

Bay City - Matagorda United, 2009 Plan



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Executive Summary

Introduction

Bay City – Matagorda United, 2009 is the third in a series of strategic plans created to guide orderly, successful growth for Matagorda County. Developed during the spring and summer of 2009, *Bay City ~ Matagorda United, 2009*'s planning process brought together elected officials from all levels of government, community leaders, business leaders, non-profit and citizen action groups, and citizens representing communities throughout Matagorda County to four well-attended town hall meetings held at the Bay City Convention Center. The town hall meetings provided a forum for the participants to identify issues important to them, workout strategies to address these issues, and develop an action plan to guide implementation.

This plan is divided into two sections. The first, *Recommendations* discusses the goals identified at the town hall meetings. What are the benefits to the community by achieving the goals? What are the challenges? And, how do the goals relate to the overarching vision of the county's future development? The second section, *Implementation Guide* is a work plan that presents all the goals identified in the planning process by category. Each goal has a subset of objectives and each objective a subset of action items. Each action items has a correlating starting and ending date and identifies "Who's Responsible" for carrying out the task.

In addition, each objective or project has short- and long- term metrics which measure the overall direct or indirect affect achieving the objective will have towards meeting the stated goal. For example:

- Objective A.3 (Economy): Increase convenience & service quality of buying locally
- Action: In order to provide faster access to goods, contact and negotiate the free services of (local) business consultants for local businesses.
- Metric: Long term: A significant reductions in "economic leakage" as county residents spend money within the county.

During the town hall meetings close to a hundred separate issues or goals for the county were captured. The goals were tabulated and compiled into the following six separate categories:

- Economy: Retail development; Healthcare; Industry; Housing
- Quality of Life: Parks & Open Space Planning; Arts & Cultural Awareness
- Environment: Recycling and Household Hazardous Waste (HHW); Energy Conservation; Illegal Dumping
- Infrastructure: Drainage and Infrastructure Planning; Bay City Airport
- Tourism: New Attractions; Promotion; Enhance Tourist Experience

- Education: Partnership of Education and Industry; Graduate Degrees; Vocational Training.

Bay City – Matagorda United, 2009 produced an interesting expansion of the citizen’s vision for the county compared to previous planning efforts. New categories were developed such as “Environment” and “Quality of Life.” These new categories contained a number of goals aimed to protect the environment and to tap into the “green” movement both in industry and community development. For example, a handful of new goals include: developing green space by identifying and securing important habitat; improving parks and developing recreational facilities through a county-wide Parks and Recreation Master Plan; and, creating a target industry analyst for “green” industry and job creation.

The two previous plans used a process similar as to *Bay City – Matagorda, 2009* incorporating an open format to solicit input from local officials, community leaders and the public and developing goals and actions to achieve those goals. Categories that carried over from the two previous plans include “Education,” “Tourism,” and “Retail Development.” While the categories may be the same many of the objectives within these categories are new. The objectives identify new methods, techniques and ideas or, more often than not, build upon the successes that have occurred since the last plan. The following brief overviews of the two previous planning efforts are provided in order to illustrate how the vision for the county has changed over the past seven years.

Bay City United Plan

In 2002, the original *Bay City United* focused on the significant decline in retail sales in Bay City. The plan was intended to have a broader impact on the county, but mainly focused on improvements to Bay City. The plan covered the following topics:

- High Unemployment
- Uncoordinated Tourism Activities
- Traffic (Trucks and Trains)
- Challenges for Existing and Struggling Local Businesses
- Appearance of Bay City and Matagorda County

The coordinated execution of the plan led to a number of successes. As noted in the *Matagorda County EDC ~ Beaches, Bays, Birds and Business* (Vol. 2, Issue 2 Fall 2008): “Three years later sales taxes were up, unemployment was down, a new countywide committee was coordinating activities, a new Visitors Guide was underway to be placed at state welcome centers, the Nile Valley Drive by-pass was under construction, old signs had been removed, improvements were underway around the Courthouse Square....”

Bay City–Matagorda United Plan

The second plan was similar to the first in format. Community leaders met to brainstorm issues and opportunities related to a variety of topics. The input from this meeting was prioritized at a second meeting and work planning began to develop projects to address the significant issues. This resulted in objectives addressing the following priorities:

- Tourism and Tourism Infrastructure
- Community and Retail Development
- Enhancing Business Infrastructure
- Develop Higher Education Opportunities in Matagorda County

Again, the coordinated application of the plan helped facilitate significant successes within the county that ranged from expansion of existing industry...developing a county-wide Geographic Information System (GIS) database...new apartments and houses...a permanent 20,000 square foot state-of-the-art education center. The changes to the county between 2005 and the present were not solely due to the efforts of steering committee or the implementation of the plan – larger economic, technological, and demographic forces certainly came into play; however, the plan helped shape how the county would leverage these opportunities and to what vision they would work towards.

AgriLife Survey:

The planning process for the *Bay City – Matagorda United, 2009* was initiated by a community survey by John O’Connell, TAMU AgriLife Extension Service agent for Matagorda County. Mr. O’Connell surveyed the community to identify key issues and concerns in preparation of the planning process. The survey noted that over 90 percent of the respondents wanted to be included in the process for change. This response proved auspicious as there was an exceptional turn out for the four town hall meetings.

The survey polled residents on a number of different issues such as growth management, community development, open space, and economic development. In general, citizens felt that population growth can have a positive affect on the county and that growth is needed for prosperity. However, 81 percent of the people polled stated that they like the “small town feel of downtown” and other small town amenities such as knowing your neighbors, walkable communities, historic preservation, and tree preservation.

The results of the survey can be found in Appendix I at the back of this document.

Conclusion

Matagorda County is on the cusp between a rural county comprised of small, stable, prosperous cities and a county facing significant industrial investment and an increase in the projected population growth rate. The survey and the public input process both concur that citizen's welcome and will work towards the economic prosperity of their county. However, as the reality of that growth sinks in there is a strong feeling that protecting their way of life – protecting open space and habitat, knowing neighbors, a connection with downtown and local businesses – is important as well. Perhaps that is why new categories were developed to encapsulate the need to protect the environment and quality of life, while at the same time, move the county into the future.

Tourism

Introduction

Tourism marketing and development have been a major focus of every Bay City-Matagorda United plan to date. Priorities in this area have shifted from simply letting potential visitors know about the area, to crafting targeted promotions that will attract specific niche markets and increasing overnight stays.

The “tourism” economy in Matagorda County is alive and well. Since 2000 visitor spending has increased 25 percent, from \$34.6 million to \$43.6 million in 2007. This spending by visitors helps support 860 jobs, and deposits nearly \$965,000 into local coffers in the form of sales taxes. The continued emphasis on tourism development and marketing in Matagorda County will only strengthen an already thriving industry.

New Attractions

Goal: Increase tourism by developing and promoting new attractions

Matagorda County has laid an excellent foundation for the local tourism industry by promoting its natural resources. The county has now reached a stage in the tourism development process where additional development is necessary to continue the tourism industry’s growth and success.

Appropriate tourism growth for Matagorda County doesn’t have to include large-scale developments. Rather, growth through creating new events and building upon existing ones will be a more reasonable approach for the area. Events could be created to draw visitors to the area during the Christmas holidays, to celebrate local black and Native American cultures, and to provide musical entertainment. Designing events that support existing fishing tournaments and extend visitors’ stays should also be very effective strategies.

Tourism packages are another great promotional tool that can be highly effective in bringing visitors to the area. Packages provide visitors with a set of activities that are aligned with their personal travel preferences and needs. They have great universal appeal because they require very little work for the visitor, they are easy to book, and seamless in delivery. Several possibilities exist for themed Matagorda County packages, including Romance, Adventure, Deep Sea Fishing, Spear Fishing, Hog Hunts, Relaxing Getaways, and Kayaking. These themes draw upon the areas natural resources and existing tourism infrastructure, and are thus, perfect ways to promote what Matagorda County has to offer.

Quality Experience

Goal: Improve the quality of the tourist's experience in Matagorda County

Customer satisfaction is critical to the success of any tourist destination. Bad experiences can cause negative word of mouth, which can wreck havoc on even the most effective marketing and public relations campaigns.

To keep visitors happy and encourage return visits, Matagorda County should offer customer service/hospitality training to front line staff in local tourism-related businesses. This training will equip employers and employees with the knowledge and skills needed to provide quality customer service. The ultimate goal of the training is to enhance the visitor's experience – to ensure that Matagorda County is the most appealing and hospitable tourist destination possible.

Promotion

Goal: Increase Matagorda County's visibility as a tourist destination

Matagorda County has successfully leveraged thousands of dollars in media coverage by having a solid and effective public relations strategy. Whether handled locally or through Geiger and Associates, Matagorda County is a sought-after destination for members of the travel media.

Public relations campaigns have several advantages over paid advertising. Primarily it is less expensive, and tends to be more believable than a paid advertisement. However, there are also some drawbacks to public relations efforts. Since the media coverage isn't paid for, the host destination has no control over the writer's content and when it is printed. It isn't uncommon for stories to appear in print a year or more after the writer goes on a media tour.

Because of this, public relations should be seen as a "long haul" strategy. It must be nurtured and developed over many years.

Matagorda County has identified several opportunities to build on its early public relations successes. Targeting writers from specific markets and publications, or who write about activities available in Matagorda County will help to increase awareness of the Matagorda County area.

Economy

Introduction

Of all the goals identified regarding the economy in Bay City and Matagorda County, none eclipsed the need to reduce *Economic Leakage*. Economic leakage is the loss of capital and revenue from one geographic area (Matagorda County) to another due to a lack of locally available goods and services. For example, in Matagorda County, residents go to Houston to purchase goods and receive services such as healthcare.

Reducing economic leakage by building the county's retail sector will increase local tax revenues, provide more money for government programs, enhance quality of life, and attract prospective businesses and visitors. Further, increased retail amenities in Matagorda County will spur tourism development by creating more options and activities for visitors.

Economic and population growth result in an increased demand for housing. A wide variety or diversity of housing choices is required to meet the unique needs of specific cohorts within the incoming population. The plan outlines strategies for fostering the development of multi-family and corporate extended stay apartments, improving rental properties, and increasing home ownership.

Growing and diversifying the county's industrial base was also identified as a key component to the county's future prosperity. Matagorda County has a long history in the energy sector with a growing energy portfolio including nuclear and extractive energy industries. Matagorda residents support the energy sector and want the county positioned to capitalize on emerging "Green" or alternative opportunities.

Economic Leakage

Goal: Build retail sector in county to reduce economic leakage to other locations

The previous Bay City & Matagorda County plans stated the need to increase the retail opportunities in the county. Over the years, progress towards developing the retail sector was made through training and incentive programs (such as the Business Development Center, 2007), recruiting new retailers to Bay City and Palacios, and developing demographic and spending pattern studies to better recruit appropriate retailers.

Based on the public input for *Bay City-Matagorda United, 2009* the goal to provide training and incentives to promote and foster local retail businesses still holds true. There are a number of good reasons economic development organizations, local government, citizens, and the businesses themselves need to work together to create programs to promote retail development in the county: a) shopping locally ensures tax revenues stay

local rather than being lost to other cities. This leads to more money available for government programs, which can lead to higher quality of life for all residents; b) locally owned businesses keep their profit and spending in the local economy; and, c) locally owned establishments tend to have a greater tie to the community and may be more involved in supporting local causes and activities.

A strategy offered in the plan is to evaluate the effectiveness of existing retail development incentive programs as well as seek out and implement new ones. This strategy is important as it places an importance on not reinventing the wheel if, in fact, the current programs have sufficient value.

Housing

A diversity of housing types means housing in different price ranges, density, and style. Typically, as people move through life they desire different models to match their financial status and family needs. Housing is an important element of economic development as industry requires affordable, suitable housing for employees at every pay range throughout the firm.

Roof tops typically follow industry. It can be a chicken and egg situation in which developers - conservative and cautious - must see demand before they are willing to speculate, but, as noted above, housing is an important element to recruiting and retaining business. This is one reason that incentive plans, such as Bay City Community Development Corporation incentive, can be successful by reducing the risk to the developer.

Currently, housing in Matagorda County is marginally affordable. Housing is considered affordable if housing costs are not more than a third of household income. The 2009 median household income in Matagorda County is \$40,014 or approximately \$3,334 a month and the average monthly housing costs is \$1,088. Therefore housing costs are roughly a third of income, which is the ratio that denotes “affordable” housing. Ensuring adequate affordable housing to meet the expected demand will be a challenge for the county.

Healthcare

One specific instance of economic leakage identified during the planning process is the loss of revenue to out-of-county healthcare providers. The problem, as stated in the meetings, is a *perception* that healthcare services are limited and/or deficient in Matagorda County. This perception, however, is not accurate. A major thrust of the healthcare objectives is to address this perception by studying, promoting, marketing and improving the healthcare opportunities in the county.

The first project is to conduct a comprehensive study on the range of healthcare and providers within the county. This information will identify gaps of service while addressing the perception of a deficit of services. From this study promotional and marketing strategies and materials can be assembled and a campaign begun. A task force to address this issue will be made up of key stakeholders within the medical industry of Matagorda County.

The study described above will – by identifying gaps in service – provide a starting place in which to recruit and retain doctors and specialists to the county as well. Similar to a target industry analysis, this report will prove useful by identifying market need for specific healthcare services.

Industry Growth Sectors

Goal: Increase the green & energy sector in Matagorda County

Matagorda County's economic base has a robust utility and manufacturing sector. County job growth in the utilities sector is strong and grew by 16 percent in 2009, compared to 7 percent in the state. Utilities provide excellent salaries for the workers ranking as one of the top salary providers in the state with an annual median salary of \$134,457 per worker.

Looking a little closer at the utility sector in Matagorda County, *Nuclear Electric Power Generation* (NIACS 22111) accounted for 1,549 jobs in 2009 (up 17 percent from 2008) at an annual median salary of \$325,898.¹ Strong growth, good jobs, and a potential expansion of South Texas Project in the future all make a good case for fostering these industries within the county.

A project identified in the plan is to leverage the existing energy sector to transition or expand into “green” energy. The first action is to create a task force to study and determine what “green” business means. The study should examine “green” markets, labor, suppliers and other important variables to develop a strategy to diversify the current utility and manufacturing sector.

¹ Source: EMSI Complete Employment

Quality of Life

Introduction

As Bay City and Matagorda County continues to grow, there will be an increased need for more diverse recreation, leisure, and arts opportunities for residents and visitors to the area. Recreational and arts/cultural opportunities are key in ensuring the health of the overall community, while assisting with retention and recruitment of families and businesses.

One of the main recreation and arts challenges facing Matagorda County is understanding what facilities are needed, and how to deliver those facilities and services to county residents. As the existing recreation infrastructure ages and the demand for new opportunities grow, the community will be required to make decisions regarding funding, operation, and diversity of recreation opportunities. Arts and cultural facility and program needs will also need to be identified so that they can contribute to the area's existing and desired quality of life.

Open Space

Goal: Develop and implement county-wide recreational & open space master plan

The desired result of this goal is to provide recreational opportunities and open space for the citizens of Matagorda County, as well as to plan for the potential impact on the county's natural resources. Concern over loss of natural habitat and the lack of public spaces was the source of considerable discussion during the public planning meetings.

The initial step will be to inventory existing parks, open spaces, and other recreational resources in the county. This will involve building a GIS database of the parcels, classifying the land by type and quality of habitat, and analyzing each parcel to determine its suitability for future development.

Since the desired outcome of the plan is to provide a well-balanced and linked network of parks and open spaces, all county- and city-owned parks and open spaces should be inventoried. This will also help to eliminate duplicative efforts and services.

Sometimes known as "greenprinting," this process can help preserve an area's natural environment and character, identifying land that, through its protection, could meet multiple conservation priorities. Greenprinting has been used in many locations around the country, and has helped diverse community members reach consensus on conservation priorities.

Recreation

Goal: Preserve, maintains, and upgrades existing recreational facilities

Because of the natural resources and the physical environment in Matagorda County, it is important to develop a comprehensive Parks and Recreation Master Plan to ensure it remains desirable for tourism and as a place to live. The plan should respond to the needs of all who live in Matagorda County, as well as the tourists who come to visit. It should also seek to preserve and enhance the quality of life that makes Matagorda County such a special place.

A Parks and Recreation Master Plan will provide direction to the county and its stakeholders for redevelopment, enhancement, and growth of the parks and recreation facilities over the next several years.

Goal: Develop a recreation center

The concept of a having community recreation center in Matagorda County is not a new one. A similar goal was include in the previous Bay City/Matagorda United plan, which demonstrates long-standing interest in this type of project.

Any facility should be designed with the needs of the local residents in mind. Whether it be a new construction or a redeveloped property (such as the hospital building), a community recreation center must provide balanced amenities and programming for all age groups, physical abilities, and fitness levels.

Begin by seeking input from the public to determine the actual need for a facility and what features would be desirable to have in a community recreation center. Once the need has been established and the amenities have been prioritized, then the process of selecting the most feasible location can begin. A key component in the overall process will be developing case studies on similar facilities in other communities. This will enable the facility planners to learn best practices and avoid any potential pitfalls during the planning phase, or in construction and operation of the facility.

Goal: Develop a trail system for hiking and biking

Matagorda County contains miles of shoreline, open prairie, agricultural land, and beautiful landscapes throughout its over 1,600 square miles. Thus, some unique opportunities exist to satisfy the needs and demand for a non-motorized trail system in the county. Several different user groups could be supported on these trails, including walkers, hikers, cyclists, and equestrians.

A trail system can deliver a number of benefits. It can link important destinations within the county. It can also provide connectivity between communities, neighborhoods, natural areas, and other important destinations. Unused railroad right-of-way can be an

excellent means of providing these links and connectivity, and should be investigated as a viable option for acquiring trail property.

Culture

Goal: Develop an Arts and Cultural Center

Much like recreational amenities and open space, arts and cultural opportunities could greatly improve the quality of life for residents of Matagorda County. Visitors to the area would also be able to take part in arts-related programming which would enhance their experience in Matagorda County.

The arts can help establish a sense of place and add to the community's character. Additionally, arts and cultural facilities have often been a catalyst for economic development within a community and/or a downtown area. Arts and cultural opportunities can also provide additional evening activities and give residents and visitors reasons for people to be out at night. This, in turn, provides incentives for complimentary businesses (e.g., restaurants, bars, coffee shops, retail stores, etc.) to remain open to service arts patrons.

The development of an arts and cultural center was discussed many times during the public meetings in this planning process. There seems to be considerable interest here, but the road ahead will be challenging. The Bay-Tex Hotel was mentioned as a possible site, and in many ways would be the perfect location due to the economic reasons listed above. However, all options should be explored to ensure the arts and cultural center is a good fit for the community financially as well as how it could improve the quality of life.

Environment

Introduction

Environment is a new category for Bay City - Matagorda United plans. This category includes goals for conservation such as recycling and the collection of Household Hazardous Wastes (HHW), increasing energy efficiency of housing, and reducing environmental degradation and illegal dumping.

Recycling & Household Hazardous Wastes

Goal: Increase the collection of recyclables and HHW materials

Recycling and HHW collection can be characterized as “feel good” activities without much affect beyond instilling a sense of pride in the participant. While many citizens do gain a sense of accomplishment and well-being though recycling, there are also many real world benefits.

Recyclables can generate revenue for the entities operating the program. Recyclables such as aluminum and paper are in demand as material for cans and recycled paper. Technologies now exist to reuse household recyclables in a number of creative ways. Glass can be used to remake bottles or ground into road base or ditch filler. Tires can be used for fuel, school playgrounds, or even foot wear. As the cost for raw materials for manufacturing increases the use and demand for recyclables will rise.

Recycling household materials such as glass, plastic, paper, cardboards and metals reduces the volume of municipal solid waste that must be sent to the landfill. By reducing this waste stream the life expectancy of the landfills is extended and expensive new landfills will not be required.

