DCI in a standalone report but summarized within).** In some instances, and where relevant and possible, a cost estimate to implement the noted recommendation has been offered. An estimated timeline for the optimal application of the recommendations is also included (where applicable). An asterisk denotes a potentially transformative project that could alter the economic trajectory of the City.

Asset Development

Use product improvement initiatives to ensure Texas City can compete to attract, retain, and grow the types of companies and talent the community desires.

Execute Effectively

Build programming that results in outstanding economic development service delivery across all City municipal economic development functions.

Entrepreneurial Development

Build an entrepreneurial ecosystem that will drive Texas City's economic growth from local businesses and entrepreneurs.

Communicate the Brand

Employ marketing tactics to create awareness of Texas City as a premier location for businesses and residents to drive leads, jobs, and investment to the City.

Asset Development

Use product improvement initiatives to ensure Texas City can compete to attract, retain, and grow the types of companies and talent the community desires.

1. Conduct a feasibility analysis to determine the optimal locations in the City for a new business park development.

The City should collaborate with a private developer(s) and existing landowners to improve potential industrial property, which in turn will attract the targeted business sectors. This may include incentivizing developers to create spec buildings or improve land for economic development. **Texas City, either in collaboration with the private sector or independently, should consider acquiring a site of 100 acres or more to develop a publicly held industrial park.** Texas City should also consider developing (in collaboration with others) a 100,000 sq. ft. industrial shell/spec building, expandable to 200,000 sq. ft. to accommodate the typical space demands of the targeted business sectors noted in the previous chapter.

The City needs to evaluate ideal locations where infrastructure can be developed and extended so that quality, targeted land development can occur. To do so, we recommend that the City engage a specialized consulting/engineering firm that will assess the optimal property locations that could be considered by the City for purchase in order to maintain control of the property. This would be done by an unbiased third party looking strictly at the costs and applicable science of the ideal locations.

Cost: For advisory firm, $25K+/-

Next steps: Engage a real estate market analysis firm or engineering firm to analyze site identification and the costs associated with acquisition and development.

Timeline: 2023-24

2. Grow retail options through a professional retail recruitment effort.

We heard consistently from both City leadership and through our stakeholder engagement that there is a strong demand for more retail options in many different sectors — restaurants, miscellaneous shopping, lodging, and more. Retail typically will locate in a community based on its growth trajectory, population size, and household income. Texas City is growing and checks the boxes for certain types of potential retail growth. But, attracting retail can be tricky and takes a long-term commitment. There are specialized firms that assist municipalities in retail attraction. Typically these firms use their contacts to reach out to targeted retailers and make a business case on why they should expand in a specific community. Texas City should interview at least two of the firms that specialize in this space, e.g., Retail Strategies and Retail Coach.

Cost: $30-50K per year, usually with a three-year contract.

Next steps: Accept proposals and interview firms for consideration.

Timeline: 2024-2027

3. Conduct a communitywide, comprehensive esthetics plan that includes branding, wayfinding signage, and streetscapes.

The gateways into Texas City are either nondescript or not esthetically pleasing. The lack of a memorable gateway sets an ambivalent or negative first impression of the community.

To welcome both visiting talent and potential businesses, the City should work to improve its major gateways by enhancing landscaping and improving esthetics. By improving the overall appearance of the City and by updating the City's brand, Texas City can differentiate the community from others in the south Houston region and build a greater sense of community pride. This is an integral component of accepting that the "charm factor" is real when companies and talent are considering investment and that both the public and private sectors must be in sync to accomplish this task effectively. Sixth Street is void of any streetscaping; the wayfinding signage that currently exists seems disjointed in promoting any consistent brand. Engaging a landscape architectural firm to assist with this initiative seems prudent.

A more comprehensive community beautification initiative would have an immediate impact on enhancing the brand and identity of the City.

Best practice examples:

- Midland, Michigan: The wayfinding and gateways program in Midland, Michigan, reflects the Frank Lloyd Wright-inspired architecture on gateways, parks, and recreational areas. The case for such an extensive wayfinding program is in reinforcing the entire urban brand through placemaking.

- Fairhope, Alabama: In 2000, the city competed in the Nations in Bloom competition and placed third for cities in its population category. This competition recognized cities and towns internationally for landscape and environmental stewardship. Since 2001, the city has added two tree trails, implemented a tree recognition program, and planted more than 100 trees for its centennial in 2008. The city has continued to add flower beds throughout town and sidewalks to connect neighborhoods and schools.