According to the Texas Commission on Environmental Quality (TCEQ) each day the average Texan produces 7.6 pounds of municipal solid waste, up from 5.9 pounds 20 years earlier. In 1988, there were 750 landfills in Texas accepting waste, today 188 and, according to TCEQ, there are only 42.2 years worth of capacity in the current system. A landfill costs millions of dollars to permit and develop if you can find suitable land, neighbors, and obtain environmental permits.

Over the next five years, Matagorda County and Bay City are poised for population growth. Using figures from the Texas State Data Center approximately 776 new housing units will be constructed in Matagorda County in the next 10 years. The 2000 census tells us that there are 2.58 persons per household; multiply person per household by 7.6 pounds equates to 19.6 pounds per household. Projected population growth will mean

that the amount of municipal solid waste will increase by 15,215 pounds per day, or an additional 2,766 tons per year going to the Matagorda County Transfer Station Facility.

The goal to increase participation in existing recycling programs and create new ones is a good starting point towards reducing the overall waste stream of the county. The plan also calls for addressing HHW issues which will be discussed in the Illegal Dumping section that follows.

Energy Conservation

Goal: Increase the energy efficiency for all buildings

Matagorda residents expressed a strong commitment to a sustainable, environmentally friendly built environment. One goal is to foster increased energy efficiency for all buildings. Ensuring residential and commercial buildings are constructed to be as energy efficient as possible not only reduces the energy bills of the occupants, but can diminish peak demand for electric generation, which could in turn reduce long-term capital costs for utilities and government.

National organizations and programs have been developed to promote a built environment that is sustainable, energy efficient, and “Green.” The U.S. Green Building Council created the Leadership in Energy and Environmental Design (LEED) Green Building Rating System that provides standards for the development of environmental sustainable construction. LEED standards currently being applied more than 14,000 projects in the U.S and abroad. LEED standards can be applied to the development of public building, industry and neighborhoods. The plan calls for a review of county and city subdivision and building codes to ensure that energy efficiency is being mandated in those regulations.

Illegal Dumping

Goal: Eliminate illegal dumping

Illegal dumping is a pervasive and insidious issue facing many counties in Texas. Matagorda tax payers pay for the investigation, prosecution, and clean-up costs associated with illegal dumping. Illegal dumping is an eyesore that affects tourism, breeds vermin, and contaminates land and ground water. The plan calls for increased enforcement and developing education programs to foster commitment and environmental consciousness in all residents.

Improper disposal of Household Hazardous Wastes and other special waste in illegal dumps pose serious dangers for county workers and the environment. Materials like oil

and antifreeze dumped in ravines or ditches go directly in the drinking water supply for all citizens. Toxic and/or flammable materials (gasoline, insecticides) pose a direct danger to the workers tasked with cleaning up the site and may result in requiring HAZMAT crews to deal with very dangerous substances. The county has held one-day events to collect HHW and special wastes in the past, but this program was suspended.

Keep Bay City Beautiful was recently created and its mission is, “to educate and engage Bay City citizens to take greater responsibility for improving their community environment.” This organization will play a key role in the planning and implementation of clean-ups and collections within the county.

Education

Introduction

Providing education and training opportunities for Matagorda County students is a key element of economic development. Industry requires a trained workforce to compete in the global market. In turn, industry can provide good jobs that will keep young people in the community as well their buying power (houses, goods, and services), taxes, and civic activities - improving the quality of life for all county residents.

After the Bay City-Matagorda United plan Phase II the county made great strides in providing educational opportunities. As noted in the Matagorda County Economic Development newsletter after the Phase II plan, "...the BCCDC spent \$4.5 million to purchase and renovate an 82,000 square-foot eyesore into a remarkable education facility. Approximately 190 students are enrolled in its Process Technology and newly developed Nuclear Power Technology programs."

Meeting educational goals means to continually improve, adapt, and develop programs to meet the current needs of students, industry, and the community. During this planning process the public emphasized the need to provide additional opportunities for higher (four-year) degrees and to educate and promote the need, rewards and benefits of vocation training.

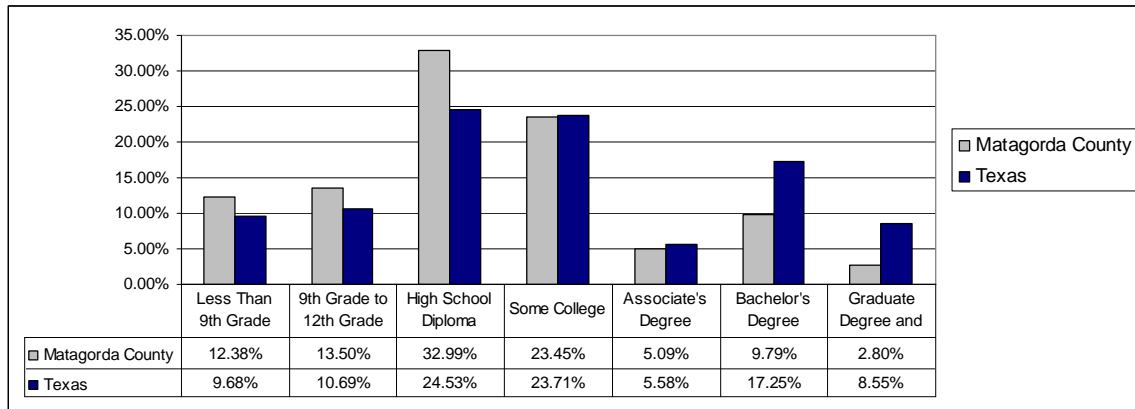
Four-Year College Degree

Goal: Increase the number of local students attaining four year college degrees

Over the years, a four-year college degree has been associated with good paying, middle class (or better) jobs. The four-year degree offers many opportunities to study a wide variety of disciplines leading to highly trained professional positions in technology, medicine, law, and education among others. In addition, college provides an opportunity to develop life long friendships, move to new places and experience unique cultures and lifestyles.

The chart on the next page compares Matagorda County's educational attainment to the state's. The share of residents who have "some college" is roughly equivalent to the states. The similarity ends there. Matagorda County residents have half as many bachelor degreed and a third as many post graduate degreed residents as the state's average. Conversely, Matagorda has a larger share of residents with high school or less educational attainment.

Education Attainment, Matagorda County and Texas



Source: EMSI Complete Employment - 2nd Quarter 2009 v. 2

Matagorda County residents have identified fostering four-year college degrees as a goal. They have identified three objectives to facilitate the process. First is to establish “articulation agreements.” Articulation agreements insure that the work and credits students earn at the junior college level will transfer to four-year institutions. This will provide another viable avenue for students to four-year degrees. Next, develop community scholarships to help defray the cost of dual credits and four-year degrees. The final goal is to foster the development of online curriculum. Online courses and training have had a positive and liberating affect for students in rural communities without a bricks and mortar campus, such as Matagorda County.

Industry & Education Partnerships

Matagorda County has a large manufacturing base. Many positions within these firms will not require four-year degrees. In an interesting article by Families and Advocates Partnership for Education (FAPE), the need for developing specific work skill in secondary and post-secondary training is outlined:

The U.S. Department of Labor's Managerial/Professional job grouping is indeed at the top of the salary ladder. But the next rung down on the ladder is Craft, Precision Metal, and Specialized Repair occupations in virtually every industry and every work environment like construction drafter, medical lab technician, manufacturing systems operator, computer repairperson, and paralegal that pay well but require specific occupational skills available in secondary and postsecondary vocational-technical programs or apprenticeship programs.²

The plan provides two specific objectives to promote vocational job opportunities by fostering the relationship between schools, industry and the community. Many teachers

² Families and Advocates Partnership for Education (FAPE), found on the WWW http://www.fape.org/idea/How_it_works/voced_myths_8.html

are the product of four-year colleges; therefore, an important objective in the plan is to develop teachers' knowledge of the benefits and requirements of craft & technical positions (as one citizen stated: "Educate the Educators"). Students also require information about the costs, benefits, requirements, and availability of craft/technical positions in the county. In addition, developing programs to facilitate internships and shadowing opportunities to bring students in contact with firms is an excellent method to instill real world experience into youth.

Infrastructure

Introduction

Infrastructure is the foundation of community growth. Roads, water, and wastewater are vital to economic prosperity and community quality of life. There is a need in Matagorda County for a comprehensive review of infrastructure to ensure needed facilities are adequate to support expected growth. The scope of these infrastructure plans falls outside the scope of this plan and will require the cooperation and involvement from a number of entities within the county and at the regional and state level. Infrastructure issues do not stop at jurisdictional boundaries, so it will take the entire community working together to address the issues and opportunities to improve the infrastructure in Matagorda County.

Drainage

Goal: Strengthen relationships between the four county drainage districts

Matagorda County is served by four independent drainage districts, each with their own elected board and taxing authority. These districts were created to manage drainage issues within their jurisdiction; however, drainage is an issue that affects the entire county and may be better dealt with on a regional basis.

The purpose of this goal is not to take authority away from the individual districts, rather it is intended to foster coordination and cooperation among them. This coordination relates to proposed projects and regulations that may impact other communities. Also, having a coordinated approach will benefit development in the county because standards and regulations will be consistent across the county rather than varying from district to district.

It is recommended that a workshop be held with representatives from each drainage district to identify common issues and concerns. This first meeting may lead to a common plan of action to be undertaken by each district. Following the initial workshop, the districts would hold regular meetings, at least twice a year, to discuss on going issues and opportunities. The relationship building will be a key objective in ensuring drainage issues in Matagorda County are addressed effectively and in the most cost efficient manner for the taxpayers.

Goal: Determine a funding structure for a county-wide plan

As mentioned, drainage issues do not recognize jurisdictional boundaries. A goal for the county should be a comprehensive drainage plan that encompasses all four drainage

districts. This plan would ensure all the districts are working towards common goals and that projects in one district do not negatively impact another. The challenge with this is determining a funding structure. Because each of the districts are independently funded it will require a Memo of Understanding or other agreement to share the costs for the plan. The county can play an active role in establishing this relationship and may also be considered as a funding partner. The drainage plan would hopefully result in opportunities for cost sharing and other savings that may result in the plan paying for itself over time in increased efficiencies.

Goal: Drainage plan development

Once a budget strategy is developed a lead agency will have to be selected. This is who will be responsible for ensuring the plan is successful. This may be a consortium of the districts, or possibly the County serving in the interests of all participants.

Once the lead is established a standard request for proposal and bidding process can be followed to find a firm to develop the plan. The lead agency should take some time to contact other communities who have been through the process to get feedback on best practices and ideas to ensure the process is effective. Once the plan is developed, each district should adopt policies and standards to implement the plan so that it is effective county-wide.

Transportation

Transportation is always identified as a major issue in any public input process. People want to have good roads with no traffic. The challenge is in paying for those roads, since building and maintaining roads are among the most expensive aspect of government. Many Texas counties have begun developing county-wide transportation plans to identify needed projects and to better coordinate projects across jurisdictions. This type of planning will help reduce the possibility of major improvements in one area not being matched by improvement across the city limits line. For example, the City of Bay City may decide to expand a road to four lanes; however, just at the end of city limits it may turn into a two lane County road leading to bottlenecks and driver frustration. A County wide plan will reduce the potential for this issue and ensure funding is used most appropriately.

Goal: Inventory existing and planned projects throughout the county

The first step in developing a county-wide plan is to establish an inventory of proposed projects throughout the county. This would involve contacting all the incorporated cities for their lists, as well as contacting TxDOT and HGAC to determine any regional or state projects. Each County Commissioner also has a list of projects they have planned for in the next few years. Once this list is compiled, a master list can be created. This master list will help to identify projects that may be combined, or done at different times to better ensure coordination. If Bay City is going to be rebuilding a stretch of road that

connects to a county road that is also in need of repair, it makes sense to coordinate those projects rather than doing them at different times and increasing the impact on drivers in that area. This also allows for prioritization of projects. If there are projects that are directly related to safety, they may be deemed more important than others and thus move up the list for implementation. The purpose of the master list is to ensure efficiency and better coordination for projects, thus managing limited resources in a better way.

Goal: Identify best practices and budget for transportation plan

As with the drainage plan it will be important to create a county-wide plan that addresses issues across jurisdictions. The county should take time to review similar projects in other counties (Burnet and Hays are examples) to determine best practices. This will ensure the county develops an RFP process that will find a consultant that can produce a product that is useful and most beneficial.

This level of planning will require an investment from the county, so it will need to be thought out and included in the budget process. This means beginning to review other county's plans in January of 2010. This will allow the funding to be included in the FY 2011 budget. Once the plan is developed it will be beneficial for all the appropriate jurisdictions to include in their transportation planning.

Bay City Airport

Bay City Airport is an asset to the entire county, not just to the city. Having access to an airport makes Matagorda County that much more attractive to potential businesses because of the access it affords for them. Having a facility that can handle jet traffic (not large jets, but corporate and possibly small regionals) can increase the potential for Bay City to recruit additional businesses. It also can serve the growing recreational pilot community who often struggle to find adequate hangar space and facilities. To accomplish this goal will require a community effort and the first step will be to develop an appropriate Airport Improvement Plan.

Goal: Develop an airport improvement plan

The Airport Board is appointed by the Bay City City Council to manage the airport and its operations. This group would be responsible for managing the planning process. As with other plans identified here, the first step would be to contact other airport authorities who have gone through a planning process to determine their successes and challenges. In addition, an effort should be made to identify unique projects in other communities that might be adapted in Bay City. One example is the Hangar Hotel in Fredericksburg. This hotel as a 'World War II' theme in its décor and the 'Officer's Club' bar is an attraction for more than just guests of the hotel. This facility serves as an attraction to Fredericksburg and increases the business at the airport.

Once the board has identified its goals for the planning process, the standard RFP process should be followed and a consultant selected to develop the plan. The board should play an active role in its development to ensure it reflects the needs of Bay City and Matagorda County.

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Category: Tourism

Goal A: Increase tourism by developing and promoting new attractions.

Objective A.1: Create new events and tourism niches.

Actions	Start	Complete	Who's Responsible?
Create a steering committee/task force composed of representatives from each community in the county to advise the CVB about arts and cultural issues, and to take on the task of implementing most of the strategies below.	Dec., 2009	Jan., 2010	MCCVB, arts and cultural "movers and shakers" from throughout the county
Develop Christmas themed activities to attract more visitors during the holidays. Examples include Historic Home Christmas Tour, Christmas Around the Square, and Christmas Lighting event.	Oct., 2010	April, 2010	Arts & Culture task force, Tourism Committee, Landmark Committee, MC Historic Comm., Main Street, MCCVB for promotion
Develop a multi-cultural festival featuring Black history and/or a Native American Pow Wow. James Roberson could be a resource on Black history, and Max Travers for Native American culture.	Oct., 2009	April, 2010	Arts & Culture task force, MCCVB for promotion
Construct an outdoor pavilion for musical performances on Cottonwood Creek. Work with Keep Bay City Beautiful in a joint effort on this project.	Oct., 2009	Sept., 2011	All County Chamber, MCCVB, KBCB
Provide outdoor entertainment, live music, and vendors during fishing tournaments at Matagorda Harbor. This would entice participants and observers to stay overnight rather than drive following the tournament.	Oct., 2009	Sept., 2010	Matagorda County CVB & Matagorda Area Chamber of Commerce
Produce a musical event to attract out of town visitors. The Jones Family Singers could be the headliner.	Oct., 2009	Sept., 2010	MCCVB
Produce a multi-day event such as a weekend fishing tournament/live music festival 2-3 times per year. The music could be themed and feature country, jazz, blues, etc.	Oct., 2009	Sept., 2010	All County Chamber, MC CVB

How will you measure success?

1. Short Term: Increases in room nights sold.
2. Long Term: Increase in the hotel occupancy tax collected during the time of the new activities over previous years.

Tourism

Objective A.2: Develop and market new enticing, successful vacation “packages.”

Actions	Start	Complete	Who’s Responsible?
Offer a workshop hosted by MCCVB that brings together all potential package(s) partners. Provide packaging education/information, and time for attendees to put together packages for the MCCVB to market.	Dec., 2009	Jan., 2010	MCCVB
Ideas for new packages include the following: Romantic Weekend, Adventure, Deep Sea Fishing, Spear Fishing, Hog Hunts, Relaxing Getaway, and Kayaking.	Dec., 2009	Jan., 2010	Package partners
Incorporate new packages into MCCVB’s marketing plan including advertising and other promotions.	Oct., 2009	Ongoing	MCCVB

How will you measure success?

1. Short Term: New packages are successfully marketed, resulting in increases in visitation, room nights sold, hotel occupancy tax collections, and sales tax collections.

Tourism

Goal B: Improve the quality of the tourist's experience in Matagorda County.

Objective B.1: Hospitality training.

Actions	Start	Complete	Who's Responsible?
Partner with AgriLife Extension to develop a hospitality training course.	Oct., 2009	Jan., 2009	Chamber, CVB, Agrilife
Provide hospitality training every month in a different part of the county.	Oct., 2009	April, 2010	Agrilife
Develop an informational presentation about the program and its benefits to present to local business groups, professional organizations, and businesses.	Oct., 2009	Jan., 2009	Chamber, CVB, Agrilife
Repeat the training circuit at least annually.	Oct., 2009	Ongoing	Agrilife

How will you measure success?

1. Short Term: High marks in visitor satisfaction surveys.
2. Short Term: All locally owned and operated retail establishments in Bay City ensure their staff attends hospitality training session. All locally owned retail establishments proudly display "Texas Friendly" sign in window or other prominent area.

Tourism

Goal C: Increase Matagorda County's visibility as a tourist destination.

Objective C.1: Strengthen relationship with public relations/media professionals.

Actions	Start	Complete	Who's Responsible?
Host Texas Outdoor Writer Association for a tour	Oct., 2009	July 2010	MCCVB, Board, Chamber
Host a Houston Chronicle writer	Oct., 2009	Oct., 2010	MCCVB, Board, Chamber
Host writer's tour	Jan., 2010	Oct., 2010	MCCVB, Board, Chamber
Complete a FAM tour for TV stations from Houston	Jan., 2010	Oct., 2010	MCCVB, Board, Chamber

How will you measure success?

1. Short Term: Increase in ad equivalency from media coverage/PR.
2. Short Term: Increase in number of articles written about Matagorda County.
3. Short Term: Increase in inquiries from visitors.

Category: Economy

Goal A: Build retail sector in county to reduce economic leakage to other locations.

Objective A.1: Provide effective incentives to support local businesses.

Actions	Start	Complete	Who's Responsible?
Evaluate the effectiveness of current <i>education strategies</i> for promoting local business participation in incentives program.	Oct., 2009	April, 2010	SBDC, BDC
Implement new strategies or strengthen effective current strategies to increase participation in incentive programs.	April, 2010	April, 2010	SBDC, BDC
Evaluate the effectiveness of business training programs (survey, other metrics).	Oct., 2009	Jan., 2010	BC CoC, SBDC, BDC
Implement new strategies to improve business training programs.	April, 2010	April, 2010	BC CoC, SBDC, BDC
Identify and evaluate incentives for small businesses: loan funds, grants, business recognition.	Oct., 2009	On-going	SBDC, BCCDC, MCEDC, BDC

How will you measure success?

- 1) Short Term: Requests for local business incentives and assistance increase.
- 2) Short Term: Funded through the Chamber of Commerce local business training assistance increases.
- 3) Long Term: New and effective programs funded through a USDA, HGAC, and other agencies are implemented to foster growth of small businesses in MatCo.

Objective A.2: Shop local campaign.

Actions	Start	Complete	Who's Responsible?
Review/evaluate existing "Shop Bay City First" program. Create a study with a list of recommendations.	Oct., 2009	Jan., 2010	BCCDC, Chamber, Downtown Merchants, Economy Subcommittee
Implement list of recommendations from the "Shop Bay City First Study."	April, 2010	April., 2010	BCCDC, Chamber, Downtown Merchants, Economy Subcommittee
Review/evaluate existing "Chamber Bucks" program. Create a study with a list of recommendations.	Oct., 2009	Jan., 2010	Chamber, Economy Subcommittee
Implement list of recommendations from the "Chamber Bucks Study."	April, 2010	April., 2010	Chamber, Economy Subcommittee
Identify and implement at least one additional market strategy to educate and promote locally available goods and services.	Oct., 2009	April., 2010	MCEDC, BCCDC, Down town Merchants

How will you measure success?

- 1) Short term: Improvements to the "Shop Bay City First" program funded by the BCCVB result in locally owned and operated businesses seeing a rise in sales. The Cities see fewer vacancies and a rise in sales tax.
- 2) Short Term: Anecdotal or survey results will show evidence about the increase quality of service from local businesses
- 3) Long Term: The number of locally owned and operated businesses increases within the county.

Objective A.3: Increase convenience & service quality of buying locally.

Actions	Start	Complete	Who's Responsible?
Examine previous market research; conduct new market survey.	Oct., 2009	Oct., 2010	BCCDC, MCEDC
In order to provide faster access to goods, develop materials or program to educate businesses on improving services.	Oct., 2009	Oct., 2010	Chamber,
In order to provide faster access to goods, contact and negotiate the free services of (local) business consultants for local businesses.	Oct., 2009	Oct., 2010	Chamber, BCCDC, Mainstreet.
Hospitality training: Hold at least one “mixer” or training session for local clerks and business owners in the upcoming six months.	Oct., 2009	April., 2010	Chamber,
Hospitality training: Hold at least one “mixer” or training session for local clerks and business owners annually. And hold additional sessions before any large tourist event.	May., 2010	Ongoing	Chamber,
Reward companies participating in Hospitality training (e.g. “Texas Friendly” signs).	Oct., 2009	Ongoing	BCCDC, Chamber

How will you measure success?

- 1) Short Term: All locally owned and operated retail establishments in Bay City ensure their staff attends hospitality training session. All locally owned retail establishments proudly display “Texas Friendly” sign in window or other prominent area.
- 2) Short Term: Local retailers receive high marks in visitor satisfaction surveys.
- 3) Short Term: Local business streamlines purchasing procedures and increase availability of goods to local market.
- 4) Long Term: A significant reductions in “economic leakage” as county residents spend money within the county. Sales tax collection and county economic base increase.

Objective A.4: Get new movie theater.

Actions	Start	Complete	Who's Responsible?
Investigate local investor coalition (e.g. El Campo).	Oct., 2009	Jan., 2010	N. McDonald; BCCDC
Identify and contact potential investors to establish a coalition.	April, 2010	May., 2010	N. McDonald; BCCDC

How will you measure success?

- 1) Short Term: Investors are identified and a coalition is created to raise capitol for constructing a movie theater in Bay City.
- 2) Long Term: Matagorda County residents enjoy shows at the highly successful new Bay City Cineplex.

Goal B: Increase the diversity of the housing stock

Objective B.1: Increase new housing developments through financial incentives.

Actions	Start	Complete	Who's Responsible?
Consider the merits of expanding BCCDC program of interest support to smaller, less expensive homes.	Oct., 2009	Feb., 2009	BCCDC
Identify and provide funding for infrastructure (utilities, roads) to facilitate affordable housing development.	Oct., 2009	On going	Cities, County, Drainage District, TXDOT, Utilities
Research and draft a tax abatement policy recommendation to provide tax abatement on subdivided, but undeveloped land until developed lots sold.	Oct., 2009	Oct., 2010	Bay City, County, Appraisal District,
Analyze current appraisal standards & policies affect on new housing starts. Draft recommendations to amend MCAD policies to facilitate new, diverse housing start.	Oct., 2009	Oct., 2010	Appraisal Dist; MCEDC
Research and draft policy recommendation wherein speculation houses are not taxed until sold.	Oct., 2009	Oct., 2010	Appraisal Dist; MCEDC
Research and draft policy recommendation wherein houses under construction are appraised lower to provide incentive for new housing starts.	Oct., 2009	Oct., 2010	Appraisal District, MCEDC
Conduct presentation to all taxing entities regarding the policy and regulatory recommendations developed in the actions above.	May 2010	July 2010	BC/MC Steering Committee, Appraisal District, MCEDC

How will you measure success?

- 1) Short Term: Carefully researched and drafted recommendations to facilitate new, diverse housing starts are written.
- 2) Short Term: The need for new, diverse housing is implemented into long-range planning for infrastructure. New models are developed for the funding of infrastructure wherein the developers' costs are lowered.
- 3) Long Term: Housing starts increase as developers utilize changes in MCAD policy to develop lower cost housing.

Objective B.2: Update subdivision ordinances to foster new housing development.

Actions	Start	Complete	Who's Responsible?
Survey development industry professionals to determine if current minimum lot sizes affect new housing development.	Oct., 2009	April., 2010	MCEDC, BCCDC, Cities
Consider density bonuses for affordable housing.	Oct., 2009	April., 2010	Bay City, County
Encourage quality mixed use patterns.	Oct., 2009	On going	Cities, County
Recommend City consider developing a zoning ordinance.	Oct., 2009	Oct., 2010	BC/MC Steering Committee, Bay City Council, Mayor

How will you measure success?

- 1) Short Term: The cities review and consider changes to zoning and subdivision ordinances that will facilitate new housing development
- 2) Long Term: New, diverse housing developments are constructed in MatCo.

Objective B.3: Review, update & simplify the development process.

Actions	Start	Complete	Who's Responsible?
Evaluate current development review procedures and policies to identify barriers to an expedient, responsive process.	Oct., 2009	Oct, 2010	Bay City, County, Palacios
Develop an on-line "Development Handbook" with clear outlines of processes & requirements.	Oct., 2010	Oct., 2011	Bay City, County, Palacios, MCEDC, Drainage District
Publicize availability of Development Handbook.	Oct., 2011	On-going	Bay City, County, MCEDC BCCDC, Palacios

How will you measure success?

- 1) Short Term: Improve the speed, customer service and satisfaction of the development review process.
- 2) Short Term: Fewer complaints from the housing development profession.
- 3) Long Term: Increase housing starts.

Goal C: Increase the quality and quantity of rental housing.

Objective C.1: Facilitate the development of multifamily housing.

Actions	Start	Complete	Who's Responsible?
Identify suitable locations for multifamily development within the county based upon existing and planned infrastructure development.	Oct., 2009	April., 2010	Cities, County, MCEDC, BCCDC
Contract for a regional study of comparative apartment ages, prices, and amenities.	Oct., 2009	April., 2010	CDS

How will you measure success?

- 1) Short Term: City and county government work with utility districts to coordinate and plan the installation of key infrastructure in the county to ensure orderly, successful development of multifamily housing.
- 2) Short Term: A thorough regional study of the multi family housing and retail markets is delivered to the BCCDC.
- 3) Long Term: Quality multifamily housing is constructed within the county to meet demand.

Objective C.2: Consider incentives for multifamily development.

Actions	Start	Complete	Who's Responsible?
Research and consider a program to provide funding assistance for land purchases.	Oct., 2009	On going	BCCDC
Offer infrastructure funding assistance.	Oct., 2009	On going	Local Banks, USDA, HUD, BCCDC
Offer low interest loans for construction.	Oct., 2009	On going	BCCDC

How will you measure success?

- 1) Short Term: Through a consortium of local industries and banks and a loan fund assistance is provided to developers for the construction of multifamily housing.
- 2) Short Term: Low interest loans provided by local banks, USDA and HUD are provided to developers for the creation of multifamily housing.
- 3) Long Term: Multifamily housing supply meets the need for affordable housing in the county.

Objective C.3: Encourage development of corporate extended stay apartments.

Actions	Start	Complete	Who's Responsible?
Provide population projections from BDC report to developers.	Jan., 2009	Ongoing	MCEDC, BCCDC
Get STP/Fluor to contract for some units.	Jan., 2009	Ongoing	STP, Fluor

How will you measure success?

- 1) Short Term: The BDC report is complete and provided to appropriate developers and STP and Fluor
- 2) Short Term: Developers evaluate MatCo and Bay City area and start site selection process
- 3) Long Term: Corporate extended stay complex is constructed.

Objective C.4: Encourage quality of rental properties.

Actions	Start	Complete	Who's Responsible?
Review, revise and enforce all relevant regulations and ordinances affecting the quality of rental property.	Oct., 2009	Oct., 2010	Cities, County
Require health/safety inspections on all rental units between tenants.	Oct., 2009	Oct., 2010	Cities, County

How will you measure success?

- 1) Short Term: A complete and thorough review of all ordinances that affect the quality of rental housing is completed.
- 2) Short Term: Recommendations to the ordinances and procedures for enforcement are discussed and adopted by governing bodies.
- 3) Long Term: New procedures and regulation provide for a quality rental property stock in MatCo and Bay City.

Goal D: Increase the homeownership in Matagorda County

Objective D.1: Enhance and develop homeowner education & assistance programs.

Actions	Start	Complete	Who's Responsible?
Evaluate, revise and expand existing homebuyer education program.	Oct., 2009	Oct., 2010	BCCDC
Work with local banks and mortgage brokers to develop housing assistance programs.	Oct., 2009	Oct., 2010	BCCDC, CDCs, USDA
Partner with local industries to include assistance as an incentive for new employees to live in the county.	Oct., 2009	Oct., 2010	BCCDC, CDCs, USDA

How will you measure success?

- 1) Short Term: A review of the existing homebuyer education programs is conducted determining effectiveness, demand, and potential improvements. A list of recommendations to improve and fund (grants, USDA, BCCDC) the program is developed and implemented.
- 2) Short Term: Representatives from local banks and brokers, government agencies (USDA, HUD), and non-profits (CDCs) are brought together to discuss and develop housing assistance programs.
- 3) Short Term: Representatives from local industry are contacted and brought together to discuss the need for housing assistance to support recruiting.
- 4) Long Term: Successful assistance programs are implemented ensuring affordable housing to support the counties growing population.

Goal E: Increase healthcare opportunities

Objective E.1: Market existing facilities and healthcare services.

Actions	Start	Complete	Who's Responsible?
Develop a comprehensive study on the range of healthcare services provided in the county.	Oct., 2009	April, 2010	Hospital District, PMC & Medical Community
Collect information on quality of the healthcare provided in the county, such as existing doctors and other local health care services.	Oct., 2009	April, 2010	Hospital District, PMC & Medical Community
Develop promotional package to market and educate the public about the quality and range of healthcare services available to them locally.	May, 2010	Oct., 2010	Hospital District, PMC & Medical Community, BCCDC

How will you measure success?

- 1) Short Term: Funded through a partnership of the Hospital District, PMC and others a comprehensive healthcare study is completed.
- 2) Short Term: Through the partnership a quality promotional campaign is design and implemented.
- 3) Long Term: The economic leakage experienced due to MatCo residents seeking healthcare services outside the county decreases.

Objective E.2: Recruit and retain more doctors and specialists.

Actions	Start	Complete	Who's Responsible?
Develop a comprehensive study on the range of healthcare services provided in the county that, in addition, identifies gaps in service.	Oct., 2009	Oct., 2010	Hospital District, PMC & Medical Community
Develop marketing materials for needed doctors to use.	Oct., 2009	Oct., 2010	Hospital District, PMC
Consider providing office space/clinic for doctors to use.	Oct., 2009	Oct., 2010	Hospital District, PMC
Work with neighboring communities to establish network of "circuit doctors" to visit communities on regular basis.	Oct., 2009	Oct., 2010	Hospital District, PMC
Consider incentive for doctors to locate in MatCo.	Oct., 2009	Oct., 2010	Hospital District, PMC

How will you measure success?

- 1) Short Term: The study identified in Objective E.1 is complete and includes a wide range of information to help promote the healthcare services in MatCo.
- 2) Short Term: The partnership between the Hospital District and PMC and others in the medical community produces a solidified working group that can fund and implement programs to promote and facilitate healthcare services in MatCo.
- 3) Long Term: The quality and variety of healthcare services in MatCo are recognized as excellent through out the state and country providing additional leverage to the recruiting of business and residents.

Objective E.3: Develop new healthcare and wellness facilities.

Actions	Start	Complete	Who's Responsible?
Develop feasibility study on the cost, demand, partners, and process for establishing a drug and alcohol rehab center.	Oct., 2009	Oct., 2010	Hospital District, PMC & Medical Community
Establish community health centers.	Oct., 2009	Oct., 2013	Hospital District, PMC

How will you measure success?

- 1) Short Term: A concise report on the feasibility of developing a drug and alcohol rehabilitation center is completed. The medical stakeholders partnership identified in Objective D as well as city, county and state officials, and non profit meet to review and discuss.
- 2) Short Term: The medical stakeholders partnership with city and county officials, non-profits and citizen groups meet to develop a strategic plan for the development of community health centers in MatCo.
- 3) Long Term: The County is served by quality, low cost health centers and a drug and rehab center (if determined feasible).

Objective E.4: Expand healthcare opportunities for all residents.

Actions	Start	Complete	Who's Responsible?
Evaluate current level and types of financial support provided to MEHOP clinic. Develop a list of recommendation to improve the support provided.	Oct., 2009	April, 2010	Hospital District, PMC & MEHOP
Implement the list of recommendations to expand the support provided to MEHOP.	May., 2010	May., 2011	Hospital District, PMC & MEHOP
Partner with regional medical schools for funding and service to underserved local areas.	Oct., 2009	On going	Hospital District, PMC

How will you measure success?

- 1) Short Term: Unique strategies to leverage grants and increase contributions to support MEHOP are identified and implemented resulting in increased revenues for the organization and additional healthcare services for the residents of MatCo
- 2) Short Term: Medical schools partner with county healthcare providers to provide quality, affordable healthcare to those in need.
- 3) Long Term: Matagorda County residents receive excellent healthcare through a well supported clinic and hospital district.

Goal F: Increase the green & energy sector in Matagorda County

Objective F.1: Identify targeted green businesses.

Actions	Start	Complete	Who's Responsible?
Draft a study on what "green business" really means – moreover what it means in MatCo.	Oct., 2009	Oct., 2010	MCEDC, BCCDC, Cities, Counties
Inventory existing businesses and resources in MatCo that support "green business." Add to study.	Oct., 2009	May., 2010	MCEDC, BCCDC
Determine good fit industry targets for "green businesses" to recruit.	May 2010	Oct., 2010	MCEDC, BCCDC

How will you measure success?

- 1) Short Term: Thorough, concise study is developed on "green business."
- 2) Long Term: Matagorda County sees a growth in energy, manufacturing, retail, and service sectors due to the growth and expansion of existing "green businesses."

Objective F.2: Recruit green businesses.

Actions	Start	Complete	Who's Responsible?
Develop specific marketing materials for energy and green businesses.	Oct., 2010	March, 2011	MCEDC
Develop targeted list of prospects (niches, Houston market).	Jan., 2010	March, 2011	MCEDC
Market Matagorda County as the destination for these businesses.	Aug., 2010	On going	MCEDC

How will you measure success?

- 1) Short Term: A target industry analysis is completed on potential "green businesses".
- 2) Long Term: The number of existing businesses and resources in MatCo that support "green business" grows.
- 3) Long Term: Matagorda County sees a growth in energy, manufacturing, retail, and service sectors due to new "green businesses" relocating to the county.

Objective F.3: Support existing businesses to move to become green businesses.

Actions	Start	Complete	Who's Responsible?
Research, identify, & implement strategies to assist new businesses to transition to "green" processes.	Oct., 2009	Ongoing	MCEDC, BCCDC, Cities, Counties
Help foster networks for local businesses to expand their opportunities.	Oct., 2009	Ongoing	MCEDC, BCCDC,
Establish "local first" policies in construction and other bidding processes.	Oct., 2010	Oct., 2011	Cities, Counties

How will you measure success?

- 1) Short Term: MCEDC develops a partnership with state or federal agencies, utility, non-profit, or consultant to provide assistance on implementing a "green" strategy for the county's businesses and government.
- 2) Long Term: Research and implement effective, legal changes to the government bidding process to support local industry.

Objective F.4: Learn to build smarter.

Actions	Start	Complete	Who's Responsible?
Improve building codes; incorporate green building practices and requirements.	Oct., 2009	Ongoing	MCEDC, BCCDC, Cities, Counties

How will you measure success?

- 1) Short Term: MCEDC develops a partnership with state or federal agencies, utility, non-profit, or consultants to provide assistance on implementing a “green building” strategy for the county.
- 2) Long Term: Goals to increase energy conservation and reduce consumption, foster alternative energy development, increase open space, and other “green” objectives are met.

Objective F.5: Conduct a green building/cost savings education campaign.

Actions	Start	Complete	Who's Responsible?
Use newspapers and brochures to distribute building/cost saving information to inform the public and homeowners or renters.	Oct., 2009	April, 2010	MCEDC, BCCDC, Cities, Counties
Create a promotional/education package to help individuals demand better services from builders and suppliers.	Oct., 2009	Ongoing	MCEDC, BCCDC

How will you measure success?

- 1) Short Term: Through funding and partnership with HGAC, local utilities, industry or others an education campaign to promote energy conservation and other green building techniques and objectives is conducted.
- 2) Long Term: Goals to increase energy conservation and reduce consumption, foster alternative energy development, increase open space, and other “green” objectives are met.

Category: Quality of Life

Goal A: Develop and implement county-wide parks & open space master plan.

Objective A.1: Preserve undeveloped land.

Actions	Start	Complete	Who's Responsible?
Create GIS database of all parcel data in county. Inventory existing acres and develop county-wide land use map.	Nov., 2009	March, 2010	Matagorda Co Appraisal Dist. Texas Agrilife Extension Texas Parks and Wildlife Texas Nature Conservancy
Identify and classify habitat by type (e.g. wetland, riparian).	March. 2010	March., 2011	Texas AgriLife Extension Texas Parks and Wildlife Corps of Engineers
Assess quality of habitat type for wildlife, residential development, agriculture, tourism, and industry.	March. 2010	March., 2011	Committee of experts Corps of Engineer Non-profit Subcommittee
Purchase or set aside "essential habitat" when available for purchase or donation by property owners.	March., 2011	On-going	Texas Land Trust Matagorda County Texas Nature Conservancy Non-profits

How will you measure success?

- 1) Short Term: Develop a committee with state, regional, and local environmental organizations, non-profits, environmental organizations to oversee the inventory and classification process.
- 2) Short Term: Identify "high priority" parcels that would provide habitat to support ecology.
- 3) Long Term: Important habitat is set aside in conservation easements or wildlife property tax exemptions.

Objective A.2 Preserve, maintain, and upgrade existing recreational facilities.

Actions	Start	Complete	Who's Responsible?
Work with the Matagorda County to develop a scope of service and budget for a county-wide parks & open space plan	Oct., 2009	Dec., 2010	BCMU Steering Committee, County, Cities, Non-profits, Consultant.
Contract with qualified consulting firm for the development of the plan.	Dec., 2010	March, 2011	Matagorda County
Create a county-wide parks, recreation and open space plan.	March, 2011	March, 2012	Bay City Parks and Recreation Department Matagorda County ISDs, Municipalities
Assess condition of existing facilities and suitability for renovation.	March, 2011	March, 2012	Engineering professionals
Seek public input through surveys, town hall meetings, or both to determine residents' needs and desires for recreational facilities.	March, 2011	March, 2012	Matagorda County ISDs Municipalities Consulting firm
Implement plan	March, 2012	March., 2017	Matagorda County ISDs Municipalities Public and private partnerships

How will you measure success?

- 1) Short Term: The MCBC steering committee meets with County Commissioners to discuss the need to develop a county-wide recreation and open-space master plan.
- 2) Short Term: A consultant is hired and county-wide master plan is developed.
- 3) Long Term: Funds are raised through grants, fundraising, bonds, fees and other sources to implement the recreation and open space master plan. Recreational opportunities expand and visitation increases to the county.

Objective A.3: Develop a recreation center.