Timeline: 2023–2028

Execute Effectively

Build programming that results in outstanding economic development service delivery across all City municipal economic development functions.

1. Add one additional staff member to the City's economic development department.

The City's economic development department is staffed by one individual (full time equivalent — FTE). Yet, the workload for that position is significant and potentially overwhelming for a customary work week. We assessed work output, actual program initiatives, internal and external time demands, and other influences, and concluded that we were amazed the current economic development director was able to accomplish all he has on his plate. We used our database of other municipal best-practice organization structures and concluded that the City should add one additional FTE in a macro position titled "project manager." This individual will be engaged to assist the director in a number of facets, but most importantly, the execution of this economic development action plan with emphasis on entrepreneurship, product development, and service to existing businesses.

Timeline: 2024

Cost: $65,000 +/- estimated

2. Invest in professional development for the economic development staff.

Investing in the professional development of an organization's team is a recipe for the growth and retention of a company's staff. The City should allocate funds each year for the professional development of its two FTEs. These should include the Basic Economic Development Course offered by the Texas Economic Development Council (for anyone new entering the profession); the Economic Development Institute offered by the University of Oklahoma; the Site Selectors Guild meetings, which offer both networking and thought content at their meetings; the International Asset Management Council (IAMC), which does the same; and IEDC, which is the world's largest professional association for economic developers.

Timeline: 2024-2029

Cost: $5,000 +/- per year for two events, plus some travel costs

3. Create a cadre of economic development ambassadors.

The Houston region is rich with business and academia executives who travel the globe for their respective organizations. Some of those executives live and work in Texas City or Galveston County. The City can leverage those local connections and engage these leaders to promote business investment in the region. Additionally, these ambassadors should also collectively visit government leaders in Austin to tout the City's advantage and to advocate for economic development policy changes. Such third-party testimonials are an effective way to promote the area to its peers domestically and internationally.

Texas City should develop an ambassadors program to train willing business and government leaders to assist the organization in extending the brand of the City as a place for business. The City (and Chamber of Commerce) staff would provide the ambassadors with talking points, training, and collateral to help them advocate the City's business attributes. Suggested materials to share with your ambassadors include the DCI-prepared key messages and soon-to-be-updated and developed collateral pieces noted by DCI.

Timeline: 2023-26

Lead: Chamber of Commerce/Texas City Economic Development

Entrepreneurial Development

Build an entrepreneurial ecosystem that will drive Texas City's economic growth from local businesses and entrepreneurs.

1. *Create an Entrepreneurial Center (or Knowledge Center) on 6th Street that would include a small-business incubator and makerspace.

The Kauffman Foundation suggests that, nationally, new firms and young businesses disproportionately contribute to net job creation throughout the economy and account for more than two-thirds of gross job creation. Tracking the employment of new firms, those established for less than one year, is a good measure of the entrepreneurial ecosystem of an area. The ability to create a new company and new jobs helps to bolster the local economy. New firms play a significant role in employment growth as a result of their disproportionate contribution to job creation.

Measuring the proportion of self-employed people is a rough means to gauge entrepreneurial activity, which in turn, can provide a view of local risk-taking and economic dynamism. Texas City has a self-employment rate of 5.1% for 2020. This measure includes self-employed individuals who are incorporated as well as those who

are unincorporated or unpaid family workers. This rate fell from 6.2% in 2015, a drop of 1.1%, which is the most of any geography reviewed.

Let's get the momentum back! The school districts and community colleges should take the lead in building the entrepreneurial ecosystem in the City by offering a curriculum introducing entrepreneurship. Texas City and the Chamber of Commerce, acting as facilitators, should either find a vacant facility (approximately 2,000 sq. ft.) on 6th St. that will allow for the development of an Entrepreneurial Center (or Knowledge Center) or seek funding to construct one on a neutral site. Why 6th St.? Building population density in that area is the only way possible to see the growth of the district succeed. For now, with an 80+% vacancy rate of storefronts and the street not being aesthetically/visually pleasing, we are suggesting one last marquee project effort to save the district from commercial malaise. Adding a **makerspace** within the Entrepreneurial Center will allow the space to serve a broader range of entrepreneurial activities. For those not teaching entrepreneurship in their schools, they should be. The Aspen Institute has good research on this subject: Why Schools Should Teach Entrepreneurship - The Aspen Institute.

Within the Entrepreneurial Center, small-business counseling should be housed in the new location, including offices of SCORE and the SBDC, along with any academic institutions instructing in entrepreneurship.

Best practice examples:

- Greensboro, North Carolina: https://www.forgegreensboro.org/
- Hartford, Connecticut: https://makerspacect.com/join-the-movement/
- Greenville, South Carolina: http://synergymill.com/
- Texas Incubators list: https://gov.texas.gov/uploads/files/business/business_incubators_directory.pdf

Lead: Texas City EDC/Chamber of Commerce, both ISDs and College of the Mainland

Atlantic Magazine published an article on how makerspaces are helping local economies, "How Makerspaces Help Local Economies." A makerspace is a collaborative workspace that provides a variety of tools for making, learning, and exploring — from high-tech to no-tech. There are a few with trademarked names such as TechShop (governed as a for-profit corporation) or FabLab (a nonprofit foundation). Depending on the structure, these operations provide access to members, students, or entrepreneurs and have a variety of maker equipment, including 3D printers, laser cutters, CNC machines, soldering irons, and even sewing machines. Makerspaces are often entrepreneurial tools that can be paired with programming and business planning support. Another positive use is to leverage the space and equipment to help the displaced and consistently unemployed to "skill up" or find resources for wealth-building on their own merit.

2. *Create and promote an annual "Texas City Entrepreneurs Pitch" with startup grants and space in the Entrepreneurial Center.

The *Texas City Entrepreneurs Pitch* is a way to get entrepreneurs of all ages, particularly young people who have left Texas City or people who may live in the Houston region, help them start a new business that will be "born and raised" in Texas City. Two key factors must occur for the annual Pitch series to occur: capital and space. We are suggesting no less than $10,000 grants to be used as startup capital for these entrepreneurs that are selected through a business pitch format. Space needs to be offered to these individuals, thus the need for the successful implementation of recommendation number 1 above.

A national business pitch competition, done effectively, should garner Texas City regional and national media. DCI has noted its ability to assist in the promotion of this effort within DCI's marketing strategy, should Texas City implement this recommendation.

Execution won't be easy. The key components of capital and space are critical. For capital, Texas City and the Texas City Chamber should work diligently to identify regional angel investors and venture capital offerings. Houston alone is rife with a multitude of startup investors, venture capitalists, and funding sources, which are aggregated here. This would be a good initiative for the mayor, as the chief executive of the City, to conduct outreach with selected leaders of these firms and engage (sell) them on the opportunities of doing business in Texas City as an entrepreneur, which would be a new frontier. That opportunity to blaze new ground could indeed attract some potential venture capital investors.

Lead: Texas City EDC; Texas City Chamber of Commerce

Timeline: 2023-2026

Best practice examples: NetWork Kansas; Greater Colorado Pitch Series

Communicate the Brand

(DCI summary list of recommendations)

DCI, a branding and marketing firm partnering with Garner Economics, engaged with the Texas City EDC from January 1 to April 30, 2022, to develop a marketing strategy for the City moving forward. The strategy is designed to reach Texas City EDC's target audiences, including the following:

Business Attraction:

- Business decision-makers in target industries
- Site-selection consultants

Livability and Tourism:

- Current residents
- Regional residents

DCI recommends the following marketing tactics to create awareness of Texas City as a premier location for businesses and residents. Ultimately, as these tactics lead to greater awareness, the goal is to drive leads, jobs, and investment to Texas City. Recommendations are rooted in next and best practices in place marketing, based on DCI's work with cities across the country, DCI's national research of business decision-makers, and the DCI/Garner research for Texas City. The full **MARKETING STRATEGY** was published and shared with Texas City in April 2022, including detailed information on each of these tactics along with budgets and timelines. The summary points and recommendations include:

- **Foundational Work**
  - Invest in visual assets
  - Develop key messages
- **Brand Assets**
  - Create map and community overview
  - Develop talking points printed booklet
  - Develop target industry fact sheets
- **Digital Presence**
  - Revamp TexasCityEDC.com
  - Follow social media best practices
- **Media Relations**
  - Proactively pitch for economic development and tourism
- **Paid media**
  - Sponsored content
  - Paid search
  - Nextdoor campaign
- **Partnerships and Associations**
  - Partner with Lago Mar
  - Partner with regional and state destination marketing and economic development organizations
  - Increase involvement with economic development and industry associations
- **Tradeshows and events**
  - Attend one to two tradeshows per year, corresponding with industry targets
- **Commercial Brokers Outreach**
  - Host commercial brokers day
- **Site-selection consultant outreach**
  - Attend industry events
  - Develop e-newsletter
  - Conduct Dallas mission
- **Community Pride-Building**
  - Develop branded swag
  - Create mural program
  - Create passport/trail program

Recommendations Summary

Strategy	Actions	Timing	Estimated Cost
Asset Development	*Use product improvement initiatives to ensure Texas City can compete to attract, retain, and grow the types of companies and talent the community desires*		
	1. Conduct a feasibility analysis to determine the optimal locations in the City for a new business park development.	2023-24	$25K+/- for advisory firm
	2. Grow retail options through a professional retail recruitment effort.	2024-27	$30-50K per year
	3. Conduct a communitywide, comprehensive esthetics plan that includes branding, wayfinding signage, and streetscapes.	2023-28	n/a
Execute Effectively	*Build programming that results in outstanding economic development service delivery across all City municipal economic development functions.*		
	1. Add one additional staff member to the City's economic development department.	2024	$65,000 +/- estimated
	2. Invest in professional development for the economic development staff.	2024-29	$5,000 +/- per year for two events, + travel costs
	3. Create a cadre of economic development ambassadors.	2023-26	n/a
Entrepreneurial Development	*Build an entrepreneurial ecosystem that will drive Texas City's economic growth from local businesses and entrepreneurs.*		
	1. Create an Entrepreneurial Center on 6th Street that would include a small-business incubator and makerspace.*	2023	n/a
	2. Create and promote an annual "Texas City Entrepreneurs Pitch" with startup grants and space in the Entrepreneurial Center.*	2023-2026	n/a
Communicate the Brand	*Employ marketing tactics to create awareness of Texas City as a premier location for businesses and residents to drive leads, jobs, and investment to the City.*		
	Business Attraction: • Business decision-makers in target industries • Site-selection consultants		
	Livability and Tourism: • Current residents • Regional residents		

A detailed list of DCI's marketing recommendations can be found in the final marketing strategy report.

** Potentially transformative project*

Chapter 4: What's Next?

Texas City is experiencing healthy growth and economic success, but that growth trajectory needs to take on a new element of diverse business attraction and higher-income residential growth. The City is limited with site-ready product because of the lack of public ownership options, which means fewer shovel-ready sites and quality speculative or vacant buildings. The key questions that policymakers must ask are: What must be done to always stay globally competitive in our ability to attract and retain investment? What must we do to invest in ourselves so we will never become complacent? How can we be an effective alternative to the higher cost of the Houston market?

A key start to this will be the recommended targets that also allow for the diversification and income growth of the local economy. Additionally, local leaders will need to work diligently to enhance and grow the area's real estate portfolio. For without the opportunity to grow its office, industrial, and commercial base, Texas City, like any other City, would eventually wither. No Product, No Project.®

Through this report, **PATHWAYS TO PROSPERITY: AN ECONOMIC DEVELOPMENT ACTION PLAN FOR TEXAS CITY, TEXAS,** community leaders can make long-term structural investments to ensure that the City can attract the types of activity it wants while also taking on initiatives to augment the area's quality of place assets.

thank you

Garner Economics and Development Counsellors International (DCI) would like to thank the City of Texas City, its mayor and staff of the economic development department led by Garrett McLeod, and the more than 146 people who participated in our stakeholder engagement during this process. Their feedback, compilation of data, and information, as well as their openness and willingness to explore various opportunities to strengthen operations, have contributed to the richness and rigor of this report.

And a very special thanks to the entire staff of the City — true professionals — for their guidance and support in this action plan.

Thank you to the Steering Committee, which guided the efforts of the strategic planning process:

- Mayor Dedrick Johnson, City of Texas City
- Mark Ciavaglia, Chairman, Texas City EDC
- Page Michel, CEO, Texas City/La Marque Chamber of Commerce
- Jon Branson, Executive Director of Management Services, City of Texas City
- Kim Golden, City Engineer, City of Texas City
- Garrett McLeod, Economic Development Director, Texas City EDC