Actions	Start	Complete	Who's Responsible?
Determine need for Recreation Center via public meetings and community-wide survey.* (Planning for a recreation center could be incorporated into master park plan).	Oct., 2009	May, 2010	Wellness Matagorda City of Bay City County of Matagorda
Investigate process used by other cities in establishing recreation centers, e.g. Cities of Lake Jackson and Victoria's wellness center.	May, 2009	Oct., 2010	MatCo Gov, City of Bay City Engineering professionals, Wellness Matagorda
Develop feasibility and cost analysis for retro-fitting existing Matagorda County hospital building into a recreation center.	Oct., 2010	May, 2011	MatCo Hospital District MatCo Gov, City of Bay City Engineering professionals Auditors; Wellness Center
Based on a demonstrated public need and available resources, develop a plan for construction of a community recreation center. Identify funding sources, submit grant proposals, and develop a capital campaign to solicit donations.	May, 2011	May, 2013	Wellness Matagorda Matagorda County City of Bay City ISDs Municipalities Non-profits
Build/redevelop the facility.	May, 2013	May, 2015	Matagorda County

*(Planning for a recreation center could be incorporated into master park plan. This would shift the planning dates to coincide with the master plan creation – March, 2011 to March, 2012).

How will you measure success?

- 1) Short Term: As part of the master planning process survey public demand for recreation center.
- 2) The MCBC Steering Committee creates a sub committee to propose the project to stakeholders.
- 3) Short Term: A plan is developed covering all aspects of the development of the recreation center such as capital campaign, site selection, design, and programs.
- 4) Long Term: A new recreation center is constructed providing services and recreational opportunities for the citizens of Matagorda County.

Objective A.4: Develop a trail system for hiking and biking.

Actions	Start	Complete	Who's Responsible?
Establish a committee to develop a Master Plan for hiking and biking trails.*	Oct., 2009	May, 2010	BCMU
Determine the availability of railroad right of way for use as trails.	May, 2010	Oct., 2010	Trails Committee City of Bay City Matagorda County
Assess means to purchase, lease or accept donations of property for trail connectivity.	Oct., 2010	Oct., 2011	Matagorda County Municipalities BCCDC
Construct trail system.	Oct., 2011	Ongoing	Matagorda County Municipalities BCCDC

*(Planning for a trail system could be incorporated into master park plan. This would shift the planning dates to coincide with the master plan creation – March, 2011 to March, 2012).

How will you measure success?

- 1) Short Term: A master recreation and open space plan is developed in which a trail system for bikes, pedestrians, and kayaks is clearly identified and prioritized.
- 2) Short Term: Stakeholders committee is developed to organize and fund raise for the development of the system.
- 3) Long Term: Through a phased approach easements and land are purchased for the development of trail system that connects recreational facilities through out the county.

Goal B: Promote and enhance the arts and cultural awareness.

Objective B.1 Develop an Arts and Cultural Center.

Actions	Start	Complete	Who's Responsible?
Seek public input through surveys, town hall meetings, or both to determine residents' needs and desires for an arts and cultural center.	March, 2011	Feb. 2011	City of Bay City Bay City Independent School District. Arts groups Matagorda County
Determine the feasibility of redeveloping the Bay-Tex Hotel building into the arts and cultural center.	May 2011	Oct., 2011	City of Bay City Bay City Independent School District Arts Groups Matagorda County
Research other possible locations, including property for a new construction.	May 2011	Oct., 2011	City of Bay City Bay City Independent School District Arts Groups Matagorda County
Based on demonstrated public need, create a Master Plan for the development of an Arts and Cultural Center.	Oct., 2011	March, 2012	City of Bay City Bay City Independent School District. Arts groups Matagorda County
Begin project.	April, 2012	April, 2013	City of Bay City Bay City Independent School District Arts Groups Matagorda County

How will you measure success?

- 1) Short Term: The MCBC Steering Committee creates a sub committee to propose the project to stakeholders.
- 2) Short Term: A plan is developed covering all aspects of the development of the recreation center such as capital campaign, site selection, design, and programs.
- 3) Long Term: An Arts and Cultural Center is developed to provide services and programs to the citizens of Matagorda County and to act as an attraction for visitors.

Category: Environment

Goal A: Increase the collection of recyclables and HHW materials

Objective A.1 Provide recycling at three (3) county events in 2010.

Actions	Start	Complete	Who's Responsible?
Meet with Fair Association, Lions, and Market Days to plan for the collection of recyclables at their 2010 events.	Oct., 2009	April, 2010	Chamber Board, KBCB, Fair Assn., Lions, MatCo Env. Subcommittee
Provide City of Bay City recycling trailers at events	April, 2010	Feb., 2010	Chamber Board, KBCB, Fair Assn., Lions, MatCo Env. Subcommittee
Implement the plan to collect recyclables at 2010 events	April, 2010	Feb., 2010	Chamber Board, KBCB, Fair Assn., Lions, MatCo Env. Subcommittee
Review and assess the success of recycling effort. Revise 2010 plan as needed and reemploy in 2011	April, 2011	Feb., 2011	Chamber Board, KBCB, Fair Assn., Lions, MatCo Env. Subcommittee

How will you measure success?

- 1) Short Term: MatCo Environmental Subcommittee will partner with Keep Bay City Beautiful to develop a plan with event promoters to ensure recyclables are separated and collected at three events or more per year.
- 2) Short Term: Government, non-profit, ISDs and other entities will provide leadership, volunteers and promotion to ensure the recycling at the events is a success.
- 3) Long Term: The volume of waste material delivered to the landfill is reduced due to successful recycling efforts with in the county.

Objective A.2 Increase participation at current recycling center.

Actions	Start	Complete	Who's Responsible?
Identify barriers to participation of existing recycling facility (types of materials, marketing, and location?)	Oct., 2009	April, 2010	Recycling Center Board, KBCB
Develop and implement a strategy to address barriers and other issues (clean up the site).	May, 2010	May, 2011	Recycling Center Board, KBCB
Educate, publicize, and encourage use of present drive-in recycling facility by residents of the county.	May, 2011	May, 2013	Recycling Center Board, KBCB

How will you measure success?

- 1) Short Term: In partnership with state agency, non-profit, utility (LCRA) conduct an assessment of household hazardous waste and recycling collection in the county identifying barriers, opportunities, resources and other information required to make informed recommendations to increase participation in the county's recycling efforts.
- 2) Short Term: Create and implement a quality promotion package educating the public and the need and availability of recycling and HHW collection in the county.
- 3) Long Term: Quality collection programs are well supported by conscientious and dedicated citizenry.

Objective A.3 Curbside recycling and garbage collection in the county and Bay City.

Actions	Start	Complete	Who's Responsible?
Obtain actual cost information to make curbside pickup planning feasible.	Oct., 2009	April, 2010	City Public Works, KBCB
Meet with county and city officials to discuss different strategies for implementing curbside recycling and garbage collection.	May, 2010	July, 2010	City Public Works, KBCB

How will you measure success?

- 1) Short Term: In partnership with state agency, non-profit, utility (LCRA) conduct an assessment of household hazardous waste and recycling collection in the county to identify vendors, costs and feasibility of curbside collection.
- 2) Short Term: Conduct a survey to assess demand for curbside collection and the willingness to pay for it.
- 3) Long Term: Quality collection programs are well supported by conscientious and dedicated citizenry.

Objective A.4 Hazardous waste one-day collection event.

Actions	Start	Complete	Who's Responsible?
Create a Matagorda County HHW Alliance steering committee of all key stakeholders in the county (county gov, city gov, groundwater district, industry and such).	Oct., 2009	Jan., 2010	MatCo Gov, All Cities, Industry Leaders, Environmental and Civic Organizations, ISDs. KBCB
Conduct a county-wide HHW assessment & strategic plan.	Jan., 2009	July, 2010	MatCo Gov, All Cities, Industry Leaders, Environmental and Civic Organizations, ISDs. KBCB
Raise funds and implement HHW program as identified in the assessment.	Aug., 2010	On going	MatCo Gov, All Cities, Industry Leaders, Environmental and Civic Organizations, ISDs. KBCB

How will you measure success?

- 1) Short Term: An effective county-wide HHW committee of stakeholders is created to plan and implement an HHW program
- 2) Short Term: A thorough, clear strategic plan is adopted by the Matagorda County HHW committee and the committee successfully promotes and conducts one-day collection event.
- 3) Long Term: The county is served by a sustainable, permanent HHW collection center.

Goal B: Increase the energy efficiency for all buildings.

Objective B.1 Increase energy efficiency for new construction.

Actions	Start	Complete	Who's Responsible?
Adopt tax abatement for buildings that meet a set standard for energy efficiency (LEED).	Oct., 2009	Oct., 2010	County Commissioners' Court
Partner with construction industry to promote the benefit and value of energy efficiency techniques (LEEDs).	Oct., 2009	Oct., 2010	County, BCCDC, NCEDC, STP
Review county subdivision regulations to ensure that there are no barriers to increasing the energy efficiency of housing.	Oct., 2009	Oct., 2010	County, Consultant

How will you measure success?

- 1) Short Term: Architects, planners and government officials contact LEEDs consultants to participate in the planning and construction of any public project.
- 2) Short Term: Through funding and partnership with HGAC, local utilities, industry or others create an education campaign to promote energy conservation and other green building techniques and objectives is conducted. (See Economy, Obj. F.5)
- 3) Long Term: Goals to increase energy conservation and reduce consumption, foster alternative energy development, increase open space, and other "green" objectives are met. (See Economy, Obj. F.5)

Objective B.2 Preserve, retrofit, and rehabilitate existing buildings.

Actions	Start	Complete	Who's Responsible?
Review and establish procedures to ensure that all notices of violations are enforced.	Oct., 2009	Oct., 2010	City Code Enforcement, County Commissioners' Court, KBCB
Follow through with court's appropriate, harsh penalties as encouragement to owner to restore or sell.	Oct., 2009	Oct., 2010	County, BCCDC, MCEDC, STP
Look into historical grant funding.	Oct., 2009	Oct., 2010	County, Consultant

How will you measure success?

- 1) Short Term: City housing and building stock is improved through increased code enforcement.
- 2) Short Term: Grants through Texas Historic Commission and other foundations are awarded providing funds to retrofit building within the cities.
- 3) Long Term: Code violation decrease as residents and business owners voluntarily ensure their properties meet code.

Goal C: Eliminate illegal dumping.

Objective C.1 Promote, educate, and enforce laws on illegal dumping.

Actions	Start	Complete	Who's Responsible?
Educate/publicize available hot lines for reporting.	Oct., 2009	Oct., 2010	Chamber, KBCB, County
Enforce existing ordinances with immediate court action.	Oct., 2009	Oct., 2010	Municipal Court, Mayor /Council, KBCB, County
Give code enforcement personnel more authority/encouragement to write citations.	Oct., 2009	Oct., 2010	Mayor/Council, KBCB, Court, County
Identify best practices and funding sources (grants).	Oct., 2009	Oct., 2010	Mayor/Council, KBCB, Court, County

How will you measure success?

- 1) Short Term: An effective county-wide HHW committee of stakeholders is created to plan and implement collection programs that will reduce illegal dumping. (See Obj. A.3)
- 2) Short Term: Improved enforcement increases prosecutions which deter and reduce illegal dumping
- 3) Short Term: Grant funding from HGAC, USDA, foundation the county receives new technology to fight illegal dumping (e.g. remote motion sensing video)
- 4) Long Term: The County, in partnership with cities, non profits, and industry, maintains a strong comprehensive program which eliminates illegal dumping.

Objective C.2 Develop clean-up programs to remove waste from environment.

Actions	Start	Complete	Who's Responsible?
KBCB meets with organizers of Lyondell Cottonwood Creek Clean-up 2009 to become an annual event and partner to ensure it is an annual event.	Oct., 2009	Oct., 2010	KBCB, City
Publicize Adopt-a-Hwy Groups in area; work for development of more	Oct., 2009	Oct., 2010	KBCB
Obtain Adopt-a-highway recognition signs from TxDOT	Oct., 2009	Oct., 2010	KBCB

How will you measure success?

- 1) Short Term: Lyondell Cottonwood Creek clean up is an annual, successful event
- 2) Short Term: The highways in Matagorda County are clear of litter and garbage.
- 3) Long Term: Matagorda County earns a deserved reputation for being free of garbage and illegal dumps. This reputation dovetails with other economic development goals such as ecotourism.

Objective C.3 Plant native species of trees and other vegetation to beautify

Actions	Start	Complete	Who's Responsible?
Plant oak trees along Hwys 60 and 35.	Oct., 2009	Oct., 2014	KBCB, Scott Peden
Plant trees/other vegetation on Cottonwood Creek.	Oct., 2009	Oct., 2010	KBCB, HGAC, Lyondell, City
Plant wildflower seeds along 35 and 60.	Oct., 2009	Oct., 2010	KBCB, Garden Clubs
Create open space for community garden for underprivileged.	Oct., 2009	Oct., 2011	Birding/Nature Center, Local Churches

How will you measure success?

- 1) Short Term: The roadways and gateways to MatCo cities are made scenic and pastoral through landscaping.
- 2) Short Term: The reputation of Matagorda County is enhanced by the beautification of the roadways.
- 3) Long Term: Citizens and visitors alike become vested stewards of MatCo environment and landscape.

Category: Education

Goal A: Increase the number of local students attaining 4-year college degrees.

Objective A.1 Develop “Articulation Agreements”

Actions	Start	Complete	Who’s Responsible?
Research Lonestar College University Center and other “best practices.”	Oct., 2009	Jan., 2009	Education Subcommittee, ISD Staff, City & Co Gov, Non-profits.
Identify and contact four-year institutions to determine feasibility and requirements for articulation agreements.	Oct., 2009	Jan., 2009	Education Subcommittee, ISD Staff, City & Co Gov, Non-profits.
Develop succinct report on merits of developing articulation agreements or other program to meet the objective.	Oct., 2009	Jan., 2009	Education Subcommittee, ISD Staff, City & Co Gov, Non-profits.
Present the report to the Mid-Coast Industry & Education Alliance. (MCIEA)	Feb., 2010	April, 2010	Education Subcommittee
Schedule round table or series of meetings to develop a plan of action between all stakeholders (MCIEA, colleges, ISDs, and such).	May, 2010	Oct., 2010	MCIEA, Education Subcommittee
MCIEA (or other organization/committee) facilitates articulation program development between two- and four-year colleges and other stakeholders.	Oct., 2010	Oct., 2011	MCIEA, Education Subcommittee

How will you measure success?

- 1) Short Term: A succinct report identifying the merits and process for developing articulation agreements between local two-year and regional four-year institutions is created by the Bay City – Matagorda United Education Subcommittee
- 2) Short Term: The report is presented to the Mid-Coast Industry & Education Alliance.
- 3) Long Term: Mid-Coast Industry & Education Alliance or other organization takes the lead and facilitates an articulation program between two- and four-year colleges for MatCo students.

Objective A.2 Scholarships for students seeking dual credit.

Actions	Start	Complete	Who's Responsible?
Determine cost incurred by students & family (fees, travel, computers, ect) to attain dual credits. Research best practices in other communities.	Oct., 2009	Jan., 2009	Education Subcommittee
Host round-table with potential stakeholders and/or donors to present findings and garner feedback.	Feb., 2009	April, 2010	Education Subcommittee, MCEDC, College Staff. ISD Staff, MCIEA
Schedule a series of meeting with stakeholders to plan for the development of the program (organization structure, goals, fundraising, mission, etc.).	May., 2010	Oct., 2010	Education Subcommittee, MCEDC, Industry, College Staff, ISD Staff, MCIEA
Establish organization to raise funds, administer and monitor scholarship program.	Oct., 2010	Oct., 2011	Education Subcommittee, MCEDC, ISD Staff, MCIEA

How will you measure success?

- 1) Short Term: At least one round table with local businesses, ISD, city and county officials, non-profits to discuss the creation of the scholarship program.
- 2) Short Term: Through a series of stakeholder meetings a plan of action is created for the development of a scholarship program.
- 3) Long Term: An organization is created or identified to administer and promote scholarship program
- 4) Long Term: Funding stream is created and scholarships are provided to local high school students to reduce or pay for the cost of attaining dual credits.
- 5) Long Term: The number of students attaining dual credits increases.

Objective A.3 Scholarships for post-secondary degrees.

Actions	Start	Complete	Who's Responsible?
Research college costs: tuition, fees, living and "misc." Research community sponsored scholarships in other areas. Research existing scholarship opportunities in MatCo (industry, military, athletic, etc).	Oct., 2009	Mar., 2009	Education Subcommittee
Host round-table to present a report outlining the need and feasibility of developing a community scholarship program with potential stakeholders and/or donors and garner feedback.	Mar., 2009	April, 2010	Education Subcommittee, MCEDC, ISD, College Staff.
Schedule a series of meetings with stakeholders to plan for the development of the program (organization structure, goals, fundraising, mission, etc.).	May., 2010	Oct., 2010	Education Subcommittee, MCEDC, ISD, Industry, College Staff
Establish or identify an organization to raise funds, administer and monitor scholarship program.	Oct., 2010	Oct., 2011	Education Subcommittee, MCEDC, ISD Staff

How will you measure success?

- 1) Short Term: At least one round table with stakeholders (local businesses, ISD, city and county officials, non-profits, ISD and college representatives) to discuss the creation of the scholarship program.
- 2) Short Term: Through a series of stakeholder meetings a plan of action is developed for the creation of a scholarship program.
- 3) Long Term: An organization is created or identified to administer and promote scholarship program.
- 4) Long Term: Funding stream is created and scholarships are provided to local students working towards college degrees.
- 5) Long Term: The number of students seeking and attaining college degrees increases.

Objective A.4 Develop and promote online educational opportunities.

Actions	Start	Complete	Who's Responsible?
Research existing online educational opportunities (vocational & post-secondary) for MatCo students as well as costs, enrollment requirements, and degree opportunities.	Oct., 2009	Jan., 2009	Education Subcommittee
Research the success of these online programs (enrollment, degrees earned). Identify barriers to enrollment (cost, lack of promotion, computer access, course selection).	Feb., 2009	June, 2010	Education Subcommittee, MCEDC, Industry, College Staff, ISD Staff, MCIEA
Research and identify gaps in online course selection – do the courses match the needs of students? Of industry?	Feb., 2009	June, 2010	Education Subcommittee, MCEDC, Industry, College Staff, ISD Staff, MCIEA
Develop a report with specific recommendations for the fostering online learning and present at round-table of key stakeholders.	March., 2010	Feb., 2010	Education Subcommittee, MCEDC, Industry, College Staff, ISD Staff, MCIEA
Schedule a series of meeting with stakeholders to plan and promote the development of appropriate online education courses.	Feb., 2010	Feb., 2011	Education Subcommittee, MCEDC, ISD Staff

- 1) Short Term: At least one round table with stakeholders (local businesses, ISD, city and county officials, non-profits, ISD online course providers and college representatives) to discuss current online programs and how they are or are not meeting the needs of MatCo students.
- 2) Short Term: Through a series of stakeholder meetings a plan of action is created for the development of additional online courses and the promotion of existing courses.
- 3) Long Term: The number and participation of online courses increases to serve the need of MatCo students.

Goal B: Ensure MatCo students’ professional success through partnership between the educators and industry.

Objective B.1 Educate students and teachers about local labor market opportunities.

Actions	Start	Complete	Who’s Responsible?
Research and identify current and emerging labor trends in county and region. If possible, determine local student participation in the county job market by sector (perhaps through survey).	Oct., 2009	Jan., 2009	Education Subcommittee, MCEDC, BCEDC, ISD
Create a clear, succinct study of the local/regional job market by sector, pay, educational attainment and other criteria relevant to students.	Oct., 2009	Jan., 2009	Education Subcommittee, MCEDC, BCEDC, ISD
Distribute job market survey to students, counselors, teachers and administrators.	Feb., 2009	April, 2010	Education Subcommittee, MCEDC, BCEDC, ISD
“Educate the Educators” program: Host luncheons, round table, other meetings between industry leaders and educators.	May, 2010	On-going	Education Subcommittee, MCEDC, BCEDC, ISD, Industry
“Educate the Educators” program: Establish student and teacher “shadowing” opportunities. (http://www.careersprep.com/html/stc_ss.htm)	May, 2010	On-going	Education Subcommittee, MCEDC, BCEDC, ISD, Industry
Identify and promote “success stories.” Students that have made significant achievements in local industry. Newspaper stories.	May, 2010	On-going	Education Subcommittee, MCEDC, BCEDC, ISD, Industry
Create a job bank for internship opportunities for high school students with local industry. Create a web presence for the internships job board.	May, 2010	On-going	Education Subcommittee, MCEDC, BCEDC, ISD, Bay City, County

How will you measure success?

- 1) Short Term: Report is written and distributed identifying opportunities in the local job market.
- 2) Short Term: A program aimed at educating the educators is established to ensure that teachers know the local job market.
- 3) Long Term: The percentage of the local labor market served by MatCo student’s increases.
- 4) Long Term: The number of students moving into college or the job market who have received “real job” experience through internships or “shadow” opportunities increase.

Objective B.2 Promote local *vocational* job opportunities and benefits.

Actions	Start	Complete	Who's Responsible?
Using the study developed in B.1 to determine the demand, pay-scale, benefits, and range of <i>jobs</i> associated with “vocational” (Healthcare, Construction, IT).	Jan., 2009	Jan., 2010	Education Subcommittee,
Add to the study vocational <i>training</i> opportunities in the region and their cost, placement rates, and other relevant data.	Oct., 2009	Jan., 2010	Education Subcommittee,
Enlist DECCA program as a resource.	Oct., 2009	Jan., 2010	Education Subcommittee, DECCA
Develop and implement a strategy to enhance acceptance of vocation training for the general public. Add to the promotion actions listed in B.1 the materials developed on vocational opportunities.	May, 2010	On-going	Education Subcommittee, MCEDC, BCEDC, ISD, Industry, DECCA
Create a job bank for internship opportunities for high school students with local industry. Create a web presence for the internships job board.	May, 2010	On-going	Education Subcommittee, MCEDC, BCEDC, ISD, Industry, DECCA

How will you measure success?

- 1) Short Term: A study on vocational labor market by the Bay City – Matagorda United Education Subcommittee
- 2) Short Term: The report is presented to the Mid-Coast Industry & Education Alliance, educators, industry, and other stakeholders.
- 3) Long Term: Additional vocation training opportunities are created in MatCo.
- 4) Long Term: Industry demand for vocational workers is met.
- 5) Long Term: The number of students moving into college or the job market who have received “real job” experience through internships or “shadow” opportunities increases.

Category: Infrastructure

Goal A: Develop county-wide drainage plan

Objective A.1 Strengthen relationships between four county drainage districts

Actions	Start	Complete	Who's Responsible?
Conduct a workshop with representatives from all the drainage districts to discuss on-going projects and plans.	March, 2010	March 2011	Drainage Districts, Commissioners Court
Hold on-going quarterly or semi-annual meetings with drainage district leadership.	March, 2010	On going	Drainage Districts

How will you measure success?

- 1) Short Term: Workshop held in March, 2010.
- 2) Short Term: On-going meetings held.

Objective A.2 Determine a funding structure for county-wide plan.

Actions	Start	Complete	Who's Responsible?
Work with drainage districts and county to identify potential funding sources.	June 2010	Aug., 2010	Drainage Districts, Commissioners Court
Identify and apply for any potential grants and other external funding sources.	Aug., 2010	Oct., 2010	Drainage Districts, Commissioners Court
Establish an Inter-Local Agreement between entities to formalize plan funding.	Oct., 2010	Jan., 2010	Drainage Districts, Commissioners Court
Budget for plan in FY 2011 Budgets.	Jan., 2011	March, 2011	Drainage Districts, Commissioners Court

How will you measure success?

- 1) Short Term: Funding agreement in place by Aug., 2010.
- 2) Short Term: Grants and other funding applied for.
- 3) Long Term: Appropriate budget in place at all participating entities.

Objective A.3 Drainage plan development.

Actions	Start	Complete	Who's Responsible?
Determine lead agency to manage planning process.	March, 2011	May, 2011	Drainage Districts, Commissioners Court
Create RFP to find appropriate firm to do project.	May, 2011	July, 2011	Drainage Districts, Commissioners Court
Select Firm to develop plan.	July, 2011	Sept., 2011	Drainage Districts, Commissioners Court
Manage planning process.	Sept., 2011	Feb., 2011	Drainage Districts, Commissioners Court
Each District and County adopt policies to implement plan as needed.	On-going	On-going	Drainage Districts, Commissioners Court

How will you measure success?

- 1) Short Term: Lead Agency identified by May, 2011.
- 2) Short Term: Consultant Selected by September, 2011.
- 3) Long Term: Plan Developed and Implementation started March, 2012.

Goal B: Develop county-wide transportation plan.

Objective B.1 Inventory existing and planned projects throughout the county.

Actions	Start	Complete	Who's Responsible?
Work with cities and developers to identify current and planned projects.	Dec., 2009	Feb., 2011	Commissioners Court
Meet with TxDOT to identify what, if any, projects are planned in Matagorda County.	Dec., 2009	Feb., 2011	Commissioners Court
Develop a list of all projects planned by Commissioners.	Dec., 2009	Feb., 2011	Commissioners Court
Create a Master List of all current and planned projects.	Dec., 2009	Feb., 2011	Commissioners Court

How will you measure success?

- 1) Short Term: Master List of projects created by February, 2009.

Objective B.2 Identify best practices and budget for transportation plan.

Actions	Start	Complete	Who's Responsible?
Review county-wide transportation plans from other counties (Burnet and Hays are examples).	March, 2010	July, 2010	Commissioners Court
Establish goals for county wide plan.	July, 2010	Sept., 2010	Commissioners Court
Create RFP to find appropriate consultant.	Sept., 2010	Nov., 2010	Commissioners Court
Budget for plan in FY 2011 Budget.	Nov., 2010	Jan., 2010	Commissioners Court

How will you measure success?

- 1) Short Term: Goals established by September, 2010.
- 2) Short Term: Consultant Selected by February, 2010.
- 3) Long Term: Appropriate funding included in FY 2011 Budget.

Goal C: Expand Bay City Airport.

Objective C.1 Develop an airport improvement plan.

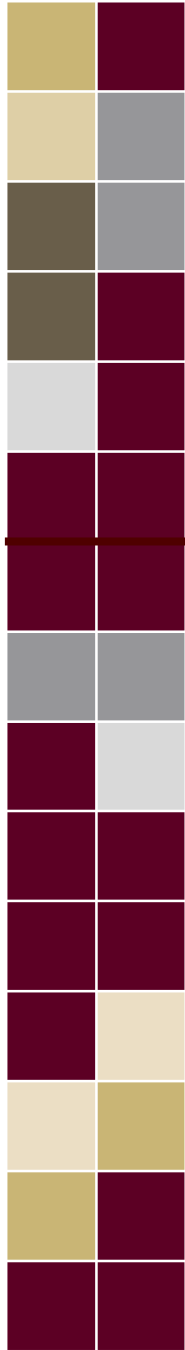
Actions	Start	Complete	Who's Responsible?
Identify key airport improvements.	March 2010	May 2010	Airport Board, City of Bay City
Identify funding for plan development.	June 2010	Aug., 2010	Airport Board, City of Bay City
Create RFP to develop airport plan.	Sept., 2010	Nov., 2010	Airport Board, City of Bay City
Budget for plan in FY 2011 Budget.	Dec., 2010	Jan 2011	Airport Board, City of Bay City

How will you measure success?

- 1) Short Term: Key needs identified by May, 2010.
- 2) Mid Term: Consultant selected by November, 2010.
- 3) Long Term: Budget in place by January, 2010.

Appendix I

Community Survey Results
AgriLife Extension Office



United Community Vision

Public Perception Survey

John P. O'Connell, County Extension Agent-
Coastal and Marine Resources

August 29, 2008

Improving Lives. Improving Texas.

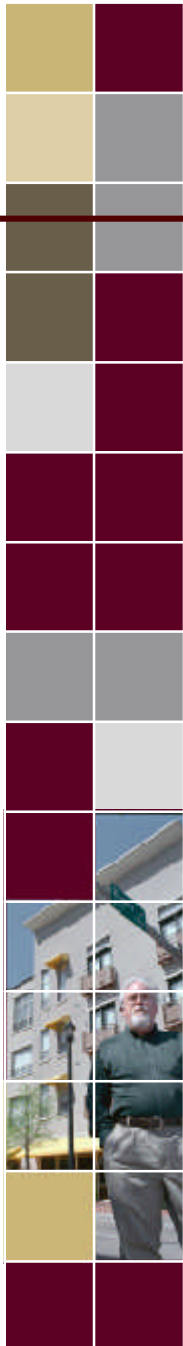


United Community Vision Data Collection

- Market Days
 - n=209
- MCBNC
 - n=55
- Bay City Gas Co.
 - n=247
- Survey Monkey
 - n=8
- Total: 519

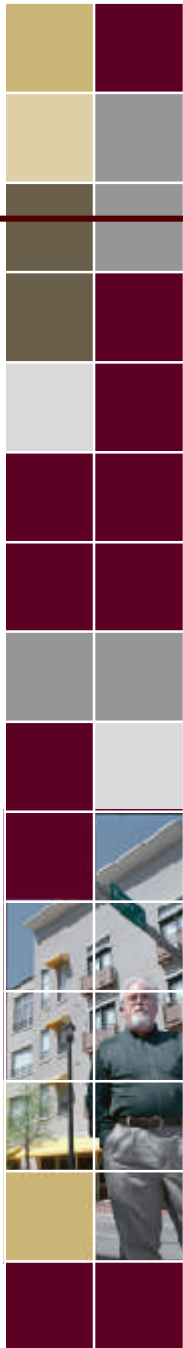
Respondents' Residence

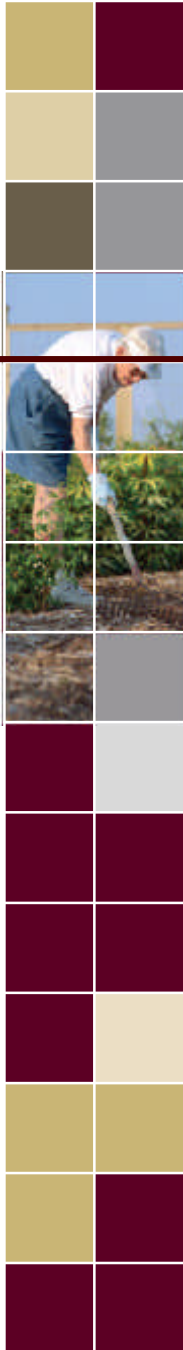
- Matagorda County
 - Bay City: 411
 - Palacios: 10
 - Markham: 9
 - Van Vleck: 8
 - Francitas: 2
 - Wadsworth: 2
 - Blessing: 2
 - Matagorda: 1
 - n=445(86%)



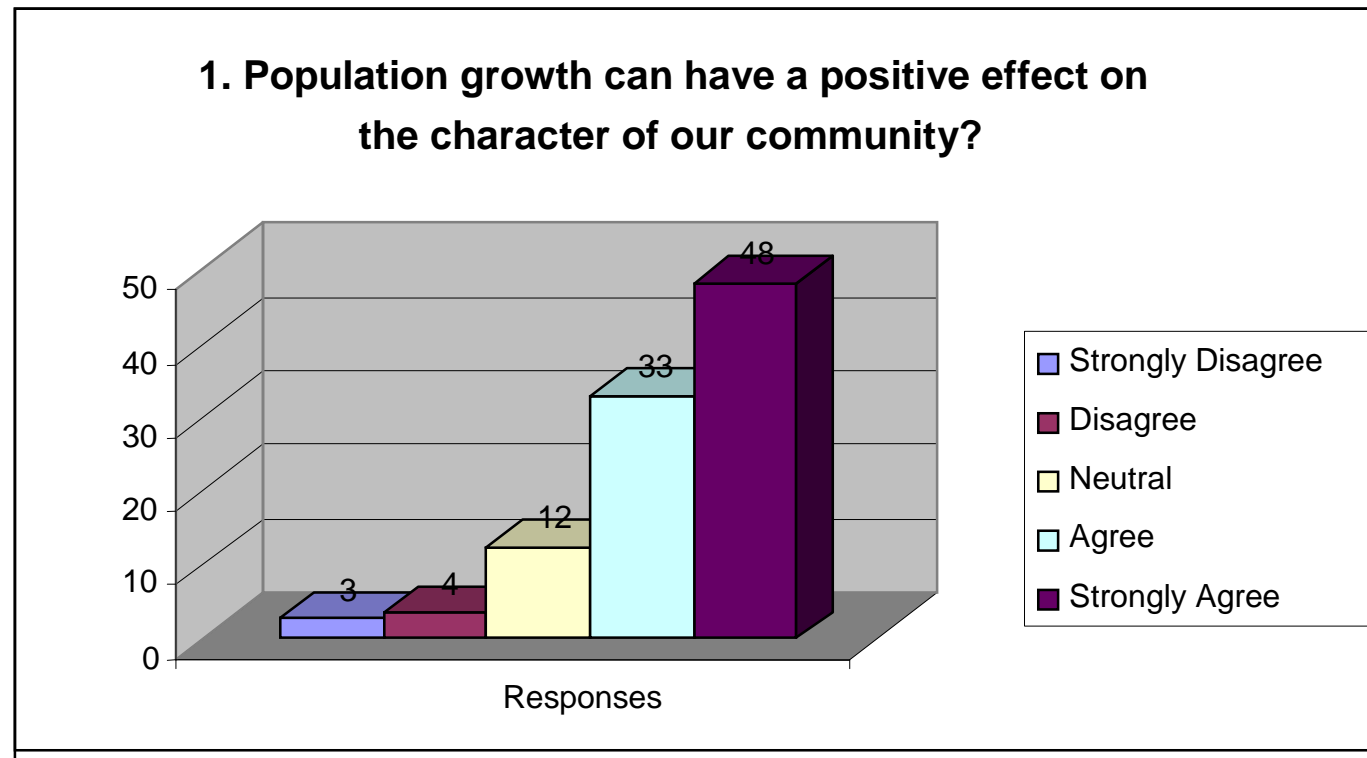
Respondents' Residence

- Out of County
 - Brazoria: 10
 - Calhoun: 1
 - Jackson: 3
 - Wharton: 9
 - Victoria: 4
 - Harris: 8
 - Montgomery: 2
 - Galveston: 1
- n=38(7%)

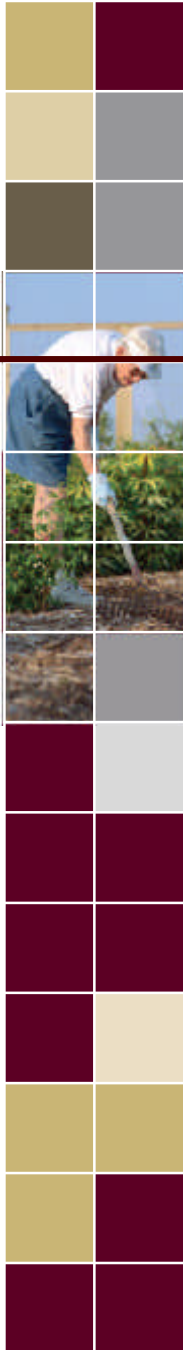




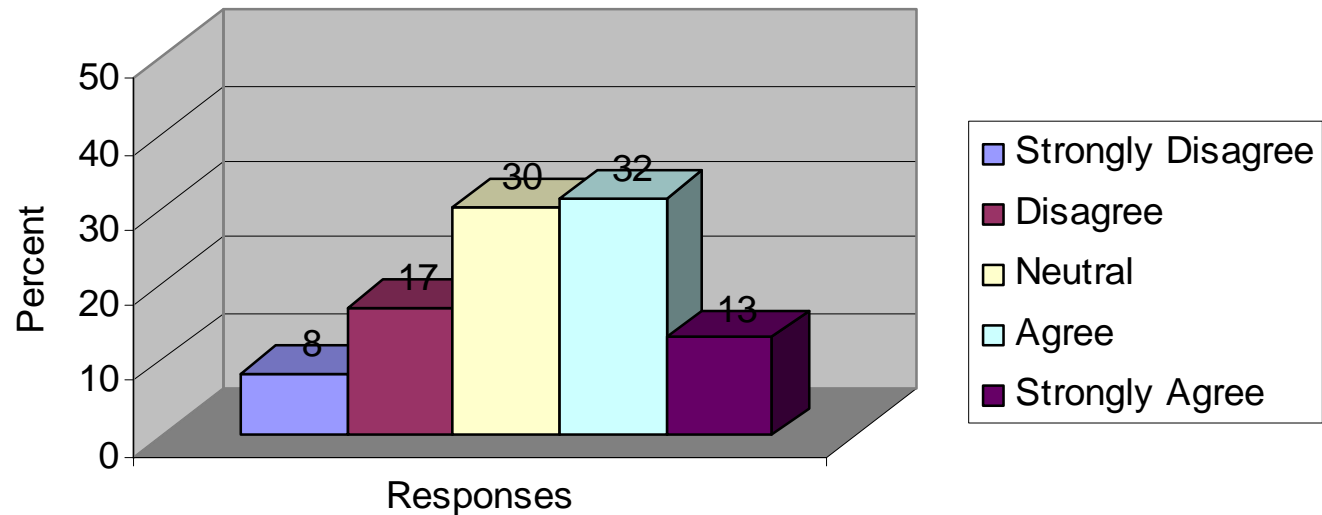
81% were in agreement that Population growth can have a positive effect on the character of our community.

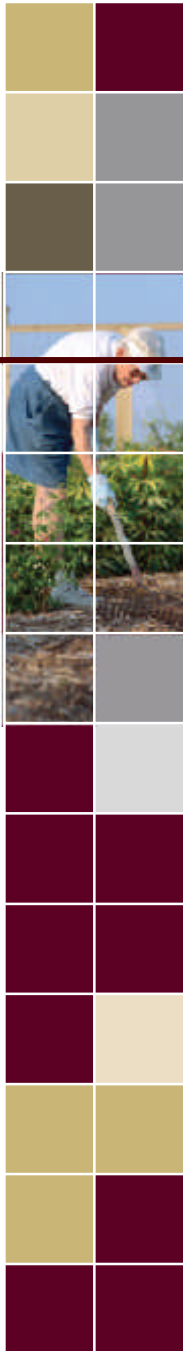


45% were in agreement that their community has adapted well to the arrival of new people over the last 20 years; however, 30% remained neutral in their response.

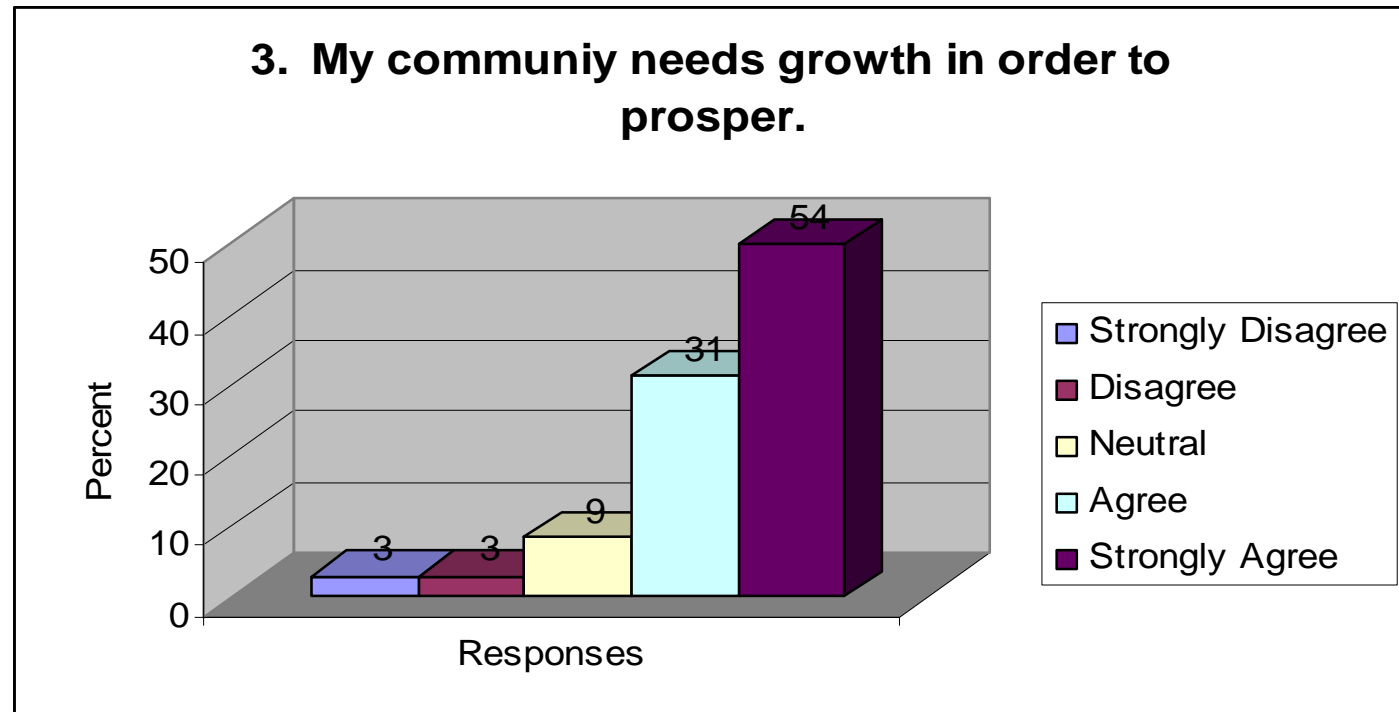


2. My community has adapted well to the arrival of new people over the last 20 years.



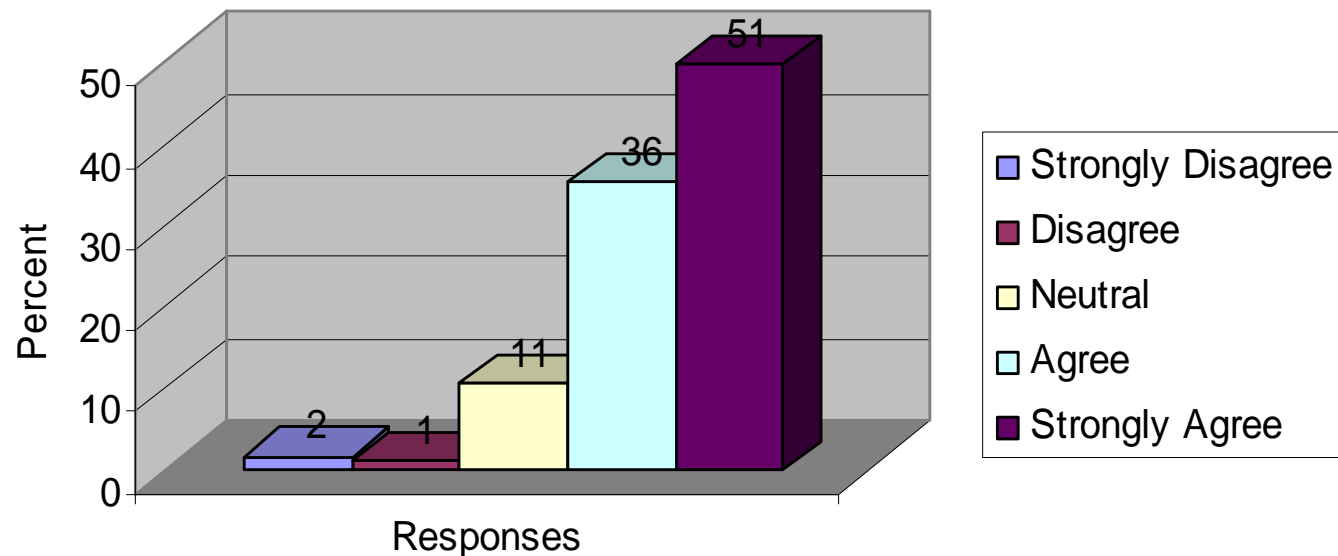


85% agreed that their community needs growth to prosper.



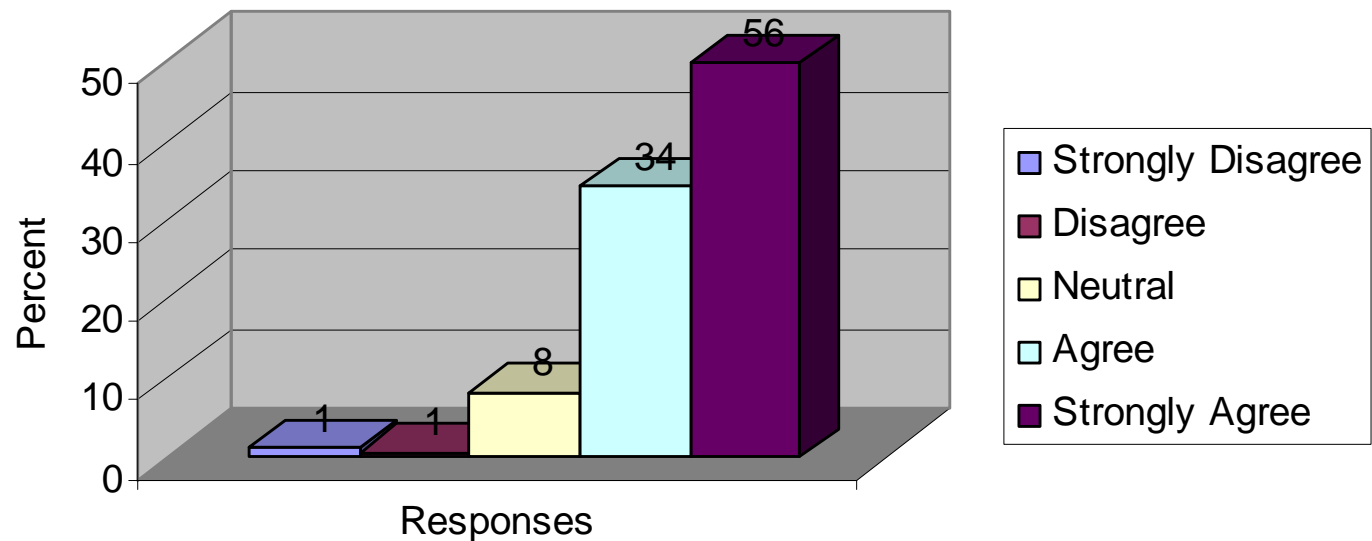
87% agreed that city and county government should play a role in guiding future growth;

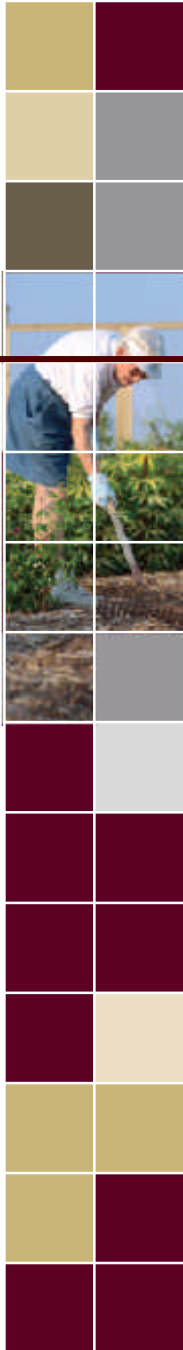
4. City and county government should play a role in guiding the character of future growth.



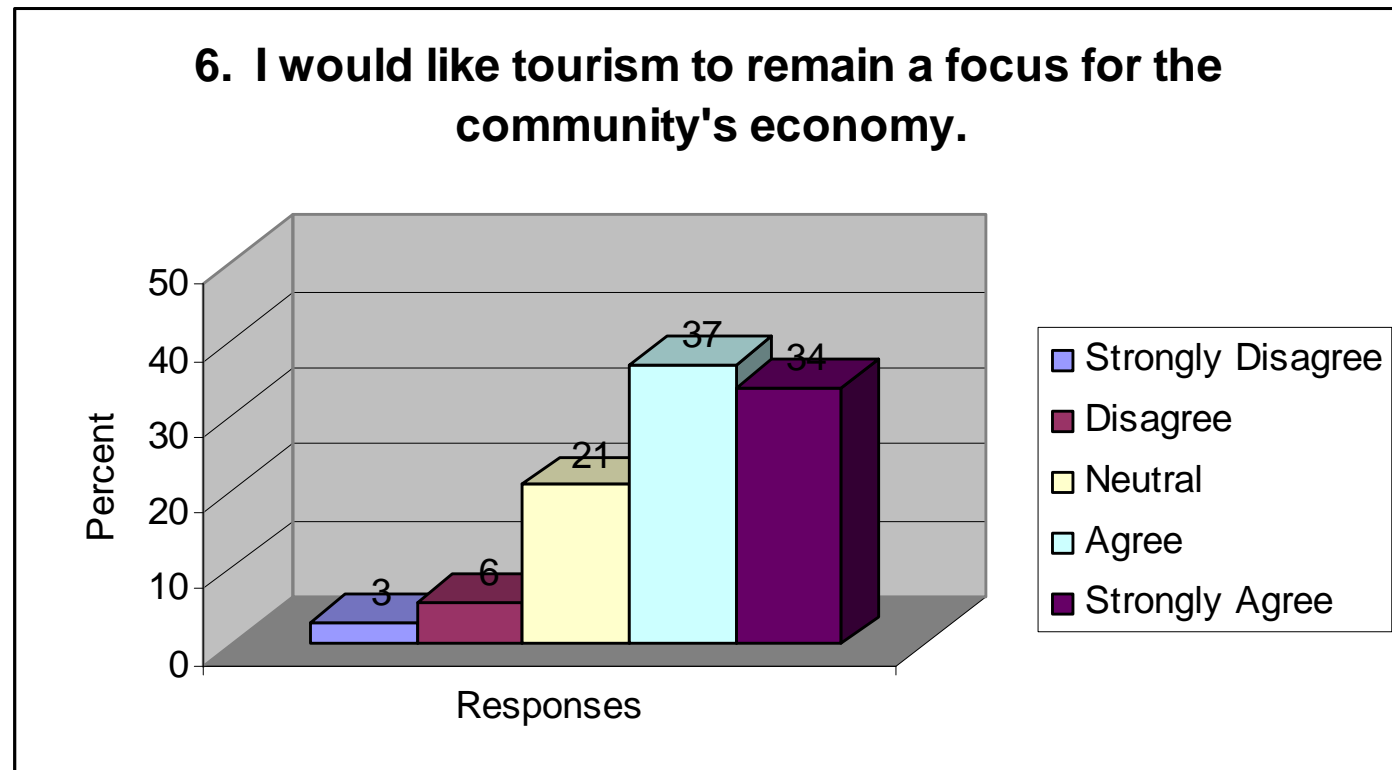
however, 90% agreed citizens should also play a role.

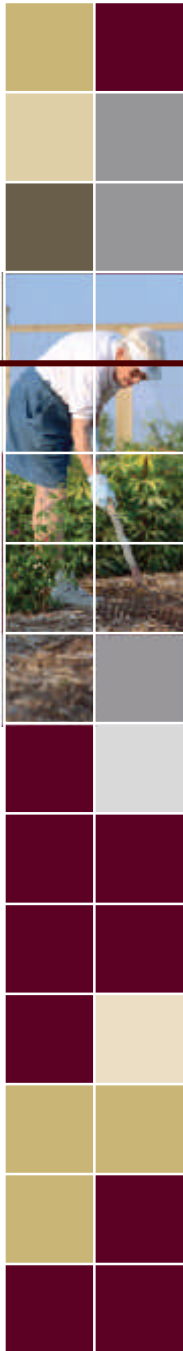
5. Citizens and citizen groups should play a role in guiding the character of future growth.



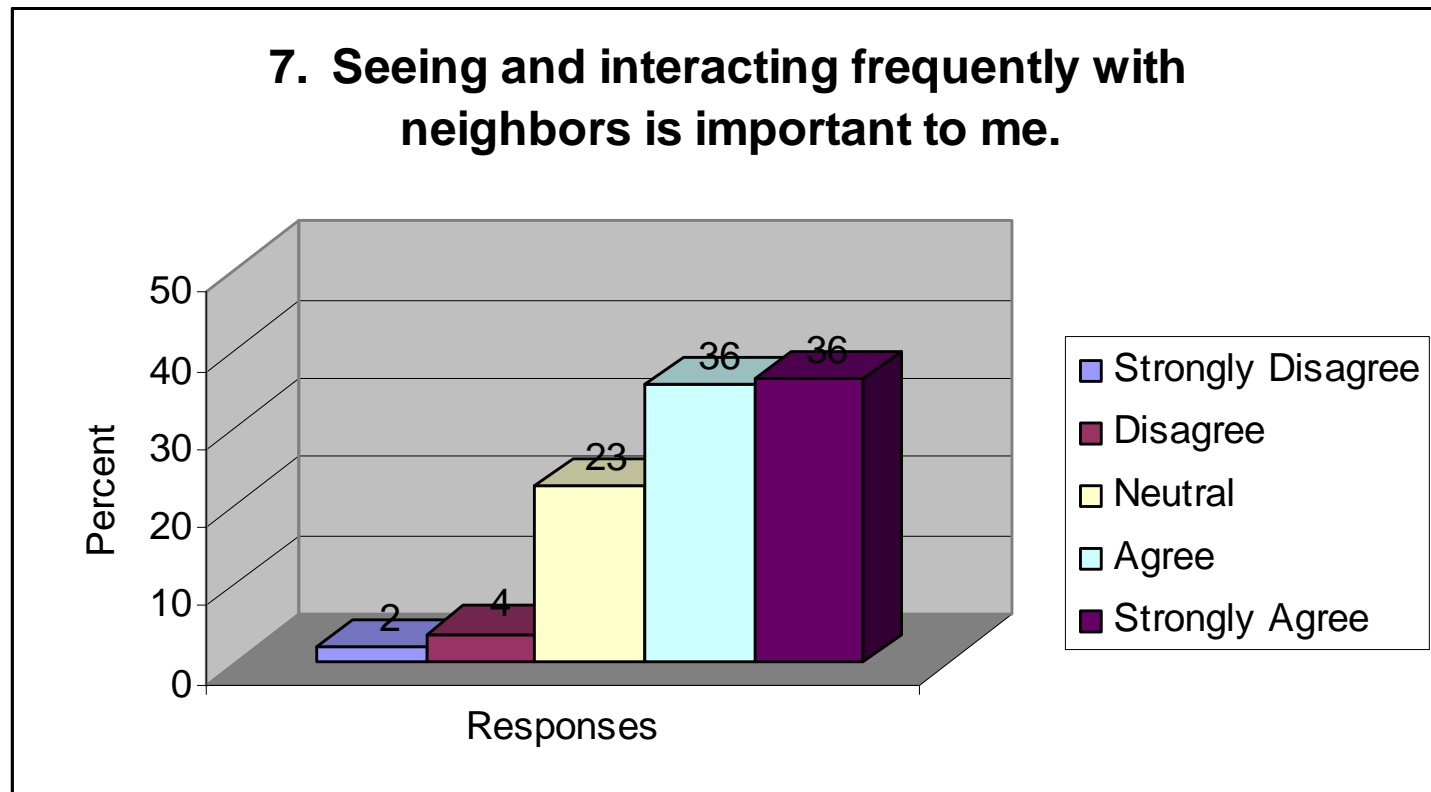


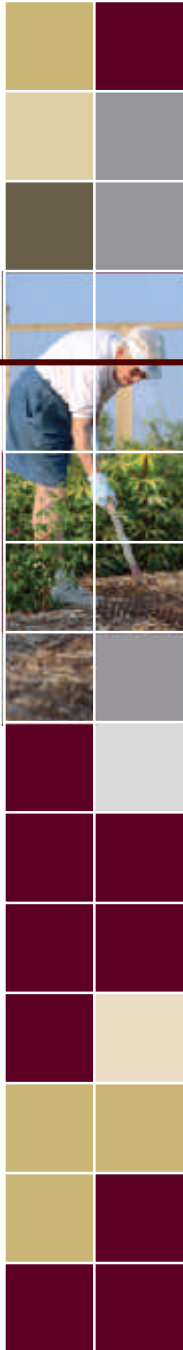
71% agreed that tourism should remain the focus for the community's economy.



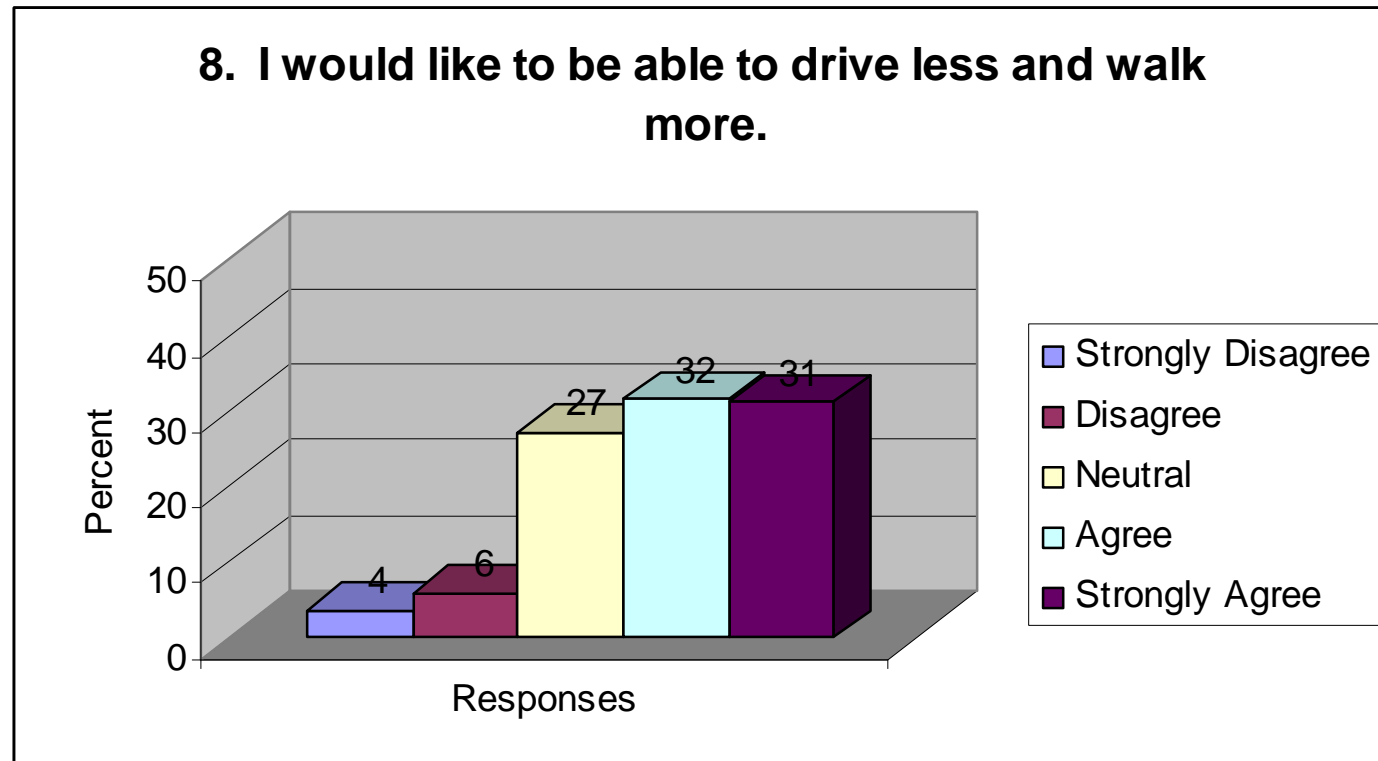


72% agreed that seeing and interacting with their neighbors was important.

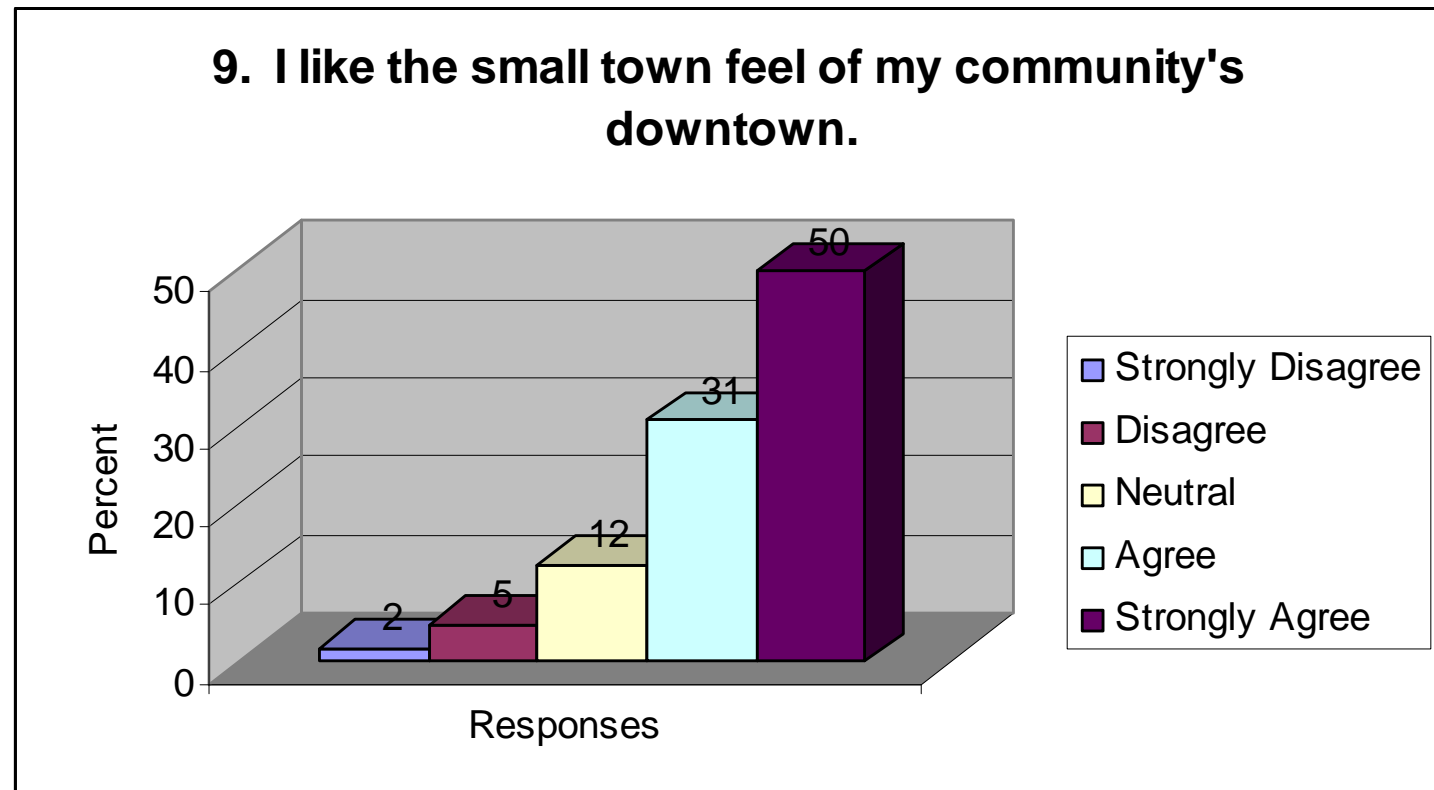
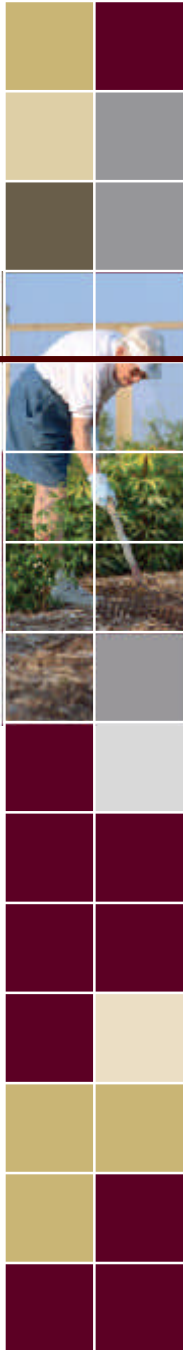




63% would like to be able to drive less and walk more.

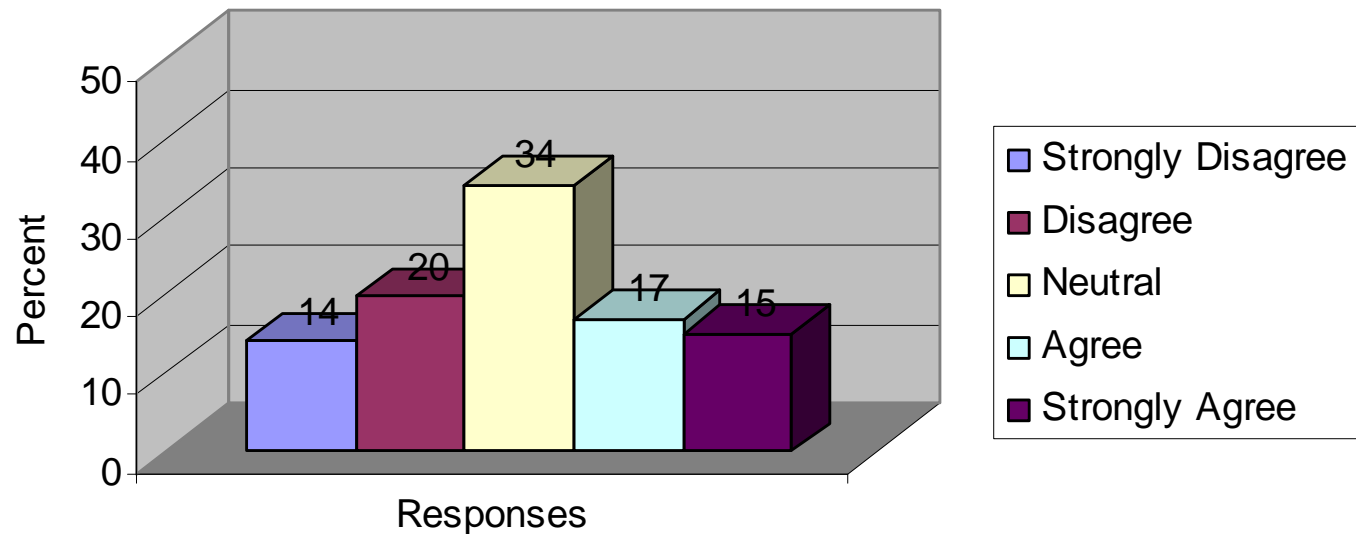


81% liked the small town feel of downtown.

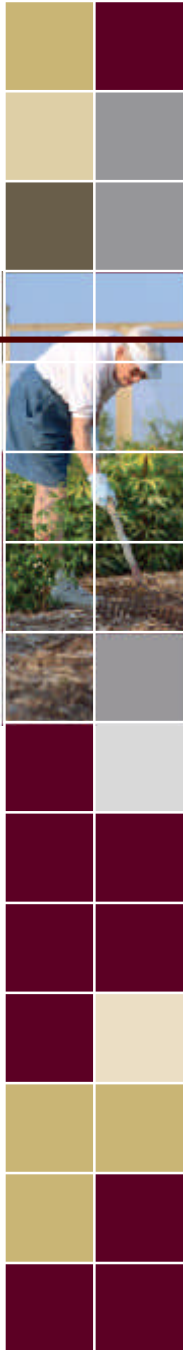


32% agreed they prefer to shop at a large chain retailer rather than small local stores.

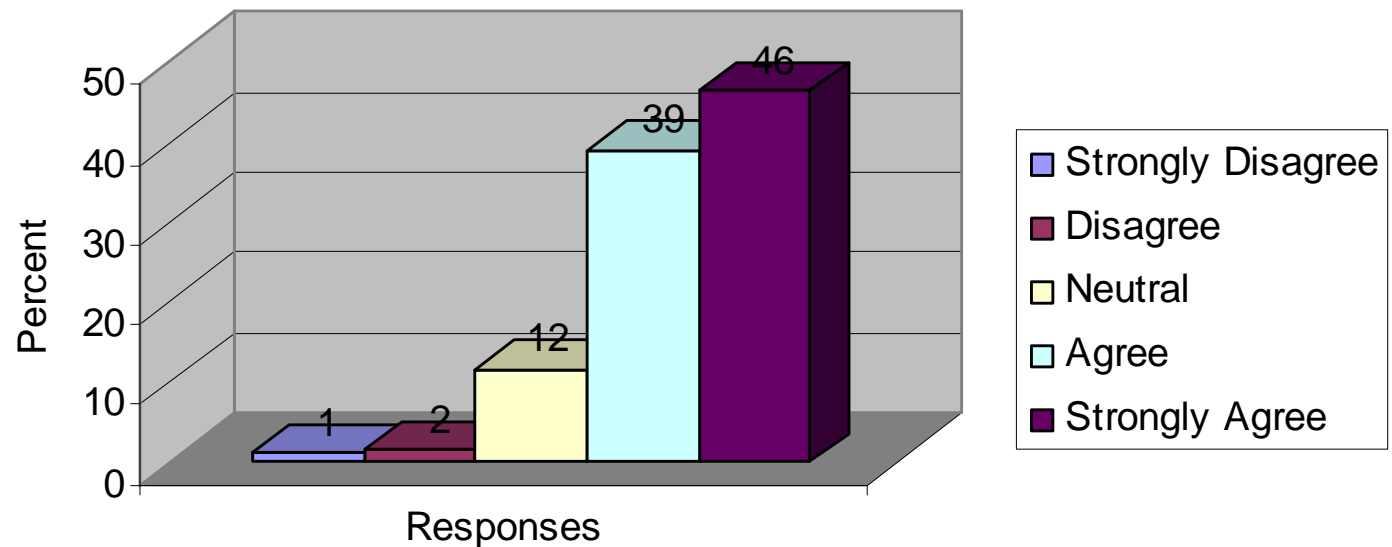
10. I prefer to shop at a large chain retailer rather than small local stores.



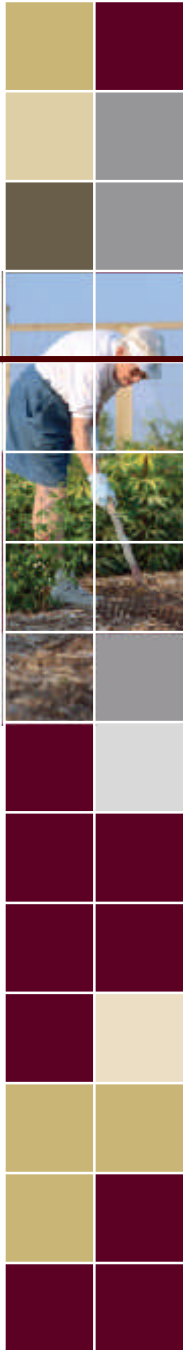
85% agreed that “interesting” shopping is important to a tourism-based economy.



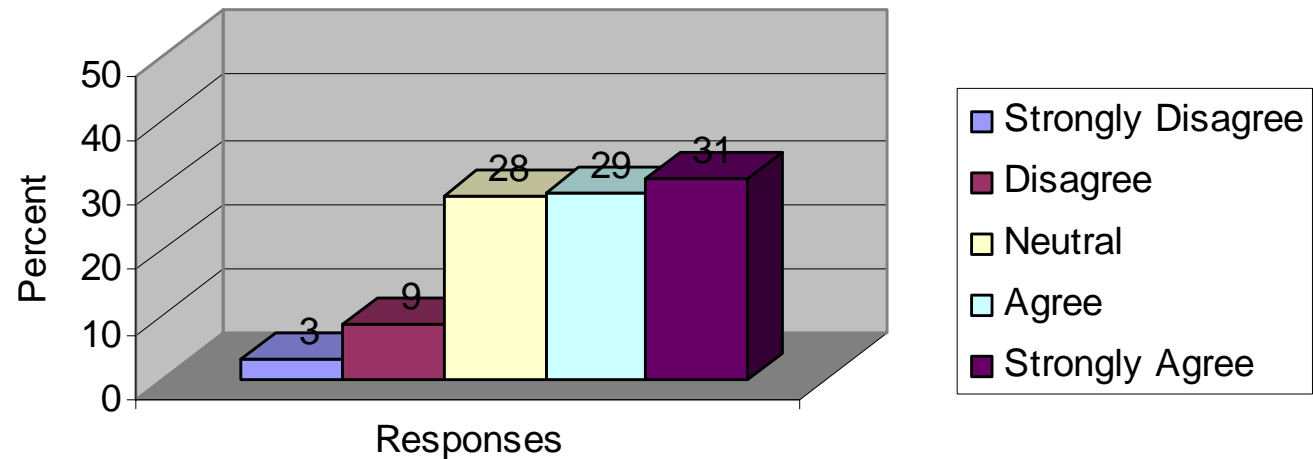
11. Interesting shopping is important in a tourism-based economy.

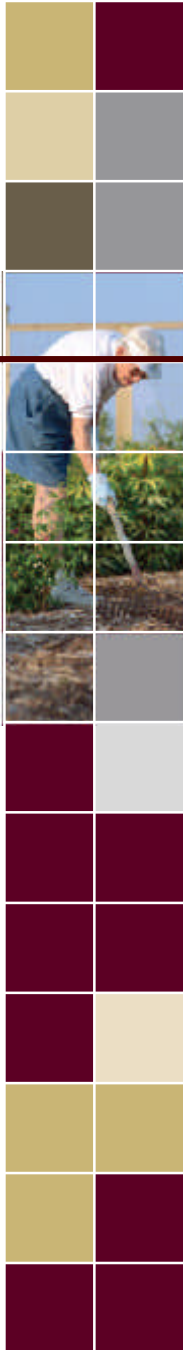


63% said they liked “walkable” neighborhoods that are close to shops than typical suburbia.



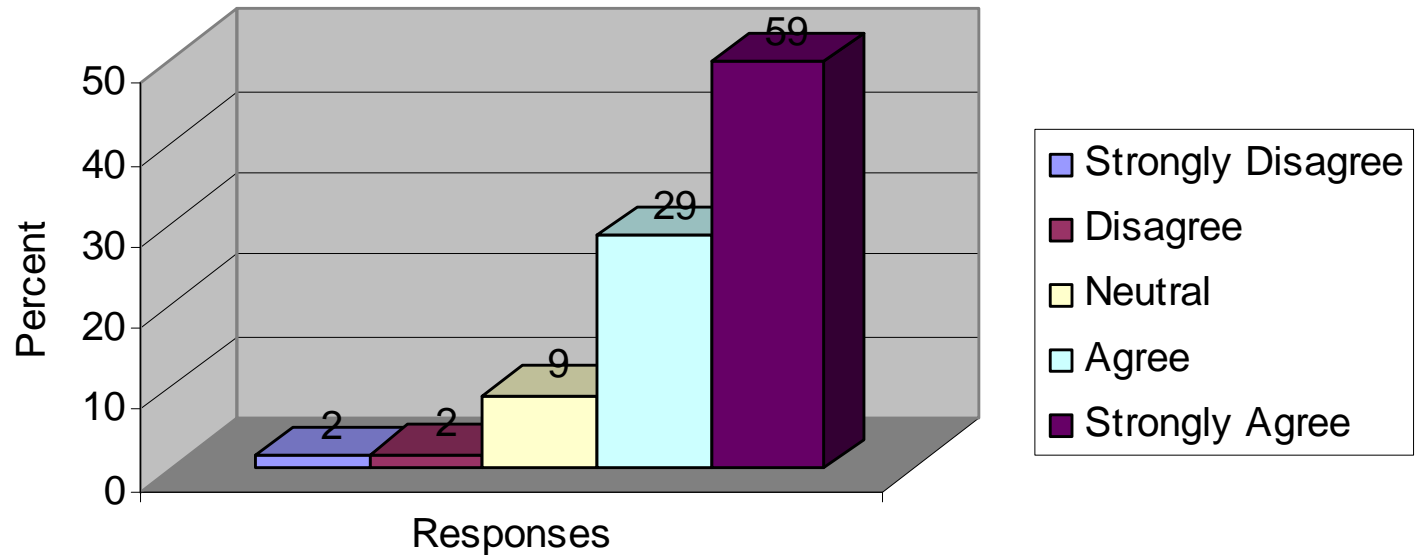
12. I prefer a more compact and "walkable" neighborhood with proximity to shops and retail to a typical suburban subdivision....





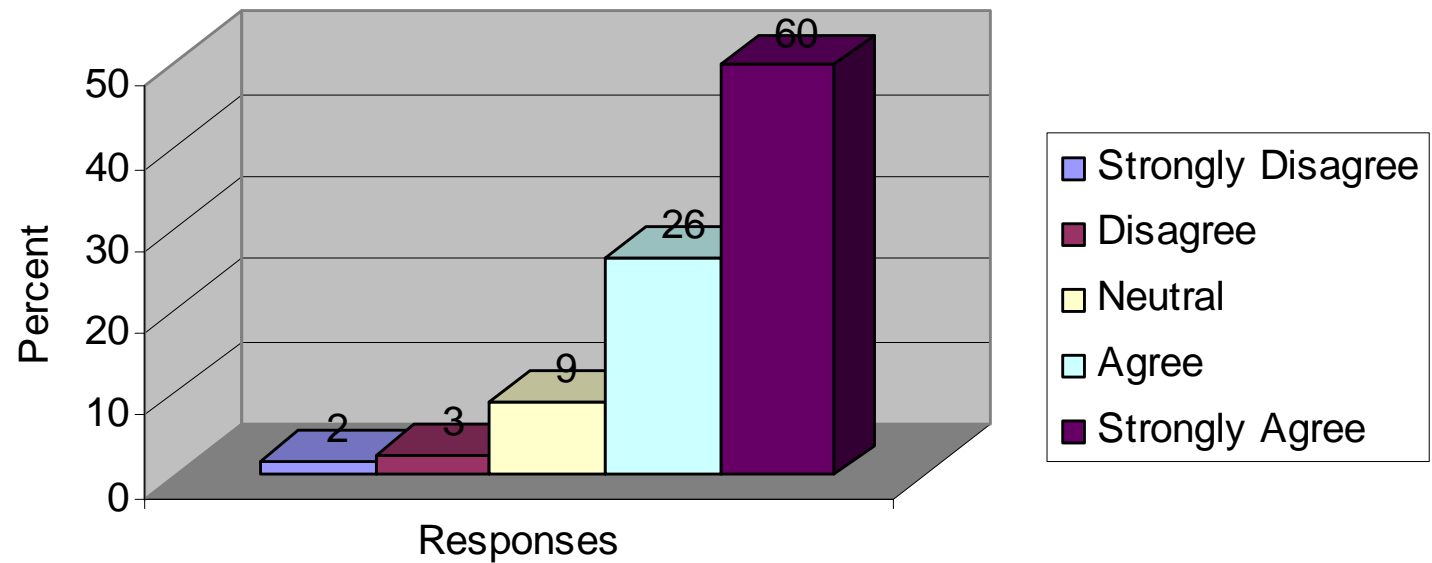
88% agreed it was important to preserve the historical district.

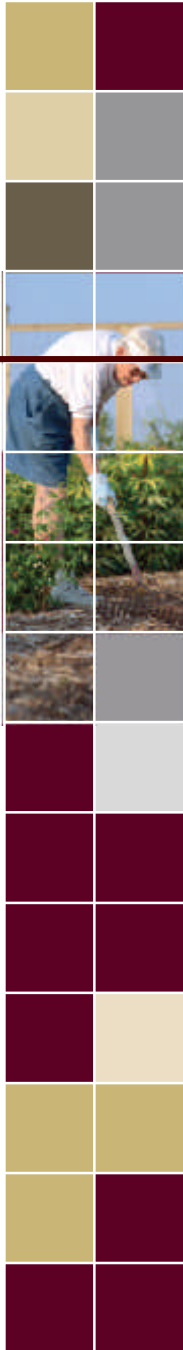
13. It is important to preserve and maintain the remaining areas of our historic district.



86% agreed that preserving large trees in new and redeveloped areas should be required.

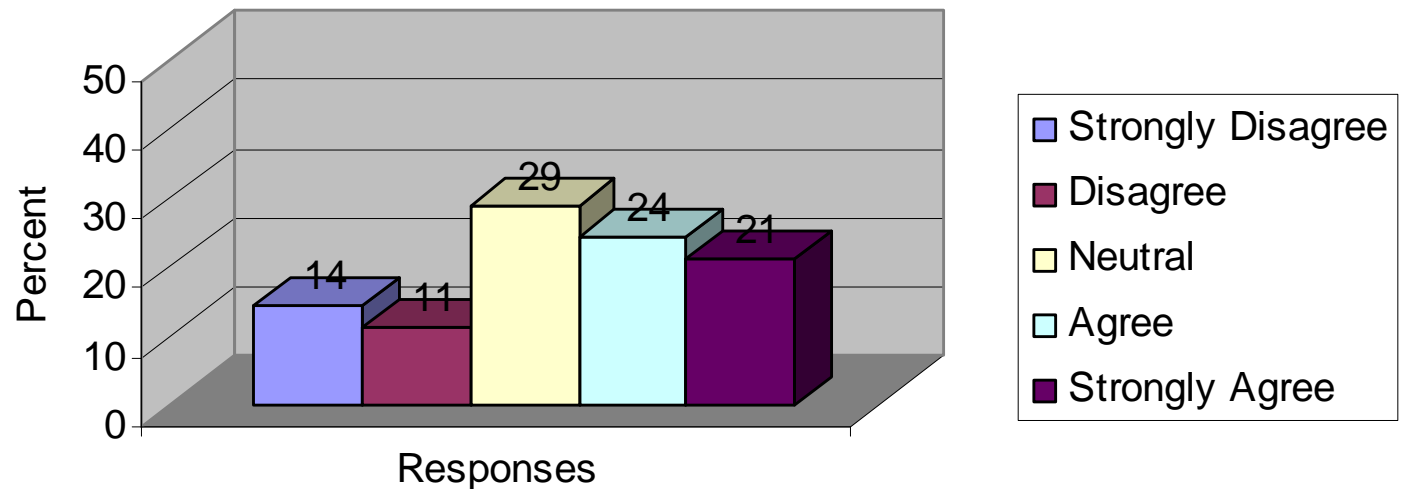
14. Preservation of large trees in new and redeveloped projects should be required.



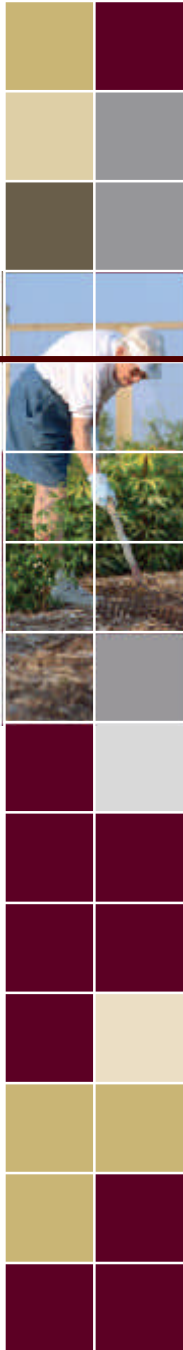


45% agreed they'd support a slight tax increase to preserve important natural areas; however, 29% remained neutral and 25% were not in favor.

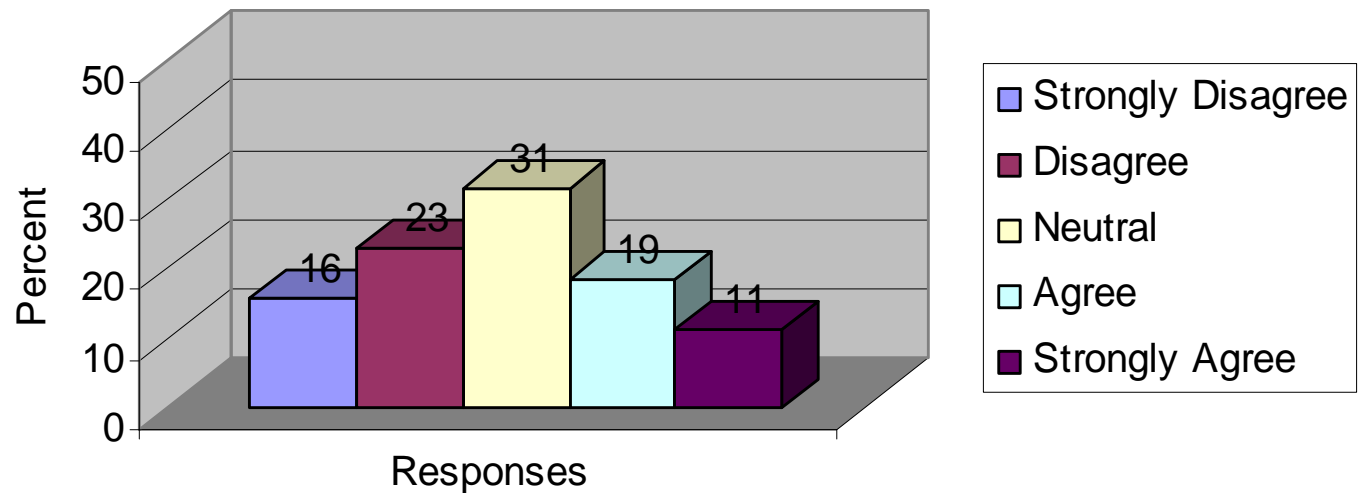
15. I will be willing to endure a slight increase in taxes to preserve important remaining natural areas.

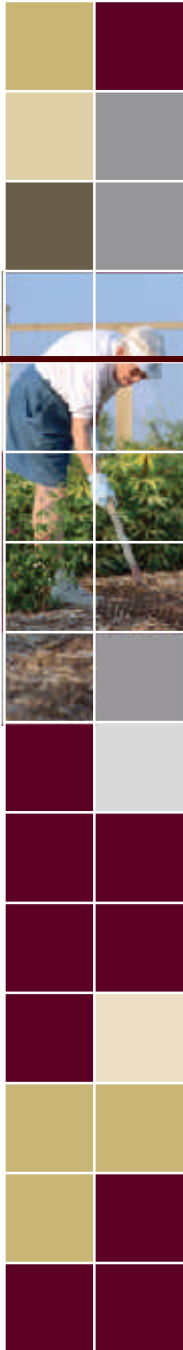


30% agreed there are already enough natural areas in the community.



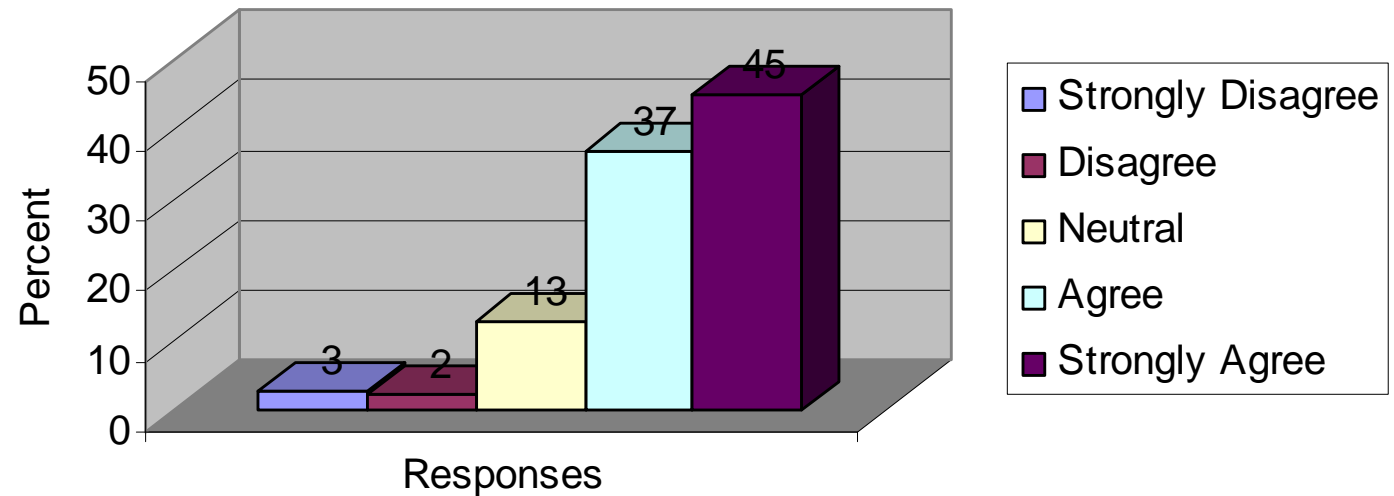
16. There are already enough natural areas preserved in my community to ensure my grandchildren enjoy the same natural environment as I do.



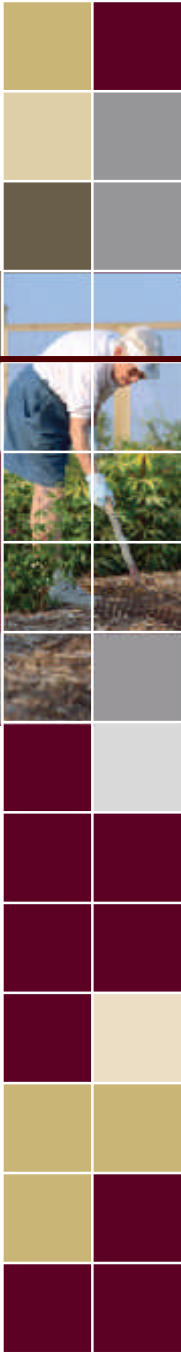


82% recognize natural areas, such as beaches, oak stands, floodplains, wetlands, and prairies are important to the economy of the county.

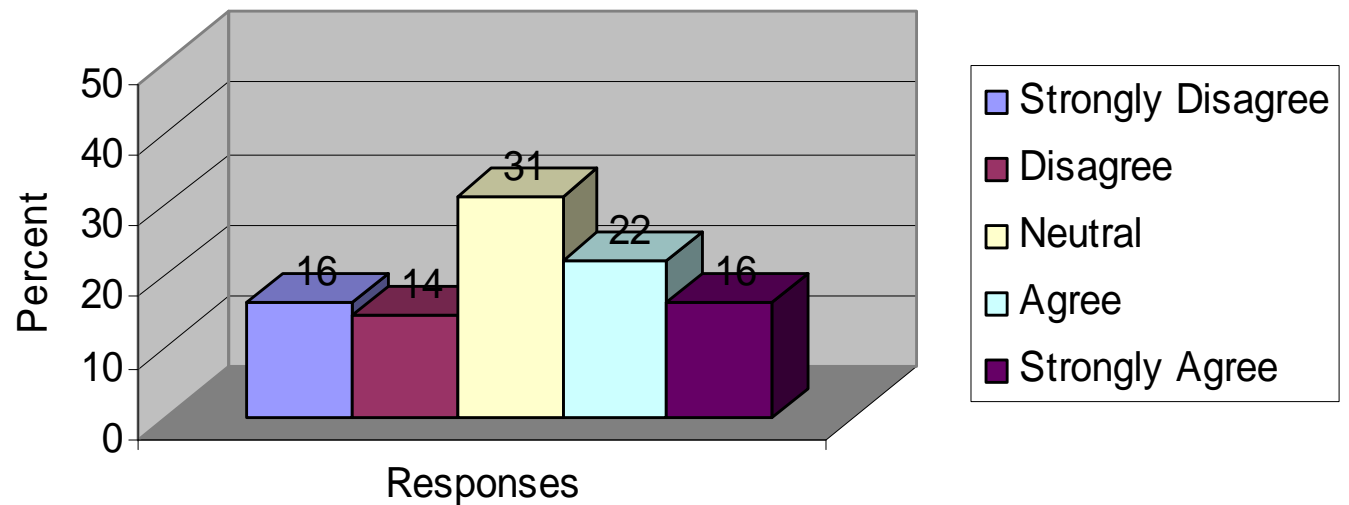
17. Natural areas, such as beaches, oak stands, floodplains, wetlands, and prairies are important to the economy of my county.



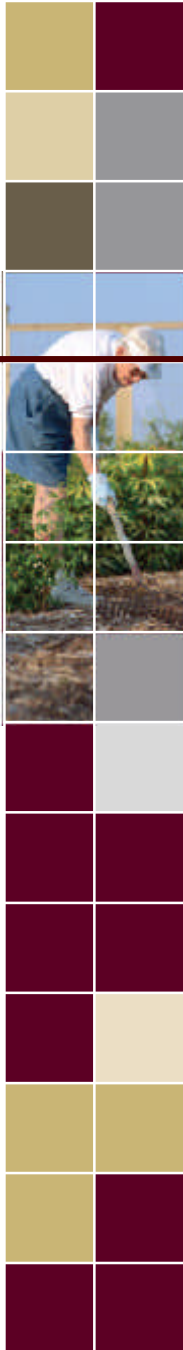
38% would support a small tax increase to support public transportation.



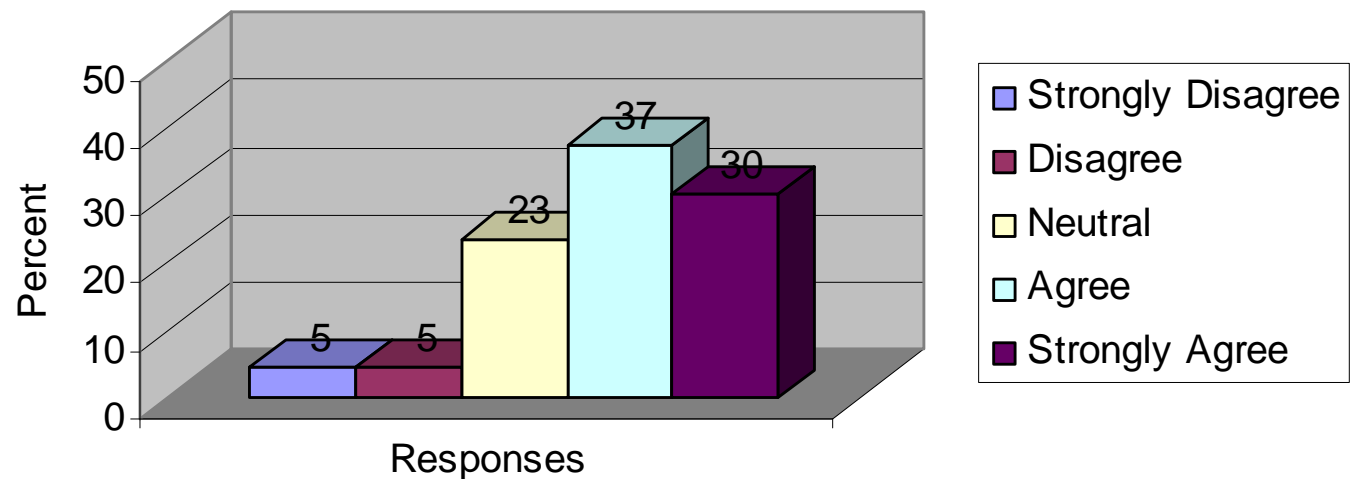
18. I would be willing to approve a small tax increase to implement public transportation in my community.



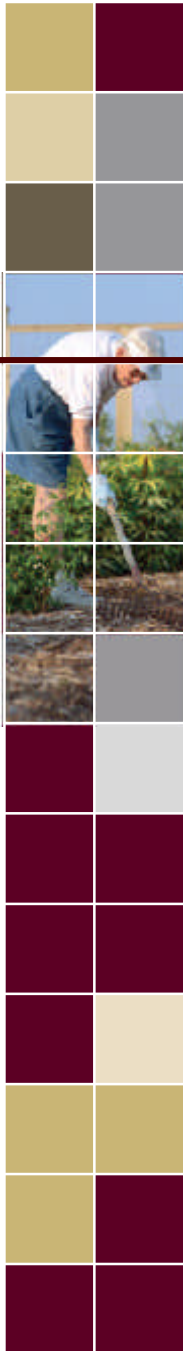
67% agreed public art projects would make the Downtown Square a more interesting place to visit.



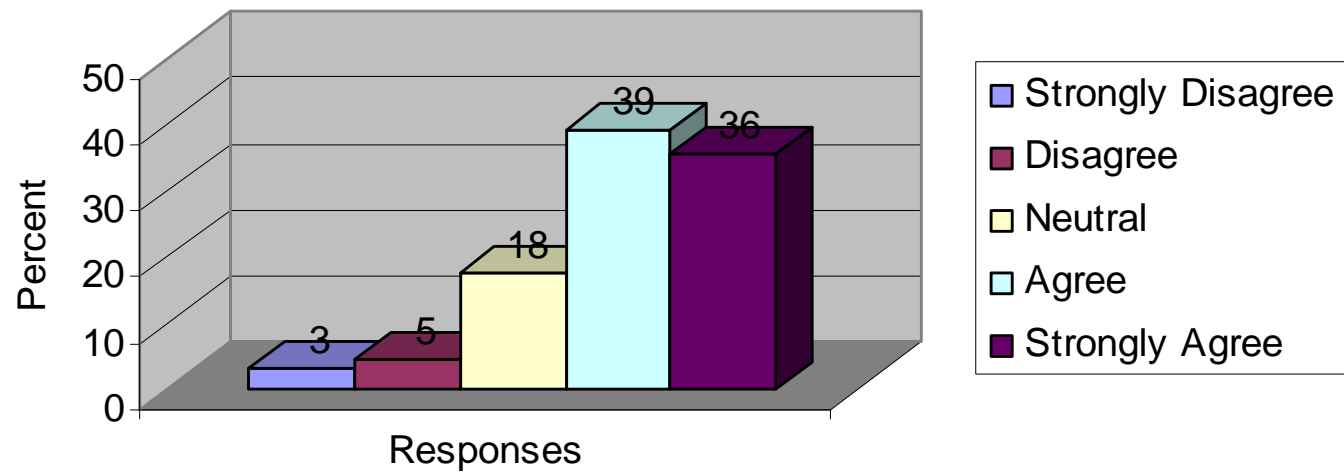
19. Public art projects would make the Downtown Square a more interesting place to visit.



75% recognize art and culture are important to the future growth of the community.



20. Art and culture are important to future growth.



Appendix II

Acronyms:

Acronym: BDC
Organization: Business Development Center
Headquarters: Bay City
Contact: Barbi Coyne

Acronym: BCCDC
Organization: Bay City Community Development Corporations
Headquarters: Bay City
Contact: D. C. Dunham

Acronym: DECA
Organization: Distrubutive Education Clubs of America
Headquarters: Bay City High School
Contact:

Acronym: Fluor
Organization: Fluor Corporation
Headquarters: Greenville, South Carolina
Contact:

Acronym: KBCB
Organization: Keep Bay City Beautiful
Headquarters: Bay City, Texas
Contact: Gail Conner

Acronym: LEED
Organization: U.S. Green Building Council, Leadership in Energy and Environmental Design
Headquarters: Greater Houston Area Chapter
Contact: Lora-Marie Bernard, 281-506-3867

Acronym: MCIEA
Organization: Mid-Coast Industry & Education Alliance
Headquarters:
Contact: Clarence Fenner

Acronym: MEHOP
Organization:
Headquarters: Bay City
Contact:

Acronym: MCEDC
Organization: Matagorda County Economic Development Corporations
Headquarters: Bay City
Contact: Owen Bludau

Acronym: PMC
Organization: Palacios Medical Center
Headquarters: Palacios
Contact:

Acronym: SBDC
Organization: Small Business Development Center
Headquarters: Bay City
Contact: Kyle Smith

Acronym: STP
Organization: South Texas Nuclear Project
Headquarters:
Contact:

Acronym: USDA
Organization: United States Department of Agriculture
Headquarters: Temple, TX, Matagorda Co. area office is in Angleton
Contact: