VSTDC Texas: Economic Development Strategic Plan and Target Industry Study

January 20, 2023



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Transmittal Letter

Re: Economic Development Strategic Plan and Target Industry Study

Dear Mr. Garza, Ms. Williams, Mr. Titas, and Ms. Garza,

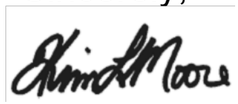
On behalf of the entire Newmark team, we are very proud to present this body of work to the Victoria Sales Tax Development Corporation (VSTDC) and Victoria Economic Development Corporation (VEDC). The 420+ page report reflects insights gained from our data-driven analyses, interviews with stakeholders and major employers in your community, as well several topical roundtables in addition to observations from our intensive in-market fieldwork.

This report is the roadmap for VSTDC's and VEDC's targeted efforts for the next five years. We envision this report influencing how growth will occur the Victoria region, both for existing industry and hopefully for many new high-quality prospects. Our analyses are reality-checked using our world-leading location strategy and economic development platform. This platform has informed and substantiated our recommendations and informed our strategy on how to best position Victoria for success in the years to come.

In summary, our report is a robust, powerful, and data-driven site selectors' perspective on how Victoria can shape the region's growth strategy.

We thank you for the opportunity and look forward to watching you succeed.

Sincerely,



Kim Moore
Executive Managing Director, Newmark Global Strategy
Kim.Moore@nmrk.com

cc: Newmark Team - Emma Nippe, Brian Peterson, Daniel Oney, Erica Estrada, Carlos Sanchez, Bhargava Kotapalli, Gillian Apps

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Project Partners and Sponsors

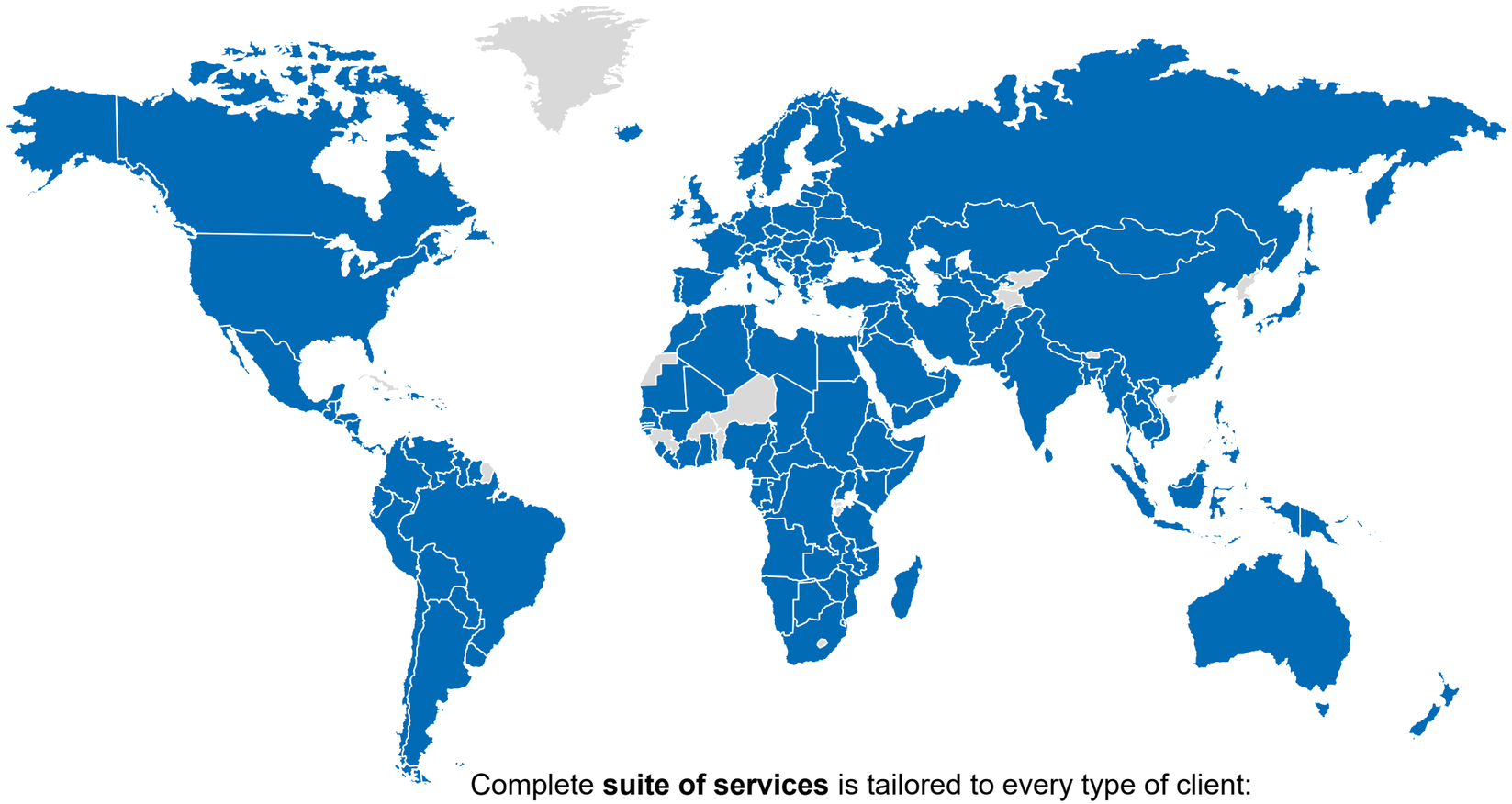
Project Team and Background



Global Reach: Local Experts, Global Connections

Entrepreneurial spirit and **future-facing** vision.

One of the **world's leading** commercial real estate platforms.



Delivery of Services:

Global delivery in over 100 countries with **best in market commitment**

92
years in business

100+
countries

$3.0B+
annualized revenue

~140
offices worldwide

500M
square feet managed worldwide

Complete **suite of services** is tailored to every type of client:

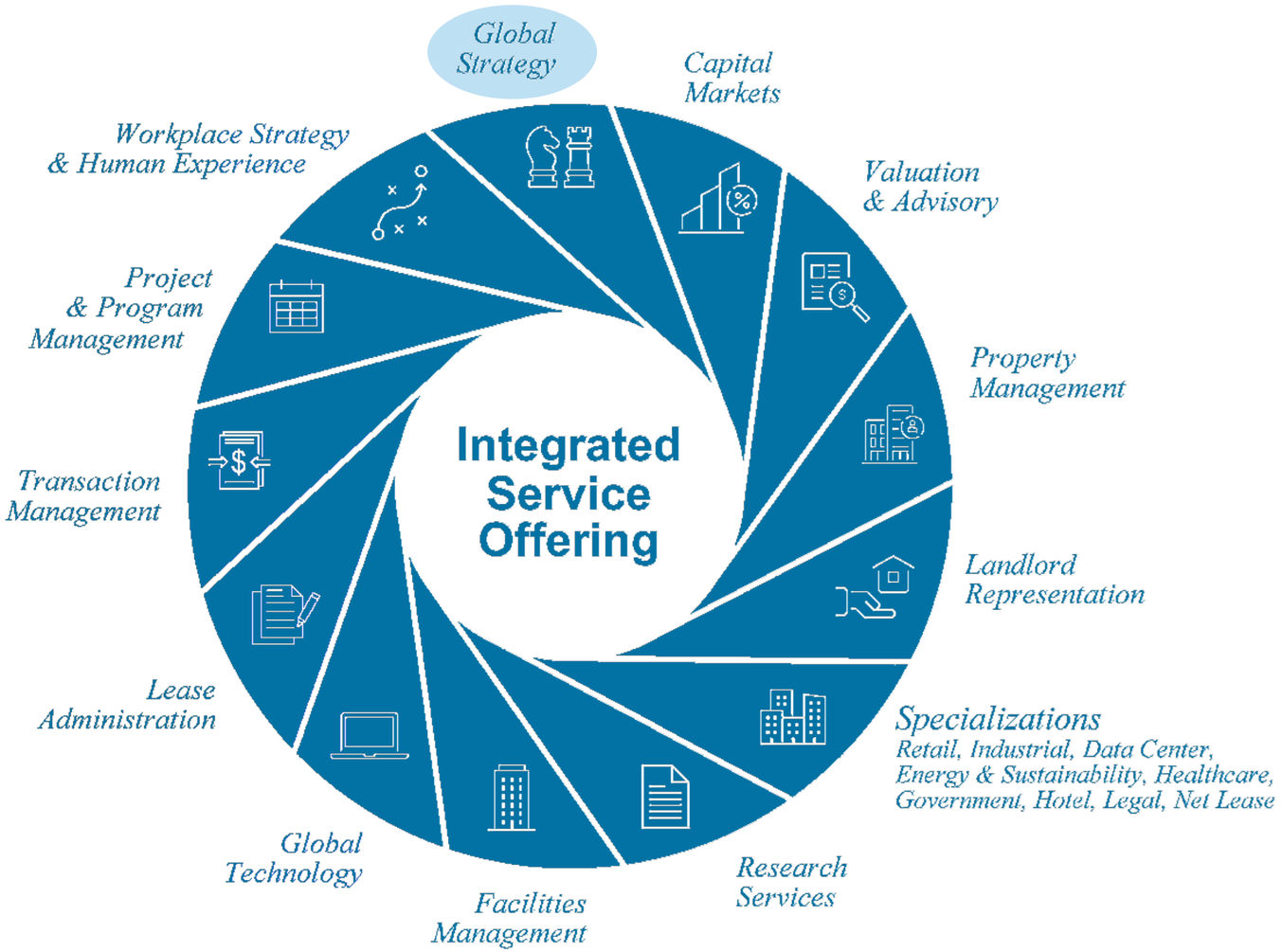
- Brokerage & Transaction Management
- Lease Administration & Audit Services
- **Global Strategy & Consulting**
- Workplace Strategy & Human Experience
- Technology & Innovation
- Program & Project Management
- Facilities Management

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Integrated Service Delivery

Newmark is a full-service firm with both consulting and delivery capabilities at every stage of the real estate lifecycle.

Newmark Global Strategy will be the lead service for this engagement and can support downstream execution of the project as needed.



Global Strategy

What We Do: We are **management consultants** who help companies determine **what** facilities they need, **where** they are needed, and **how** those facilities **operating conditions** should be organized geographically, functionally, and socially while **optimizing costs** to the business.

Portfolio Strategy

- Strategic Portfolio Assessment
- Cost Reduction Strategy
- Asset Optimization & Capital Planning
- M&A Due Diligence and Integration

Supply Chain Optimization

- Supply Chain Strategy & Analytics
- Logistics & Network
- Optimization
- Operations Strategy & Warehouse Design
- Outsourcing, Spend & Vendor Management

Location Strategy & Site Selection

- Corporate Location Strategy & Site Selection
- Relocation, Expansion and Consolidation Feasibility
- Community & Site Due Diligence
- Workforce and Labor Analytics

Economic Incentives Advisory

- Program Research and Feasibility
- Negotiation and Optimization Strategy
- Compliance Management
- Portfolio-Wide Incentives Evaluation

Workplace Strategy and Human Experience

- Workplace Scenario Planning and Venue
- Space Utilization and Efficiency Benchmarking
- Facility Master Planning
- Workflow and Business Process Improvement
- Change Management

Economic Development Consulting

- Strategic Planning and Target Industry Analysis
- Workforce and Talent Development
- Asset-Based Community Development Advisory
- Stakeholder and Community Engagement

500+
CLIENTS ACROSS MULTIPLE INDUSTRIES

15-20
AVG YEARS OF CONSULTANT EXPERIENCE

10-30%
OPERATING COST SAVINGS ACROSS ALL ENGAGEMENTS

$15B+
IN ECONOMIC INCENTIVES NEGOTIATED

Newmark Project Team



Kim Moore
Project Lead



Emma Nippe
Project Manager



Jamari Brown
Business Analyst



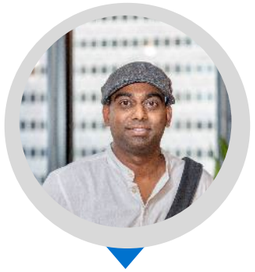
Brian Peterson
Economist



Carlos Sanchez-Pavon
Business Analyst



Gillian Apps
Business Analyst



Bhargava Kotapalli
GIS Analyst



Daniel Oney
Labor Economist



Erica Estrada
Data Analyst

Executive Summary



Executive Summary

- The urgency of now – the competition isn't waiting!
- Economic development in the 21st Century is a new and very competitive ballgame.
- Though some of the regional economic development organizations (EDOs) are active and prepared to court prospects on their own, VEDC must be the leader of and champion for the region.
- Victoria is extremely limited on available land for development. Victoria must focus on bringing land around the airport and the port to "shovel-ready" status including infrastructure.
- VSTDC and VEDC cannot handle business recruitment 100% on their own. Relationships with State, regional and local EDOs, utilities, neighboring cities and counties, institutions of higher education, and technical colleges are critical to your success.
- Regional partnership means that VEDC will lose projects to its neighbors. While any activity in the region is beneficial to the whole, VEDC must be prepared to defend its choice to support businesses locating in outlying regions to both the city and the sales tax board (VSTDC).
- It will be up to Victoria to tell the regional story to prospects and site selectors. This storytelling must be communicated to the State so that they are sharing accurate information and data on the region that aligns with the messaging Victoria is taking to site selectors and decisionmakers.
- Recruitment of new residents and retaining skilled labor will be critical to the competitiveness of the region. Victoria and regional partners must focus on Quality of Place to accomplish this goal and requires diverse options in housing, amenities and recreation.

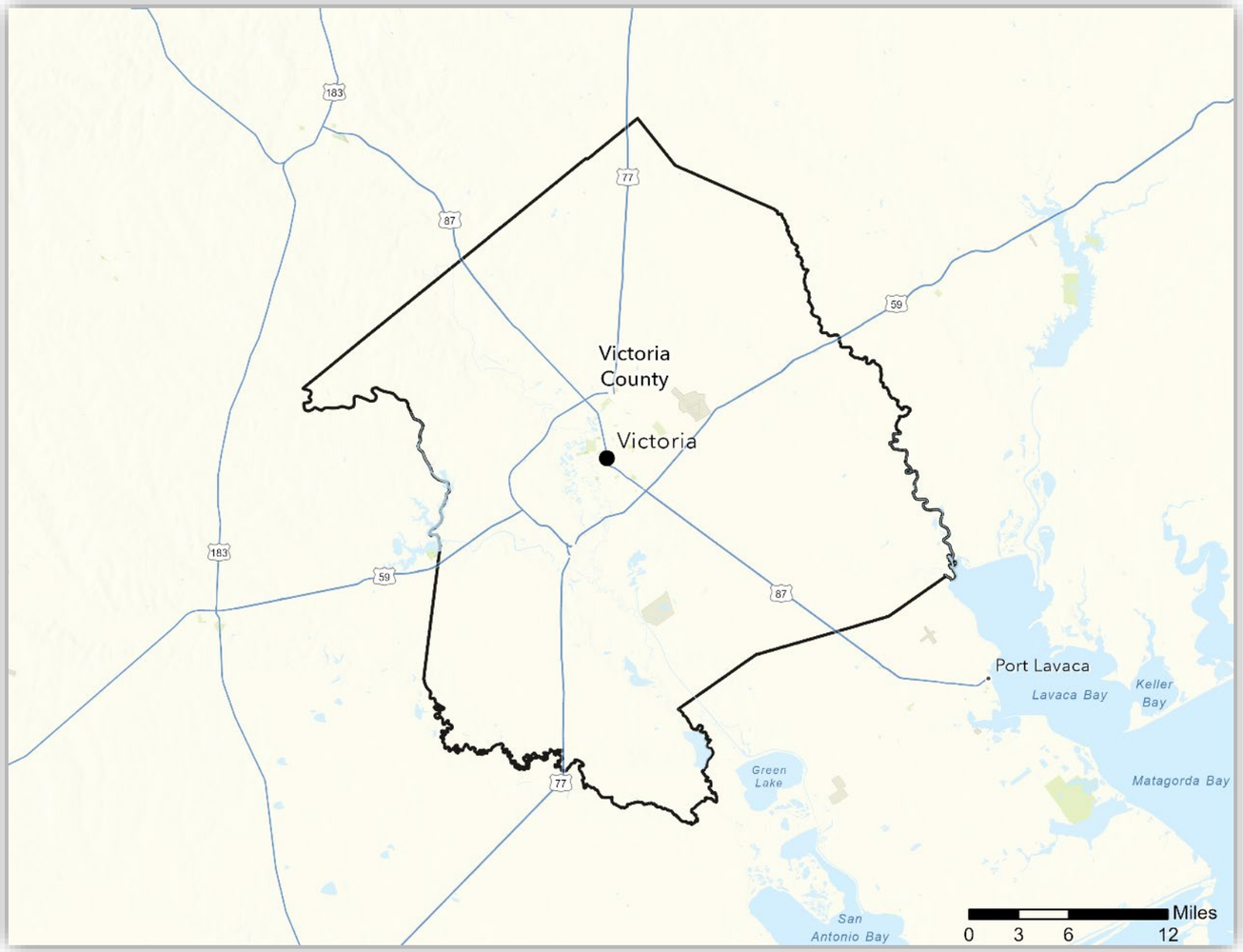
Executive Summary – Focus of the Study

VEDC is ready to reset their economic development strategy and wants this business development plan to be different than anything they have undertaken in the past. Building on recent successes, VEDC seeks to grow its economic base in the Victoria region and to identify target industries to help diversify the regional economy, compliment the region's skill set, and attract higher wage jobs. Central to that goal will be an implementation roadmap that positions the region for investment as well as job growth and retention.

To understand the education and skill sets of the Victoria

To identify target industries and/or segments of a business that will help diversify the economy, compliment the skill set of the region, and attract higher wage jobs

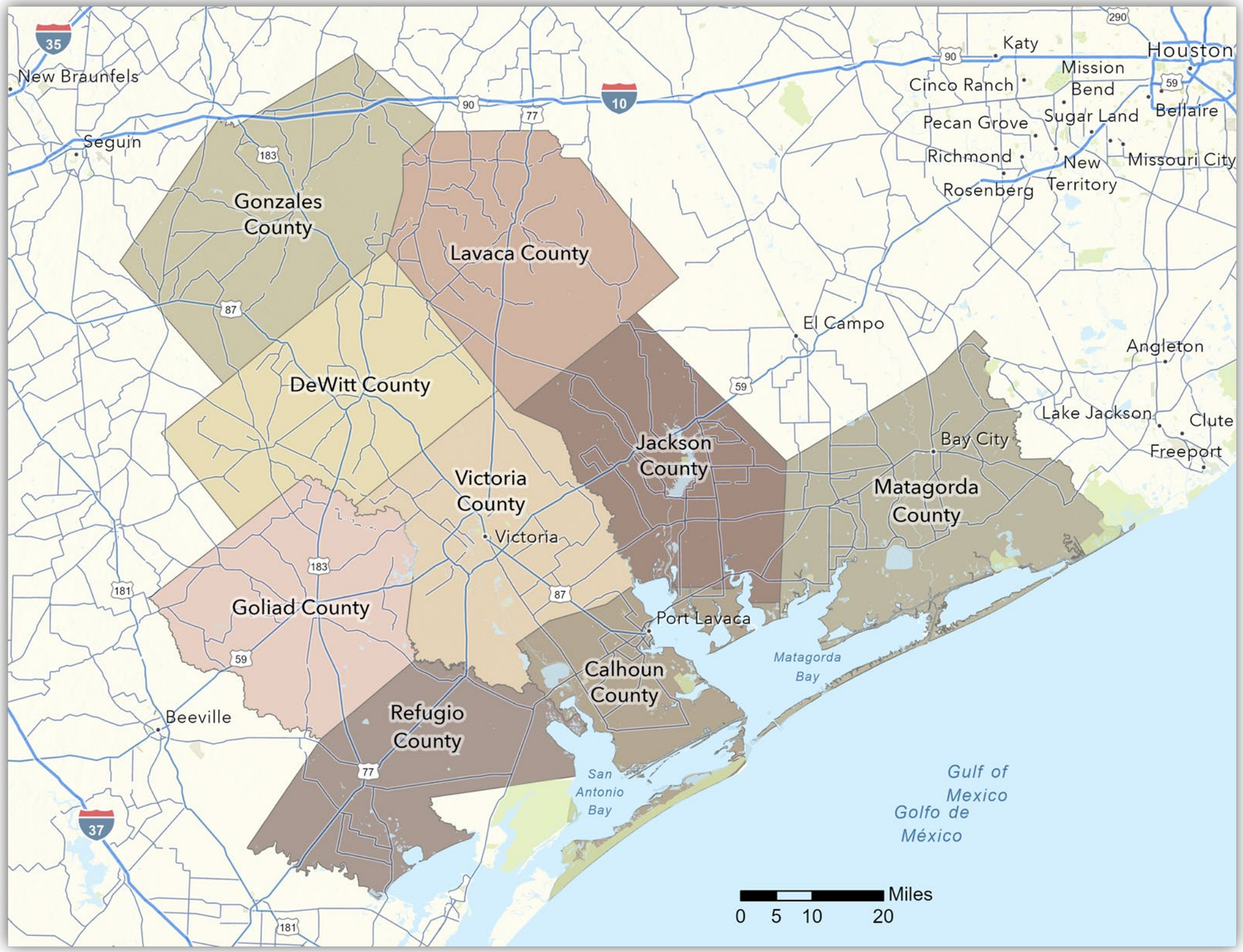
To identify the Victoria region's competitive advantages and determine their ability to attract industrial projects suited to the area's workforce skill sets



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Executive Summary – Regional Partners

This study also includes a review of the definition of the Victoria region and consideration of expanding boundaries south to Refugio County (Refugio), West to Goliad County (Goliad), Northwest to DeWitt County (Cuero), North to Lavaca County (Hallettsville, Shiner, Yoakum) and Northeast to Jackson County (Edna) and Southeast to Calhoun County (Port Lavaca). Newmark evaluated each additional county and created a SWOT, asset mapping and recommendations for each. Newmark completed six stakeholder interviews or roundtables as well as conducted in market tours of each additional county for the study.



Executive Summary – Process and Scope

In order to determine which industries Victoria is favorably positioned to attract, Newmark followed a five-step process with an additional step for reviewing regional partners. The initial discovery phase included desktop research and virtual stakeholder interviews. With this initial understanding in mind, recommendations were formulated based on analysis of the findings of these discovery activities.

Business Climate Assessment	Gather competitiveness data Existing industry analysis
Talent Assessment	Workforce evaluation Skills assessment
Stakeholder and Market Interviews	Stakeholder interviews, Community tour Asset map of the region
Entrepreneurship and Small Business Development	Industry prospects Allied industry prospects
Target Industry Recommendations	Issues and potential for other regional-related factors Implementation and success metrics
Regional Partners Review	Stakeholder interviews, Community tour Asset map of the regional partners

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Executive Summary – Newmark Process | Interviews & In-Market Research

A data-driven process supported by local stakeholder interviews and in-market tour.

150+
Stakeholders interviewed

20+
Consultant days in-market (equivalent)

15
Local employers interviewed

10
Roundtable Discussions

Newmark interviewed over **150 stakeholders in the region through one-on-one interviews and roundtables with local employers, healthcare providers, educational institutions, transportation & logistics entities, entrepreneurship & innovation leaders, and local economic developers**. The goal of these discussions is to identify the strengths of the region and the challenges local companies may be facing. It is also a good way to validate the information and data collected on the region through proprietary and open-source databases, and documents provided by VEDC and City of Victoria.

Victoria hosted **four members of the Newmark Site Selection team** in August for meetings and tours of the region. Newmark interacted with well **over 40 local leaders and stakeholders during these five days**.

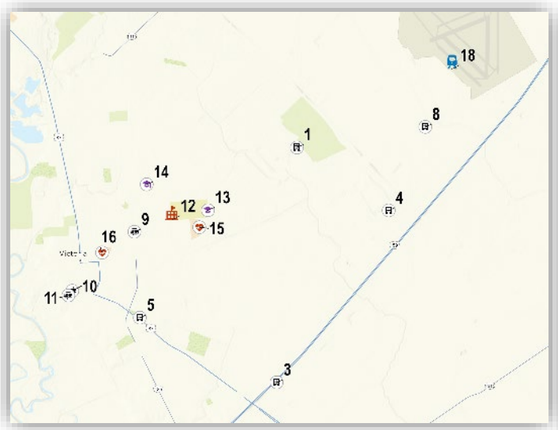
The community tour focus on the review of assets and elements, such as **quality of place, quality of life, infrastructure and development readiness, local economic development efforts, innovation** and **workforce development**.

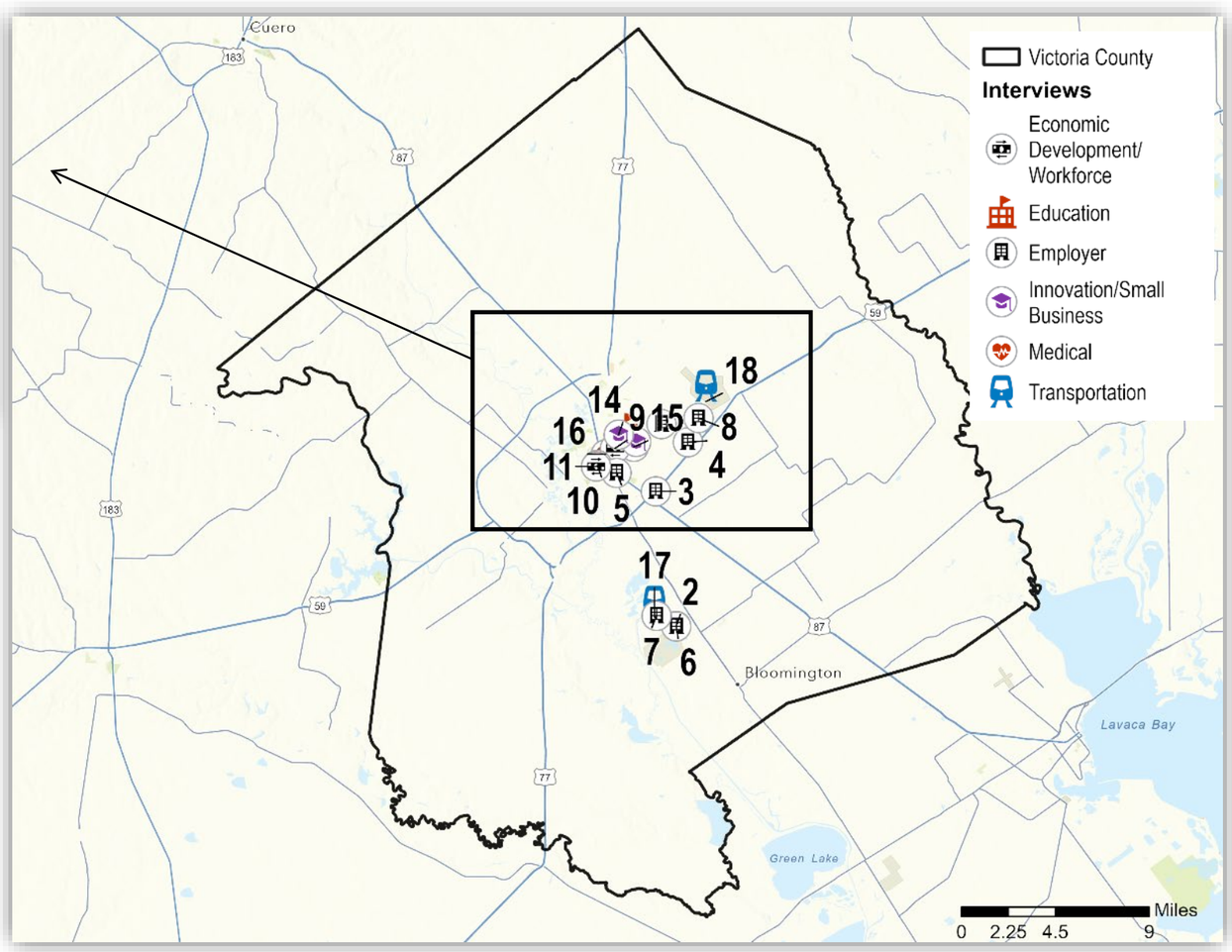
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Executive Summary – Community Leader Individual Phone Interviews & Roundtables

Employers

1. Klean Corporation International
2. Invista
3. New Distributing
4. Caterpillar
5. Performance Food Services
6. Lyondell Bassell
7. Zinc Resource
8. Tejas Production Services





Economic Development/Workforce Leaders

9. Golden Crescent Regional Planning Com.
10. Victoria Chamber of Commerce
11. Workforce Development Board - Golden Crescent

Education

12. Victoria College

Innovation/Small Business Leaders

13. Innovation Collective - UH-V
14. SBDC - UH-V

Medical

15. Citizens Medical Center
16. DeTar

Transportation

17. Port of Victoria
18. Victoria Regional Airport

Public Sector (not mapped)

19. CVB
20. Planning and Finance
21. Public Works

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Executive Summary – A Local View of the Region

What does the community think about itself? (1 of 2)

“The primary inconvenience is air travel. At the Victoria airport, there are lots of cancellations – after which, you must drive to the other side of Houston, which is painful. Every other airport is a 2+ hour drive.” (Major Employer)	“Schools in Victoria aren’t as good as some other areas. Coming to the area as an educated adult would be easy, but I don’t know that the community develops individuals from the ground up – it depends on the schools you land in.” (Major Employer)
“Water availability keeps me up at night. There is a serious shortage and no let-up in the forecast.” (Community Leader)	“Victoria is small enough for you to be somebody, but also allows for you to grow into something more.” (Degreed Professional)
“Nothing we want to achieve can happen without improving the ISD.” (Young Professional)	“It’s a super wonderful place to live. We all want to live here.” (Young Professional)
“Black professionals are on edge and are getting close to leaving due to the lack of inclusion in the community” (Degreed Professional)	“We reached out to the Chamber five times as we were relocating to Victoria and opening our business. They never got back to us.” (Small Business Leader)
“Caterpillar employees don’t even make enough money to afford a Habitat for Humanity home. They are the ones serving tables after-hours to make ends meet.” (Young Professional)	“There’s a bubble at UH-V and VC - a wider acceptance of differing backgrounds and identities on campus. Students may not feel they’re accepted for who they are in the general community.” (Degreed Professional)
“Victoria’s differentiator is that we can maintain a rural quality of life but also offer many urban services and amenities.” (Community Leader)	“We have a hard time getting women to apply. There are a lack of childcare options in the community.” (Major Employer)

Executive Summary – A Local View of the Region

What does the community think about itself? (2 of 2)

“If we were to do this all over again, we would have located much further south or closer to a larger city. The labor is wholly insufficient here.” (Major Employer)	“The downtown area has improved with the Main Street program implemented a few years ago, but lots of businesses still close. There are lots of shuttered businesses – it’s depressing!” (Major Employer)
“Victoria is not unlike a lot of small towns. Brain drain is a big problem.” (Major Employer)	“We selected Victoria because its location is prime. There are two highways, shipping canals, a railroad, and Mexico near our site” (Major Employer)
“NONE of the groups work well together - Chamber, VSTDC, VEDC, City, County, etc. – everyone is in their own lane.” (Young Professional)	“We hear often from our small businesses how difficult it is to work with the city, county, and main street organizations” (Community Leader)
“VEDC has been great. We have had no problem with leadership at all.” (Major Employer)	“It’s a challenge to recruit because Victoria isn’t big enough to have the services and amenities many may be accustomed to.” (Healthcare Employer)
“The crime numbers were concerning when I was moving here – I wasn’t sure how safe Victoria was. They were much higher than my previous residence in Houston” (Major Employer)	“We’ve had candidates turn down employment offers because it’s so impossible to find a house in Victoria. The school system has also been a deterrent.” (Major Employer)
“There is a phenomenal uniqueness to Victoria’s downtown area, but I cannot experience it with a busy weekday schedule. Lots of good restaurants are only open during business hours (8a-5p).” (Major Employer)	“I’m concerned about the workforce constraints of new development. There is a very finite group of individuals, and I am not confident about Victoria’s ability to support increased demand for labor.” (Major Employer)

Executive Summary – An Outsiders' View of the Victoria Region in 2022

What did we see, what did we learn during our tour of the region?

- Deep-rooted, hard-working communities
- Long, multi-generational tradition of skilled tradespeople
- Infrastructure improvements are badly needed at the Port of Victoria to support new business development
- Higher-than-average risk of natural disasters (hurricanes)
- Impressive progress and leadership in Downtown Victoria and neighboring downtowns
- Engaged community leadership striving for improvement, but lots of silos and differing visions
- Many community members believe in Victoria ISD, but it needs to be improved in order to boost the community's ability to recruit talent
- Cost of Living especially around housing is higher than expected for a rural community
- Good access to higher education but trouble keeping the educated talent in the region
- Some regional EDOs are staffed and capable of supporting their communities and counties economic development efforts while others are lacking staff and funding to make significant progress
- Though there is a lot of land in the region, there are very limited shovel ready sites with full infrastructure

Executive Summary – Victoria 9-County Region Competitive Assets

Top 10 Selling Points → Lead with these!

STRENGTHS



Active Business Community



Access to Shallow Draft and Deep Water Ports



Proximity to Major Markets



Regional Airport with Available Sites and Commercial Service



Engaged Regional Leaders Willing to Collaborate



Strong History of Skilled Trades and Manufacturing



Affordability (relative to larger cities)



Higher Education (VC and UH-V)



Outdoor and Recreational Amenities



Tax and Regulatory Competitiveness (State-Level)

Photos by Pexels (Sora Shimazaki, August de Richelieu, David McBee), Unsplash (Jon Moore, Tiago Rodrigues)

Executive Summary – Victoria 9-County Region Challenges

Top 10 Issues → Continue to Address

CHALLENGES



Labor Shortage



Stagnant Population Growth



Highly Concentrated Economy (Oil/Gas)



Student Retention/ Brain Drain



Natural Disaster Risk



Housing Shortage and Rising Costs



Struggling ISD



Lack of High-Level Job Opportunities



Limited Developable Land



Fragile Entrepreneurship Ecosystem

Photos by Unsplash (Blake Wheeler, Skyler Gerald, Rahul Bhogal, Thomas Reaubourg, Vasily Koloda, Nani Williams), Pexels (eberhard grossgasteiger, Frans Van Heerden, Brett Sayles, Bali Demiri)

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Executive Summary – Victoria Peer Cities



The Victoria MSA has many competitive advantages

Victoria MSA PROS: Positive population growth, most diverse, highest median income, below average cost of living, 2nd lowest poverty rate

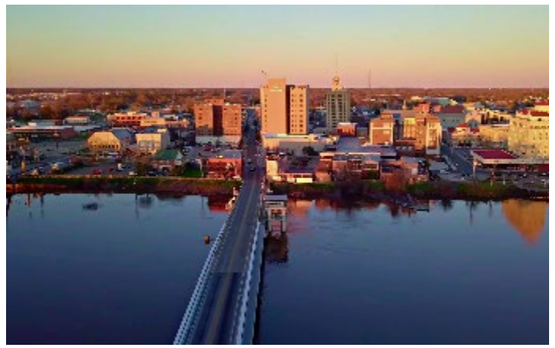
Victoria MSA CONS: Smallest population/labor force, lowest educational attainment (HS+ and BA+)



Abilene, Texas



Corpus Christi, Texas



Monroe, Louisiana



Lafayette, Louisiana

Photos: Beautiful Free Images & Pictures | Unsplash

Executive Summary – Higher Education Regional Pipeline

The Victoria region is home to Victoria College (VC) and the University of Houston Victoria (UH-V). Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees. No Doctoral degrees are currently offered in the region.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

Executive Summary – Real Estate – Office Space Availability

- The City of Victoria currently has six buildings with 23 office spaces available for lease or sale. This represents a total of 69,780 SF of available office space, which is a total vacancy rate of 5.9% across the office market.
- The largest block of contiguous space is 14,172 SF, with only two options large enough to accommodate a 50-position office user.
- This limited available space could limit the scalability of entrepreneurs and small businesses due to the limited options for growth beyond 10 employees within the market.

Company Size (Total Employees)	Estimated SF Range	Spaces Available		Number of Class A Options
		Class A	All Spaces	
1-9	200-2,000 SF	9	14	Few
10-19	2,000-4,500 SF	3	7	Few
20-49	4,500-11,000 SF	1	6	Few
50-99	11,000-22,500 SF	1	2	Few
100-249	22,500-56,000 SF	0	0	None
250-499	56,000-115,000 SF	0	0	None
500-999	115,000-225,000 SF	0	0	None
1,000+	225,000+ SF	0	0	None

Source: CoStar Nov/2022

Executive Summary – Real Estate – Industrial Space Availability

- The City of Victoria currently has seven buildings with seven industrial spaces available for lease. This represents a total of 89,626 SF available across the industrial market. The largest block of contiguous space is 38,273 SF.
- The last newly constructed industrial building was built in the 2nd quarter of 2020.
- The majority of available options are between 4,500 SF and 11,000 SF, which can accommodate an industrial user with up to 49 employees.
- The extremely limited availability of industrial space means any new growth or recruitment would require new construction. This will be viewed negatively due to the slower speed to market.

Company Size (Total Employees)	Estimated SF Range	Spaces Available	Number of Options
		All Spaces	
1-4	200-4,999 SF	1	Few
5-9	5,000-9,999 SF	3	Few
10-24	10,000-24,999 SF	2	Few
25-49	25,000-49,999 SF	1	Few
50-99	50,000-99,000 SF	0	None
100-249	100,000-249,000 SF	0	None
250-499	250,000-499,000 SF	0	None
500+	500,000 SF +	0	None

Source: CoStar Nov/2022

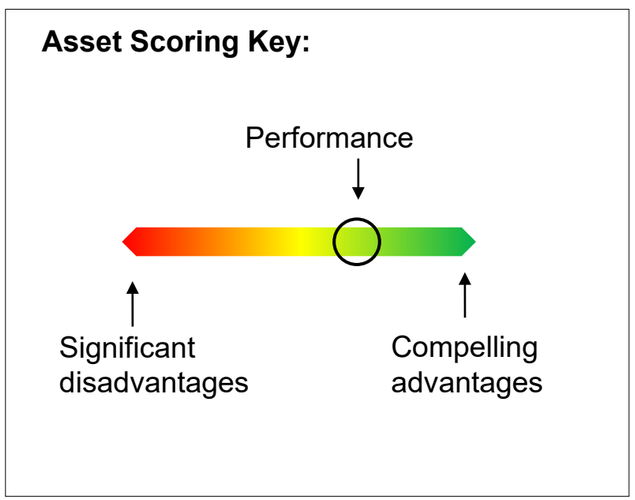
Executive Summary – Real Estate – Industrial Land Availability

- The City of Victoria currently has 18 parcels of industrial land available. This represents a total of 2,547.35 acres of available industrial land available for development. The largest lot is 2,200 acres at the Port of Victoria, which qualifies as a mega site.
- There are another 318 parcels of commercial land and 323 parcels of agricultural land that could be reclassified as industrial land.
- The majority of available industrial sites within the Victoria market are smaller than 50 acres, which will limit abilities to recruit prospects with medium- to large-sized operations.

Acres Range	Lots Available	Number of Options
Less than 10 acres	8	Few
11 – 49 acres	6	Few
50-99 acres	2	Few
100 – 299 acres	1	Few
300+ acres	1	Few

Source: CoStar Nov/2022

Executive Summary - Operational Environment – Summary



Category

Business Environment (Occupation mix, demographics, training, safety, public works, development process, incentives)



Quality of Life (Housing affordability & quality, crime, environment, consumer amenities, health infrastructure, affinity, engagement, inclusiveness)



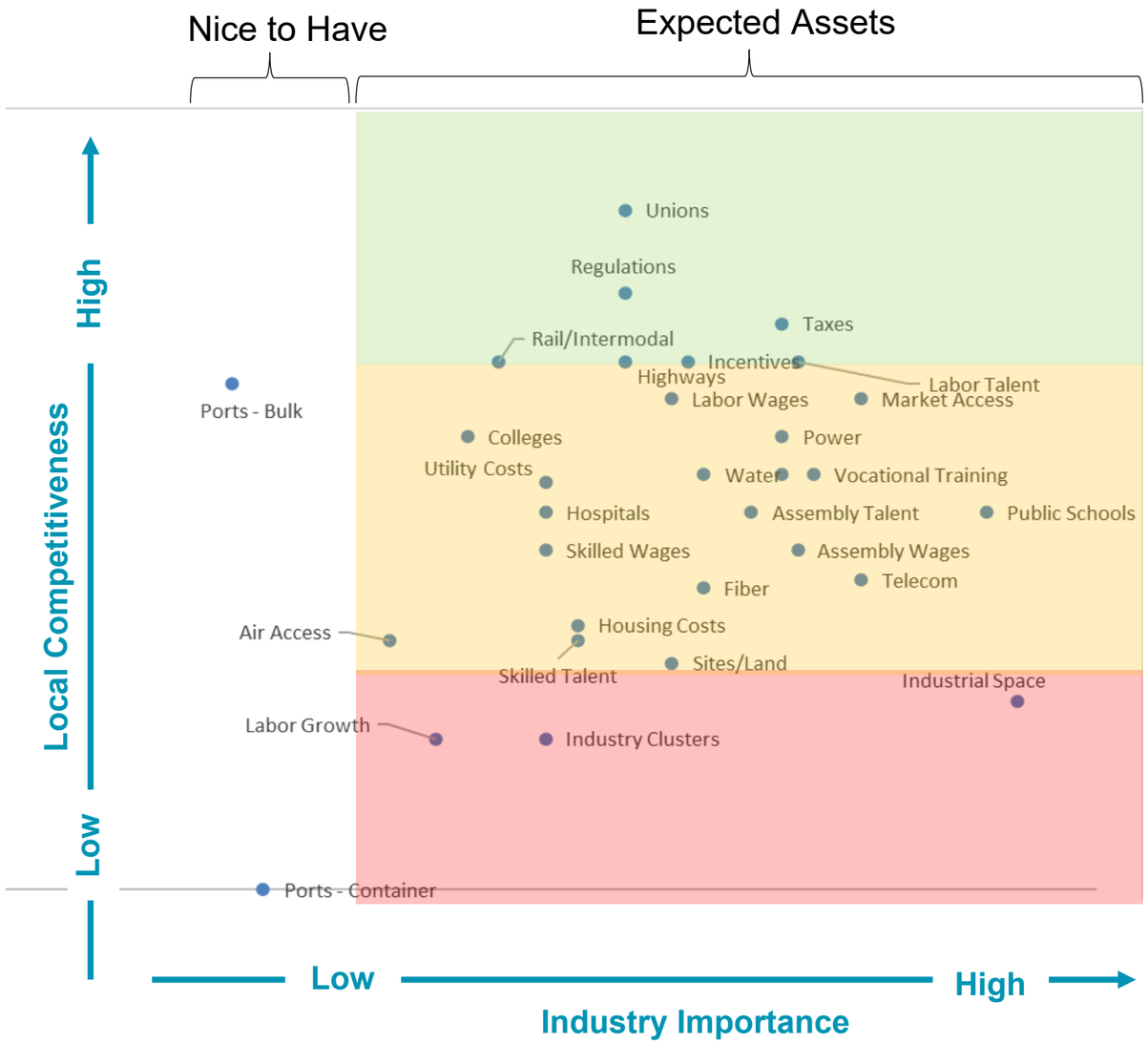
Infrastructure (Electric, water, gas, telecom, transportation, sites)



Executive Summary - Operational Environment – Industrial Project Asset Importance and Competitiveness

Victoria's industrial ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

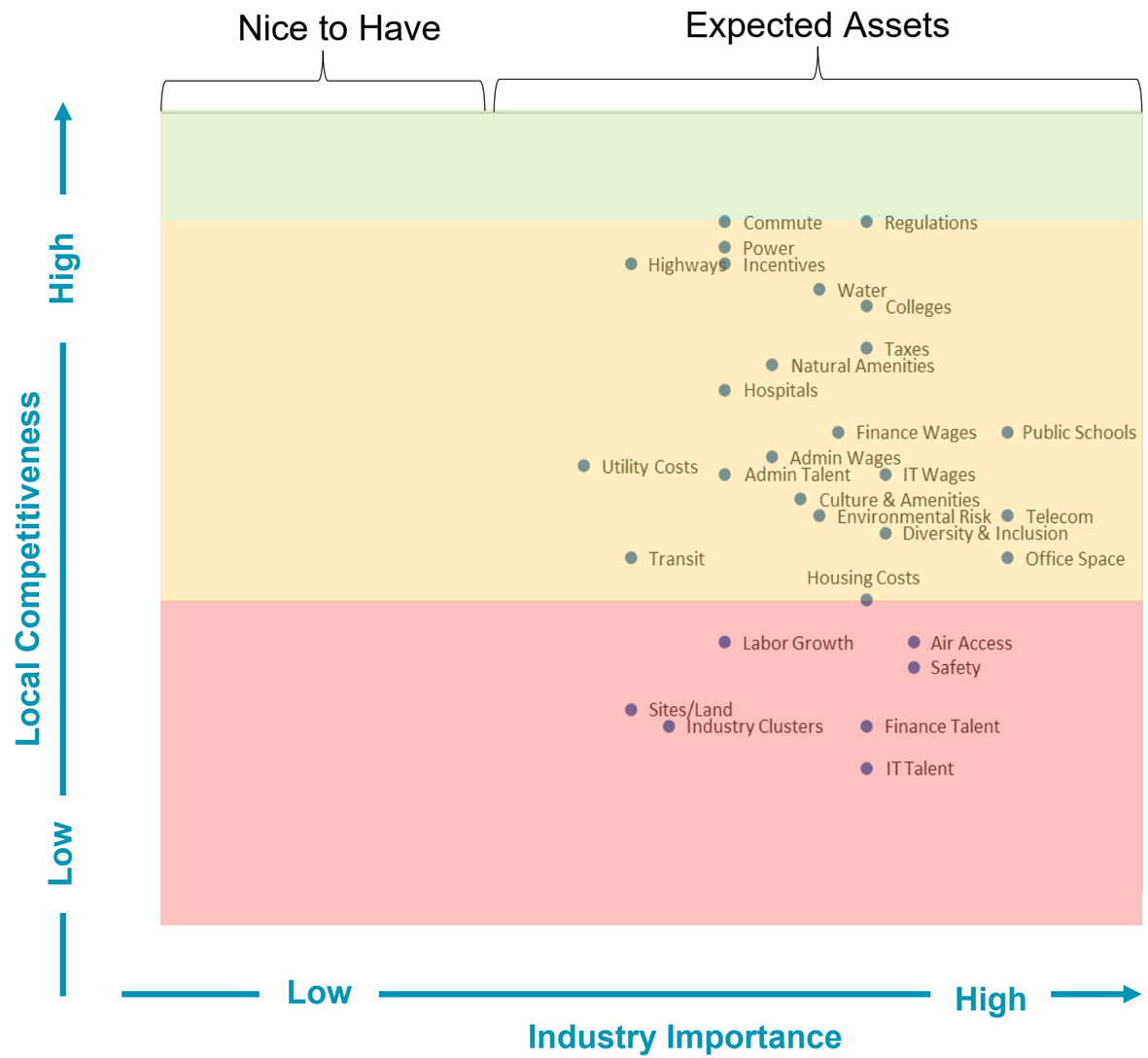
Exceeds Standards of High Performing Ecosystem	
▪ Unions ▪ Regulations ▪ Taxes ▪ Highways	▪ Incentives ▪ Labor Talent ▪ Rail/Intermodal
Meets Standards of High Performing Ecosystem	
▪ Market Access ▪ Power ▪ Vocational Training ▪ Public Schools ▪ Labor Wages ▪ Power ▪ Water ▪ Assembly Talent ▪ Assembly Wages ▪ Telecom ▪ Colleges	▪ Utility Costs ▪ Hospitals ▪ Skilled Wages ▪ Fiber ▪ Housing Costs ▪ Sites/Land ▪ Skilled Talent ▪ Ports – Bulk ▪ Air Access
Fails to Meet Standards of High-Performance Ecosystem	
▪ Industrial Space ▪ Industry Clusters ▪ Labor Growth	▪ Ports - Container



Executive Summary - Operational Environment – Office Project Asset Importance and Competitiveness

Victoria's office ecosystem meets expectations in most office project assets, but falls short in several categories, especially professional talent, safety, air access, labor growth, industry clusters and sites.

Exceeds Standards of High Performing Ecosystem	
▪ Commute	▪ Regulations
Meets Standards of High Performing Ecosystem	
▪ Power ▪ Incentives ▪ Highways ▪ Water ▪ Colleges ▪ Taxes ▪ Natural Amenities ▪ Hospitals ▪ Finance Wages ▪ Public Schools ▪ Admin Wages ▪ Utility Costs	▪ Admin Talent ▪ IT Wages ▪ Culture & Amenities ▪ Environmental Risk ▪ Telecom ▪ Diversity & Inclusion ▪ Transit ▪ Housing Costs ▪ Office Space
Fails to Meet Standards of High-Performance Ecosystem	
▪ Labor Growth ▪ Air Access ▪ Safety ▪ Sites/Land	▪ Industry Clusters ▪ Finance Talent ▪ IT Talent



Executive Summary - Small Business and Entrepreneurship - Available Business Resources

For a market the size of Victoria, the level of small business support is relatively strong. Being home to the area SBDC, having a successful Main Street program and more recent community investment in ecosystem programming through the Innovation Collective provide much of this capacity. The region needs to groom local leaders and diversify the sources of mentoring and programming to make recent activity more sustainable. Resources for traditional small businesses are generally more plentiful than for high-growth startups.

Training (Business basics)		SBDC office provides wide variety of training classes virtually and in person; Innovation Collective is providing some high-level entrepreneurship programs.
Technical Assistance (Focused advisory support)		SBDC counselors can provide basic consulting and technical assistance to small firms. Region would benefit from a greater variety of small professional services and IT firms to act as vendors to small businesses.
Networks (Customers, vendors, partners)		Chamber of Commerce is having limited impact on participation. There is major need for development of long-term business networking opportunities beyond local-serving firms – with many business network leaders.
Funding (Debt, equity options)		Still many local banks. Past microlending partnerships should be continued. Efforts should focus on connecting Victoria business opportunities with statewide Angel and VC networks. Innovation Collective is an opportunity.
Real Estate (Spaces for small firms)		Limited available space could limit the scalability of entrepreneurs and small businesses due to the limited options for growth beyond 10 employees within the market.
Business Climate (Taxes, permitting, regulations)		Typical general advantages of Texas business climate from regulatory standpoint. Opportunities to strengthen the small business liaison capacity of City Hall.
Ecosystem Events (Pitches, office hours,		Innovation Collective is providing multiple events, community needs to groom local leaders to take over long-term events and overall small business and entrepreneurship ecosystem activities.

○ Traditional Small Businesses △ High-Growth Startups

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Executive Summary - Small Business/Entrepreneurship Asset Importance & Competitiveness

Victoria's small business and entrepreneurship assets are strong in three very important categories: basic business classes, ecosystem events and college and university presence. The ecosystem meets basic needs in many categories. The region needs improvements in networking opportunities and specialized spaces such as incubators and coworking and more depth in its start-up funding options.

Exceeds Standards of High Performing Ecosystem

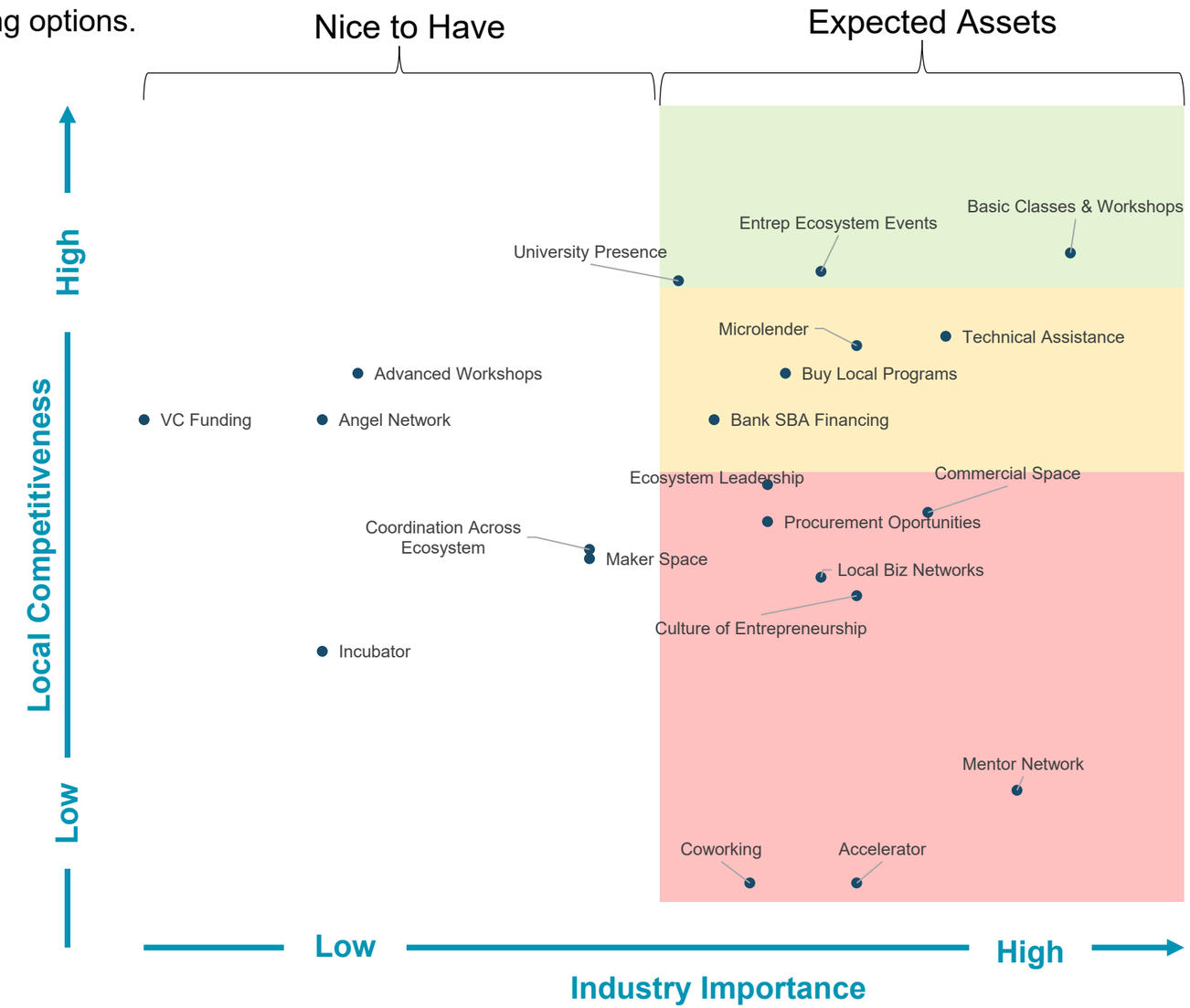
- Basic Classes & Workshops
- Entrepreneurship Ecosystem Events
- University Presence

Meets Standards of High Performing Ecosystem

- Technical Assistance
- Microlender
- Buy Local Programs
- Bank SBA Financing
- Ecosystem Leadership
- Commercial Space
- Advanced Workshops
- Angel Network
- VC Funding

Fails to Meet Standards of High-Performance Ecosystem

- Procurement Opportunities
- Local Business Networks
- Culture of Entrepreneurship
- Coordination Across Ecosystem
- Maker Space
- Mentor Network
- Accelerator
- Coworking
- Incubator



THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

NEWMARK

Executive Summary – Target Industry Selection Criteria

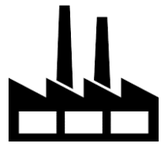
Newmark identified target industries for Victoria using a multi-criteria decision model. The model was applied to **over 1,000 National industries.** The **Top 25** in which the Victoria MSA performed best were selected for qualitative assessment and evaluation during our time in-market.

The short-listed industries and the performance of the region across these industries are listed on the following slides.

Site Selector Perspective: The recommended target industries are representative of sectors in which Newmark boasts significant experience conducting multi-state, National, and international searches for end-user clients.

Newmark has extensive familiarity with these end-users' critical location factors and our recommendations align with that exposure.

Key Industry Selection Metrics Included:



Establishment count



Industry concentration



Total employment



Key occupation employment



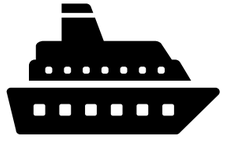
Key occupation wages



National growth prospects

Executive Summary – Primary Target Industries

Primary target industries represent broad opportunities to attract new business based on fundamental assets, existing workforce and supply-chain strengths.



Port Opportunities
Capitalize on developable asset



Aviation Opportunities
Capitalize on regional airport to capture maintenance and assembly opportunities



Back-Office and Shared Services
With competitive wages and proximity to major metros, Victoria can be an opportune home for back-office/shared services



Valued-Added Agriculture
Bring additional value to agricultural base by attracting businesses that transform products



Transportation Equipment
Leverage existing industry cluster and increase activity in repair and maintenance as well as suppliers

Executive Summary - Secondary Target Industries (For Further Exploration)

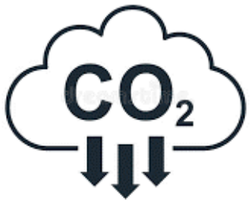
Secondary target industries represent niche opportunities based on a unique asset of the region or access to natural resources or amenities that may not otherwise have widespread feasibility.



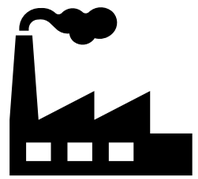
Green / Blue Hydrogen:
Hydrogen is considered to be one of the fuels of the future, especially for the shipping industry. Trains, trucks and boats currently running on diesel have power needs that hydrogen fuel can meet.



Eco Tourism:
Particularly for regional partners, there exists opportunity to advance the impact of local hunting, fishing, and other outdoor events on the local economy.



Carbon Sequestration:
A nationwide assessment, conducted by the United States Geological Survey, identified the Coastal Plains region, which includes coastal basins from Texas to Georgia, as having the most storage potential for carbon dioxide.



Ethylene Cracking:
Victoria came in 2nd for a regional ethylene cracking project. Opportunities may arise again in the future and should continue to be considered.

Executive Summary – Benefits and Challenges of a Regional EDO

Economies of Scale are easier to sell but can create some unique challenges due to competition.

Benefits	Challenges
More coordinated economic development initiatives	Transparency and clear communication
Resource sharing, including ideas, marketing materials, financial savings and staffing efficiencies	Establishing trust with partners, investors and business community
Advocacy and Political Action	Overcoming parochialism
Unified efforts usually lead to more credibility and acceptance among the local business community	Logistical and geographical constraints
Improved marketability to site selectors and decisionmakers	Politics
Combined finances and investor support allow for the region to participate in more marketing initiatives than if they go it alone	Conflicts
Ability to create a sustainable and healthier economy for all participants	Changing leadership and priorities
Showcasing regional amenities and assets	Fundraising and budgeting

Executive Summary – Clearly Defined Roles and Responsibilities

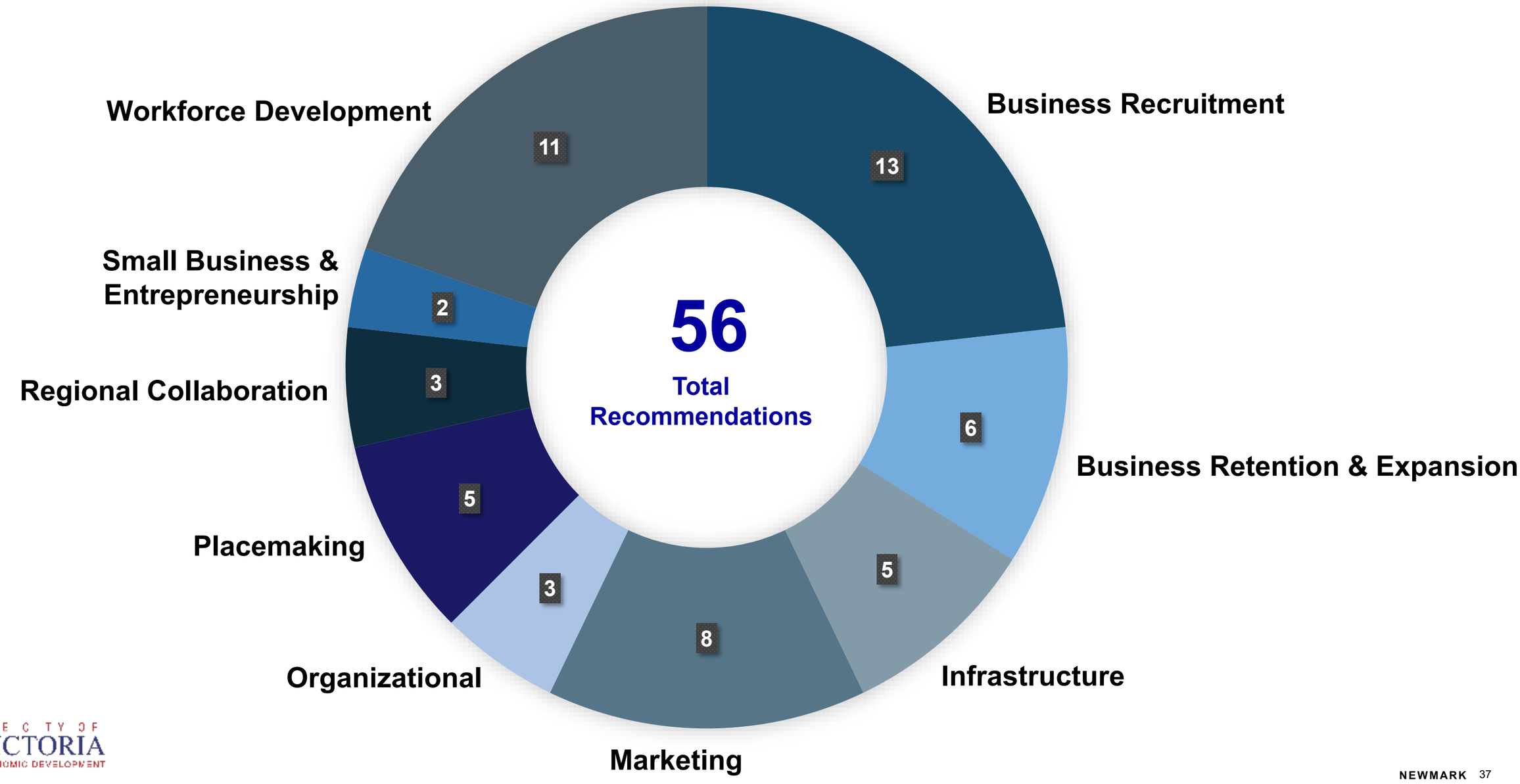
With so many of the surrounding counties operating without designated Economic Development staff, VEDC will need to serve that role limiting their capacity and changing their focus. To make sure that the City of Victoria has its own voice in the region, City economic development staff will focus on these initiatives.

City of Victoria	VEDC
Business retention within City limits (can bring VEDC on visits but should be lead contact for company)	Regional business attraction and marketing lead (proactive)
Small Business and Entrepreneurship assistance	Collect responses to RFPs and RFIs for the entire region and submission to State and/or requesting entity
Retail recruitment	Advocacy and Political Action and Support
Provide Victoria's responses to RFPs and RFIs (reactive)	Investor education and interaction
Economic Incentives lead	Fundraising
Policy development and creation	Represent all regional partners equally
Development ombudsman	Regional marketing initiatives and programs
Infrastructure improvements and bond support	Regional business retention efforts (outside of City of Victoria)
Represent the interests of the City of Victoria	Workforce Development
Housing and Community Development	Prospect and FAM Tours

THE CITY OF VICTORIA
ECONOMIC DEVELOPMENT

Executive Summary – Strategic Recommendations

Organized around 9 themes



Executive Summary – Implementation Plan and Success

Explanation of our Method for Measuring Success

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Marketing		●●● High	6 - 12 months	$	★ Easy	School District	VEDC	Budget
Workforce		●● Medium	1 - 2 years	$$	★★ Moderate	Colleges/ Universities	Workforce Providers	Investment
Small Business & Entrepreneurship		● Low	2 - 3 years	$$$	★★★ Challenging	VEDC	Chamber of Commerce	Jobs
Business Recruitment			3 - 5 years			City of Victoria	State Government	Programs
Organizational and Infrastructure						State Government	County Government	Visits
Placemaking						Chamber of Commerce	City of Victoria	Events
Business Retention						Regional Partner	Colleges/ Universities	Meetings
						County Government	School District	Infrastructure
						Workforce Board	Regional Partners	Training
								Contacts
								Prospects

Example Template

Executive Summary – Implementation Plan and Success

Top 20 Priorities for Implementation (1 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Develop a compelling "Why Victoria" proposition and business case.	●●● High	6 - 12 months	**$**	★ Easy	VEDC	City, County, Colleges/ Universities, Regional Partners, Current Clients	New Marketing Materials, New Website, New Videos / Content, Referrals to Economic Development Staff, Page Views, Social Media Likes and Shares, Contacts, Prospects, Meetings, Visits, Brand Strength, Projects, New Clients, Happy Existing Clients, Capital Investment, Job Creation
Work to improve public school reputations and state test scores.	●●● High	6 - 12 months	**$$$**	★★★ Challenging	K-12	Everyone	Improved Test Scores, Increased Graduates, Improved School Rankings/Ratings, Programs, Meetings, Contacts, Participants, Visits
Ensure VEDC staff are the primary point of contact for all business recruitment inquiries.	●●● High	6 - 12 months	**$$**	★★ Moderate	VEDC	State, Regional Partners, City	Internal Procedures Established, Prospects, Contacts, RFP Responses, Projects, Visits, Capital Investment, Job Creation

Executive Summary – Implementation Plan and Success

Top 20 Priorities for Implementation (2 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Support regional partners in using their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	VEDC	Regional Partners, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Work to bring adequate utility capacity to the Port of Victoria and Victoria Airport sites so they are shovel ready.	●●● High	6 - 12 months	$	★★ Moderate	City, County	VEDC, Utilities	Number of Shovel Ready Sites, Meetings, Prospects, Projects, Capital Investment, Job Creation
Work with Innovation Collective to market events and programs. Increase visibility and transparency around the strategy and fundraising.	●●● High	6 - 12 months	$	★★★ Challenging	City, University/ Colleges	VEDC, Regional Partners, Local Businesses, Chamber	Increased Event Attendance, Funds Raised, Companies Assisted, Capital Investment, Job Creation, Venture Capital Funds, Angel Funds
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	VEDC	City, Regional Partners, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Relocating Partner Assistance Program.	●●● High	6 - 12 months	$	★ Easy	VEDC	Workforce Board, Local Businesses, Residents	Program created, Inquiries through the program, Spouses Assisted, Partners (businesses and HR departments) involved, Programs, Budget, Contacts, Placements

Executive Summary – Implementation Plan and Success

Top 20 Priorities for Implementation (3 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Downtown Programming - College Oriented.	●●● High	6 - 12 months	**$$**	★★ Moderate	City	VEDC, City, County, University/ Colleges	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Work to bring broadband and fiber connectivity and reliability throughout the region.	●●● High	1 - 2 years	**$$$**	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Conduct a minimum of 120 business retention visits per year (10 a month). City of Victoria will handle business retention for business located in the City limits while VEDC will focus on the 9 county region.	●●● High	6 - 12 months	**$**	★★ Moderate	City, VEDC	Local Businesses, Colleges/ Universities, Cities, County	Meetings, Visits, Contacts, Investment, Job Creation
Strengthen and maintain close relations with key recruitment allies - locally and statewide. Continue to strengthen the Victoria regional EDO cooperation group (9 counties).	●●● High	6 - 12 months	**$**	★★ Moderate	VEDC	Other regional EDOs, Texas Economic Development	Meetings, Counties in Partnership, Recruitment Events Co-planned
Obtain testimonials and success stories.	●● Medium	6 - 12 months	**$**	★ Easy	VEDC, City	City, County, Chamber, Businesses, Regional Partners	Number of Testimonials, Success Stories, Visits, Meetings, Contacts, Prospects, Projects, Capital Investment, Job Creation
Identify additional sites with adequate infrastructure in the 9-county region, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	VEDC, Regional Partners	Local Brokers / Owners, Utilities	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Executive Summary – Implementation Plan and Success

Top 20 Priorities for Implementation (4 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Identify additional sites with adequate infrastructure in the City of Victoria, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	City	Local Brokers / Owners, Utilities	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Conduct Recruitment Readiness training for key stakeholders.	●● Medium	6 - 12 months	**$**	★★★ Challenging	VEDC	All	Training sessions offered, Attendees, Visits, Capital Investment, Job Creation, Sales/ Leases
Clearly Defined Roles and Responsibilities for VEDC and City of Victoria Economic Development staff.	●●● High	6 - 12 months	**$**	★★ Moderate	VEDC, City	All	Programs, Outreach, Prospects, Capital Investment, Jobs
Promote local training and education programs.	●● Medium	6 - 12 months	**$**	★ Easy	VEDC	Workforce Board, College/ University, K - 12, Local Businesses	Funds Donated, Marketing Materials, Trainees Enrolled, Programs Offered, Graduates, Certificates, Scholarships
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates
Pursue the Accredited Economic Development Organization Program (AEDO) through the International Economic Development Council (IEDC).	● Low	1 - 2 years	**$$**	★★ Moderate	VEDC	All	Accreditation Received

Executive Summary – Key Takeaways (1 of 2)

- Comparable to peer markets, Victoria is the **most diverse**, has the **highest median income**, and the **2nd lowest poverty rate**.
- While slight, Victoria also demonstrates **positive population growth** and a **below average cost of living**.
- Victoria Regional Airport is **severely underperforming**. Service disruptions and cumbersome flight times hamper the usefulness of the airport.
- The current state of **infrastructure** and the **width of the barge channel** of Victoria **might hinder the port's ability to compete** with deep water ports in the vicinity. Significant investment to bring utilities (water) to the land adjacent to the port must be a priority. This is the community's best asset for industrial development.
- **Crime rates** are concerning. Murder, rape, and robbery incidences have increased significantly over the past five years in Victoria.
- The City of Victoria does not currently have office space that could accommodate an operation of 100 or more employees. **The office market is also limited** for small business and entrepreneurship growth and scaling.
- **Lack of quality, affordable housing** options could hinder development or growth of the region.
- While not unique to Victoria or the region, **brain drain** and student retention is a major challenge.
- Victoria is favorably located with **proximity to several major highways and markets**.
- Victoria is **within two (2) hours of three (3) major commercial airports**, which provides access to most U.S. and International destinations.

Executive Summary – Key Takeaways (2 of 2)

- Though the region has a history of manufacturing and skilled trades talent, Victoria needs to **diversify its job opportunities** for new graduates and white collar opportunities to create a more vibrant economy.
- The reputation of the **Victoria ISD needs improvement** as it is a negative factor in resident and employer recruitment.
- The region is **home to major employers including FDI** but those local company relationships are not being utilized in recruitment efforts of additional FDI or supply chain of existing employers.
- Victoria has won its share of major capital investment and employment projects over the years but the **current "Why Victoria" pitch is weak** and needs to be improved. With the number of mega projects looking around the U.S., Victoria will need to make sure their message is clear and professional when dealing with these types of companies.
- With a unique region and not being a major Texas city, **Victoria will be tasked with getting its story and message out** to decisionmakers and site selectors on their own with little help from allies.
- With growing scrutiny around infrastructure (capacity and availability), Victoria will need to consider **significant investment in infrastructure** especially around water and power and amenities like the airport and port.

Peer Cities



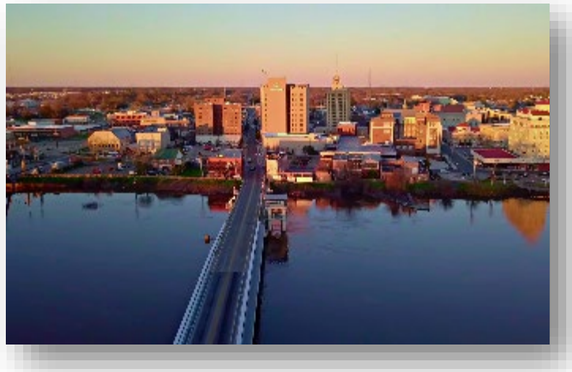
Victoria Peer Cities



Abilene, Texas



Victoria, Texas



Monroe, Louisiana



Corpus Christi, Texas



Lafayette, Louisiana

Photos: Beautiful Free Images & Pictures | Unsplash

Demographic MSA Peer Comparisons from a Site Selection Lens

The Victoria MSA has many competitive advantages over its peers:

+ **Victoria MSA PROS**: Positive population growth, most diverse, highest median income, below average cost of living, 2nd lowest poverty rate

– **Victoria MSA CONS**: Smallest population/labor force, lowest educational attainment (HS+ and BA+)

	Victoria	Corpus Christi	Abilene	Monroe	Lafayette	Texas	U.S.
Population (ACS)	99,674	428,548	170,669	203,457	489,914	28,260,856	324,697,795
Population Annual Average Growth Rate	0.55%	0.59%	0.44%	-0.29%	0.45%	1.40%	0.61%
Median Age	36.7	35.5	34.1	36.9	36.2	34.6	38.1
Total Companies (2021)	2,640	9,685	4,463	6,045	16,399	770,012	11,021,414
Civilian Labor Force	47,938	205,121	76,909	86,695	236,962	13,962,458	163,555,585
Unemployment Rate (March 2022)	4.4%	5.3%	3.1%	3.8%	3.4%	3.9%	3.8%
Diversity Index*	73.52	60.44	59.95	57.52	62.31	67.12	1.17
% Population (25+) with HS or Higher	42.6%	43.3%	43.0%	43.4%	45.3%	44.0%	46.6%
% Population (25+) with BA or Higher	9.9%	10.6%	11.0%	11.1%	12.9%	15.9%	17.5%
Cost of Living Index	89.5	93.3	89.1	86.5	88.7	92.1	100
Median Home Value	$142,336	$135,835	$116,308	$131,004	$150,905	$172,500	$217,500
Salary Index (U.S. Avg = 100)	71.52	77.83	69.23	64.68	72.63	96.75	100
Median Household Income	$57,135	$56,015	$52,486	$40,348	$52,355	$61,874	$62,843
Proportion of Population in Poverty	14.6%	16.1%	13.5%	23.4%	18.7%	8.5%	7.3%

Source: JobsEQ, May 2022
*Diversity Index in U.S. in 2000 = 1.00

Demographic MSA Peer Comparisons from a Site Selection Lens

- Victoria's higher education enrollment has decreased significantly more than any of its peers over the past five years.
- Victoria's crime rate is the 2nd lowest compared to its peer MSAs; Abilene enjoys the lowest.

	Victoria	Corpus Christi	Abilene	Monroe	Lafayette
Demographics					
Population Growth (5-year history)	0.55%	0.59%	0.44%	-0.29%	0.45%
Population Growth (5-year forecast)	1.27%	1.28%	2.23%	-1.89%	0.76%
Median Age	36.7	35.5	34.1	36.9	36.2
Diversity Index	74%	60%	60%	58%	62%
% Pop (25+) with HS or More	42.6%	43.3%	43.0%	43.4%	45.3%
% Pop (25+) with BA or More	9.9%	10.6%	11.0%	11.1%	12.9%
Median Household Income	$57,135	$56,015	$52,486	$40,348	$52,355
Mean Travel Time to Work (min)	20.6	20.2	17.9	22.0	25.7
% Commute by Public Transportation	0.92%	0.97%	0.51%	0.88%	0.46%
Higher Education and Safety					
Total Awards in 2019	1,671	5,069	2,206	2,969	7,498
5-year % Change in Higher Ed. Enrollment	-4.80%	6.60%	16.90%	10.80%	2.10%
Poverty Rate	14.6%	16.1%	13.5%	23.4%	18.7%
Violent Crime Rate (per 100,000)	464.4	736.9	317.3	812.5	466.5
Property Crime Rate (per 100,000)	2,459.3	3,168.7	2,105.5	4,161.1	2,882.9

Source: JobsEQ, FBI May 2022

Demographic MSA Peer Comparisons from a Site Selection Lens

- Victoria's wages have risen the least compared to each of its peers over the past five years.

	Victoria	Corpus Christi	Abilene	Monroe	Lafayette
Talent and Workforce					
Civilian Labor Force	47,938	205,121	76,909	86,695	236,962
5-year % Change in Total Wages	11%	15%	31%	13%	12%
Unemployment Rate (March 2021)	7.10%	7.90%	5.20%	5.50%	5.40%
Unemployment Rate (March 2022)	4.4%	5.3%	3.1%	3.8%	3.4%
Average Annual Wages	$46,525	$50,631	$45,036	$42,080	$47,247
Labor Costs					
Average for All Occupations	$46,200	$47,900	$45,000	$41,400	$44,400
Farmworkers, Farm, Ranch, and Aquacultural Animals	$24,900	$28,800	$29,400	$31,300	$32,600
Slaughterers and Meat Packers	$25,300	$35,300	$29,600	$23,000	$23,500
Laborers and Freight, Stock, and Material Movers, Hand	$30,000	$33,100	$30,100	$28,200	$30,000
Accountants and Auditors	$79,700	$77,500	$74,800	$68,200	$69,600
Packaging and Filling Machine Operators and Tenders	$31,400	$32,800	$26,700	$33,000	$27,300
Industrial Truck and Tractor Operators	$33,400	$37,700	$32,600	$36,200	$39,200
Maintenance and Repair Workers, General	$39,000	$40,100	$35,800	$36,800	$37,500
Sheet Metal Workers	$33,600	$60,800	$35,800	$36,800	$37,500
Industrial Machinery Mechanics	$51,400	$60,100	$45,700	$57,500	$57,200

Source: JobsEQ, May 2022

VSTDC TEXAS

Supply Chain



Supply Chain Analysis – Section Overview

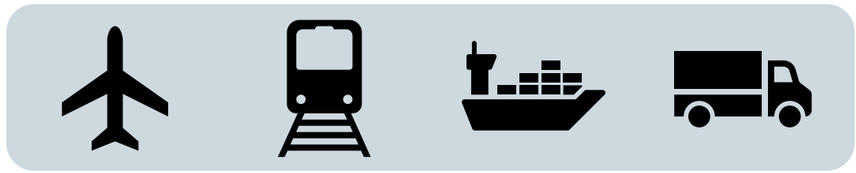
Logistics and transportation infrastructure is one of the top site selection criteria for many industries. Understanding a region's infrastructure is critical to understanding what types of businesses a community can attract and support.

Section objectives:

- What is the current state of the logistics network in the Victoria region?
- What are the region's competitive strengths and weaknesses regarding supply chain infrastructure?
- How can logistics help build a business case to attract new companies to Victoria?
- What are the opportunities to fill or supplement important regional supply chain gaps?

Supply Chain analysis includes evaluating:

- Rail, Freight, and Intermodal Facilities
- Highway Networks and Market Access
- Passenger Air Travel
- Air Cargo
- Seaports and Commodity Flows
- International Trading Partners

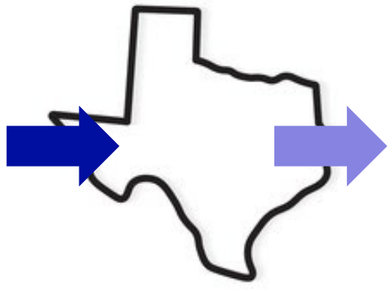


Supply Chain Analysis – Freight Rail

Freight rail plays a critical role in the Texas economy by moving bulk and containerized goods into and out of the State. U.S. freight shipments are forecasted to increase by 30% in the next 20 years. Many of Victoria's industries, including Agricultural & Food Products, Chemicals, and Oil & Gas, rely on rail to move intermediate and finished products.

Terminated Rail Tons:
208.1 M tons (2019)
National Rank: 1/51

Terminated Carloads:
3.1 million carload
National Rank: 3/51

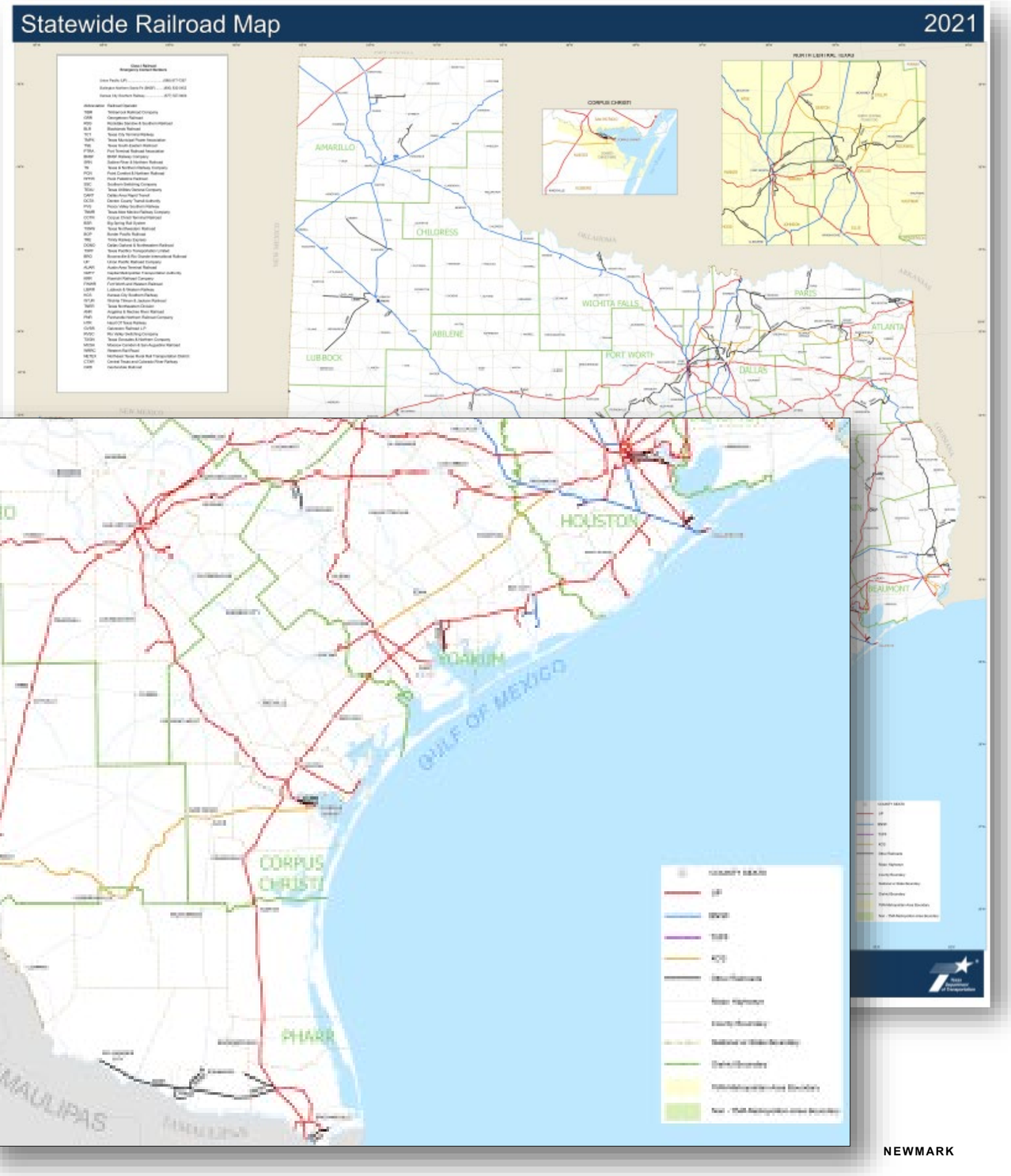


Originated Rail Tons
117.9 M tons (2019)
National Rank: 3/51

Originated Carloads:
1.9 million carloads
National Rank: 4/51

	17,223	**TX Freight Rail Employment (2019).**
	$131,850	**Average Wage & Benefits (2019)**

Source: TXDOT, American Association of Railroads



THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

NEWMARK

Supply Chain Analysis – Shallow Draft Water Ports

The Port of Victoria is the region's busiest shallow draft port.

Key Statistics:

Over 2,800 port calls per year

- Supports Breakbulk, Bulk, and Energy shipments.
- Major customers include chemicals, construction, steel fabrication, and agribusiness industries.
- Access to UP rail.
- New expansion announced in 2022 will provide access to BNSF rail.









Supply Chain Analysis – Deep Water Ports

The Calhoun Port Authority operates the region's busiest deep draft port.

Key Statistics:

- 38-foot depth.
- 340 ship calls annually.
- Supports Breakbulk, Bulk, and Energy shipments.
- Major customers include chemicals, crude oil, and agriculture industries.
- Access to UP rail.









Supply Chain Analysis – Deep Water Ports

Port of Calhoun Deep Water Expansion Project

Congress has authorized a privately-funded investment to improve navigation into and out of the port. Improvements include:

- Widen and deepen the Matagorda Ship Channel to accommodate larger vessels (Suezmax, Aframax).
- Rehabilitate jetty system to slow down currents and improve navigability.
- Plant aquatic and land-based carbon-absorbing plants to reduce the port's carbon footprint.

Project engineering and design are nearly complete. The Army Corps of Engineers will begin soliciting bids for the project in December 2023.

The project, along with the construction of a newly-planned pipeline from the Eagle Ford Shale and Permian Basin will elevate the port's profile as a hub for oil exports.



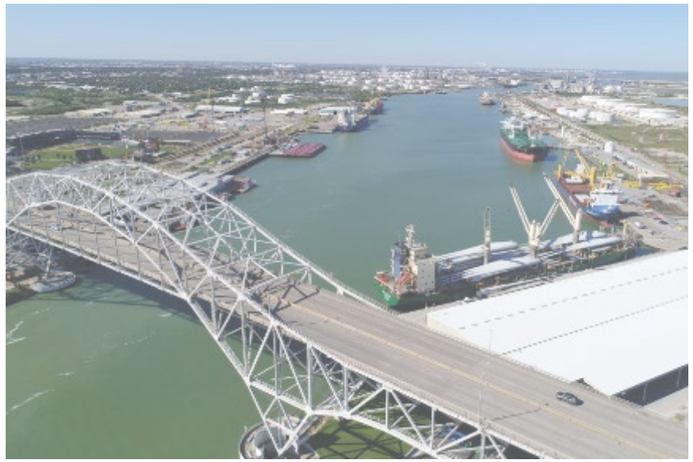
Supply Chain Analysis – Nearby Shallow Draft and Deep Water Ports

Other nearby Shallow Draft and Deep Water Ports



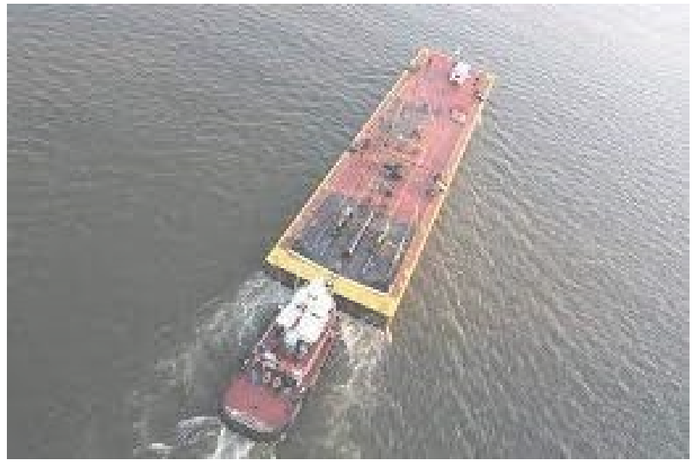
Port of Palacios

Matagorda County
Shallow Draft Port
Fishing



Port of Corpus Christi

Nueces County
Deep Draft Port
Breakbulk, Bulk, Energy, Vehicles, Military



Port of West Calhoun

Calhoun County
Deep Draft Port
Bulk, Fishing

Supply Chain Analysis – Highway Infrastructure

The Victoria region is served by several major U.S. highway systems, including U.S. 59, 77, and 87. Major routes in the region connect to Interstates 10, 35, and 37.

Route Number	Major Victoria Region Destinations	Other Destinations
U.S. 59	Goliad, Victoria, Edna	Houston
U.S. 77	Refugio, Victoria	Corpus Christi, I-10
U.S. 87	Port Lavaca, Victoria, Cuero	San Antonio
U.S. 183	Port Lavaca, Victoria, Cuero, Luling	Austin

Other Major Highways	Drive Time from Downtown Victoria	Destinations
I-10	90 Minutes	San Antonio, Houston
I-35	120 Minutes	Laredo, San Antonio, Austin, Dallas
I-37	120 Minutes	Corpus Christi, San Antonio

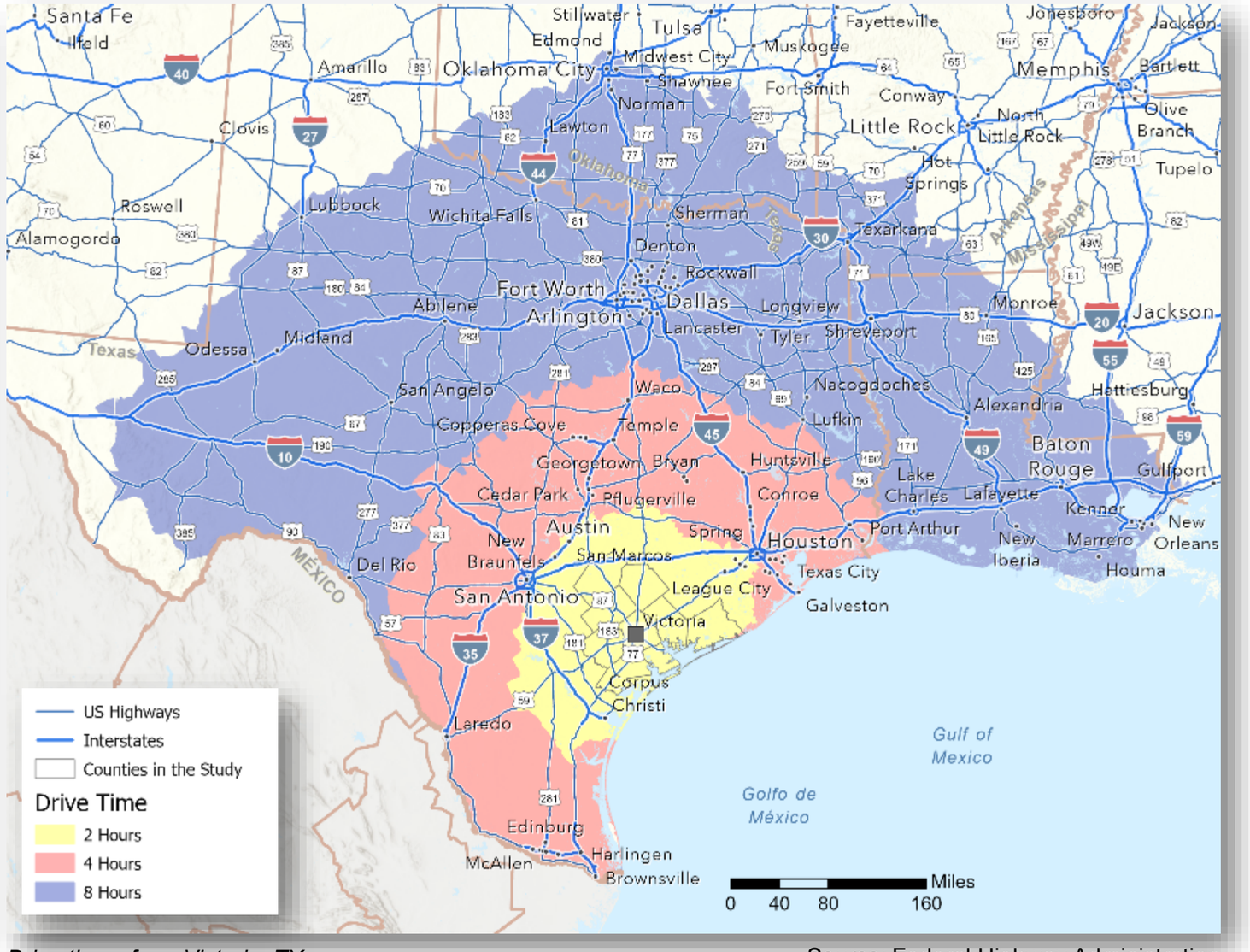


Source: VEDC

Supply Chain Analysis – Interstate and Highway Infrastructure

Local businesses can access 11% of the U.S. population within an eight-hour drive from downtown Victoria.

Percentage of U.S. Population within a 2hr-4hr-8hr Drive Time (2021)			
Metro	% Within 2 Hours	% Within 4 Hours	% Within 8 Hours
Victoria, TX (City Hall)	1%	5%	11%



Drive times from Victoria, TX

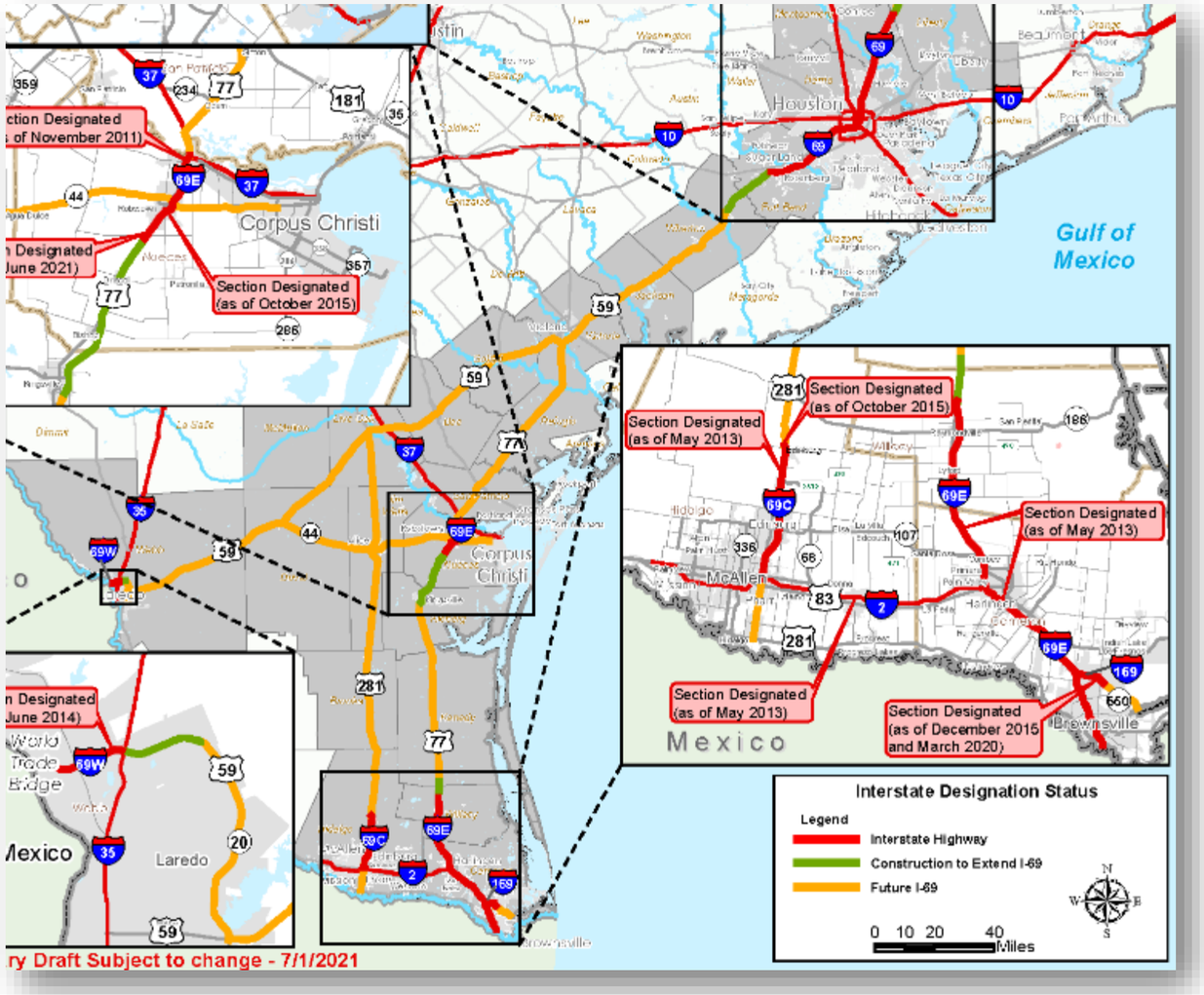
Source: Federal Highway Administration

Supply Chain Analysis – Highway Infrastructure

Several major highway improvements are planned or in progress in the region.

1. **Interstate 69 Expansion:** Portions of Highways 59 and 77 in the region will be improved to interstate highway standards and will be incorporated into the I-69 system.

2. **U.S. 77 Reroute:** U.S. 77 will be rerouted east of the current route and improved to meet interstate highway standards.



Source: TXDOT

Supply Chain Analysis – Airports

Growing regional airport supported by strong access to established commercial international airports.

Commercial Airports:

The Victoria region is anchored by Victoria Regional Airport, which current offers two commercial flights daily to and from George Bush Intercontinental Airport in Houston, which began in 2018.

Victoria is also within driving distance of several other major regional airports.

Regional Airports:

Smaller regional airports are important assets for any region, as they are often preferred destinations for private corporate jets.

With supply chain constraints and the increase in e-commerce, regional airports are also poised to play a bigger role for cargo shipment.

COMMERCIAL

Airport Name	Driving Distance to Victoria (Mi)	2019 Passengers	2017-2019 % Change
Victoria Regional	N/A	5,734	+137%
Corpus Christi International	94	328,109	+2%
William P. Hobby (Houston)	113	7,069,614	+8%
Austin–Bergstrom International	119	8,507,410	+25%
San Antonio International	121	5,022,980	+15%
George Bush Intercontinental (Houston)	147	21,905,309	+12%

REGIONAL

Airport Name	Number of Runways	Military Operations	General Aviation Operations	Max. Runway Length (ft)
Bay City Regional	1	N/A	N/A	5,107
Cuero Municipal	1	0	160	2,800
Jackson County	1	100	7,500	3,393
Roger M. Dryer	1	0	3,200	3,200
Hallettsville Municipal	1	0	2,100	3,210
Palacios Municipal	3	1,460	5,600	5,001
Calhoun County	2	1,500	7,200	5,004
Rooke Field	2	0	3,900	4,361
Yoakum Municipal	1	0	900	3,444

Supply Chain Analysis – Airports

Demographic MSA Comparisons from a Site Selection Lens

- Compared against its peers, Victoria has significantly more flight connectivity in a 120-mile radius than its peers.

	Victoria				Corpus Christi	Abilene	Monroe	Lafayette	
	Victoria (VCT)	San Antonio (SAT)	Corpus Christi (CRP)	Austin (AUS)	Corpus Christi (CRP)	Abilene (ABI)	Monroe (MLU)	Lafayette (LFT)	Baton Rouge (BTR)
Non-stop Flight Routes	1	41	4	69	4	3	3	4	5
Number of Flights (Monthly)	59	2,996	453	6,361	453	264	210	442	506

Source: NSFlights, January 2023

Supply Chain Analysis – International Trading Partners

Exports

- In 2021, **Texas** exported $375 billion worth of goods ranking it as **the largest exporter in the U.S.**
- In 2021, its **main exports** were **Petroleum oils** ($62.5 billion), **Petroleum spirit for motor vehicles** ($28.9 billion), **Light petroleum distillates** ($24 billion), **Propone, liquefied** ($18.6 billion) and **Electronic integrated circuits** ($11.2 billion).
- Texas' main **export destinations** are **Mexico ($123 billion) Canada ($28.9 billion), China ($21.1 billion), South Korea ($18.6 billion)** and **Brazil ($14.6 billion)**.
- In the period Jul 2021- Jul 2022, Texas' **fastest growing export destinations** were **Mexico** (+19.3%), **Canada** (+41.9%) and **Italy** (+213%).
- In contrast, its largest **declining export destinations** for the same period were **South Korea** (-13.5%), **India** (-14.2%) and **Indonesia** (-44.7%).

Imports

- In 2021, **Texas** imported $313 billion worth of goods ranking it as the **2nd largest importer in the U.S**.
- Its **main imports** during that year were **Petroleum oils** ($24.1billion), **Units of automatic data machines** ($15.1billion), **Communication apparatus** ($11.6 billion), **Telephones for cellular networks** ($11.1billion), and **Light petroleum distillates** ($8.89 billion).
- Texas' main **import origins** are **Mexico ($108 billion), China ($34.7 billion), Japan ($21.4 billion), Canada ($21.3 billion)** and **Viet Nam ($14.7 billion)**.
- In the period Jul 2021-Jul 2022, Texas' **fastest growing import origins** were **Mexico** (+34%), **Canada** (+52.3%) and **Viet Nam** (+101%).
- In contrast, its largest **declining import origins** for the same period were **Japan** (-63.9%), **Russia** (-98.4%) and **Ireland** (-49.8%).

Supply Chain Analysis – Commodity Flows, Growth

Commodities flowing through the State can be leveraged to develop current or new sectors.

The commodities flowing into and out of Texas reinforce the presence of leather articles, construction materials, and motor vehicles, among others.

By examining the commodities processed, Victoria can seek to capitalize on enhanced opportunities for the supply chain and begin to pursue target industry growth based on the materials already flowing through the geography.

Texas Commodities by Value Growth Rate (2012-2017)

COMMODITY NAME	VALUE 2012 (MILLION)	VALUE 2017 (MILLION)	% CHANGE
Leather and articles of leather or allied materials, and dressed fur skins	566	2,473	336.93%
Textile fibers, yarns, and broad woven or knitted fabrics	879	3,475	295.34%
Corn (excludes sweet)	1,605	5,183	222.93%
Lumber, wood continuously shaped along any of its edges or faces, shingles and shakes	2,941	8,148	177.05%
Monumental or building stone (excludes dolomite)	131	293	123.66%
Rubber articles	6,804	14,777	117.18%
Veneer sheets and sheets for plywood, particle board, fiberboard, plywood, and similar laminated wood	1,710	3,558	108.07%
Motor vehicles for the transport of goods, and road tractors for semi-trailers	8,444	16,913	100.30%
Leather footwear	536	1,043	94.59%
Natural sands (excludes metal-bearing)	988	1,857	87.96%
Windows, doors, thresholds, and builders' joinery and carpentry of wood (excludes shingles and shakes)	2,011	3,702	84.09%
Structures and parts (excludes prefabricated buildings)	5,532	10,174	83.91%
Confectionery, cocoa, and cocoa preparations	1,549	2,848	83.86%
Nonalcoholic beverages, not elsewhere classified, and ice	9,301	16,937	82.10%
Advertising material, commercial or trade catalogues, and similar printed products	584	1,041	78.25%
Railway equipment (includes locomotives and rolling stock, railway track fixtures and fittings, and parts)	764	1,284	68.06%
Wine and other fermented beverages	1,547	2,559	65.42%
Sodium hydroxide (caustic soda) and potassium hydroxide (caustic potash)	2,084	3,366	61.52%
Other non-metallic mineral products	8,456	13,633	61.22%
Manmade fibers and plastics basic shapes and articles	21,562	33,887	57.16%
Other wood products	1,601	2,507	56.59%
Malt beer	9,089	14,174	55.95%
Other chemical products and preparations, glues, prepared explosives, activated natural mineral products, anti-knock preparations, etc.	15,859	24,580	54.99%
Bakery products and food preparations of cereals, flour, starch or milk	900	1,362	51.33%

Source: Bureau of Transportation Statistics

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Supply Chain Analysis – Commodity Flows, Contraction

A sustained drop in the flow can indicate a struggling sector, or new logistics route.

On the contrary, some of the largest drops in commodity flows through Texas might represent stagnant industries, which are struggling to maintain their competitiveness.

Texas Commodities by Value Growth Rate (2012-2017)

COMMODITY NAME	VALUE 2012 (MILLION)	VALUE 2017 (MILLION)	% CHANGE
Aviation turbine fuel (types A and B)	354,360	14,437	-57.87%
Animal or vegetable fats and oils and their cleavage products, prepared	4,758	3,809	24.91%
Wheat	1,842	1,728	-63.68%
Surveying, hydrographic, oceanographic, hydrological, meteorological, and geophysical instruments and appliances	4,914	732	-60.26%
Printed books, brochures, leaflets, and similar printed products	2,363	1,990	-59.50%
Prepared unrecorded or prerecorded media	549	964	-59.20%
Sugars confectionery, solid or syrups (excludes added flavoring or coloring)	250,115	247	-55.01%
Fuel oils	62,228	115,578	-53.79%
Lubricating oils and greases	8,797	30,791	-50.52%
Line telephone or telegraph apparatus	3,336	4,358	-50.46%
Electric cooking appliances, electro-thermic, or electro-mechanical domestic appliances	1,071	1,672	-49.88%
Other non-metallic minerals, not elsewhere classified	6,861	2,070	-48.26%
Edible preparations, not elsewhere classified, and vinegar	2,531	3,695	-46.14%
Fruit and nuts, edible, fresh, chilled, or dried	5,752	1,383	-45.36%
Soap, organic surface-active agents, cleaning preparations, polishes and creams, and scouring preps	5,693	3,208	-44.23%
Processed or prepared vegetables, fruit, or nuts (excludes dried or milled, and juices)	9,791	3,321	-41.67%
Instruments, apparatus, and appliances for medical, surgical, dental, veterinary, or similar purposes	15,746	5,816	-40.60%
Computer and electronic office equipment	37,222	10,502	-33.30%
Motor vehicles parts and accessories (excludes motorcycles and armored fighting vehicles)	13,331	24,895	-33.12%
Textile clothing and accessories, and headgear (excludes safety)	11,382	9,780	-26.64%
Air-conditioning, refrigerating, or freezing equipment	44,654	8,441	-25.84%
Organic chemicals, not elsewhere classified	4,876	33,368	-25.27%
Fertilizers and fertilizer materials	154,621	3,654	-25.06%
Mixed freight	32,563	117,840	-23.79%

Source: Bureau of Transportation Statistics

Supply Chain Analysis Key Takeaways

- Most businesses interviewed were happy with local highway/interstate connectivity and overall conditions of roads.
- Port of Calhoun expansion could be major economic opportunity, if the project comes to fruition.
- Victoria Regional Airport is severely underperforming. Service disruptions and cumbersome flight times hamper the usefulness of the airport.
- The commodities flowing into and out of Texas reinforce the presence of leather articles, construction materials, and motor vehicles, among others.
- There is an important connection from Victoria to some of the main population centers in the State of Texas.
- Access to the Port of Victoria is relevant for certain industries, although there might be significant competition from nearby deep water ports of Calhoun County as well as Corpus Christi and Houston.
- Current infrastructure and the width of the barge channel of Victoria might hinder its ability to compete with deep water ports in the vicinity.
- Commodity flow on construction materials might provide an opportunity to capitalize on the need to increase housing construction by streamlining the supply chain of the sector.
- Distribution might also play a role since drive times from Victoria to San Antonio and Houston will be in the 2-hour mark.
- The Port of Victoria has rail served sites from UP and is working on an extension to bring in BNSF to serve the Port as well.

VSTDC TEXAS

Higher Education Student Survey



Higher Education Student Survey Analysis – Section Overview

Survey Objectives

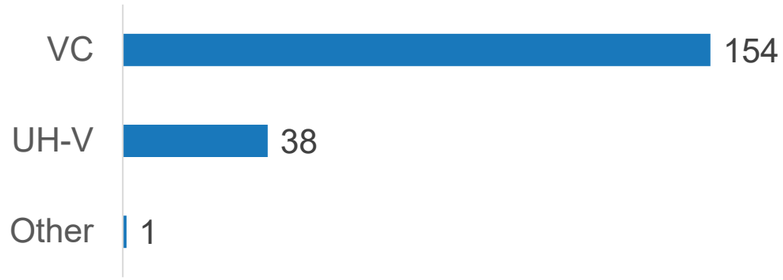
Newmark, City of Victoria and VEDC created a higher education student survey to learn more about:

- The skillsets and interests of students pursuing higher education in Victoria, either at Victoria College or UH-V,
- Where students at these institutions came from,
- Reasons for choosing program/school,
- Professional opportunities in their chosen field in the Victoria region,
- Whether students plan to stay in the region after graduation, and
- What students like and don't like about attending school in Victoria.

The overall goal was to provide hard evidence to support the anecdotal conception that many students are attracted to Victoria for college but must leave the region to begin or accelerate their career.

The survey garnered 193 responses from students enrolled at either Victoria College or UH-V.

Enrollment of Survey Respondents



Higher Education Student Survey – Home Zip Code

- 193 survey respondents live in 34 different zip codes. 125 of respondents live in Victoria County.
- Institutional breakdown:

- 79.8% of respondents (154) are students at Victoria College
- 19.7% of respondents (38) are students at UH-V
- 0.5% of respondents (1) are enrolled at another institution

Current Residence ZIP Code	# Respondents		Current Residence ZIP Code	# Respondents
76247	1		77969	1
76501	1		77977*	1
76511	1		77979	8
77414	4		77983	1
77471	1		77984	5
77493	1		77988*	1
77901*	66		77991	3
77904*	33		77995	5
77905*	14		78102	1
77906	1		78151	1
77951*	5		78164	1
77954	5		78377	1
77957	11		78382	1
77962	3		78415	1
77963	6		78624	1
77964	1		78629	1
77968*	5		78956	1

* Zip code in Victoria County

Higher Education Student Survey – HS Graduation Zip Code

Survey respondents graduated high school in 70 unique zip codes:

- 40.4% of respondents (78) graduated high school within Victoria County
- 67.9% of respondents (131) graduated high school within the Victoria 9-County Region

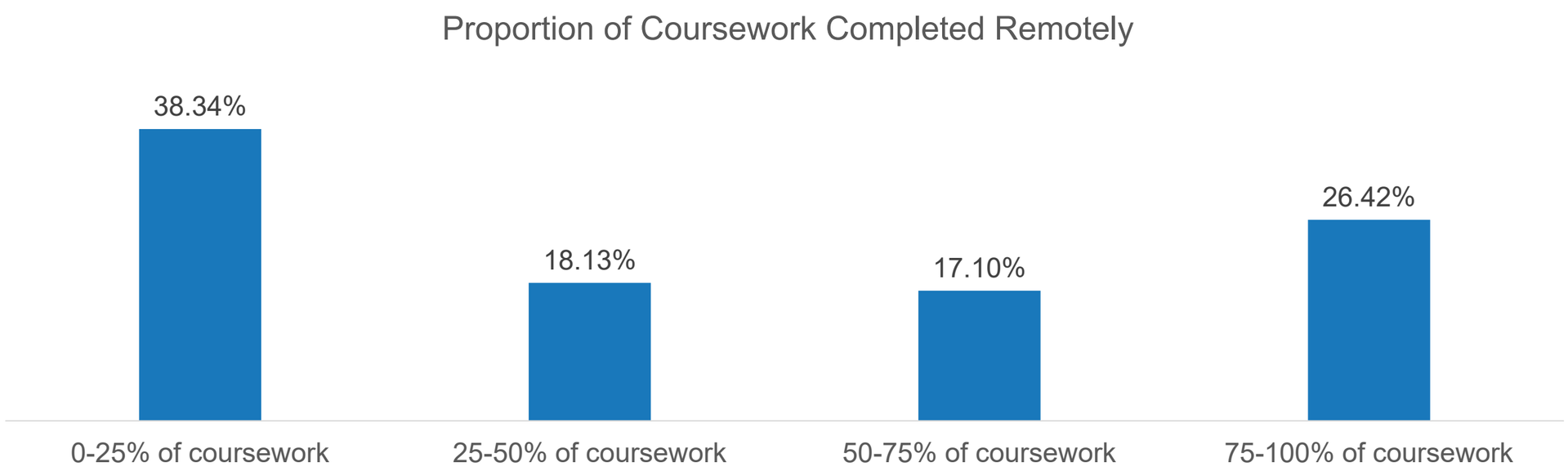
HS Grad. Zip Code	# Respondents	HS Grad. Zip Code	# Respondents	HS Grad. Zip Code	# Respondents
18515	1	77493	1	78240	1
23455	1	77623	1	78253	1
34758	1	77901*	37	78255	1
38654	1	77902*	1	78377**	1
70058	1	77904*	30	78410	2
73018	1	77905*	4	78411	1
75147	1	77951*	4	78413	1
75494	1	77954**	7	78537	1
75833	1	77957**	9	78550	1
76018	1	77962**	2	78596	1
76020	1	77963**	3	78631	1
76117	1	77964**	1	78644	1
76247	1	77968*	1	78656	1
76472	1	77977*	1	78964	1
76501	1	77979**	14	78965	1
76530	1	77984**	4	79108	2
76661	1	77991**	3	79511	1
77024	1	77995**	4	83647	1
77084	1	78102	2	85220	1
77407	1	78108	1	95403	1
77414**	3	78147	1	96825	1
77440**	1	78151	1	98501	1
77469	1	78164**	1		

*Zip Code in Victoria County
**Zip Code in Victoria 9-County Region

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

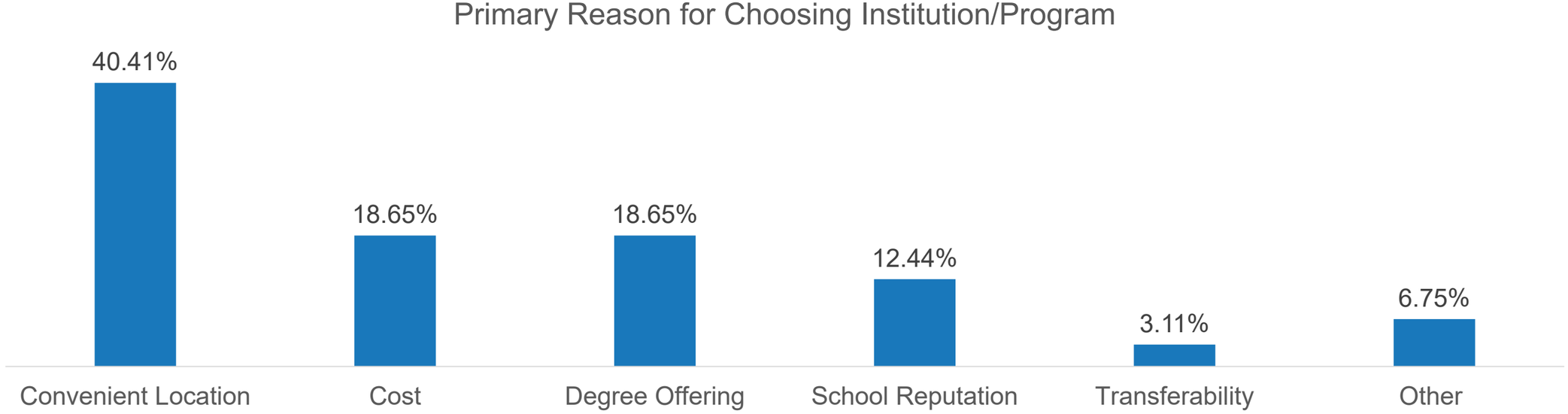
Higher Education Student Survey – Frequency of Remote Learning

- Over 43% of respondents complete most (50% of more) of their coursework online
- Nearly 40% of respondents complete less than 25% of their coursework online



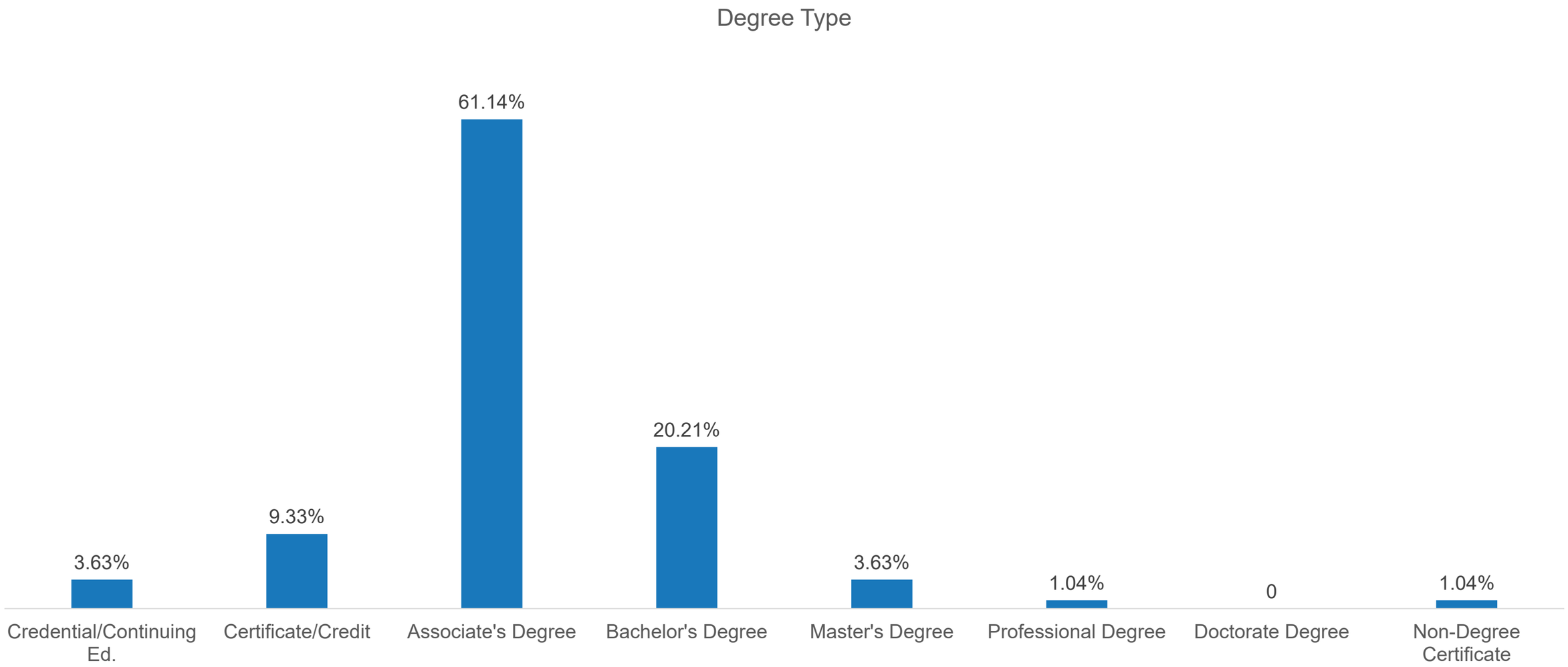
Higher Education Student Survey – Reasons for Choosing School/Program

- Among survey respondents, convenient location was the most popular reason for enrolling in their program
- Cost and degree were tied for the second most popular reason



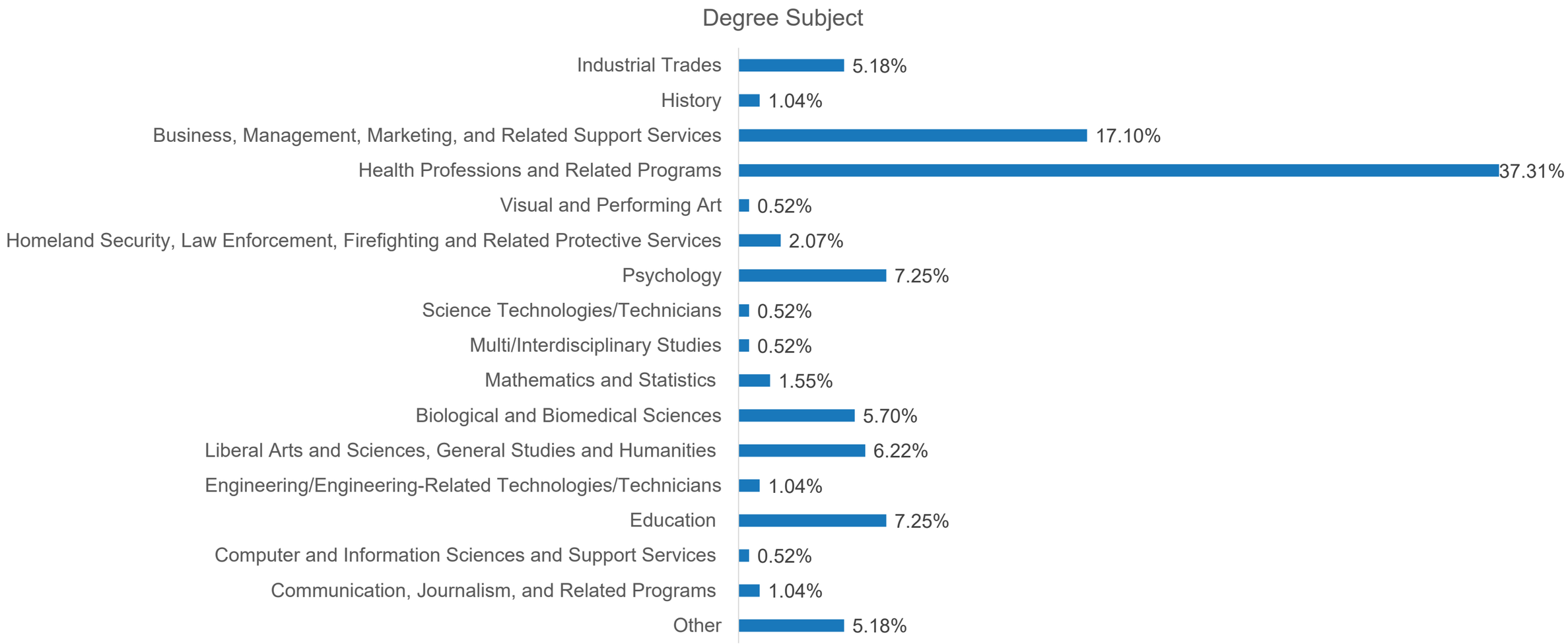
Higher Education Student Survey – Type of Degree Program

- The majority of respondents are enrolled in an associate's program



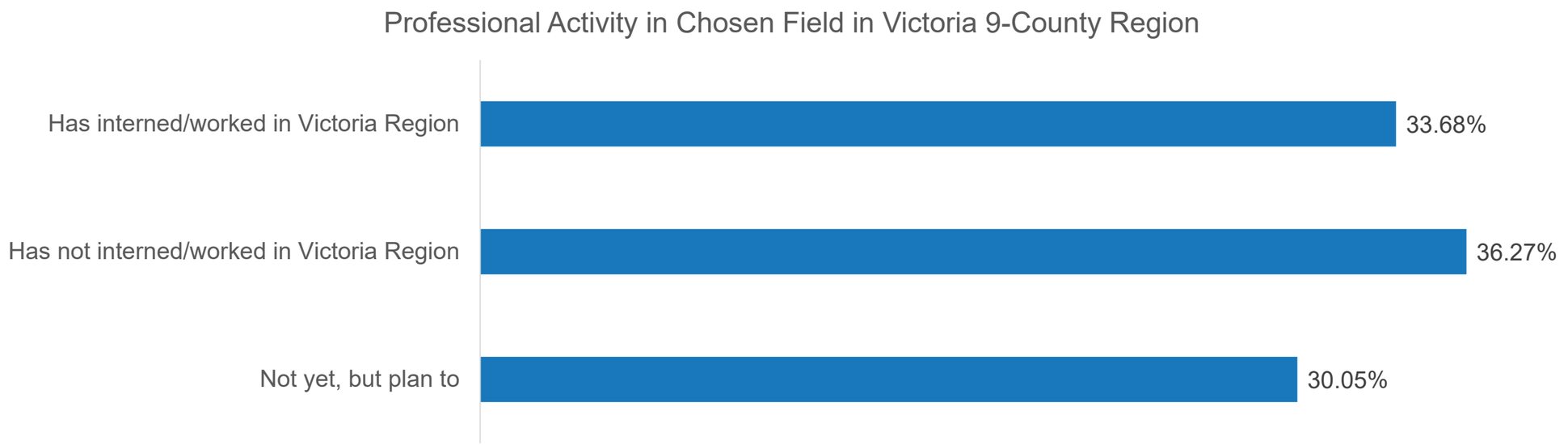
Higher Education Student Survey – Degree Subject

- The most common course of study among respondents was Health Professions and Related Programs, followed by Business, Management, and Marketing



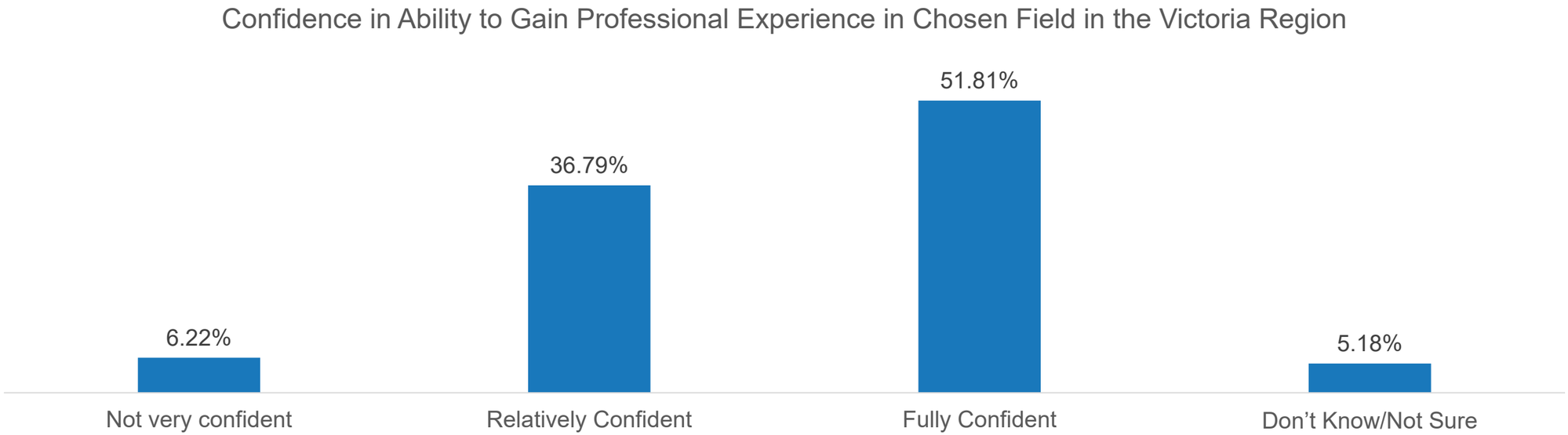
Higher Education Student Survey – Professional Activity in Chosen Field

- Nearly 34% of respondents have gained professional experience in their chosen field in the Victoria 9-County region
- About 30% of respondents have not yet gained professional experience in the region, but plan to



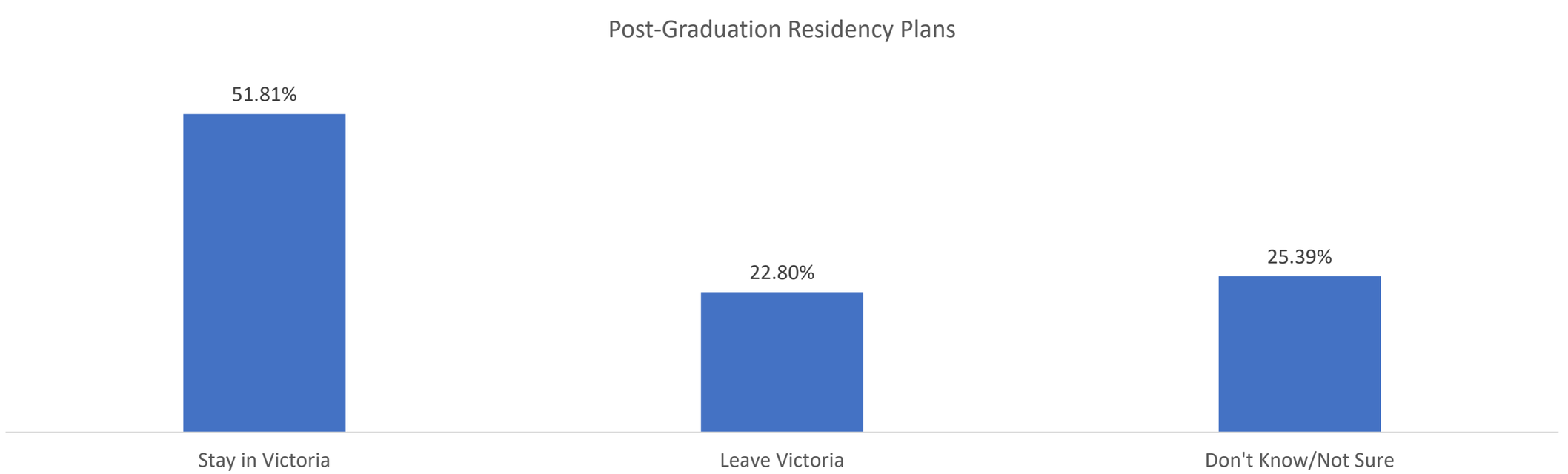
Higher Education Student Survey – Confidence in Professional Opportunity within Victoria Region

- Nearly 90% (88.6%) of respondents are either relatively or fully confident in their ability to gain professional experience in the region



Higher Education Student Survey – Post-Graduation Plans

- Over half of student respondents plan to stay in the Victoria region after graduation



Higher Education Student Survey – Post-Graduation Plans

Responses from those who **plan to stay in the region** after graduation

I plan to stay in Victoria to be near my family. I just bought my first house here and plan to stay for the remainder of my life.	Have a job in my current field already, Love my hometown, Cost has a lot to do with staying at VC.
I own my own home with my fiancé in Victoria, we live close to my family, and there are many job opportunities in Victoria.	There are better opportunities outside of Victoria. However, in town I have more resources to help be succeed in my career.
It would be easier to start my career close to home so I can have that support from my family while I get started.	I plan to stay in the Victoria region because it is close to family, I have been in this area my whole life, and simply because this is home.
Family is number one! We never know how long we have and I am blessed to still have my mom and dad. My husband works here. I love my hometown and would like to advance my career here.	My three reasons for staying in Victoria after graduation are family, comfort, and knowledge of the location, which is important because I plan on building a new business.
If I stayed in Victoria after graduating, it would be solely because of money. It cost a lot to relocate, and I don't even have a car. So, my reasons for staying would be job security, money/cost, and location (VC and UHV are right around the corner from my apartment).	I plan to stay in Victoria after graduation due to having family here and not wanting to relocate, I grew up here and would like to base my career here in Victoria.
Victoria is the perfect place, close enough to the major cities if you want to take a trip out of town, and just far enough that you can make it a day trip.	1. I plan to stay in Victoria because I grew up here and love it here. 2. My family is here, I have started to build a beautiful life with my husband and have established a career here. 3. The cost of living is very affordable in comparison to bigger cities.

Higher Education Student Survey – Post-Graduation Plans

Responses from those who **plan to leave the region** after graduation

1.) Victoria is a small town with few opportunities for growth. 2.) The people in Victoria are extremely rude and disrespectful. 3.) Victoria is a place where you need to know the people in the town to be able to get certain jobs, opportunity, etc. Education, degree's, etc. don't matter - it is all about connections.	I'm going to be a nurse, so of course there are plenty of options here in Victoria. However, the starting pay is low for a new grad, so I would like to go work in a bigger city for a couple of years and then make my way back here to Victoria. Preferably in Labor and Delivery or the Emergency Department.
I want to stay because my family is here, but I want go because there are better opportunities in bigger towns.	I'll be relocating and more than likely completing my Bachelors of Science degree in nursing online. I live far away from campus.
I will stay in Victoria for a short time before moving to a larger place that holds better opportunities with more friendly, goal-oriented people who are determined to succeed in life.	It depends on the available job opportunities and what they offer. Relocating would provide a breath of fresh air among many other new opportunities. Victoria is limited in many areas, but the growth is promising.
There are a lot more job opportunities in computers in bigger cities. I have always wanted to live in a more urban setting.	After Victoria College, I plan on relocating since Victoria doesn't have as good as a Vet program compared to other colleges.
1. Will relocate to a different city due to more job opportunities. 2. Higher pay scale. 3. Bigger city for more things to do.	I am looking for a diverse city, not just in the people but also activities to do. I want to network and be able to meet different professionals.
My main reason for wanting to relocate after graduation is to continue school somewhere else. Another reason is to experience more opportunities in my career field.	1) Better jobs can be found elsewhere. 2) There isn't much for people to do around here, especially not people under 21 years old. 3) There isn't anything that gives me a connection to Victoria - no reason for me to stay.

Higher Education Student Survey – Post-Graduation Plans

What respondents **like about living in Victoria**

I like attending Victoria College (VC) because it is close to home, and no matter what is going on within school or at home they have so many resources available to you.	I like that all my classes are relatively small and let's me get to know my professors and for them to know me. Additionally, I like the fact that there's a good amount in Victoria that I would ever need, all within a 20-minute drive.
Going to classes at Victoria College allows for me to stay close to my family and home while also giving me the opportunity to work and help support myself.	Victoria is the center of all major cities. So being convenient for me is perfect. My home is here and is close to my family and work.
Victoria College has a variety of resources that are easily accessible to students. The Victoria location also has community resources that are easy to access.	It's like one big family in Victoria. The size of the school makes it easy to make connections and have more networking opportunities. The faculty and staff here genuinely want to see the students succeed.
The resources that VC provides is incredibly helpful. VC is known for being a prestigious community college and gives me a challenge in my education. I'm excited to start the RN program come January.	The location is very ideal for my family. It is not a big town, so I enjoy the normal traffic everyday and I work right around the corner from the campus.
One thing I like about attending school in Victoria is that it is affordable.	It is convenient and there are so many resources. You can tell VC really cares about their students.
I enjoy the small classes and how easy it is to navigate this area, makes studying and taking courses more enjoyable and attainable.	Even though Victoria is growing, I love the "small town" feeling here.

Higher Education Student Survey – Post-Graduation Plans

What respondents **don’t like about living in Victoria**

Some things are a little limited on what degrees we can get here. Would like to see a Master’s program/Doctoral program here in Victoria so I won’t have to go elsewhere for those degrees.	I feel that my degree not having a more prestigious school name, may hinder me from achieving more success in life.
There is nothing I don't like about Victoria College.	A lot of the people here have lost their drive to improve.
There are limited opportunities to progress my career in Victoria.	I wish there was more to do in Victoria.
Victoria does not offer as many amenities as bigger cities do.	The bold support of the confederacy in the library. The disregard of students. The racism. And how boring it is.
I don't have anything negative to say about the college! The town can be a little rough in some areas, but the college is always a safe, welcoming space.	There are not a lot of internships available in Victoria for my graduate degree.
There’s nothing to do. There needs to be more things to do. And more job opportunities. Transportation system is horrible.	I wish we had bigger hospitals in which to gain experience.

Higher Education Student Survey – Key Insights

- The most popular fields of study are healthcare and business
- Most respondents at UH-V and VC attended high school in the 9-county region
- Most respondents chose to study at their institution because of its convenient location, but cost and degree offerings also played a role
- About one-third of respondents already have gained experience in their chosen field in the Victoria region, while a slightly larger proportion have not
- Slightly over half of respondents plan to stay in the region after graduation
- Respondents are generally pleased with their experience in Victoria, but some raise concerns about racism/inclusivity as well as a lack of amenities/activities for young professionals and students

VSTDC TEXAS

Demographics and Workforce



Demographics & Workforce – Section Overview

Access to skilled talent and a sustainable workforce pipeline are the top site selection criteria for all industries no matter the size or asset class.

Labor and talent access, and the aptitude and attitude of the workforce, remains a top site location criteria across all asset types of all industries. Current trends show a shift away from the largest cities favoring smaller second-tier markets with a highly educated labor pool. Like the existing industry analysis, the workforce evaluation is intended to profile existing labor assets and identify how to leverage those assets in growth industries to attract new investment and create a dynamic labor base.

This analysis will measure the regional concentration of defined occupation clusters, as well as the average wage of those clusters. Labor clusters in which the region displays above average concentration can be leveraged to attract new businesses that demand those same skills. Likewise, the occupations common in declining industries will be matched to the demands of growth industries in order to develop a plan for a transition into the new economy. The labor analysis will also identify deficiencies and gaps in skills that can be addressed through long-term educational and training initiatives.

Section objectives:

- What is current socio-economic and demographic composition of the Victoria region?
- What are competitive strengths and weaknesses of regional workforce ecosystem and pipeline?
- What skills do the labor force possess?
- Are there gaps in skills or training?
- What are opportunities and threats to the growth and contraction of the regional labor pipeline?
- Are their challenges within the territory that could hinder recruitment efforts of both residents and businesses?

Demographic & Workforce analysis includes an evaluation of:

- Human Capital
- Existing Skills
- Workforce Availability and Growth
- Alignment with Local Industry
- Potential to Support Future Industries

Demographics & Workforce – Regional Labor Force – Employment and LQ (1 of 2)

- Victoria's market has a slightly above average concentration of management occupations, educational instruction, and healthcare practitioners.
- Each of Victoria's peers also demonstrate above average concentration in healthcare support operations.

		Victoria		Corpus Christi		Abilene		Monroe		Lafayette	
Occupations	SOC	Employment	LQ	Employment	LQ	Employment	LQ	Employment	LQ	Employment	LQ
Management	11-0000	3,471	1.20	12,406	0.96	5,659	1.07	5,176	0.87	13,546	0.94
Business & Financial Operations	13-0000	1,704	0.63	9,102	0.76	3,690	0.74	3,608	0.65	9,084	0.67
Computer & Mathematical	15-0000	623	0.43	3,440	0.53	1,534	0.58	1,081	0.36	3,146	0.44
Architecture & Engineering	17-0000	496	0.72	3,630	1.18	742	0.59	831	0.59	3,359	0.98
Life, Physical, & Social Science	19-0000	266	0.72	1,452	0.88	468	0.69	417	0.55	1,305	0.71
Community & Social Service	21-0000	717	0.95	2,656	0.79	1,601	1.16	2,067	1.34	3,600	0.96
Legal	23-0000	192	0.52	1,680	1.03	442	0.66	630	0.84	1,851	1.02
Educational Instruction & Library	25-0000	2,739	1.21	10,553	1.05	5,067	1.22	5,292	1.14	11,138	0.99
Arts, Design, Entertainment, Sports, & Media	27-0000	477	0.65	2,066	0.63	1,048	0.77	1,132	0.75	2,699	0.73
Healthcare Practitioners & Technical	29-0000	2,625	1.06	11,799	1.07	5,163	1.14	6,822	1.34	14,882	1.21
Healthcare Support	31-0000	1,866	1.00	10,921	1.31	4,481	1.31	6,230	1.62	10,845	1.16

Concentrations in key occupations significantly higher than the National average in GREEN, significantly lower than the National average. in RED.

Sources: JobsEQ

Demographics & Workforce – Regional Labor Force – Employment and LQ (2 of 2)

- Victoria's concentration of construction and installation/maintenance occupations is significantly higher than the National average.

		Victoria		Corpus Christi		Abilene		Monroe		Lafayette	
Occupations	SOC	Employment	LQ	Employment	LQ	Employment	LQ	Employment	LQ	Employment	LQ
Protective Service	33-0000	801	0.88	3,866	0.96	2,022	1.22	1,754	0.94	4,010	0.89
Food Preparation & Serving Related	35-0000	3,827	1.17	19,447	1.33	6,864	1.14	7,065	1.05	17,978	1.10
Building and Grounds Cleaning & Maintenance	37-0000	1,406	1.00	6,220	1.00	2,646	1.03	3,521	1.22	6,833	0.98
Personal Care & Service	39-0000	946	0.94	3,901	0.87	1,792	0.97	2,436	1.17	4,983	0.99
Sales & Related	41-0000	4,832	1.21	18,199	1.02	8,174	1.12	9,083	1.11	22,996	1.16
Office & Administrative Support	43-0000	4,762	0.91	21,776	0.94	10,363	1.08	10,553	0.98	24,231	0.93
Farming, Fishing, & Forestry	45-0000	175	0.64	720	0.59	284	0.56	422	0.75	925	0.68
Construction & Extraction	47-0000	2,745	1.43	13,546	1.59	3,783	1.08	3,851	0.98	13,464	1.41
Installation, Maintenance, & Repair	49-0000	2,120	1.30	8,446	1.16	3,305	1.10	3,903	1.16	10,185	1.25
Production	51-0000	1,783	0.75	8,324	0.78	2,906	0.66	4,544	0.93	11,807	0.99
Transportation & Material Moving	53-0000	3,696	1.00	14,151	0.86	5,502	0.81	6,358	0.84	17,692	0.96

Concentrations in key occupations significantly higher than the National average in GREEN, significantly lower than the National average. in RED.

Sources: JobsEQ

Demographics & Workforce – Regional Wages (1 of 2)

- Victoria's mean wages are lower than the State and National averages in each occupation cluster.
- The peer cities have lower wages in most occupation categories.

Occupations	SOC	Victoria	Corpus Christi	Abilene	Monroe	Lafayette	Texas	U.S.
		Annual Mean Wage						
Management	11-0000	$85,000	$100,400	$85,000	$91,700	$100,500	$111,600	$118,900
Business & Financial Operations	13-0000	$71,900	$72,500	$64,600	$62,500	$63,400	$80,400	$83,000
Computer & Mathematical	15-0000	$74,600	$81,300	$77,000	$73,300	$70,200	$94,700	$101,200
Architecture & Engineering	17-0000	$83,700	$89,900	$78,100	$80,100	$78,200	$94,300	$91,800
Life, Physical, & Social Science	19-0000	$78,100	$71,100	$60,800	$64,700	$65,700	$75,000	$81,300
Community & Social Service	21-0000	$48,800	$49,500	$46,100	$44,500	$44,000	$52,800	$53,900
Legal	23-0000	$94,000	$110,100	$90,700	$78,200	$83,700	$114,600	$116,400
Educational Instruction & Library	25-0000	$49,200	$50,300	$49,900	$44,400	$44,100	$54,500	$61,300
Arts, Design, Entertainment, Sports, & Media	27-0000	$51,000	$51,000	$45,800	$43,600	$46,800	$58,000	$67,300
Healthcare Practitioners & Technical	29-0000	$80,400	$88,300	$78,400	$75,600	$71,400	$87,600	$92,300
Healthcare Support	31-0000	$28,200	$26,200	$25,500	$22,700	$24,300	$28,700	$33,400

Concentrations in key occupations significantly higher than the National average in GREEN, significantly lower than the National average. in RED.

Sources: JobsEQ

Demographics & Workforce – Regional Wages (2 of 2)

- In Construction and Installation/Maintenance occupations, of which Victoria has a significant concentration, wages are lower than the State and National averages but are slightly higher than peer communities.

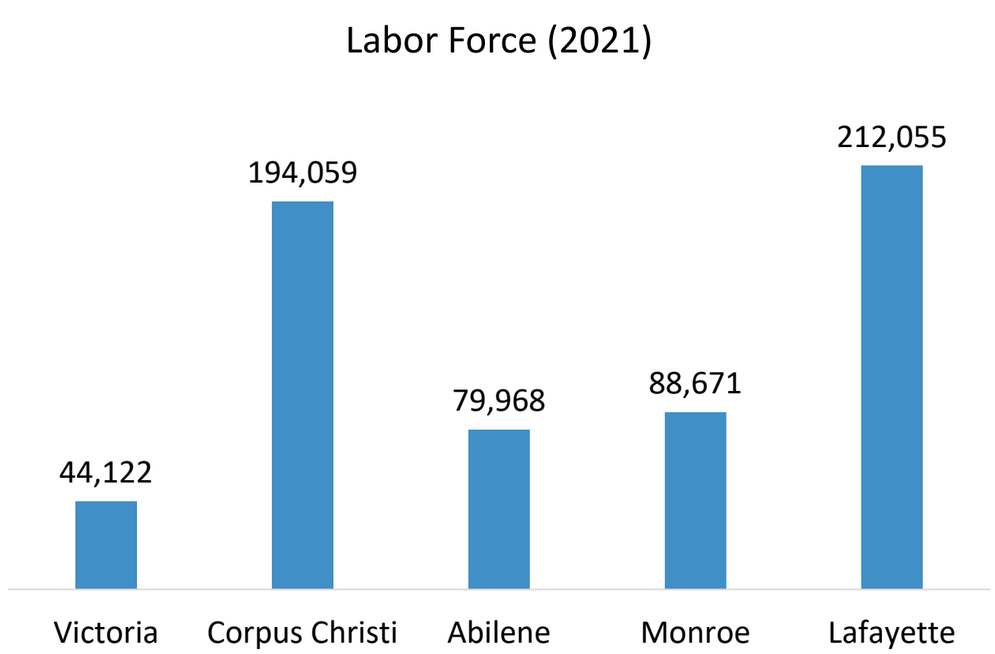
Occupations	SOC	Victoria	Corpus Christi	Abilene	Monroe	Lafayette	Texas	U.S.
		Annual Mean Wage						
Protective Service	33-0000	$47,700	$50,800	$48,100	$36,800	$37,200	$50,000	$52,900
Food Preparation & Serving Related	35-0000	$24,300	$24,700	$24,100	$21,600	$22,300	$26,100	$29,600
Building and Grounds Cleaning & Maintenance	37-0000	$27,500	$28,200	$27,800	$24,700	$26,500	$30,000	$34,100
Personal Care & Service	39-0000	$26,500	$27,300	$27,900	$23,500	$25,700	$29,000	$33,500
Sales & Related	41-0000	$36,100	$37,300	$36,200	$32,500	$36,100	$44,500	$47,200
Office & Administrative Support	43-0000	$37,600	$38,300	$36,200	$34,500	$35,900	$40,900	$43,400
Farming, Fishing, & Forestry	45-0000	$26,200	$29,000	$29,500	$35,500	$32,000	$31,000	$34,100
Construction & Extraction	47-0000	$44,300	$47,000	$42,100	$42,700	$47,000	$47,400	$55,400
Installation, Maintenance, & Repair	49-0000	$50,100	$51,700	$46,100	$46,300	$47,200	$51,000	$53,100
Production	51-0000	$45,900	$49,900	$35,600	$38,100	$42,300	$42,300	$43,000
Transportation & Material Moving	53-0000	$37,800	$38,900	$36,200	$33,200	$37,000	$40,700	$41,500

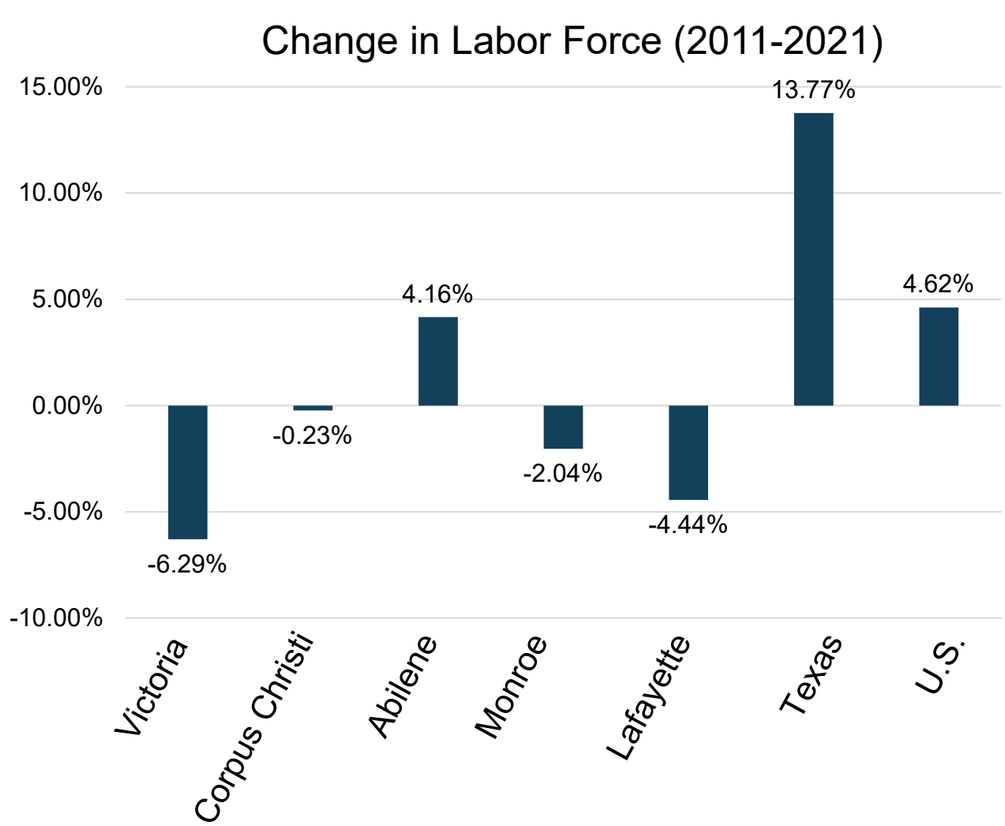
Concentrations in key occupations significantly higher than the National average in GREEN, significantly lower than the National average. in RED.

Sources: JobsEQ

Demographics & Workforce – Labor Force

- Victoria has the smallest labor force of its peers.
- Between 2011-2021, the only MSA demonstrating labor force growth is Abilene. Victoria's labor force decreased by 6.29% in the same period.
- The State of Texas is demonstrating considerable labor force growth compared to Victoria, its peers, and the U.S. average.

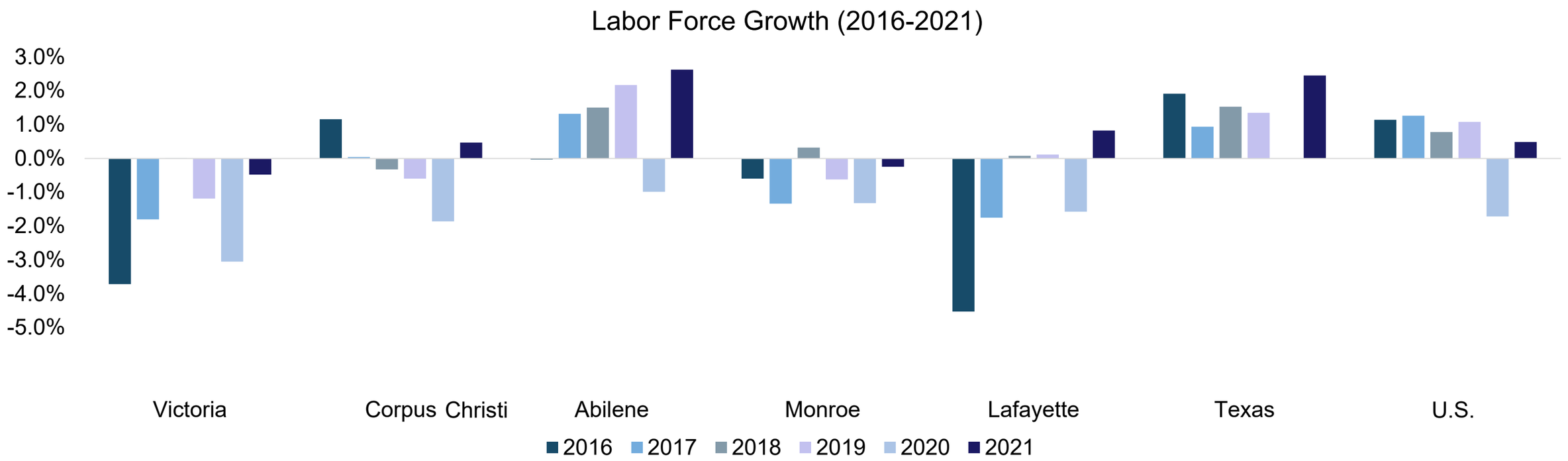




Source: JobsEQ, May 2022

Demographics & Workforce – Labor Force Year-Over-Year % Growth 2016-2021

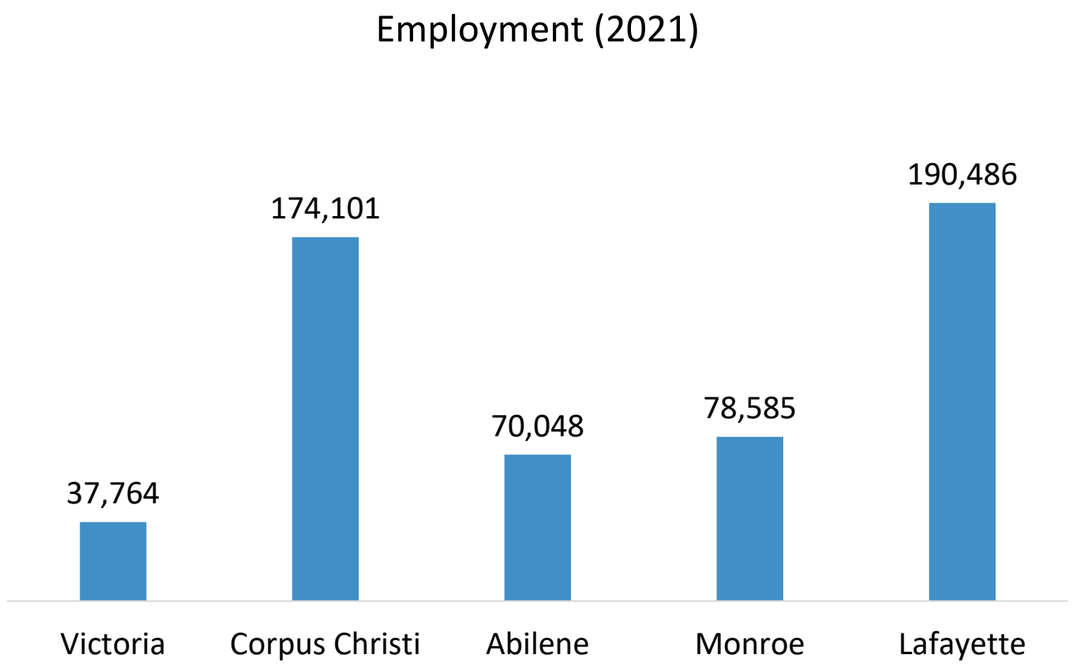
- Victoria's labor force has shrunken or remained the same in each of the past five years.
- The sharp decrease in each peer MSA as well as at the State and National level in 2020 is likely because of the COVID-19 pandemic.

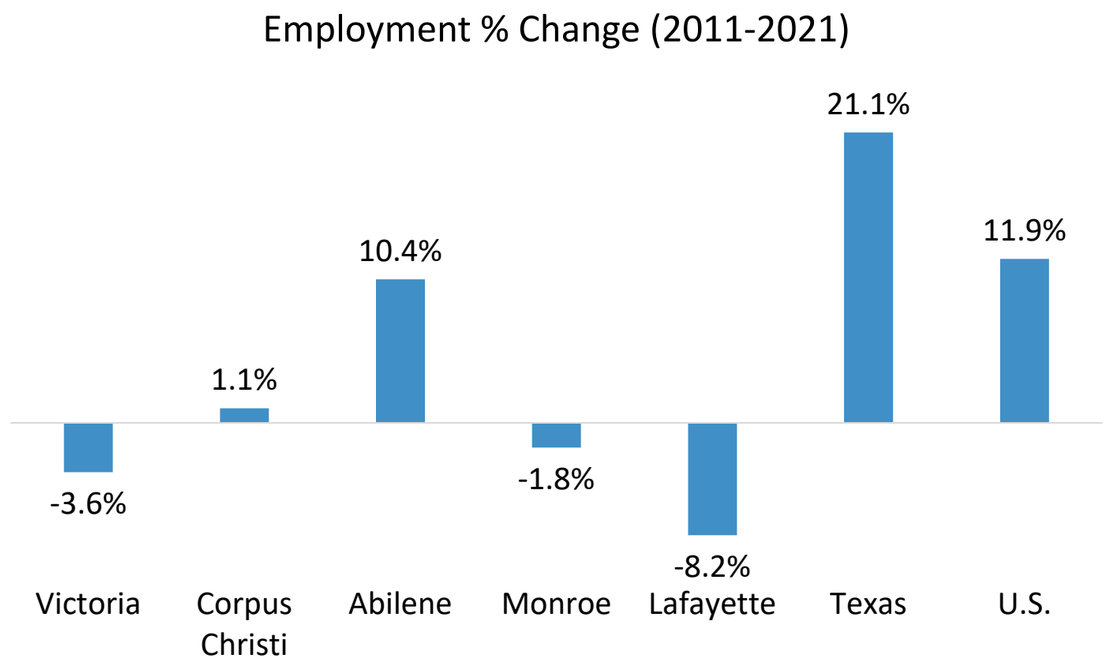


Source: JobsEQ, May 2022

Demographics & Workforce – Employment

- Abilene has enjoyed significant employment growth of 10.4% over the past decade, while Victoria and its other peers have increased only slightly (Corpus Christi) or decreased.
- Employment at the State and National levels has increased significantly in the same period.

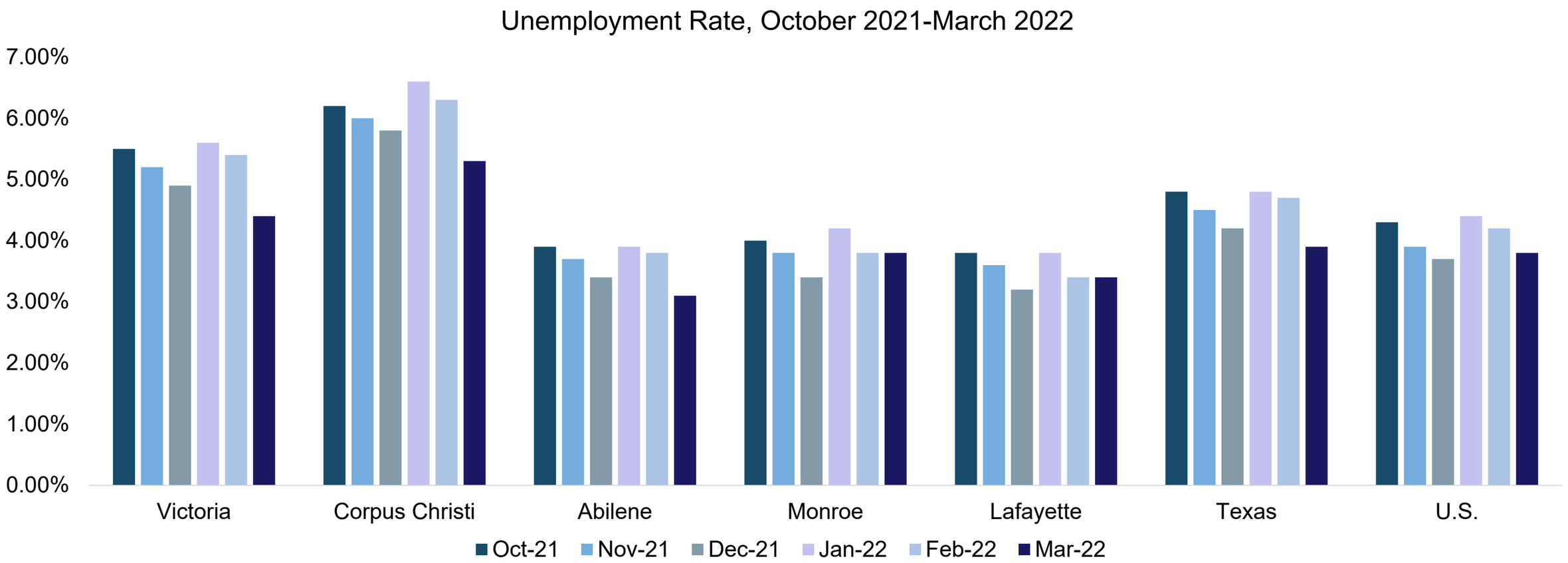




Source: JobsEQ, May 2022

Demographics & Workforce – Unemployment Rate

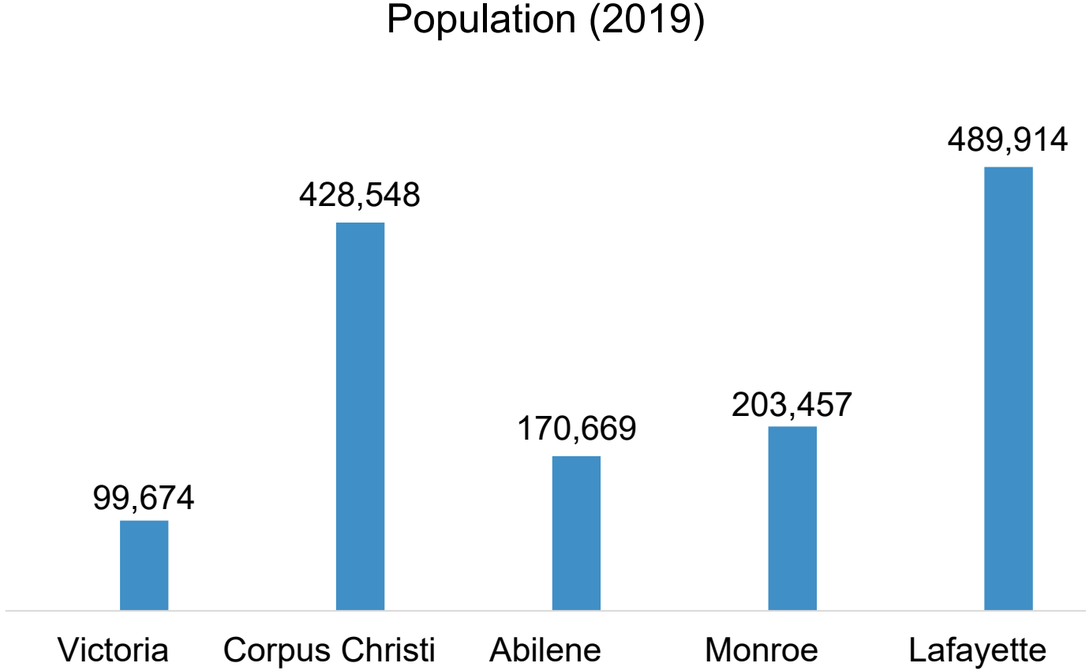
- While Corpus Christi's unemployment rate is the highest, Victoria's is higher than its other peers as well as the State and National averages.
- From October to March, all markets saw a decline in unemployment.

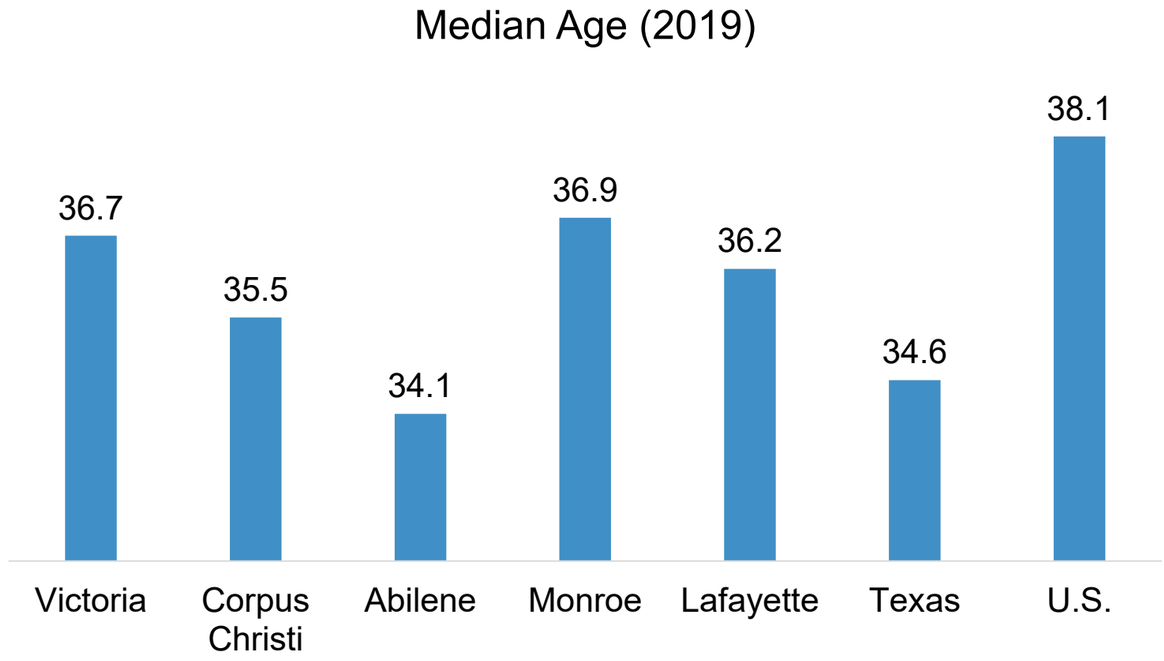


Source: JobsEQ, May 2022

Demographics & Workforce – Population and the Median Age

- Victoria has the smallest population of its peers.
- Victoria, each of its peers, and the State of Texas demonstrate lower median ages than the National average.

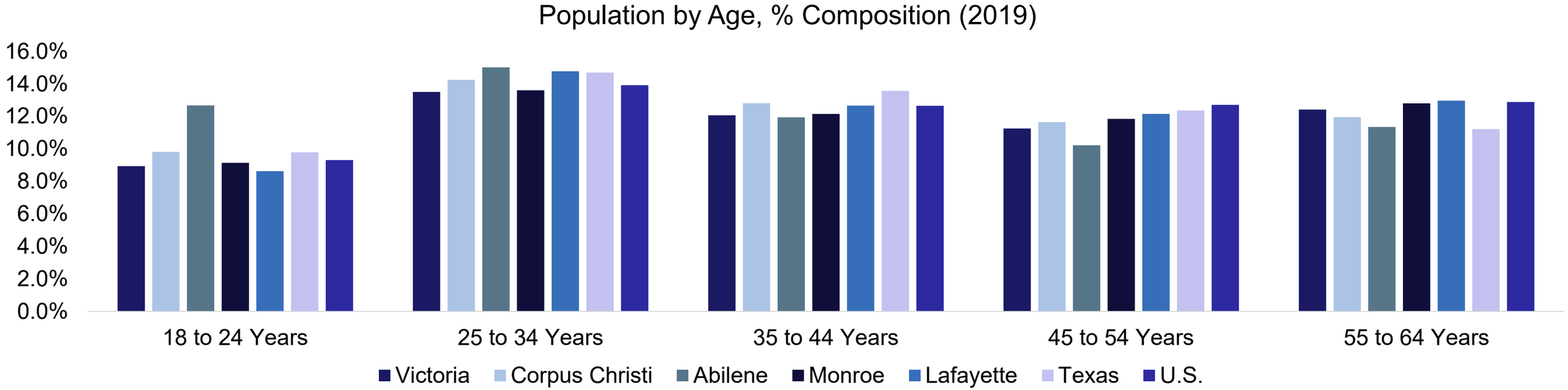




Source: JobsEQ, May 2022

Demographics & Workforce – Population by Age (2019), % Composition

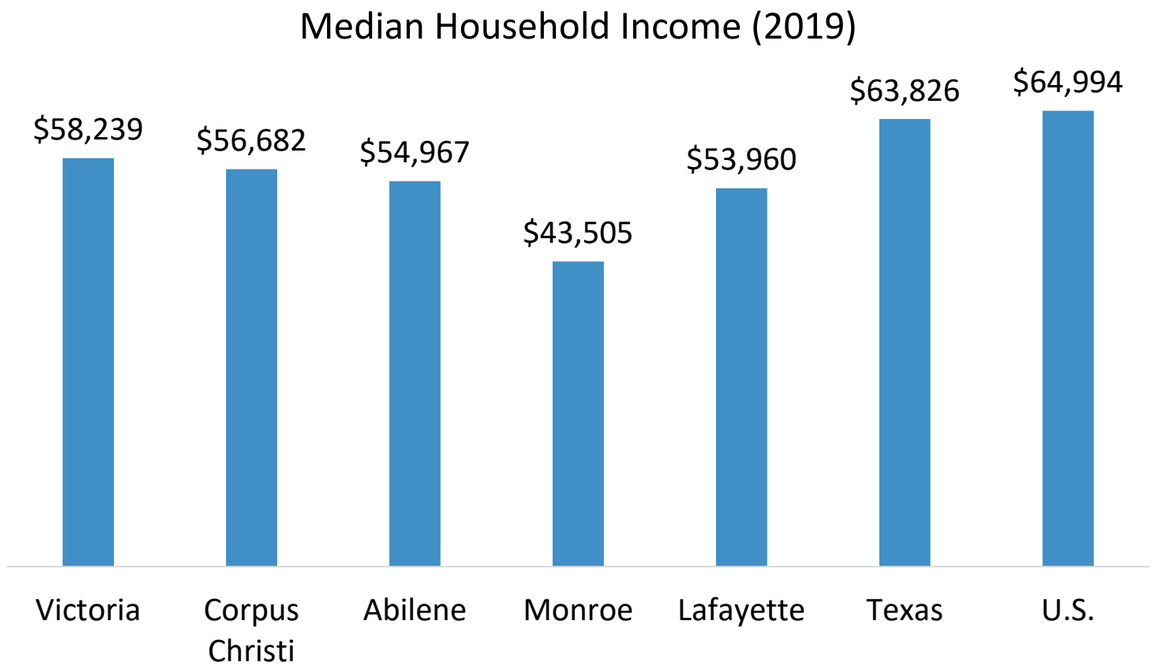
- Abilene has the highest proportion of 18–24-year-olds at nearly 13%. Victoria's proportion of this age group is comparable to its other peers and the State/National averages (between 9% and 10%).
- Victoria has a slightly higher proportion of 45+ individuals than the State average and a slightly lower proportion than the National average.

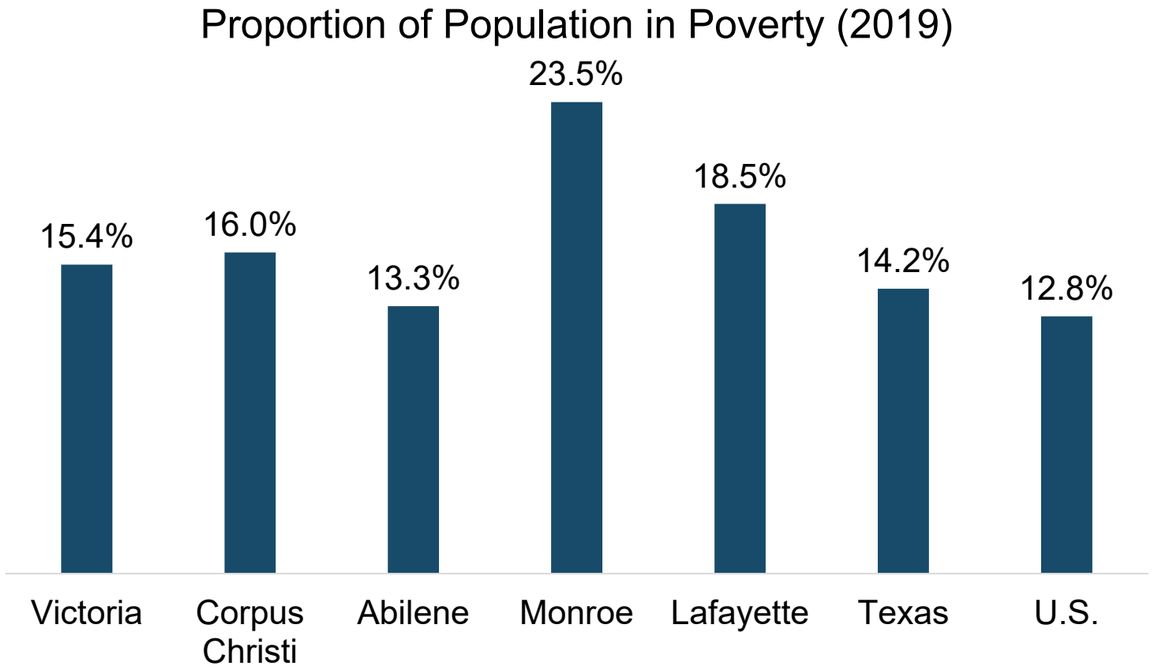


Source: JobsEQ, May 2022

Demographics & Workforce – Median Household Income and Poverty Level

- All peers exhibit median incomes lower than the Texas or National averages. Victoria's median income is the highest of the five MSAs.
- All peers exhibit higher proportions of poverty than the National average. Victoria (14.6%) is 2nd lowest among its peers after Abilene (13.5%).

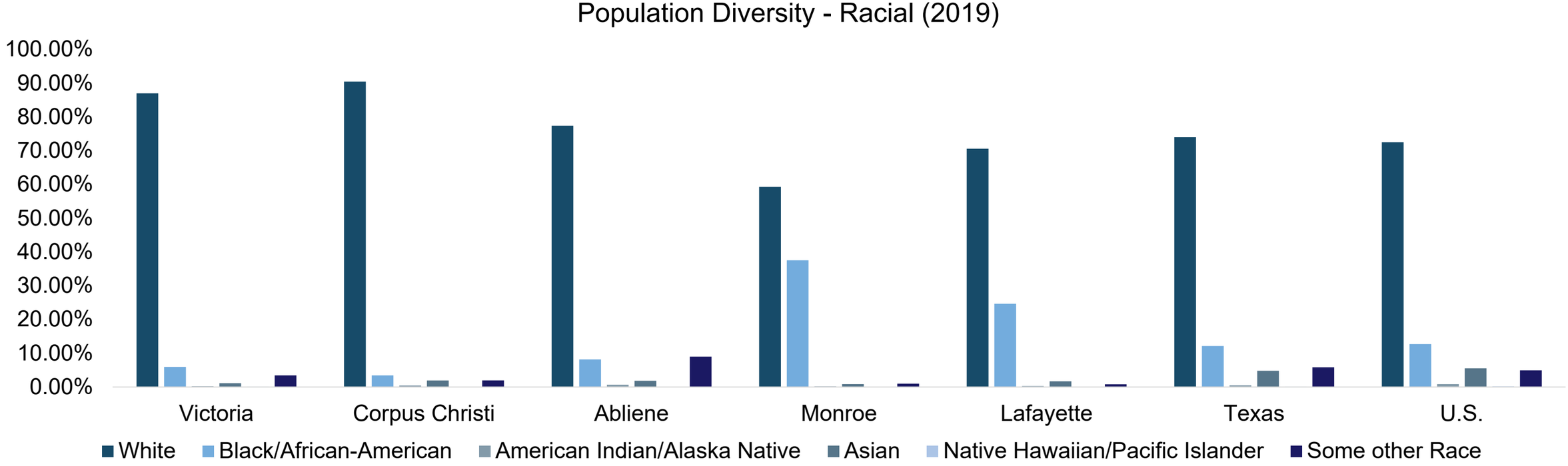




Source: JobsEQ, May 2022

Demographics & Workforce – Population Diversity - Racial (2019)

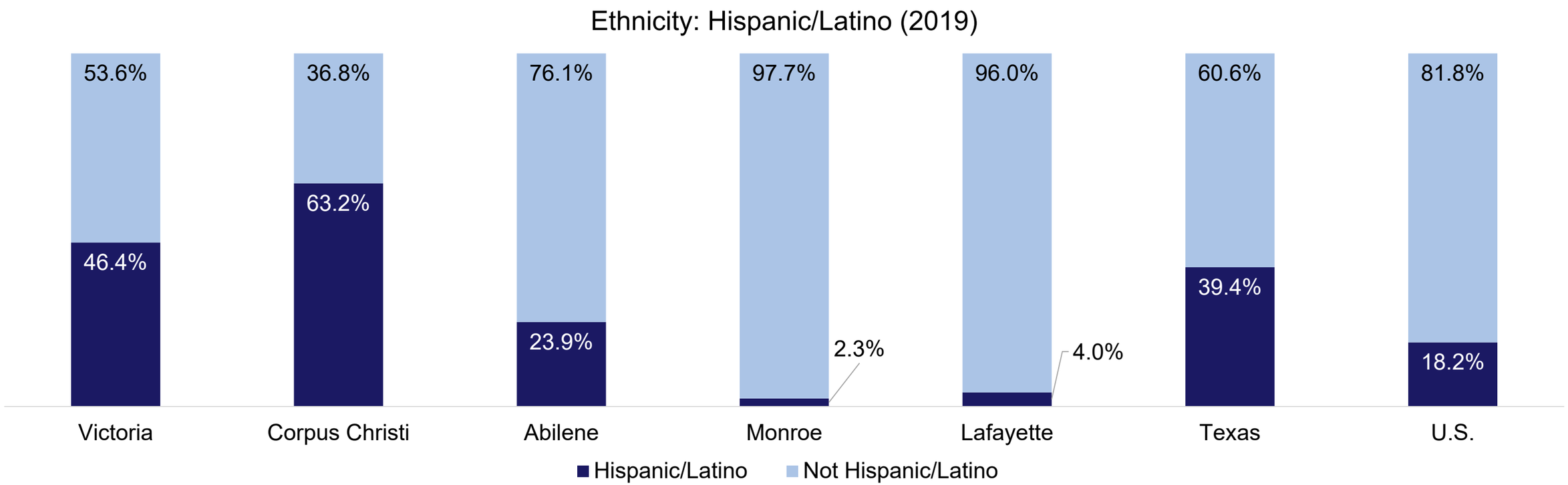
- All peer markets are majority White with Black or African American being the 2nd largest racial group. The Louisiana MSAs have a much higher proportion of African-Americans.



Source: JobsEQ, May 2022

Demographics & Workforce – Population Diversity - Ethnicity (2019)

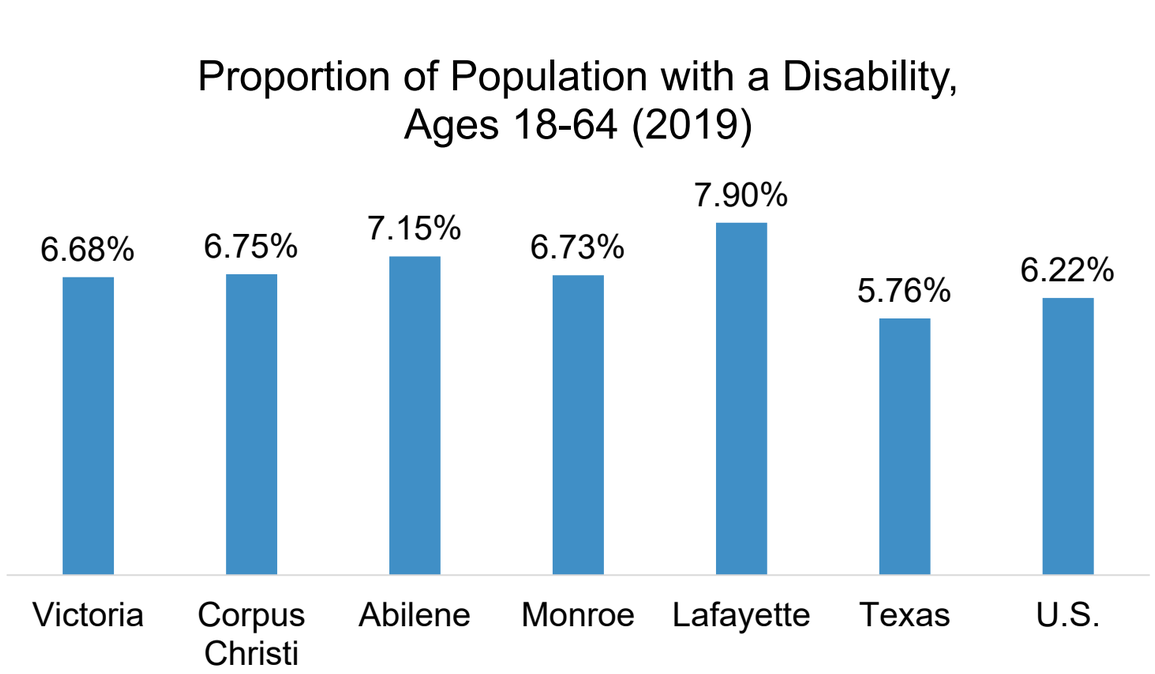
- A large proportion of Victoria's population (46.1%) is ethnically Hispanic/Latino. Of its peers, only Corpus Christi exceeds this proportion at 62.3% Hispanic/Latino.

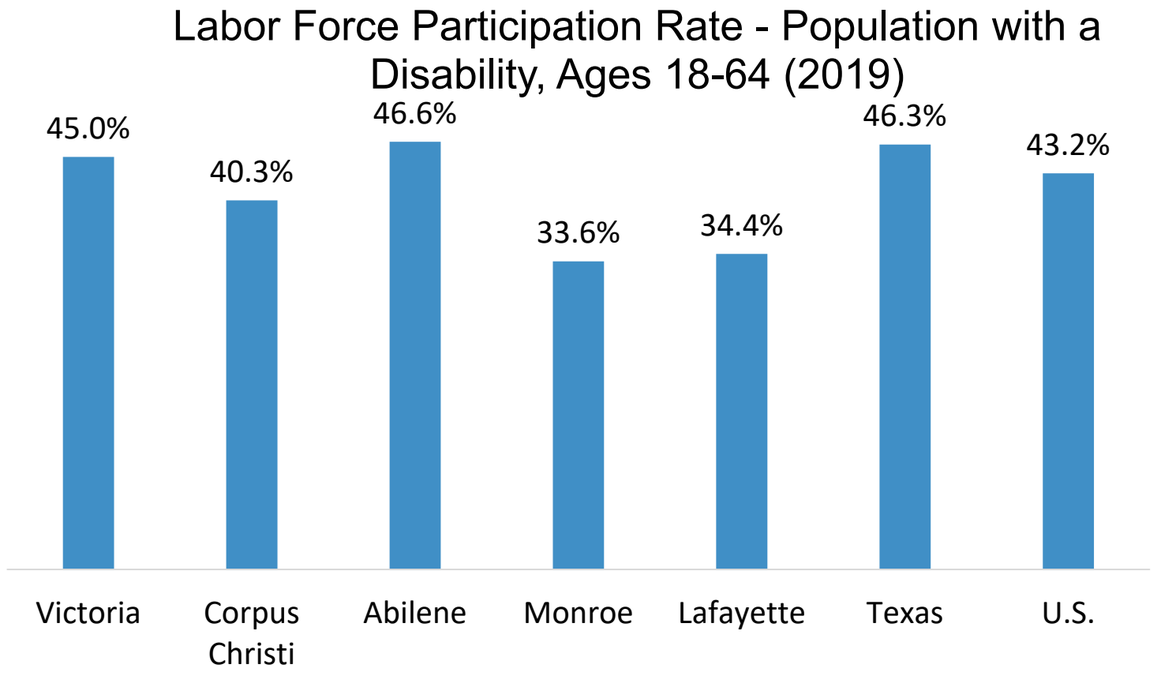


Source: JobsEQ, May 2022

Demographics & Workforce – Population with a Disability (2019)

- Of the peer MSAs, Lafayette has the highest disability rate and Victoria has the lowest. All peers have a higher disability rate than the State average.
- Of the peer MSAs. Abilene has the highest rate of workforce participation of residents who identify as disabled (45%). This is higher than both the State and National averages.

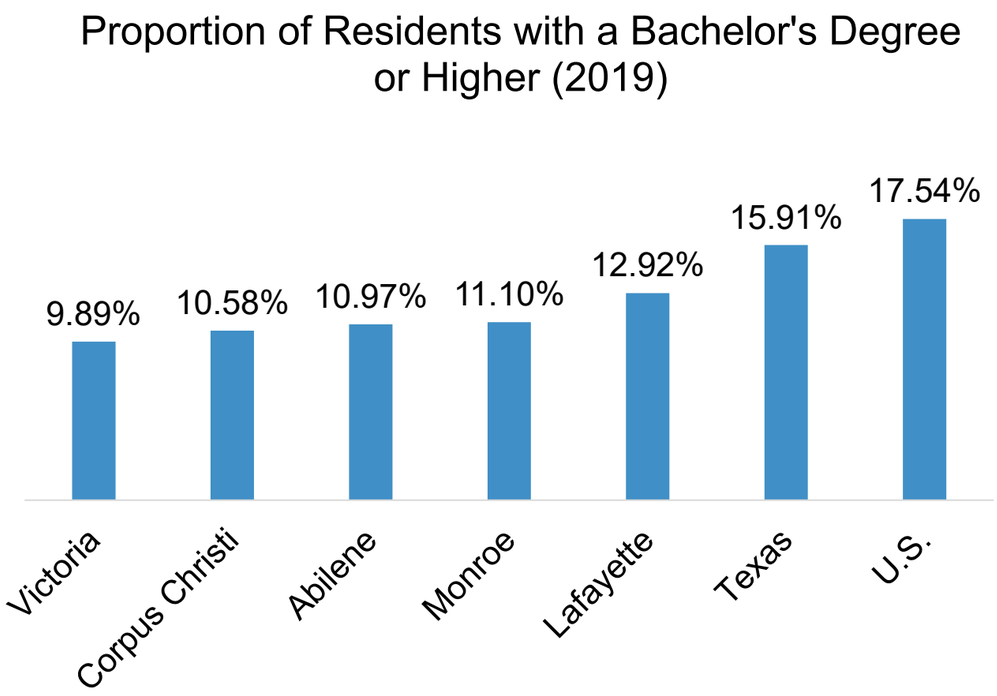


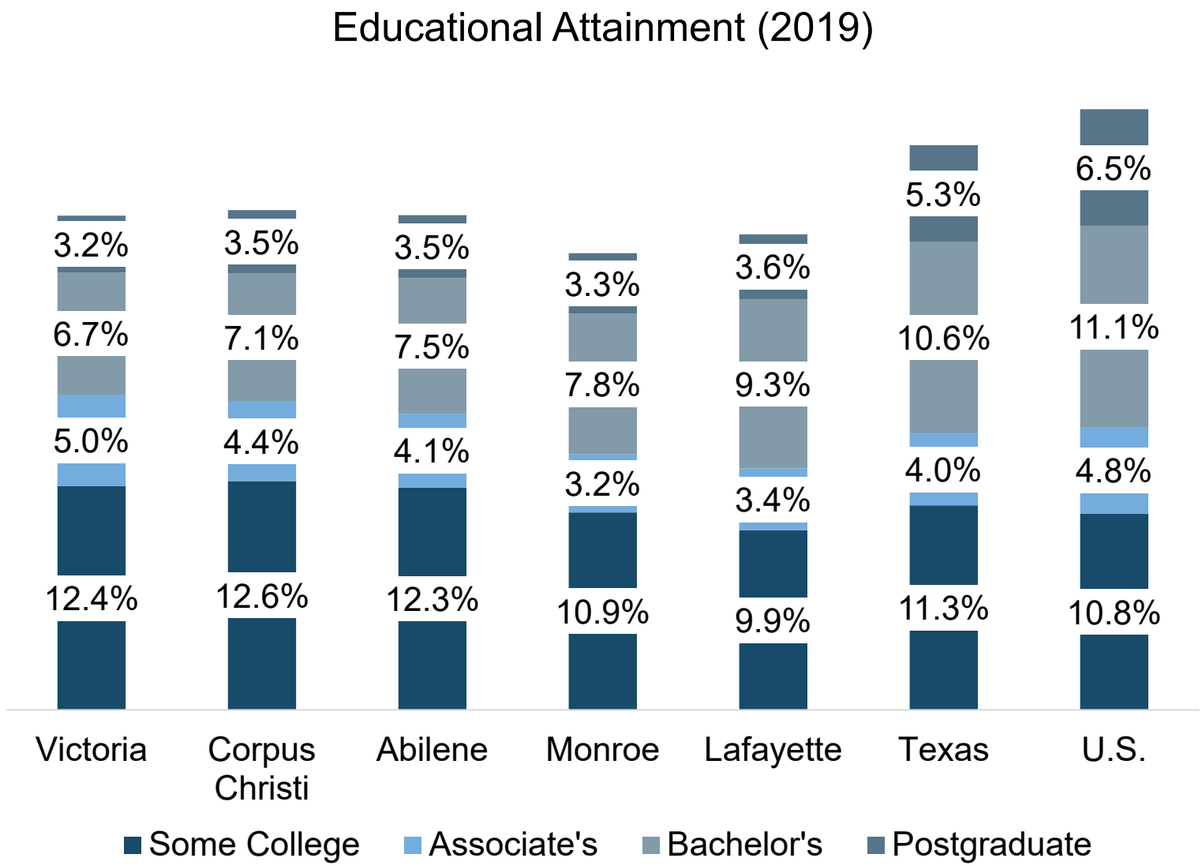


Source: JobsEQ, May 2022

Demographics & Workforce – Educational Attainment (2019)

- Victoria and its peers are below the National and State averages in post-secondary education attainment. Victoria's proportion of residents with a BA or higher is the lowest of the MSAs.
- Victoria has a higher proportion of Associate's degree holders than its peers or the State/National averages.





Source: JobsEQ, May 2022

Demographics & Workforce – Crime

- Victoria's crime rates are above the State and National averages in all categories except robbery and motor vehicle theft.

Crime Incidences per 100,000 residents (2019)

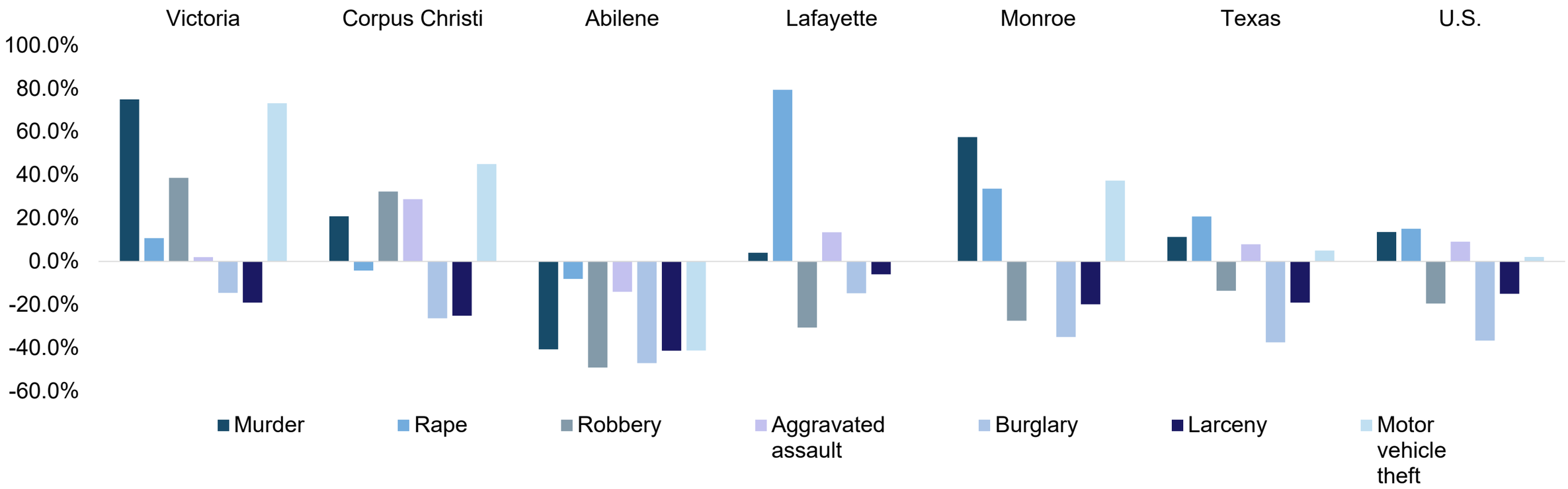
	Murder and Nonnegligent Manslaughter	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft
Victoria	7	88.3	60.2	308.9	530.6	1,752.2	176.5
Corpus Christi	8.1	72.9	124.8	531.2	569.1	2,354.9	244.6
Abilene	3.5	61.4	42.1	210.4	447.0	1,517.0	141.4
Monroe	11.5	50.8	126.0	624.2	948.0	2,963.1	250.1
Lafayette	7.8	25.3	68.5	365	619.4	2,093.7	169.8
Texas	4.9	51.1	100.0	263.0	392.8	1,730.6	267.2
U.S.	5	42.6	81.6	250.2	340.5	1,549.5	219.9

Source: FBI (https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/tables/)
Source: U.S. Census (https://www.census.gov/quickfacts)

Demographics & Workforce – Crime

- Over the past five years, Victoria's murder, rape, robbery, aggravated assault, and motor vehicle theft rates have increased, while rates of burglary and larceny have decreased.
- Crime rates have decreased more at the State and National levels than in Victoria MSA.

% Change in Crime Incidences, per 100,000 (2014-2019)



Source: FBI (https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/tables/table-10/table-10-state-cuts/louisiana.xls)
Source: U.S. Census (https://www.census.gov/quickfacts)
*2014 data unavailable for Lafayette (Motor Vehicle Theft) and Monroe (Aggravated Assault)

Demographics & Workforce | Takeaways

- Like the State of Texas in general, Victoria can anticipate positive population growth in the coming years.
- Victoria enjoys a lower cost of living than Corpus Christi, but a slightly higher cost of living than Abilene.
- Unemployment rates in Victoria are higher than the State and National averages.
- Victoria's median income is the highest of its peers, but lower than the State and National averages.
- Victoria's population is less educated than its peers and the State and National averages.
- Murder, rape, and robbery incidences have increased significantly over the past five years in Victoria.

Education



Education – Section Overview

Creation of a sustainable pipeline of skilled labor should be the primary goal of all cities, regions, and states.

Newmark has evaluated Victoria's ISD and post-secondary educational institutions. This evaluation provides a current-state overview of the educational institutions in Victoria County.

In addition to identifying areas that need improvement, Newmark interviewed regional workforce resource staff to determine gaps in training, education, skills and policies and make recommendations on addressing these shortcomings.

Section objectives:

- What is current state of K – 12 education in Victoria?
- What are competitive strengths and weaknesses of regional educational assets?
- What types of training programs are available and how flexible are they to use?
- Are there gaps in skills or training?
- Is the region retaining its graduates?
- Are there barriers to students entering training programs?

Education analysis includes an evaluation of:

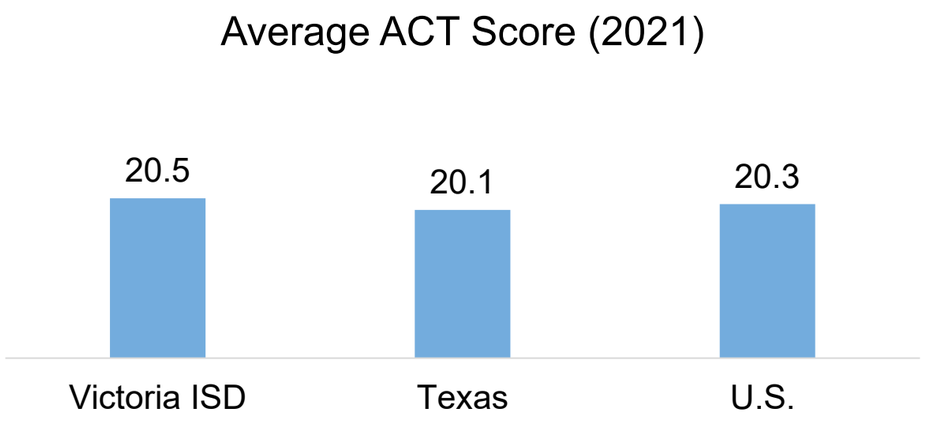
- K – 12 Education
- Universities and Colleges
- Community Colleges and Technical Schools
- Existing Training Programs and Partnerships
- Alignment with Local Industry
- Potential to Support Future Industries

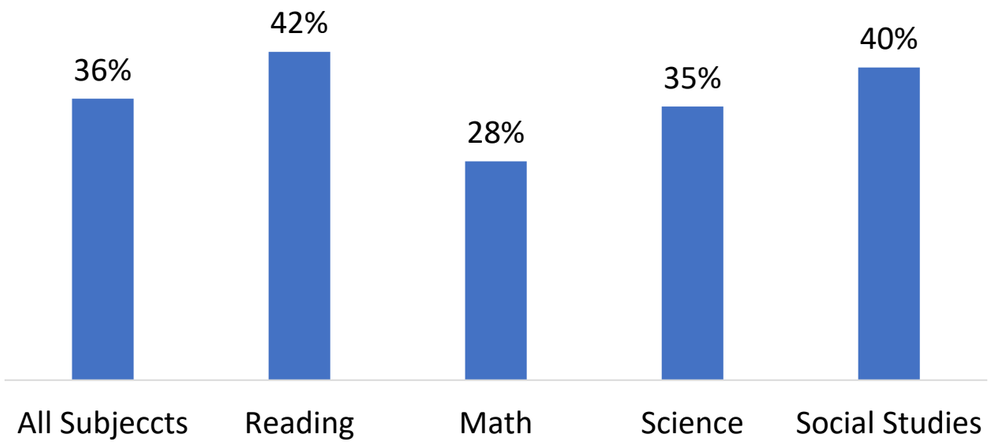
Education – Victoria ISD

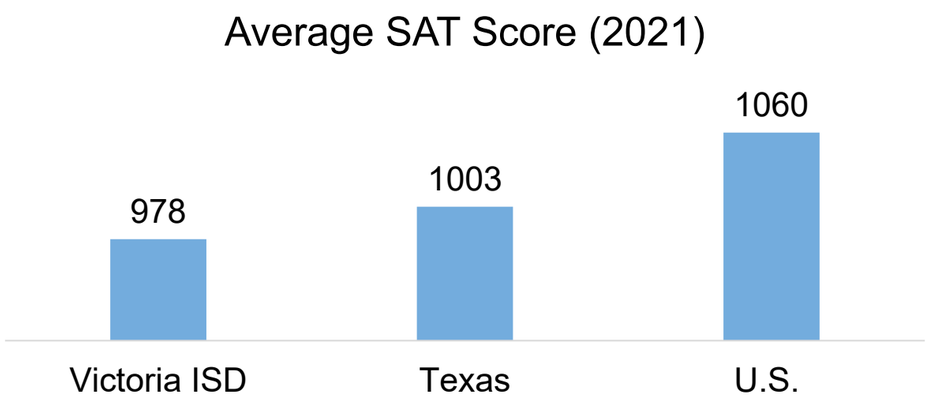
Enrollment (2020-21): 13,435 students in 28 schools

Overall Rating: C

Overall Grade: 78







Source: TX Schools (VICTORIA ISD | Overview | Explore Texas Schools (txschools.gov))

Education – Victoria ISD - Elementary Schools (1 of 2)

Top Performer
Needs Improvement

Improved Overall
Flat
Declined Overall

School	Trend (2019-2022)	Economically Disadvantaged	Overall		Student Achievement		Academic Growth		Relative Performance		Closing the Gaps	
			Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Aloe Elementary	↓	64.60%	C	71	C	72	D	62	C	74	D	63
C O Chandler Elementary	↑	66.40%	B	80	D	62	B	83	D	62	C	74
Crain Elementary	↑	84.00%	C	70	D	60	C	70	D	66	C	70
Dudley Elementary	↑	85.90%	B	84	D	65	B	88	C	70	C	74
★ Ella Schorlemmer Elementary	↑	42.80%	A	90	B	88	B	88	B	85	A	94
F W Gross Elementary	↑		C	78								
Hopkins Elementary	↑	90.40%	B	81	F	52	B	85	F	54	C	72
Martin De Leon Elementary	↑	47.90%	B	82	C	74	B	85	C	74	C	76

Source: TX Schools (VICTORIA ISD | Overview | Explore Texas Schools (txschools.gov))

Permanently Closed: Guadalupe Elementary

Education – Victoria ISD - Elementary Schools (2 of 2)

Top Performer
Needs Improvement
Improved Overall
Flat
Declined Overall

	School	Trend (2019-2022)	Economically Disadvantaged	Overall		Student Achievement		Academic Growth		Relative Performance		Closing the Gaps	
				Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
★	Mission Valley Elementary	↑	53.20%	A	95	A	90	A	96	B	87	A	94
	O'Connor Elementary	↑	89.40%	B	85	D	60	A	90	D	66	C	74
	Rodolfo Torres Elementary	↑	83.00%	B	84	D	62	B	88	D	65	C	74
	Rowland Elementary	→	76.00%	C	74	F	58	C	77	D	60	D	66
	Shields Elementary	↑	85.10%	B	88	D	62	A	93	D	69	C	75
●	Smith Elementary	↓	68.80%	F	59	F	57	F	59	F	59	D	63
★	Vickers Elementary	→	44.70%	A	94	A	91	A	91	A	90	A	100

Source: TX Schools (VICTORIA ISD | Overview | Explore Texas Schools (txschools.gov))

Permanently Closed: William Wood Elementary

Education – Victoria ISD – Middle and High Schools

Top Performer
Needs Improvement
Improved Overall
Flat
Declined Overall

School	Trend (2019-2022)	Economically Disadvantaged	Overall		Student Achievement		Academic Growth		Relative Performance		Closing the Gaps	
			Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Harold Cade Middle	→	44.50%	C	77	C	78	C	75	C	75	C	73
Howell Middle	→	59.30%	C	76	C	74	C	72	C	77	C	74
Patti Welder Middle	→	79.70%	D	66	F	58	D	63	D	60	C	73
Stroman Middle	↑	80.00%	D	69	F	52	C	70	F	53	D	68
Victoria East High School	→	57.50%	C	78	B	81	D	63	C	79	C	72
Victoria West High School	↑	51.30%	B	81	B	84	D	69	B	83	C	74

Source: TX Schools (VICTORIA ISD | Overview | Explore Texas Schools (txschools.gov))

Education – Victoria ISD – Summary Averages

Top Performer
Needs Improvement
Improved Overall
Flat
Declined Overall

School Type	Trend (2019-2022)	Economically Disadvantaged	Overall		Student Achievement		Academic Growth		Relative Performance		Closing the Gaps	
			Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
All Elementary Schools	↑	70.16%	B	81	D	68.07	B	82.5	C	70.07	C	76.36
All Middle Schools	↑	65.88%	C	72	D	65.5	C	70	D	66.25	C	72
All High Schools	→	54.40%	C	79.5	B	82.5	D	66	B	81	C	73

Education – Victoria County, TX Ratings

Bloomington ISD

Overall Rating: B
Overall Grade: 80

Student Achievement: 63
School Progress: 85
Closing Performance Gaps: 69
Type: Traditional

- Number of Students – 885
- Number of Teachers – 63
- Number of Campuses –4
  - Elementary – 2
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 14
- Economically Disadvantaged –82.6%
- Bilingual – 18.5%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 84.5%
- Teachers with Master's Degree – 15.5%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 28%
  - Reading – 33%
  - Math – 18%
  - Science – 33%
  - Social Studies – 35%
- Graduation Rate – 55%
- Drop Out Rate – 4.2%
- Average SAT Scores – 907
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Education – Victoria County, TX Ratings

Nursey ISD
Overall Rating: A
Overall Grade: 97

Student Achievement: 95
School Progress: 96
Closing Performance Gaps: 100
Type: Traditional

- Number of Students –141
- Number of Teachers – 14
- Number of Campuses – 1
  - Elementary – 1
  - Middle – 0
  - High School –0
  - Special –0
- Student/Teacher Ratio – 10.1
- Economically Disadvantaged – 53.2%
- Bilingual – 4.3%

- Teachers with No Degree – 0%
- Teachers with Bachelor's Degree – 92.9%
- Teachers with Master's Degree – 7.1%
- Teachers with Doctorate Degree – 0.9%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 84%
  - Reading – 84%
  - Math – 91%
  - Science – 64%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Victoria County, TX Ratings

Victoria ISD

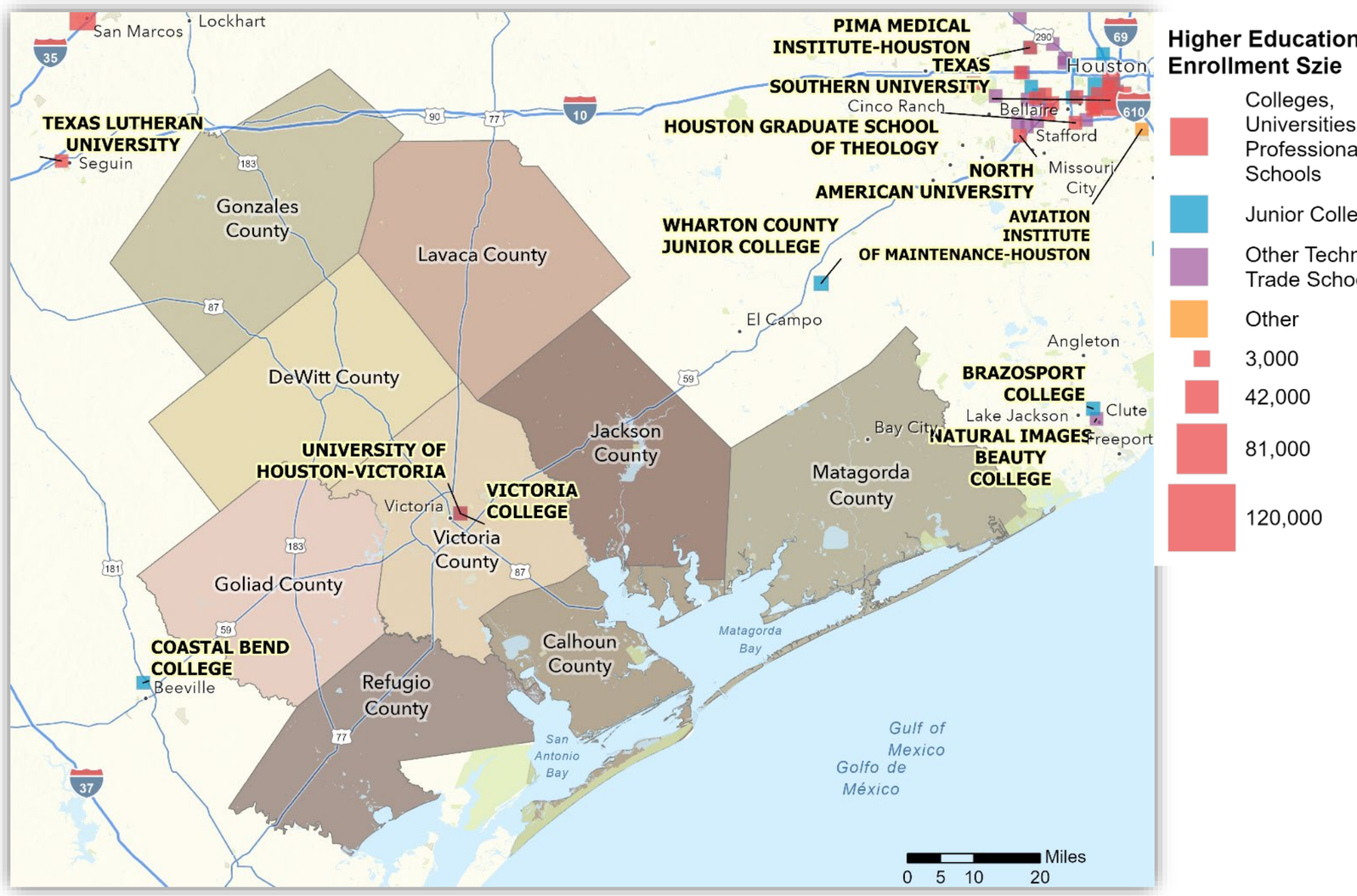
Overall Rating: C
Overall Grade: 78

Student Achievement: 77
School Progress: 79
Closing Performance Gaps: 76
Type: Traditional

- Number of Students – 13435
- Number of Teachers – 935.4
- Number of Campuses – 27
  - Elementary – 14
  - Middle – 4
  - High School – 2
  - Special – 7
- Student/Teacher Ratio – 14.4
- Economically Disadvantaged – 65.4%
- Bilingual – 7.1%
- Teachers with No Degree –0.7%
- Teachers with Bachelor's Degree – 82.0%
- Teachers with Master's Degree – 16.6%
- Teachers with Doctorate Degree – 0.7%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 36%
  - Reading – 42%
  - Math – 28%
  - Science – 35%
  - Social Studies – 40%
- Graduation Rate – 95%
- Drop Out Rate – 0.4%
- Average SAT Scores – 978
- Average ACT Scores – 20.5

Source: Txschools.gov, https://tea.texas.gov/

Education – Higher Education



Higher Education Regional Pipeline

The Victoria region is home to Victoria College (VC) and the University of Houston Victoria (UH-V). Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees. No Doctoral degrees are currently offered in the region.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

Education – Victoria ISD | Takeaways

- Victoria ISD comprises both high- and low-performing schools. The two high schools are relatively comparable in terms of achievement and performance.
- There are three elementary schools in Victoria ISD that earned an “A” rating – Ella Schorlemmer, Vickers, and Mission Valley.
- Two schools in the Victoria ISD (Aloe and Vickers Elementaries) earned an “A” rating in “closing the gaps.”
- One elementary and two middle schools need improvement.
- Victoria boasts both UH-V and Victoria College. These two post-secondary educational institutions are great assets to the community and the region.
- The largest cohort of graduates from UH-V are in Business, Management, and Marketing.

VSTDC TEXAS

Real Estate Overview



Real Estate – Section Overview

Availability of buildings and sites is crucial for a successful business recruitment strategy.

Newmark will use our vast network of brokers and relationships with fellow Site Selectors to look at the physical assets of City of Victoria's service territory from the lens of a corporate occupier as well as a broker, developer, end-user, entrepreneur, etc. Newmark's expertise evaluating land assets based upon best practices in sustainability, creative re-use, highest and best use, industry trends, urban versus suburban dynamics, monetization of assets, etc. will help determine gaps in housing, commercial and industrial building and land in City of Victoria's territory.

Section objectives:

- How many industrial and commercial buildings are available?
- What are competitive strengths and weaknesses of regional real estate market?
- Which sites are best suited to support business recruitment of target industries?

Real Estate analysis includes an evaluation of:

- Site and Building Availability
- Land Use Plans
- Development Process
- Sites Compatible for Office and Industrial Use
- CoStar Search Results
- Community Tours

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Real Estate – Office Space Availability

- The City of Victoria currently has six buildings with 23 office spaces available for lease or sale. This represents a total of 69,780 SF of available office space, which is a total vacancy rate of 5.9% across the office market.
- The largest block of contiguous space is 14,172 SF, with only two options large enough to accommodate a 50-position office user.
- This limited available space could limit the scalability of entrepreneurs and small businesses due to the limited options for growth beyond 10 employees within the market.

Company Size (Total Employees)	Estimated SF Range	Spaces Available		Number of Class A Options
		Class A	All Spaces	
1-9	200-2,000 SF	9	14	Few
10-19	2,000-4,500 SF	3	7	Few
20-49	4,500-11,000 SF	1	6	Few
50-99	11,000-22,500 SF	1	2	Few
100-249	22,500-56,000 SF	0	0	None
250-499	56,000-115,000 SF	0	0	None
500-999	115,000-225,000 SF	0	0	None
1,000+	225,000+ SF	0	0	None

Source: CoStar Nov/2022

Real Estate – Industrial Space Availability

- The City of Victoria currently has seven buildings with seven industrial spaces available for lease. This represents a total of 89,626 SF available across the industrial market. The largest block of contiguous space is 38,273 SF.
- The last newly constructed industrial building was built in the 2nd quarter of 2020.
- The majority of available options are between 4,500 SF and 11,000 SF, which can accommodate an industrial user with up to 49 employees.
- The extremely limited availability of industrial space means any new growth or recruitment would require new construction. This will be viewed negatively due to the slower speed to market.

Company Size (Total Employees)	Estimated SF Range	Spaces Available	Number of Options
		All Spaces	
1-4	200-4,999 SF	1	Few
5-9	5,000-9,999 SF	3	Few
10-24	10,000-24,999 SF	2	Few
25-49	25,000-49,999 SF	1	Few
50-99	50,000-99,000 SF	0	None
100-249	100,000-249,000 SF	0	None
250-499	250,000-499,000 SF	0	None
500+	500,000 SF +	0	None

Source: CoStar Nov/2022

Real Estate – Industrial Land Availability

- The City of Victoria currently has 18 parcels of industrial land available. This represents a total of 2,547.35 acres of available industrial land available for development. The largest lot is 2,200 acres at the Port of Victoria, which qualifies as a mega site.
- There are another 318 parcels of commercial land and 323 parcels of agricultural land that could be reclassified as industrial land.
- The majority of available industrial sites within the Victoria market are smaller than 50 acres, which will limit abilities to recruit prospects with medium- to large-sized operations.

Acres Range	Lots Available	Number of Options
Less than 10 acres	8	Few
11 – 49 acres	6	Few
50-99 acres	2	Few
100 – 299 acres	1	Few
300+ acres	1	Few

Source: CoStar Nov/2022

Real Estate – City of Victoria | Key Takeaways

- The City of Victoria does not currently have any office space that could accommodate an operation of 100 or more employees.
- The office market is also limited for small business and entrepreneurship growth and scaling.
- As more companies are focused on speed to market, a single industrial building greater than 11,000 SF will limit the region's ability to attract new industrial investment.
- There are 660 parcels of land currently being marketed on CoStar. Only 19 of the parcels are currently classified for industrial use. The City of Victoria should work on a master plan to help guide these parcels to their highest and best use.
- There may be more land opportunities that are not classified properly or marketed on CoStar.
- The City of Victoria needs to continue the development of the Port of Victoria and make sure the best sites have appropriate infrastructure and qualify as shovel/development ready. This is the community's best asset for industrial development.



THE CITY OF VICTORIA
ECONOMIC DEVELOPMENT

VSTDC TEXAS

SWOT Analysis



SWOT Analysis – Section Overview

The SWOT provides a framework to evaluate Victoria's competitive position and to develop a strategic plan for advancement in the coming years.

SWOT analysis is designed to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of an area, initiatives, or assets. To remain accurate, the analysis must avoid preconceptions or gray areas and instead focusing on real-life observations and experiences. It should be used as a guide, but not necessarily as a recommendation. The identification of core strengths, weaknesses, opportunities, and threats leads to a fact-based analysis and fresh perspectives.

SWOT analysis works best when diverse groups or voices are free to provide realistic data points rather than prescribed messaging. Newmark accomplishes this through stakeholder interviews and community tours.

Section objectives:

- What is the local perception of Victoria and the region?
- What is an outsider's perception of Victoria and the region?
- What are the biggest assets within the region?
- What threatens the future growth and development of the region?
- Which regions have the greatest opportunity to support business recruitment and growth?

A Local View of the Region

What does the community think about itself? (1 of 2)

“The primary inconvenience is air travel. At the Victoria airport, there are lots of cancellations – after which, you must drive to the other side of Houston, which is painful. Every other airport is a 2+ hour drive.” (Major Employer)	“Schools in Victoria aren’t as good as some other areas. Coming to the area as an educated adult would be easy, but I don’t know that the community develops individuals from the ground up – it depends on the schools you land in.” (Major Employer)
“Water availability keeps me up at night. There is a serious shortage and no let-up in the forecast.” (Community Leader)	“Victoria is small enough for you to be somebody, but also allows for you to grow into something more.” (Degreed Professional)
“Nothing we want to achieve can happen without improving the ISD.” (Young Professional)	“It’s a super wonderful place to live. We all want to live here.” (Young Professional)
“Black professionals are on edge and are getting close to leaving due to the lack of inclusion in the community” (Degreed Professional)	“We reached out to the Chamber five times as we were relocating to Victoria and opening our business. They never got back to us.” (Small Business Leader)
“Caterpillar employees don’t even make enough money to afford a Habitat for Humanity home. They are the ones serving tables after-hours to make ends meet.” (Young Professional)	“There’s a bubble at UH-V and VC - a wider acceptance of differing backgrounds and identities on campus. Students may not feel they’re accepted for who they are in the general community.” (Degreed Professional)
“Victoria’s differentiator is that we can maintain a rural quality of life but also offer many urban services and amenities.” (Community Leader)	“We have a hard time getting women to apply. There are a lack of childcare options in the community.” (Major Employer)

A Local View of the Region

What does the community think about itself? (2 of 2)

“If we were to do this all over again, we would have located much further south or closer to a larger city. The labor is wholly insufficient here.” (Major Employer)	“The downtown area has improved with the Main Street program implemented a few years ago, but lots of businesses still close. There are lots of shuttered businesses – it’s depressing!” (Major Employer)
“Victoria is not unlike a lot of small towns. Brain drain is a big problem.” (Major Employer)	“We selected Victoria because its location is prime. There are two highways, shipping canals, a railroad, and Mexico near our site” (Major Employer)
“NONE of the groups work well together - Chamber, VSTDC, VEDC, City, County, etc. – everyone is in their own lane.” (Young Professional)	“We hear often from our small businesses how difficult it is to work with the city, county, and main street organizations” (Community Leader)
“VEDC has been great. We have had no problem with leadership at all.” (Major Employer)	“It’s a challenge to recruit because Victoria isn’t big enough to have the services and amenities many may be accustomed to.” (Healthcare Employer)
“The crime numbers were concerning when I was moving here – I wasn’t sure how safe Victoria was. They were much higher than my previous residence in Houston” (Major Employer)	“We’ve had candidates turn down employment offers because it’s so impossible to find a house in Victoria. The school system has also been a deterrent.” (Major Employer)
“There is a phenomenal uniqueness to Victoria’s downtown area, but I cannot experience it with a busy weekday schedule. Lots of good restaurants are only open during business hours (8a-5p).” (Major Employer)	“I’m concerned about the workforce constraints of new development. There is a very finite group of individuals, and I am not confident about Victoria’s ability to support increased demand for labor.” (Major Employer)

An Outsiders' View of the Victoria Region in 2022

What did we see, what did we learn during our tour of the region?

- Deep-rooted, hard-working communities
- Long, multi-generational tradition of skilled tradespeople
- Infrastructure improvements are badly needed at the Port of Victoria to support new business development
- Higher-than-average risk of natural disasters (hurricanes)
- Impressive progress and leadership in Downtown Victoria and neighboring downtowns
- Engaged community leadership striving for improvement, but lots of silos and differing visions
- Many community members believe in Victoria ISD, but it needs to be improved in order to boost the community's ability to recruit talent
- Cost of Living especially around housing is higher than expected for a rural community
- Good access to higher education but trouble keeping the educated talent in the region
- Some regional EDOs are staffed and capable of supporting their communities and counties economic development efforts while others are lacking staff and funding to make significant progress
- Though there is a lot of land in the region, there are very limited shovel ready sites with full infrastructure

SWOT Analysis – Victoria Region Strengths

- Below average cost of living
- Seaways, shallow draft and deep-water ports
- Proximity to larger metros – San Antonio, Austin, Houston, Corpus Christi
- Entrepreneurship resources – Innovation Collective at UH-V
- Local college and university – Victoria College and UH-V
- Positive population growth
- Utilities and road infrastructure
- EPA attainment area for ozone
- Lack of white-collar jobs
- Availability of jobs with high wages
- Proximity to quality higher education institutions (and their graduates)
- Short commute times
- Outdoor recreation and sportsman paradise
- High median income
- Regional airport with commercial service
- Proximity to three international commercial airports within 120 minutes – Houston, Austin, and San Antonio
- Good rail access with rail served sites



SWOT Analysis – Victoria Region Weaknesses

- Limited creativity in economic incentive programs
- New leadership in economic development positions at VEDC and the City of Victoria (learning curve/limited experience)
- Quality and perception of Victoria ISD
- Few commercial flight options at regional airport (downside of proximity to larger metros)
- Rising labor costs
- No water and sewer infrastructure to available sites at the Port and airport
- Very limited support and programs for small businesses
- Lack of quality housing options could hinder development or growth of the region
- Unreliable Regional cooperation and presence of silos
- Public transportation is limited and doesn't align with major employer locations
- Few, if any, large-scale "greenfield" sites for development; No shovel ready sites available with due diligence completed (Public or Privately owned)
- Limited awareness of city assets among site selection, real estate and corporate decision makers
- Limited diverse, quality housing options
- Missing lifestyle amenities – culture, entertainment, family activities, sidewalks, etc.
- Absence of childcare options/availability

W

Internal attributes of the organization, region, or community beneficial to development

WEAKNESSES

SWOT Analysis – Victoria Region Opportunities

- Potential access to new federal funds (Infrastructure, EDA, EPA) focused on infrastructure and climate change preparedness
- Population diversity
- Burgeoning entrepreneurial energy and ecosystem development
- Positive statewide business environment
- Channel deepening of deep water port
- K-12 to career pipeline development
- Development in/around the Port of Victoria
- Logistics cluster – highways, shipping channels, railroad, proximity to Mexico
- Bridge widening and conversion to drawbridge
- Infrastructure preparedness for future projects
- Redevelopment of downtown

O

OPPORTUNITIES

External attributes of the environment beneficial to development

SWOT Analysis – Victoria Region Threats

- Low educational attainment (HS+ and BA+) could limit the potential to up/reskill for the jobs of the future
- Brain drain – top talent tends to leave if given the resources
- Significant increase in crime rate over the past ten years (murder and rape in particular)
- Diversity, Equity and Inclusion roadblocks
- Failure to diversify industry could lead to financial issues during economic downturns or recessions
- Further loss of flights or routes at regional airport
- Large number of retirement eligible members in the workforce with lack of sustainable replacements in the pipeline
- Challenging to attract talent from larger cities in Texas
- Finite workforce
- Loss of tourism from a natural disaster or other weather event
- Lack of policy or funding and incentive support from the State of Texas
- Downtown property owners unwilling to sell vacant lots or improve their buildings
- Aging population (natural aging plus loss of youth population)



VSTDC TEXAS

Operational Environment



Operational Environment – Section Overview

Political, social, legislative, economic, cultural and natural environmental factors significantly affect the implementation potential of a strategic plan.

A composite of the conditions, circumstances, and influences affect the decision-making capabilities of a business when it considers relocation and expansion in a market. It assesses the risks and benefits within the region from the perspective of a corporate occupier and site selector. Shows the competitiveness of the region to support office and industrial projects.

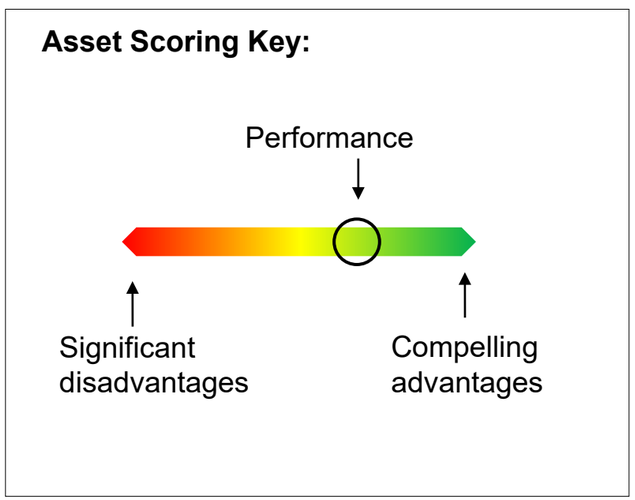
Section objectives:

- What is the business environment of the region?
- What is the Quality of Life within the region?
- How good is the infrastructure within the region?
- What is the region's competitiveness to support office projects and entrepreneurial growth?
- What is the region's competitiveness to support industrial projects?

Operational Environment analysis includes an evaluation of:

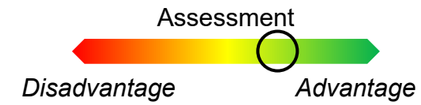
- Politics
- Social Environment
- Legislative Efforts
- Economics
- Cultural Attributes
- Natural and Environmental Factors
- Amenities

Operational Environment – Summary



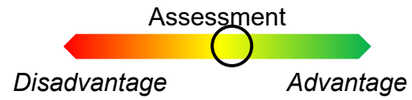
Category	
Business Environment (Occupation mix, demographics, training, safety, public works, development process, incentives)	
Quality of Life (Housing affordability & quality, crime, environment, consumer amenities, health infrastructure, affinity, engagement, inclusiveness)	
Infrastructure (Electric, water, gas, telecom, transportation, sites)	

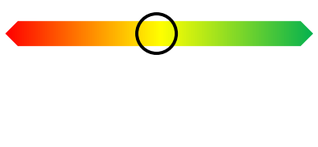
Operational Environment Assessment – Business Environment



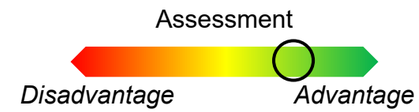
Factors	Comments
State & Local Training Programs	Texas Workforce training program funding is limited to existing workforce needs and not responsive to emerging target clusters. Region has an excellent CTE training facility, but it is under programmed.
University & Community College	UHV and Victoria College offer diverse programs, but there are opportunities to create more programs that would support potential target industries. Region suffers from a talent drain losing graduates to larger markets.
Secondary Education	Most of the public schools are well performing thought one elementary and two public schools needs improvement. Private schools are attractive to many professionals. This combined with high affinity with Catholic education and many families choose private education over the public schools. This likely impacts the performance of the students remaining in the public schools.
Local Community / Victoria Cooperation	Victoria faces competition from nearby communities, namely Cuero and Matagorda County for industrial investment. Communities such as Goliad and Gonzales are high-amenity small towns that compete for middle income and professionals. As the largest city in the region, Victoria has not been positioned to lead the region. There is notable negative feelings among many regional leaders.
State / Victoria Cooperation	Victoria has a good relationship with the State of Texas but the Office of the Governor Economic Development and Tourism struggle when marketing South Texas leaving most of the proactive marketing to the local and regional EDOs. The State has been supportive through incentives for projects.
Corporate Taxes	Texas' lack of personal income tax is attractive to many relocating professionals, but the State's franchise tax and high local property taxes can significantly offset the lack of a corporate income tax.
Incentive Programs △ Local Programs ○ State Programs	Texas' former reputation for being aggressive on economic incentives has been tarnished by State leaders' reluctance to make dramatic stands on some projects. A moratorium on ISD participation in property tax abatements is a major reduction in the State's potential contribution to mega projects. Texas gives a lot of power to the local EDOs especially those that have Type A and/or Type B funds.
Ease of Permitting	Employers have expressed general satisfaction with the local permitting process. There has been some ambiguity over water with an inconsistent message being delivered by different local entities.

Operational Environment Assessment – Quality of Life



Factors		Comments
Cost of Living		Victoria enjoys only a modest cost of living advantage compared to larger cities. Housing is limited and costs are rising.
Housing Quality & Affordability		Housing and multi-family costs are considered to be far too high compared to the quality of housing. There was near universal surprise and disappointment by relocating corporate officials over the housing situation. There are opportunities to increase housing stock and the downtown area would benefit from more in-fill housing development. Lack of affordable housing is also contributing to brain drain.
Culture / Entertainment △ Family ○ Single		Victoria has access to major cultural institutions in large nearby cities (Houston, Austin, San Antonio, Corpus Christi) but most residents cite the lack of local cultural amenities as a concern. There have been successful reinvestments in the downtown area, but there is much progress to be made. Victoria is much friendlier to families than single residents, which negatively impacts retention of UHV graduates. Hunting and fishing opportunities abound, as do Texas history sites.
Diversity Index		Victoria and surrounding counties have a large and long-standing large Hispanic populations. The metro area's African American population is a smaller share than the State overall. Asian, particularly Vietnamese immigration adds additional cultural diversity. Interviews revealed opportunities to improve inclusivity and increase mutual respect among different communities.
Image / Reputation △ Internal ○ External		The reputation and image of Victoria varies among different communities. There is a very strong affinity and loyalty among more professional, long-standing families. The community is less appreciated by newcomers and transient workers. As the smallest MSA in Texas, Victoria is often out of mind to many and corporate talent recruitment from Texas' major cities is challenging.
Visual Appeal		Downtown is generally pleasant with many independent shops and restaurants. There are attractive residential areas. Many of the surrounding small towns also have appealing downtowns. Victoria lies in a pleasant costal prairie zone with farms, ranches and open space surrounding the city.
Climate		Year-round warm temperatures and humidity due to location on and near the Gulf. June through August is very hot and humid with high temperatures regularly exceeding 100 °F (38 °C). Spring and autumn are generally mild to warm with lower humidity. Winters are mild with occasional cold spells.
Crime		Murder, rape, and robbery incidences have increased significantly over the past five years in Victoria. Victoria's crime rates are above the State and National averages in all categories except robbery and motor vehicle theft

Operational Environment Assessment – Infrastructure

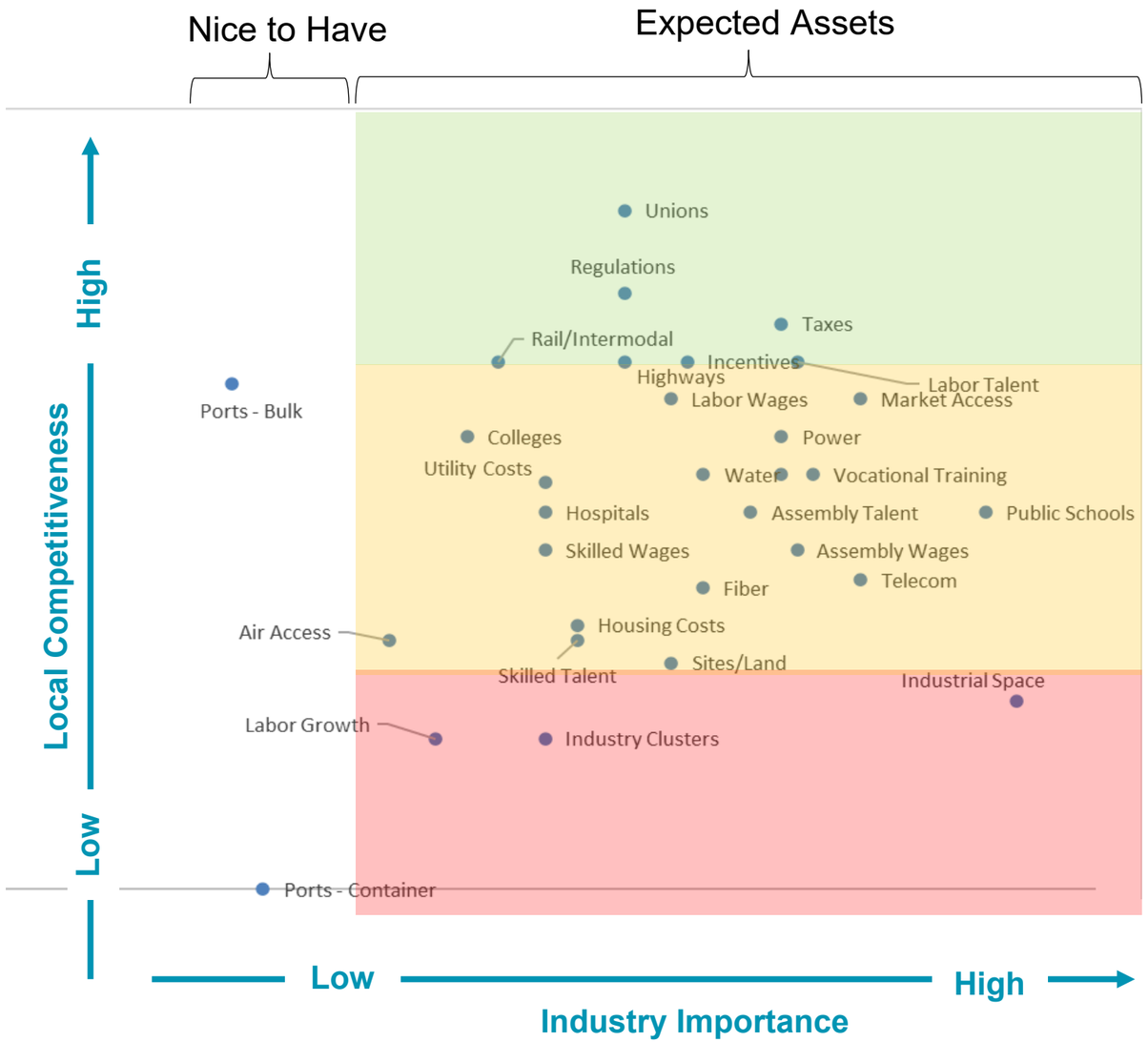


Factors	Comments
Energy – Electric	Electricity capacity does not seem to be an issue – when available to the site – across the region.
Energy – Gas	Gas capacity does not seem to be an issue – when available to the site – across the region.
Water / Sewer	Water supply is generally sufficient to accommodate some growth. Distribution system does not bring water to some of the most important developable sites, e.g., the Port of Victoria currently only has access to well water to support marginal water users. Drought was evident. Desalination is under consideration, but it is too early to take into consideration as a true solution at this time.
Telecom / Internet	Similar to the rest of the country, there is a gap between urban and rural areas for broadband connectivity. However, many developed portions of the City have inadequate internet capacity.
Highway / Roads	Street system is in good repair in most of the city. Rural roads are adequate to traffic and density There are many landscape opportunities along City of Victoria streets.
Building Quality / Availability	There is unused office space in the downtown area, but renovation costs will likely be higher than new construction. There are few available new industrial buildings. • No available office space that could accommodate an operation of 100 or more employees. Limited for small business and entrepreneurship growth and scaling. Limited industrial buildings above 11,000 SF, which several limits recruitment ability.
Sites Quality / Availability	The City of Victoria has developable land in its industrial park, on airport property and at the Port of Victoria. Water distribution is a constraint on developing these sites. Only 19 of the parcels are currently classified for industrial use. There may be more land opportunities that are not classified properly or marketed on CoStar. The City of Victoria needs to continue the development of the Port of Victoria and make sure the best sites have appropriate infrastructure and qualify as shovel/development ready. This is the community's best asset for industrial development. Most industrial sites are under 50 acres.
Airports	Victoria has very limited commercial connections – limited through Houston. The city is within two hours of larger airports in Austin and Houston (Hobby) There is capacity to support distribution operations at the airport.
Public Transit	Victoria has a functional public transit system for such a small community. Victoria Transit offers fixed and flex bus routes and para/elder on-demand services. However, public transportation stops are not near major employers.
Rail	Union Pacific and BNSF link the Port of Victoria to San Antonio, Houston, Corpus Christi, the U.S., Canada and Mexico. The Port is expanding rail opening up rail served sites and improved service options for existing companies.

Operational Environment – Industrial Project Asset Importance and Competitiveness

Victoria's industrial ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

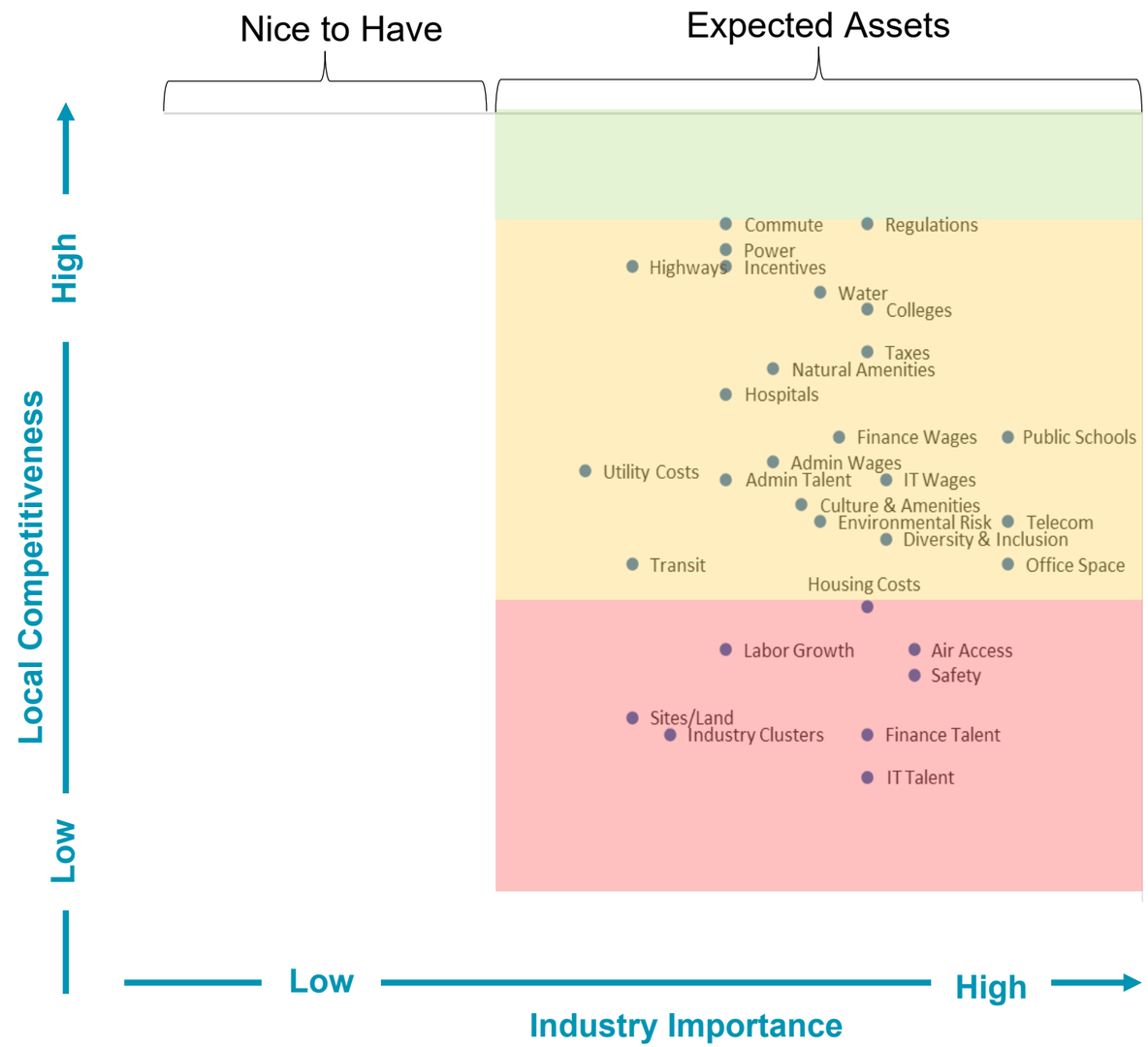
Exceeds Standards of High Performing Ecosystem	
▪ Unions ▪ Regulations ▪ Taxes ▪ Highways	▪ Incentives ▪ Labor Talent ▪ Rail/Intermodal
Meets Standards of High Performing Ecosystem	
▪ Market Access ▪ Power ▪ Vocational Training ▪ Public Schools ▪ Labor Wages ▪ Power ▪ Water ▪ Assembly Talent ▪ Assembly Wages ▪ Telecom ▪ Colleges	▪ Utility Costs ▪ Hospitals ▪ Skilled Wages ▪ Fiber ▪ Housing Costs ▪ Sites/Land ▪ Skilled Talent ▪ Ports – Bulk ▪ Air Access
Fails to Meet Standards of High-Performance Ecosystem	
▪ Industrial Space ▪ Industry Clusters ▪ Labor Growth	▪ Ports - Container



Operational Environment – Office Project Asset Importance and Competitiveness

Victoria's office ecosystem meets expectations in most office project assets, but falls short in several categories, especially professional talent, safety, air access, labor growth, industry clusters and sites.

Exceeds Standards of High Performing Ecosystem	
▪ Commute	▪ Regulations
Meets Standards of High Performing Ecosystem	
▪ Power ▪ Incentives ▪ Highways ▪ Water ▪ Colleges ▪ Taxes ▪ Natural Amenities ▪ Hospitals ▪ Finance Wages ▪ Public Schools ▪ Admin Wages ▪ Utility Costs	▪ Admin Talent ▪ IT Wages ▪ Culture & Amenities ▪ Environmental Risk ▪ Telecom ▪ Diversity & Inclusion ▪ Transit ▪ Housing Costs ▪ Office Space
Fails to Meet Standards of High-Performance Ecosystem	
▪ Labor Growth ▪ Air Access ▪ Safety ▪ Sites/Land	▪ Industry Clusters ▪ Finance Talent ▪ IT Talent



Operational Environment Assessment – Industrial & Commercial | Takeaways

- The operating environment across Victoria represents the performance of all major assets needed to support business success. Newmark summarizes the performance of these assets based on desktop data, local employer interviews and community site visits.
- Most assets in Victoria are performing at a generally acceptable level – compared to communities that will be competing for Victoria's target industries. In many cases this means Victoria has few factors that differentiate it from its competitors. The best performing communities around the U.S. will see more success than the Victoria region until significant improvements are made in many areas.
- The best performing asset areas include:
    1. Cost of living
    2. State incentive programs
    3. Market access
    4. Utility infrastructure and airports
    5. Resident's conception or image of the community
- The region shows particularly poor performance in:
    1. Telecommunications infrastructure (especially broadband access in rural areas)
    2. Population and workforce growth (especially professional and IT/computing talent)
    3. Environmental risks
    4. Site and building availability is limited
    5. Crime rates

VSTDC TEXAS

Small Business and Entrepreneurship



Accelerate – Small Business – Overview



Small firms play an important role in the Victoria region. Small firms disproportionately hire underrepresented groups such as minorities and disabled workers. They are also important training grounds for workers to advance to new opportunities in larger businesses.

Overview and Characteristics

- The definition of a small business varies by industry. A manufacturing firm with 250 employees is considered a small business while many service companies have far fewer employees.
- Microbusinesses are an important segment of the small business ecosystem. They are also usually the most frequent size of firm. Microbusinesses are firms with fewer than five employees.
- The analysis in this section evaluated firms in five size categories based on the number of employees: 0 to 4, 5 to 19, 20 to 99 and 100 to 250. As small firms grow, they need new levels of various resources such as more and different types of funding, more intensive technical assistance and more business network connections.

Small Business and Entrepreneurship – Key Takeaways

- Across industries, most of the Victoria MSA's establishments are comprised of fewer than 20 employees.
- Of small establishments comprised of fewer than twenty (20) employees in the Victoria MSA, the two largest segments are retail trade (15%) and healthcare/social assistance (12%).
- Over the past five years, establishments with fewer than five (5) employees in both Information and Manufacturing have experienced significant growth: 33.3% and 39.3% respectively.
- Small manufacturing establishments are more common in the Victoria MSA than the State or National averages.
- Victoria's small business and entrepreneurship ecosystem is lacking many essential assets and is giving up significant employment and amenity benefits because of it.

Accelerate - Small Business and Entrepreneurship

Victoria's small business and entrepreneurship ecosystem is lacking many essential assets and is giving up significant employment and amenity benefits because of it.





Small businesses offer many benefits:

- Alternative employment options especially for underrepresented groups: minorities, disabled, ex-offenders
- Opportunities to build family wealth
- Large economic multiplier from larger share of local spending than chains
- Provides goods and services to under-retailed neighborhoods
- Adds character with unique food, retail and service experiences

Small businesses need a mix of resources, but four critical assets are essential:

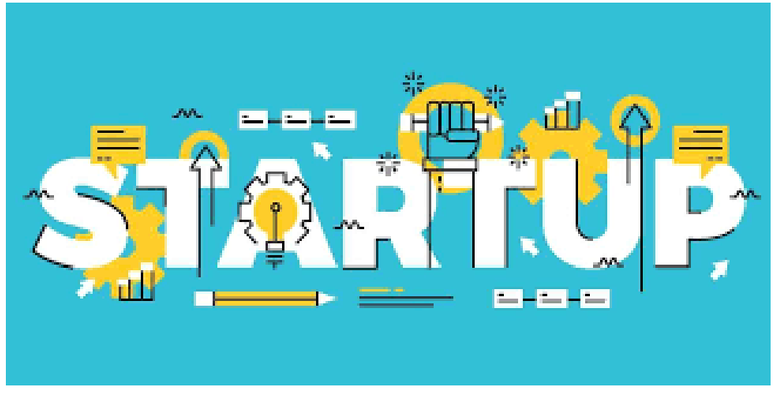
1. Funding
2. Mentoring and counseling
3. Training and technical assistance
4. Networks and lead generation opportunities

The type and nature of each asset will change over the life of the firm and as small businesses grow.

Other assets are also important, but generally public support for small firms should focus on strengthening the overall ecosystem, providing information and facilitating public permitting processes.

Cities and development agencies should avoid direct funding to small firms given the high transaction costs involved.

Accelerate – Startup Growth Businesses



Start up firms need a special mix of ecosystem resources:

- Funding
- Partners and team members with specialized skills
- Collaboration opportunities
- A rich mix of small vendors and professional services
- Experienced, technically skilled mentors
- Larger firms that represent procurement or investment opportunities
- Accelerator programs that can bring these resources together
- A strong culture of entrepreneurship and ecosystem building (Boulder model)

Startup firms are small firms founded with a business model that is intended to result in rapid revenue growth and lead to a lucrative exit strategy for the founder through a sale to a larger firm, an IPO. These firms are often in rapidly scalable sectors such as software that have low or zero marginal costs to increased production.

Generally, startup business resources are best provided by private-sector entities. Other entrepreneurs are the best guides to the needs of their peers.

Local government can play a role in convening ecosystem partners; promoting awareness of resources internally and externally; and promptly responding to growing firm's needs in the regulatory and permitting process.

Accelerate – Small Business Local Policies

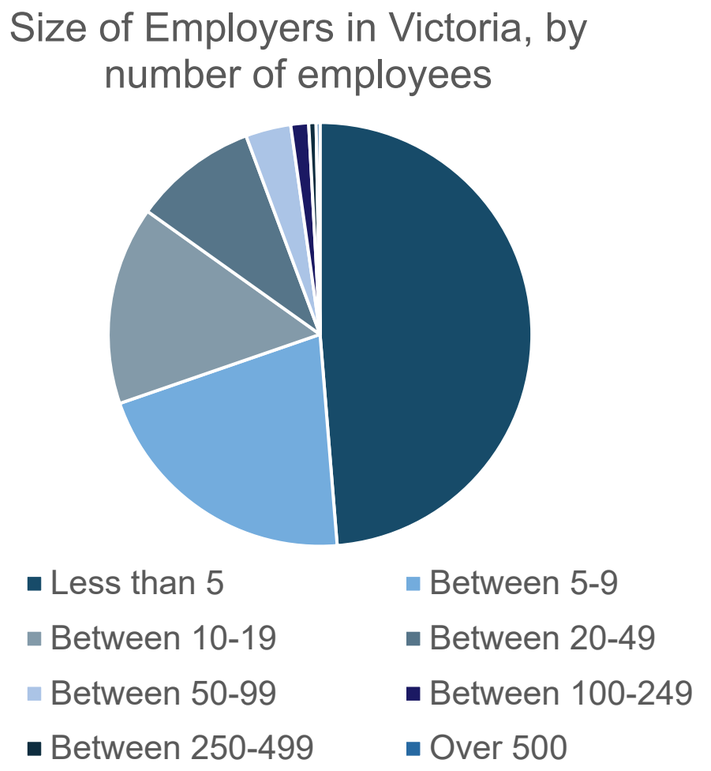
Small businesses with fewer than 500 employees account for 48% of American jobs and 43.5% of GDP, and they are facing an existential threat in the wake of the coronavirus crisis. Since the federal government has committed few financial relief resources, local government leaders will need to develop efforts to preserve their small business base and set the stage for a new generation of entrepreneurial firms. Key tactics:

- Established webpages and webinars to share resources as they become available.
- Apply social distancing and operating policies in an even-handed manner that does not disproportionately impact small firms.
- Make accommodations to development and building codes that allow for small firms to creatively address safety requirements and advertise their operations.
- Establish a fund to offset health compliance costs for small firms such as for staff PPE and cleaning products or setting up an online presence.
- Promote and support your local businesses – Examples include initiatives such as publicizing with street signs that the business is open, free parking, promoting buy local efforts and increasing public procurement from local businesses.

- **Opportunities**: Maximizing the efficiency, visibility and availability of the city's small business toolkit will help support Victoria's existing small businesses and potentially help the city become a regional destination for new entrepreneurs.

- **Risks**: Having such a large portion of the economy concentrated among the smallest businesses presents many risks as these are typically the least stable employers. Finding ways to support these businesses and increase their chances for success will be paramount to any economic development effort in Victoria.

Source: Harvard Business Review, ICMA





THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Small Business and Entrepreneurship – Available Business Resources

For a market the size of Victoria, the level of small business support is relatively strong. Being home to the area SBDC, having a successful Main Street program and more recent community investment in ecosystem programming through the Innovation Collective provide much of this capacity. The region needs to groom local leaders and diversify the sources of mentoring and programming to make recent activity more sustainable. Resources for traditional small businesses are generally more plentiful than for high-growth startups.

Training (Business basics)		SBDC office provides wide variety of training classes virtually and in person; Innovation Collective is providing some high-level entrepreneurship programs.
Technical Assistance (Focused advisory support)		SBDC counselors can provide basic consulting and technical assistance to small firms. Region would benefit from a greater variety of small professional services and IT firms to act as vendors to small businesses.
Networks (Customers, vendors, partners)		Chamber of Commerce is having limited impact on participation. There is major need for development of long-term business networking opportunities beyond local-serving firms – with many business network leaders.
Funding (Debt, equity options)		Still many local banks. Past microlending partnerships should be continued. Efforts should focus on connecting Victoria business opportunities with statewide Angel and VC networks. Innovation Collective is an opportunity.
Real Estate (Spaces for small firms)		Limited available space could limit the scalability of entrepreneurs and small businesses due to the limited options for growth beyond 10 employees within the market.
Business Climate (Taxes, permitting, regulations)		Typical general advantages of Texas business climate from regulatory standpoint. Opportunities to strengthen the small business liaison capacity of City Hall.
Ecosystem Events (Pitches, office hours,		Innovation Collective is providing multiple events, community needs to groom local leaders to take over long-term events and overall small business and entrepreneurship ecosystem activities.

○ Traditional Small Businesses △ High-Growth Startups

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Small Business/Entrepreneurship Asset Importance & Competitiveness

Victoria's small business and entrepreneurship assets are strong in three very important categories: basic business classes, ecosystem events and college and university presence. The ecosystem meets basic needs in many categories. The region needs improvements in networking opportunities and specialized spaces such as incubators and coworking and more depth in its start-up funding options.

Exceeds Standards of High Performing Ecosystem

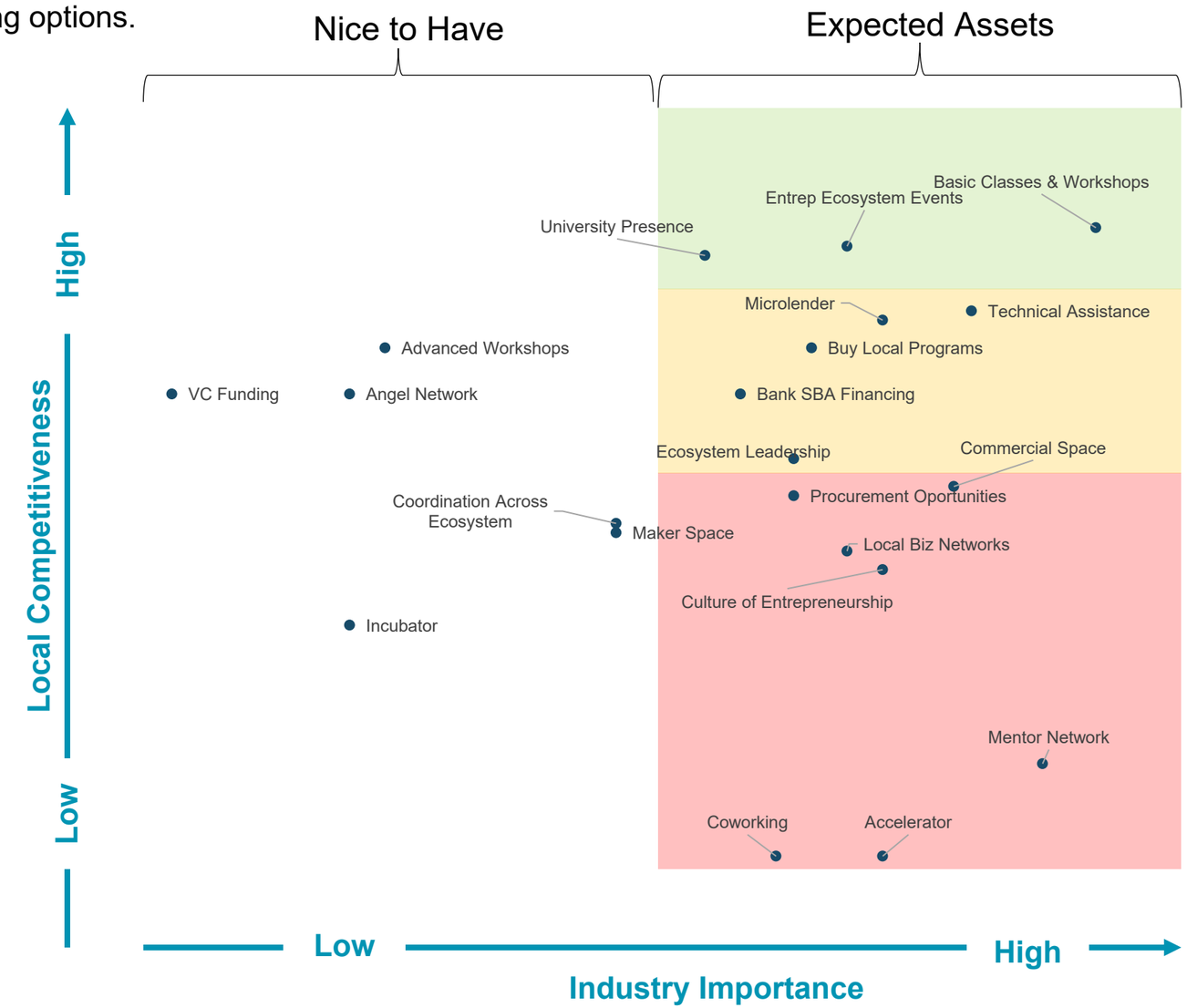
- Basic Classes & Workshops
- Entrepreneurship Ecosystem Events
- University Presence

Meets Standards of High Performing Ecosystem

- Technical Assistance
- Microlender
- Buy Local Programs
- Bank SBA Financing
- Ecosystem Leadership
- Commercial Space
- Advanced Workshops
- Angel Network
- VC Funding

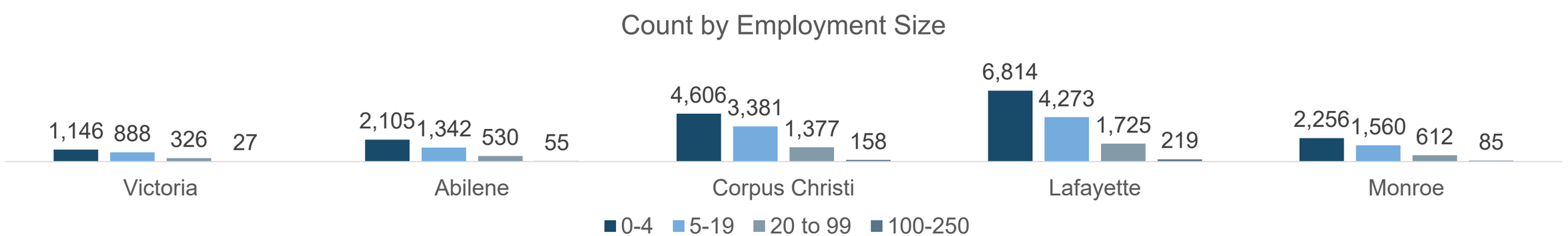
Fails to Meet Standards of High-Performance Ecosystem

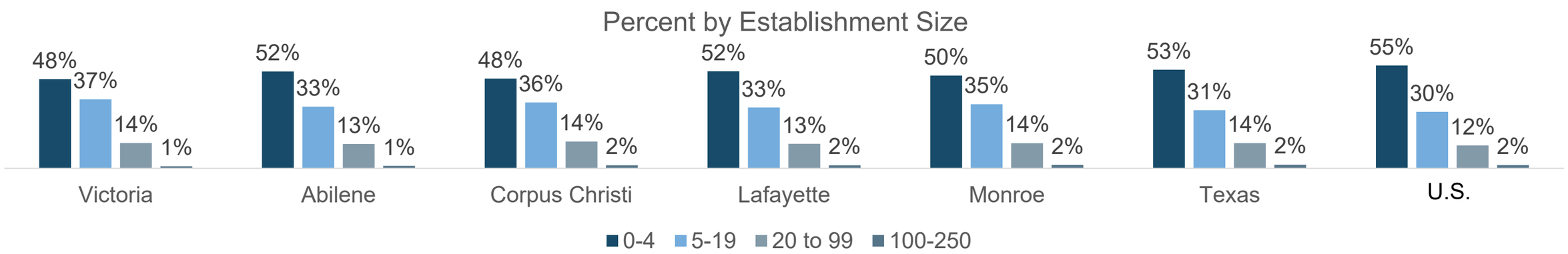
- Procurement Opportunities
- Local Business Networks
- Culture of Entrepreneurship
- Coordination Across Ecosystem
- Maker Space
- Mentor Network
- Accelerator
- Coworking
- Incubator



Small Business Analysis – Total All Industries

Victoria has a smaller share of establishments classified as microbusinesses (fewer than 5 employees) than the U.S., Texas or any of its peers. Among all the benchmark geographies, Victoria has the largest share in the 5 to 19 employee size category.

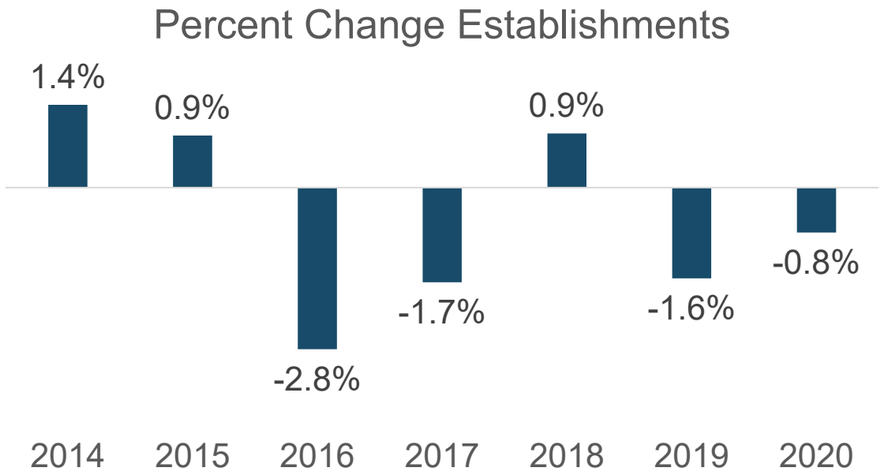


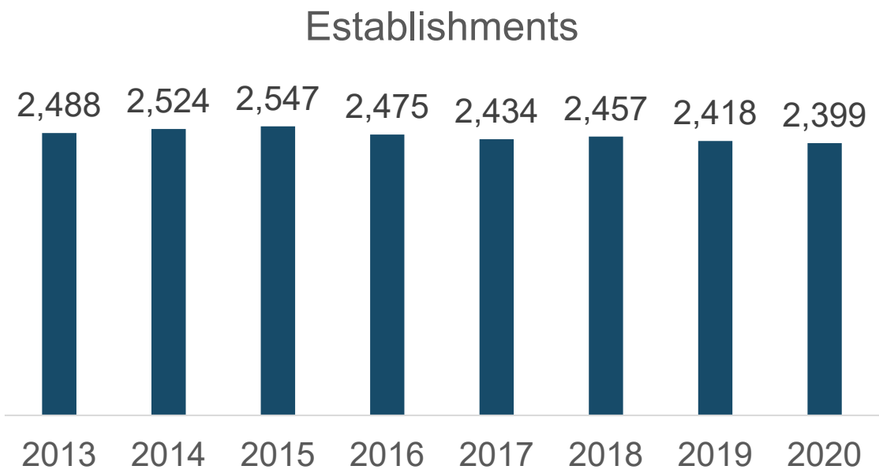


Source: Census Bureau County Business Patterns

Small Business Analysis – Total All Industries

Victoria has seen a decrease in its small business establishment count in recent years with declines in four of the last five years. This decrease is likely related to falling energy prices and the impact on the Eagle Ford Shale field.

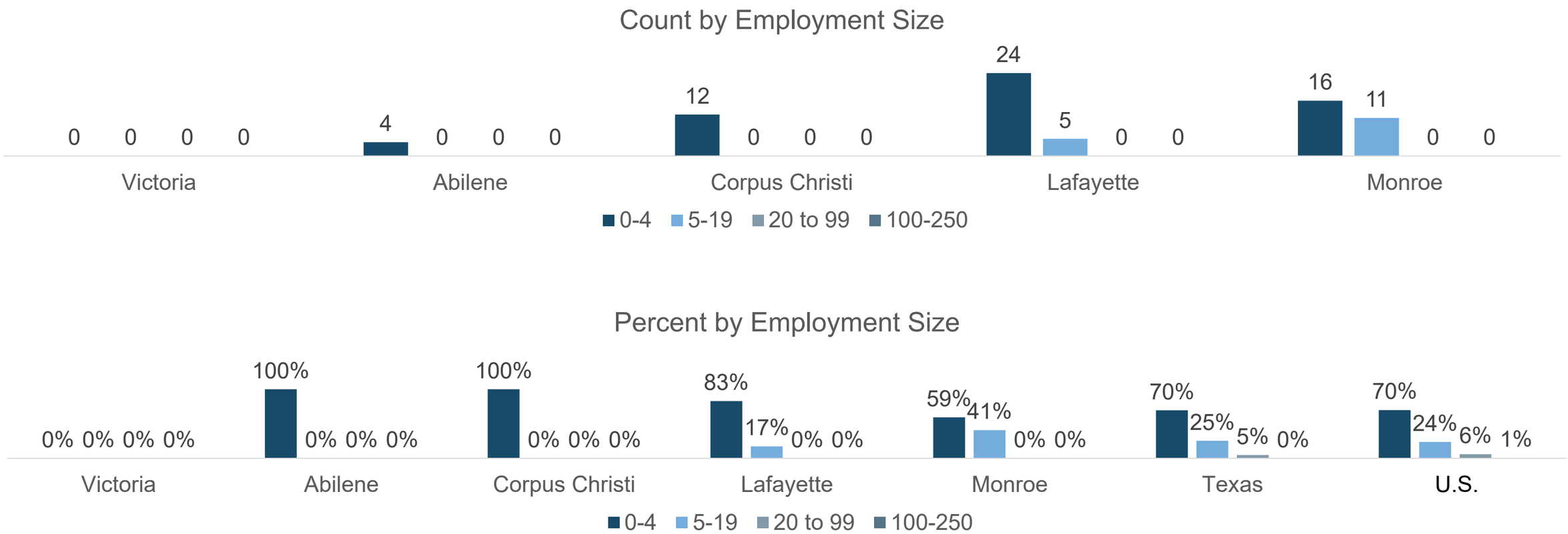




Source: Census Bureau County Business Patterns

Small Business Analysis – Agriculture, Forestry, Fishing

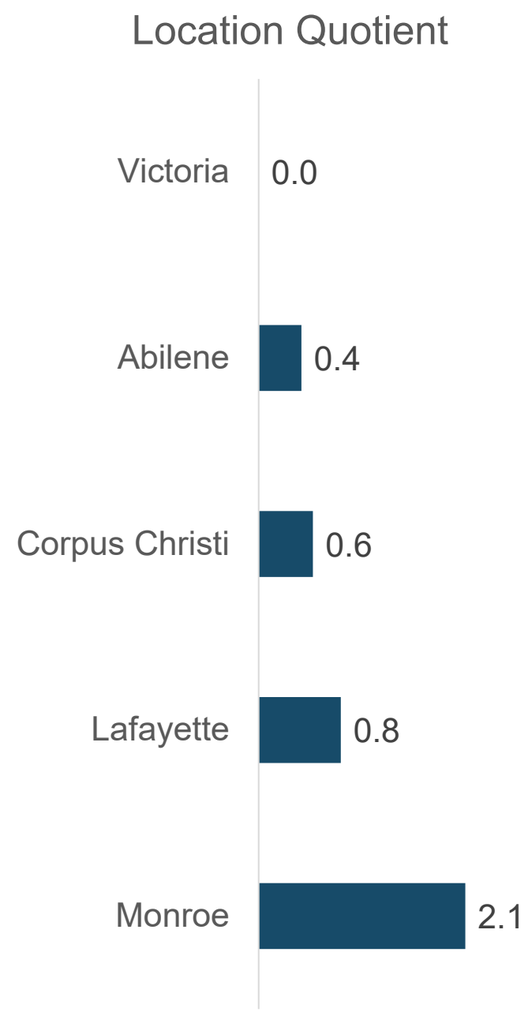
According to Census County Business Patterns data, Victoria has no Agriculture, Forestry or Fishing establishments.

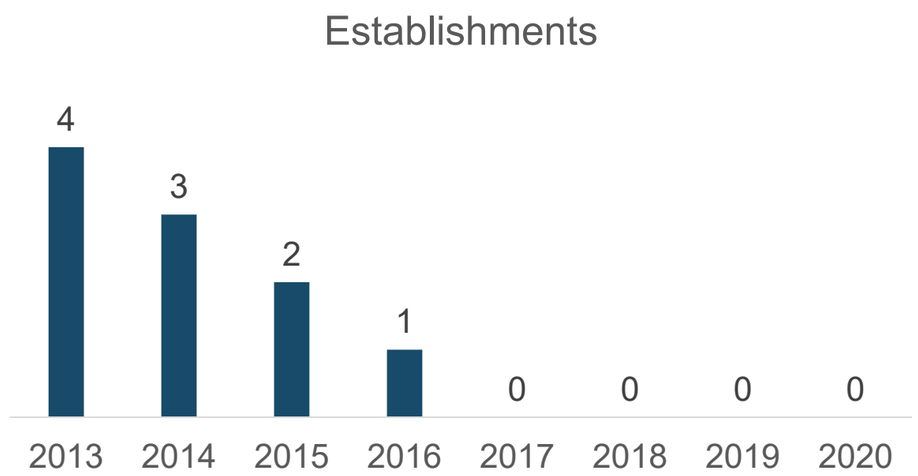


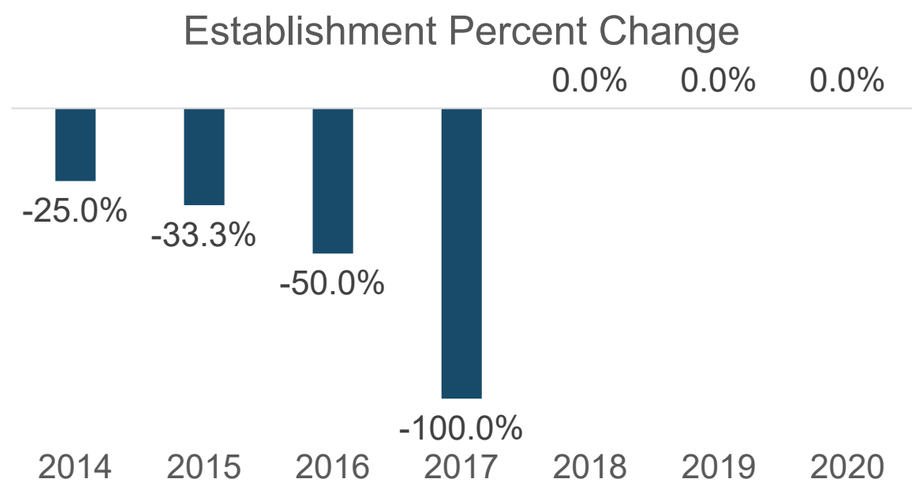
Source: Census Bureau County Business Patterns

Small Business Analysis – Agriculture, Forestry and Fishing

With no Agriculture, Forestry or Fishing small business establishments, Victoria has a 0.0 location quotient. The region included four such firms in 2013 but had lost these by 2017.



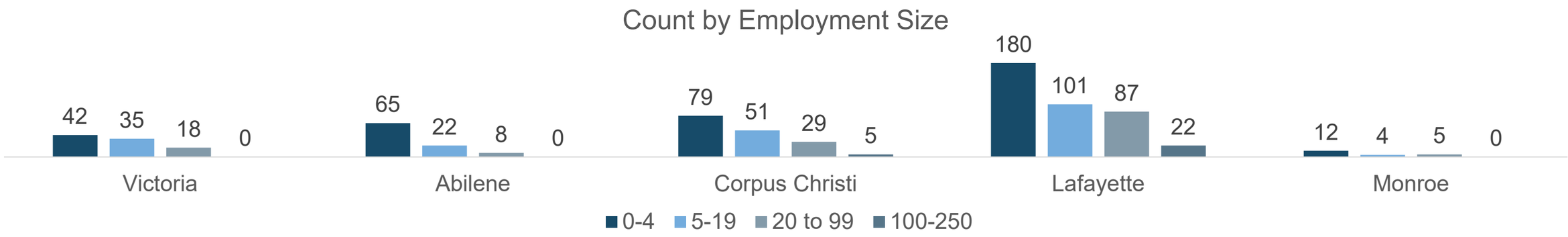


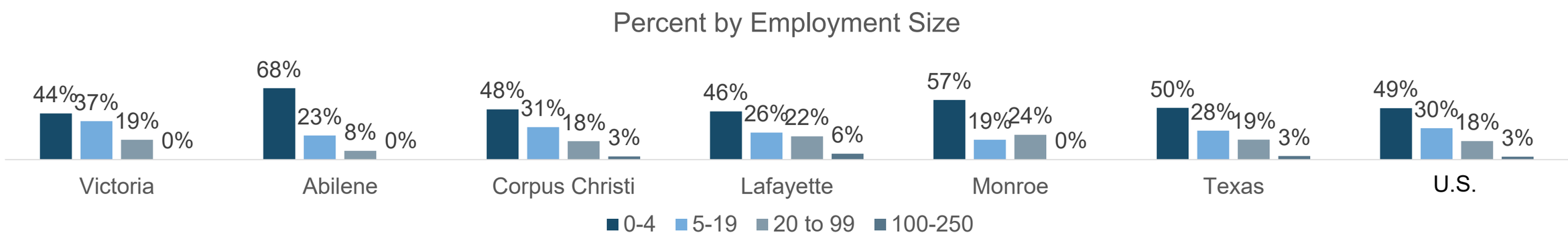


Source: Census Bureau County Business Patterns

Small Business Analysis – Mining

Victoria has fewer Mining establishments than any peer city, except for Monroe, LA. These establishments in Victoria tend to be more common in the 5 to 19 employee size than in the peer cities. In the 20 to 99 employee size range, Victoria's concentration falls in the middle of the peer set with the Louisiana cities having a larger share of this establishment size.

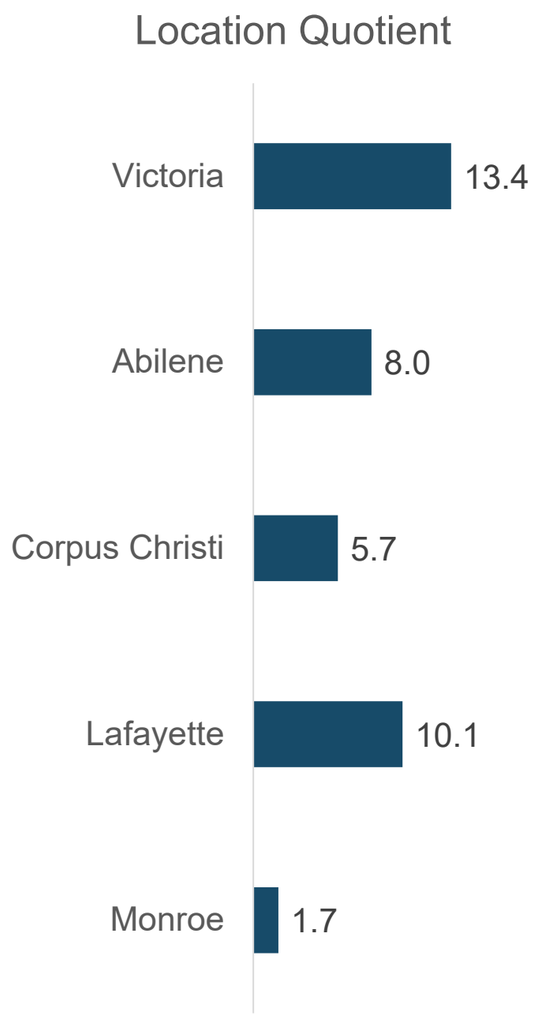


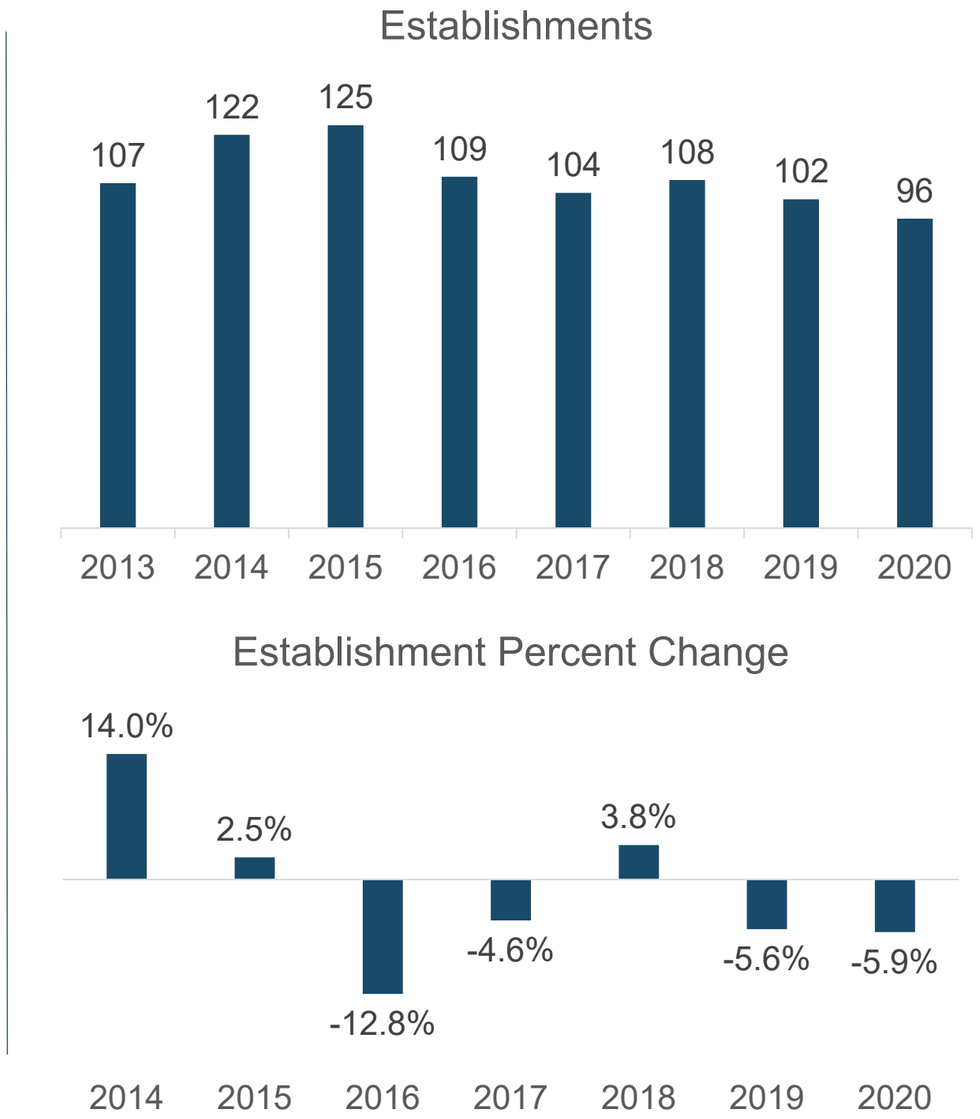


Source: Census Bureau County Business Patterns

Small Business Analysis – Mining

Victoria has the highest concentration of small business establishments in Mining compared to the peer cities. The total number of Mining establishments has fallen in four of the prior five years.

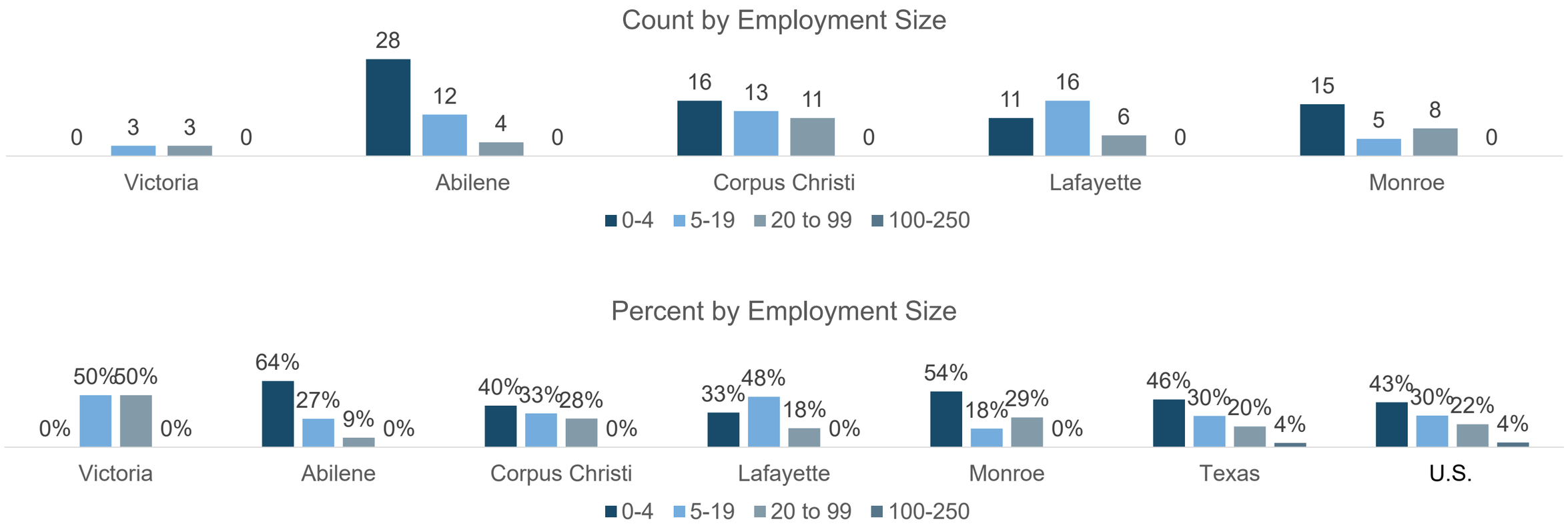




Source: Census Bureau County Business Patterns

Small Business Analysis – Utilities

Utility establishments play a very small role in Victoria's small business community with only six establishments. All peer cities have many more Utility establishments.



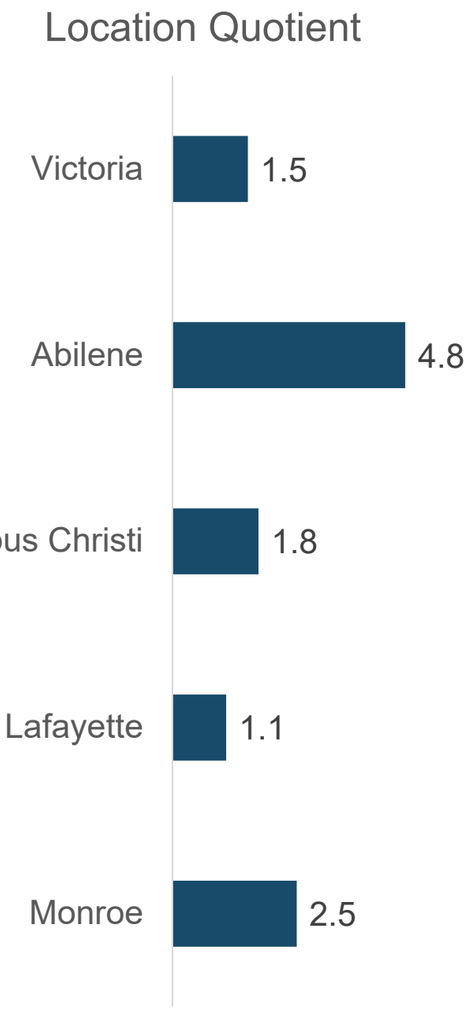
Source: Census Bureau County Business Patterns

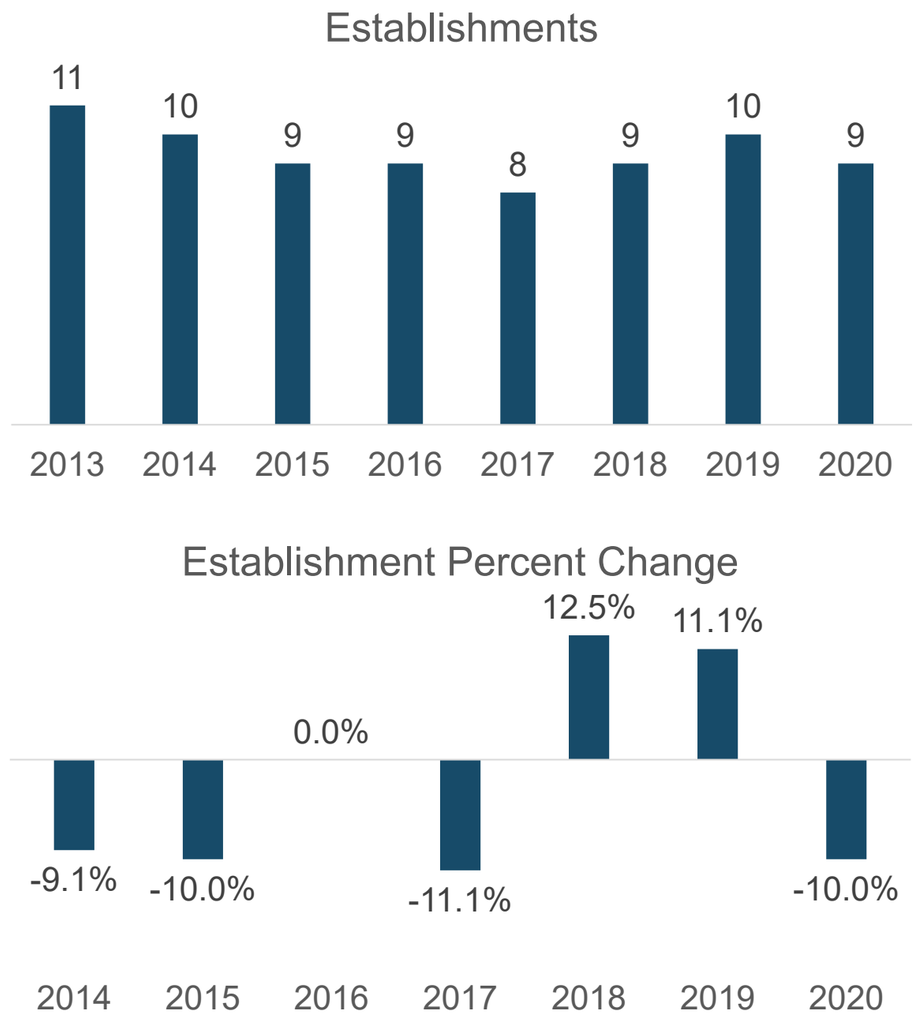
Small Business Analysis – Utilities

Though Victoria has few Utilities establishments, its concentration of Utilities businesses is higher than the U.S. average.

Victoria, however, has a lower concentration of Utilities establishments than all the peer cities except for Lafayette.

In recent years the number of Utilities establishments has only changed slightly.

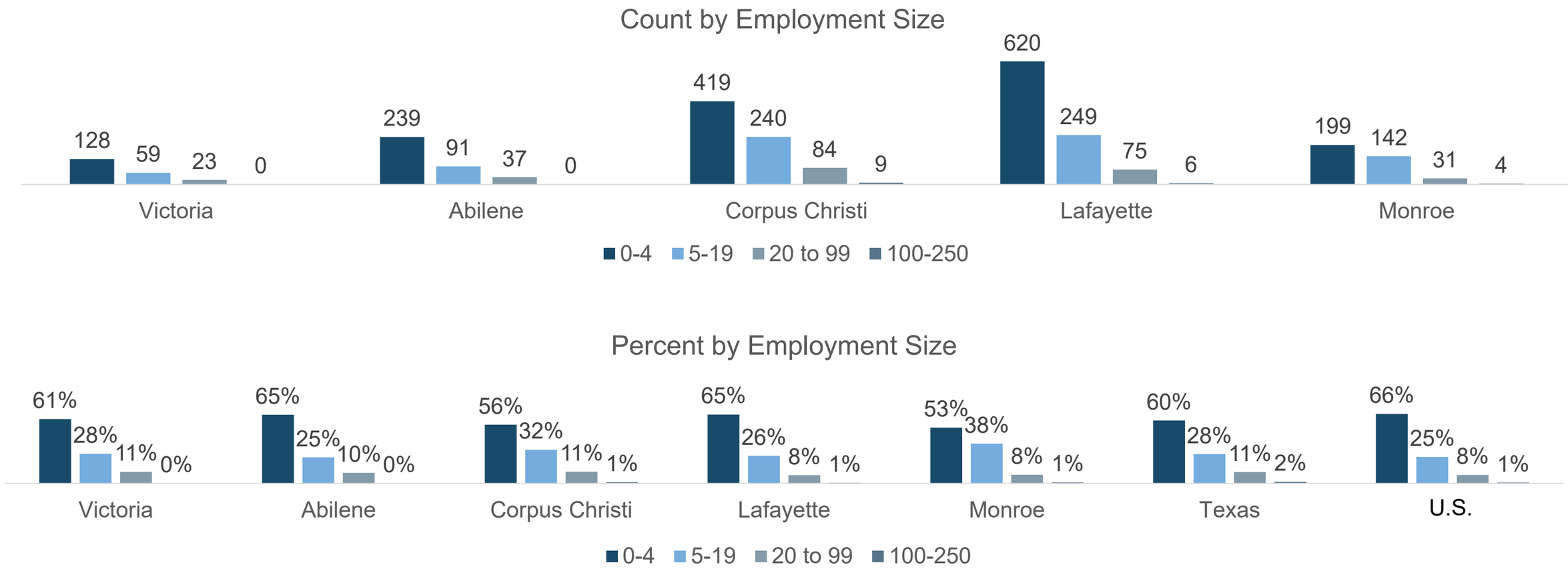




Source: Census Bureau County Business Patterns

Small Business Analysis – Construction

Victoria has fewer Construction establishments than all of its peer metro areas. The size mix in Victoria is similar to the peers with the share of microbusinesses (fewer than five employees) being higher than two metro areas (Corpus Christi and Monroe) and the 5 to 19 employee size being higher than Abilene and Lafayette.

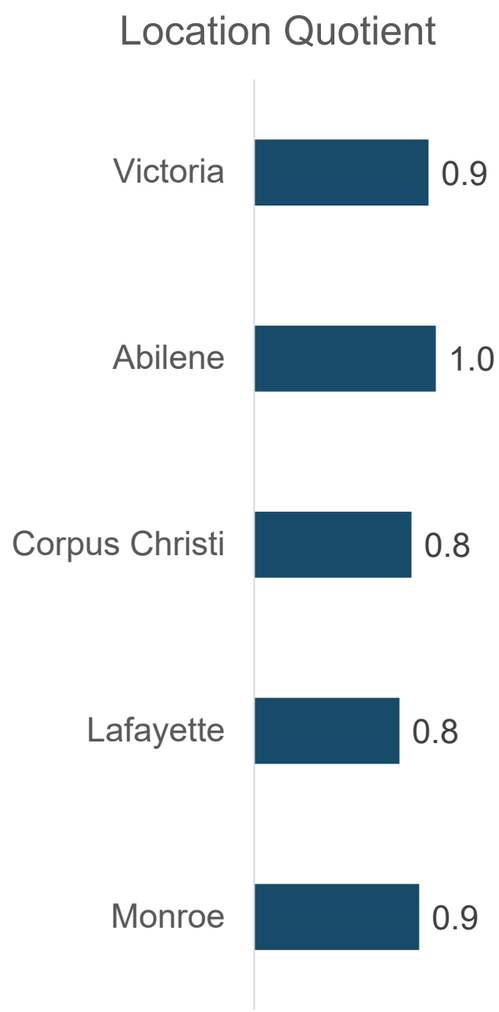


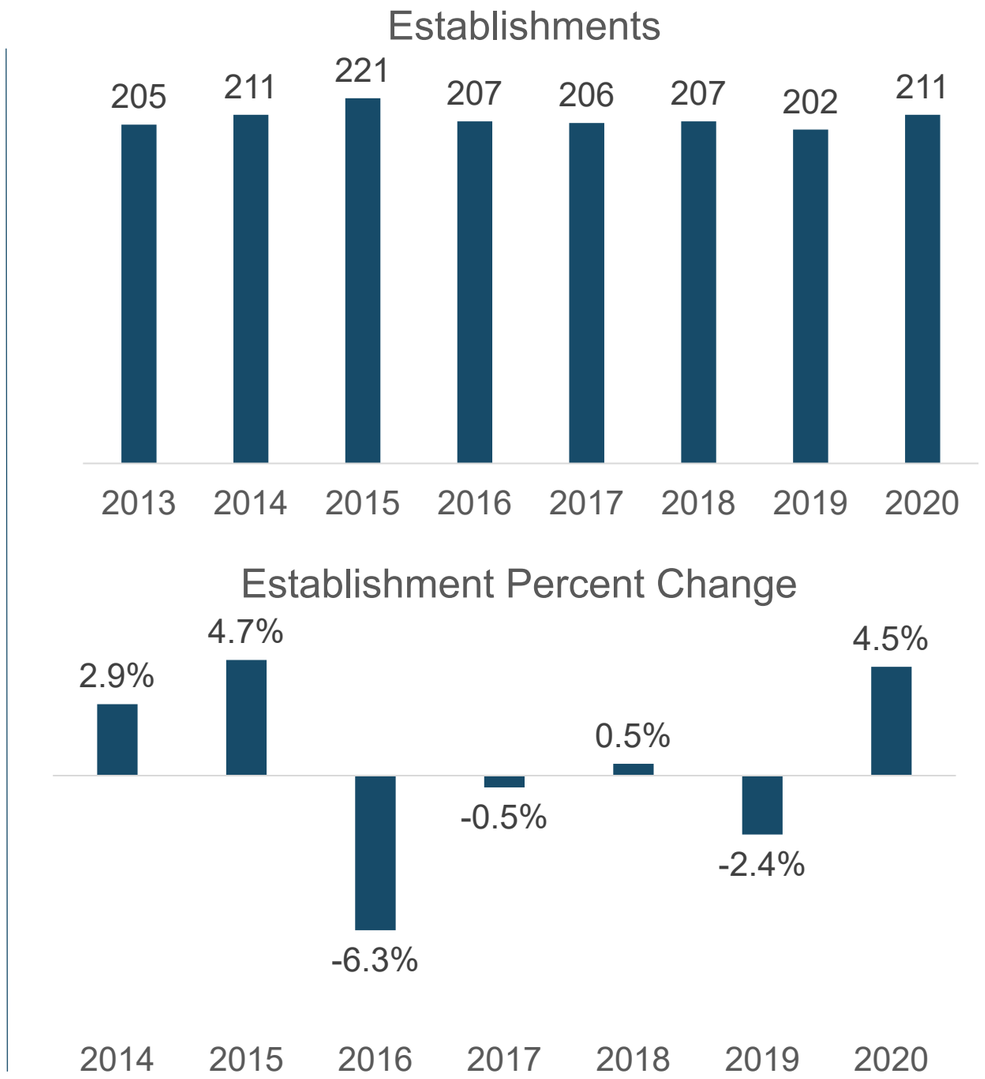
Source: Census Bureau County Business Patterns

Small Business Analysis – Construction

Construction establishments are at or below the National average concentration in Victoria and the peer cities.

The total number of establishments has remained relatively steady in recent years. Establishment count has decreased in three of the last five years.

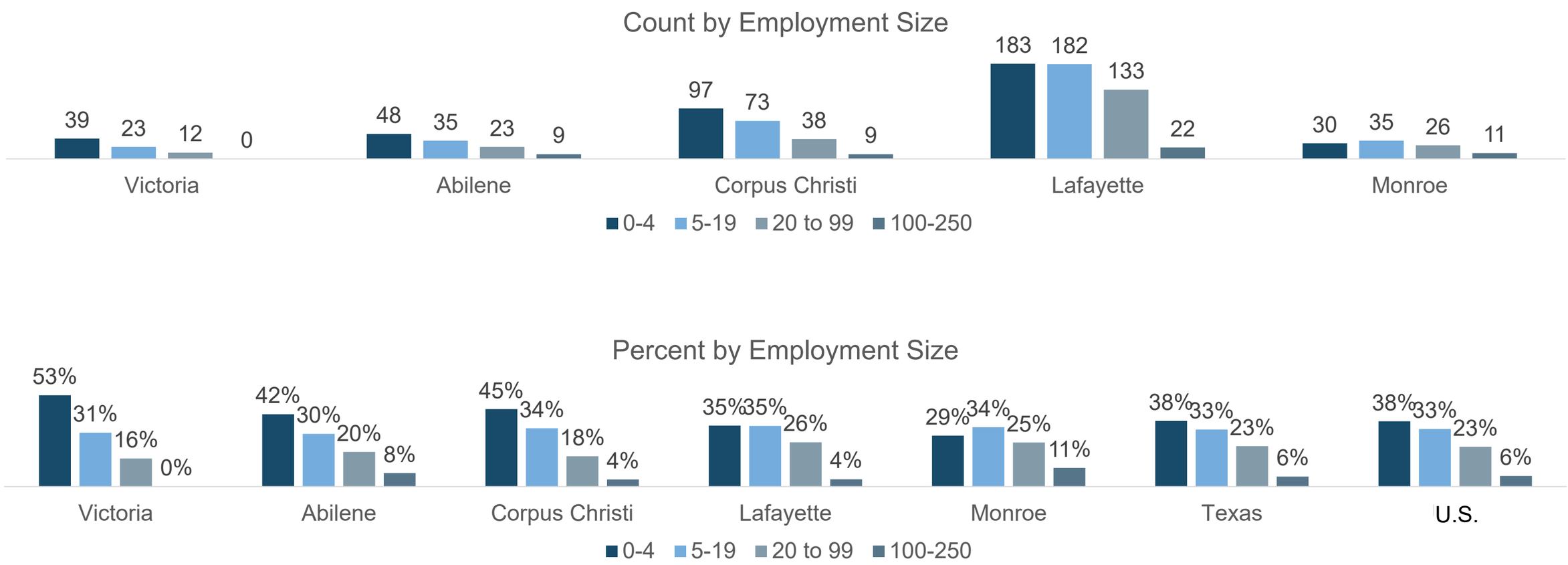




Source: Census Bureau County Business Patterns

Small Business Analysis – Manufacturing

Victoria has fewer small Manufacturing establishments than any of its peer metro areas. It has a much higher share of small Manufacturing establishments in the microbusiness segment (fewer than five employees).

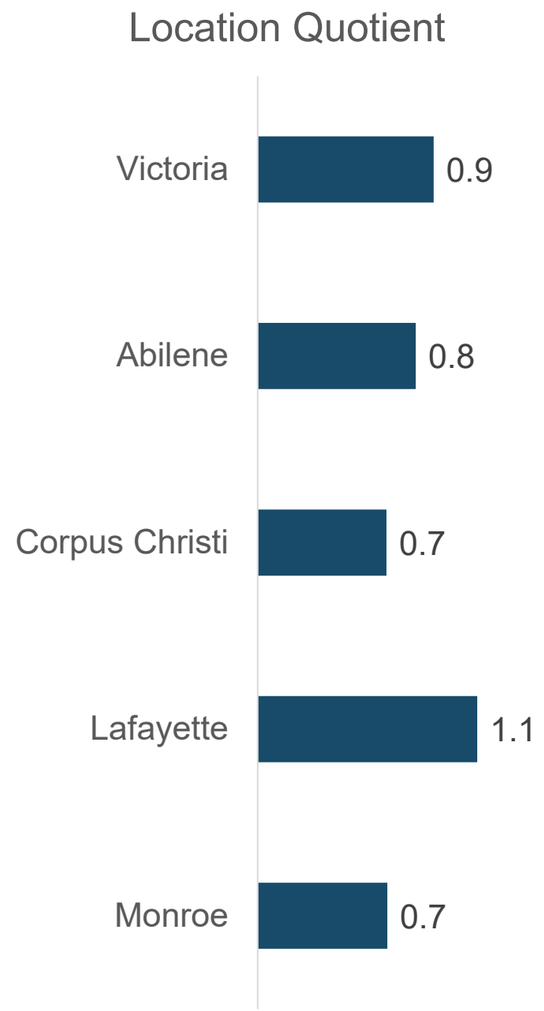


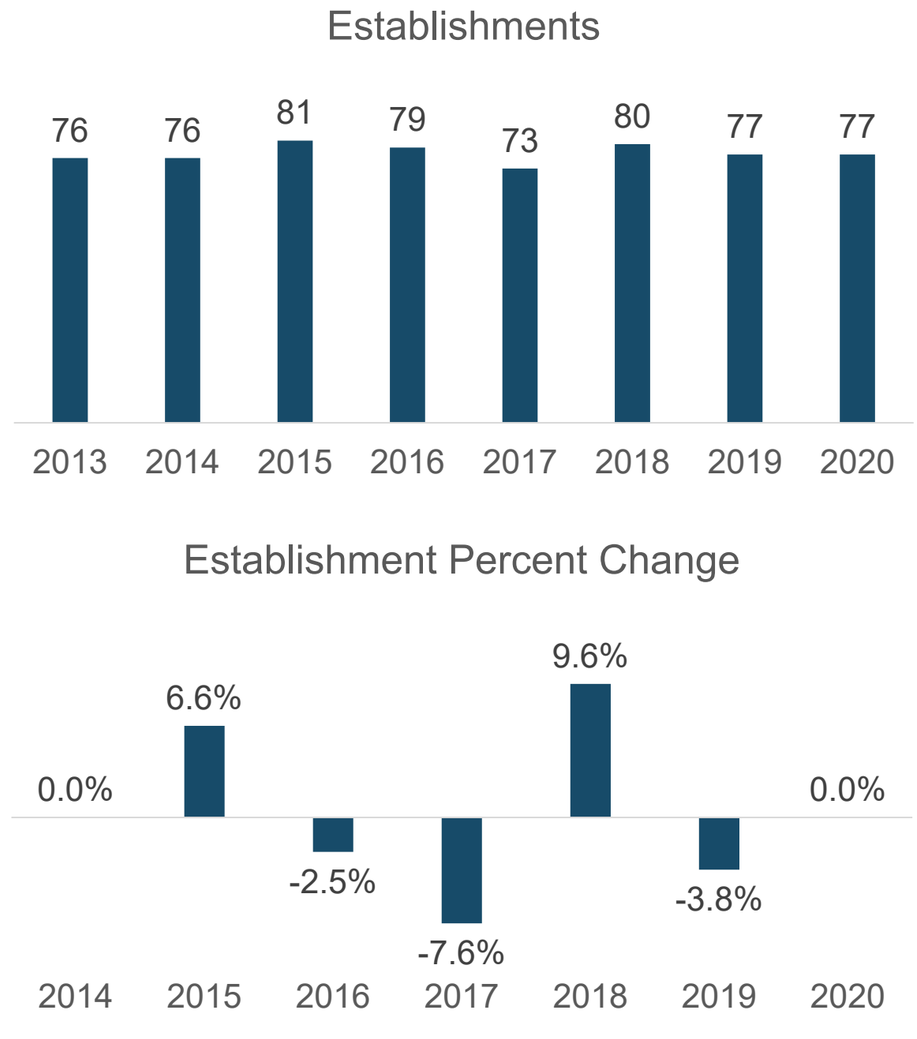
Source: Census Bureau County Business Patterns

Small Business Analysis – Manufacturing

Manufacturing establishments in Victoria are at a higher concentration than all peers except Lafayette. Victoria, like three peer metro areas, has a lower-than-average concentration of Manufacturing in their small business count.

Victoria has added Manufacturing establishments in only two of the previous seven years.

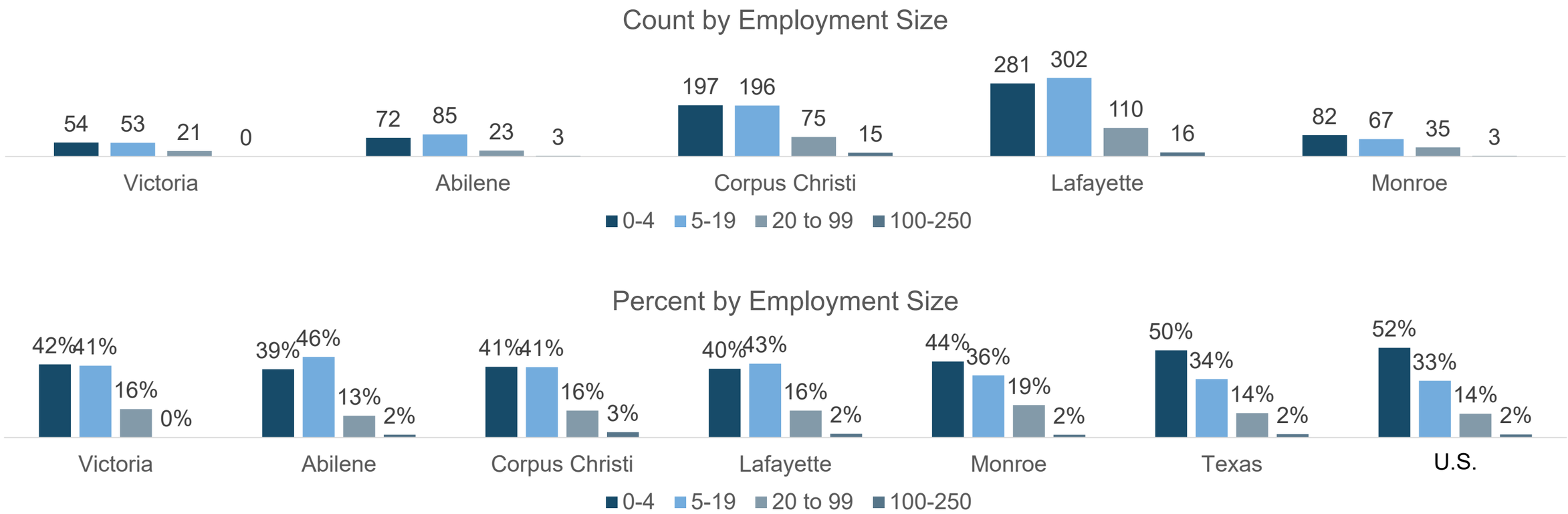




Source: Census Bureau County Business Patterns

Small Business Analysis – Wholesale Trade

Victoria has fewer Wholesale Trade establishments than its peer metro areas. Victoria has a slightly higher share of microbusiness establishments than three peer regions. Only Monroe has a higher share in that size category.

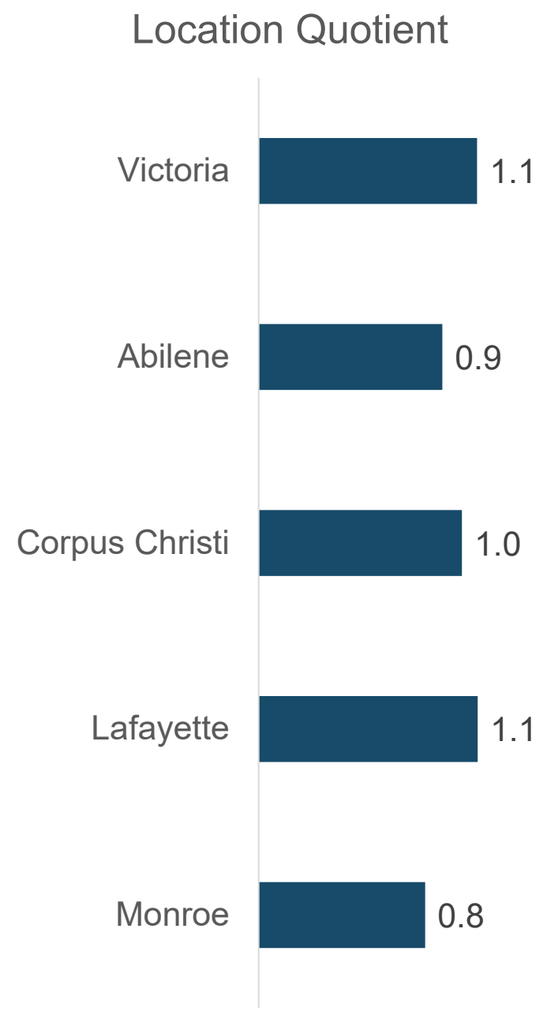


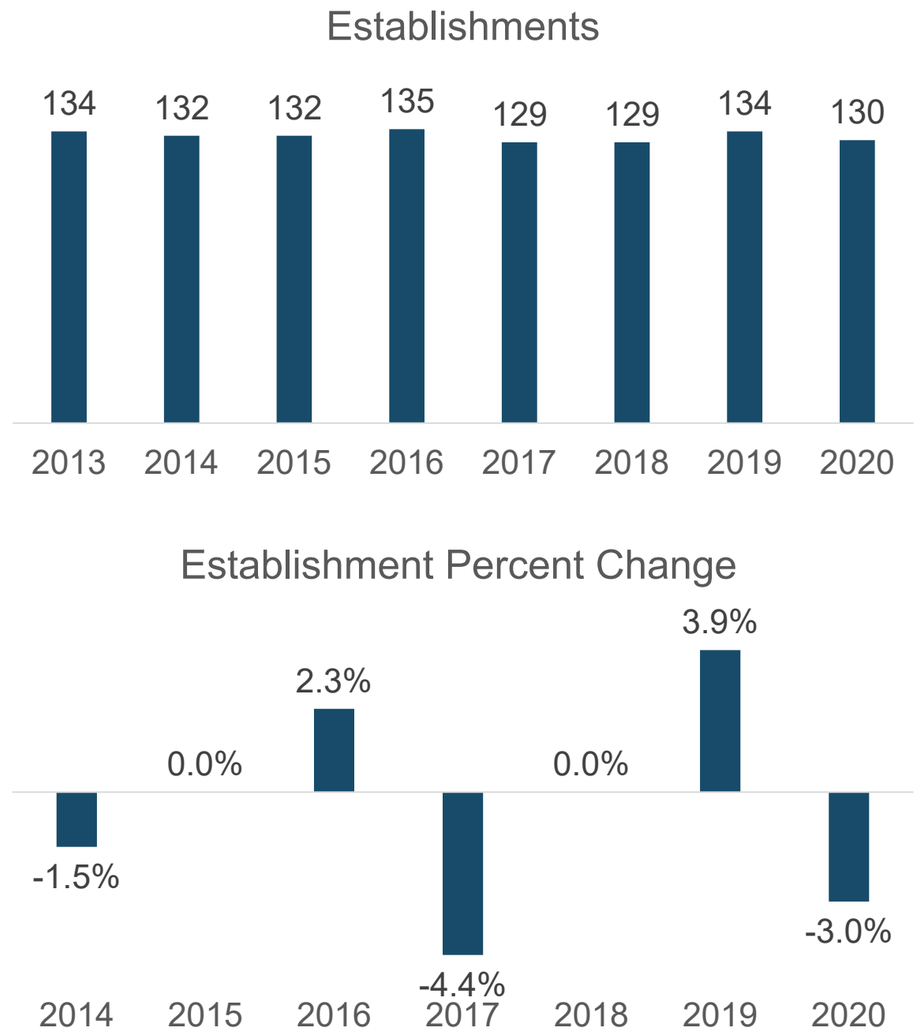
Source: Census Bureau County Business Patterns

Small Business Analysis – Wholesale Trade

The concentration of Wholesale Trade establishments in Victoria is slightly above the U.S. average. It is higher than all peer cities except Lafayette, with which it is tied.

There has been little change in the count of Wholesale Trade establishments in recent years.

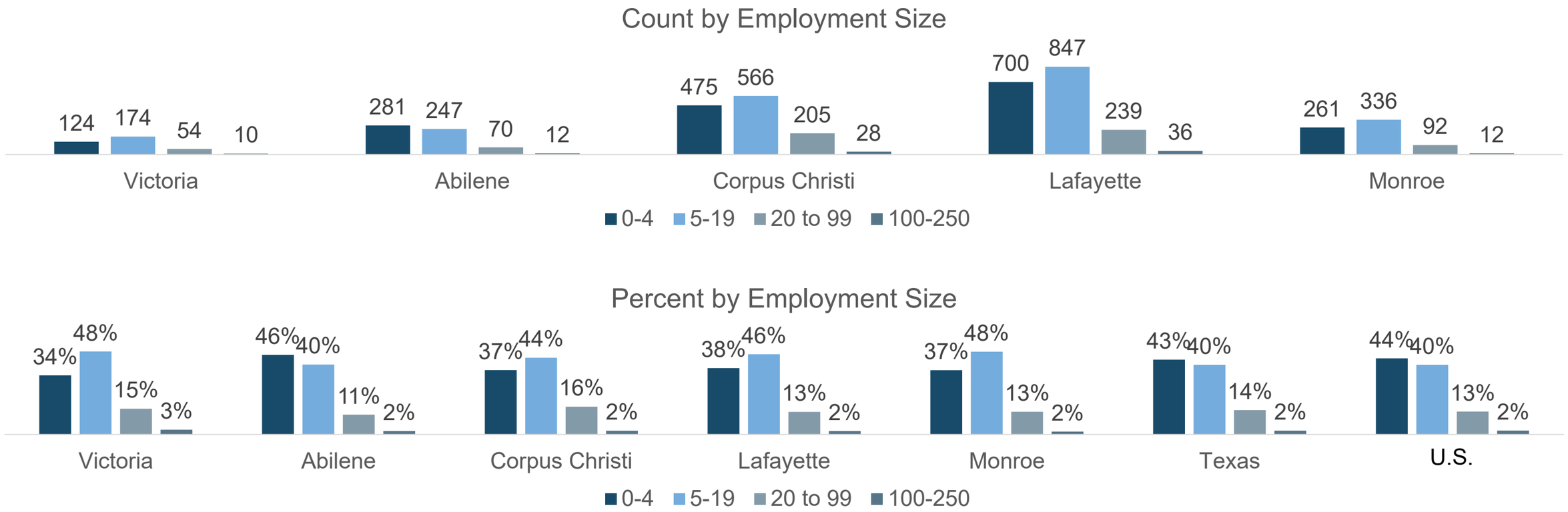




Source: Census Bureau County Business Patterns

Small Business Analysis – Retail Trade

Victoria has fewer Retail establishments than its peer regions. The 5 to 19 employee establishment size businesses are the largest share of small firms. Victoria also has a larger share in the 20 to 99 size range than Abilene, Lafayette and Monroe.

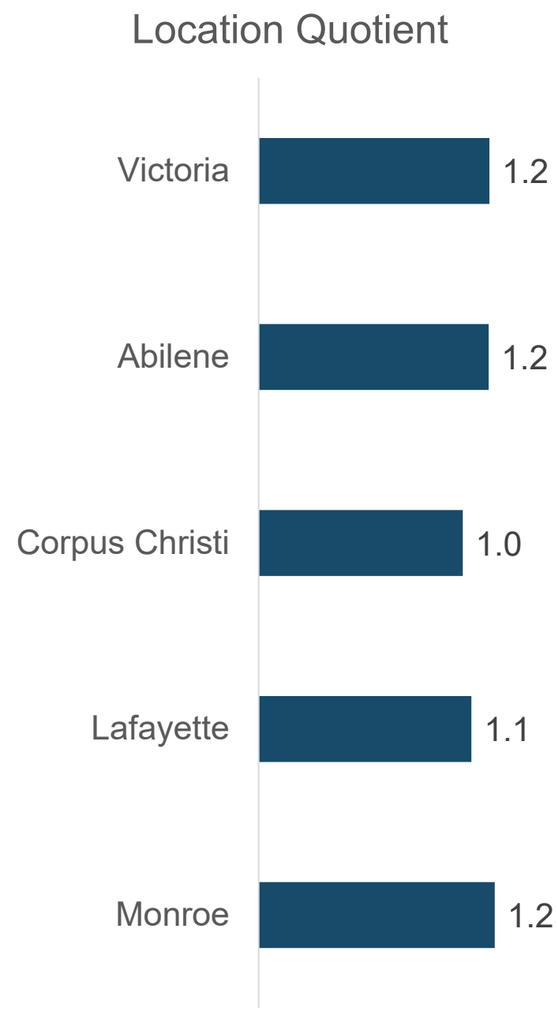


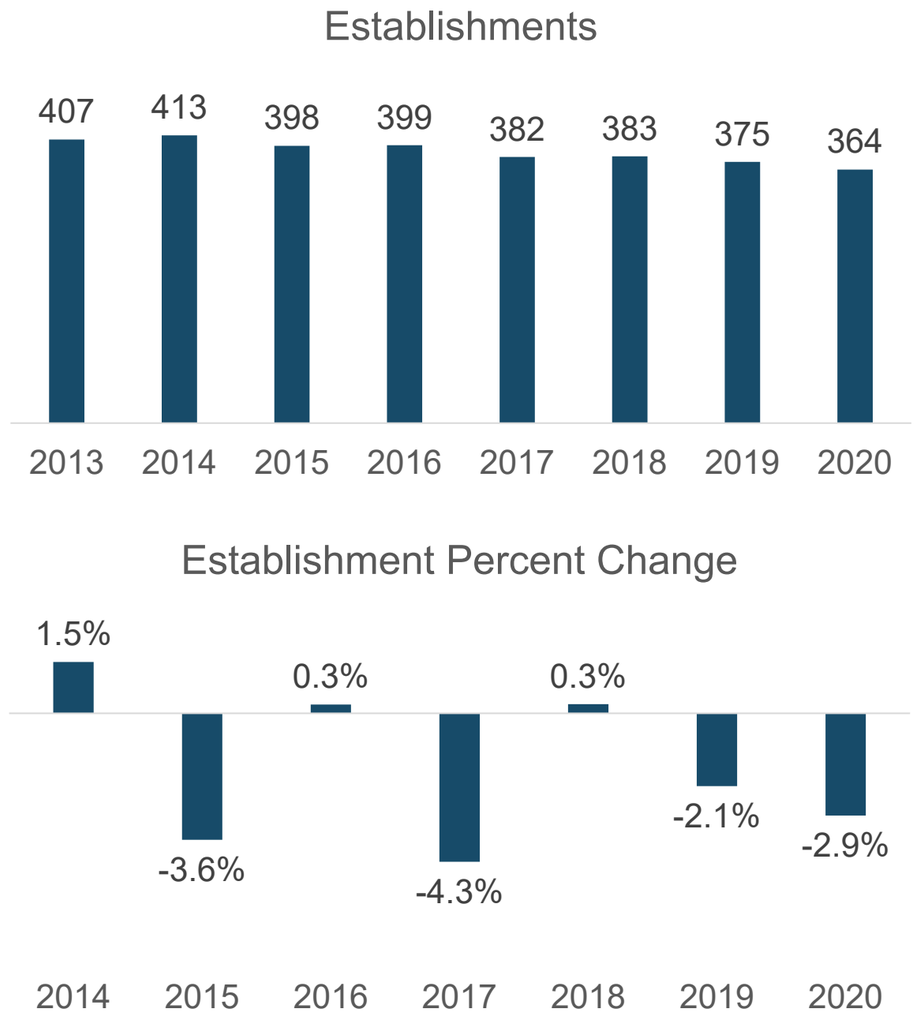
Source: Census Bureau County Business Patterns

Small Business Analysis – Retail Trade

Victoria may have fewer Retail establishments, but it has a higher-than-average concentration in Retail with a location quotient of 1.2. All the peer cities have a LQ of one or higher. Abilene and Monroe tie Victoria with a LQ of 1.2.

The Retail establishment count has decreased in most of the last seven years, falling from over 400 in 2013 to 364 in 2020.

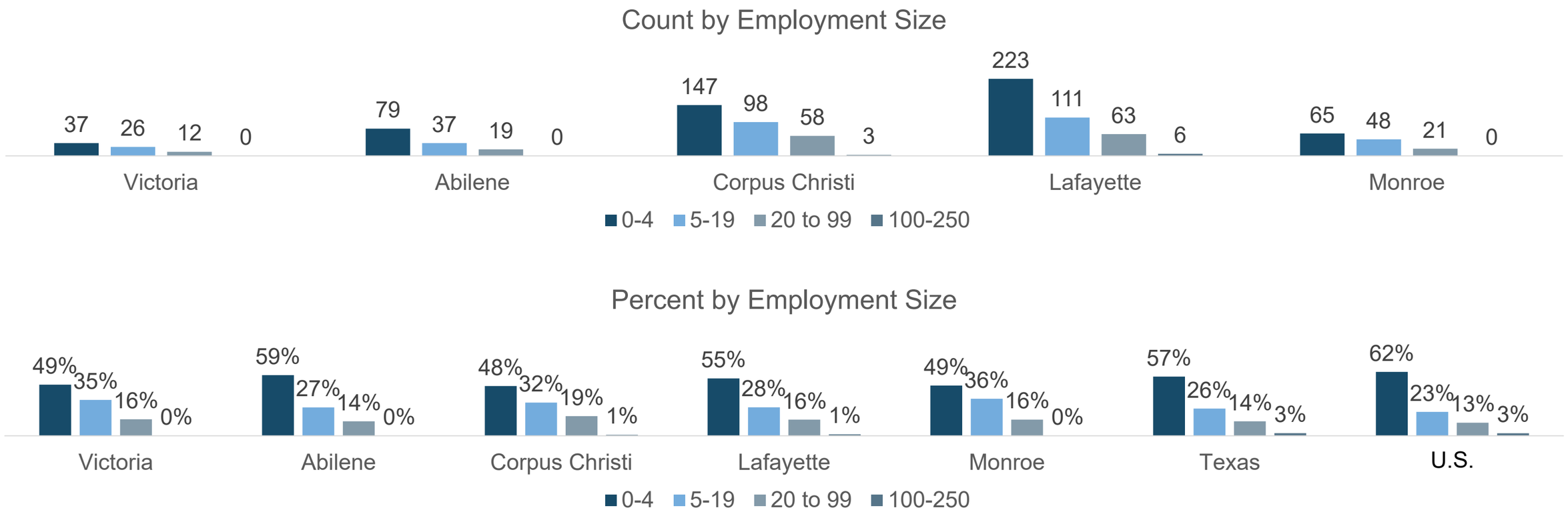




Source: Census Bureau County Business Patterns

Small Business Analysis – Transportation and Warehousing

Victoria has fewer small Transportation and Warehousing establishments than its peers. The size distribution is very similar, but as in many industries, Victoria has more firms in the 5 to 19 employment size range than most peer cities, Texas and the U.S.

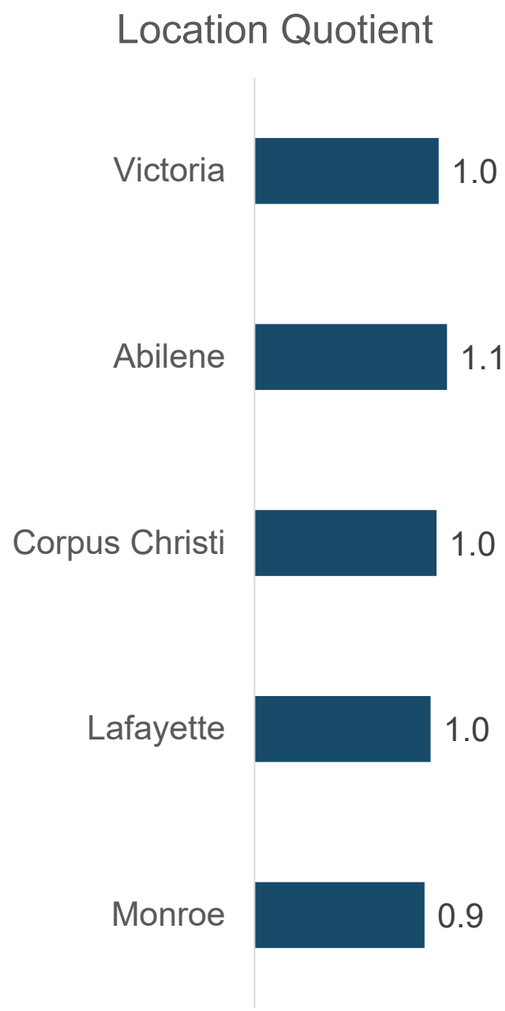


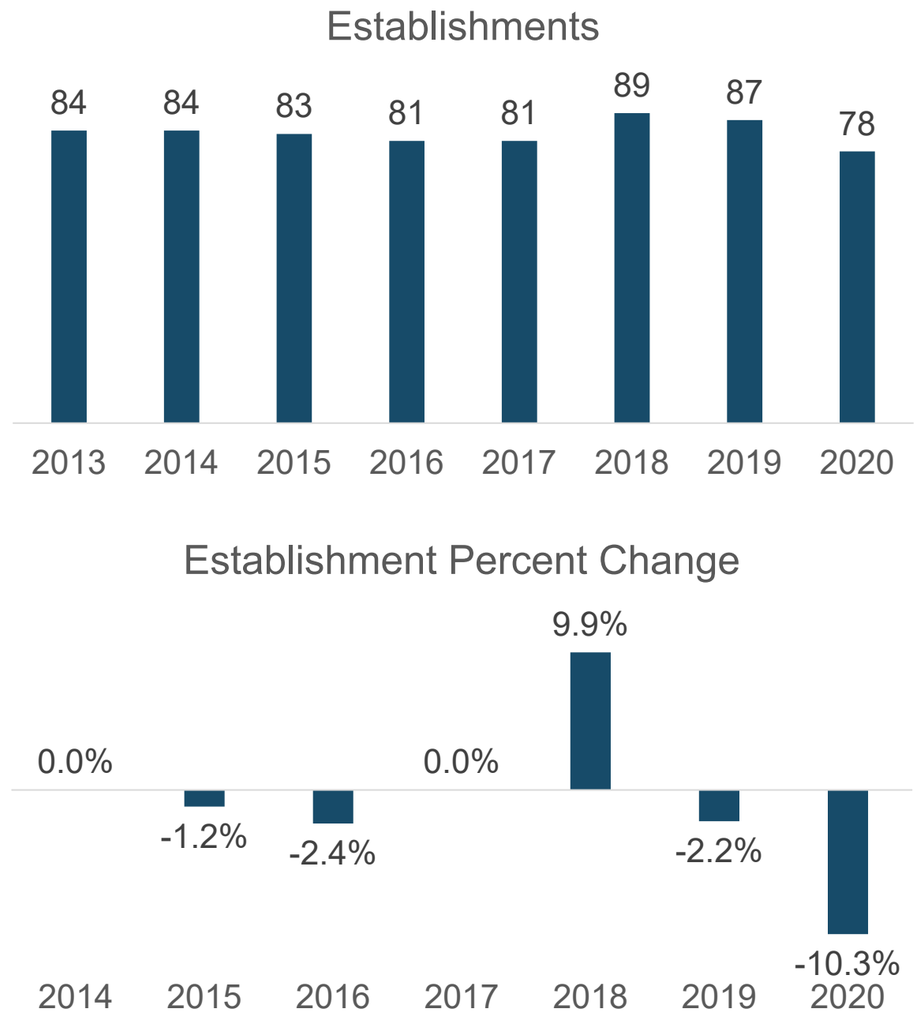
Source: Census Bureau County Business Patterns

Small Business Analysis – Transportation and Warehousing

The concentration of Transportation and Warehousing establishments in Victoria is at the National average. All peer cities have similar concentrations.

Transportation and Warehousing establishment counts have seen decreases in more years than it has seen increases. From 2019 to 2020, the count decreased more than ten percent (10%).

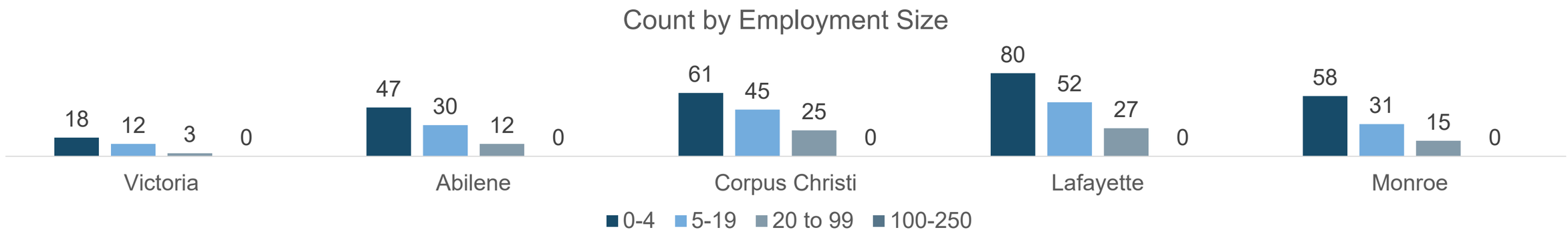


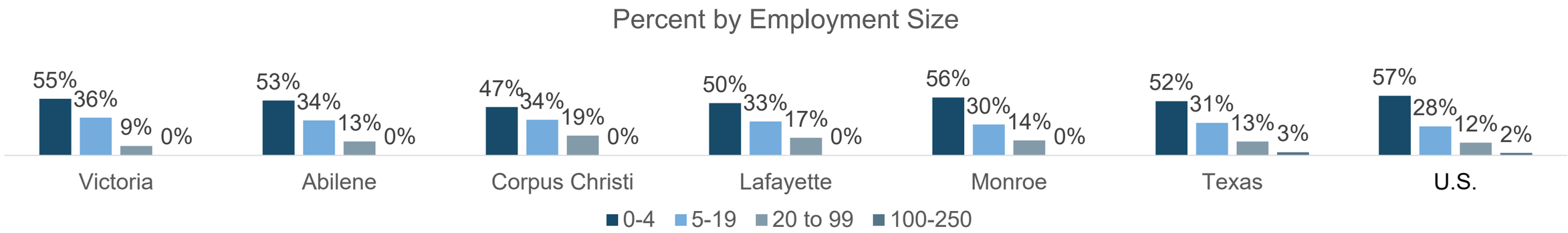


Source: Census Bureau County Business Patterns

Small Business Analysis – Information

There are fewer than three dozen small Information firms in Victoria. All peer metro areas have substantially more such establishments. The size mix of establishments is similar in Victoria compared to its peers, the State and the nation.



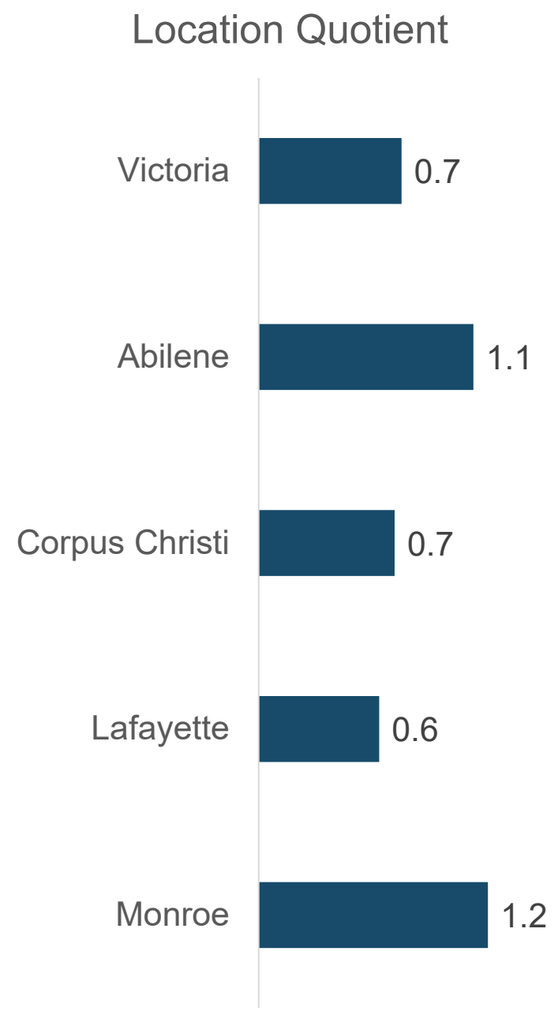


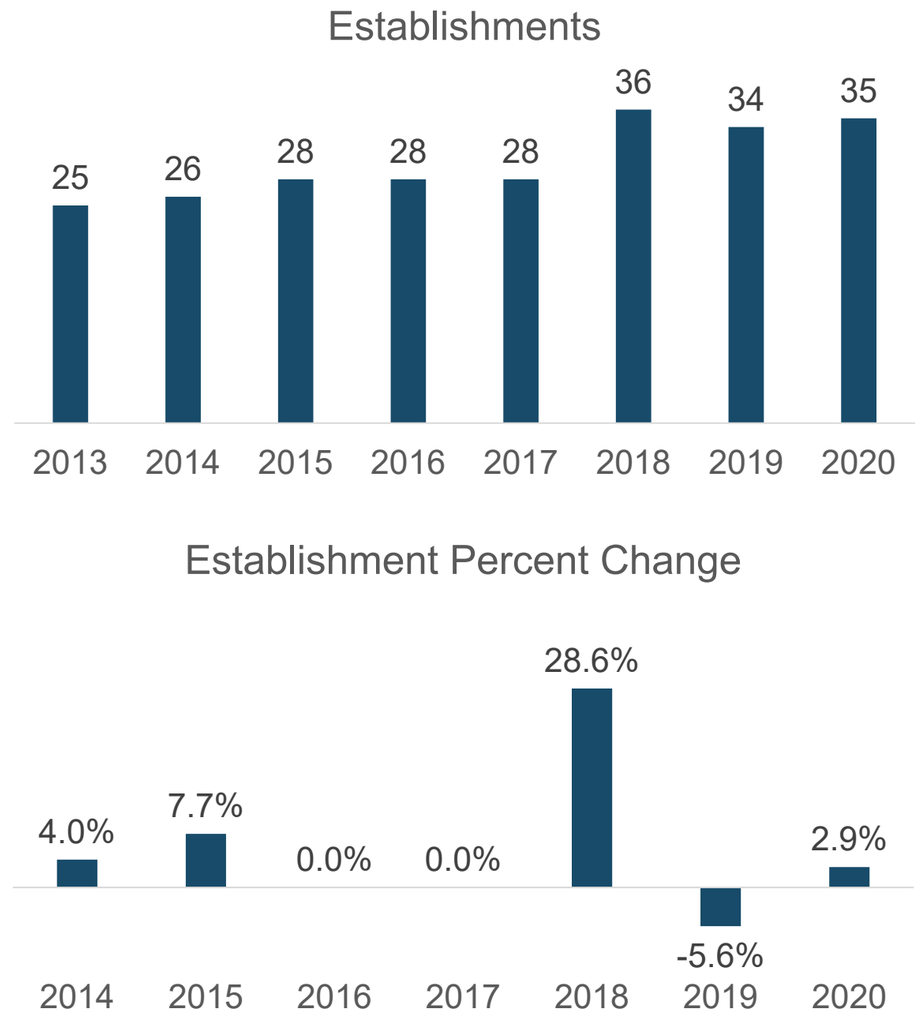
Source: Census Bureau County Business Patterns

Small Business Analysis – Information

Small Information firms are at a very low concentration, with a location quotient of 0.7. This is lower than the concentrations for Abilene and Monroe and similar to Corpus Christi and Lafayette.

The number of Information establishments saw an increase in 2018 and the region has maintained that level in following years.

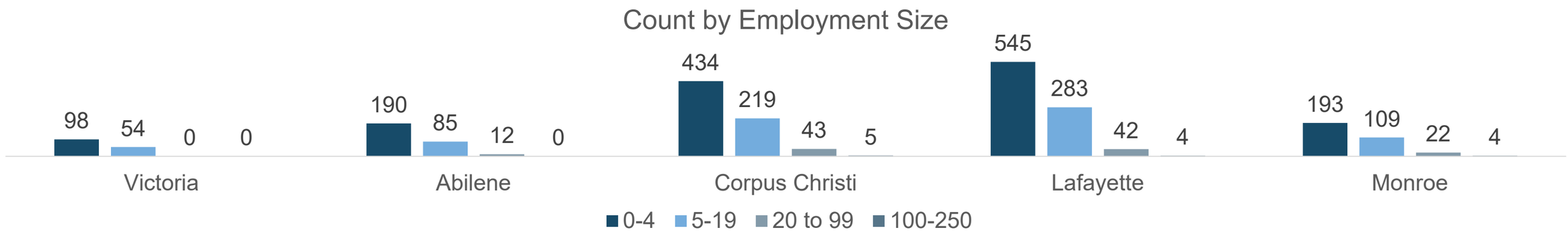


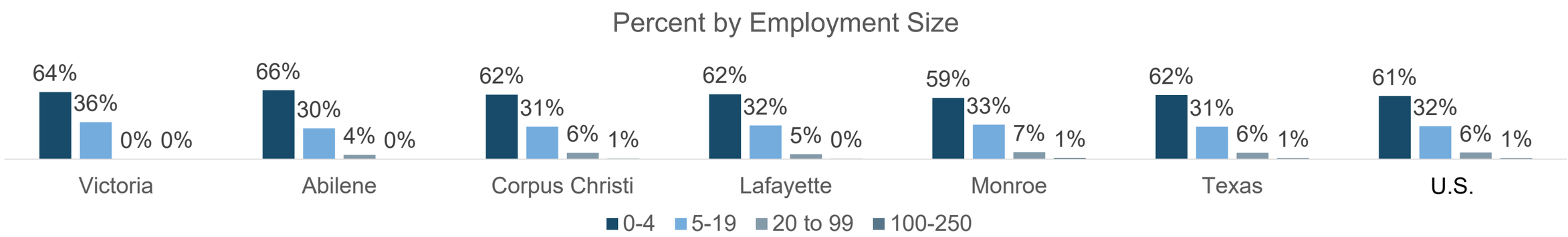


Source: Census Bureau County Business Patterns

Small Business Analysis – Finance and Insurance

As for most sectors, Victoria has fewer small Finance and Insurance firms than its peers. It also lacks any small firms in this category with more than 20 employees.



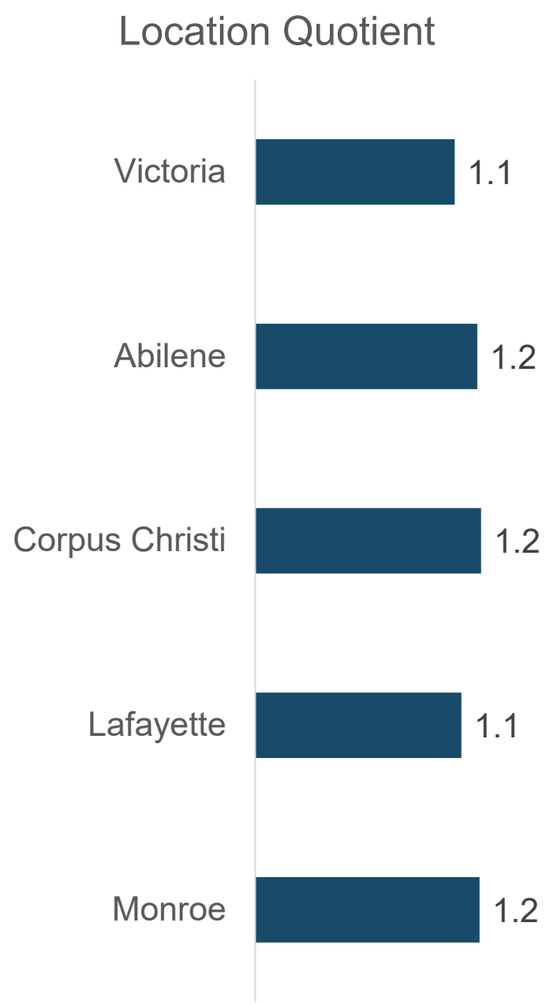


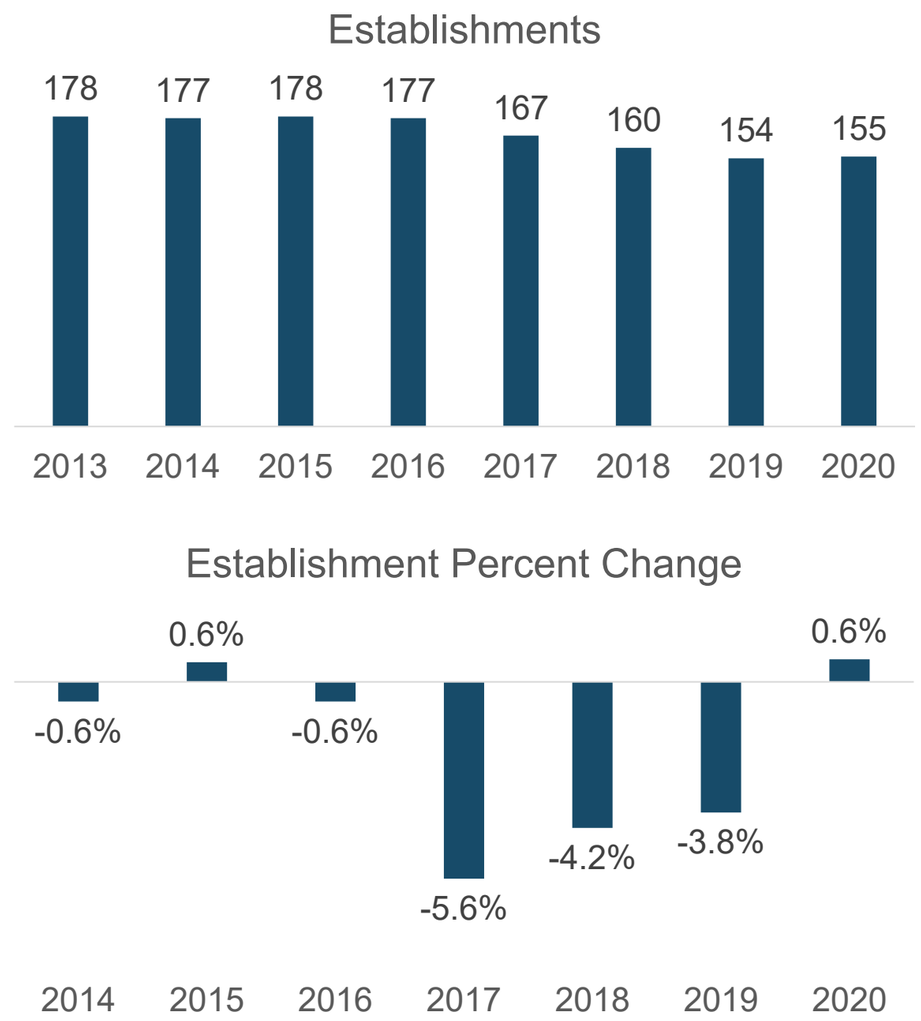
Source: Census Bureau County Business Patterns

Small Business Analysis – Finance and Insurance

Victoria's concentration of Finance and Insurance firms is similar to its peer cities, with all cities having a slightly higher than average concentration than the U.S.

Victoria has seen a gradual decline in Finance and Insurance establishments with decreases in four of the most recent five years. The region added one establishment in 2020.

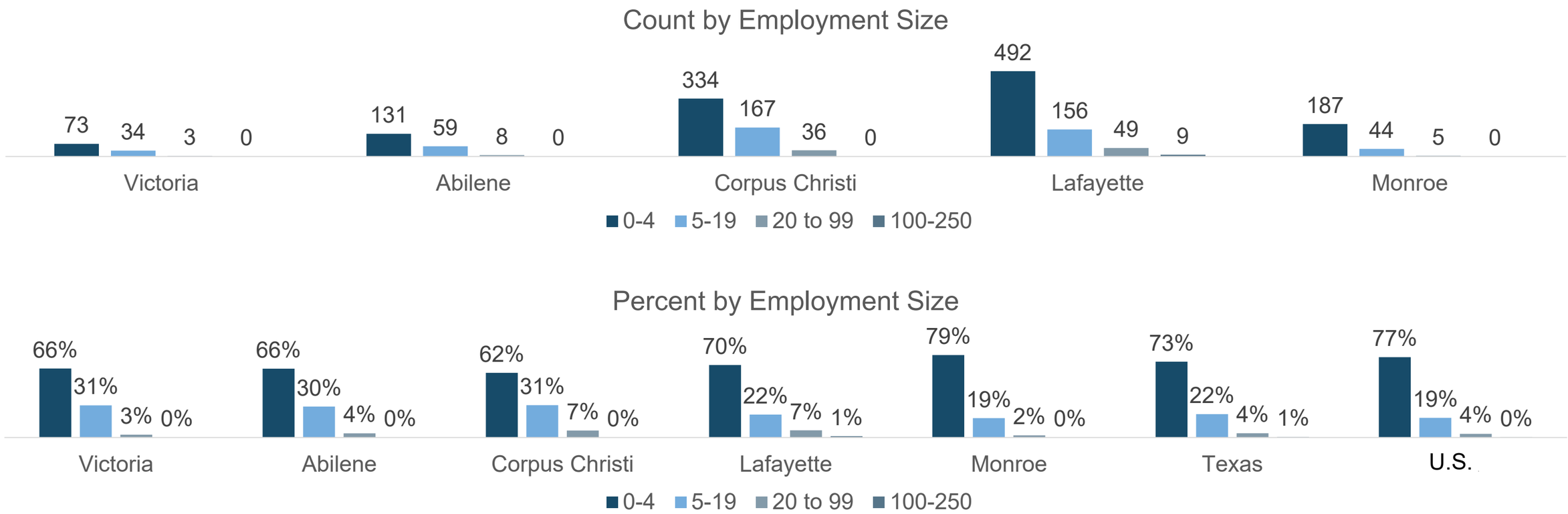




Source: Census Bureau County Business Patterns

Small Business Analysis – Real Estate, Rental and Leasing

Victoria has a similar size mix to its peer markets in its Real Estate, Rental and Leasing establishments. Its mix is more heavily concentrated in the 5 to 19 employee size category than Texas or the U.S.

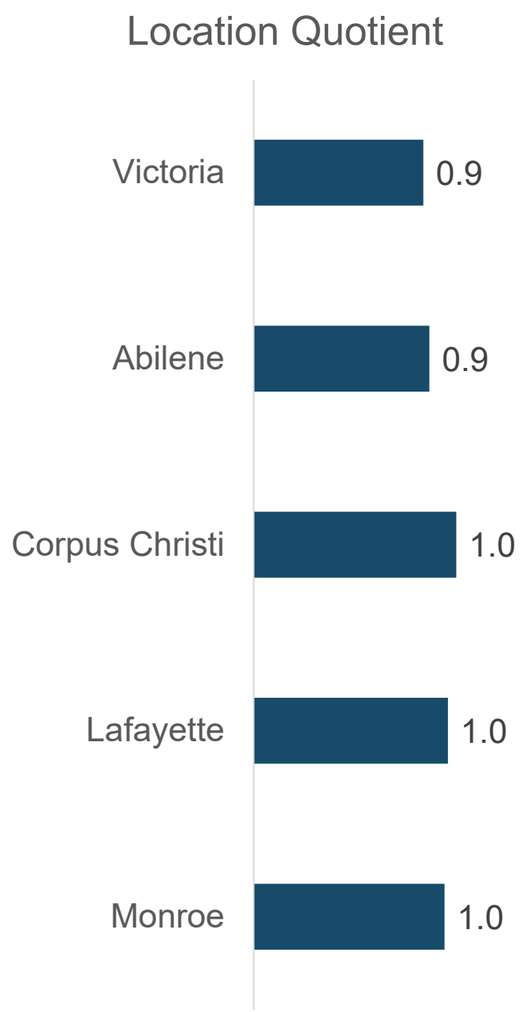


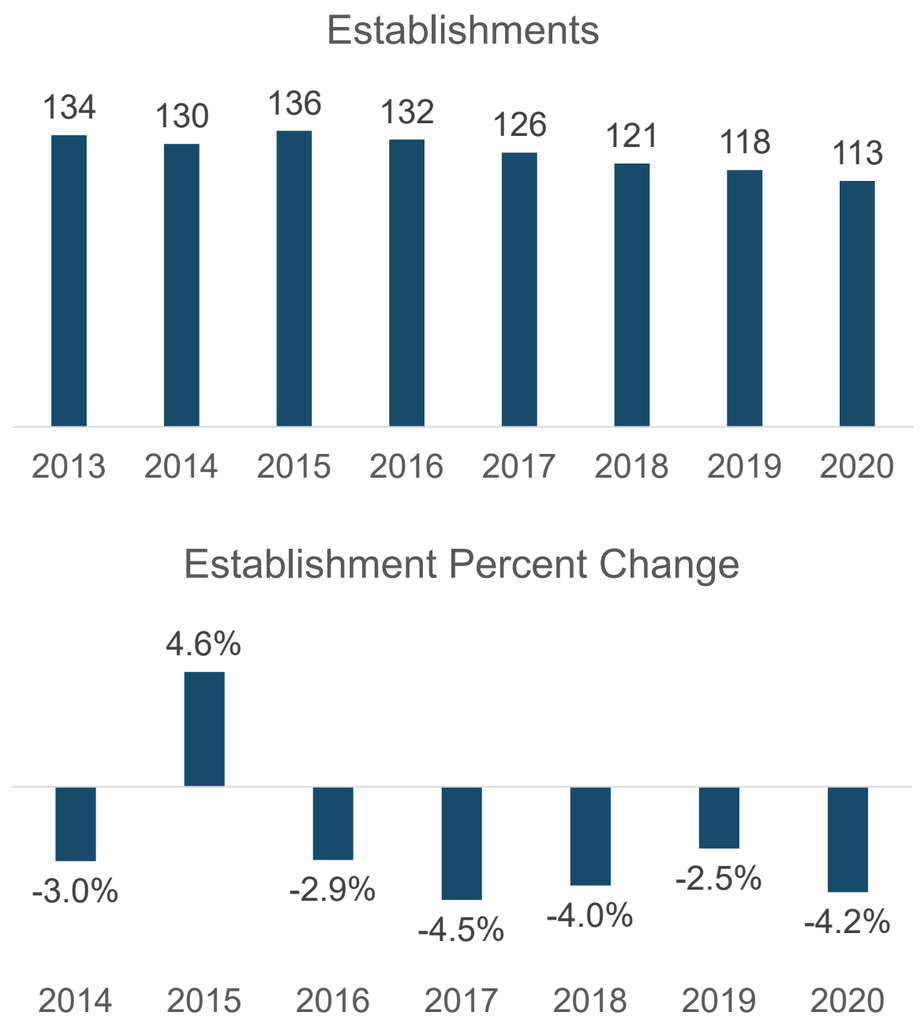
Source: Census Bureau County Business Patterns

Small Business Analysis – Real Estate, Rental and Leasing

Real Estate, Rental and Leasing establishments are at a slightly lower concentration in Victoria than in the U.S. This is similar to the situation with the peer regions, which are all at or just below a 1.0 location quotient.

Victoria has seen a steady decrease in the number of Real Estate, Rental and Leasing firms with decreases in the previous five years.

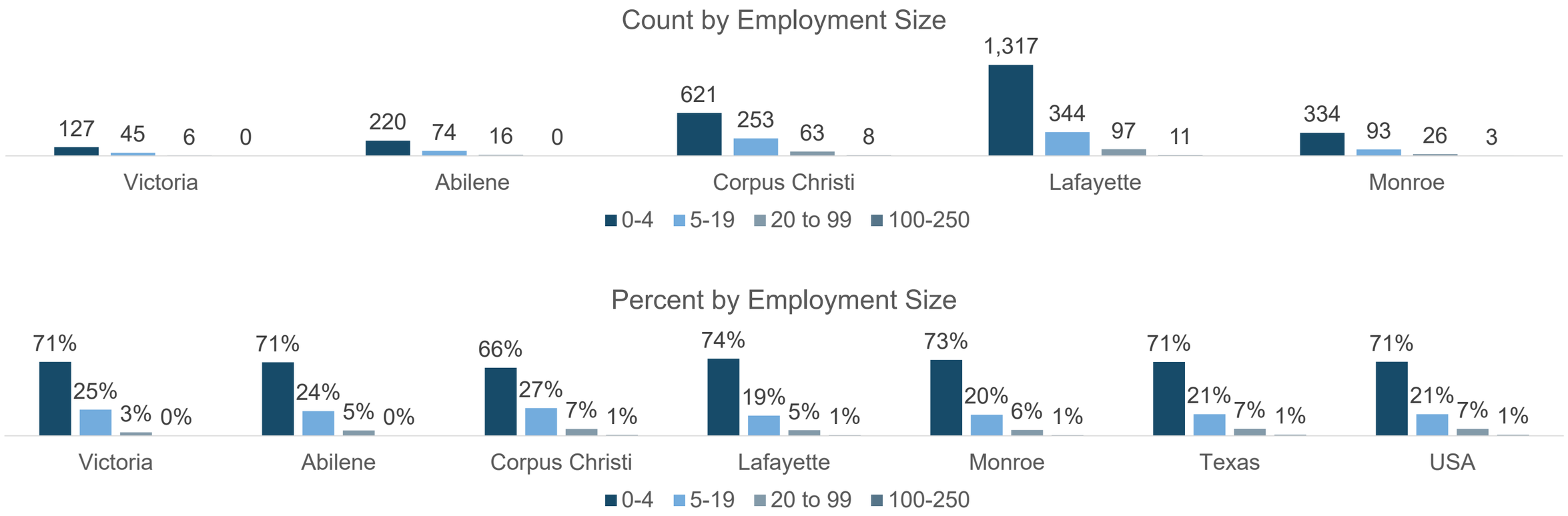




Source: Census Bureau County Business Patterns

Small Business Analysis – Professional, Scientific and Technical Services

Victoria has fewer Professional, Scientific and Technical service establishments than its peers – substantially fewer than Lafayette and Corpus Christi. Its size mix is similar to most peer regions, the State and the U.S.

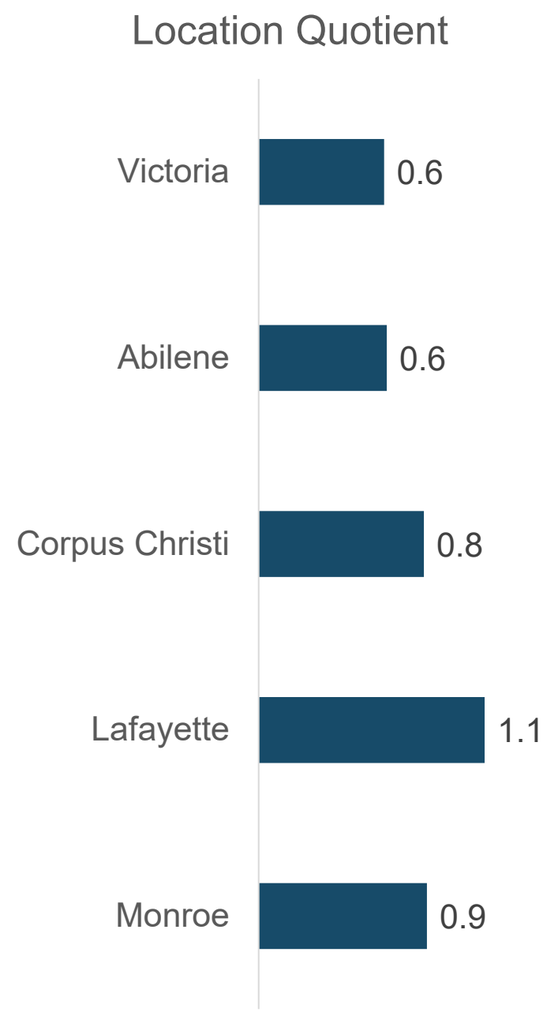


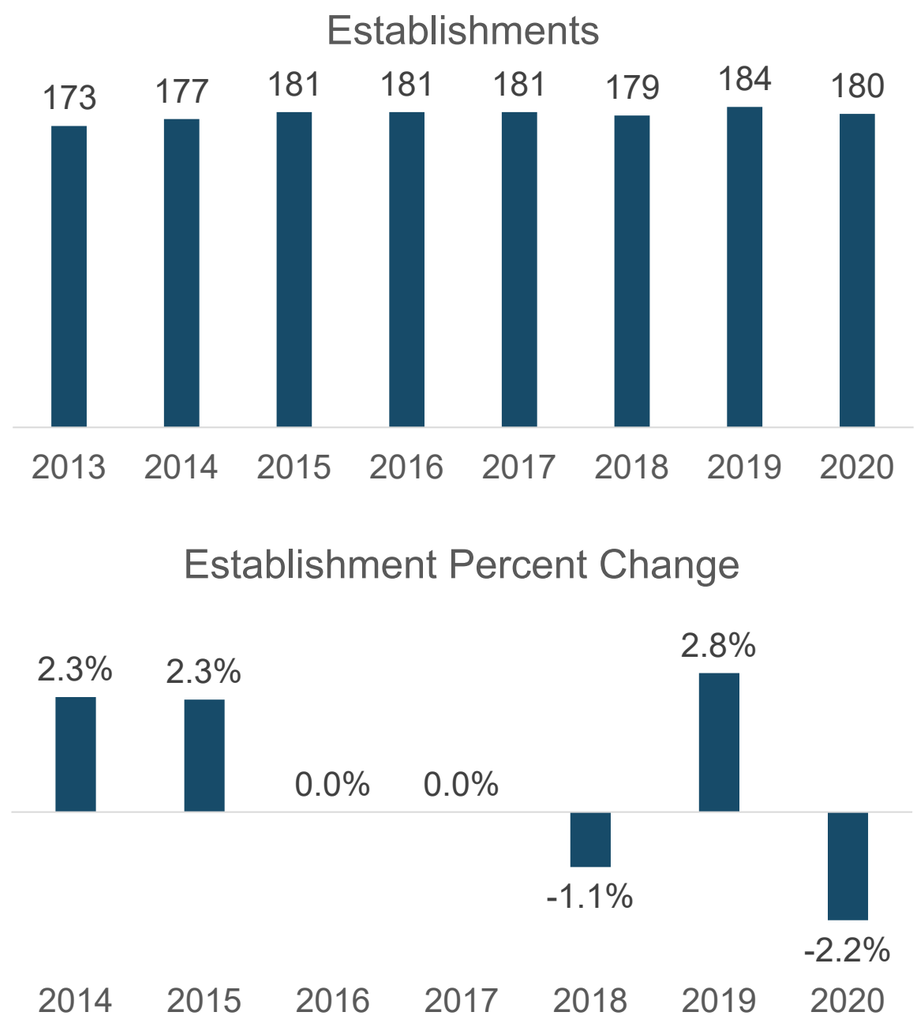
Source: Census Bureau County Business Patterns

Small Business Analysis – Professional, Scientific and Technical Services

Victoria has a very low concentration of Professional, Scientific and Technical services establishments – as do most of its peers. Only Lafayette has a higher-than-average location quotient.

The number of such firms has remained relatively stable in recent years at about 180 and with small annual changes.

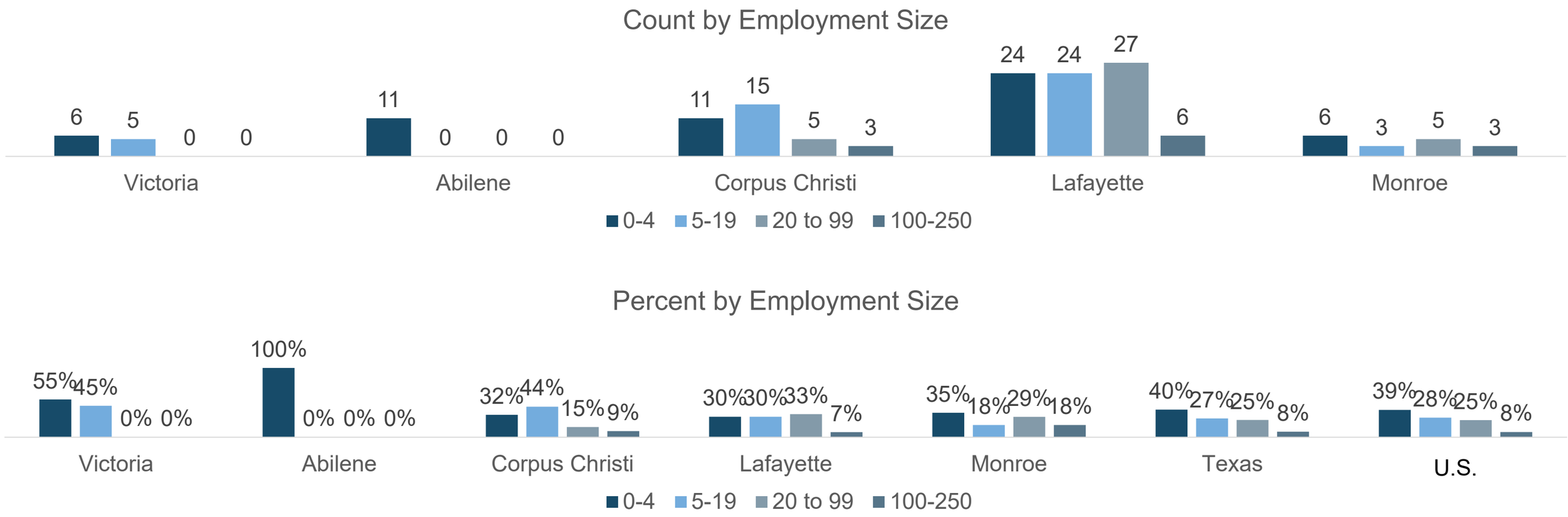




Source: Census Bureau County Business Patterns

Small Business Analysis – Management of Companies

Like most small regions, Victoria has few Management of Companies establishments. These establishments are often equated with Headquarters operations.

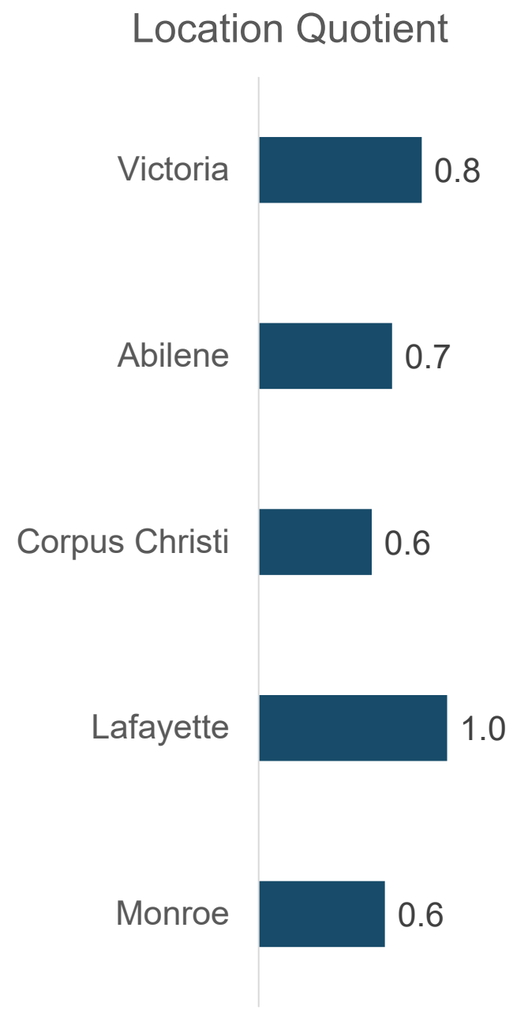


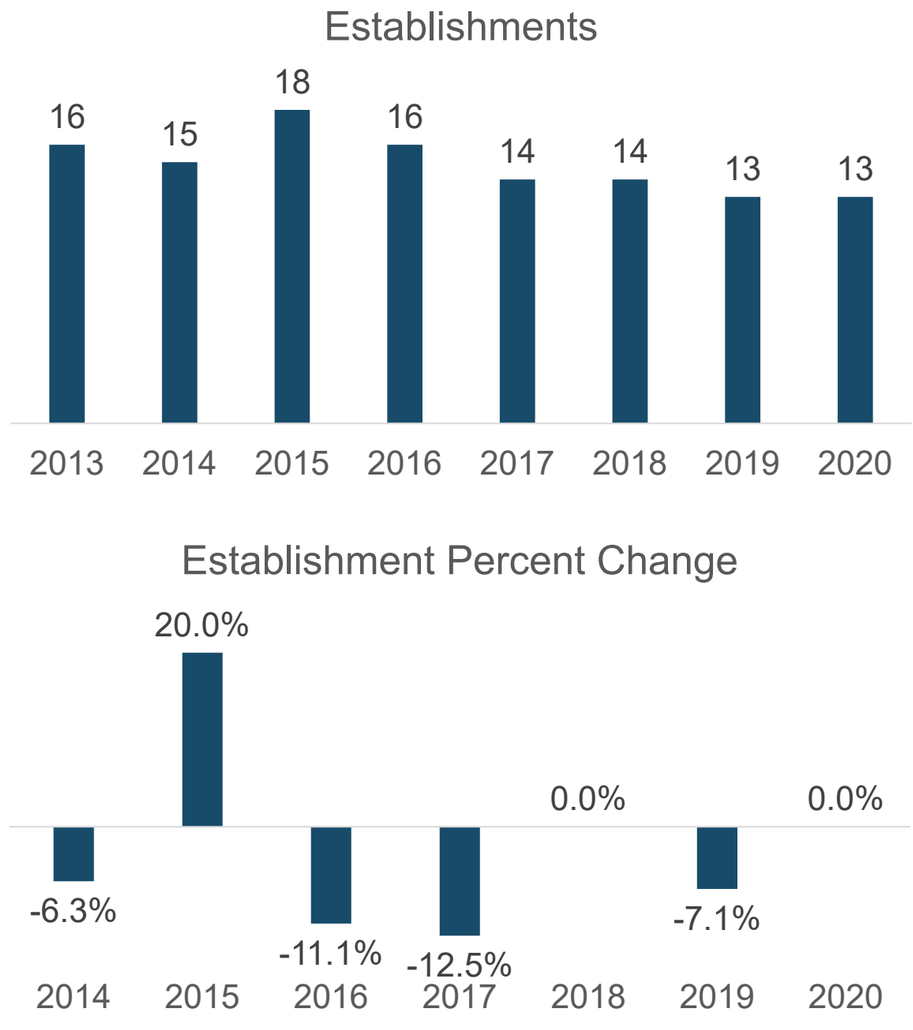
Source: Census Bureau County Business Patterns

Small Business Analysis – Management of Companies

Victoria, along with all peer regions except Lafayette, has a location quotient below 1.0 in Management of Companies establishments.

Victoria has gradually lost one or two such establishment most years since 2015.



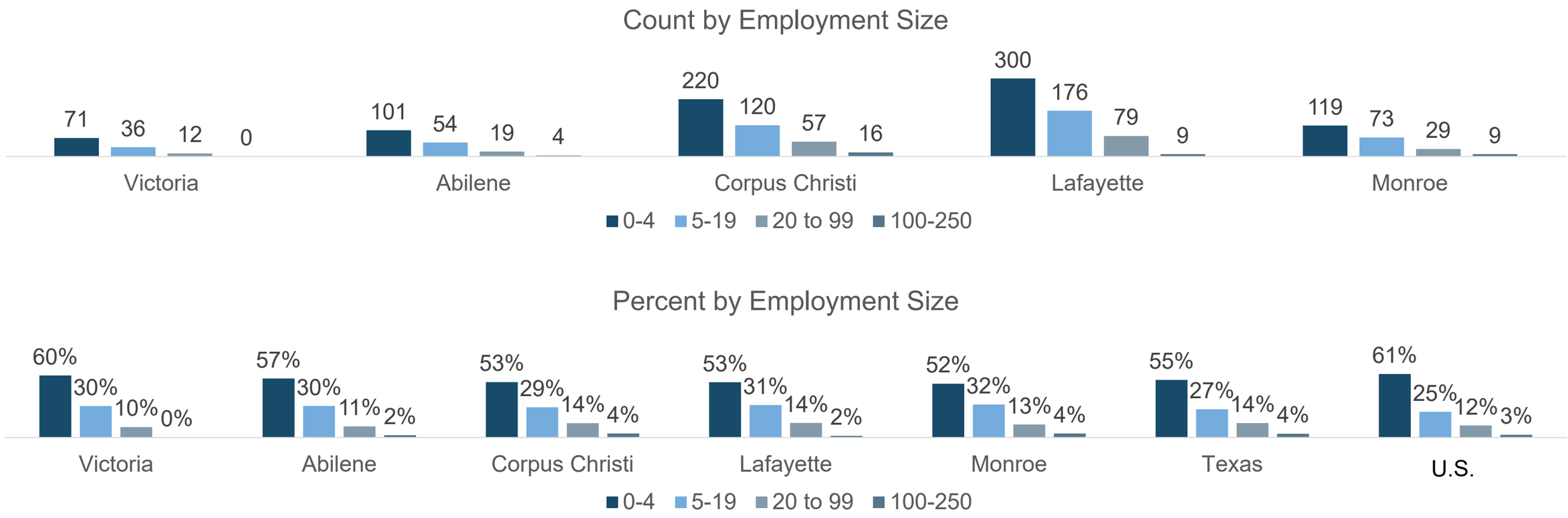


THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: Census Bureau County Business Patterns

Small Business Analysis – Administrative, Support and Waste Management

Victoria's Administrative, Support and Waste Management establishment sector is relatively small compared to peer regions. Victoria's firms in this sector are slightly more concentrated in smaller firms, with 60 percent (60%) being classified as microbusinesses – those with fewer than five employees.

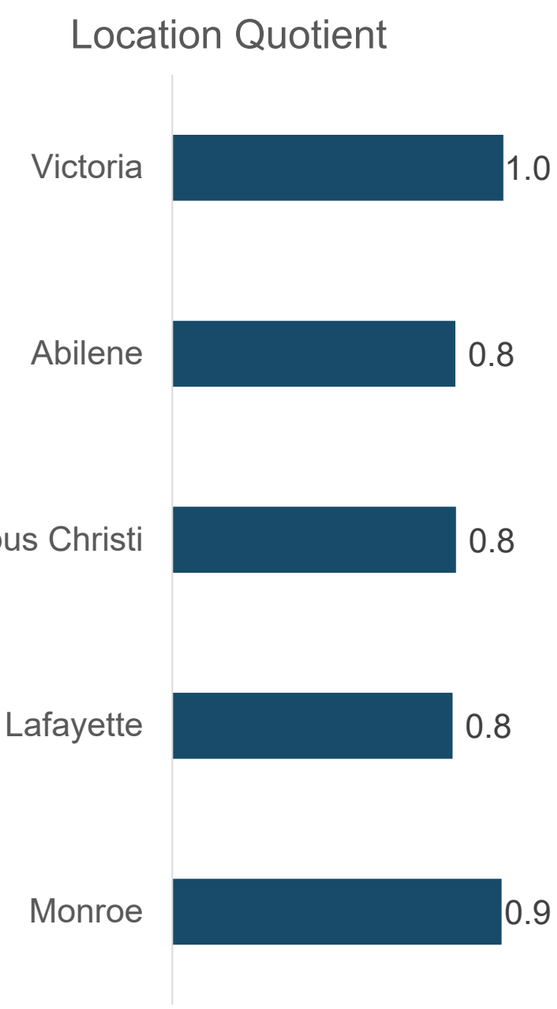


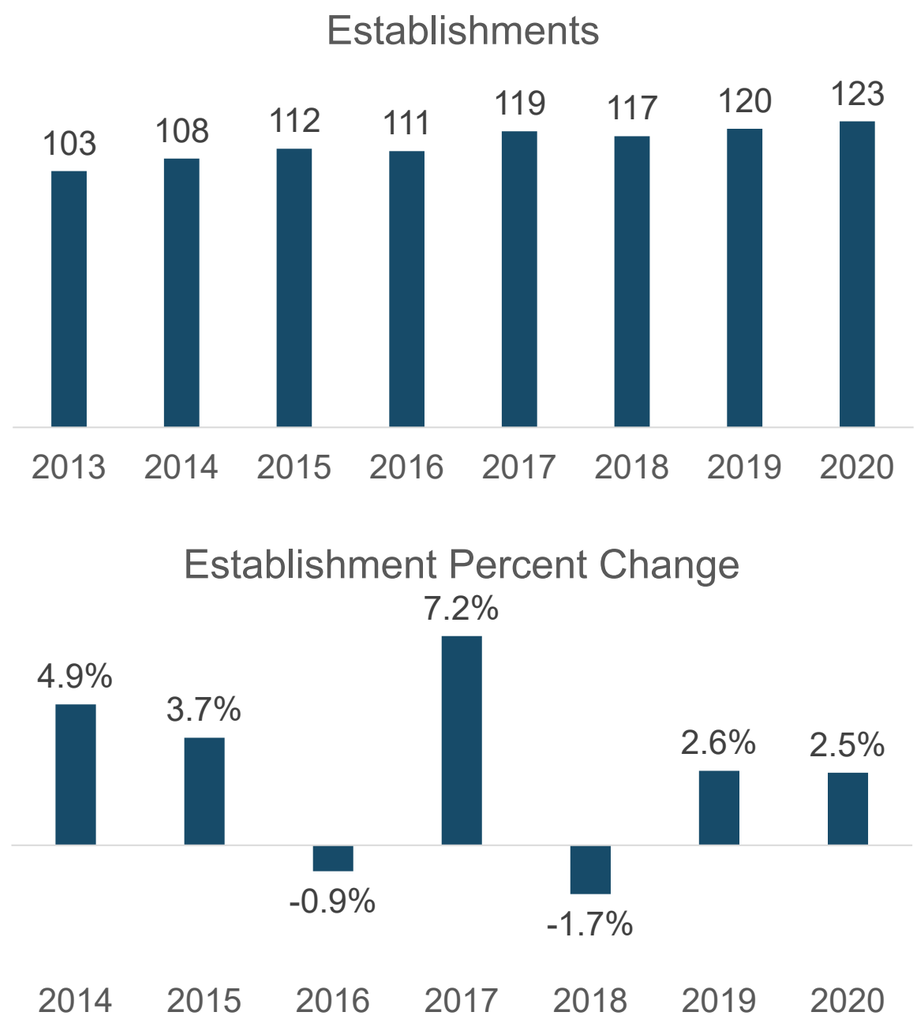
Source: Census Bureau County Business Patterns

Small Business Analysis – Administrative, Support and Waste Management

Victoria is the only city among the peer set to have a location quotient equal to the National average for this sector. Other regions are below 1.0.

Victoria has seen slight increases in its count of these firms with increases in five of the last seven years. It has added 20 such firms since 2013.

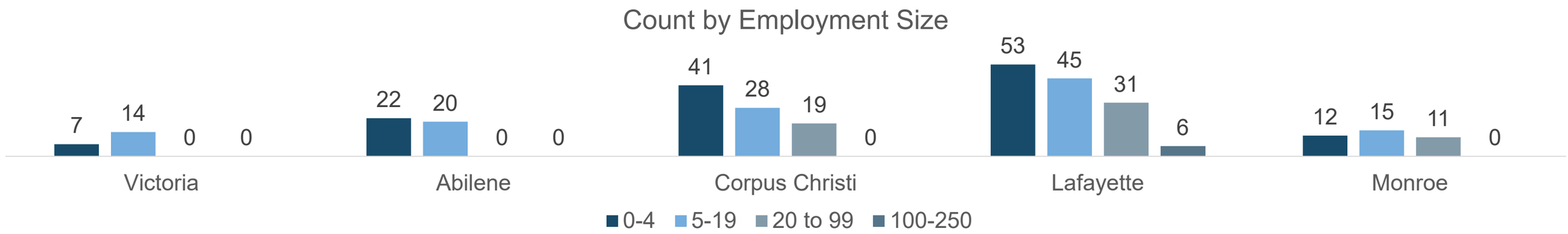


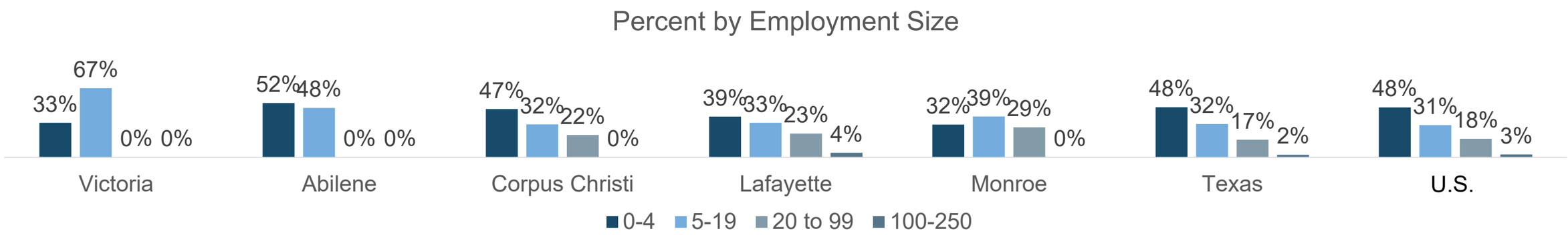


Source: Census Bureau County Business Patterns

Small Business Analysis – Educational Services

Most of Victoria's small Educational establishments are in the 5 to 19 employee size range. This is a notable difference compared to the peer regions, Texas and the U.S.



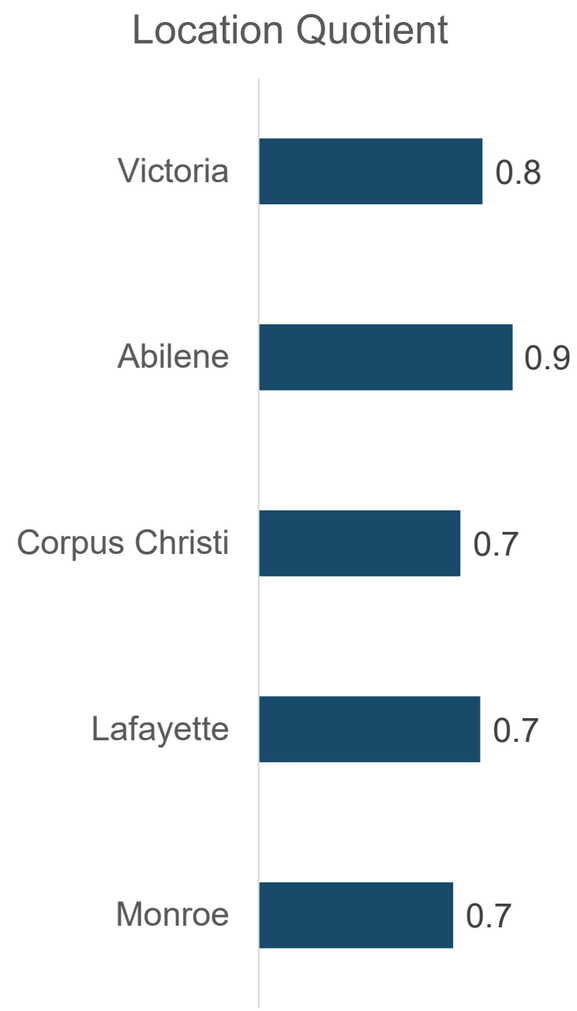


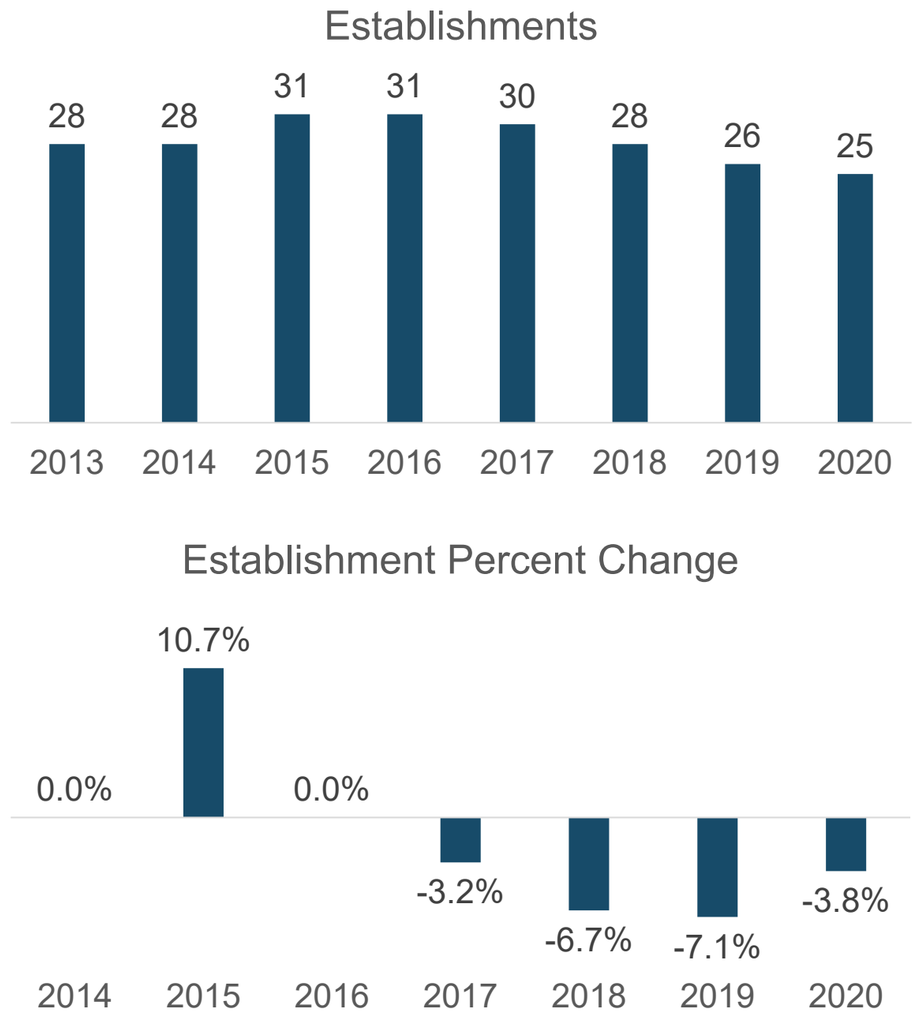
Source: Census Bureau County Business Patterns

Small Business Analysis – Educational Services

All the peer regions and Victoria have a lower than National average concentration in Education establishments. With a LQ of 0.8 Victoria has the 2nd highest concentration behind Abilene.

Victoria has seen fewer Education establishments in each of the last four years.

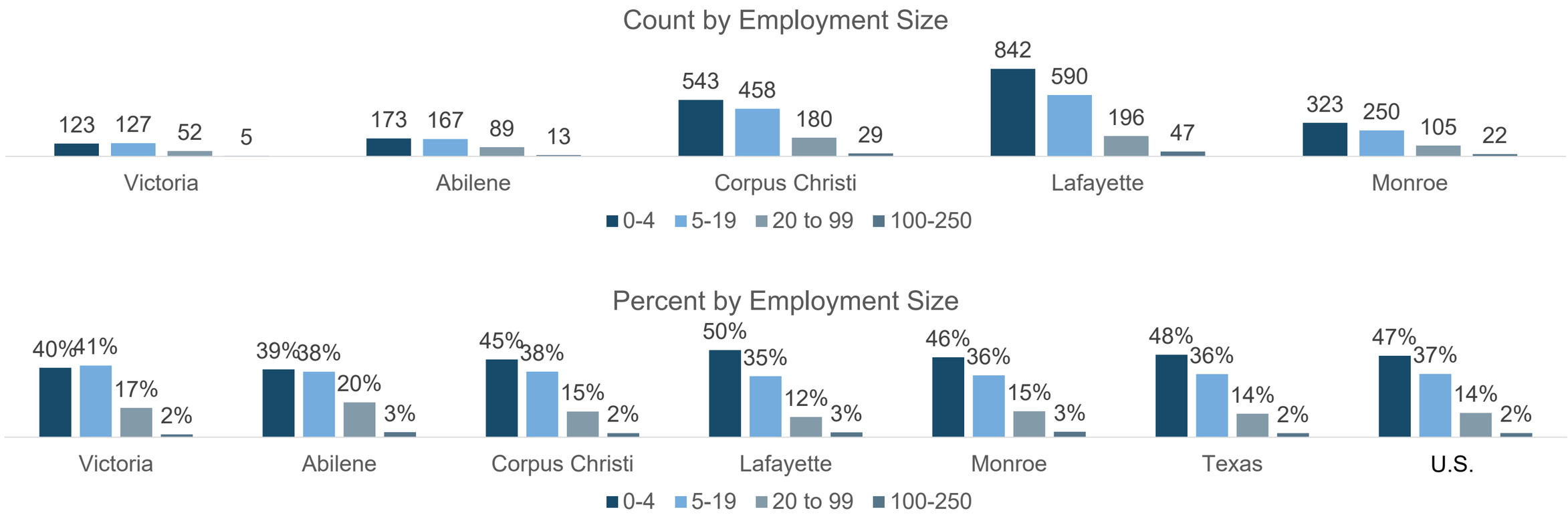




Source: Census Bureau County Business Patterns

Small Business Analysis – Health Care and Social Assistance

Victoria's small Health Care and Social Assistance establishments are more concentrated in the five to 19 employee size range. Most peers, the State and the U.S. have more establishments in the smallest size category (fewer than five).

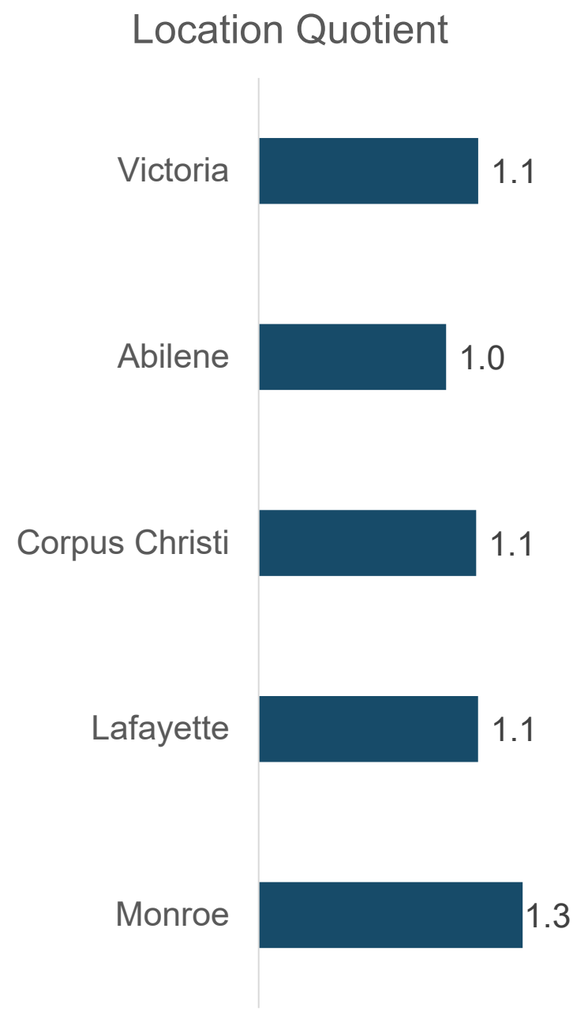


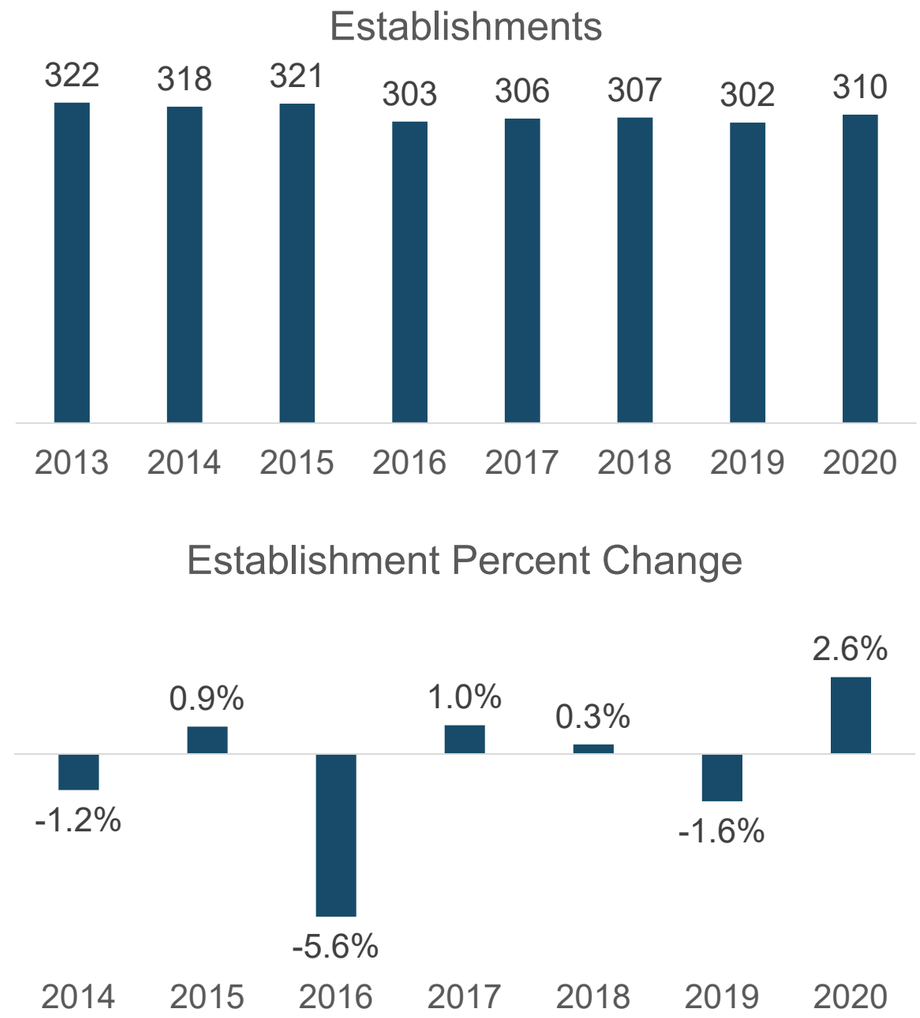
Source: Census Bureau County Business Patterns

Small Business Analysis – Health Care and Social Assistance

Victoria and two peers (Corpus Christi and Lafayette) have a location quotient of 1.1. Victoria's firms in this sector are less concentrated than Monroe, which has a LQ of 1.3.

The number of establishments in this sector has remained in the low 300s and has added establishments in three of the last five years.

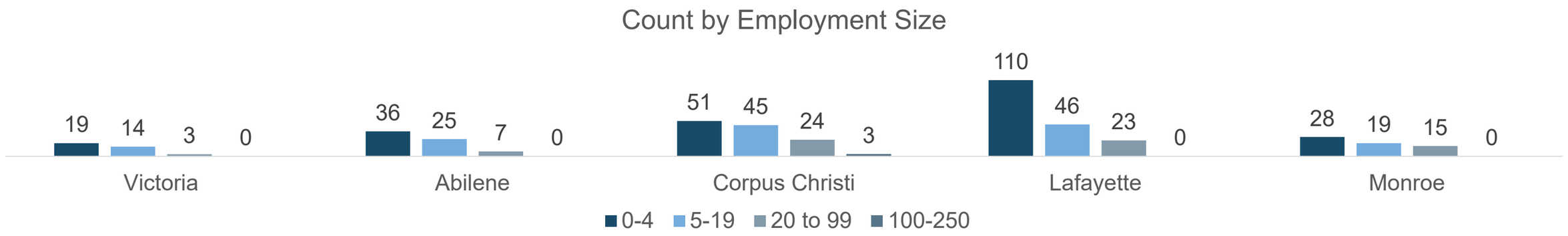


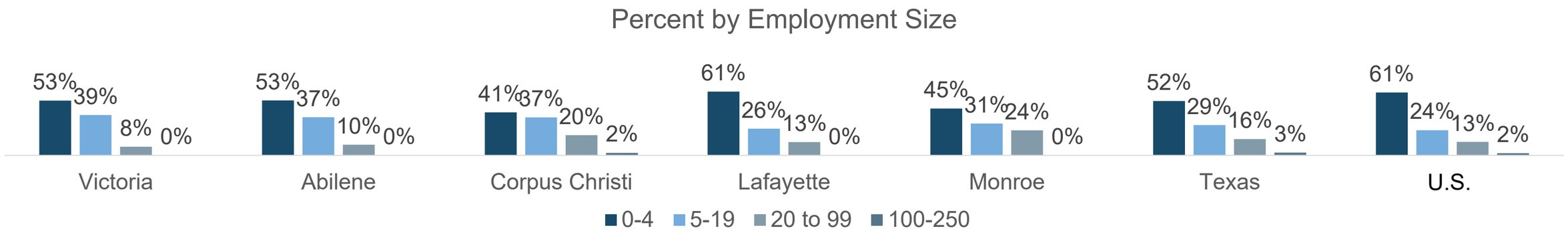


Source: Census Bureau County Business Patterns

Small Business Analysis – Arts, Entertainment and Recreation

Victoria has fewer small Arts, Entertainment and Recreation establishments than its peer regions. These firms are distributed at about the same size mix as the peers, the State and the U.S.



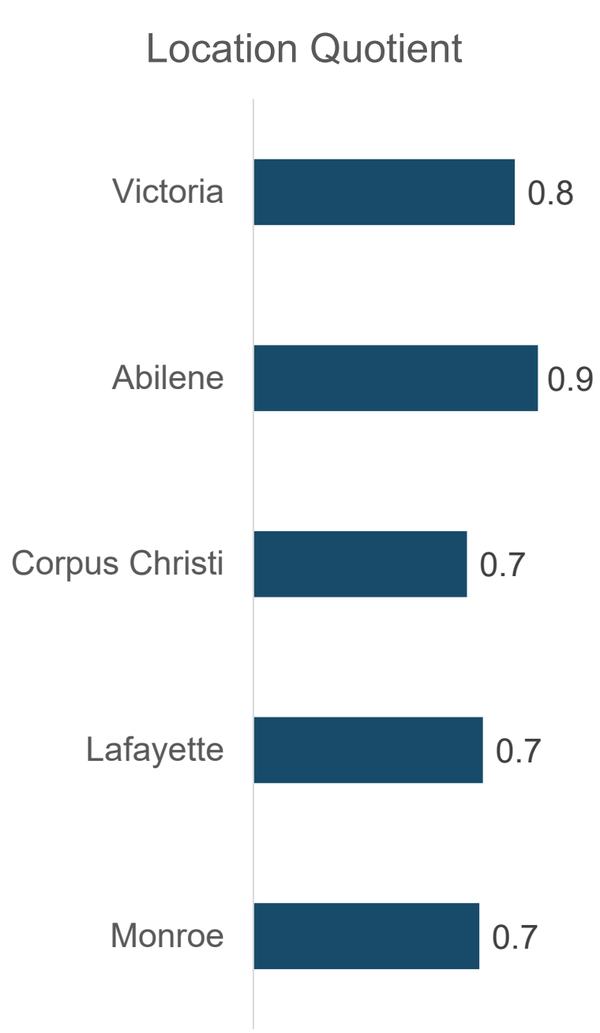


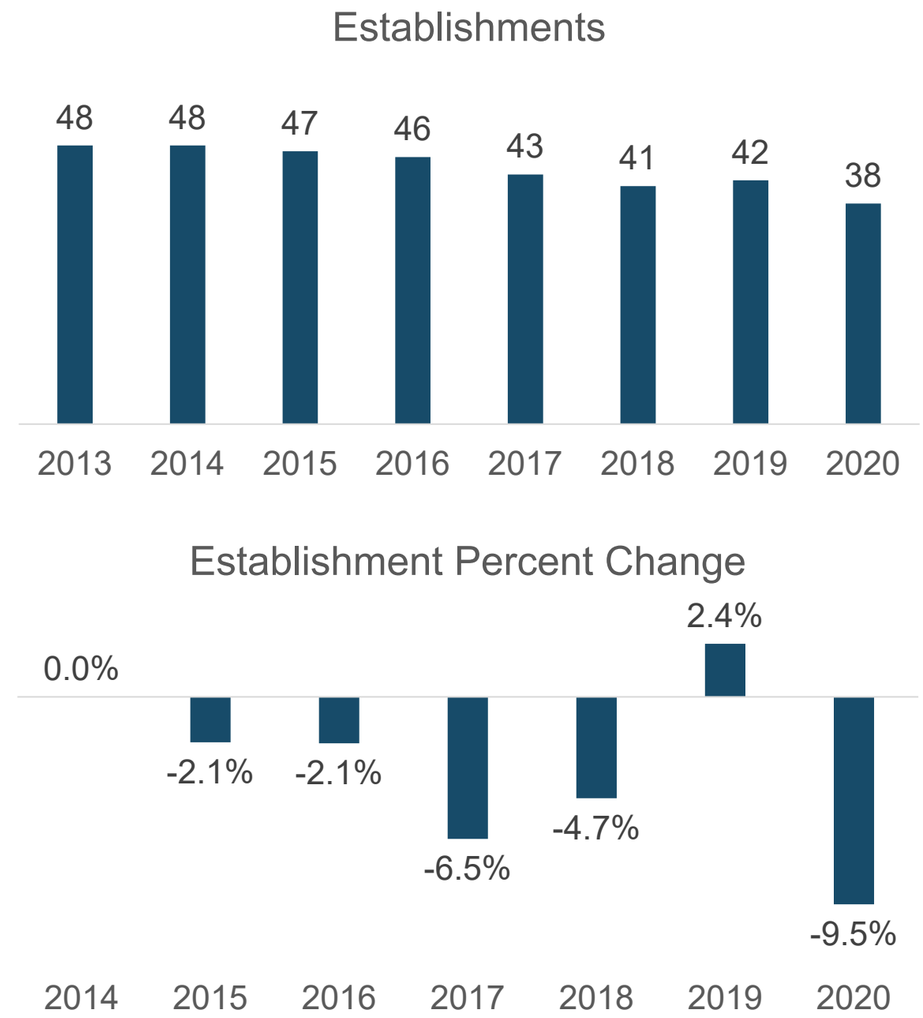
Source: Census Bureau County Business Patterns

Small Business Analysis – Arts, Entertainment and Recreation

Neither Victoria or its peer regions have even average concentrations in this industry. Victoria's location quotient of 0.8 is slightly higher than most peers. Abilene has a LQ of 0.9.

The number of such establishments has decreased in five of the last seven years and stands below 40 in 2020.

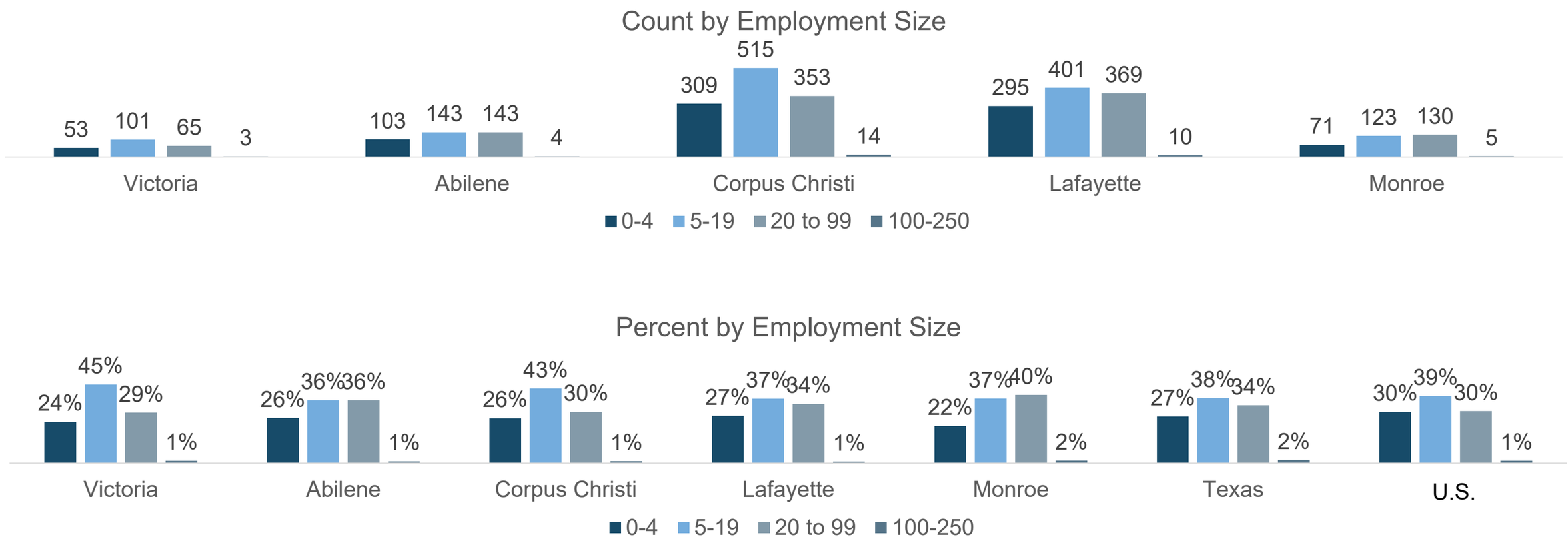




Source: Census Bureau County Business Patterns

Small Business Analysis – Accommodation and Food Services

Victoria has a notably larger share of its Accommodation and Food Service firms in the five to 19 employee size.

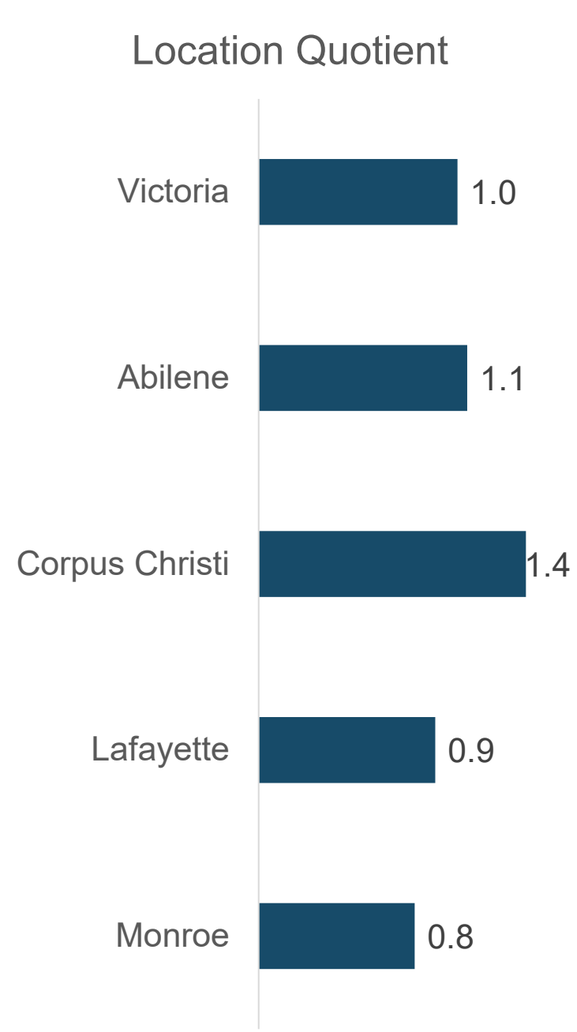


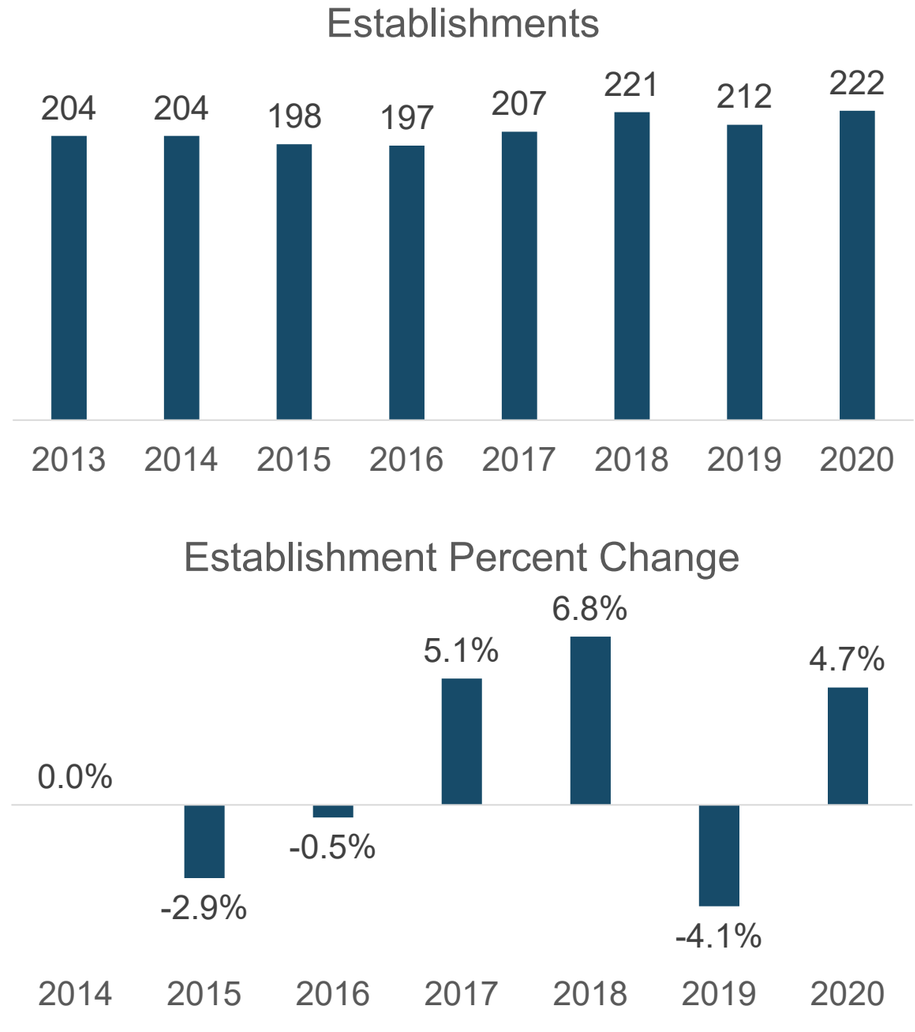
Source: Census Bureau County Business Patterns

Small Business Analysis – Accommodation and Food Services

Victoria's concentration of Accommodation and Food Service establishments is at the National average. It has a lower concentration than two peer markets, Corpus Christi and Abilene.

The number of such establishments has been somewhat volatile in recent years but has remained in the low 200s.

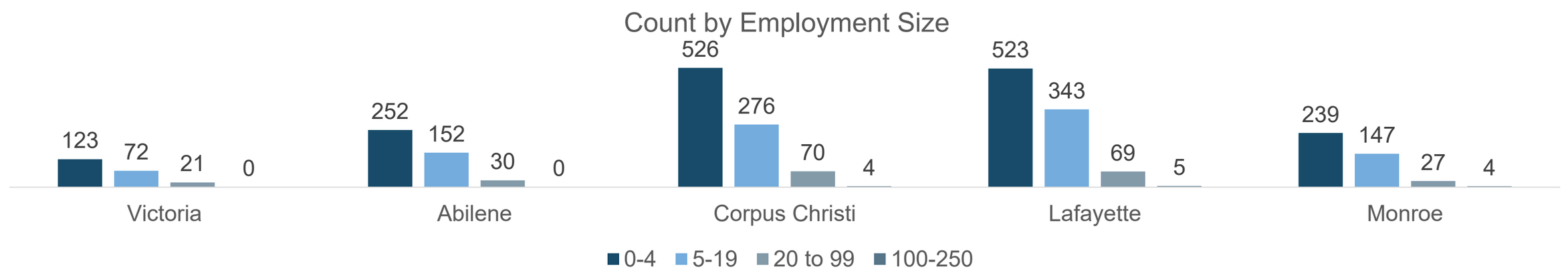


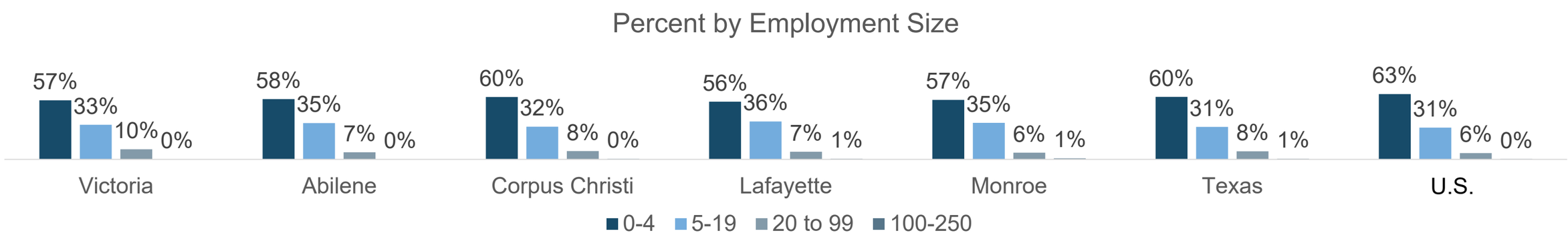


Source: Census Bureau County Business Patterns

Small Business Analysis – Other Services

Victoria has a similar size mix of small firms in the Other Services segment as the peers, Texas and the U.S. These include Personal Services and Maintenance-type firms.



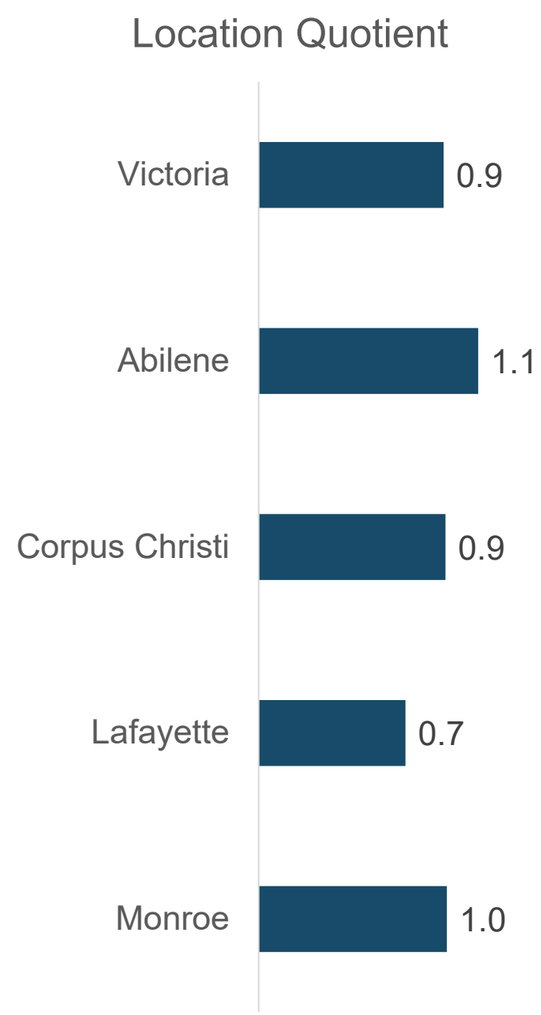


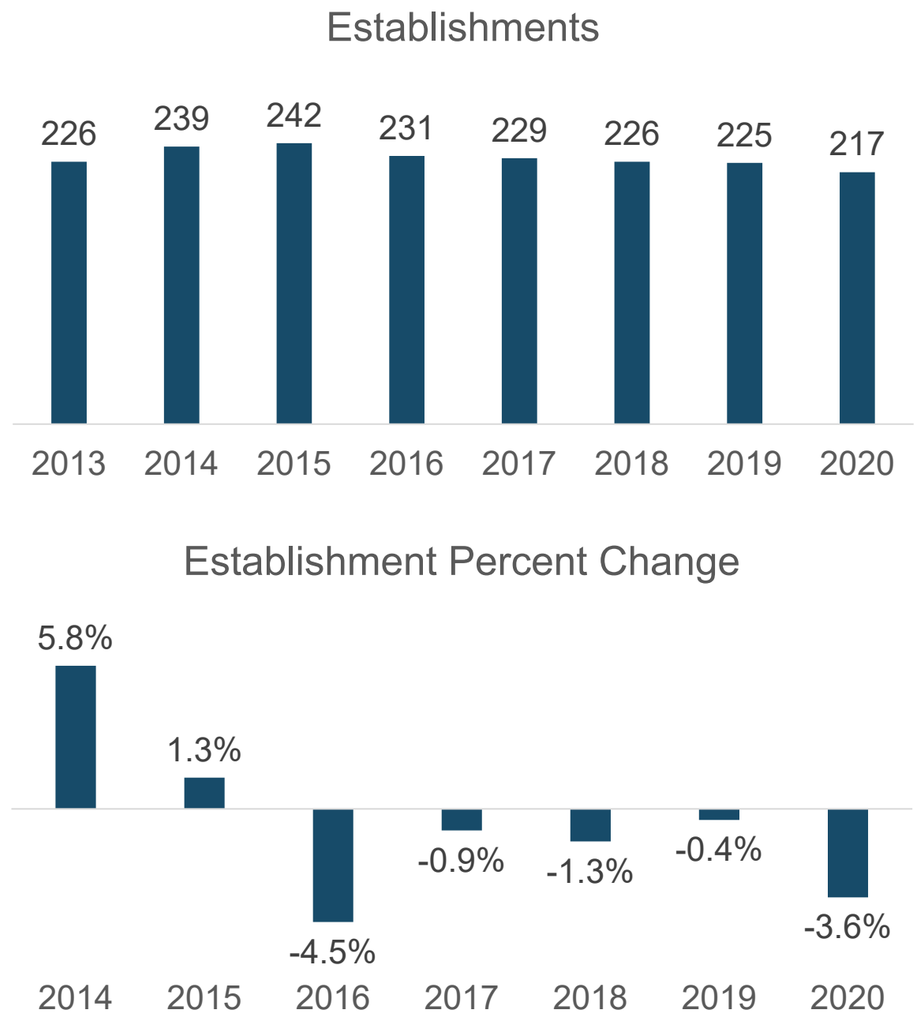
Source: Census Bureau County Business Patterns

Small Business Analysis – Other Services

Victoria's concentration in the Other Services is slightly lower than the National average – this is in the same range as most peer regions.

The count of establishments in this sector has fallen slightly each of the last five years.

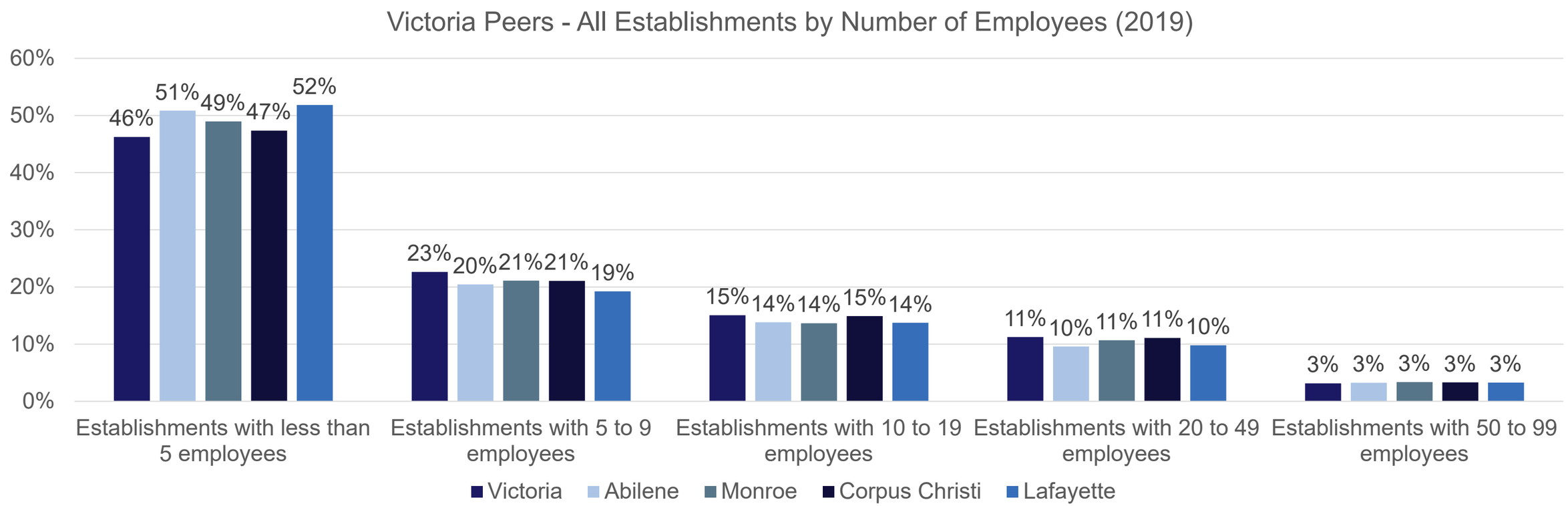




Source: Census Bureau County Business Patterns

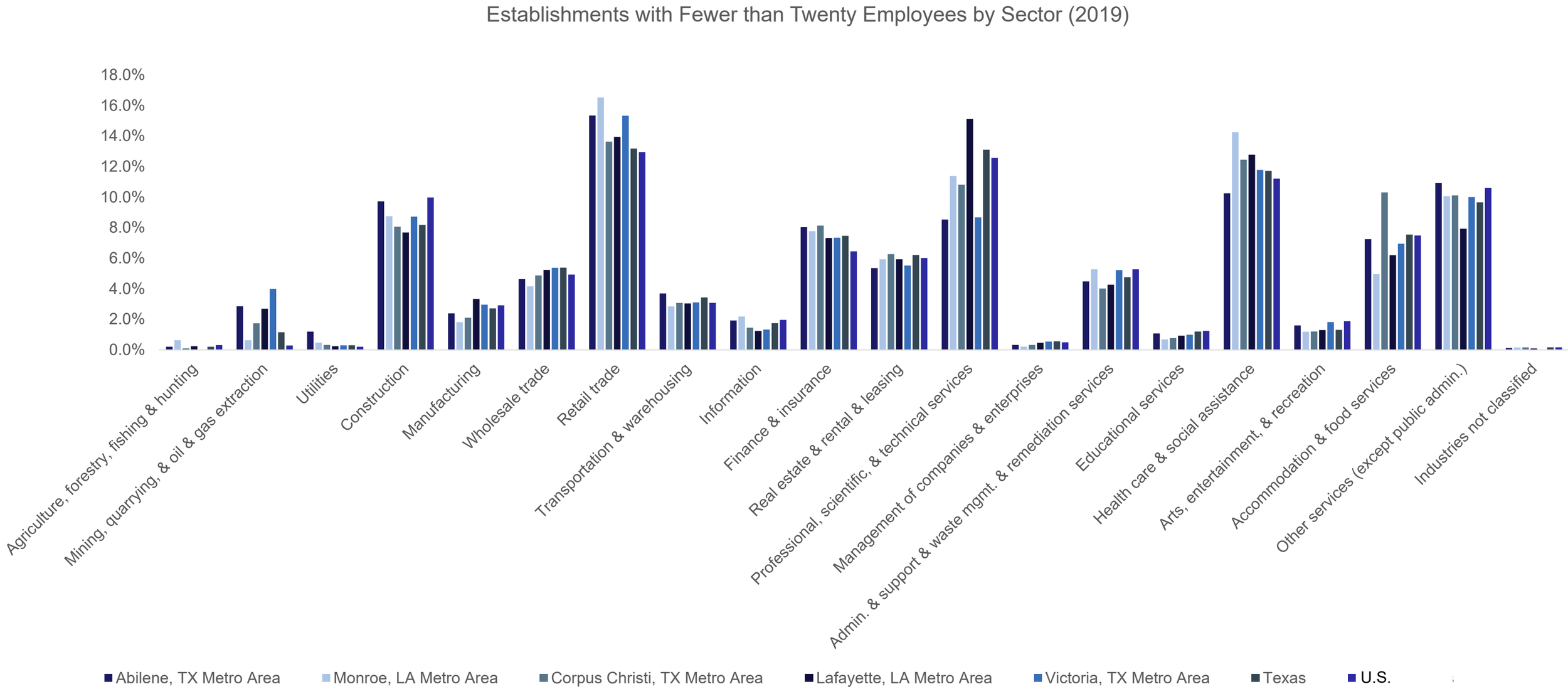
Small Business and Entrepreneurship – Peer Cities Establishment Comparison by Employment (2019)

In general, the Victoria MSA comprises fewer establishments with fewer than five employees than each of its peers, while its proportion of establishments with five to nine employees is slightly higher than each of its peers.



Source: Census Bureau American Community Survey.

Small Business and Entrepreneurship –Peer Cities Establishment Comparison by Sector (2019)



Source: Census Bureau American Community Survey.

VSTDC TEXAS

Target Industry Profiles



Target Industry Profile – Section Overview

Accounting for Victoria's competitive positioning, Newmark selected a list of target industries to jumpstart VEDC's business development and recruitment efforts.

After quantitative and qualitative data is gathered, it was analyzed and distilled to identify preliminary target industries. The result is a broad collection of metrics and measures that define the economic realities of the Victoria region. Leveraging that information, coupled with industry experience in actual business location decision making, preliminary target industries begin to emerge. Each target industry has location requirements (labor, costs, infrastructure, market access, etc.) that align with the strengths of the region. In other words, each target industry has a business need that can be met by the region's business case.

Section objectives:

- What industries match the business case of the Victoria region?
- What emerging industries should be investigated as a good fit for the region?
- Are there opportunities in the supply chain that could create a recruitment opportunity for the region?
- Which industries make sense for the available sites?
- Which industries are declining and what skills do those employees have that could be cross-walked to serve a new target industry?

Target Industries analysis includes an evaluation of:

- Labor Skills and Wages
- Operating Costs
- Infrastructure
- Market Access
- Historic Demand and Project Experience
- Demographic and Socio-Economic Data
- Educational and Training Opportunities
- Site Availability and Quality
- SWOT Analysis
- Incentives

Target Industry Selection Criteria

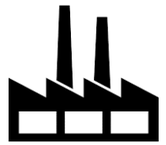
Newmark identified target industries for Victoria using a multi-criteria decision model. The model was applied to **over 1,000 National industries.** The **Top 25** in which the Victoria MSA performed best were selected for qualitative assessment and evaluation during our time in-market.

The short-listed industries and the performance of the region across these industries are listed on the following slides.

Site Selector Perspective: The recommended target industries are representative of sectors in which Newmark boasts significant experience conducting multi-state, National, and international searches for end-user clients.

Newmark has extensive familiarity with these end-users' critical location factors and our recommendations align with that exposure.

Key Industry Selection Metrics Included:



Establishment count



Industry concentration



Total employment



Key occupation employment



Key occupation wages



National growth prospects

Short List Target Industries

The **Top 25 Industries** included a variety of sectors related to the oil and gas industry and the automotive industry, as well as back-office operation opportunities.

Industry	NAICS
Pipeline Transportation of Natural Gas	4862
Utility System Construction	2371
Traveler Accommodation	7211
Other Telecommunications	5179
Administration of Human Resource Programs	9231
Electric Power Generation, Transmission and Distribution	2211
Death Care Services	8122
Remediation and Other Waste Management Services	5629
Agriculture, Construction, and Mining Machinery Manufacturing	3331
Other Miscellaneous Store Retailers	4539
Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	4231
Medical and Diagnostic Laboratories	6215
Outpatient Care Centers	6214

Industry	NAICS
Aquaculture	1125
Grocery and Related Product Merchant Wholesalers	4244
Securities and Commodity Contracts Intermediation and Brokerage	5231
Automotive Repair and Maintenance	8111
Electronic and Precision Equipment Repair and Maintenance	8112
Machinery, Equipment, and Supplies Merchant Wholesalers	4238
Services to Buildings and Dwellings	5617
Oil and Gas Extraction	2111
Other Ambulatory Health Care Services	6219
Direct Selling Establishments	4543
Vending Machine Operators	4542
Other Heavy and Civil Engineering Construction	2379

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Target Industry Profile – Methodology

Newmark brings a reverse site selection approach to discovering the region's best prospective business development industries. It begins with our industry scoring model based on dozens of metrics in four key categories:

1. Local scale and concentration – measures of the existing importance to the local economy
2. Local momentum – trend measures to capture up-and-coming local industries
3. Local competitiveness – metrics to identify sectors with local strong cost and productivity advantages relative the nation
4. National momentum – trend metrics to assess the macroeconomic performance of industries

Once the scoring model produces an industry shortlist, additional qualitative factors are used to optimize the list to the best prospects for each community:

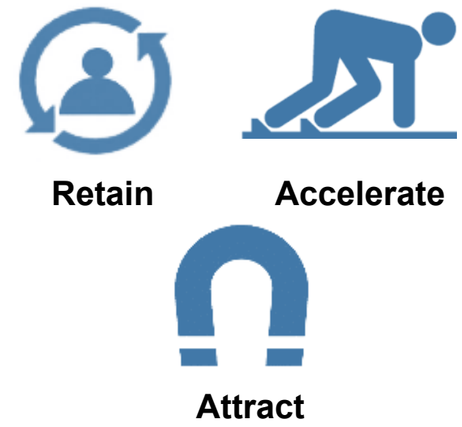
- Community performance on the asset map (workforce, infrastructure, sites/real estate, ecosystem alignment)
- Local impact in terms of talent, supply chain and economic multiplier
- Newmark client experience and ongoing trend monitoring

Over 1,000 industries reviewed

6-digit NAICS level

Industry sector fit with 1,300 occupations

Finalist targets classified as: Retain, Accelerate or Attract



Target Industry Profile – Three Target Industry Strategic Categories

	Retain	Accelerate	Attract
			
Company Characteristics	**"Do no harm" – ensure existing employers stay, prosper and grow in the Victoria region**	**Nurture and work to actively expand select small businesses possessing scalability potential**	**Sell the Victoria region's competitive advantages to attract new outside investment**
	▪ Largest employers and economic contributors ▪ High growth industries ▪ Multiplier effect potential ▪ Economic driver companies	▪ Small businesses with dynamic, engaged leadership and growth potential ▪ High growth industries with real value-add potential ▪ Cluster/agglomeration potential/develop critical mass	▪ Companies from outside the region who are actively expanding or relocating ▪ Site selection criteria match the Victoria region's value proposition
Potential Strategies	▪ Enhancements to physical environment ▪ Strengthen public-private relationships ▪ Targeted job training	▪ Connect to financial/support resources and key people ▪ Showcase/award success stories in regional media	▪ Targeted marketing and increased visibility among industry groups ▪ Work on reducing shortcomings in business case
Timing	**Near-Term**	**Near-Term**	**Mid to Long Term (Start Now)**

Target Industry Profile – Retain | Maintain and Grow Key Existing Industries

Victoria has opportunities to support new business growth including chances to leverage its infrastructure to develop new activities as well as tap into supply chains of larger industries.

Retain	Industry	Total Jobs	10-Yr Projection
"Do no harm" – ensure existing employers stay, prosper and grow in the Victoria 9-county region	**Electric Power Generation, Transmission and Distribution**	1,751	-3.1%
	Machinery, Equipment and Supplies Merchant Wholesalers	1,081	-0.3%
	Traveler Accommodation	860	1.8%
	Pipeline Transportation of Oil and Gas	323	-0.5%
	Outpatient Care Centers	505	1.6%

- Largest employers and economic contributors
- High growth industries
- Multiplier effect potential
- Economic driver companies
- Enhancements to physical environment
- Strengthen public-private relationships
- Targeted job training

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Target Industry Profile – Accelerate | Identify and Nurture Scalable Small Businesses

Victoria has opportunities to support new business growth including chances to leverage its current clusters to develop new value-added activities.

Accelerate	Industry	Total Jobs	10-Yr Projection
	Transportation Equipment	309	-0.3%
Nurture and work to actively expand select small businesses possessing scalability potential ▪ Small businesses with dynamic, engaged leadership and growth potential ▪ High growth industries with real value-add potential ▪ Cluster/agglomeration potential/develop critical mass ▪ Connect to financial/support resources and key people ▪ Showcase/award success stories in regional media	**Value Added Agriculture**	1,658	0.5%

Target Industry Profile – Attract | Two Tiers for Potential New Investment

Victoria has some strengths to build on and make use of underutilized assets. These new activities can foster employment in the region as well as providing spillover effects.

Attract



Sell the region's competitive advantages to attract new outside investment

- Companies from outside the region who are actively expanding or relocating
- Site selection criteria match the Victoria 9-county's value proposition
- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Aviation, Contact Centers and Shared Services

Strong opportunity to attract new investment to the region

- Sizable pool of **specialized** labor
- Competitive cost of labor
- Strong growth prospects
- Local conditions mostly match industry's key site selection criteria

Opportunity Indicator



STRONG

Port Opportunities

Take advantage of underutilized port infrastructure

- Sizable pool of **translatable** skills
- Competitive cost of labor
- Strong growth prospects, complement clusters and industrial ecosystems
- Local conditions generally match industry's key site selection criteria

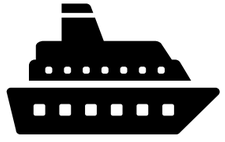
Opportunity Indicator



MEDIUM/ STRONG

Primary Target Industries

Primary target industries represent broad opportunities to attract new business based on fundamental assets, existing workforce and supply-chain strengths.



Port Opportunities
Capitalize on developable asset



Aviation Opportunities
Capitalize on regional airport to capture maintenance and assembly opportunities



Back-Office and Shared Services
With competitive wages and proximity to major metros, Victoria can be an opportune home for back-office/shared services



Valued-Added Agriculture
Bring additional value to agricultural base by attracting businesses that transform products



Transportation Equipment
Leverage existing industry cluster and increase activity in repair and maintenance as well as suppliers

Aviation Opportunities



Photo: Unsplash

Attract – Aviation | Overview

Victoria can capitalize on its regional airport to capture maintenance and assembly opportunities.

Opportunity Indicator



Moderate

Overview and Characteristics

- Industries in the Air Transportation subsector provide air transportation of passengers and/or cargo using aircraft, such as airplanes and helicopters. The subsector distinguishes scheduled from nonscheduled air transportation.

- This industry comprises establishments primarily engaged in providing specialized services for air transportation (except air traffic control and other airport operations). Illustrative examples include the following: Aircraft maintenance and repair services, aircraft passenger screening security services, and aircraft testing services.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Transportation Equipment Manufacturing	336	79	276	3	-4	0.12	0.22	$66,308	$48,633	$84,410	$78,606
Support Activities for Air Transportation	4881	26	33	2	2	0.38	0.20	$61,557	$59,327	$76,730	$65,120
	Total:	**105**	**309**	**5**	**-2**	**0.16**	**0.22**	**$58,043**	**$48,245**	**$90,774**	**$80,576**

Source: JobsEQ, NAICS.com, Unsplash.com

Attract – Aviation | Site Selection Factors

Logistics
Airport cargo access is essential for many maintenance operations. Component assembly can rely on truck transportation. Green airplanes will need runway access.

Talent Alignment
This diverse industry relies on a variety of skill levels. Pilots, maintenance and team assemblers are representative of the range. Specialized training programs are typically required, but some niche skills may be imported.

Real Estate
Airport or airport adjacent land is key for many operations. These firms will typically expect clean, modern manufacturing or larger flex spaces for production. Some office and amenity space is important.

Ecosystem Alignment
Aviation firms tend to cluster near airports and large manufacturing operations. There are many opportunities for niche operators to support larger companies. University research programs may be helpful in some cases.

Cost
Costs are important for these operations and talent is often the most important factor. Transportation costs are also a key concern for these businesses.

Representative Companies

BOEING

Flightstar

AIRBUS

GE

MROHOLDINGS

Attract – Aviation | Key Occupations

The region has a small aviation workforce but should be able to support small maintenance and production operations. No key occupations are expected to increase in the next five years. Wages in the Victoria region are slightly lower than the State and National averages in most occupations.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
51-2092	Team Assemblers	53	0	$39,700	$46,000	$44,200	$44,300
51-2051	Fiberglass Laminators and Fabricators	31	-2	$35,100	$36,500	$38,900	$44,300
51-4121	Welders, Cutters, Solderers, and Brazers	25	-1	$47,500	$50,100	$46,200	$45,800
51-1011	First-Line Supervisors of Production & Operating Workers	9	0	$68,100	$68,500	$72,000	$70,800
51-9124	Coating, Painting, & Spraying Machine Setters, Operators, & Tenders	9	0	$38,300	$44,300	$46,800	$45,700
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	8	0	$32,500	$35,300	$35,100	$38,600
51-2099	Assemblers and Fabricators, All Other	7	0	$40,100	$46,700	$46,900	$46,900
47-2111	Electricians	6	0	$53,100	$53,000	$59,100	$68,600
49-3011	Aircraft Mechanics and Service Technicians	6	1	$57,300	$56,900	$62,500	$61,200
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	6	0	$45,600	$54,100	$52,500	$52,100
11-1021	General and Operations Managers	5	0	$92,400	$87,000	106,400	115,300
51-2041	Structural Metal Fabricators and Fitters	5	-1	$39,500	$42,700	$43,800	$45,900
47-2152	Plumbers, Pipefitters, and Steamfitters	4	0	$55,800	$50,900	$56,200	$66,400
47-2211	Sheet Metal Workers	64	-1	$33,600	$36,900	$33,400	$35,600
51-4041	Machinists	3	0	$45,200	$50,300	$55,000	$52,600

Source: JobsEQ

Attract – Aviation | Regional Scorecard

Primary Location Criteria	Victoria Region Rating					Comments
Labor Availability	★	★				+ Region can draw talent from surrounding metropolitan areas with lower cost of living + Could add training programs and certifications at local higher education institutions - Region has a small workforce in most key occupations
Labor Cost	★	★	★	★		+ Region has cost advantages compared to State and National averages for most occupations
Market / Supplier Proximity	★					+ Region can draw suppliers from larger metropolitan areas where air space is becoming crowded, and airports are out of sites/space and rents are much higher - Limited Aviation industry presence in region
Transportation Network	★	★	★	★		+ Victoria Regional Airport has the potential to be an effective hub for small-scale operations + Road quality and access to highways
Local Industry Knowledge/Support	★	★				- Small aviation workforce limits industry knowledge
Utility Cost and Reliability	★	★	★	★		+ Victoria region has reliable service and capacity + Cost competitive within Texas and vs. peer cities - Poor fiber infrastructure
Real Estate Availability	★	★	★			+ Regional airport has several nice sized sites available for these types of operations
Real Estate Cost	★	★	★	★		+ Cost competitive within region and vs. peer cities - Property located on the airport will be limited to long-term lease with limited sale potential
Business Friendly Environment	★	★	★	★		+ No corporate or personal income tax + Manufacturing machinery exempt from tax
Incentive Availability	★	★	★	★		+ State and local tax incentives for new job creation and expansion of operations

Attract – Aviation | Business Case

Labor Pool

32,896

Existing regional jobs, including translatable skills

Labor Cost

$48,245

Victoria 9-County Region Average Annual Wage

VS.

Victoria MSA Average	$58,043
Texas Average	$90,774
U.S. Average	$80,576

Economic Contribution

In 2021, Air Transportation produced $7.7 million in GDP for the Victoria 9-County Region.



0.4%

Industry Share of Total GDP / 1.5 % in the nation

-1.1 %

Increase in GDP contribution over the last 10 Yrs./ 2.7% in the nation

Growth Potential

Annual Employment Growth Projections (5- Year)

All Key Occupations

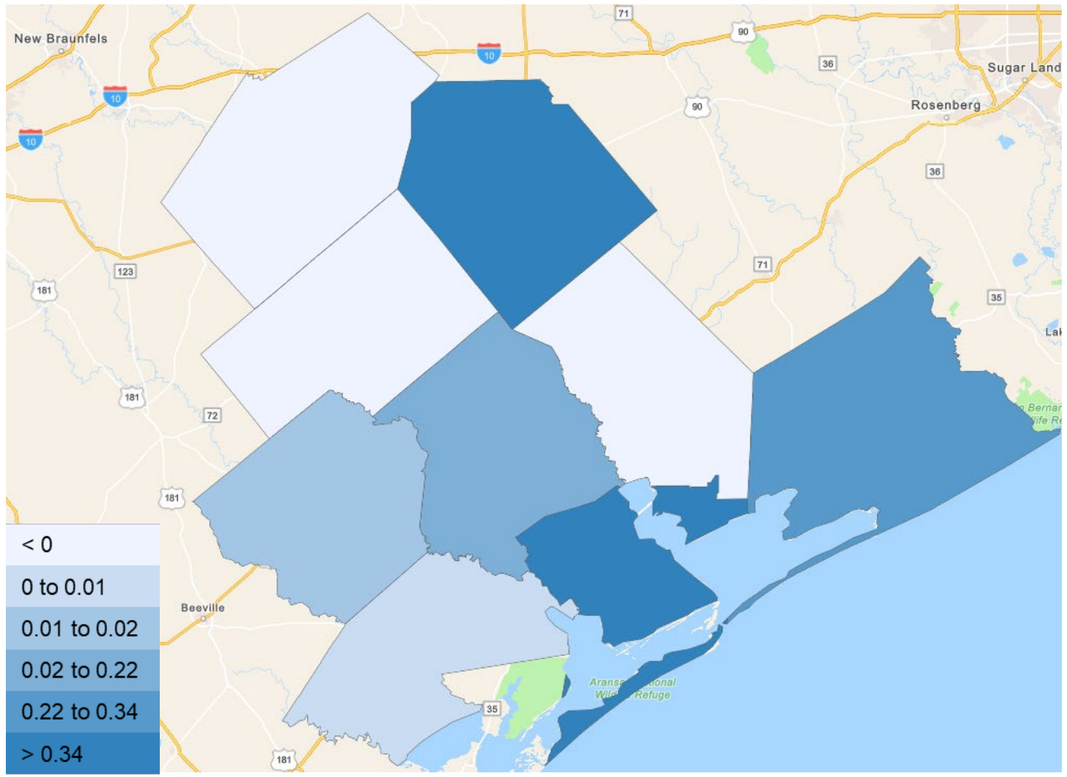
-0.1%	**Victoria 9-County Region**
0.8%	**Texas**
0.8%	**U.S.**

Source: JobsEQ

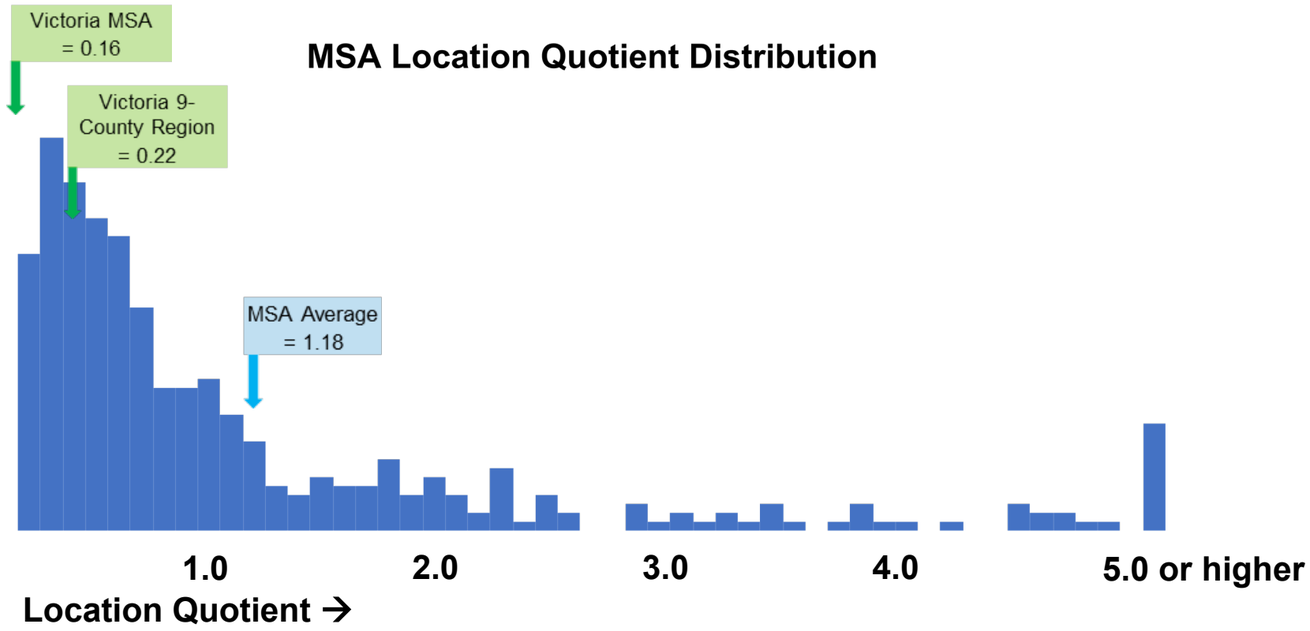
Attract – Aviation | Industry Cluster Analysis

The Victoria region has a low concentration of aviation-related industries, but the regional airport is an underutilized asset. There are opportunities to grow manufacturing and maintenance-related operations in and around the airport. The small existing industry workforce can be augmented by neighboring industries and supported by local community colleges. The airport also represents some of the best sites in the community; development at these facilities need not be limited to aviation-related projects.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

Attract – Aviation | Talking Points

PROS	CONS
• Regional airport with developable land and additional operating capacity • Significantly lower than Texas and U.S. average wages • Transferable talent from related industries • Potential to relocate talent from nearby metropolitan cities due to lower cost of living in the region • Less crowded airspace • Lower real estate costs	• Small aviation-related workforce • Limited existing aviation-related workforce training programs • Airport property will in most cases be for long-term ease with limited potential for sale/purchase



Photo: **Pixabay** (**Pexels**)

Transportation Equipment



Photo: Unsplash

Attract – Transportation Equipment | Overview

Opportunity Indicator

STRONG

The Victoria region has an opportunity to build on its existing industrial base and increase its activity in the transportation equipment sector, particularly in repair and maintenance.

Overview and Characteristics

- Businesses in the Repair and Maintenance subsector restore machinery, equipment, and other products to working order. These establishments also typically provide general or routine maintenance (i.e., servicing) on such products to ensure they work efficiently and to prevent breakdown and unnecessary repairs.
- This industry comprises establishments primarily engaged in the repair and maintenance of commercial and industrial machinery and equipment. Establishments in this industry either sharpen/install commercial and industrial machinery blades and saws or provide welding (e.g., automotive, general) repair services; or repair agricultural and other heavy and industrial machinery and equipment (e.g., forklifts and other materials handling equipment, machine tools, commercial refrigeration equipment, construction equipment, and mining machinery).



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Transportation Equipment Manufacturing	336	79	276	3	-4	0.12	0.22	$66,308	$48,633	$84,410	$78,606
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	8113	219	335	15	26	3.30	2.10	$71,244	$65,992	$82,778	$63,358
Motor Vehicle Parts Manufacturing	3363	0	2	0	0	0.00	0.00	n/a	$40,497	$59,577	$72,216
	Total:	**298**	**613**	**18**	**22**	**0.94**	**0.60**	**$71,148**	**$65,876**	**$73,560**	**$66,005**

Source: JobsEQ, NAICS.com, Pexels.com

Attract – Transportation Equipment | Site Selection Factors

Logistics
Airport cargo access is essential for many maintenance operations. Component assembly can rely on truck transportation.

Talent Alignment
This diverse industry relies on a variety of skill levels. Mechanics, maintenance and team assemblers are representative of the range. Specialized training programs are typically required, but some niche skills may be imported.

Real Estate
Airport or airport adjacent land is key for many operations. Hangers will be needed by aircraft maintenance operations. Industrial sites will be key for whole vehicle maintenance. These firms will typically expect clean, modern manufacturing or larger flex spaces for production. Some office and amenity space is important.

Ecosystem Alignment
Aviation firms tend to cluster near airports and large manufacturing operations. Equipment maintenance operations tend to cluster near manufacturing operations or supplier networks. There are many opportunities for niche operators to support larger companies. University research programs may be helpful in some cases.

Cost
Costs are important for these operations and talent is often the most important factor. Transportation costs are also a key concern for these businesses.

Representative Companies

DANA

LEAR CORPORATION

Autoliv

PROPAK CORPORATION

FURMANITE™

Attract – Transportation Equipment | Key Occupations

The region has a sizeable workforce to support the manufacturing of transportation equipment. All occupations are expected to grow in the next five years or remain at their current level. Wages in the region are less than the State and National averages in each occupation.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
49-9041	Industrial Machinery Mechanics	63	10	$51,400	$49,900	$53,800	$55,100
51-4121	Welders, Cutters, Solderers, and Brazers	25	1	$43,800	$44,400	$47,100	$45,300
11-1021	General and Operations Managers	18	1	$91,200	$92,200	$105,900	$121,400
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	13	1	$66,600	$66,900	$69,000	$65,700
43-9061	Office Clerks, General	12	0	$33,800	$35,500	$36,600	$40,200
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	9	1	$49,600	$48,900	$55,500	$59,300
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	9	1	$56,000	$59,500	$56,600	$59,000
51-4041	Machinists	8	1	$43,900	$48,000	$49,800	$49,200
49-9081	Wind Turbine Service Technicians	7	4	$50,200	$51,600	$49,000	$53,900
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	7	0	$59,800	$57,900	$65,200	$73,700
49-9098	Helpers--Installation, Maintenance, and Repair Workers	7	0	$30,100	$30,200	$31,200	$33,600
43-3031	Bookkeeping, Accounting, and Auditing Clerks	7	0	$39,600	$39,900	$42,900	$45,200
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	6	0	$46,300	$48,900	$47,400	$50,200
49-9071	Maintenance and Repair Workers, General	6	0	$41,400	$43,600	$47,100	$50,000
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	5	0	$33,600	$34,800	$37,100	$41,100

Source: JobsEQ

Attract – Transportation Equipment | Regional Scorecard

Primary Location Criteria	Victoria Region Rating					Comments
Labor Availability	★	★	★			+ Region has existing workforce - Labor shortage
Labor Cost	★	★	★	★		+ Regional wages less than State and National averages
Market / Supplier Proximity	★	★	★			+ Existing industry in region providing cluster of primary manufacturers as well as suppliers
Transportation Network	★	★	★			+ Road quality and access to highways + Rail served sites at the port available + Regional airport has capacity for cargo service
Local Industry Knowledge/Support	★	★	★			+ Existing industry in region + Existing workforce availability + Existing training programs in the region
Utility Cost and Reliability	★	★	★	★		+ Victoria region has reliable service and capacity + Cost competitive within Texas and vs. peer cities - Poor fiber infrastructure
Real Estate Availability	★	★				- Survey of the Victoria region indicates that large industrial sites are now in short supply
Real Estate Cost	★	★	★			+ Cost competitive within region and vs. peer cities - Property located on the airport or port will be limited to long-term lease with limited sale potential
Business Friendly Environment	★	★	★	★		+ No corporate or personal income tax + Manufacturing machinery exempt from tax
Incentive Availability	★	★	★	★		+ State and local tax incentives for new job creation and expansion of operations

Attract – Transportation Equipment | Business Case

Labor Pool

36,573

Existing regional jobs, including translatable skills

Labor Cost

$65,300

Victoria 9-County Region Average Annual Wage

VS.

Victoria MSA Average	$70,011
Texas Average	$74,901
U.S. Average	$67,434

Economic Contribution

In 2021, Transportation Equipment produced $47.8 million in GDP for the Victoria 9-County Region.



0.3%

Industry Share of Total GDP / **0.5 %** in the nation

-1.5 %

Annual % change over the last 10 Yrs./ **4.3%** in the nation

Growth Potential

Annual Employment Growth Projections (5- Year)

All Key Occupations

7.25%	**Victoria 9-County Region**
10.93%	**Texas**
4.57%	**U.S.**

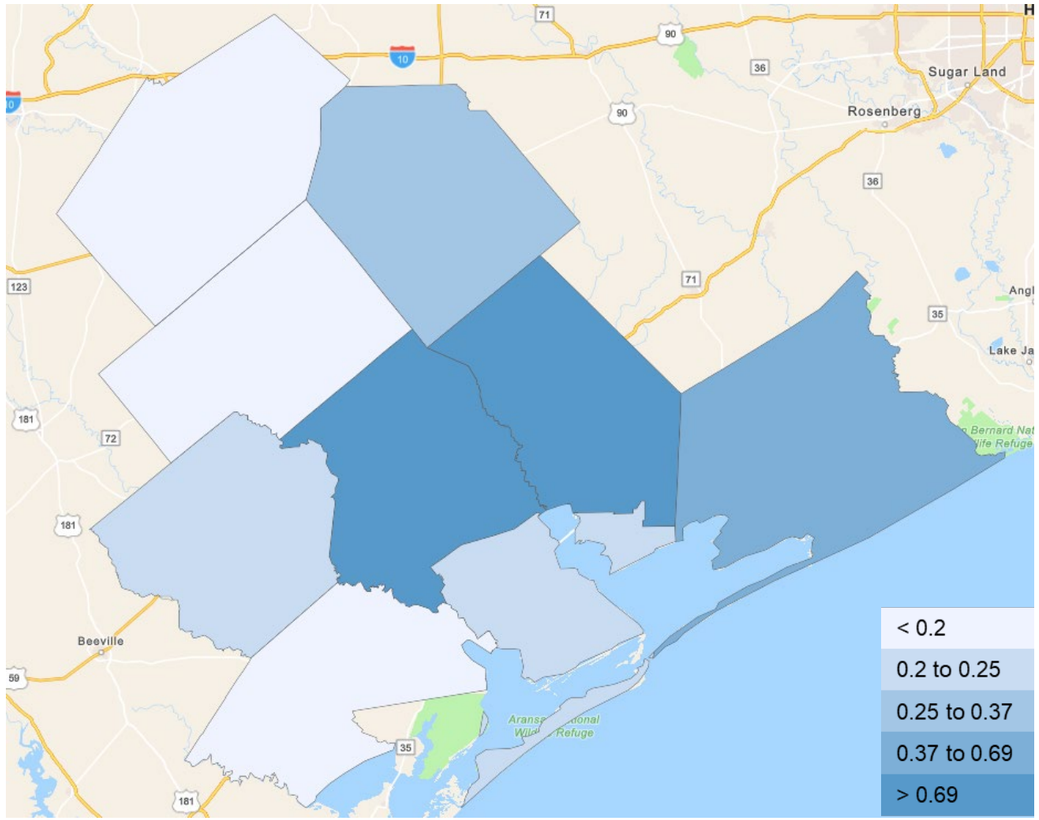
Source: JobsEQ

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

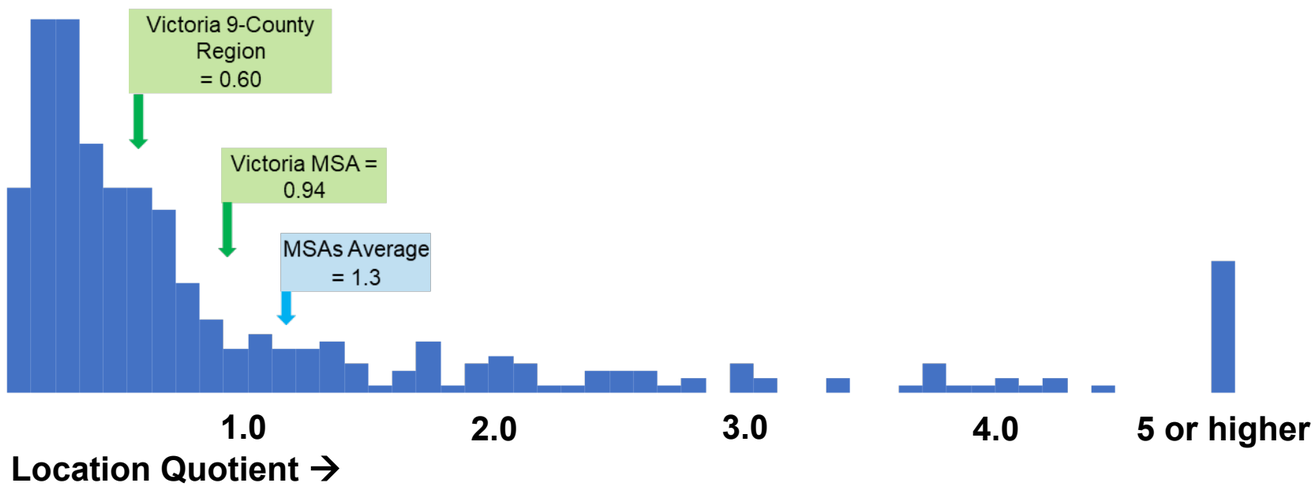
Attract – Transportation Equipment | Industry Cluster Analysis

The Victoria region has a slightly lower concentration in this industry than the National average (MSA-level) but given the region's existing industry cluster and related workforce, there are opportunities to attract and support maintenance and repair-focused operations.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

Attract – Transportation Equipment | Talking Points

PROS	CONS
• Competitive wages (below the State and National averages) • Opportunity to provide maintenance support to existing transportation equipment activity • Transferable talent from related industries • Potential to relocate talent from nearby metropolitan cities due to lower cost of living in the region • Lower real estate costs	• Low unemployment and struggle to fill positions at existing employers • Airport and Port property will in most cases be for long-term ease with limited potential for sale/purchase • Limited industrial sites identified in Victoria though there are sites in the region



Photo: Anamul Rezwan - Photography (pexels.com)

Back Office and Shared Services



Photo: Pexels

Attract – Back Office and Shared Services | Overview

Opportunity Indicator

Moderate

With competitive wages and proximity to major metropolitan areas, the Victoria region can be an opportune home for back office and shared services establishments or businesses.



Overview and Characteristics

- The back office and shared services industry includes divisions of medium and large businesses dedicated to providing business support functions such as accounting, payroll, information technology, customer service, human resources, or marketing.
- The industry may also include independent businesses whose sole focus is providing outsourced services to other businesses.
- Proximity to major metropolitan areas and affordable labor costs make the Victoria region a contender for attracting a back office or shared service center for a medium or large business.

Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Accounting, Tax Preparation, Bookkeeping, and Payroll Services	5412	221	428	-5	-2	0.75	0.60	$59,537	$51,016	$85,369	$88,867
Office Administrative Services	5611	209	289	11	17	1.36	0.77	$121,758	$109,556	$103,175	$102,858
Business Support Services	5614	53	71	-1	-1	0.24	0.14	$26,228	$28,071	$48,881	$56,558
	Total:	**483**	**788**	**5**	**14**	**0.73**	**0.49**	**$82,854**	**$70,408**	**$77,803**	**$81,562**

Source: JobsEQ, NAICS.com, Pexels.com

Attract – Back Office and Shared Services | Site Selection Factors

Logistics
Back office and shared services industries have logistics requirements similar to any office-based business. Businesses in this industry will require reliable high-speed internet. Since the COVID-19 pandemic, a portion of these positions are remote.

Talent Alignment
Most jobs in the back office and shared services industry require foundational skills in business, such as accounting and bookkeeping, marketing, management, and customer services. Other useful skills include experience in computer networking and IT support.

Real Estate
Back office and shared services firms require adequate office space and a reliable internet connection.

Ecosystem Alignment
Back office and shared services firms provide services to other industries. They play a critical role in helping businesses cut costs and operate more efficiently.

Cost
Costs play a critical role in site selection for back office and shared services since cost reduction is one of the primary reasons for relocating back office and shared services.

Representative Companies

Example Company Types
Call Centers
Accounting Firms
Payroll Processors
Remote IT Services
Outsourced Human Resources

Attract – Back Office and Shared Services | Key Occupations

The region has an average to below-average concentration of key occupations. Wages in the region, however, are competitive for each occupation.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
13-2011	Accountants and Auditors	147	2	$79,700	$79,800	$87,100	$86,100
43-3031	Bookkeeping, Accounting, and Auditing Clerks	58	-2	$40,800	$40,600	$43,300	$45,000
43-4051	Customer Service Representatives	57	1	$31,800	$31,300	$32,800	$34,400
13-2082	Tax Preparers	40	0	$45,200	$53,100	$58,500	$50,500
11-1021	General and Operations Managers	38	2	$108,500	$108,200	$116,400	$126,200
43-9061	Office Clerks, General	30	-1	$34,600	$35,700	$36,100	$38,900
43-1011	First-Line Supervisors of Office and Administrative Support Workers	26	0	$56,900	$56,900	$58,200	$60,700
11-3031	Financial Managers	24	2	$144,600	$141,500	$158,200	$157,800
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	24	-2	$36,900	$37,500	$39,100	$42,000
43-3021	Billing and Posting Clerks	23	0	$37,200	$37,500	$39,300	$41,300
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	15	1	$58,800	$56,900	$57,100	$64,300
13-1111	Management Analysts	13	0	$99,800	$94,100	$101,800	$108,800
13-1071	Human Resources Specialists	12	3	$70,800	$70,000	$71,700	$73,700
43-4171	Receptionists and Information Clerks	11	-1	$29,400	$29,500	$31,400	$34,100

Source: JobsEQ

Attract – Back Office and Shared Services | Regional Scorecard

Primary Location Criteria	Victoria Region Rating					Comments
Labor Availability	★	★	★			+ Region can draw talent from surrounding metropolitan areas with lower cost of living - Below average employment concentration in some key occupations.
Labor Cost	★	★	★	★		+ Industry wages typically below Texas and U.S. average, especially in key occupations.
Market / Supplier Proximity	★	★	★			+ Proximity within 2 hours to major metropolitan areas. Region may be able to lure back office and shared services from these markets.
Transportation Network	★	★				- Limited public transit to support entry level workers. - Infrequent airport service limits ability of management to visit the area.
Local Industry Knowledge/Support	★	★	★			- Limited existing employment concentration. + UH-V and Victoria College offer degrees and certificates in fundamental back-office skillsets
Utility Cost and Reliability	★	★				+ Victoria region has reliable service and capacity + Cost competitive within Texas and vs. peer cities - Poor fiber infrastructure would pose a significant challenge to companies relocating back office and shared services to the region
Real Estate Availability	★	★				- Survey of the Victoria region indicates that commercial sites are in short supply
Real Estate Cost	★	★	★			+ Cost competitive within region and vs. peer cities
Business Friendly Environment	★	★	★	★		+ No corporate or personal income tax - Franchise tax (gross receipts tax) is considered economically inefficient, and the Texas programs is complicated
Incentive Availability	★	★	★	★		+ State and local tax incentives for new job creation and expansion of operations

Attract – Back Office and Shared Services | Business Case

Labor Pool

20,820

Existing regional jobs, including translatable skills

Labor Cost

$70,408

Victoria 9-County Region Average Annual Wage

VS.

Victoria MSA Average	$82,854
Texas Average	$77,083
U.S. Average	$81,562

Economic Contribution

In 2021, Back Office and Shared Services produced $79.3 million in GDP for the Victoria 9-County Region.



0.6%

Industry Share of Total GDP / **1.3%** in the nation

+4.1%

Annual % change over the last 10 Yrs./ **4.3%** in the nation

Growth Potential

Annual Employment Growth Projections (5- Year)

All Key Occupations

0.4%	**Victoria 9-County Region**
2.4%	**Texas**
0.5%	**U.S.**

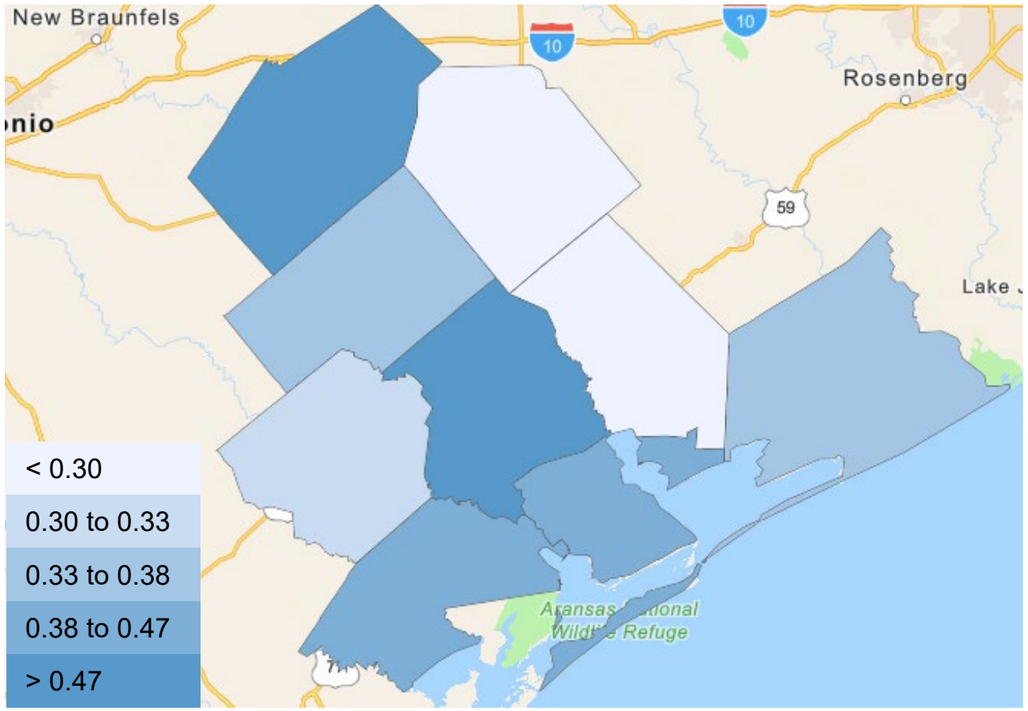
Source: JobsEQ

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

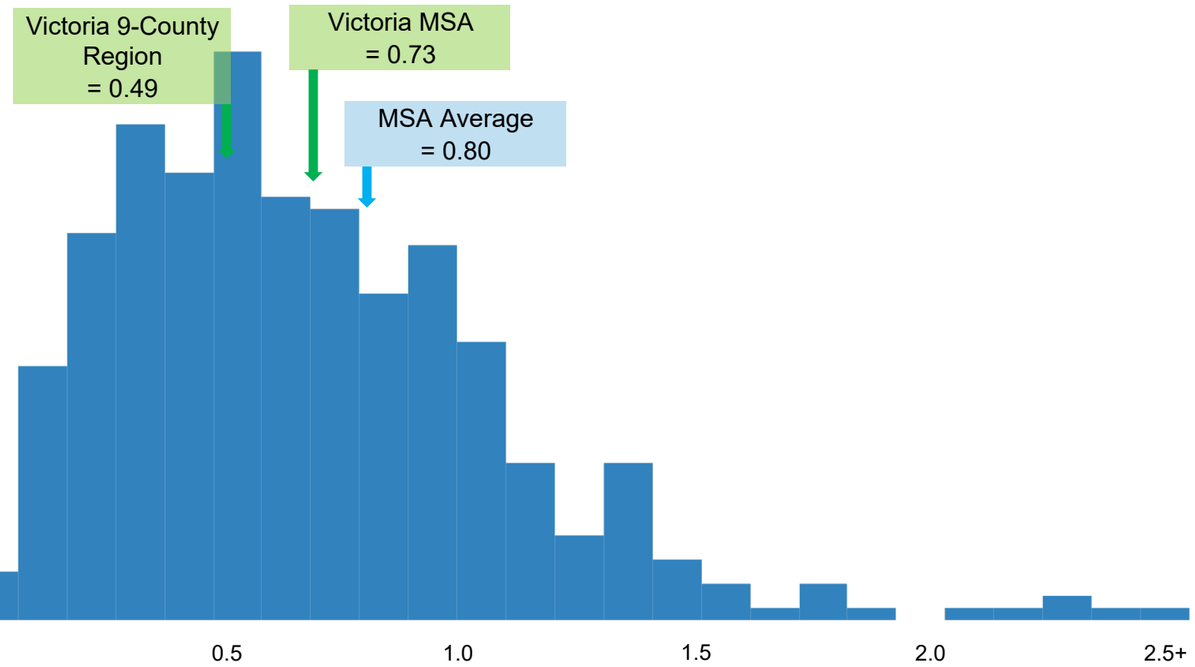
Attract – Back Office and Shared Services | Cluster Analysis

Employment in the Back Office and Shared Services industry is concentrated in Victoria County. Gonzales County is also home to an above-average concentration of employees.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

Attract – Back Office and Shared Services | Talking Points

PROS	CONS
• Good sized local workforce with transferable skills • Proximity to major metropolitan areas that are home to medium and large businesses that may be looking to outsource back office and shared services • Competitive labor costs for key back office and shared service occupations. • UH-V and Victoria College are producing graduates with skills needed for the industry	• Unreliable internet connectivity presents a significant barrier for businesses looking to establish back office or shared services in the region • Limited commercial properties available in the region



Photo: Unsplash

Value-Added Agriculture

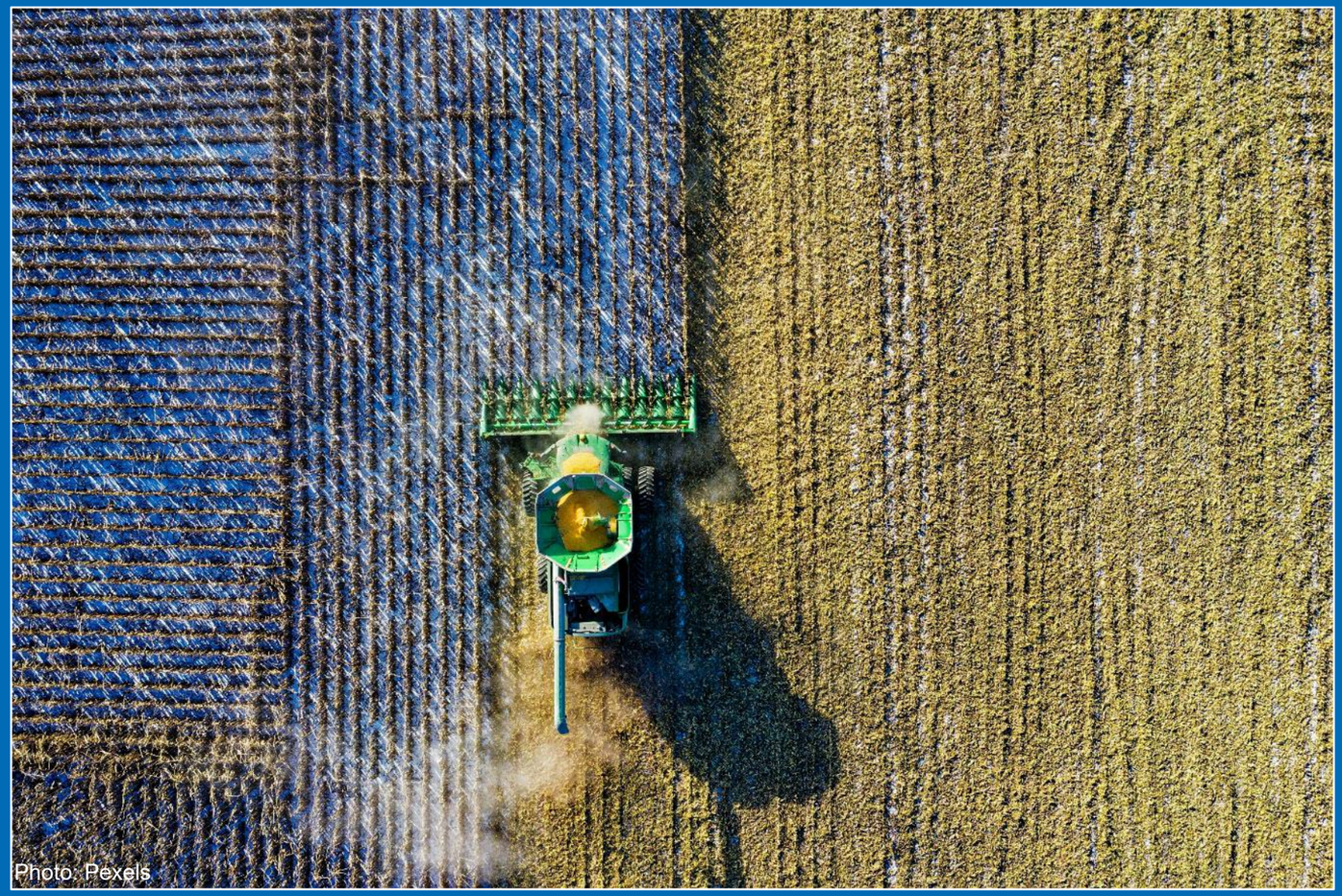


Photo: Pexels

Attract – Value-Added Agriculture | Overview

Opportunity Indicator



Moderate

The Victoria region is home to a large agricultural base that includes crop and animal production. Additional value can be brought to the region by attracting businesses that transform agricultural commodities into value-added foodstuffs.

Overview and Characteristics

- The Value-Added Agriculture industry takes raw products and brings them to the next stage of production. This includes processes such as milling, canning, cooking, or packaging.

- The value of raw agricultural commodities is typically small relative to processed commodities. Bringing value-added businesses to the region can help capture additional value created by the region's agricultural base.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Animal Slaughtering and Processing	3116	6	1,425	0	36	.04	4.22	$22,979	$45,919	$55,291	$53,103
Beverage Manufacturing	3121	16	233	0	12	0.20	1.17	$30,628	$44,512	$60,644	$56,015
Other Segments*		589	3,602	238	52	2.50	2.76	$45,314	$44,125	$51,630	$50,482
	Total:	**611**	**5,260**	**238**	**100**	**0.53**	**2.06**	**$42,374**	**$43,710**	**$54,148**	**$53,721**

**Includes Agriculture, Forestry, Fishing and Hunting; Grain and Oilseed Milling; Sugar and Confectionary Product Manufacturing; Seafood Preparation and Packaging; Bakeries and Tortilla Manufacturing; Beer and Ale Merchant Wholesalers; Refrigerated Warehousing and Storage; and Farm Product Warehousing and Storage.*

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ, NAICS.com, Pexels.com

Attract – Value-Added Agriculture | Site Selection Factors

Logistics
Rail and highway access is critical for the Value-Added Agriculture industry. Perishable raw products must be processed and brought to market quickly before they spoil. More than 20% of U.S. agriculture is exported making Port access of high value to this industry.

Talent Alignment
Most jobs in this industry only require a basic education plus short-term on-the-job training. Knowledge of food safety and production processes is important.

Real Estate
Rail-adjacent land is key for many operations. Businesses typically seek out large-scale rural sites to minimize capital costs. Access to infrastructure is also important as these types of operations are usually heavy water, wastewater and power users.

Ecosystem Alignment
Businesses in this industry look for access to raw agricultural products and proximity to customers. Supply chain is a critical piece for on time delivery and keeping products fresh. The type of value-add companies should align with the existing crop and animal commodities being produced in the region. Also understanding the types of commodities being shipped through the local Ports and the countries of destination can influence the types of value-add activities that best fit the region.

Cost
Businesses in this industry typically compete based on cost. Cost can be associated to labor or to the price of the commodity. Proximity to the source products can significantly cut down on shipping and drayage costs. It is a small margin business, which means costs impact product pricing and potential profit fairly quickly. Some businesses differentiate their products through branding or catering to specific consumers (organic, vegan, keto, kosher, etc.), which can increase their profit margin some.

Representative Companies

Tyson

Cargill Meat Solutions

Cal-Maine Foods

Nestlé

Attract – Value-Added Agriculture | Key Occupations

The region has a large agricultural workforce that could support additional Value-Added Agricultural businesses in the region. Wages in the region are competitive with State and National wages.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	550	-24	$24,900	$25,500	$30,000	$32,100
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	470	26	$29,200	$23,100	$27,200	$31,400
11-9013	Farmers, Ranchers, and Other Agricultural Managers	422	2	$59,100	$54,100	$64,800	$78,400
51-3023	Slaughterers and Meat Packers	244	7	$25,300	$32,900	$33,000	$32,100
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	240	7	$30,000	$31,900	$33,200	$36,000
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	171	5	$27,800	$32,900	$33,100	$31,800
51-9111	Packaging and Filling Machine Operators and Tenders	143	5	$31,400	$34,800	$34,400	$37,800
53-7064	Packers and Packagers, Hand	105	5	$26,900	$24,900	$26,800	$31,100
53-7051	Industrial Truck and Tractor Operators	98	5	$33,400	$34,600	$37,300	$40,300
53-3032	Heavy and Tractor-Trailer Truck Drivers	96	3	$43,900	$46,900	$47,600	$49,700
51-1011	First-Line Supervisors of Production and Operating Workers	91	3	$64,000	$52,800	$57,900	$59,700
51-9198	Helpers--Production Workers	81	-2	$27,700	$24,400	$30,800	$32,400
49-9071	Maintenance and Repair Workers, General	80	3	$39,000	$42,000	$43,800	$49,400
45-2091	Agricultural Equipment Operators	71	6	$33,400	$26,500	$31,300	$36,300

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ

Attract – Value-Added Agriculture | Regional Scorecard

Primary Location Criteria	Victoria Region Rating					Comments
Labor Availability	★	★	★	★		+ Large existing employment base
Labor Cost	★	★	★	★	★	+ Wages lower than State and National averages
Market / Supplier Proximity	★	★	★	★		+ Strong location advantage with access to growing metropolitan areas and ports
Transportation Network	★	★	★			+ Road quality and access to highways + Rail served sites at the port available + Regional airport has capacity for cargo service + Port access allows for exportation of products
Local Industry Knowledge/Support	★	★	★			+ Long history of farming and ranching in the region + Existing industry in region + Existing workforce availability
Utility Cost and Reliability	★	★	★			+ Victoria region has reliable service and capacity + Cost competitive within Texas and vs. peer cities - Poor fiber infrastructure
Real Estate Availability	★	★	★			- Survey of the Victoria region indicates that large industrial sites are now in short supply
Real Estate Cost	★	★	★			+ Cost competitive within region and vs. peer cities - Property located on the port or airport will be limited to long-term lease with limited sale potential
Business Friendly Environment	★	★	★	★		+ No corporate or personal income tax + Manufacturing machinery exempt from tax
Incentive Availability	★	★				+ State and local tax incentives for new job creation and expansion of operations

Attract – Value-Added Agriculture | Business Case

Labor Pool

27,133

Existing regional jobs, including translatable skills

Labor Cost

$43,710

Victoria 9-County Region Average Annual Wage

VS.

Victoria MSA Average	$42,374
Texas Average	$54,148
U.S. Average	$53,721

Economic Contribution

In 2021, the Value-Added Agriculture Industry produced $500 million in GDP for the Victoria 9-County Region.



3.8%

Industry Share of Total GDP / **2.0%** in the nation

+4.1%

Annual % change over the last 10 Yrs./ **4.3%** in the nation

Growth Potential

Annual Employment Growth Projections (5- Year)

All Key Occupations

0.4%	**Victoria 9-County Region**
1.0%	**Texas**
0.8%	**U.S.**

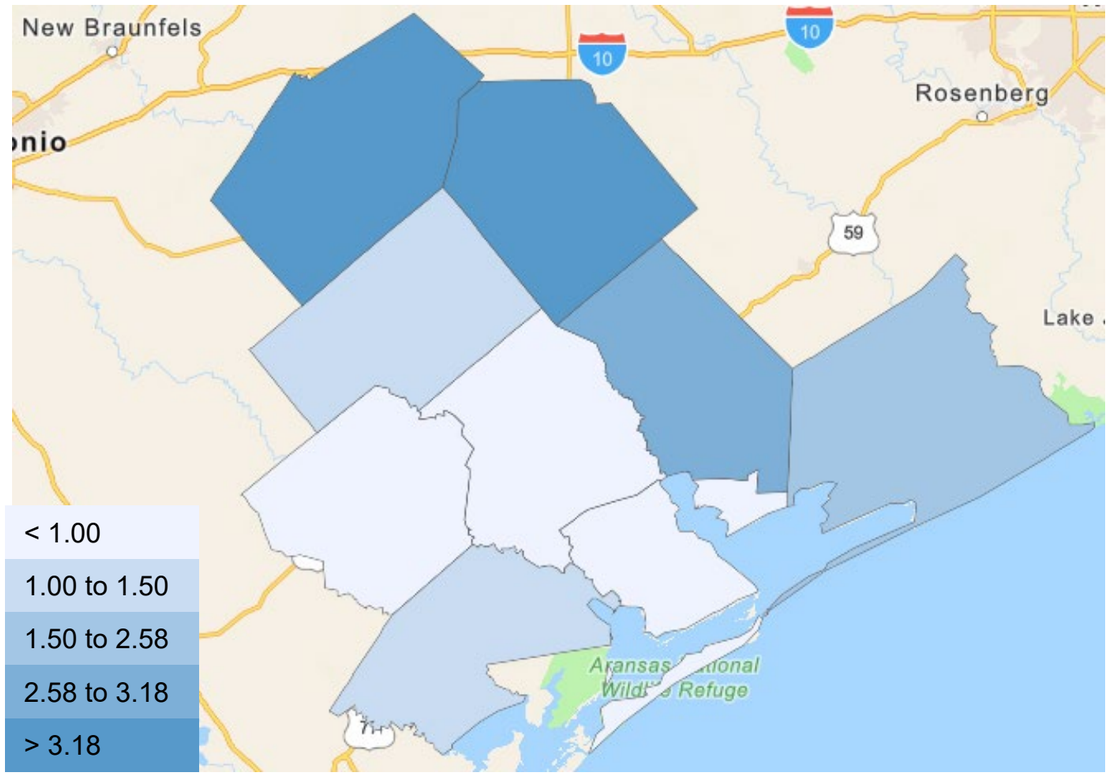
Source: JobsEQ

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

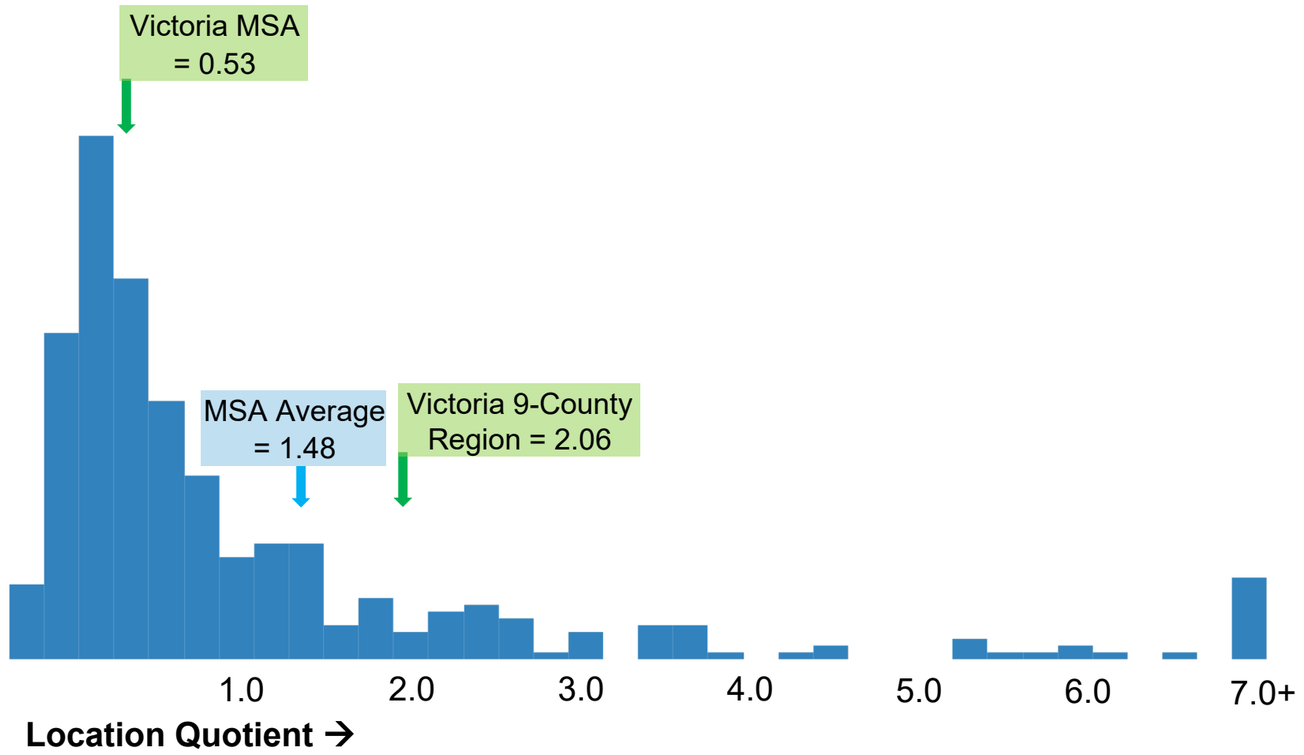
Attract – Value-Added Agriculture | Cluster Analysis

Employment in the Value-Added Agriculture industry is concentrated in the northern portions of the region. The highest concentration of industry jobs are in Gonzales and Lavaca Counties.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

Attract – Value-Added Agriculture | Talking Points

PROS	CONS
• Strong supply chain linkage with region producing large amount of raw agricultural products, including corn, eggs, poultry, and cattle • Proximity to major customer markets (Houston, Austin, Corpus Christi, San Antonio) • Rail access in Gonzales County • Pro-business environment with track-record of supporting value-added agriculture operations in the past • Competitive wages • Port access for exportation of products	• Natural disasters have cost billions of dollars in lost agricultural production and Victoria has an elevated natural disaster risk • Limited industrial property in Victoria and the region • Rail served sites are limited though access is available in the region



Photo: **Polina Tankilevitch** (**Pexels**)

Port Opportunities



Photo: Port of Victoria

Attract - Port Opportunities | Overview

Victoria can capitalize on the opportunities provided by the port to barge transport systems located in the region. There is demand for some of the products grown and used in the region as well as a need for development of future activities and requirements.



Overview and Characteristics

- The Port of Victoria currently has land available to develop industrial activities.
- There is a need to bring infrastructure, namely water, sewage and electricity to present a compelling business case to potential targets.
- The barge canal is narrow, and its depth does not allow for larger ships to sail to the port.
- Furthermore, there is competition from nearby Ports of Calhoun, Corpus Christi and Houston to provide solutions for bulk cargo and exportation.
- Nevertheless, there are niches of opportunity for industries that could thrive in the region and take advantage of the Port.
- Using commodity flows, information gathered through interviews and Newmark's experience, we can recommend the following activities for the Port of Victoria:
    - Recycling companies
    - Asphalt
    - Construction materials trading
    - Storage facilities
    - Plastic manufacturing



Pictures: Port of Victoria

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Attract - Port Opportunities | Overview

Potential activities to develop:

- Recycling companies that process plastic and/or scrap metal are usually located close to large centers of population that discard these materials. The Port can also help provide transportation to other ports for eventual export or reprocessing.
- Asphalt producing companies can benefit from the geographic proximity to oil refineries that could ship by barge their inputs. These would also be able to produce goods for the nearby cities and capitalize in the growth of housing in the region. The road improvements and new bypass construction will require asphalt and those supplies could be brought into the Port and stored.
- Construction materials trading and production, since there is a deficit of affordable housing and there are several efforts to improve the situation, companies in these activities can use the deep-water ports to receive materials and barge transport to the Port of Victoria.
- Storage and distribution, as there is availability of land and limited availability of utilities, these activities can thrive because of the Port but also the highway connection and the geographic proximity to large consumption centers.
- Plastic manufacturing can be leveraged with existing petrochemical industry in the State of Texas and also with recycling companies. Connectivity and geographical closeness to major petrochemical facilities can help increase the competitiveness of the sector.





Photos: Brightmark and Logistics Insider

Attract - Port Opportunities - Recycling | Overview

Opportunity Indicator

STRONG

Overview and Characteristics

- This industry comprises establishments primarily engaged in the merchant wholesale distribution of automotive scrap, industrial scrap, and other recyclable materials.
- This industry includes auto wreckers primarily engaged in dismantling motor vehicles for the purpose of wholesaling scrap.
- This industry also comprises establishments primarily engaged in the operation of facilities for separating and sorting recyclable materials from nonhazardous waste streams (i.e., garbage) and/or facilities where commingled recyclable materials, such as paper, plastics, used beverage cans, and metals, are sorted into distinct categories.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Recyclable Material Merchant Wholesalers	423930	42	73	3	38	1.56	1.11	$59,029	$55,204	$63,179	$65,211

Source: JobsEQ, NAICS.com, Pexels.com

Attract - Port Opportunities - Recycling | Site Selection Factors

Logistics
Access to different means of transportation (rail, port, highway) provides a competitive edge for this industry as it usually transports inbound and outbound bulk cargo. Geographical proximity to populations that provide inputs is also a requirement.

Talent Alignment
Recycling labor tends to be lower skilled for material movements or semi-skilled for machine operators and forklift and material movement operations. Engineering and maintenance positions are needed in small numbers but are essential for successful operations and keeping machinery in optimal functionality.

Real Estate
These firms will typically expect large surfaces to carry out processes, but do not necessarily need to be under one roof. Facilities can be located nearby population centers that provide inputs for the realization of their production activities.

Ecosystem Alignment
This sector can benefit from a local ecosystem where there is availability of large surfaces as well as population and production centers that can provide a steady inflow of raw materials. Access to roads, railroads as well as ports creates a competitive advantage for a cost-effective movement of materials.

Cost
This sector is highly sensitive to cost and the access to inputs. Usually, the end product will be fibers, plastic pellets or scrap metal that can be used by the textile, plastics or metal industry for further processing.

Representative Companies

ALTER

SONOCO RECYCLING

WM WASTE MANAGEMENT

IRC

Attract - Port Opportunities - Recycling | Key Occupations

The region has limited availability of key positions to carry out these activities. Wages tend to be competitive to the Texas and U.S. averages, which could present an opportunity further development.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
41-4012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products	10	1	$62,500	$61,000	$69,200	$72,400
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	6	1	$29,800	$31,100	$32,700	$35,000
11-1021	General and Operations Managers	5	1	$87,300	$88,500	$106,400	$115,300
53-7065	Stockers and Order Fillers	4	1	$29,400	$30,000	$32,700	$33,000
53-3032	Heavy and Tractor-Trailer Truck Drivers	3	1	$44,300	$47,200	$48,100	$50,300
41-1012	First-Line Supervisors of Non-Retail Sales Workers	3	0	$36,000	$72,700	$81,800	$92,300
43-5071	Shipping, Receiving, and Inventory Clerks	2	1	$32,400	$35,000	$35,800	$38,200
43-9061	Office Clerks, General	2	1	$32,700	$35,200	$36,200	$39,000
43-4051	Customer Service Representatives	2	0	$33,400	$33,400	$37,000	$39,100
53-7051	Industrial Truck and Tractor Operators	2	0	$33,200	$34,100	$38,300	$41,000
53-3033	Light Truck Drivers	2	1	$39,200	$38,800	$42,000	$42,600
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2	0	$75,900	$40,200	$43,600	$45,100
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1	0	$56,200	$56,300	$58,200	$58,600
43-1011	First-Line Supervisors of Office & Administrative Support Workers	1	0	$52,700	$54,400	$60,700	$63,400
43-6014	Secretaries & Admin. Assts., Except Legal, Medical, & Executive	1	0	$33,700	$35,500	$38,100	$41,100

Source: JobsEQ

Attract - Port Opportunities - Recycling | Business Case

Labor Pool

28,679

Existing Regional Jobs including translatable skills

Labor Cost

$49,590

VS.

Victoria 9-County Region Average Annual Wage

Victoria MSA Average	$58,119
Texas Average	$60,562
U.S. Average	$63,064

Economic Contribution

In 2021, Recyclable Material Merchant Wholesalers produced $8.1 million in GDP for the Victoria 9 County Region.



<0.1%

Industry Share of Total GDP / **<0.1%** in the nation



2.3%

Avg Annual % Change Last 10 Yrs. / 1.5 **%** in the nation

Growth Potential

Annual Employment Growth Projections (5 Year)

All Key Occupations

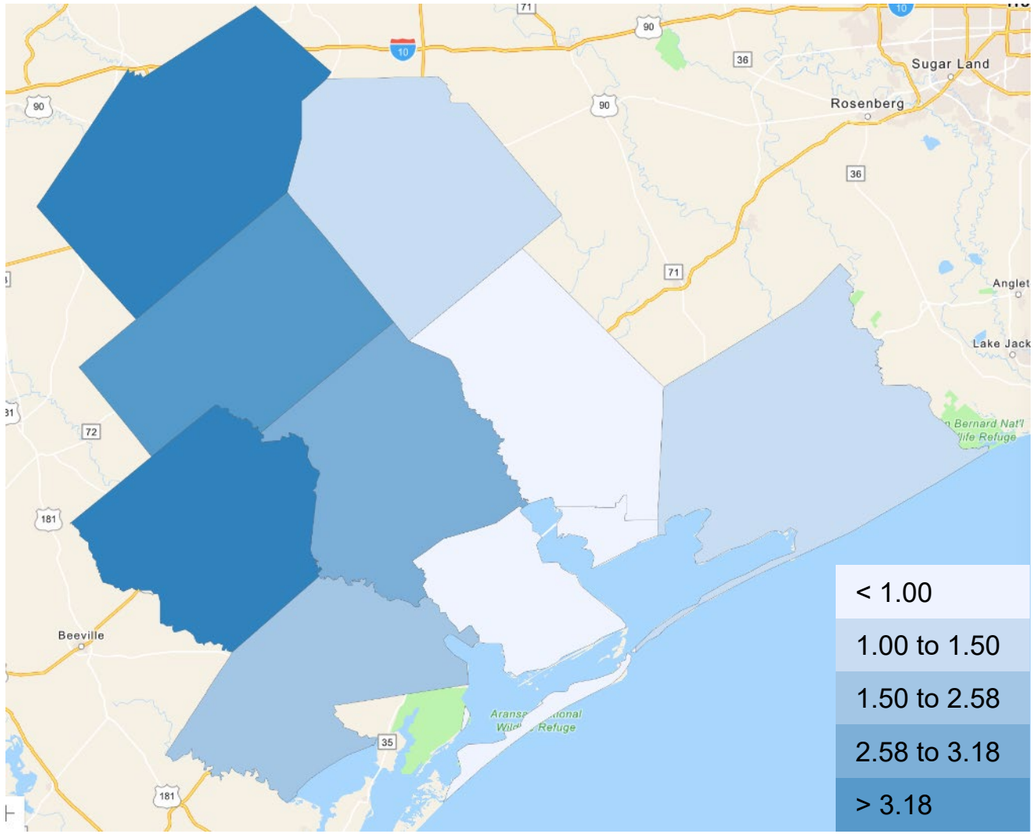
0%	Victoria 9-County Region
0.9%	Texas
0.3%	U.S.

Source: JobsEQ

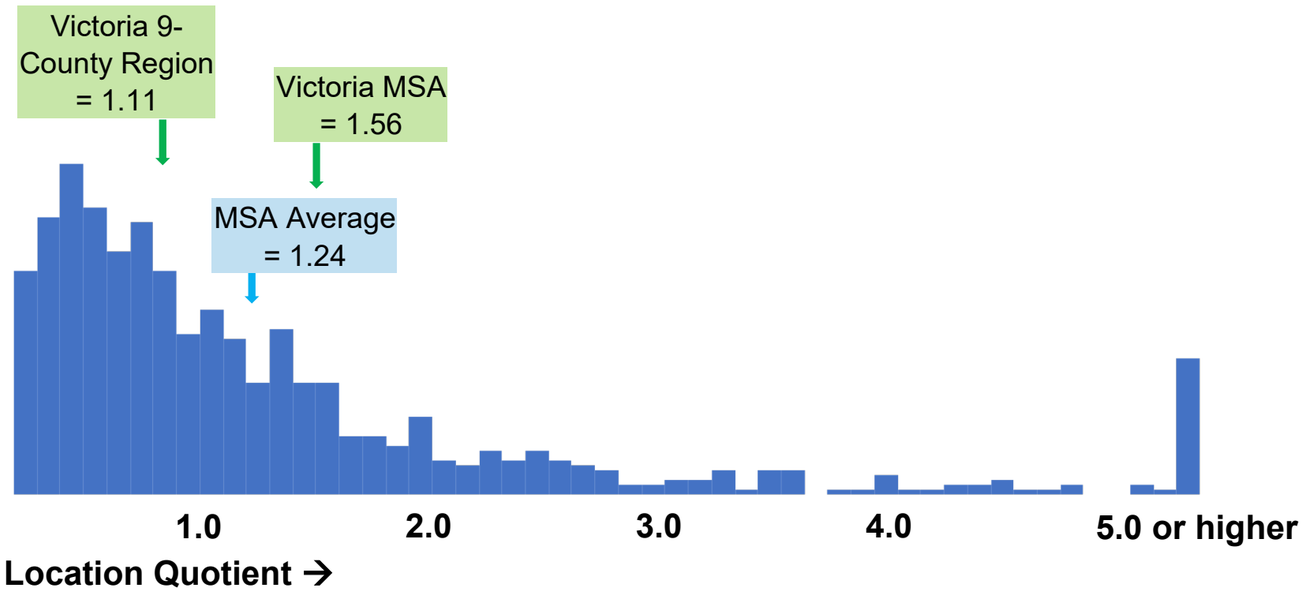
Attract | Port Opportunities - Recycling | Industry Cluster Analysis

The Victoria 9 County Region has a higher-than-average concentration in Recyclable Material Merchant Wholesalers (1.11), which translates to a larger opportunity to increase the presence of this activity. The region can also draw on its geographical proximity to large manufacturing and consumption centers in Texas. Region wages are usually lower than the U.S. average, which creates a compelling business case.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

Attract - Port Opportunities - Asphalt | Overview

Opportunity Indicator

STRONG

Overview and Characteristics

- This industry comprises establishments primarily engaged in manufacturing asphalt and tar paving mixtures and blocks from purchased asphaltic materials.
- There is a relationship between this industry and Petroleum refineries.
- The industry can capitalize on barge transportation as well as the expected increase in housing construction and roadway improvements and bypass new construction.
- Proximity to highways also provides an opportunity for distribution.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Asphalt Paving Mixture and Block Manufacturing	324121	2	3	1	1	0.46	0.25	$20,547	$17,782	$58,619	$78,422

Source: JobsEQ, NAICS.com, Pexels.com

Attract - Port Opportunities - Asphalt | Site Selection Factors

Logistics
Geographic proximity and highway connectivity to points of usage such as roads or construction sites provides an advantage. Use of Port infrastructure allows for barge transportation between petrochemical facilities and production places.

Talent Alignment
Semi-skilled personnel for activities such as petroleum pump and machine operators is required. Skilled labor for chemical engineers as well as maintenance technicians is required to provide optimal operation.

Real Estate
These facilities require open surfaces to set up machinery for the production process and storage and typically spaces for transportation equipment to load the finished product.

Ecosystem Alignment
This sector can benefit from a local ecosystem where there is availability of open Real Estate as well as the supply chain of the petrochemical industry to supply with raw materials for production. Closeness to a large highway network and the development of housing initiatives can also provide a market to supply products.

Cost
The sector is cost sensitive to Real Estate as well as labor force since the product is largely a commodity; cost saving opportunities in this sector should be addressed to become more competitive in the market.

Representative Companies

Vulcan Materials Company

GLENN O. HAWBAKER INC. Heavy Construction Services & Products

DELTA Companies Inc. A COLAS COMPANY

THORWORKS INDUSTRIES

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Attract - Port Opportunities - Asphalt | Key Occupations

The Victoria 9-County Region only has first-line supervisors for this activity.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	60	1	$42,430	$42,430	$82,000	$83,200
51-1011	First-Line Supervisors of Production and Operating Workers	140	3	$69,420	$69,420	$89,900	$91,200
11-9199	Managers, All Other	50	1	$130,820	$130,820	$135,300	$148,200
51-8091	Chemical Plant and System Operators	100	5	$47,100	$47,100	$83,900	$79,000
11-3051	Industrial Production Managers	40	1	$118,590	$118,590	$138,700	$133,900
51-9023	Mixing and Blending Machine Setters, Operators, & Tenders	60	1	$40,610	$40,610	$42,000	$45,200
49-9041	Industrial Machinery Mechanics	230	5	$56,640	$56,640	$78,300	$77,200
13-1199	Business Operations Specialists, All Other	90	1	$65,980	$65,980	$78,600	$79,200
51-9199	Production Workers, All Other	580	19	$46,730	$46,730	$48,700	$48,200
53-3032	Heavy and Tractor-Trailer Truck Drivers	720	12	$47,160	$47,160	$47,100	$49,300
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	100	3	$47,100	$47,100	$54,600	$58,000
51-8099	Plant and System Operators, All Other	60	1	$27,040	$27,040	$38,600	$49,600
19-4031	Chemical Technicians	220	5	$70,420	$70,420	$88,400	$72,600
11-1021	General and Operations Managers	5	1	$87,300	$88,500	$106,400	$115,300
49-1011	First-Line Supervisors of Mechanics, Installers, & Repairers	13	1	$66,600	$66,900	$69,000	$65,700

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ

Attract - Port Opportunities - Asphalt | Business Case

Labor Pool

27,163

Existing Regional Jobs including translatable skills

Labor Cost

$64,363

VS.

Victoria 9-County Region Average Annual Wage

Victoria MSA Average	$64,363
Texas Average	$62,437
U.S. Average	$90,531

Economic Contribution

There is no data for the Victoria 9-County Region as this activity is currently not large enough to track these metrics.

Growth Potential

Annual Employment Growth Projections (5 Year)		
	NA	Victoria 9-County Region
All Key Occupations	0.7%	Texas
	0.3%	U.S.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ

Attract - Port Opportunities - Construction Materials Trade | Overview

Opportunity Indicator

STRONG

Overview and Characteristics

- This industry group comprises establishments primarily engaged in the merchant wholesale distribution of lumber, plywood, millwork, and wood panels; brick, stone, and related construction materials.
- It also includes roofing, siding, and insulation materials; and other construction materials, including manufactured homes (i.e. mobile homes) and/or prefabricated buildings.
- Public policy in Victoria is meant to increase the availability of housing so there is an opportunity to increase the number of businesses in this area.
- Using the commodity flow survey, several construction materials facilities are already operating cross the State of Texas.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Lumber and Other Construction Materials Merchant Wholesalers	4233	33	139	33	89	0.48	0.84	$58,113	$46,206	$82,250	$79,097

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ, NAICS.com, Pexels.com

Attract - Port Opportunities - Construction Materials Trade | Site Selection Factors

Logistics

Access to several transportation means provides value add to this industry; highways, port and rail infrastructure provide a unique opportunity for this sector. Considering that Texas already has a large commodity flow for construction materials (including wood, sands and building stones), it is a target sector for prime for further development. Inner roads for material transportation within the community are also a requirement to reach the construction sites. Port infrastructure can provide an advantage for bulk transportation.

Talent Alignment

Labor in this activity tends to be low skilled for material movement and sales activities; there are plenty of this resources in the region which could be repurposed to work in this sector.

Real Estate

These firms will typically expect large surfaces to store and sell construction materials. Real Estate should be connected to roads that provide optimal communication, turn radius, etc. for freight trucks.

Ecosystem Alignment

This sector can benefit from a local ecosystem where there is access to different means of transportation and a construction policy that is supportive of building more housing as well as strong commercial and industrial development opportunities. The low penetration of the sector in the region present a relevant opportunity to explore.

Cost

This sector is both sensitive to cost and location. Large surfaces are also required to store construction materials that should be readily available. Different means of transportation translate in cost-saving opportunities for inbound freight.

Representative Companies

SRS DISTRIBUTION

GMS
GYPSUM MANAGEMENT & SUPPLY, INC.

HD SUPPLY

BlueLinx
AMERICA'S BUILDING PRODUCTS DISTRIBUTOR

Attract - Port Opportunities - Construction Materials Trade | Key Occupations

The Victoria region has limited availability in key occupations, most are projected to stay unchanged over a 5-year period. All wages are competitive with the U.S.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	6	0	$61,000	$61,000	$69,200	$72,400
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4	0	$31,100	$31,100	$32,700	$35,000
11-1021	General and Operations Managers	3	0	$88,500	$88,500	$106,400	$115,300
53-7065	Stockers and Order Fillers	3	0	$30,000	$30,000	$32,700	$33,000
53-3032	Heavy and Tractor-Trailer Truck Drivers	2	0	$47,200	$47,200	$48,200	$50,300
41-1012	First-Line Supervisors of Non-Retail Sales Workers	2	0	$35,000	$72,700	$35,800	$92,300
43-5071	Shipping, Receiving, and Inventory Clerks	2	0	$35,200	$35,000	$36,200	$38,200
43-9061	Office Clerks, General	1	0	$33,400	$35,200	$37,000	$39,000
43-4051	Customer Service Representatives	1	0	$34,100	$33,400	$38,300	$39,100
53-7051	Industrial Truck and Tractor Operators	1	0	$38,800	$34,100	$42,000	$42,600
53-3033	Light Truck Drivers	1	0	$40,100	$38,800	$43,600	$45,100
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1	0	$56,300	$40,200	$58,100	$58,600
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	6	0	$61,000	$56,300	$69,200	$72,400

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ

Attract - Port Opportunities - Construction Materials Trade | Business Case

Labor Pool

28,679

Existing Regional Jobs including translatable skills

Labor Cost

$45,827

VS.

Victoria MSA Average	$50,316
Texas Average	$76,122
U.S. Average	$76,713

Victoria 9-County Region Average Annual Wage

Economic Contribution

In 2021, Lumber and Other Construction Materials Merchant Wholesalers produced $12.2 million in GDP for the Victoria 9-County Region.



< 0.1%

Industry Share of Total GDP / **0.2%** in the nation



9.9%

Avg Annual % Change Last 10 Yrs. / 7.6 **%** in the nation

Growth Potential

Annual Employment Growth Projections (5 Year)

All Key Occupations

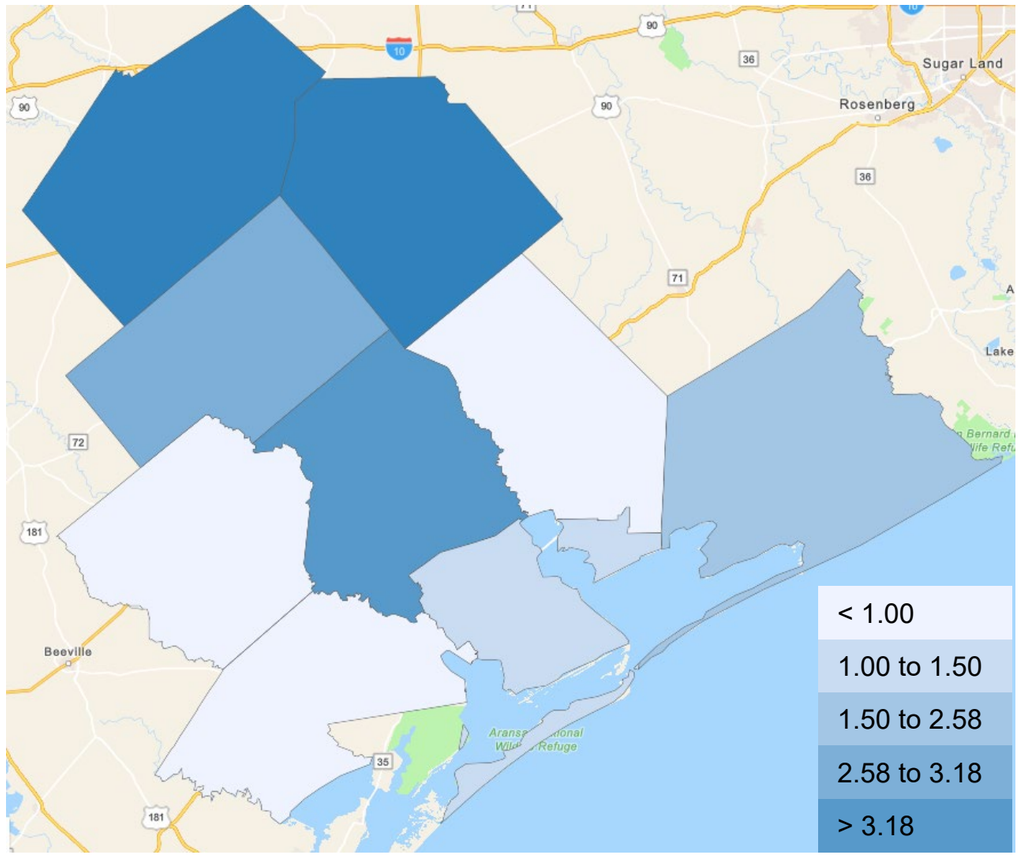
0.1%	Victoria 9-County Region
1.3%	Texas
0.3%	U.S.

Source: JobsEQ

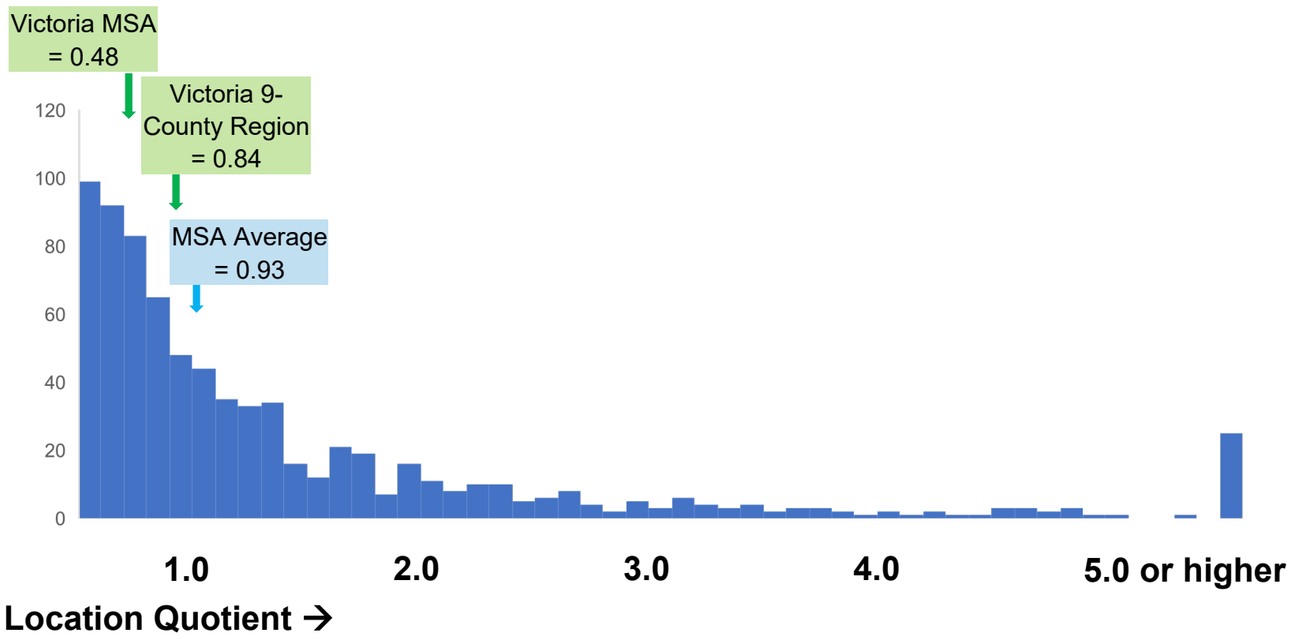
Attract - Port Opportunities - Construction Materials Trade | Industry Cluster Analysis

The Victoria-9 County Region has a lower-than-average concentration in Lumber and Other Construction Materials Merchant Wholesalers (0.84). This translates that there is not currently a great availability of these merchants in the region. Considering the lack of affordable housing and the objective of creating more construction opportunities, this represents an area of opportunity for the MSA.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

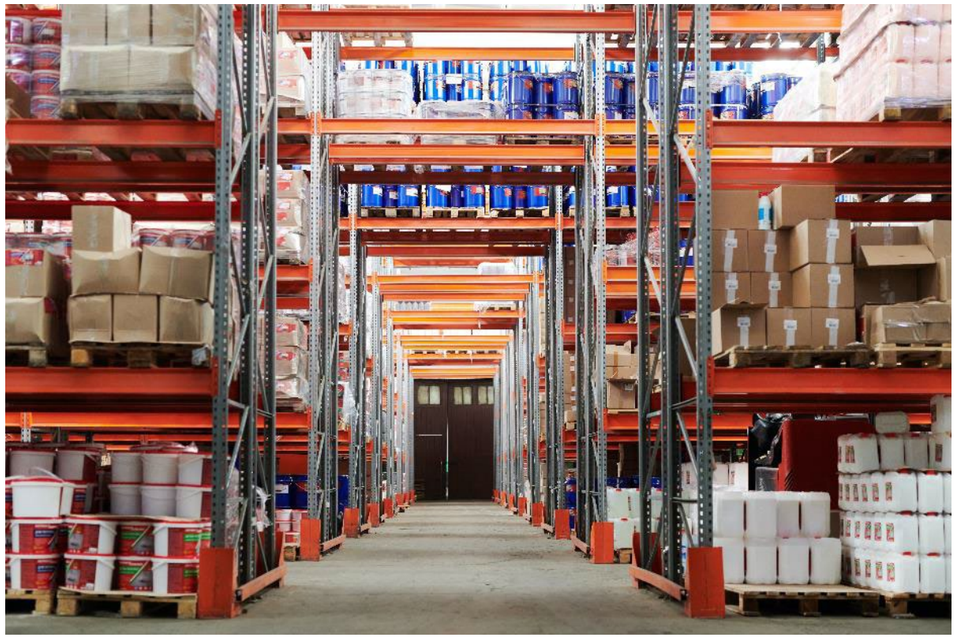
Attract - Port Opportunities - Warehousing and Storage | Overview

Opportunity Indicator

STRONG

Overview and Characteristics

- Industries in the Warehousing and Storage subsector are engaged in operating general as well as refrigerated goods storage. Included are third-party warehouses serving retail and wholesalers.
- Companies in this subsector provide facilities to store goods and keeping them secure.
- Public and contract warehousing are included, public warehousing provides short-term storage (typically less than 30 days) while contract requires longer-term and includes often the provision of logistical services.
- Bonded warehouses and storage services are also included.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Warehousing and Storage	4931	172	328	0	7	0.35	0.27	$48,154	$43,638	$45,202	$48,061

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ, NAICS.com, Pexels.com

Attract - Port Opportunities - Warehousing and Storage | Site Selection Factors

Logistics

Transportation infrastructure is a requirement for this industry. Access to fast and reliable highways that connect production to consumption regions is a definite advantage. Local roads must also provide the resistance, width, clearance, among other factors required by transport companies to bring products in and out of storage facilities. There is a competitive edge by providing multimodal solutions for these companies as they will either store bulk (favored by train and water) or specialized products (favored by truck or air).

Talent Alignment

Warehousing and Storage labor tends to be either low skilled for basic storage or semi-skilled for automated processes, stowing, material moving or planning; for cold storage a more specialized labor force is also required to provide maintenance to equipment. Engineering, robotics and maintenance (especially electricians and HVAC) positions are needed in small numbers but are essential for successful operations.

Real Estate

These firms will typically expect large surfaces with high ceilings as well as safety systems to avoid accidents. Facilities can be located to consolidate transport along the distribution routes or as last mile closer to the consumer.

Ecosystem Alignment

This sector can benefit from a local ecosystem where there is availability of Real Estate as well as a strong manufacturing base to provide services; availability of transportation providers are also an important factor. More and more companies are relying in the automatization of processes in this industry as well as the development of sensors and artificial intelligence to create a more streamlined and efficient operation. Closeness to the end market is a very relevant factor to consider.

Cost

Warehousing and Storage is both sensitive to cost and location. Several processes will become automated to increase efficiencies. Location will remain a very important factor to provide services to companies as well as deliver to the end consumer/client.

Representative Companies

DHL

FedEx Express

Omni Logistics

UEHNE+NAGEL

DCL Logistics

ShipBob

Attract - Port Opportunities - Warehousing and Storage | Key Occupations

Victoria has limited availability in key occupations, most are projected to stay mainly unchanged over a 5-year period. All wages are competitive with the U.S.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
53-7051	Industrial Truck and Tractor Operators	72	0	$35,300	$34,200	$38,800	$41,500
53-7065	Stockers and Order Fillers	69	0	$33,600	$33,600	$35,000	$35,400
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	57	0	$32,200	$32,600	$34,100	$36,600
53-3032	Heavy and Tractor-Trailer Truck Drivers	18	0	$44,300	$49,200	$50,400	$52,800
43-5071	Shipping, Receiving, and Inventory Clerks	16	0	$37,100	$35,700	$35,900	$38,300
53-7064	Packers and Packagers, Hand	11	0	$29,400	$27,100	$29,600	$34,500
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	10	0	$56,700	$56,400	$59,000	$60,500
43-1011	First-Line Supervisors of Office & Admin. Support Workers	6	0	$56,200	$58,200	$63,200	$65,900
49-9071	Maintenance and Repair Workers, General	5	0	$43,600	$44,700	$45,900	$51,200
43-4051	Customer Service Representatives	5	0	$32,700	$33,500	$36,900	$38,800
53-7063	Machine Feeders and Offbearers	4	0	$35,300	$33,500	$35,400	$38,900
11-3071	Transportation, Storage, and Distribution Managers	3	0	$91,600	$86,100	$98,900	$96,400
11-1021	General and Operations Managers	3	0	$95,400	$92,000	$101,100	$109,700
43-5111	Weighers, Measurers, Checkers, & Samplers, Recordkeeping	3	0	$35,100	$34,800	$37,300	$40,800
53-3033	Light Truck Drivers	3	0	$42,900	$44,800	$47,600	$47,900

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ

Attract - Port Opportunities - Warehousing and Storage | Business Case

Labor Pool

34,904

Existing Regional Jobs including translatable skills

Labor Cost

$42,373

VS.

Victoria 9-County Region Average Annual Wage

Victoria MSA	$45,582
Texas Average	$43,962
U.S. Average	$46,950

Economic Contribution

In 2021, Warehousing and Storage produced $17.7 million in GDP for the Victoria MSA.



0.1%

Industry Share of Total GDP / **0.4%** in the nation



7.4%

Avg Annual % Change Last 10 Yrs. / 7.9 **%** in the nation

Growth Potential

Annual Employment Growth Projections (5 Year)

All Key Occupations

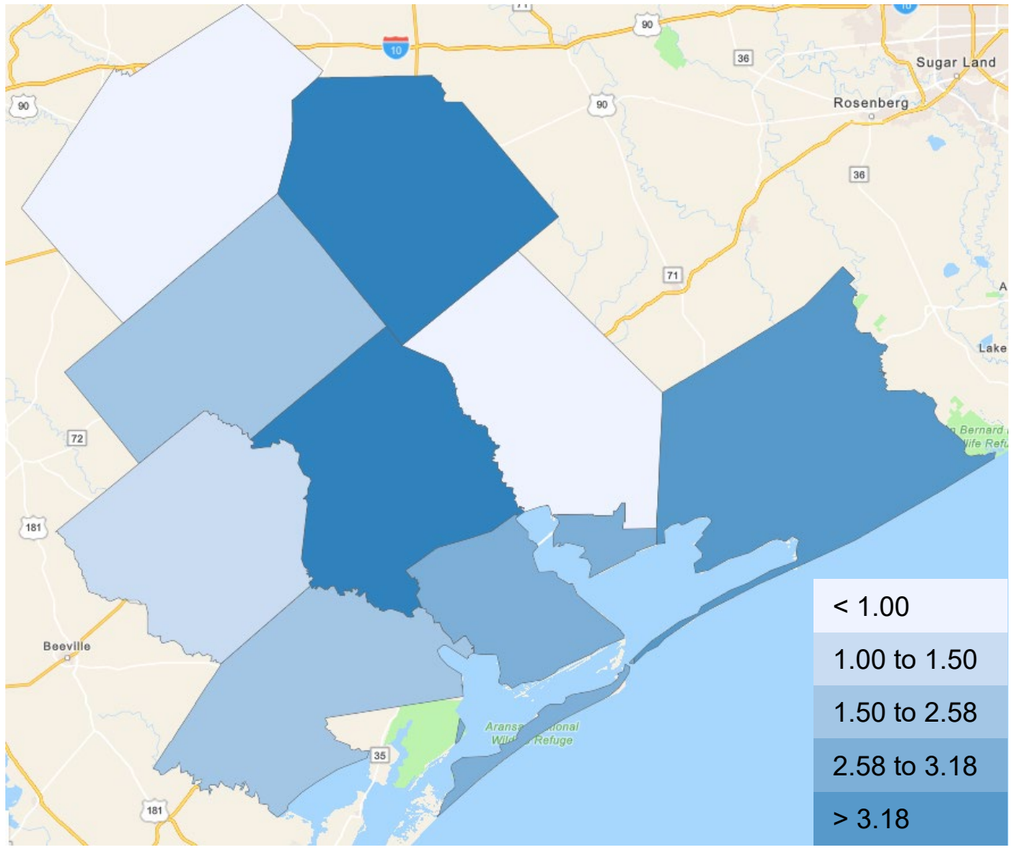
0.4%	**Victoria 9-County Region**
1.8%	**Texas**
0.7%	**U.S.**

Source: JobsEQ

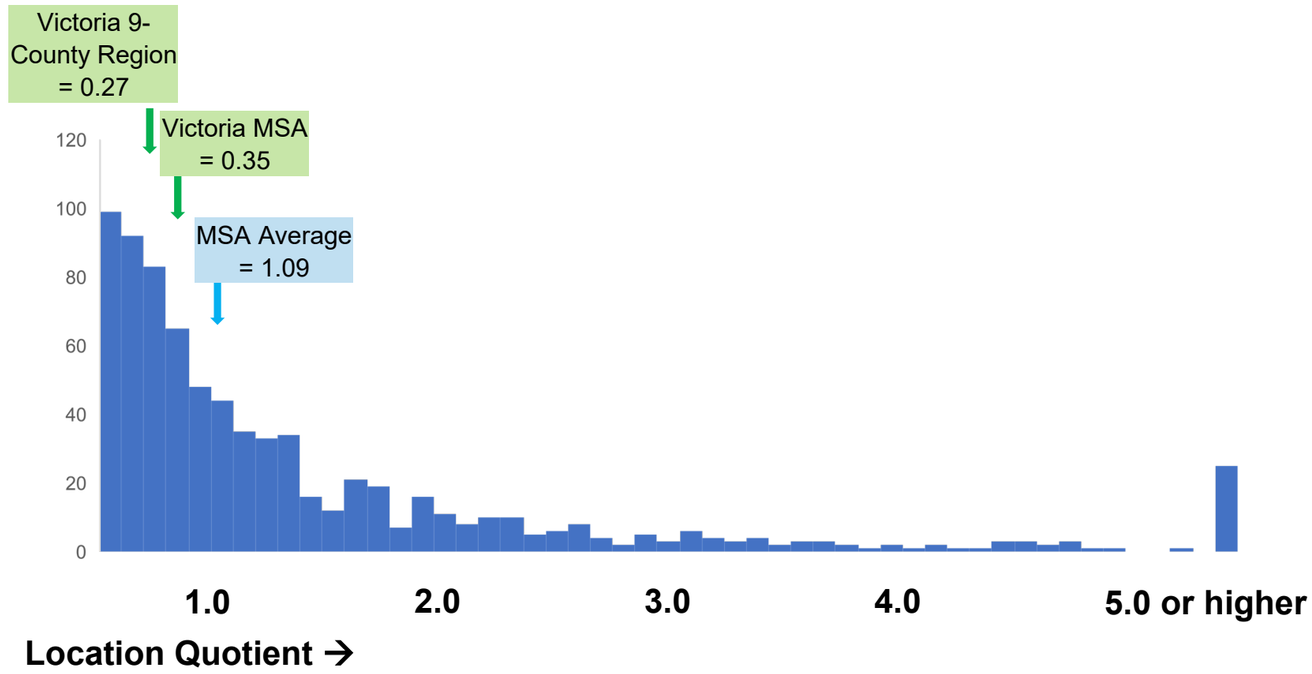
Attract - Port Opportunities - Warehousing and Storage | Industry Cluster Analysis

The Victoria-9 County Region has a lower-than-average concentration in Warehousing and Storage (0.27). This means that there is not a great availability of these activities in the region. Considering the proximity to larger markets and the port and agricultural activities, this represents an area of opportunity for the MSA.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

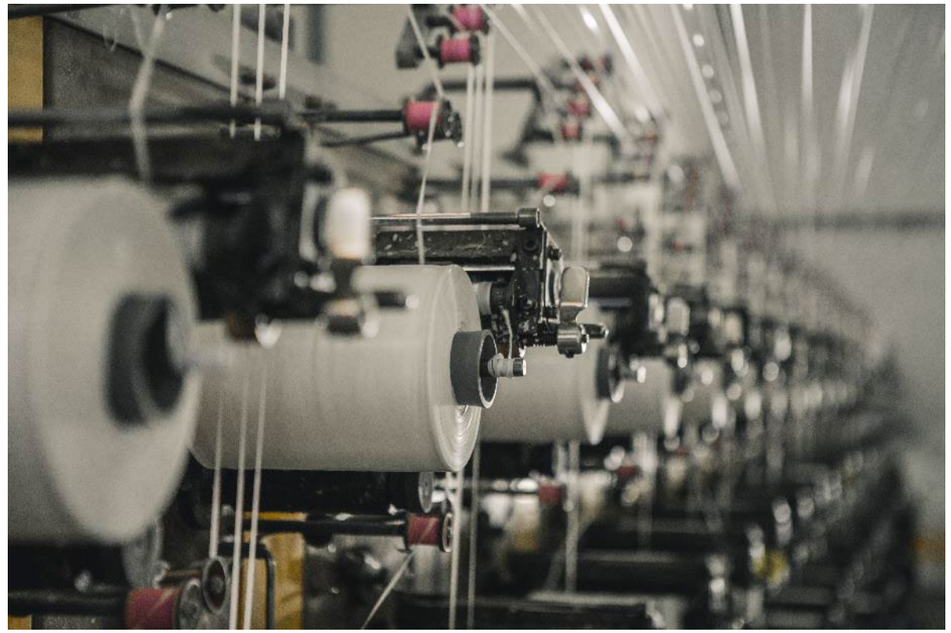
Attract - Port Opportunities - Plastic Manufacturing | Overview

Opportunity Indicator

STRONG

Overview and Characteristics

- This industry group includes companies primarily engaged in processing new or spent (i.e., recycled) plastics resins into intermediate or final products.
- Processes such as compression molding; extrusion molding; injection molding; blow molding; and casting are typically used within this industry sector.
- A variety of products from this sector such as bags, plastic film and sheets, bottles, fixtures, among others are manufactured by this sector.



Representative Industry	NAICS	Jobs		5-Yr Job Forecast		Location Quotient		Average Wage			
		Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Victoria	9-County Region	Texas	U.S.
Plastic Manufacturing	3261	228	1,319	-16	-52	1.4	3.33	$64,037	$52,755	$62,678	$63,060

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ, NAICS.com, Pexels.com

Attract - Port Opportunities - Plastic Manufacturing | Overview

Logistics
Geographical proximity to distribution points of the petrochemical industry is a requirement for the industry. A fast and reliable highway system as well as potential barge transportation for bulk products provides a competitive edge for attracting this activity. Quick access to cargo shipping is also a benefit for this industry.

Talent Alignment
This activity requires more skilled personnel, specialized in molding and extrusion. Use of industrial machinery is also important as setters and maintenance personnel are required to keep the facilities operating efficiently.

Real Estate
These firms will typically expect buildings with reinforced floors, depending on the tonnage of presses and extrusion machines' requirements for precision. Availability of reliable electricity grids is also a requirement.

Ecosystem Alignment
The sector can benefit from the abundance of production personnel in the region as well as the presence of petrochemical facilities that can provide raw materials. Complementing the raw materials with industrial clients in the region that represent a suitable market for end or intermediate products as this sector has implications in other industries such as apparel, automotive, food and beverages, among others.

Cost
The sector is heavily affected by prices and reliability and rates of electricity. Many of the end products are either considered commodities or intermediate products, which have an impact in the cost structure of other industrial supply chains.

Representative Companies

Berry

newell BRANDS

JABIL HEALTHCARE

Aptar

Plastipak

DART®

Attract - Port Opportunities - Plastic Manufacturing | Key Occupations

Victoria has availability in key occupations, most are projected to stay mainly unchanged or with slight decreases over a 5-year period. All wages are competitive with the U.S.

SOC Code	Key Industry Occupations	Victoria 9-County Region			Victoria MSA	Texas	U.S.
		Employment	5-Yr Growth	Average Wage	Average Wage	Average Wage	Average Wage
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	4,604	-35	$32,600	$32,400	$32,600	$36,500
51-2092	Team Assemblers	3,490	-213	$32,400	$30,200	$32,400	$33,200
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,398	-143	$35,700	$36,400	$35,700	$38,100
51-1011	First-Line Supervisors of Production and Operating Workers	2,218	99	$58,500	$51,400	$58,500	$60,300
51-4021	Extruding & Drawing Machine Setters, Operators, & Tenders, Metal & Plastic	1,609	-10	$39,900	$39,500	$39,900	$40,400
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,400	66	$34,000	$32,200	$34,000	$36,500
53-7064	Packers and Packagers, Hand	1,361	64	$26,500	$24,200	$26,500	$31,000
43-5071	Shipping, Receiving, and Inventory Clerks	1,166	-8	$36,600	$36,500	$36,600	$39,000
51-4081	Multiple Machine Tool Setters, Operators, & Tenders, Metal & Plastic	1,102	51	$32,200	$33,400	$32,200	$36,100
49-9041	Industrial Machinery Mechanics	1,072	166	$54,800	$51,300	$54,800	$55,100
49-9071	Maintenance and Repair Workers, General	986	46	$45,900	$44,400	$45,900	$51,400
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	809	-6	$33,700	$34,200	$33,700	$36,200
53-7051	Industrial Truck and Tractor Operators	787	37	$34,500	$31,000	$34,500	$37,300
17-2112	Industrial Engineers	720	34	$86,200	$72,800	$86,200	$83,200
11-1021	General and Operations Managers	714	33	$126,300	$113,700	$126,300	$137,500

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Source: JobsEQ

Attract - Port Opportunities - Plastic Manufacturing | Business Case

Labor Pool

44,132

Existing Regional Jobs including translatable skills

Labor Cost

$50,289

VS.

Victoria 9-County Region Average Annual Wage

Victoria MSA Average	$61,763
Texas Average	$60,672
U.S. Average	$60,859

Economic Contribution

In 2021, Plastic manufacturing produced $0.2 billion in GDP for the Victori-9 County Region.



1.2%

Industry Share of Total GDP / **0.3%** in the nation



3.1 %

Avg Annual % Change Last 10 Yrs. / 4 **%** in the nation

Growth Potential

Annual Employment Growth Projections (5 Year)

All Key Occupations

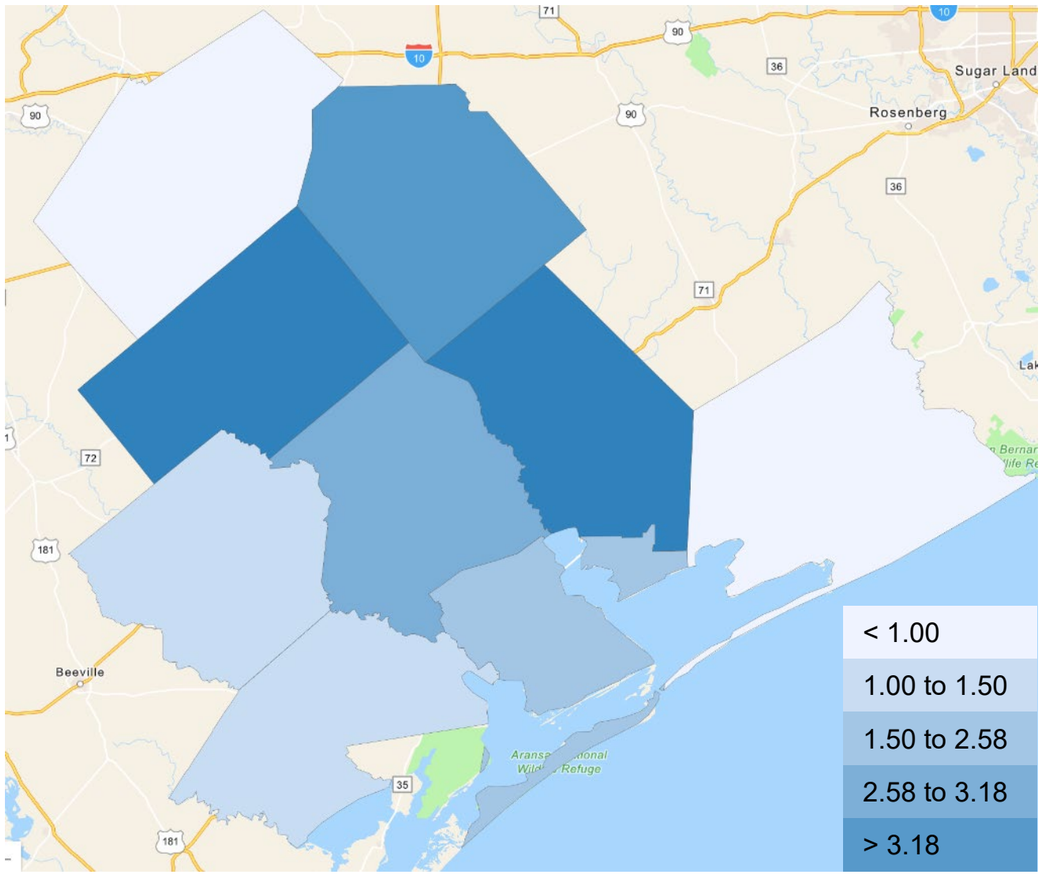
-0.8%	Victoria 9-County Region
0.3%	Texas
-0.6%	U.S.

Source: JobsEQ

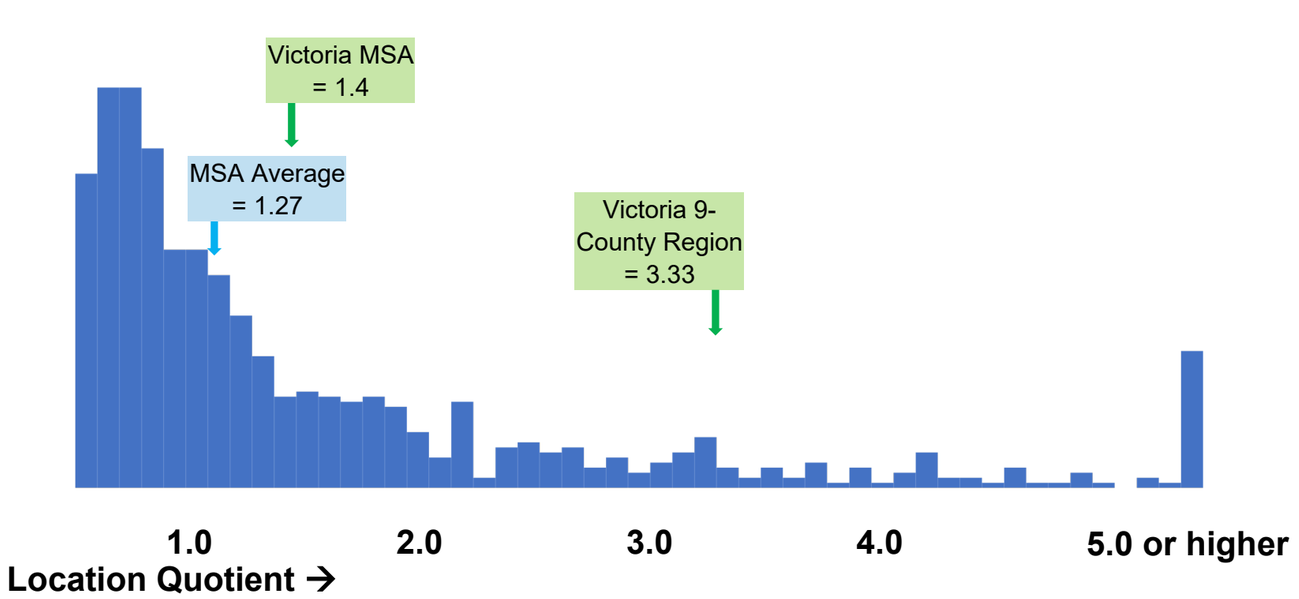
Attract - Port Opportunities - Plastic Manufacturing | Industry Cluster Analysis

The Victoria-9 County Region has a higher-than-average concentration in Plastic Manufacturing (3.33). This is one of the vocations of the region, considering the opportunities to build on the petrochemical industry in the State of Texas as well as the closeness to major ports.

County-Level Location Quotient



MSA Location Quotient Distribution



Source: JobsEQ

Attract - Port Opportunities | Regional Scorecard

Primary Location Criteria	Victoria Region Rating					Comments
Labor Availability	★	★	★			+ Region has existing workforce - Labor shortage
Labor Cost	★	★	★	★		+ Regional wages less than State and National averages
Market / Supplier Proximity	★	★	★	★		+ Several of the recommendations have existing industry in region providing cluster of primary manufacturers as well as suppliers - Several of the recommendations are just beginning to emerge in the region offering opportunities for growth but not a defined ecosystem
Transportation Network	★	★	★	★		+ Road quality and access to highways + Rail served sites at the port and region available + Regional airport has capacity for cargo service
Local Industry Knowledge/Support	★	★	★			+ Existing industry and workforce available in region + Existing training programs in the region
Utility Cost and Reliability	★	★	★	★		+ Victoria region has reliable service and capacity + Cost competitive within Texas and vs. peer cities - Poor fiber infrastructure
Real Estate Availability	★	★				- Survey of the Victoria region indicates that large industrial sites are now in short supply
Real Estate Cost	★	★	★	★		+ Cost competitive within region and vs. peer cities - Property located on the airport or port will be limited to long-term lease with limited sale potential
Business Friendly Environment	★	★	★			+ No corporate or personal income tax + Manufacturing machinery exempt from tax
Incentive Availability	★	★	★	★		+ State and local tax incentives for new job creation and expansion of operations

Attract - Port Opportunities | Talking Points

PROS	CONS
▪ Plan to increase the level of affordable housing ▪ Adequate workforce ▪ Access to road, rail and water transportation for material movement ▪ Located close to consumption and production hotspots ▪ Competitive salaries compared to the U.S. average ▪ Petrochemical industry in the State of Texas ▪ Proximity to larger metropolitan cities with consumers	▪ Limited availability of utilities at existing sites ▪ Limited development ready sites in Victoria and the region ▪ Competition from nearby ports ▪ Increase in automation might require reskilling of certain positions ▪ Some of the industries are truly emerging in the region and will take some effort to nurture and grow before you are ready to attract



Secondary Target Industries (For Further Exploration)

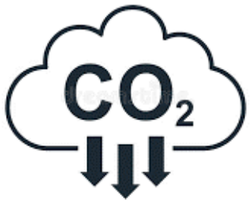
Secondary target industries represent niche opportunities based on a unique asset of the region or access to natural resources or amenities that may not otherwise have widespread feasibility.



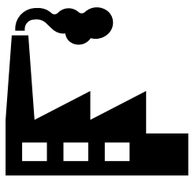
Green / Blue Hydrogen:
Hydrogen is considered to be one of the fuels of the future, especially for the shipping industry. Trains, trucks and boats currently running on diesel have power needs that hydrogen fuel can meet.



Eco Tourism:
Particularly for regional partners, there exists opportunity to advance the impact of local hunting, fishing, and other outdoor events on the local economy.



Carbon Sequestration:
A nationwide assessment, conducted by the United States Geological Survey, identified the Coastal Plains region, which includes coastal basins from Texas to Georgia, as having the most storage potential for carbon dioxide.



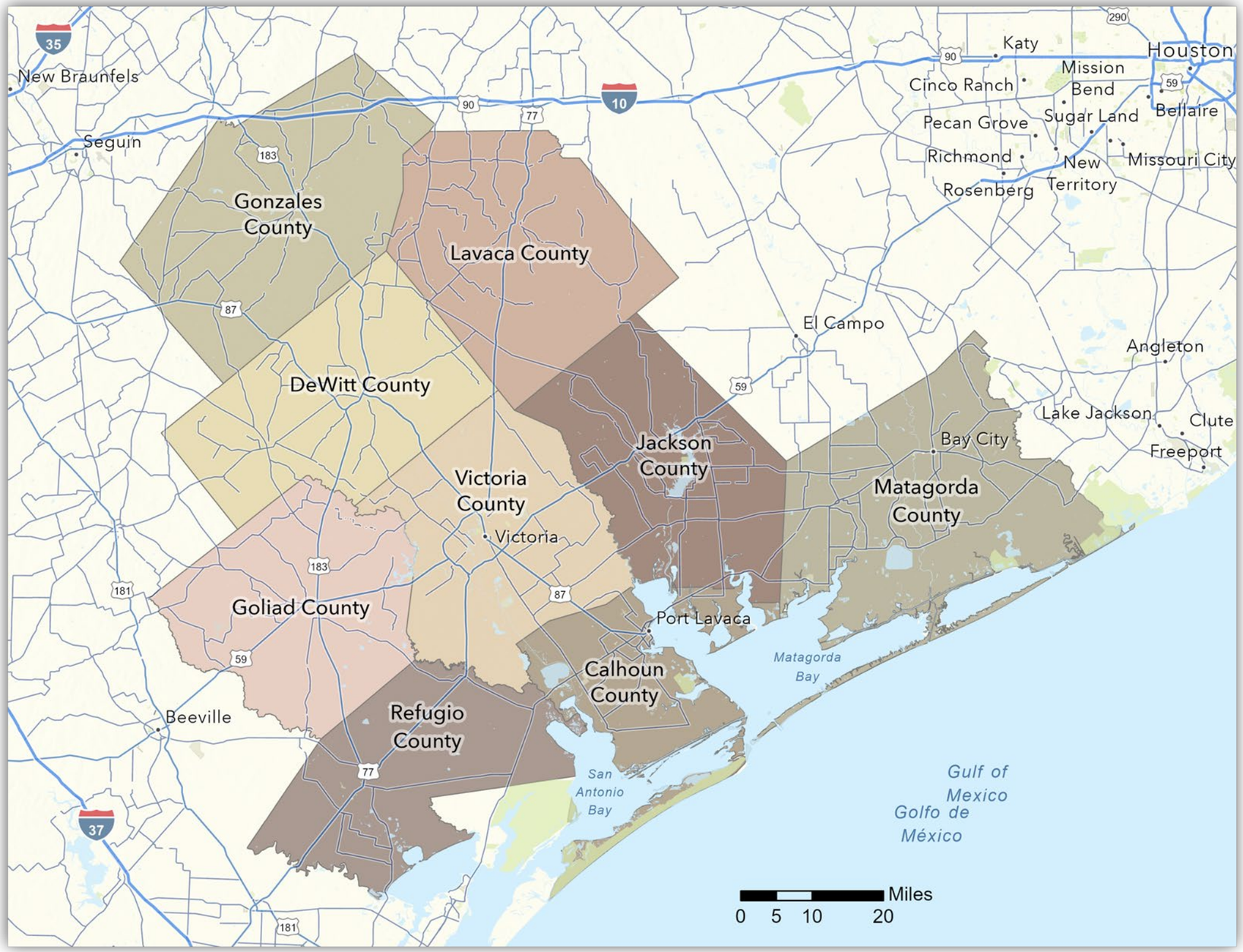
Ethylene Cracking:
Victoria came in 2nd for a regional ethylene cracking project. Opportunities may arise again in the future and should continue to be considered.

Regional Partners



Regional Partners

This study also includes a review of the definition of the Victoria region and consideration of expanding boundaries south to Refugio County (Refugio), West to Goliad County (Goliad), Northwest to DeWitt County (Cuero), North to Lavaca County (Hallettsville, Shiner, Yoakum) and Northeast to Jackson County (Edna) and Southeast to Calhoun County (Port Lavaca). Newmark evaluated each additional county and created a SWOT, asset mapping and recommendations for each. Newmark completed six stakeholder interviews or roundtables as well as conducted in market tours of each additional county for the study.

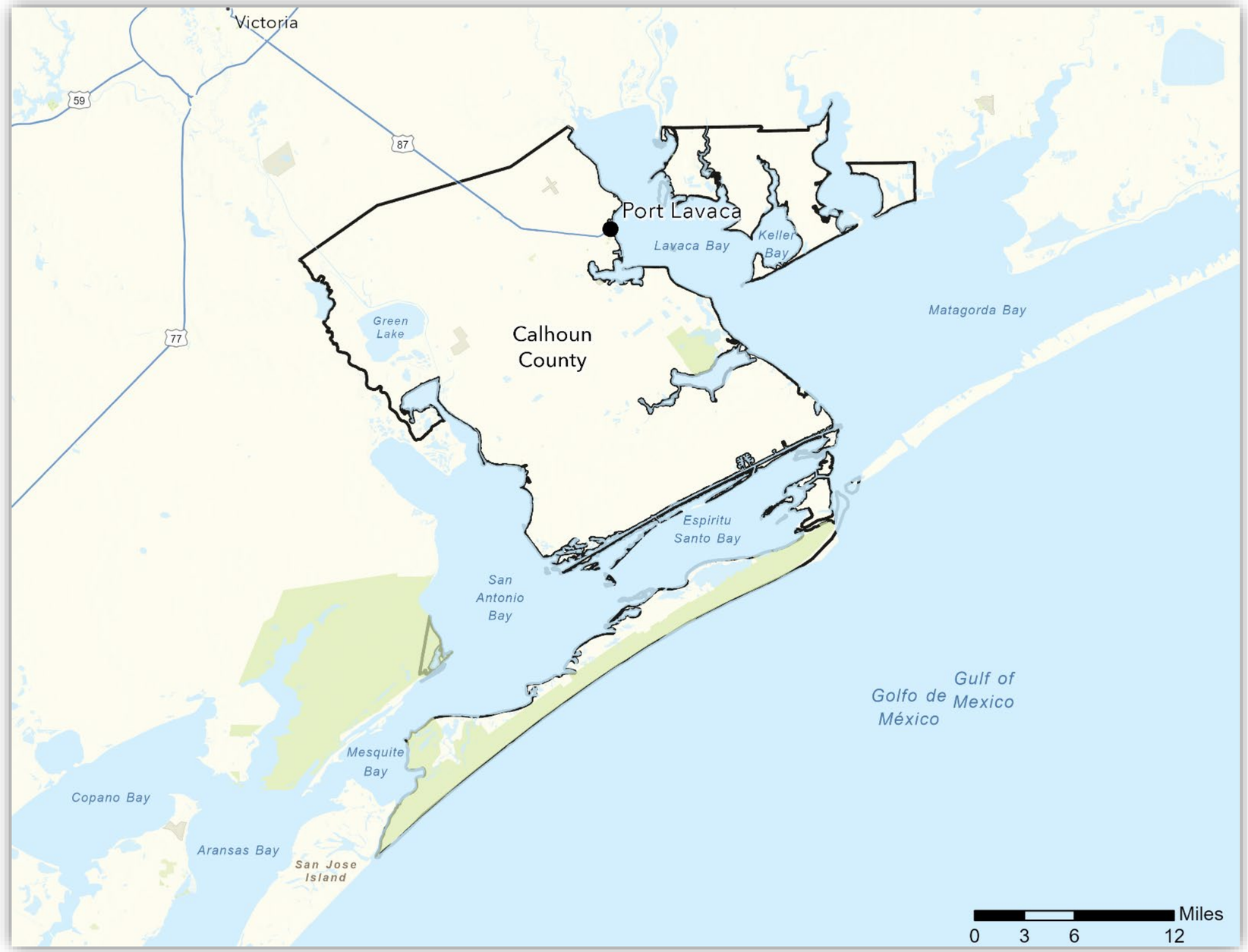


Snapshot: Calhoun County



Photo: Texas Almanac

Snapshot: Calhoun County



Snapshot: Calhoun County, TX

City of Port Lavaca



Major Sectors	Jobs
Manufacturing	3,553
Construction	3,393
Retail Trade	1,086
Accommodation and Food Services	938

Airports within 2-hour drive: Victoria Regional, Corpus Christi International.

Top Postsecondary Schools in the Region

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	21,668
Total Workforce	10,188
High School Degree	33%
Associate Degree	8%
Bachelor's Degree+	13%
Median Household Income	$58,776
Median Home Value	$120,200
Cost of Living Index	91.9
Time Zone	Central

Major Employers	Sector	Jobs
Formosa Plastics	Chemicals Manufacturing	1,900
Union Carbide (Dow Chemical)	Chemicals Manufacturing	1,000
INEOS Nitriles	Chemicals Manufacturing	700
Orion Marine Group	Construction	350
Rexco	Construction	150

Strengths:
+ Land available for development throughout the County and at the Port as well as redevelopment opportunities
+ Home to several of the largest employers in the region
+ Regional hospital
+ Regional general aviation airport with available land and infrastructure
+ Quality of life with ocean/bayfront living (560 miles of coastline)
+ Tourism with more amenities and accommodations coming online (currently under construction); Well established and attended festivals throughout the year
+ Well organized tour with great cooperation from City staff, elected officials and stakeholders

Challenges:
− Low population growth and aging population
− Elevated natural disaster risk

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Calhoun County - Calhoun County Demographic Comparison

Metric	Calhoun County	Victoria MSA	Victoria Region	Texas
Population (ACS)	21,668	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	0.3%	0.7%	0.4%	1.5%
Median Age	37.7	36.7	38.1	34.6
Total Business Establishments (2019)	404	2,258	7,277	553,974
Civilian Labor Force	10,188	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	3.5%	4.3%	3.8%	3.8%
Diversity Index	68.6	N/A	N/A	76.1
% Population (25+) with HS or Higher	81%	86%	84%	85%
% Population (25+) with BA or Higher	13%	20%	17%	31%
Cost of Living Index	91.9	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$120,200	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	.90	.88	.85	.95
Median Household Income	$58,776	$57,135	$55,374	$61,874
Proportion of Population in Poverty	13.7%	14.9%	15.0%	14.7%

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Snapshot: Calhoun County - Local View of the Community

“The business community in the county is very supportive of Calhoun ISD. Major employers like Dow Chemical and Formosa are eager to partner with the school district to develop training programs” (Stakeholder)	“In Calhoun County, everyone gets along and works together and works hard. Everyone wants to succeed and see success” (Stakeholder)
“Calhoun ISD has a good CTE program and has been able to partner with local industry to help students transition from high school directly into the workforce” (Stakeholder)	“Housing is tough. It’s been an issue for 25 years. Renting is incredibly difficult and you’re paying a lot for what you get” (Stakeholder)
“Electricity is not always reliable, especially in places like Seadrift. Calhoun County is at the ‘end of the line’ when there are power outages” (Stakeholder)	“There are some nice new subsidized apartments, but if you work any sort of regular job, you cannot qualify. Those with low to moderate incomes are in a tough spot” (Stakeholder)
“We have a very diverse population here in Calhoun, and that has benefitted our local economy” (Stakeholder)	“Our ISD is well-regarded and does a great job, but many kids go to college then never come back” (Small Business Owner)
“We aren’t seeing a struggle to attract and maintain labor [in Calhoun County]” (Stakeholder)	“Port O’Conner’s cost of living makes it unaffordable for people seeking service jobs” (Small Business Owner)

Snapshot: Calhoun County, TX - ISD Ratings

Calhoun ISD

Overall Rating: B
Overall Grade: 86

Student Achievement: 85
School Progress: 88
Closing Performance Gaps: 82
Type: Traditional

- Number of Students – 3661
- Number of Teachers – 261.1
- Number of Campuses – 7
  - Elementary – 4
  - Middle – 1
  - High School – 2
  - Special – 0
- Student/Teacher Ratio – 14
- Economically Disadvantaged – 59.4%
- Bilingual – 13.3%
- Teachers with No Degree – 1.9%
- Teachers with Bachelor's Degree – 85.2%
- Teachers with Master's Degree – 12.9%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 46%
  - Reading – 48%
  - Math – 44%
  - Science – 49%
  - Social Studies – 39%
- Graduation Rate – 90%
- Drop Out Rate – 0.4%
- Average SAT Scores – 1095
- Average ACT Scores – 20.4

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Calhoun County - Higher Education Regional Pipeline

Calhoun County is supported by Victoria College and the University of Houston Victoria. Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Calhoun County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

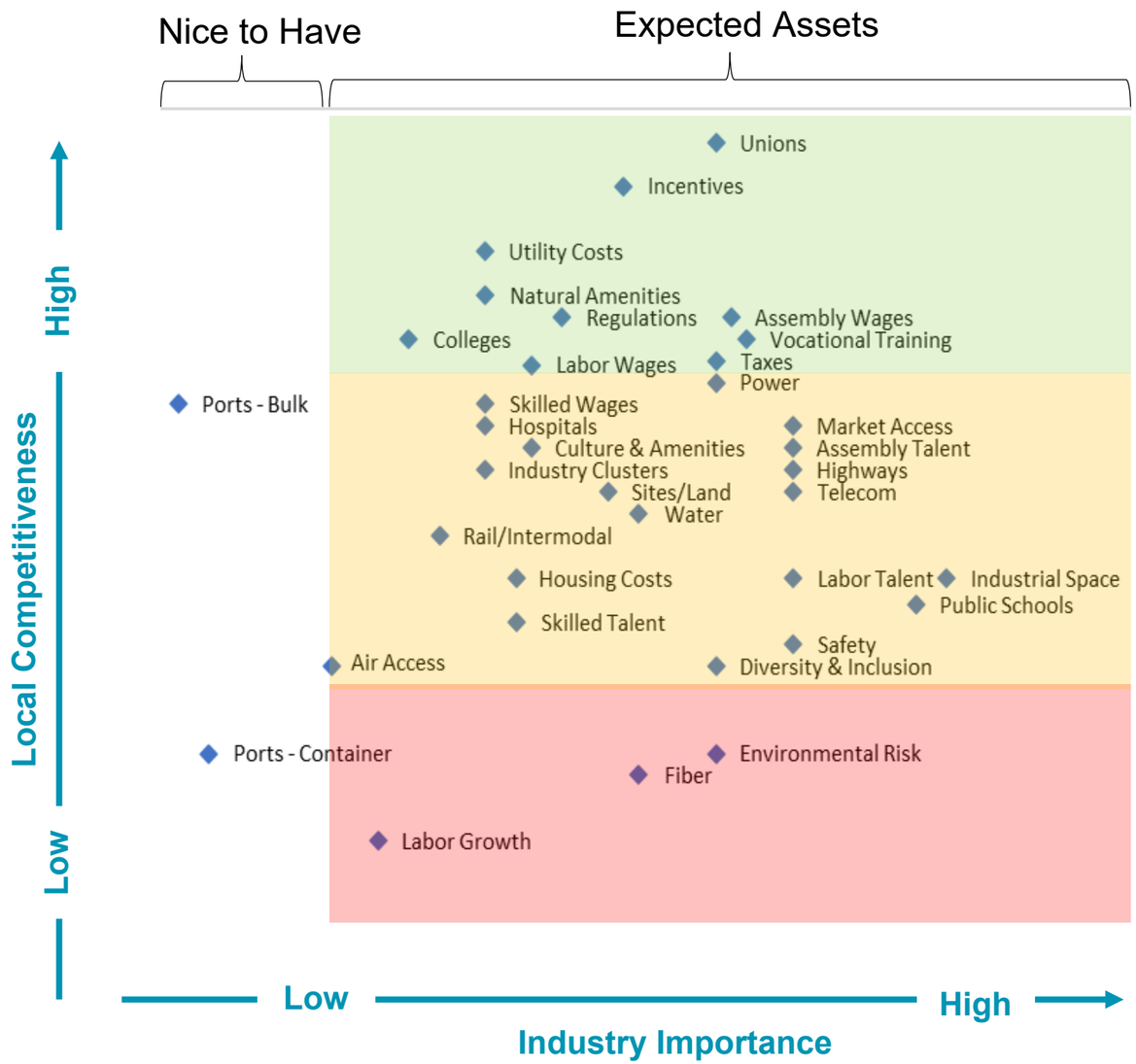
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Snapshot: Calhoun County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Calhoun County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	Calhoun County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Identify and attend target industry trade shows focused on industry decision makers and site selection brokers. Partner with allies or local businesses to attend.	●●● High	6 - 12 months	$$	★★ Moderate	Calhoun County	VEDC, Local Businesses, Regional Partners	Trade Shows Attended, Networking Events Attended, Contacts, Marketing Materials Created / Distributed, Meetings, Visits, Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC, Calhoun County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	$$$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs

Snapshot: Calhoun County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Calhoun County							
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Calhoun County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Use tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	Calhoun County	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth
Work to improve public school reputations and state test scores.	●●● High	6 - 12 months	$$$	★★★ Challenging	K-12	Everyone	Improved Test Scores, Increased Graduates, Improved School Rankings/Ratings, Programs, Meetings, Contacts, Participants, Visits
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects

Snapshot: Calhoun County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Calhoun County							
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Identify additional sites with adequate infrastructure in Calhoun County, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	$	★ Easy	Calhoun County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation
Improve quality of life and work to change perception of local quality of life.	●● Medium	1 - 2 years	$$$	★★★ Challenging	County, City	Everyone	Better Rankings on National Lists, Lower Crime, Population Growth, School Ranking / Rating Improvement, Redevelopment Projects, Amenities Added, Entrepreneurs

Snapshot: Calhoun County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Calhoun County							
Create gathering places throughout the region.	●● Medium	2 - 3 years	**$$$**	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	**$**	★★ Moderate	Calhoun County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation
Improve signage to landmarks, amenities, entertainment, and hospitality, especially from the highway and throughout local community streets.	● Low	1 - 2 years	**$$**	★★ Moderate	State, County, City	VEDC, Main Street, Parks	Signs, Visitors, Hotel / Motel Taxes, Sales Taxes

Snapshot: Calhoun County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Calhoun County							
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Dewitt County

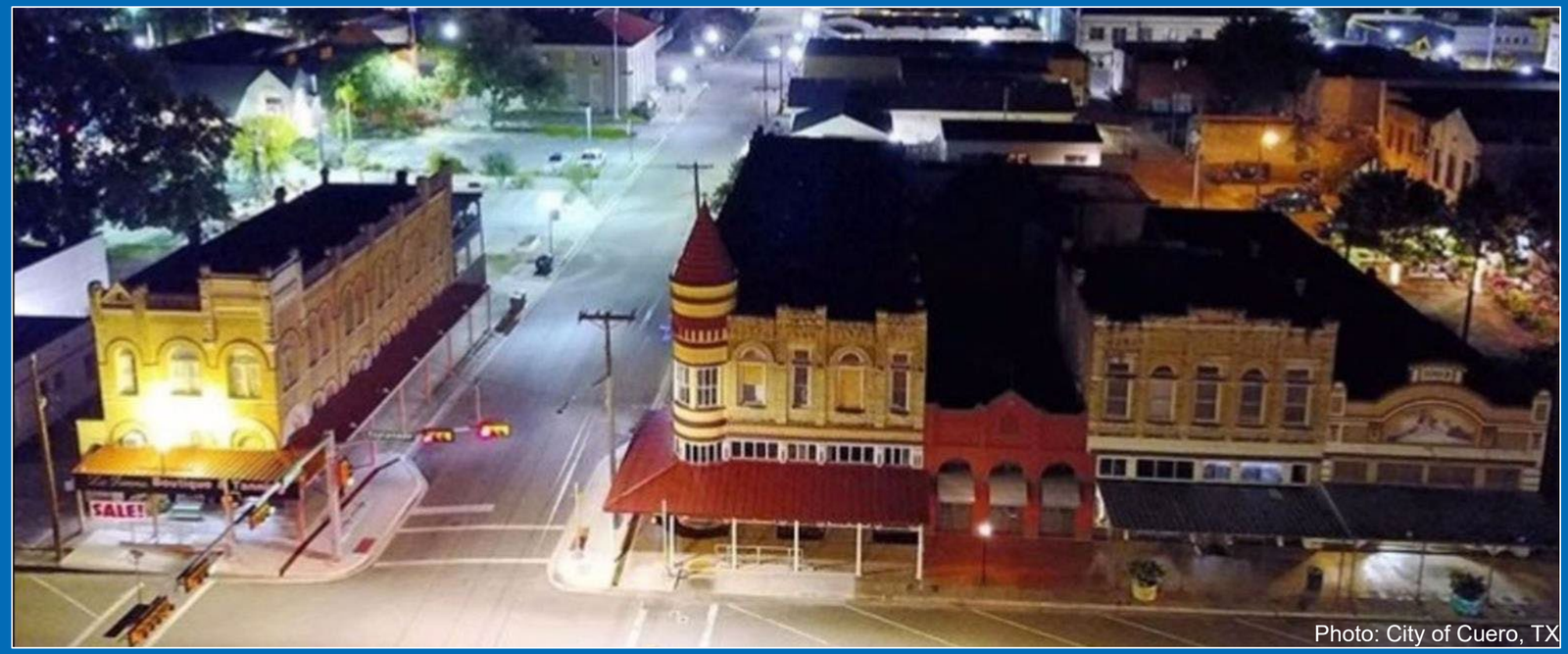
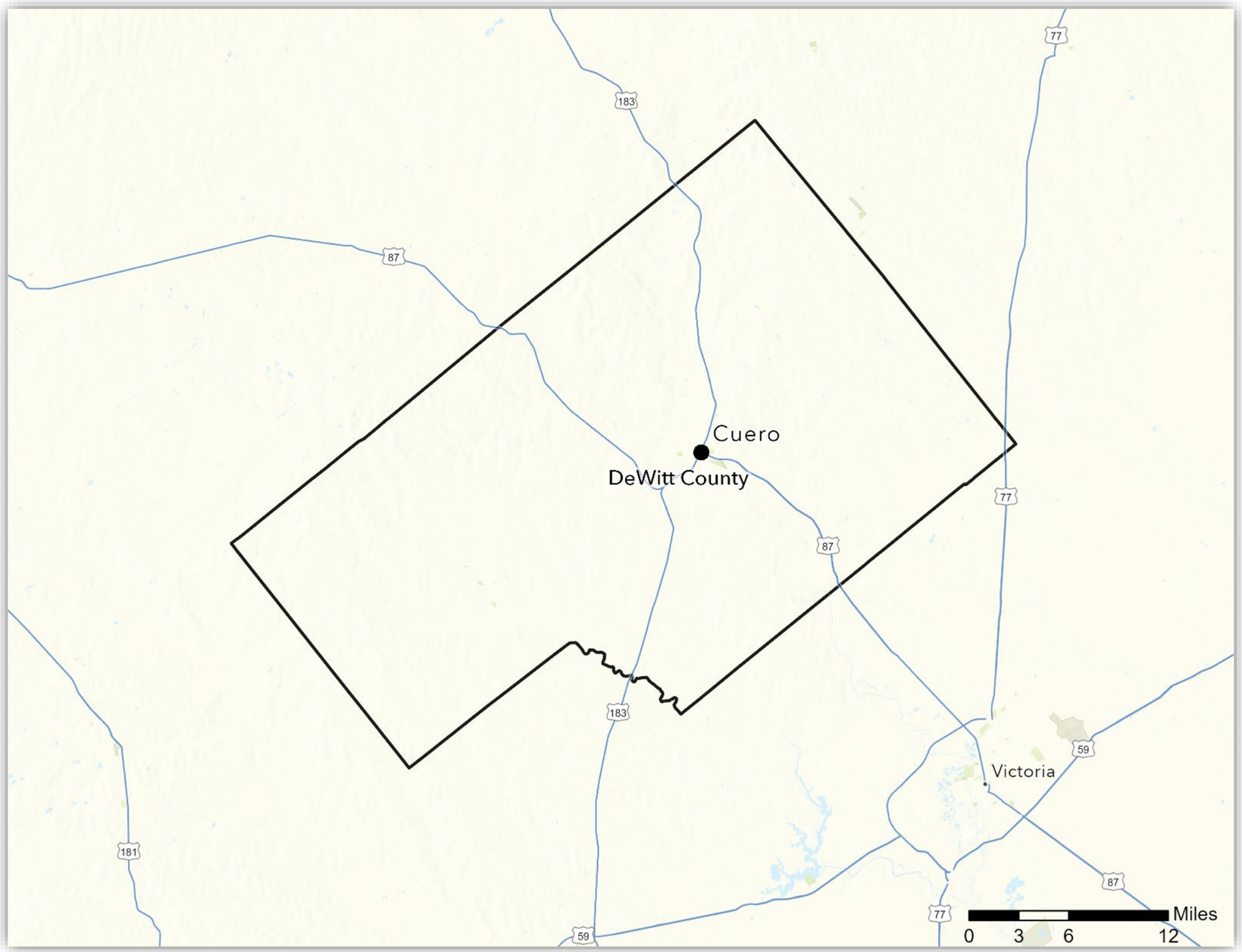


Photo: City of Cuero, TX

Snapshot: Dewitt County



THE CITY OF VICTORIA
ECONOMIC DEVELOPMENT

Snapshot: DeWitt County, TX

Downtown Cuero



Major Sectors	Jobs
Educational Services	1,084
Health Care and Social Assistance	843
Accommodation and Food Services	789
Retail Trade	777

Airports within 2-hour drive: Victoria Regional, Corpus Christi International, Austin-Bergstrom International, San Antonio International.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	20,340
Total Workforce	8,308
High School Degree	41%
Associate Degree	7%
Bachelor's Degree+	13%
Median Household Income	$55,357
Median Home Value	$117,100
Cost of Living Index	85.0
Time Zone	Central

Major Employers	Sector	Jobs
Cuero Regional Hospital	Health Care	450
Texas Department of Criminal Justice Corrections	Government	212
Cuero Nursing and Rehabilitation Center	Health Care	80
McMahan Welding	Fabricated Metals	100
Farm Pack	Food Manufacturing	50

Strengths:
+ Land and buildings available for development
+ Regional hospital
+ Curb appeal
+ Nice downtowns with unique shops and boutiques
+ Great amenities with parks, museums, brewery
+ Some of the top rated school districts in the region
+ Engaged stakeholders and businesses

Challenges:
− Turnover in Economic Development leader
− Low population growth and aging population
− Lack of diversity in industry
− Originated as a rural farming and ranching county and is still home to a robust agriculture ecosystem throughout the county occupying a lot of land

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: DeWitt County - Demographic Comparison

Metric	DeWitt County	Victoria MSA	Victoria Region	Texas
Population (ACS)	20,340	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	0.2%	0.7%	0.4%	1.5%
Median Age	41.0	36.7	38.1	34.6
Total Business Establishments (2019)	421	2,258	7,277	553,974
Civilian Labor Force	8,308	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	3.1%	4.3%	3.8%	3.8%
Diversity Index	70.3	N/A	N/A	76.1
% Population (25+) with HS or Higher	84%	86%	84%	85%
% Population (25+) with BA or Higher	13%	20%	17%	31%
Cost of Living Index	85.0	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$117,100	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	0.85	.88	.85	.95
Median Household Income	$55,357	$57,135	$55,374	$61,874
Proportion of Population in Poverty	16.0%	14.9%	15.0%	14.7%

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Snapshot: DeWitt County - Local View of the Community

“Lots of [chamber] members having trouble finding and retaining workers. Lack of strong labor pool has led to many businesses modifying their hours or experiencing unanticipated closures during the day.” (Stakeholder)	“CDC has done a good job of helping develop quality of life amenities (parks, downtown reinvestment, wayfinding signs). There are lots of boomerang young people coming back to Cuero.” (Stakeholder)
“Broadband access is a challenge. Some businesses are still struggling to get online.” (Stakeholder)	“We saw a lot of community resilience during the pandemic; we only lost a couple of businesses.” (Stakeholder)
“Cuero ISD doing a good job. It’s one of the largest A-rated school districts in the Victoria region.” (Stakeholder)	“The ‘small town’ feel means that businesses are very supportive of one another. There is a good degree of emotional and financial trust among businesses.” (Stakeholder)
“The city has a good supply of water.” (Stakeholder)	“Eagle Ford has been ‘the good, the bad, and the ugly’ for Cuero.” (Stakeholder)

Snapshot: DeWitt County, TX – ISD Ratings

Cuero ISD

Overall Rating: A
Overall Grade: 90

Student Achievement: 91
School Progress: 93
Closing Performance Gaps: 82
Type: Traditional

- Number of Students – 1904
- Number of Teachers – 160.1
- Number of Campuses – 4
  - Elementary – 2
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 11.9
- Economically Disadvantaged – 59.3%
- Bilingual – 3.7%
- Teachers with No Degree – 0.6%
- Teachers with Bachelor's Degree – 79.0%
- Teachers with Master's Degree – 20.3%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 47%
  - Reading – 50%
  - Math – 40%
  - Science – 47%
  - Social Studies – 55%
- Graduation Rate – 100%
- Drop Out Rate – 0.1%
- Average SAT Scores – 1059
- Average ACT Scores – 21.7

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: DeWitt County, TX – ISD Ratings

Meyersville ISD

Overall Rating: A
Overall Grade: 94

Student Achievement: 91
School Progress: 88
Closing Performance Gaps: 100
Type: Traditional

- Number of Students –166
- Number of Teachers – 11.6
- Number of Campuses – 1
  - Elementary – 1
  - Middle – 0
  - High School –0
  - Special –0
- Student/Teacher Ratio – 14.3
- Economically Disadvantaged – 46.4%
- Bilingual – 0%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 83.1%
- Teachers with Master's Degree – 16.9%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 63%
  - Reading – 70%
  - Math – 60%
  - Science – 61%
  - Social Studies – 45%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: DeWitt County, TX – ISD Ratings

Nordheim ISD

Overall Rating: B
Overall Grade: 82

Student Achievement: 82
School Progress: 86
Closing Performance Gaps: 74
Type: Traditional

- Number of Students – 144
- Number of Teachers – 16.6
- Number of Campuses – 1
  - Elementary – 0
  - Middle – 0
  - High School – 0
  - Special – 1 (PreK- Grade 12)
- Student/Teacher Ratio – 8.7
- Economically Disadvantaged – 50.0%
- Bilingual – 0.0%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 75.9%
- Teachers with Master's Degree – 24.1%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 45%
  - Reading – 55%
  - Math – 44%
  - Science – 28%
  - Social Studies – 41%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – N/A
- Average ACT Scores – 22.0

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: DeWitt County, TX – ISD Ratings

Westhoff ISD

Overall Rating: A
Overall Grade: 91

Student Achievement: 91
School Progress: 91
Closing Performance Gaps: Not Rated
Type: Traditional

- Number of Students –66
- Number of Teachers – 7.2
- Number of Campuses – 1
  - Elementary – 1
  - Middle –0
  - High School –0
  - Special –0
- Student/Teacher Ratio – 9.2
- Economically Disadvantaged – 53.0%
- Bilingual – 4.5%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 96.4%
- Teachers with Master's Degree – 3.6%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 71%
  - Reading – 79%
  - Math – 68%
  - Science – 80%
  - Social Studies – 20%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: DeWitt County, TX – ISD Ratings

Yoakum ISD

Overall Rating: B
Overall Grade: 88

Student Achievement: 84
School Progress: 88
Closing Performance Gaps: 87
Type: Traditional

- Number of Students – 1487
- Number of Teachers – 150.5
- Number of Campuses – 5
  - Elementary – 3
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 9.9
- Economically Disadvantaged – 75.4%
- Bilingual – 17.2%

- Teachers with No Degree – 0.1%
- Teachers with Bachelor's Degree –92.4%
- Teachers with Master's Degree – 6.2%
- Teachers with Doctorate Degree – 1.3%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 52%
  - Reading – 53%
  - Math – 52%
  - Science – 50%
  - Social Studies – 48%
- Graduation Rate – 100%
- Drop Out Rate – 0.2%
- Average SAT Scores – 1099
- Average ACT Scores – 17.0

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: DeWitt County, TX – ISD Ratings

Yorktown ISD

Overall Rating: C
Overall Grade: 75

Student Achievement: 77
School Progress: 76
Closing Performance Gaps: 69
Type: Traditional

- Number of Students –521
- Number of Teachers – 51.2
- Number of Campuses – 3
  - Elementary – 1
  - Middle – 1
  - High School –1
  - Special –0
- Student/Teacher Ratio – 10.2
- Economically Disadvantaged – 53.7%
- Bilingual – 1.5%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 87.6%
- Teachers with Master's Degree – 10.4%
- Teachers with Doctorate Degree – 2.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 35%
  - Reading – 39%
  - Math – 30%
  - Science – 30%
  - Social Studies – 44%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 894
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: DeWitt County - Higher Education Regional Pipeline

DeWitt County is supported by Victoria College and the University of Houston Victoria. Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: DeWitt County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

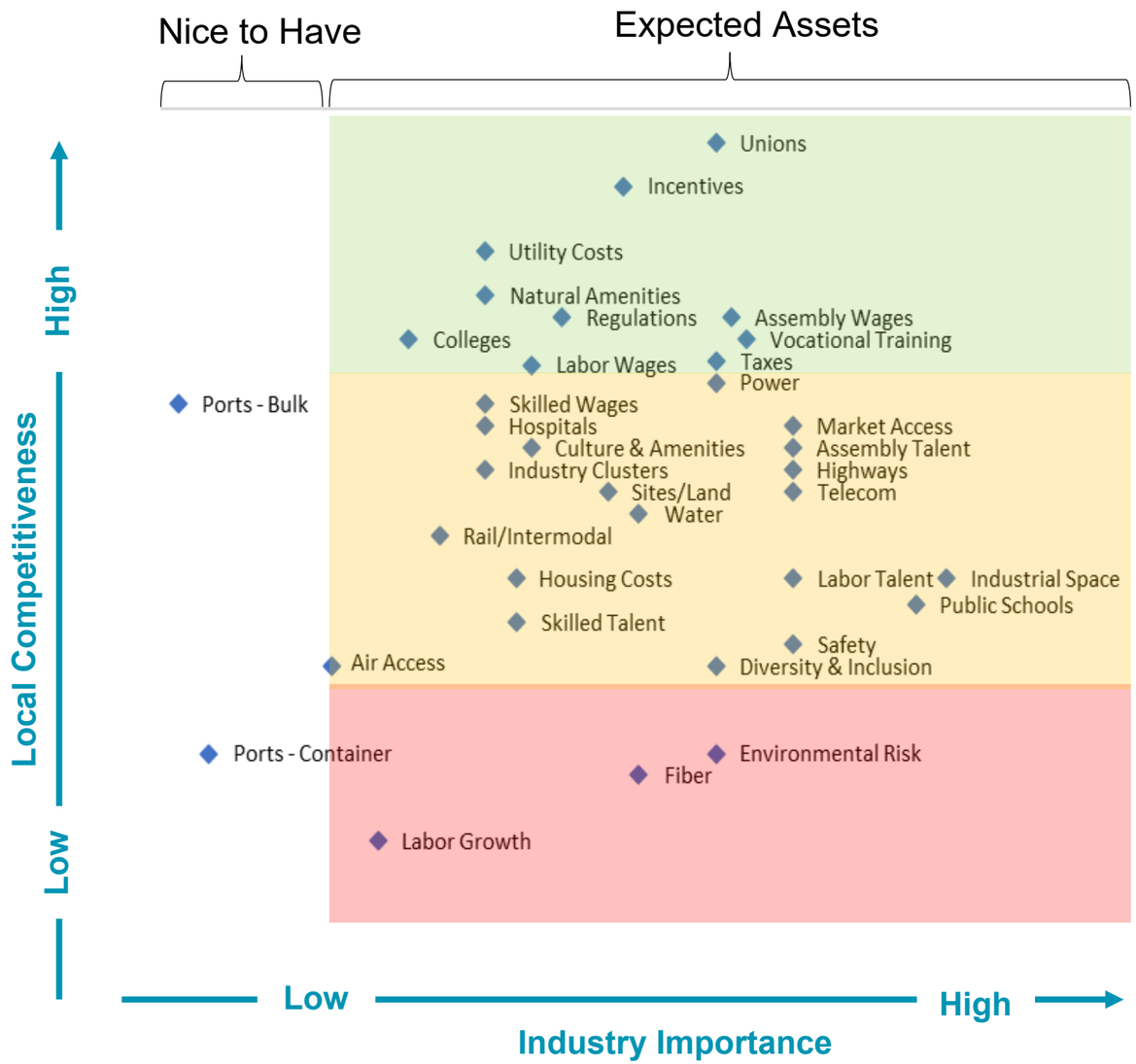
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Snapshot: Dewitt County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
DeWitt County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	**$**	★ Easy	DeWitt County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Identify and attend target industry trade shows focused on industry decision makers and site selection brokers. Partner with allies or local businesses to attend.	●●● High	6 - 12 months	**$$**	★★ Moderate	DeWitt County	VEDC, Local Businesses, Regional Partners	Trade Shows Attended, Networking Events Attended, Contacts, Marketing Materials Created / Distributed, Meetings, Visits, Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	**$**	★ Easy	VEDC, DeWitt County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	**$$$**	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs

Snapshot: Dewitt County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
DeWitt County							
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	DeWitt County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Identify additional sites with adequate infrastructure in DeWitt County, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	$	★ Easy	DeWitt County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation

Snapshot: Dewitt County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
DeWitt County							
Improve quality of life and work to change perception of local quality of life.	●● Medium	1 - 2 years	**$$$**	★★★ Challenging	Yoakum	Everyone	Better Rankings on National Lists, Lower Crime, Population Growth, School Ranking / Rating Improvement, Redevelopment Projects, Amenities Added, Entrepreneurs
Create gathering places throughout the region.	●● Medium	2 - 3 years	**$$$**	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Continue to redevelop the Downtowns within the county. They have great bones and can serve as the gathering places for the communities, county and region.	●● Medium	1 - 2 years	**$$$**	★★★ Challenging	Yoakum, Cuero	City, County, Tourism, Main Street	Redevelopment Projects, Amenities Added, Entrepreneurs, Increased Sales Tax, Increased Visitors

Snapshot: Dewitt County, TX - Implementation Plan and Success Metrics

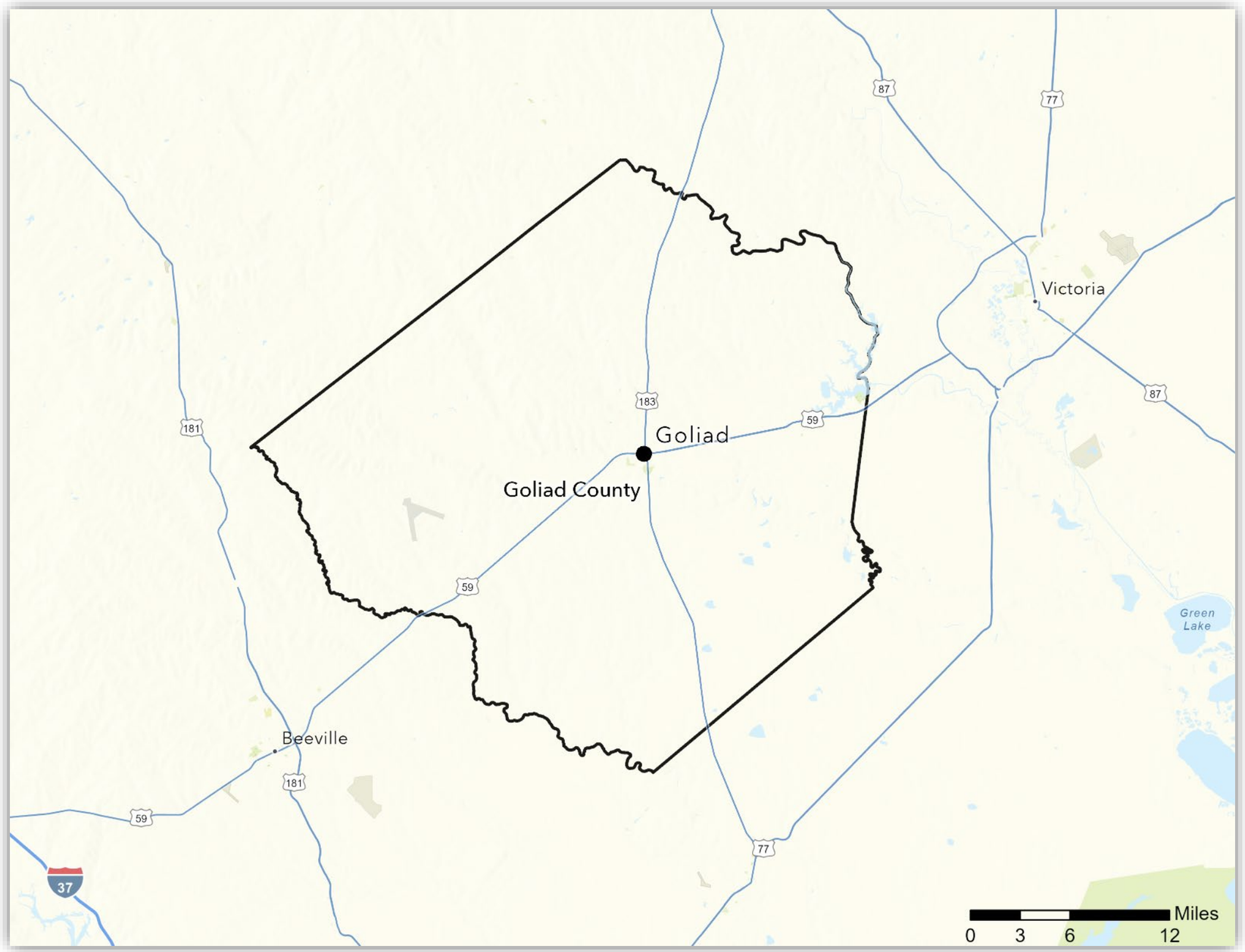
Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
DeWitt County							
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	$	★★ Moderate	DeWitt County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation
Improve signage to landmarks, amenities, entertainment, and hospitality, especially from the highway and throughout local community streets.	● Low	1 - 2 years	$$	★★ Moderate	State, County, City	VEDC, Main Street, Parks	Signs, Visitors, Hotel / Motel Taxes, Sales Taxes
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	$$$	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Goliad County



Photo: Goliad County, TX

Snapshot: Goliad County



Snapshot: Goliad County, TX

Downtown Goliad, TX



Major Sectors	Jobs
Agriculture, Forestry, Fishing, and Hunting	480
Construction	275
Accommodation and Food Services	218
Educational Services	180

Airports within 2-hour drive: Victoria Regional, Corpus Christi International.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	7,565
Total Workforce	3,266
High School Degree	30%
Associate Degree	13%
Bachelor's Degree+	16%
Median Household Income	$60,690
Median Home Value	$137,800
Cost of Living Index	94.3
Time Zone	Central

Major Employers	Sector	Jobs
La Bahia Nursing And Rehabilitation	Health Care	57
2w Services	Oil and Gas Services	100
Coleto Creek Power Plant	Utilities	62
Goliad ISD	Education	330

Strengths:
+ Land available for development
+ Fantastic downtown with unique boutiques and restaurants
+ Historic tourist attractions bring in visitors
+ A recognizable brand
+ Curb appeal

Challenges:
− Power plant is shutting down and will need remediation to prepare for redevelopment of the brownfield site
− Lack of dedicated economic development professionals leaving the community to lean on volunteers to work on projects
− Limited resources for incentive and infrastructure improvement
− Low population growth and aging population

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Goliad County - Demographic Comparison

Metric	Goliad County	Victoria MSA	Victoria Region	Texas
Population (ACS)	7,565	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	0.6%	0.7%	0.4%	1.5%
Median Age	46.1	36.7	38.1	34.6
Total Business Establishments (2019)	119	2,258	7,277	553,974
Civilian Labor Force	3,266	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	4.3%	4.3%	3.8%	3.8%
Diversity Index	75	N/A	N/A	76.1
% Population (25+) with HS or Higher	77%	86%	84%	85%
% Population (25+) with BA or Higher	12%	20%	17%	31%
Cost of Living Index	85.5	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$137,800	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	0.93	.88	.85	.95
Median Household Income	$60,690	$57,135	$55,374	$61,874
Proportion of Population in Poverty	13.1%	14.9%	15.0%	14.7%

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Snapshot: Goliad County - Local View of the Community

“The quality of the schools was the number one reason why we chose Goliad.” (Small Business Owner)	“I have employees that would like to live in Goliad, but it’s incredibly difficult to find a home for sale. Renting is just as difficult as buying.” (Small Business Owner)
“We must drive to Victoria to get most things we need. The things we do have in Goliad are much more expensive here than they are in Victoria.” (Resident)	“Finding housing for my employees is by far one of the largest challenges we face.” (Small Business Owner)
“Broadband access is a constant challenge. My business loses connections for days at a time.” (Small Business Owner)	“The community faces a challenge retaining college graduates. My last employee who had a bachelor's degree wanted to stay in Goliad after her internship ended, but she couldn’t find any opportunities, so she had to move out.” (Small Business Owner)
“The development process in Goliad is confusing and needs to be updated. Some of the regulations have not been updated since the 1970s. This would go a long way toward addressing the housing issue.” (Small Business Owner)	“Historically, there has been lots of public opposition to growth, but that’s changing now there are younger people in leadership positions.” (Real Estate Representative)
“I’m leaving this meeting to go to Victoria for a dentist appointment, groceries, and gas. Groceries and gas are 30% cheaper there than in Goliad. We lack a full-service grocery store.” (Industry Representative)	“The city [of Goliad] doesn’t seem to want to drive growth. Goliad needs a more effective city manager.” (Real Estate Representative)

Snapshot: Goliad County, TX – ISD Ratings

Goliad ISD

Overall Rating: B
Overall Grade: 85

Student Achievement: 87
School Progress: 87
Closing Performance Gaps: 81
Type: Traditional

- Number of Students – 1251
- Number of Teachers – 99.6
- Number of Campuses – 3
  - Elementary – 1
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 12.6
- Economically Disadvantaged – 50.0%
- Bilingual – 1.8%

- Teachers with No Degree – 1.4%
- Teachers with Bachelor's Degree –78.3%
- Teachers with Master's Degree – 19.3%
- Teachers with Doctorate Degree – 1.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 43%
  - Reading – 50%
  - Math – 36%
  - Science – 42%
  - Social Studies – 38%
- Graduation Rate – 100%
- Drop Out Rate – 0.00%
- Average SAT Scores – 1077
- Average ACT Scores – 19.8

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Goliad County - Higher Education Regional Pipeline

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Program Description	UH-V	Victoria College	Total Completions
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Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

Snapshot: Goliad County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

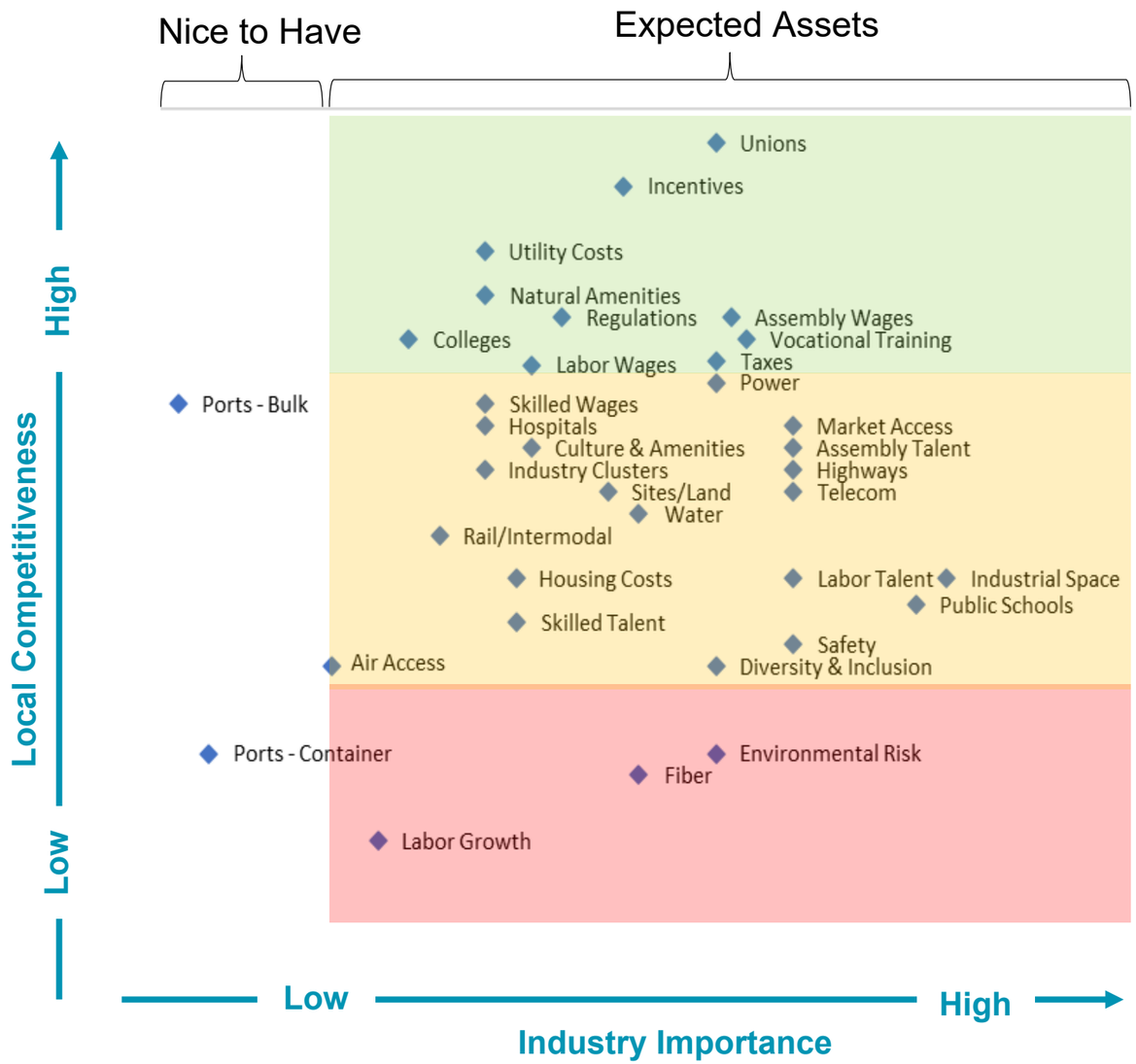
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Snapshot: Goliad County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Goliad County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	Goliad County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Explore redevelopment of Coleto Creek Power Plant as it is set for closure.	●●● High	6 - 12 months	$$$	★★★ Challenging	Goliad County	VEDC, City, County, Utility	Prospects, Projects, Capital Investment, Job Creation
Need to update and streamline the development and permitting process.	●●● High	6 - 12 months	$	★★★ Challenging	Goliad County	City, VEDC, Tourism	New Development Process, Number of Building Permits, Faster Building Permits, Shorter Rezoning Times, Prospects, Projects, Job Creation, Capital Investment
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC, Goliad County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	$$$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs

Snapshot: Goliad County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Goliad County							
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Goliad County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Hire a dedicated Economic Development staff person to help with recruitment and retention efforts or contract with VEDC to provide these services.	●●● High	6 - 12 months	$$	★★ Moderate	Goliad County	VEDC	New Employee Starts, Proactive Economic Development Initiatives, Prospects, Projects, Job Creation, Capital Investment
Make the Goliad visitor guide downloadable from Main Street Goliad website. Currently you can only view, no downloads.	●●● High	6 - 12 months	$	★ Easy	Goliad County	VEDC	Downloads, Visitors, Increase Sales Tax
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment

Snapshot: Goliad County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Goliad County							
Identify additional sites with adequate infrastructure in Goliad County, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	$	★ Easy	Goliad County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation
Work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	$$	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	$	★★ Moderate	Goliad County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation

Snapshot: Goliad County, TX - Implementation Plan and Success Metrics

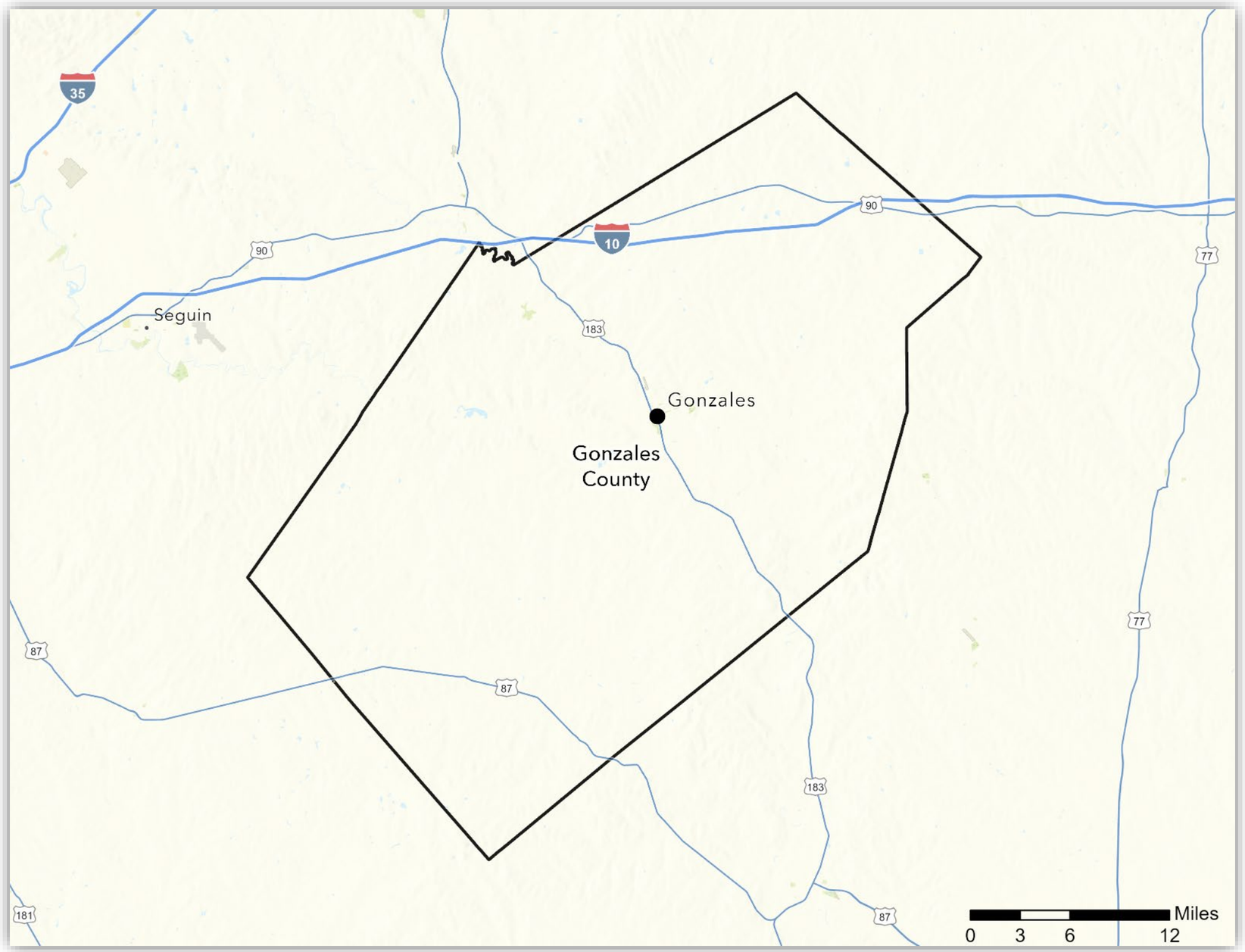
Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Goliad County							
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Gonzales County



Photo: Tour Gonzales

Snapshot: Gonzales County



Snapshot: Gonzales County, TX

Gonzales County Courthouse



Major Sectors	Jobs
Agriculture, Forest, Fishing and Hunting	1,577
Manufacturing	1,033
Health Care and Social Assistance	880
Retail Trade	840

Airports within 2-hour drive: Victoria Regional, Austin-Bergstrom International, San Antonio International.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	20,731
Total Workforce	9,119
High School Degree	46%
Associate Degree	5%
Bachelor's Degree+	12%
Median Household Income	$53,577
Median Home Value	$121,300
Cost of Living Index	85.5
Time Zone	Central

Major Employers	Sector	Jobs
J Bar B Foods	Food Manufacturing	400
Holmes Foods	Animal Processing	350
BYK Additives	Chemicals Manufacturing	170
Adam's Extract	Food Manufacturing	150
Kitchen Pride Mushroom Farm	Agriculture	100

Strengths:
+ TXGN railroad provides connection between Gonzales, Harwood, and UP.
+ Strong Food and Beverage Manufacturing cluster in the market
+ Historic tourist site draws in visitors
+ Nice downtown
+ Strong economic development representative with supporting stakeholders

Challenges:
− Talent retention and recruitment is a big problem for primary employers
− Low population growth
− Workforce struggles to pass drug screens
− Workforce housing is an issue for recruitment and retention of talent

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Gonzales County - Demographic Comparison

Metric	Gonzales County	Victoria MSA	Victoria Region	Texas
Population (ACS)	20,731	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	0.5%	0.7%	0.4%	1.5%
Median Age	36.3	36.7	38.1	34.6
Total Business Establishments (2019)	377	2,258	7,277	553,974
Civilian Labor Force	9,119	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	2.9%	4.3%	3.8%	3.8%
Diversity Index	75.0	N/A	N/A	76.1
% Population (25+) with HS or Higher	77%	86%	84%	85%
% Population (25+) with BA or Higher	12%	20%	17%	31%
Cost of Living Index	85.5	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$121,300	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	0.82	.88	.85	.95
Median Household Income	$53,577	$57,135	$55,374	$61,874
Proportion of Population in Poverty	14.1%	14.9%	15.0%	14.7%

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Snapshot: Gonzales County - Local View of the Community

“Gonzales has the chance to become a major food hub serving San Antonio, Houston, and Corpus Christi. The populations in those cities are growing and we have the infrastructure to serve them.” (Local Business Leader)	“It’s hard to find any kind of worker with an advanced degree. We almost always use recruiters to find them. Most do not want to relocate to Gonzales.” (Local Business Leader)
“The county needs more opportunities for businesses to connect with one another. There are very few networking opportunities.” (Local Business Leader)	“The Gonzales City Council is willing to listen to the business community and support our business’ growth.” (Local Business Leader)
“People just don’t have work ethic in Gonzales. There are a lot of ex-cons. We had to waive drug tests because we couldn’t find people who aren’t smoking weed.” (Major Employer)	“There is just not a pool of candidates in Gonzales. There is not much to offer in terms of professional organizations. We struggle to attract and maintain talent.” (Major Employer)
“There’s nowhere to buy a decent house in the Gonzales County. A lot of our employees are living in New Braunfels or Seguin. There’s no affordable housing in this area, so people are forced to go elsewhere.” (Major Employer)	“We are on the cusp of some explosive growth. We need solutions. We like Gonzales and want to stay here, but it’s having a hard time meeting our needs.” (Major Employer)

Snapshot: Gonzales County, TX – ISD Ratings

Gonzales ISD

Overall Rating: B
Overall Grade: 81

Student Achievement: 80
School Progress: 85
Closing Performance Gaps: 73
Type: Traditional

- Number of Students – 2653
- Number of Teachers – 182.2
- Number of Campuses – 5
  - Elementary – 3
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 14.6
- Economically Disadvantaged – 74.3%
- Bilingual – 22.8%

- Teachers with No Degree – 2.7%
- Teachers with Bachelor's Degree – 82.3%
- Teachers with Master's Degree – 14.4%
- Teachers with Doctorate Degree – 0.5%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 34%
  - Reading – 38%
  - Math – 31%
  - Science – 29%
  - Social Studies – 38%
- Graduation Rate – 90%
- Drop Out Rate – 1.6%
- Average SAT Scores – 966
- Average ACT Scores – 18.9

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Gonzales County, TX – ISD Ratings

Nixon-Smiley ISD

Overall Rating: B
Overall Grade: 87

Student Achievement: 81
School Progress:90
Closing Performance Gaps: 80
Type: Traditional

- Number of Students –1015
- Number of Teachers – 88.1
- Number of Campuses – 5
  - Elementary – 1
  - Middle – 1
  - High School –3
  - Special –0
- Student/Teacher Ratio – 11.5
- Economically Disadvantaged – 83.6%
- Bilingual – 18.9%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 94.2%
- Teachers with Master's Degree – 4.7 %
- Teachers with Doctorate Degree – 1.1%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 49%
  - Reading – 54%
  - Math – 43%
  - Science – 50%
  - Social Studies – 55%
- Graduation Rate – 100%
- Drop Out Rate – 0.3%
- Average SAT Scores – 917
- Average ACT Scores – 17.6

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Gonzales County, TX – ISD Ratings

Waelder ISD

Overall Rating: B
Overall Grade: 80

Student Achievement: 64
School Progress: 83
Closing Performance Gaps: 72
Type: Traditional

- Number of Students – 296
- Number of Teachers – 27.8
- Number of Campuses – 1
  - Elementary – 0
  - Middle – 0
  - High School – 0
  - Special – 1 (Early Education- Grade 12)
- Student/Teacher Ratio – 10.6
- Economically Disadvantaged – 95.6%
- Bilingual – 26.7%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 96.4%
- Teachers with Master's Degree – 0.0%
- Teachers with Doctorate Degree – 3.6%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 31%
  - Reading – 43%
  - Math – 19%
  - Science – 26%
  - Social Studies – 36%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 840
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Gonzales County - Higher Education Regional Pipeline

Gonzales County is supported by Victoria College and the University of Houston Victoria. Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Gonzales County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

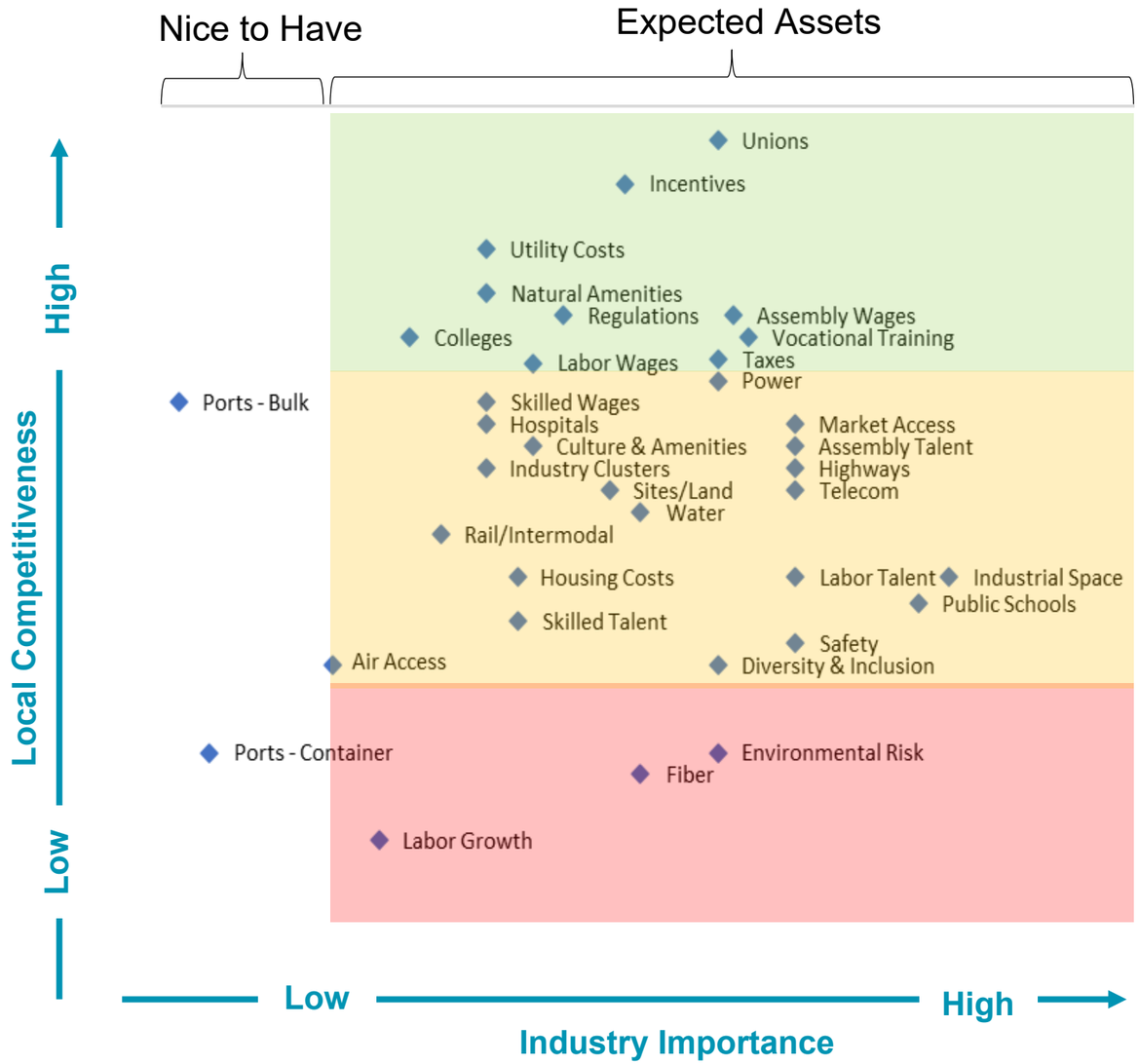
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Snapshot: Gonzales County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Gonzales County							
Leverage TXGN railway to attract new businesses.	●●● High	6 - 12 months	**$$$**	★★ Moderate	Gonzales County	TXGN Railway, VEDC	Prospects, Projects, Capital Investment, Job Creation
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	**$**	★ Easy	Gonzales County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Identify and attend target industry trade shows focused on industry decision makers and site selection brokers. Partner with allies or local businesses to attend.	●●● High	6 - 12 months	**$$**	★★ Moderate	Gonzales County	VEDC, Local Businesses, Regional Partners	Trade Shows Attended, Networking Events Attended, Contacts, Marketing Materials Created / Distributed, Meetings, Visits, Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	**$**	★ Easy	VEDC, Gonzales County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	**$$$**	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs

Snapshot: Gonzales County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Gonzales County							
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Gonzales County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Use Historic attractions, tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	Gonzales County	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Identify additional sites with adequate infrastructure in Gonzales County, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Snapshot: Gonzales County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Gonzales County							
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	$	★ Easy	Gonzales County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation
Create gathering places throughout the region.	●● Medium	2 - 3 years	$$$	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Continue to work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	$$	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	$	★★ Moderate	Gonzales County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation

Snapshot: Gonzales County, TX - Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Gonzales County							
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Jackson County



Photo: City of Edna

Snapshot: Jackson County



Jackson County, TX

Lake Texana



Major Sectors	Jobs
Manufacturing	1,133
Construction	1,023
Education Services	747
Retail Trade	524

Airports within 2-hour drive: Victoria Regional, Corpus Christi International, William P. Hobby, George Bush Intercontinental.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	14,816
Total Workforce	6,832
High School Degree	41.7%
Associate Degree	7.2%
Bachelor's Degree+	10.0%
Median Household Income	$62,806
Median Home Value	$114,000
Cost of Living Index	85.7
Time Zone	Central

Major Employers	Sector	Jobs
Formosa Plastics	Chemicals Manufacturing	1,900
Inteplast	Chemicals Manufacturing	2,000
Ganado Nursing and Rehabilitation Center	Health Care	100
Magnum Services	Construction	100
Jackson County Hospital District	Health Care	150

Strengths:
+ Land available for development but needs some infrastructure
+ Regional hospital
+ Great school systems
+ Outdoor amenities and activities

Challenges:
− Low population growth
− Lack of diversity
− Availability of skilled talent
− Lack of affordable workforce housing option
− Lack of diversity in industry, dependent on oil & gas
− Broadband fiber connectivity is limited

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Jackson County Demographic Comparison

Metric	Jackson County	Victoria MSA	Victoria Region	Texas
Population (ACS)	14,816	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	0.6%	0.7%	0.4%	1.5%
Median Age	37.7	36.7	38.1	34.6
Total Business Establishments (2019)	443	2,258	7,277	553,974
Civilian Labor Force	6,832	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	3.2%	4.3%	3.8%	3.8%
Diversity Index	65.7	N/A	N/A	76.1
% Population (25+) with HS or Higher	83%	86%	84%	85%
% Population (25+) with BA or Higher	17%	20%	17%	31%
Cost of Living Index	85.7	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$114,000	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	.97	.88	.85	.95
Median Household Income	$62,806	$57,135	$55,374	$61,874
Proportion of Population in Poverty	13.4%	14.9%	15.0%	14.7%

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Jackson County | Local View of the Community

“Our parks and recreational facilities attract people to Jackson County. We can bring them here, but we don’t have the other services these folks need like retail or lodging.” (Community Leader)	“Housing for our teachers is a huge problem. Homes are renting for $1,400 per month plus utilities. Our teachers can’t afford to pay that much.” (Community Leader)
“The Jackson County community is typically against tax increases, but the community has been very supportive of the local ISDs and has approved bonds for new school projects.” (Community Leader)	“Edna needs to expand and grow its tax base in order to stay relevant. There has been some turnover with the mayor and city council recently, and there is a lot of energy on the council when it comes to economic development.” (Community Leader)
“Broadband access is a major problem, not only in rural parts of the county but also in Edna and Ganado. I’m not sure anyone is doing anything to address it.” (Community Leader)	“It’s a nice small town, but there’s not much here for folks without families here.” (Stakeholder)
“Jackson County does not have much of an entrepreneurial spirit.” (Community Leader)	“Because of its dependence on fossil fuels, the region’s success and stability ebbs and flows.” (Community Leader)
“We hear a lot of ‘Oh, I’ll just go work at the plant.’ It’s a mindset that youth acquire from having grown up here.” (Small Business Owner)	“We live in Victoria but chose to open our business in Jackson County.” (Small Business Owner)
“Everybody here who is not currently working doesn’t want to work. There are vacancies at every plant.” (Community Leader)	“Jackson County is enjoyable for those seeking a ‘slower’ lifestyle.” (Major Employer)

Jackson County, TX Ratings

Edna ISD

Overall Rating: B
Overall Grade: 89

Student Achievement: 90
School Progress: 90
Closing Performance Gaps: 88
Type: Traditional

- Number of Students – 1473
- Number of Teachers – 118.3
- Number of Campuses – 4
  - Elementary –1
  - Middle – 1
  - High School – 2
  - Special – 0
- Student/Teacher Ratio – 12.5
- Economically Disadvantaged – 60.3%
- Bilingual – 9.2%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 90.8%
- Teachers with Master's Degree – 9.2%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 52%
  - Reading – 51%
  - Math – 52%
  - Science – 58%
  - Social Studies – 49%
- Graduation Rate –100%
- Drop Out Rate – 0.4%
- Average SAT Scores – 1038
- Average ACT Scores – 18.2

Source: Txschools.gov, https://tea.texas.gov/

Jackson County, TX Ratings

Ganado ISD

Overall Rating: B
Overall Grade: 87

Student Achievement: 78
School Progress: 85
Closing Performance Gaps: 78
Type: Traditional

- Number of Students –712
- Number of Teachers – 60.2
- Number of Campuses – 3
  - Elementary – 1
  - Middle – 1
  - High School –1
  - Special –0
- Student/Teacher Ratio – 11.8
- Economically Disadvantaged – 54.2%
- Bilingual – 10.1%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 82.3%
- Teachers with Master's Degree – 17.7%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 47%
  - Reading – 55%
  - Math – 43%
  - Science – 47%
  - Social Studies – 28%
- Graduation Rate – 100%
- Drop Out Rate – 0.9%
- Average SAT Scores – 952
- Average ACT Scores – 17.9

Source: Txschools.gov, https://tea.texas.gov/

Jackson County, TX Ratings

Industrial ISD

Overall Rating: A
Overall Grade: 96

Student Achievement: 94
School Progress: 93
Closing Performance Gaps: 100
Type: Traditional

- Number of Students – 1189
- Number of Teachers – 95
- Number of Campuses – 4
  - Elementary – 2
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 12.5
- Economically Disadvantaged – 36.1%
- Bilingual – 1.6%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 80.0%
- Teachers with Master's Degree – 20.0%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 75%
  - Reading – 76%
  - Math – 72%
  - Science – 80%
  - Social Studies – 68%
- Graduation Rate –100%
- Drop Out Rate – 0.3%
- Average SAT Scores – 1124
- Average ACT Scores – 22.5

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Jackson County - Higher Education Regional Pipeline

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2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

Snapshot: Jackson County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

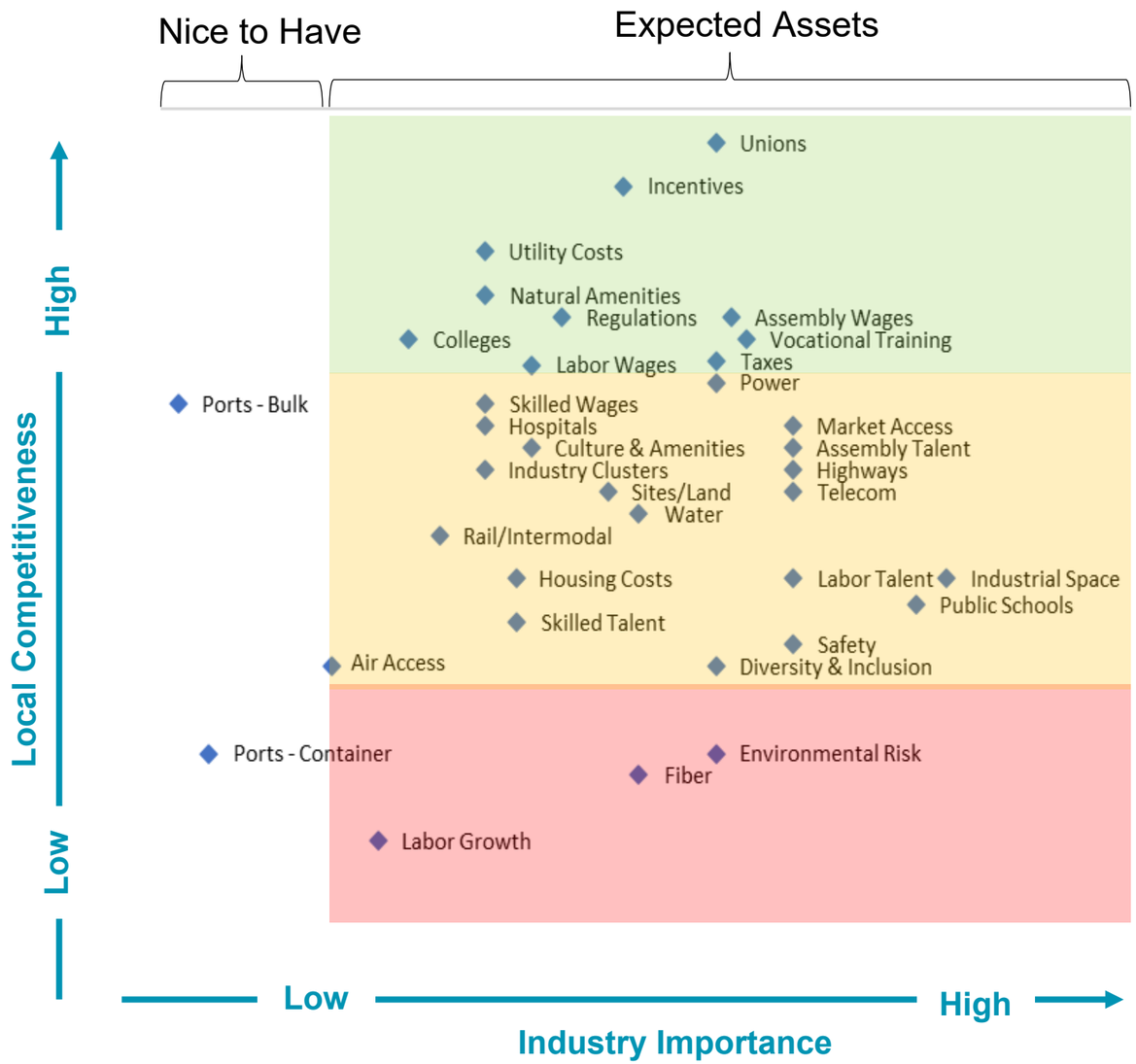
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Jackson County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Jackson County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	Jackson County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Educate City Council and Board about Economic Development best practices.	●●● High	6 - 12 months	$	★ Easy	Jackson County	VEDC, City, Regional Partners	Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC, Jackson County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	$$$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Jackson County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits

Jackson County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Jackson County							
Use tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	Jackson County	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Host job fairs and recruitment events to help support local employers in finding skilled labor.	●●● High	6 - 12 months	$$	★★ Moderate	Jackson County	VEDC, City, Local Businesses, Universities/ Colleges, Workforce Board	Job Fairs, Attendees, Interviews Conducted, Placements/ Jobs Filled, Unemployment Rate, Workforce Participation
Identify additional sites with adequate infrastructure in Jackson County, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Jackson County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Jackson County							
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	$	★ Easy	Jackson County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation
Create gathering places throughout the region.	●● Medium	2 - 3 years	$$$	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	$$	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	$	★★ Moderate	Jackson County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation

Jackson County, TX | Implementation Plan and Success Metrics

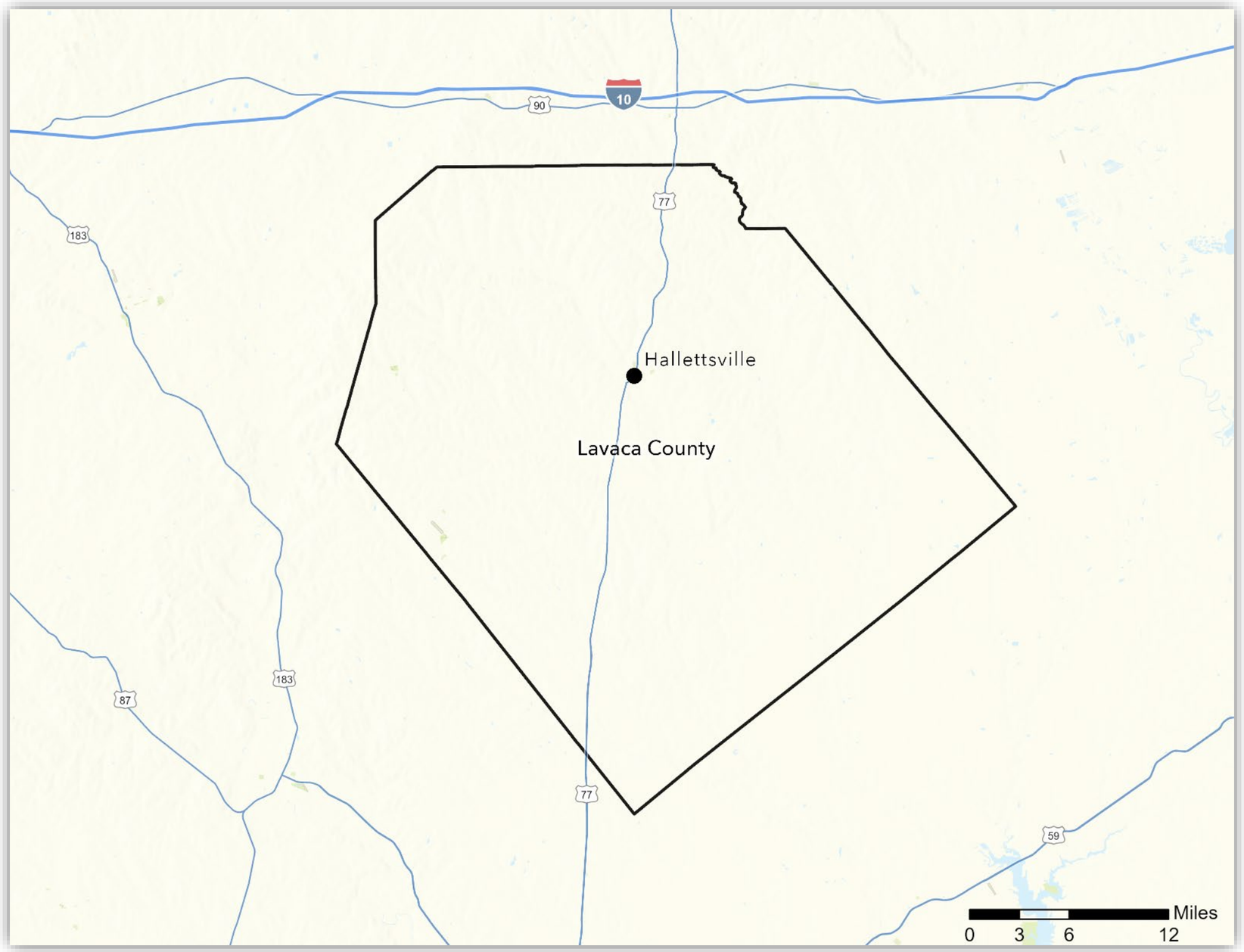
Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Jackson County							
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Lavaca County



Photo: City of Hallettsville

Snapshot: Lavaca County



Lavaca County, TX

Downtown Shiner



Major Sectors	Jobs
Agriculture, Forestry, Fishing and Hunting	1,098
Manufacturing	1,041
Health Care and Social Assistance	959
Retail Trade	877

Airports within 2-hour drive: Victoria Regional, Austin-Bergstrom International.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	20,021
Total Workforce	9,418
High School Degree	43%
Associate Degree	9%
Bachelor's Degree+	18%
Median Household Income	$54,403
Median Home Value	$162,400
Cost of Living Index	90.7
Time Zone	Central

Major Employers	Sector	Jobs
Kaspar Wireworks	Fabricated Metals	700
Boedeker Plastics	Chemicals Manufacturing	100
Lavaca Medical Center	Health Care	140
Yoakum Community Hospital	Health Care	122
Stevens Nursing and Rehabilitation Center of Hallettsville	Health Care	100

Strengths:
+ Land available for development
+ Regional hospitals and airstrip
+ Great downtowns (Moulton, Hallettsville, Shiner) in the county and unique amenities for residents and tourists
+ Great schools
+ Outdoor amenities and activities

Challenges:
− Lack of downtown redevelopment eroding the core of the city (Yoakum)
− Political instability and turnover (Yoakum)
− Low population growth and labor availability
− Struggle from moving on from the past and adjusting to the new demographics and business environment (Yoakum)
− Lack of cooperation between the cities in the county

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Lavaca County Demographic Comparison

Metric	Lavaca County	Victoria MSA	Victoria Region	Texas
Population (ACS)	20,021	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	0.4%	0.7%	0.4%	1.5%
Median Age	43.4	36.7	38.1	34.6
Total Business Establishments (2019)	309	2,258	7,277	553,974
Civilian Labor Force	9,418	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	3.4%	4.3%	3.8%	3.8%
Diversity Index	51.9	N/A	N/A	76.1
% Population (25+) with HS or Higher	90%	86%	84%	85%
% Population (25+) with BA or Higher	18%	20%	17%	31%
Cost of Living Index	90.7	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$162,400	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	.84	.88	.85	.95
Median Household Income	$54,403	$57,135	$55,374	$61,874
Proportion of Population in Poverty	10.7%	14.9%	15.0%	14.7%

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Lavaca County | Local View of the Community

“There is no mid- to high-level housing here. There are no subdivisions. It is hard to attract spouses. There’s no way my wife would move down here.” (Major Employer)	“Almost 90% of our turnover is absenteeism or abandonment. I’ve never had a worse experience trying to get people to work [in my 25 years of experience].” (Major Employer)
“If we were to relocate today, we would not choose to be in Yoakum.” (Major Employer)	“There’s no housing, no entertainment, nothing. We are a little town and time has passed us by.” (Major Employer)
“I am fed up with the short-sighted thinking of this small-town leadership.” (Major Employer)	“More businesses have closed around here than have opened.” (Major Employer)
“There is a lack of civic pride – those with the skills, talent, and interest in improving the region are those that tend to leave the region.” (Stakeholder)	“Childcare can be a challenge at times. There is a waiting list for all the daycares.” (Stakeholder)
“We are looking into relocating out of Yoakum in 2-5 years.” (Major Employer)	“We have seen an exodus from larger cities in Texas and a ‘real boom’ on property in Lavaca County.” (Local Leader)
“It’s a community-driven place. Everyone wants to take care of one another.” (Small Business Owner)	“Lavaca is a little utopia close to major metros but still quiet, affordable, and spacious.” (Small Business Owner)

Lavaca County, TX Ratings

Ezzell ISD

Overall Rating: B
Overall Grade: 83

Student Achievement: 86
School Progress: 86
Closing Performance Gaps: 75
Type: Traditional

- Number of Students – 77
- Number of Teachers – 8.1
- Number of Campuses – 1
  - Elementary – 1
  - Middle – 0
  - High School -0
  - Special – 0
- Student/Teacher Ratio – 9.5
- Economically Disadvantaged – 53.2%
- Bilingual –0.0%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 97.4%
- Teachers with Master's Degree – 2.6%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 54%
  - Reading – 56%
  - Math – 54%
  - Science – 53%
  - Social Studies – 43%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Lavaca County, TX Ratings

Hallettsville ISD

Overall Rating: A
Overall Grade: 90

Student Achievement: 91
School Progress: 91
Closing Performance Gaps: 87
Type: Traditional

- Number of Students –1108
- Number of Teachers – 82.6
- Number of Campuses – 3
  - Elementary – 1
  - Middle – 1
  - High School –1
  - Special –0
- Student/Teacher Ratio – 13.4
- Economically Disadvantaged – 41.4%
- Bilingual – 2.8%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 85.6%
- Teachers with Master's Degree – 14.4%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 58%
  - Reading – 60%
  - Math – 60%
  - Science – 49%
  - Social Studies – 58%
- Graduation Rate – 90%
- Drop Out Rate – 0.8%
- Average SAT Scores – 1058
- Average ACT Scores – 22.6

Source: Txschools.gov, https://tea.texas.gov/

Lavaca County, TX Ratings

Moulton ISD

Overall Rating: A
Overall Grade: 92

Student Achievement: 92
School Progress: 91
Closing Performance Gaps: 91
Type: Traditional

- Number of Students – 285
- Number of Teachers – 26.9
- Number of Campuses – 2
  - Elementary – 1
  - Middle – 0
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 10.6
- Economically Disadvantaged – 49.8%
- Bilingual – 11.6%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 97.4%
- Teachers with Master's Degree – 2.6%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 58%
  - Reading – 63%
  - Math – 64%
  - Science – 40%
  - Social Studies – 57%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 1030
- Average ACT Scores – 19.0

Source: Txschools.gov, https://tea.texas.gov/

Lavaca County, TX Ratings

Shiner ISD
Overall Rating: A
Overall Grade: 96

Student Achievement: 94
School Progress: 87
Closing Performance Gaps: 100
Type: Traditional

- Number of Students –694
- Number of Teachers – 54.2
- Number of Campuses – 2
  - Elementary – 1
  - Middle – 0
  - High School –1
  - Special –0
- Student/Teacher Ratio – 12.8
- Economically Disadvantaged – 27.7%
- Bilingual – 1.6%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 82.4%
- Teachers with Master's Degree – 17.6%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 71%
  - Reading – 69%
  - Math – 70%
  - Science – 78%
  - Social Studies – 70%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 1094
- Average ACT Scores – 21.0

Source: Txschools.gov, https://tea.texas.gov/

Lavaca County, TX Ratings

Sweet Home ISD

Overall Rating: A
Overall Grade: 96

Student Achievement: 92
School Progress: 94
Closing Performance Gaps: 100
Type: Traditional

- Number of Students – 143
- Number of Teachers – 12.5
- Number of Campuses – 1
  - Elementary – 1
  - Middle – 0
  - High School – 0
  - Special – 0
- Student/Teacher Ratio – 11.4
- Economically Disadvantaged – 19.6%
- Bilingual – 0.0%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 100%
- Teachers with Master's Degree – 0.0%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 69%
  - Reading – 75%
  - Math – 62%
  - Science – 67%
  - Social Studies – 77%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Lavaca County, TX Ratings

Vyserad ISD

Overall Rating: B
Overall Grade: 86

Student Achievement: 91
School Progress: 88
Closing Performance Gaps: 75
Type: Traditional

- Number of Students –107
- Number of Teachers – 11.3
- Number of Campuses – 1
  - Elementary – 1
  - Middle – 0
  - High School –0
  - Special –0
- Student/Teacher Ratio – 9.5
- Economically Disadvantaged – 43.9%
- Bilingual – 0.0%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 92.2%
- Teachers with Master's Degree – 7.8%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 65%
  - Reading – 64%
  - Math – 69%
  - Science – 74%
  - Social Studies – 75%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Lavaca County - Higher Education Regional Pipeline

Lavaca County is supported by Victoria College and the University of Houston Victoria. Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Lavaca County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

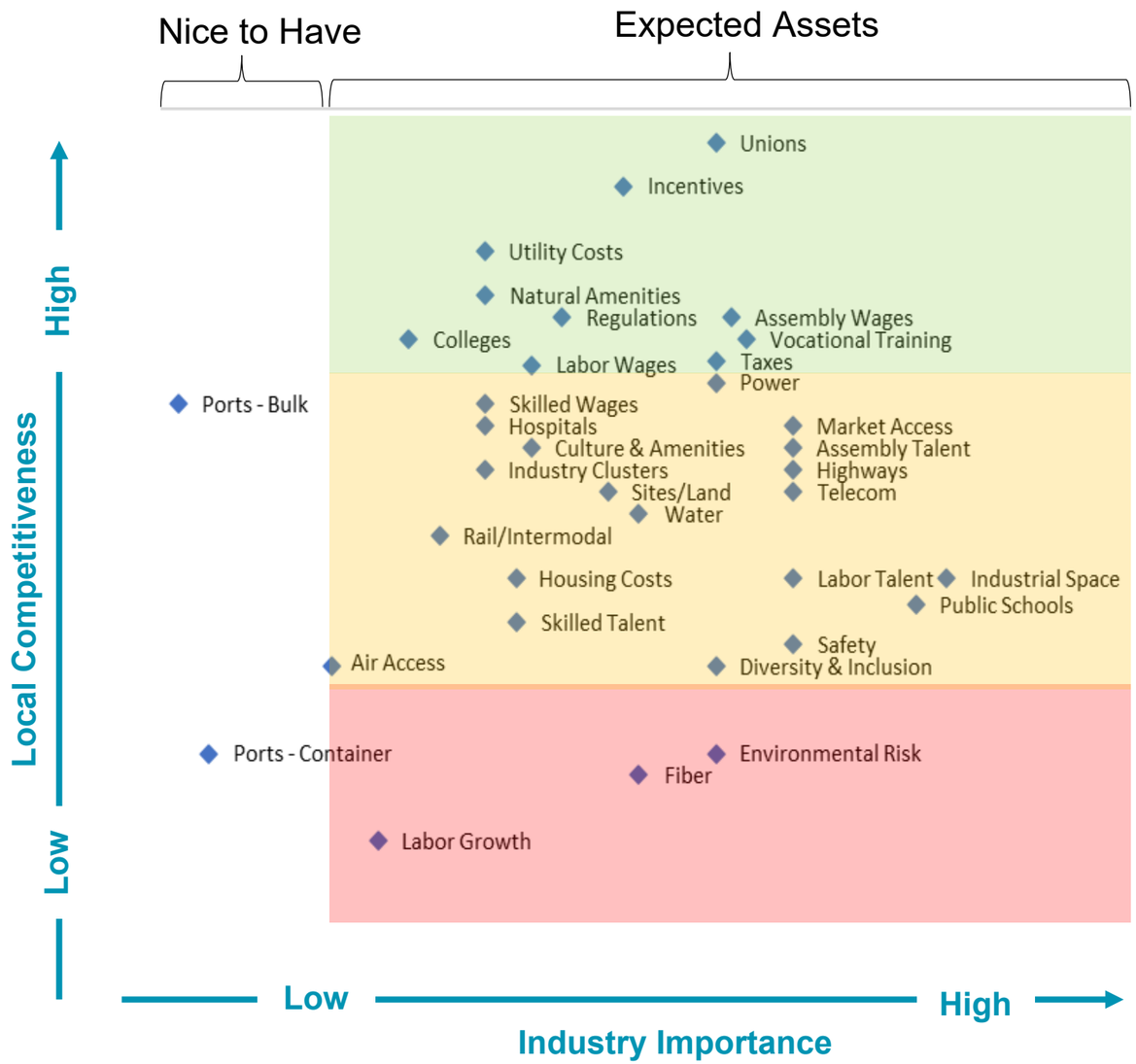
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Lavaca County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Lavaca County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	Lavaca County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Educate City Council and Board about Economic Development best practices.	●●● High	6 - 12 months	$	★ Easy	Lavaca County	VEDC, City, Regional Partners	Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC, Lavaca County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	$$$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Lavaca County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits

Lavaca County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Lavaca County							
Use tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	Lavaca County, Hallettsville	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth
Hire a dedicated Economic Development staff person to help with recruitment and retention efforts or contract with VEDC to provide these services.	●●● High	6 - 12 months	$$	★★ Moderate	Yoakum, Moulton	VEDC	New Employee Starts, Proactive Economic Development Initiatives, Prospects, Projects, Job Creation, Capital Investment
Define roles and responsibilities within the community to avoid duplicative efforts.	●●● High	0 - 6 Months	$	★★ Moderate	Hallettsville	None	Defined Roles, Meetings, Events, New Messaging, Prospects
Improve quality of life and work to change perception of local quality of life.	●●● High	1 - 2 years	$$$	★★★ Challenging	Yoakum	Everyone	Better Rankings on National Lists, Lower Crime, Population Growth, School Ranking / Rating Improvement, Redevelopment Projects, Amenities Added, Entrepreneurs

Lavaca County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Lavaca County							
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Cities within the County need to work together and collaborate to win projects.	●●● High	6 - 12 months	$	★★ Moderate	Cities, County	VEDC, Regional Partners	Meetings, Events, New Messaging, Prospects
Continue to build and deepen relationships with other city EDOs in the county and the county-level EDC.	●●● High	0 - 6 Months	$	★★★ Challenging	Lavaca County, Cities, County	VEDC	Meetings, Events, New Messaging, Prospects
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment

Lavaca County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Lavaca County							
Host job fairs and recruitment events to help support local employers in finding skilled labor.	●●● High	6 - 12 months	**$$**	★★ Moderate	Lavaca County	VEDC, City, Local Businesses, Universities/ Colleges, Workforce Board	Job Fairs, Attendees, Interviews Conducted, Placements/ Jobs Filled, Unemployment Rate, Workforce Participation
Identify additional sites with adequate infrastructure in Lavaca County, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Identify challenges with bringing sites to development(shovel)-ready status.	●● Medium	1 - 2 years	**$$**	★★ Moderate	Hallettsville	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	**$**	★ Easy	Lavaca County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation

Lavaca County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Lavaca County							
Create gathering places throughout the region.	●● Medium	2 - 3 years	**$$$**	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	**$$**	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	**$**	★★ Moderate	Lavaca County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation

Lavaca County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Lavaca County							
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Matagorda County

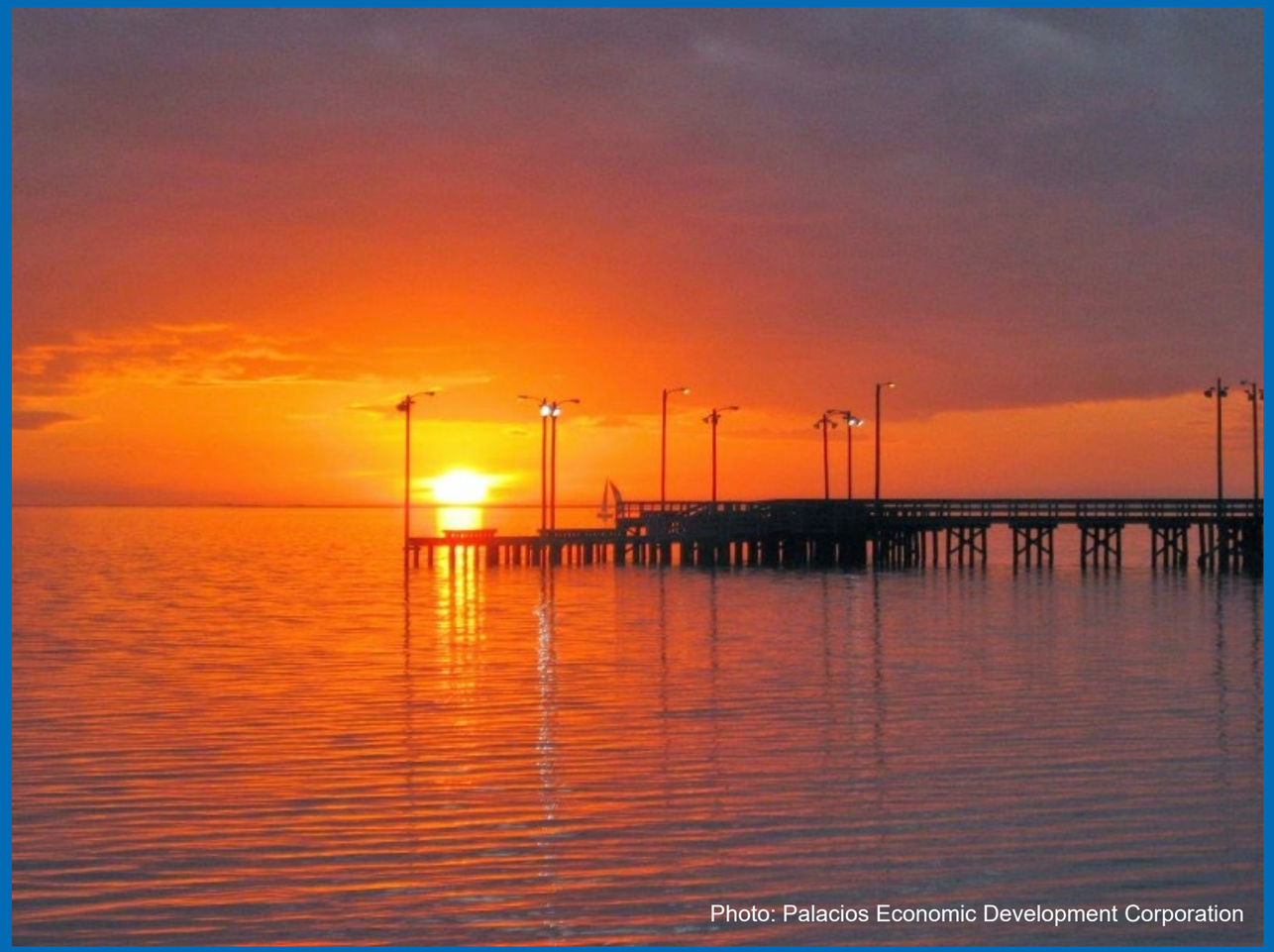
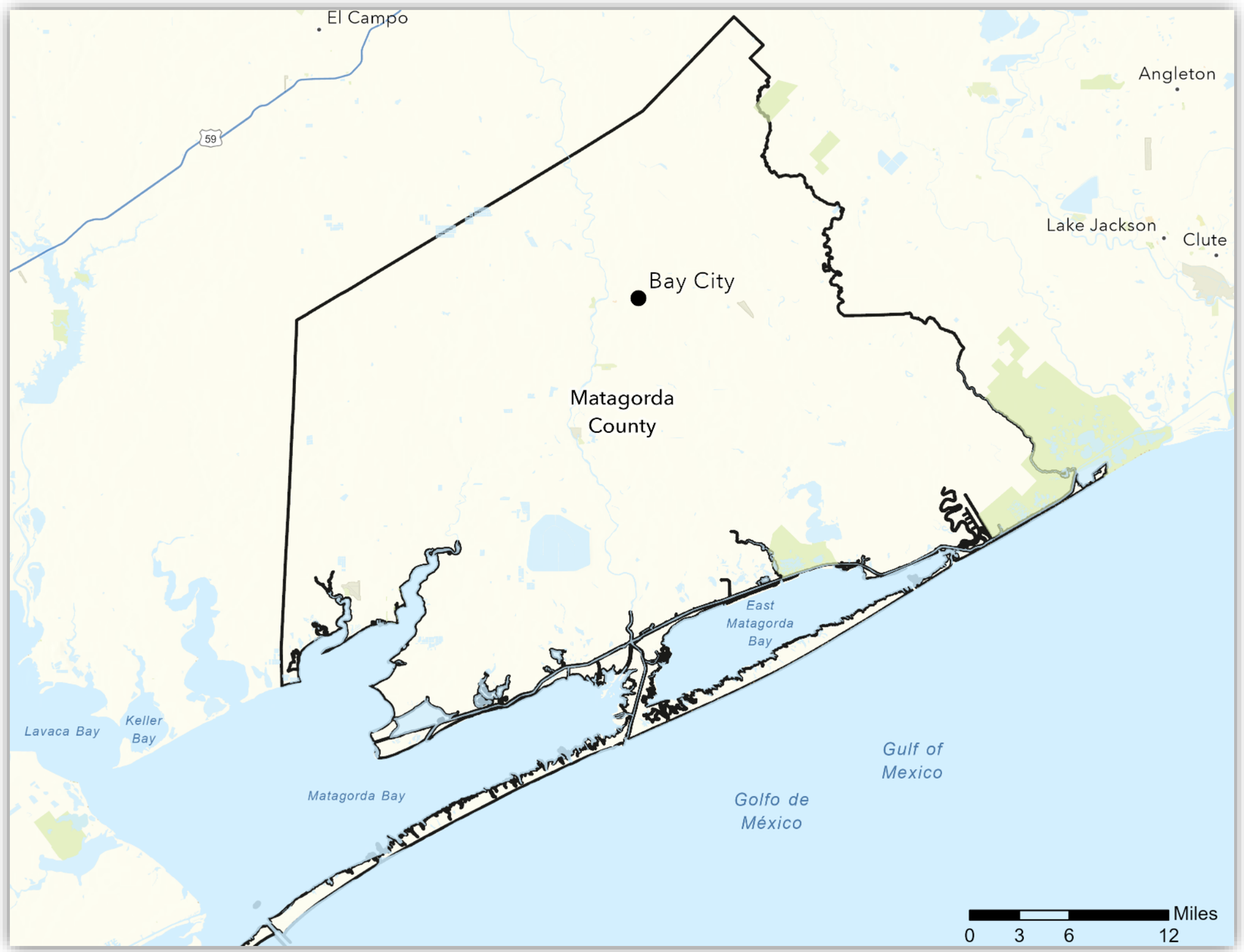


Photo: Palacios Economic Development Corporation

Snapshot: Matagorda County



Matagorda County, TX

Downtown Bay City



Major Sectors	Jobs
Health Care and Social Assistance	1,416
Retail Trade	1,396
Education	1,319
Accommodation and Food Services	1,215

Airports within 2-hour drive: Victoria Regional, William P. Hobby, George Bush Intercontinental.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	36.774
Total Workforce	16,568
High School Degree	29%
Associate Degree	9%
Bachelor's Degree+	19%
Median Household Income	$48,733
Median Home Value	$128,100
Cost of Living Index	85.8
Time Zone	Central

Major Employers	Sector	Jobs
STP Nuclear	Utilities	1,200
Matagorda Regional Medical Center	Health Care	350
Celanse Corporation	Chemicals Manufacturing	200
Equistar Chemicals (LyondellBassell)	Chemicals Manufacturing	187
Palacios Marine & Industrial	Oil & Gas Services	75

Strengths:
+ Quality of life; Oceanfront living opportunities
+ Outdoor amenities and activities
+ Diverse population and culture
+ Regional cooperation
+ Building an entrepreneurship ecosystem
+ Regional hospital
+ Large employers

Challenges:
− Low population growth and aging population
− High natural disaster risk
− Lack of affordable workforce housing option
− Lack of shovel ready sites

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

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Metric	Matagorda County	Victoria MSA	Victoria Region	Texas
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Diversity Index	75.0	N/A	N/A	76.1
% Population (25+) with HS or Higher	81%	86%	84%	85%
% Population (25+) with BA or Higher	19%	20%	17%	31%
Cost of Living Index	85.8	94.9	91.2	94.4
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Salary Index (U.S. Avg = 100)	.75	.88	.85	.95
Median Household Income	$48.733	$57,135	$55,374	$61,874
Proportion of Population in Poverty	18.9%	14.9%	15.0%	14.7%

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Matagorda County | Local View of the Community

“Most people would skip over Matagorda County in the past, but the County has had several recent successes and now everyone wants to be a part of that success.” (Local Stakeholder)	“Housing is a major barrier. When major manufacturers move in, they typically do not have the type of housing needed. Lots of jobs go to residents outside of the county.” (Local Stakeholder)
“Young people are moving away because there are no high paying jobs locally.” (Local Stakeholder)	“There’s no shortage of childcare options; two new daycare centers have recently opened.” (Local Stakeholder)
“[Matagorda County is] a very strong philanthropic community. Businesses are willing to invest in the community.” (Local Stakeholder)	“There is a sense of community that is unique to the area. I did not have that where I grew up.” (Local Stakeholder)
“Bay City ISD has had a lot of recent success in improving their accountability grade.” (Local Stakeholder)	“Victoria should identify itself as a sub-market of Houston because of the size of its market.” (Local Stakeholder)

Matagorda County, TX Ratings

Bay City ISD

Overall Rating: B
Overall Grade: 88

Student Achievement: 83
School Progress: 93
Closing Performance Gaps: 76
Type: Traditional

- Number of Students – 3532
- Number of Teachers – 239.7
- Number of Campuses – 5
  - Elementary – 1
  - Middle – 3
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 14.7
- Economically Disadvantaged – 80.9%
- Bilingual – 16.2%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 79.2%
- Teachers with Master's Degree – 18.3%
- Teachers with Doctorate Degree – 2.5%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 39%
  - Reading – 40%
  - Math – 35%
  - Science – 41%
  - Social Studies – 40%
- Graduation Rate – 80.0%
- Drop Out Rate – 0.8%
- Average SAT Scores – 949
- Average ACT Scores – 17.4

Source: Txschools.gov, https://tea.texas.gov/

Matagorda County, TX Ratings

Matagorda ISD

Overall Rating: C
Overall Grade: 74

Student Achievement: 72
School Progress: 77
Closing Performance Gaps: 66
Type: Traditional

- Number of Students –106
- Number of Teachers – 11
- Number of Campuses – 1
  - Elementary – 1
  - Middle – 0
  - High School –0
  - Special –0
- Student/Teacher Ratio – 9.6
- Economically Disadvantaged – 58.5%
- Bilingual – 5.7%

- Teachers with No Degree –9.1%
- Teachers with Bachelor's Degree – 72.7%
- Teachers with Master's Degree – 18.2%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 42%
  - Reading – 45%
  - Math – 31%
  - Science – 83%
  - Social Studies – 33%
- Graduation Rate – N/A
- Drop Out Rate – N/A
- Average SAT Scores – N/A
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Matagorda County, TX Ratings

Palacios ISD

Overall Rating: B
Overall Grade: 88

Student Achievement: 86
School Progress: 90
Closing Performance Gaps: 82
Type: Traditional

- Number of Students – 1314
- Number of Teachers – 96.9
- Number of Campuses – 4
  - Elementary – 2
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 13.6
- Economically Disadvantaged – 70.5%
- Bilingual – 15.7%
- Teachers with No Degree – 1.0%
- Teachers with Bachelor's Degree – 84.1%
- Teachers with Master's Degree – 14.8%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 49%
  - Reading – 51%
  - Math – 43%
  - Science – 51%
  - Social Studies – 57%
- Graduation Rate – 85.0%
- Drop Out Rate – 1.3%
- Average SAT Scores – 1031
- Average ACT Scores – 25.9

Source: Txschools.gov, https://tea.texas.gov/

Matagorda County, TX Ratings

Tidehaven ISD

Overall Rating: A
Overall Grade: 90

Student Achievement: 91
School Progress: 91
Closing Performance Gaps: 87
Type: Traditional

- Number of Students –950
- Number of Teachers – 71.1
- Number of Campuses – 4
  - Elementary – 2
  - Middle – 1
  - High School –1
  - Special –0
- Student/Teacher Ratio – 13.4
- Economically Disadvantaged – 60.7%
- Bilingual –8.5%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 83.2%
- Teachers with Master's Degree – 16.8%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 61%
  - Reading – 67%
  - Math – 60%
  - Science – 50%
  - Social Studies – 52%
- Graduation Rate – 95%
- Drop Out Rate – 2.1%
- Average SAT Scores – 1010
- Average ACT Scores – 19.0

Source: Txschools.gov, https://tea.texas.gov/

Matagorda County, TX Ratings

Van Vleck ISD

Overall Rating: B
Overall Grade: 89

Student Achievement: 83
School Progress: 91
Closing Performance Gaps: 83
Type: Traditional

- Number of Students – 1053
- Number of Teachers – 78.8
- Number of Campuses – 4
  - Elementary – 2
  - Middle – 1
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 13.4
- Economically Disadvantaged – 56.1%
- Bilingual – 2.0%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 84.8%
- Teachers with Master's Degree – 15.2%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 49%
  - Reading – 55%
  - Math – 46%
  - Science – 44%
  - Social Studies – 49%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 984
- Average ACT Scores – 18.3

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Matagorda County - Higher Education Regional Pipeline

Matagorda County is supported by Victoria College and the University of Houston Victoria. Victoria College provides program certificates and Associate's degrees. UH-V provide Bachelor's and Master's degrees.

2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Matagorda County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

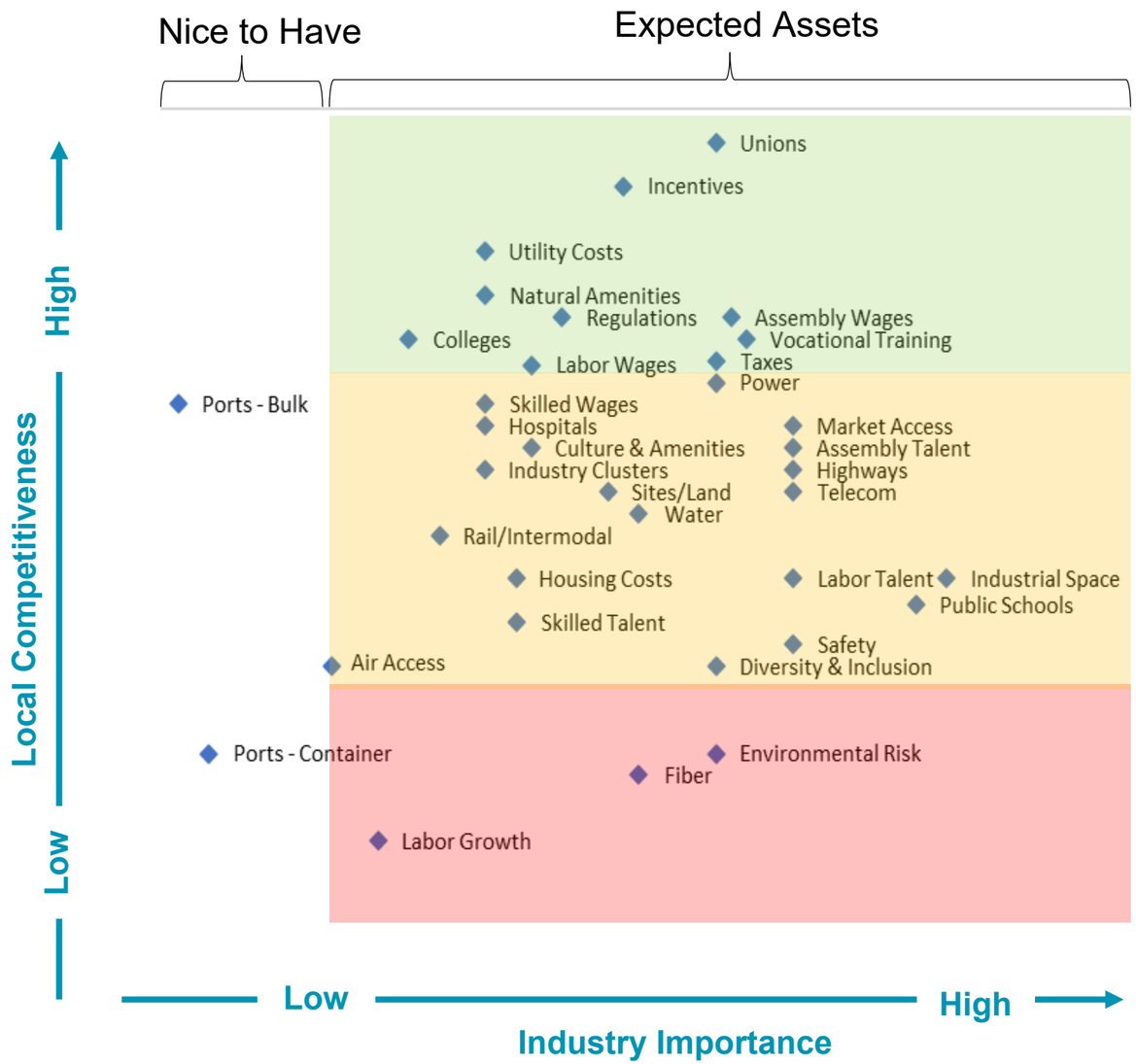
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Matagorda County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Matagorda County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	Matagorda County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC, Matagorda County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	$$$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Matagorda County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Use tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	Matagorda County	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth

Matagorda County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Matagorda County							
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Host job fairs and recruitment events to help support local employers in finding skilled labor.	●●● High	6 - 12 months	$$	★★ Moderate	Matagorda County	VEDC, City, Local Businesses, Universities/ Colleges, Workforce Board	Job Fairs, Attendees, Interviews Conducted, Placements/ Jobs Filled, Unemployment Rate, Workforce Participation
Identify additional sites with adequate infrastructure in Matagorda County, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	$	★ Easy	Matagorda County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation

Matagorda County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Matagorda County							
Create gathering places throughout the region.	●● Medium	2 - 3 years	**$$$**	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	**$$**	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	**$**	★★ Moderate	Matagorda County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation

Matagorda County, TX | Implementation Plan and Success Metrics

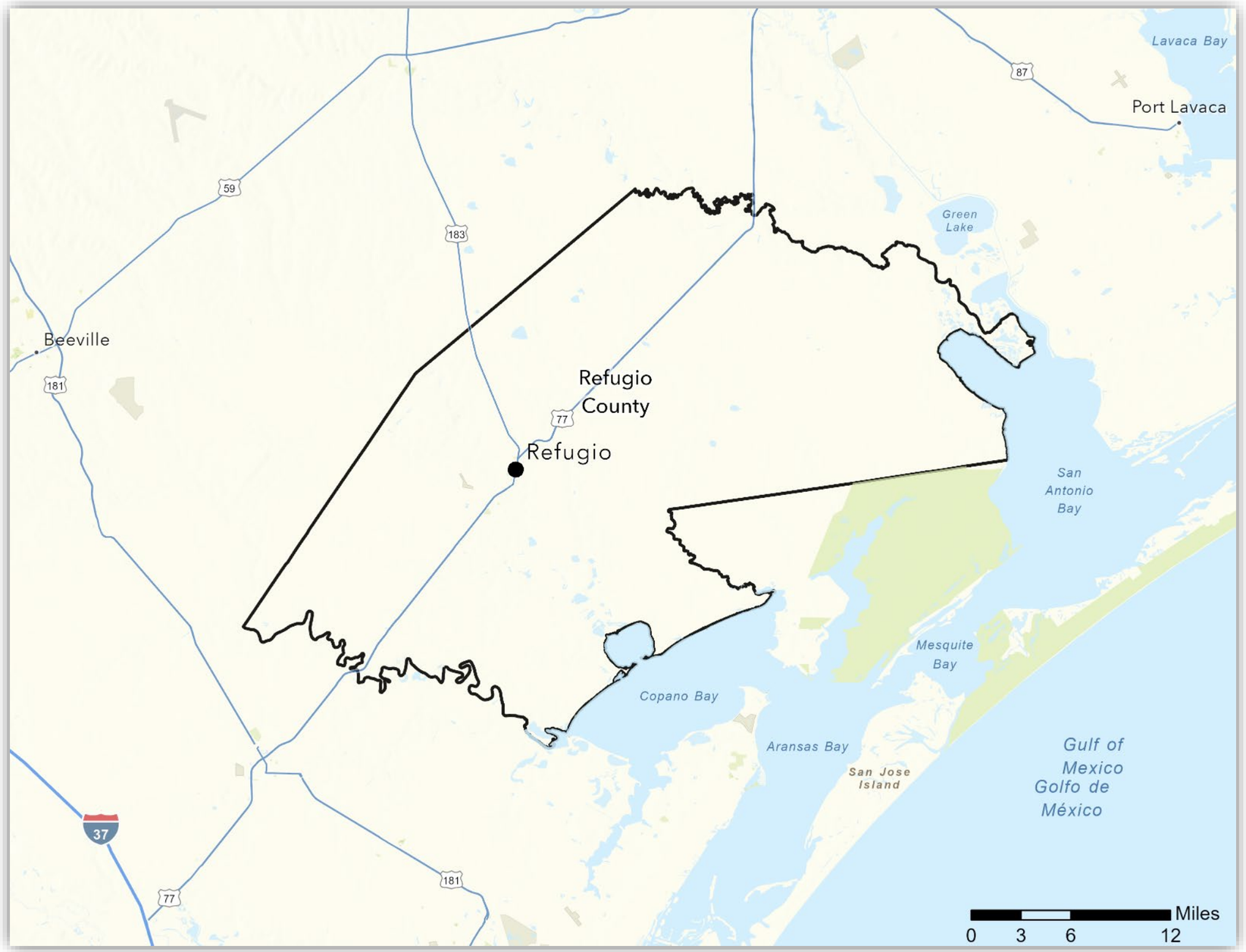
Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Matagorda County							
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Snapshot: Refugio County



Photo: Texas Historical Commission

Snapshot: Refugio County



Refugio County, TX

Refugio City Hall



Major Sectors	Jobs
Health Care and Social Assistance	405
Construction	329
Retail Trade	317
Educational Services	248

Airports within 2-hour drive: Victoria Regional, Corpus Christi International.

Top Postsecondary Schools

University of Houston Victoria
- Offers Bachelor's and Master's degree across 80 programs. Fall 2021 enrollment: 4,189.

Victoria College
- Offers certificates and Associate degrees in interdisciplinary studies, health, and engineering. Fall 2021 enrollment: 3,210.

Market Highlights	
Population	7,145
Total Workforce	2,974
High School Degree	40%
Associate Degree	11%
Bachelor's Degree+	10%
Median Household Income	$50,076
Median Home Value	$85,600
Cost of Living Index	87.2
Time Zone	Central

Major Employers	Sector	Jobs
Refugio County Memorial Hospital	Health Care	135
Refugio ISD	Education	125
Refugio County Sherriff	Government	75

Strengths:
+ Land available for development but needs infrastructure
+ Regional hospital
+ Diverse population
+ Lacking large employers that aren't community service or government
+ Outdoor amenities and activities

Challenges:
− Population is shrinking and aging
− Bypass is being built nearby that will divert traffic away from the county
− Lack of affordable workforce housing
− High natural disaster risk
− Lacking amenities
− Limited Broadband fiber

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Refugio County Demographic Comparison

Metric	Refugio County	Victoria MSA	Victoria Region	Texas
Population (ACS)	7,145	99,674	240,837	28,260,856
Population Annual Average Growth Rate (2010-19)	-0.4%	0.7%	0.4%	1.5%
Median Age	43.3	36.7	38.1	34.6
Total Business Establishments (2019)	133	2,258	7,277	553,974
Civilian Labor Force	2,974	47,938	110,341	13,962,458
Unemployment Rate (March 2022)	4.9%	4.3%	3.8%	3.8%
Diversity Index	67.3	N/A	N/A	76.1
% Population (25+) with HS or Higher	84%	86%	84%	85%
% Population (25+) with BA or Higher	10%	20%	17%	31%
Cost of Living Index	87.2	94.9	91.2	94.4
Median House Value (of owner-occupied units)	$85,600	$142,336	$130,490	$172,500
Salary Index (U.S. Avg = 100)	.77	.88	.85	.95
Median Household Income	$50,076	$57,135	$55,374	$61,874
Proportion of Population in Poverty	16.5%	14.9%	15.0%	14.7%

Sources: JobsEQ, U.S. Census Bureau 2015-2019 American Community Survey, Business Dynamics Statistics 2019.

Refugio County | Local View of the Community

“The U.S. 77 reroute is a major threat to Refugio if it leads to less traffic moving through the town.” (Community Leader)	“There is no real estate market here. If a new hire needs a home, we just work through social networks to get them a place.” (Community Leader)
“Hurricane Harvey caused a lot of damage. Lots of homeowners didn’t have insurance. We lost those homes completely, and they haven’t been rebuilt.” (Business Leader)	“Broadband access is a major problem across the county. Most of the county thinks someone else should be responsible for bringing broadband to Refugio.” (Business Leader)
“The county badly needs an economic development strategic plan. It’s something the previous county judge was trying to complete.” (Business Leader)	“Refugio is a small community in which you know your neighbors. There’s a good school system. It’s a relaxing pace and only 40 miles from the big city.” (Stakeholder)
“Residents must go to Corpus Christi, Beeville, or Victoria for basic amenities and services.” (Community Leader)	“My grandson lives in California now because there’s not much to offer him here.” (Community Leader)
“Lots of people moved away. There are no opportunities for anything here.” (Community Leader)	“Housing availability is a challenge for recruiting. Most of the homes in Refugio are prohibitively expensive.” (Community Leader)

Refugio County, TX Ratings

Austwell-Tivoli ISD

Overall Rating: B
Overall Grade: 85

Student Achievement: 85
School Progress: 88
Closing Performance Gaps: 79
Type: Traditional

- Number of Students – 136
- Number of Teachers – 20.2
- Number of Campuses – 2
  - Elementary – 1
  - Middle – 0
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 6.7
- Economically Disadvantaged – 52.9%
- Bilingual – 3.7%
- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree –64.1%
- Teachers with Master's Degree – 31.3%
- Teachers with Doctorate Degree – 4.6%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 41%
  - Reading – 48%
  - Math – 41%
  - Science – 25%
  - Social Studies – 43%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 990
- Average ACT Scores – N/A

Source: Txschools.gov, https://tea.texas.gov/

Refugio County, TX Ratings

Refugio ISD

Overall Rating: B
Overall Grade: 82

Student Achievement: 82
School Progress: 83
Closing Performance Gaps: 78
Type: Traditional

- Number of Students –681
- Number of Teachers – 61.5
- Number of Campuses –3
  - Elementary – 1
  - Middle – 1
  - High School –1
  - Special –0
- Student/Teacher Ratio – 11.1
- Economically Disadvantaged – 65.1%
- Bilingual – 5.4%

- Teachers with No Degree – 0.0%
- Teachers with Bachelor's Degree – 77.2%
- Teachers with Master's Degree – 22.8%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 42%
  - Reading – 47%
  - Math – 37%
  - Science – 44%
  - Social Studies – 37%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 918
- Average ACT Scores – 17.5

Source: Txschools.gov, https://tea.texas.gov/

Refugio County, TX Ratings

Woodsboro ISD

Overall Rating: B
Overall Grade: 84

Student Achievement: 85
School Progress: 85
Closing Performance Gaps: 82
Type: Traditional

- Number of Students – 426
- Number of Teachers – 42
- Number of Campuses – 2
  - Elementary – 1
  - Middle – 0
  - High School – 1
  - Special – 0
- Student/Teacher Ratio – 10.1
- Economically Disadvantaged – 62.7%
- Bilingual – 0.2%
- Teachers with No Degree – 14.3%
- Teachers with Bachelor's Degree – 71.4%
- Teachers with Master's Degree – 14.3%
- Teachers with Doctorate Degree – 0.0%
- 2020-21 STAAR Statistics (Meeting Grade Level or Above)
  - All Subjects – 45%
  - Reading – 53%
  - Math – 37%
  - Science – 45%
  - Social Studies – 39%
- Graduation Rate – 100%
- Drop Out Rate – 0.0%
- Average SAT Scores – 884
- Average ACT Scores – 17.1

Source: Txschools.gov, https://tea.texas.gov/

Snapshot: Refugio County - Higher Education Regional Pipeline

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2019-2020 Academic Year Program Completions by Program Type and Institution

Program Description	UH-V	Victoria College	Total Completions
Business, Management, and Marketing	464	39	503
Multi/Interdisciplinary Studies	133	209	342
Psychology	116	0	116
Education	84	0	84
Computer & Information Science	60	10	70
Security & Protective Services	43	5	48
Biological & Biomedical Science	32	0	32
Health Professionals	13	188	201
Engineering Technologies/Technicians	0	107	107
Science & Technologies/Technicians	0	42	42
Other	85	17	102
Total:	**1,030**	**617**	**1,647**

Sources: JobsEQ, IPEDS.

THE CITY OF VICTORIA ECONOMIC DEVELOPMENT

Snapshot: Refugio County - Operational Environment - Asset Map

Victoria's 9-County Region's business ecosystem meets or exceeds most industry expectations. It falls short on a few criteria: industrial spaces, industry clusters, labor growth and ports - container.

Exceeds Standards of High Performing Ecosystem

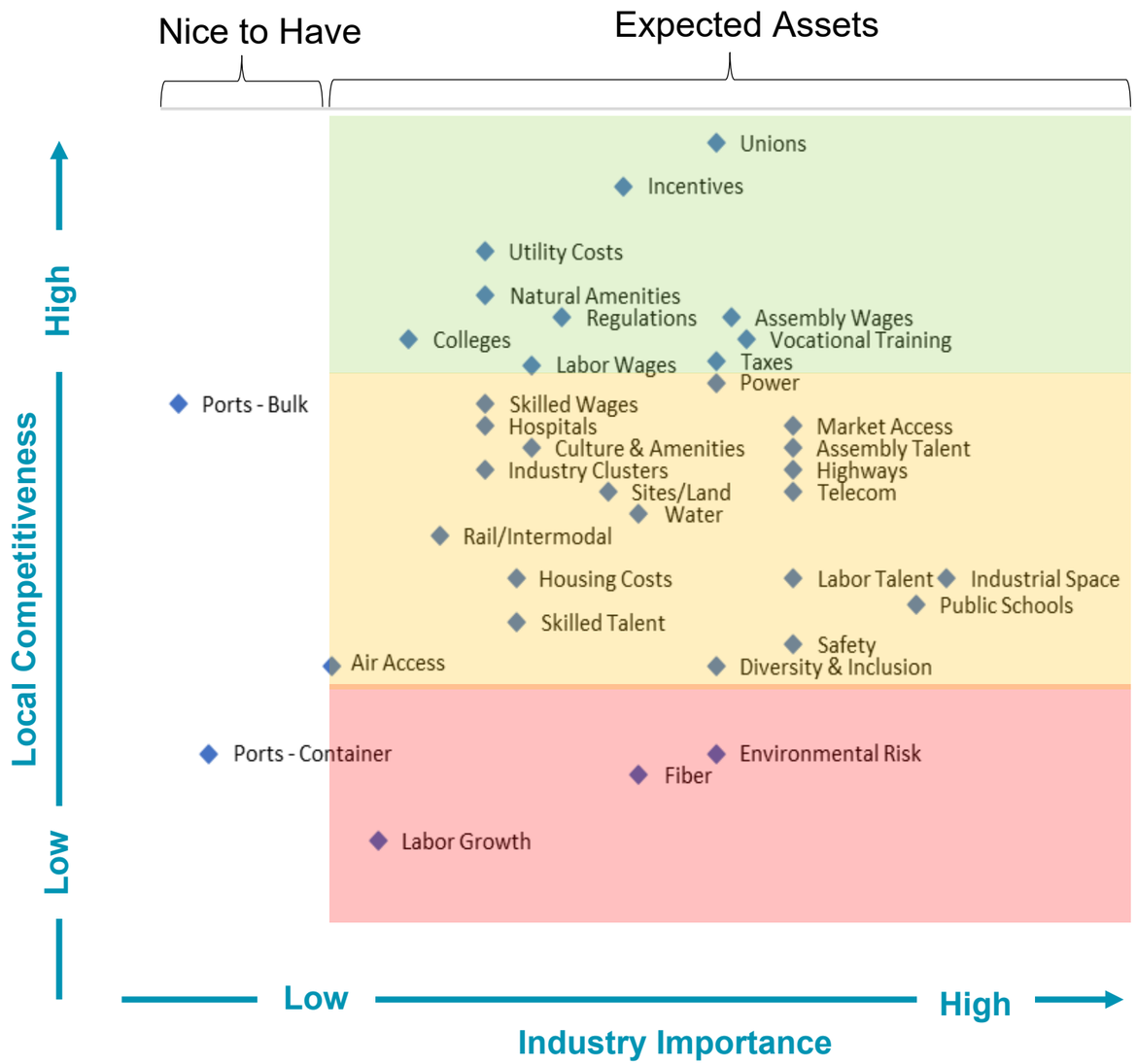
- Unions
- Utility Costs
- Taxes
- Natural Amenities
- Assembly Wages
- Incentives
- Colleges
- Regulations
- Labor Wages
- Vocational Training

Meets Standards of High Performing Ecosystem

- Power
- Market Access
- Public Schools
- Water
- Assembly Talent
- Industry Clusters
- Telecom
- Culture & Amenities
- Labor Talent
- Safety
- Highways
- Hospitals
- Skilled Wages
- Housing Costs
- Sites/Land
- Skilled Talent
- Ports – Bulk
- Air Access
- Rail/Intermodal
- Industrial Space
- Diversity & Inclusion

Fails to Meet Standards of High-Performance Ecosystem

- Fiber
- Environmental Risk
- Ports – Container
- Labor Growth



Refugio County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Refugio County							
Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	Refugio County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC, Refugio County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	$$$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	Refugio County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Use tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	Refugio County	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth

Refugio County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Refugio County							
Hire a dedicated Economic Development staff person to help with recruitment and retention efforts or contract with VEDC to provide these services.	●●● High	6 - 12 months	**$$**	★★ Moderate	Refugio County	VEDC	New Employee Starts, Proactive Economic Development Initiatives, Prospects, Projects, Job Creation, Capital Investment
Identify grants and federal funds to help rebuild the housing and businesses that were destroyed or damaged during Hurricane Harvey.	●●● High	6 - 12 months	**$$**	★★★ Challenging	County	City, VEDC, Regional Partners, Workforce Board, K-12, Businesses, Residents	Grant Applications, Funds Awarded, Homes and Businesses Rebuilt
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	**$**	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	**$**	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Identify additional sites with adequate infrastructure in Refugio County, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Refugio County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Refugio County							
Identify challenges with bringing sites to development(shovel)-ready status.	●● Medium	1 - 2 years	**$$**	★★ Moderate	Refugio County	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Identify potential parcels in the County or in the City of Refugio to consider annexing near the bypass for development to have frontage access.	●● Medium	1 - 2 years	**$$$**	★★★ Challenging	Refugio County, City of Refugio	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	**$**	★ Easy	Refugio County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation
Create gathering places throughout the region.	●● Medium	2 - 3 years	**$$$**	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation

Refugio County, TX | Implementation Plan and Success Metrics

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Refugio County							
Work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	**$$**	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	**$**	★★ Moderate	Refugio County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Other Considerations



Other Considerations – Benefits and Challenges of a Regional EDO

Economies of Scale are easier to sell but can create some unique challenges due to competition.

Benefits	Challenges
More coordinated economic development initiatives	Transparency and clear communication
Resource sharing, including ideas, marketing materials, financial savings and staffing efficiencies	Establishing trust with partners, investors and business community
Advocacy and Political Action	Overcoming parochialism
Unified efforts usually lead to more credibility and acceptance among the local business community	Logistical and geographical constraints
Improved marketability to site selectors and decisionmakers	Politics
Combined finances and investor support allow for the region to participate in more marketing initiatives than if they go it alone	Conflicts
Ability to create a sustainable and healthier economy for all participants	Changing leadership and priorities
Showcasing regional amenities and assets	Fundraising and budgeting

Other Considerations – Clearly Defined Roles and Responsibilities

With so many of the surrounding counties operating without designated Economic Development staff, VEDC will need to serve that role limiting their capacity and changing their focus. To make sure that the City of Victoria has its own voice in the region, City economic development staff will focus on these initiatives.

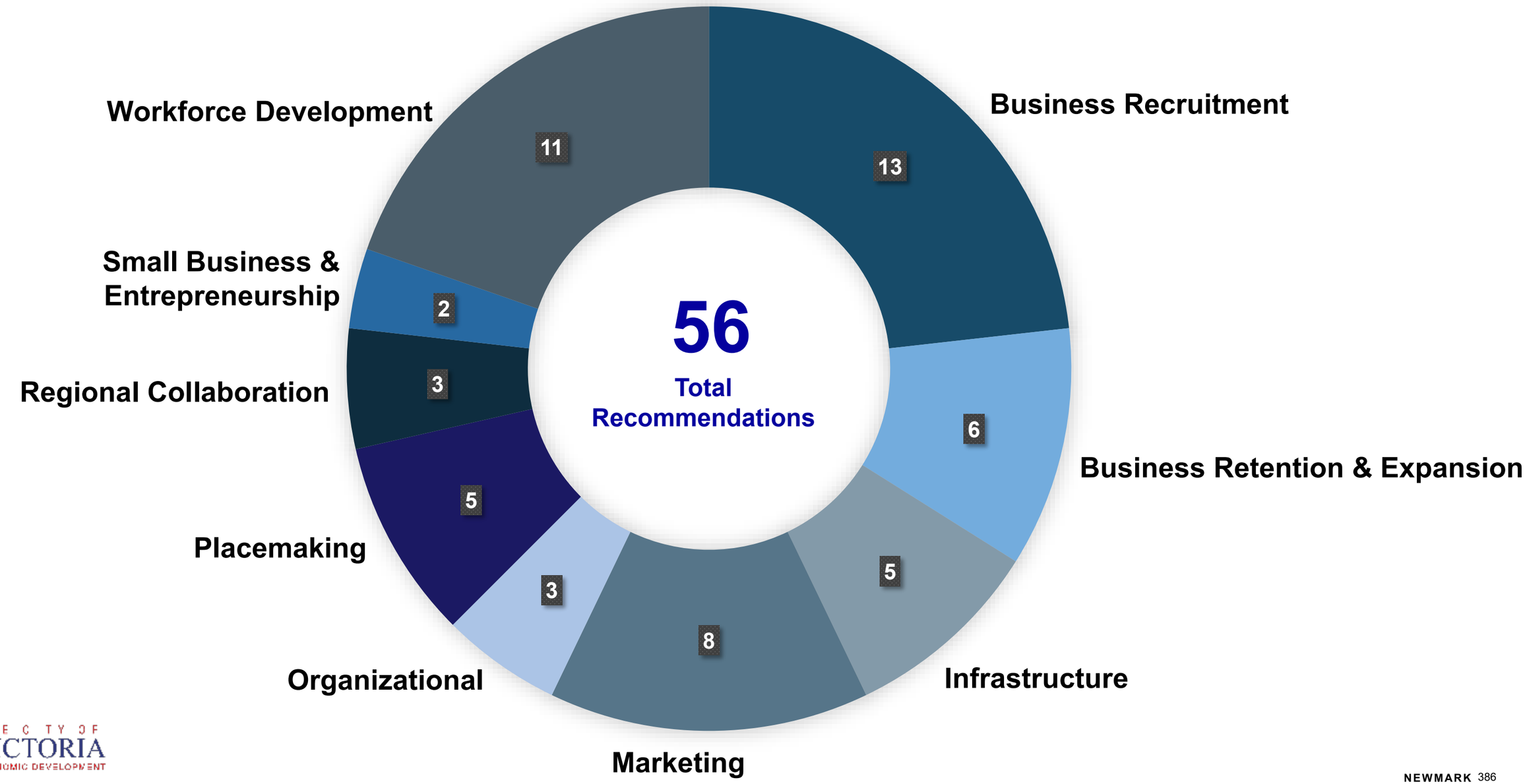
City of Victoria	VEDC
Business retention within City limits (can bring VEDC on visits but should be lead contact for company)	Regional business attraction and marketing lead (proactive)
Small Business and Entrepreneurship assistance	Collect responses to RFPs and RFIs for the entire region and submission to State and/or requesting entity
Retail recruitment	Advocacy and Political Action and Support
Provide Victoria's responses to RFPs and RFIs (reactive)	Investor education and interaction
Economic Incentives lead	Fundraising
Policy development and creation	Represent all regional partners equally
Development ombudsman	Regional marketing initiatives and programs
Infrastructure improvements and bond support	Regional business retention efforts (outside of City of Victoria)
Represent the interests of the City of Victoria	Workforce Development
Housing and Community Development	Prospect and FAM Tours

Detailed Recommendations



Executive Summary – Strategic Recommendations

Organized around 9 themes



Recommendations – Implementation Plan and Success

Explanation of our method for measuring success

This decision-making framework provided a reference for creating each recommendation.

Controllable	Executable
• Does the recommendation address a controllable variable that can be impacted by strategic planning? • Does the recommendation focus on factors that are known industry influencers and considerations of business decision-making and global competitiveness?	• Can the recommendation be traced to leading practices in other regions? • Has the recommendation been executed elsewhere with known results? • Can a roadmap for success be developed that will be discernable? • Can the tactics from inception to execution easily be developed and communicated?
Defensible	**Measurable**
• Is the recommendation supported by facts and objective evaluation? • Can it stand the test of varied interests and stakeholders throughout the region? • Does the recommendation represent a tangible and realistic change event that will impact the economic well-being of the region? • Will the recommendation consider the unique economic geography of the region?	• Would there be organizational ownership of the recommendation? • Does the recommendation lend itself to the measurable Key Performance Indicators (KPIs)? • Can accountability and transparency be built into the recommendation with reasonable performance management methods? • Can the recommendation be appropriately resourced and affordable?

Recommendations – Implementation Plan and Success

Explanation of our Method for Measuring Success

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Marketing		●●● High	6 - 12 months	$	★ Easy	School District	VEDC	Budget
Workforce		●● Medium	1 - 2 years	$$	★★ Moderate	Colleges/ Universities	Workforce Providers	Investment
Small Business & Entrepreneurship		● Low	2 - 3 years	$$$	★★★ Challenging	VEDC	Chamber of Commerce	Jobs
Business Recruitment			3 - 5 years			City of Victoria	State Government	Programs
Organizational and Infrastructure						State Government	County Government	Visits
Placemaking						Chamber of Commerce	City of Victoria	Events
Business Retention						Regional Partner	Colleges/ Universities	Meetings
						County Government	School District	Infrastructure
						Workforce Board	Regional Partners	Training
								Contacts
								Prospects

Example Template

Top 20 Recommendations

Recommendations – Top 20 Priorities for Implementation

Top 20 Priorities for Implementation (1 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Develop a compelling "Why Victoria" proposition and business case.	●●● High	6 - 12 months	**$**	★ Easy	VEDC	City, County, Colleges/ Universities, Regional Partners, Current Clients	New Marketing Materials, New Website, New Videos / Content, Referrals to Economic Development Staff, Page Views, Social Media Likes and Shares, Contacts, Prospects, Meetings, Visits, Brand Strength, Projects, New Clients, Happy Existing Clients, Capital Investment, Job Creation
Work to improve public school reputations and state test scores.	●●● High	6 - 12 months	**$$$**	★★★ Challenging	K-12	Everyone	Improved Test Scores, Increased Graduates, Improved School Rankings/Ratings, Programs, Meetings, Contacts, Participants, Visits
Ensure VEDC staff are the primary point of contact for all business recruitment inquiries.	●●● High	6 - 12 months	**$$**	★★ Moderate	VEDC	State, Regional Partners, City	Internal Procedures Established, Prospects, Contacts, RFP Responses, Projects, Visits, Capital Investment, Job Creation

Recommendations – Top 20 Priorities for Implementation

Top 20 Priorities for Implementation (2 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Support regional partners in using their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	VEDC	Regional Partners, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Work to bring adequate utility capacity to the Port of Victoria and Victoria Airport sites so they are shovel ready.	●●● High	6 - 12 months	$	★★ Moderate	City, County	VEDC, Utilities	Number of Shovel Ready Sites, Meetings, Prospects, Projects, Capital Investment, Job Creation
Work with Innovation Collective to market events and programs. Increase visibility and transparency around the strategy and fundraising.	●●● High	6 - 12 months	$	★★★ Challenging	City, University/ Colleges	VEDC, Regional Partners, Local Businesses, Chamber	Increased Event Attendance, Funds Raised, Companies Assisted, Capital Investment, Job Creation, Venture Capital Funds, Angel Funds
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	VEDC	City, Regional Partners, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Relocating Partner Assistance Program.	●●● High	6 - 12 months	$	★ Easy	VEDC	Workforce Board, Local Businesses, Residents	Program created, Inquiries through the program, Spouses Assisted, Partners (businesses and HR departments) involved, Programs, Budget, Contacts, Placements

Recommendations – Top 20 Priorities for Implementation

Top 20 Priorities for Implementation (3 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Downtown Programming - College Oriented.	●●● High	6 - 12 months	**$$**	★★ Moderate	City	VEDC, City, County, University/ Colleges	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Work to bring broadband and fiber connectivity and reliability throughout the region.	●●● High	1 - 2 years	**$$$**	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Conduct a minimum of 120 business retention visits per year (10 a month). City of Victoria will handle business retention for business located in the City limits while VEDC will focus on the 9 county region.	●●● High	6 - 12 months	**$**	★★ Moderate	City, VEDC	Local Businesses, Colleges/ Universities, Cities, County	Meetings, Visits, Contacts, Investment, Job Creation
Strengthen and maintain close relations with key recruitment allies - locally and statewide. Continue to strengthen the Victoria regional EDO cooperation group (9 counties).	●●● High	6 - 12 months	**$**	★★ Moderate	VEDC	Other regional EDOs, Texas Economic Development	Meetings, Counties in Partnership, Recruitment Events Co-planned
Obtain testimonials and success stories.	●● Medium	6 - 12 months	**$**	★ Easy	VEDC, City	City, County, Chamber, Businesses, Regional Partners	Number of Testimonials, Success Stories, Visits, Meetings, Contacts, Prospects, Projects, Capital Investment, Job Creation
Identify additional sites with adequate infrastructure in the 9-county region, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	VEDC, Regional Partners	Local Brokers / Owners, Utilities	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Recommendations – Top 20 Priorities for Implementation

Top 20 Priorities for Implementation (4 of 4)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Top 20							
Identify additional sites with adequate infrastructure in the City of Victoria, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	City	Local Brokers / Owners, Utilities	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation
Conduct Recruitment Readiness training for key stakeholders.	●● Medium	6 - 12 months	**$**	★★★ Challenging	VEDC	All	Training sessions offered, Attendees, Visits, Capital Investment, Job Creation, Sales/ Leases
Clearly Defined Roles and Responsibilities for VEDC and City of Victoria Economic Development staff.	●●● High	6 - 12 months	**$**	★★ Moderate	VEDC, City	All	Programs, Outreach, Prospects, Capital Investment, Jobs
Promote local training and education programs.	●● Medium	6 - 12 months	**$**	★ Easy	VEDC	Workforce Board, College/ University, K - 12, Local Businesses	Funds Donated, Marketing Materials, Trainees Enrolled, Programs Offered, Graduates, Certificates, Scholarships
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	**$$$**	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates
Pursue the Accredited Economic Development Organization Program (AEDO) through the International Economic Development Council (IEDC).	● Low	1 - 2 years	**$$**	★★ Moderate	VEDC	All	Accreditation Received

Business Recruitment Recommendations

Recommendations – Implementation Plan and Success

Business Recruitment (1 of)3

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Business Recruitment							
Support regional partners in using their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	$	★ Easy	VEDC	Regional Partners, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation
Develop, research, and vet a list of potential companies in each target industry to determine if they are growing their business in new markets or are looking to relocate.	●●● High	6 - 12 months	$$	★★★ Challenging	VEDC	Regional Partners	Meetings, Contacts, Prospects, Visits, Projects, Capital Investment, Job Creation
Undertake annual marketing trips to visit with CEOs and top site selectors representing target industry businesses.	●●● High	6 - 12 months	$$	★★ Moderate	VEDC	Regional Partners	Marketing Trips, Visits, Contacts, Marketing Materials Created / Distributed, Meetings, Prospects, Projects, Capital Investment, Job Creation
Begin to build a list of site selectors that work on projects in the identified target industries and create a digital marketing campaign to educate them on Victoria.	●●● High	6 - 12 months	$	★★★ Challenging	VEDC	Regional Partners	Number on List, Key Contacts Established, Calls / Visits Completed, Prospects, Visits, Meetings, Projects, Capital Investment, Job Creation

Recommendations – Implementation Plan and Success

Business Recruitment (2 of 3)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Business Recruitment							
Identify and attend target industry trade shows focused on industry decision makers and site selection brokers. Partner with allies or local businesses to attend.	●●● High	6 - 12 months	$$	★★ Moderate	VEDC	Local Businesses, Regional Partners	Trade Shows Attended, Networking Events Attended, Contacts, Marketing Materials Created / Distributed, Meetings, Visits, Prospects, Projects, Capital Investment, Job Creation
Make sure that all sites are classified appropriately in CoStar.	●●● High	6 - 12 months	$	★★ Moderate	VEDC	City, Regional Partners, Brokers, Property Owners	Site Availability, Number of Sites on CoStar, Prospects, Capital Investment, Jobs
Regular Calling Process for Recruitment Efforts.	●● Medium	1 - 2 years	$$	★★ Moderate	VEDC	Local Businesses, Regional Partners, Local and Regional Executives and Ambassadors	Calls Made, Prospects, Visits, Capital Investment, Job Creation, New Marketing Materials
Create test job postings for key occupations.	●● Medium	1 - 2 years	$$	★★ Moderate	VEDC	Local Businesses, Universities, Community Colleges, Regional Partners	Postings, Applicants, Skills, Programs, Unemployment Rate, Labor Participation Rate, Salary Surveys, Meetings, Contacts, Participants, Visits, Capital Investment, Job Creation

Recommendations – Implementation Plan and Success

Business Recruitment (3 of 3)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Business Recruitment							
Arrange and conduct familiarization tours that bring CEOs and top site selectors to the Victoria region.	●● Medium	1 - 2 years	$$	★★ Moderate	VEDC	County, City, Regional Partners, Chamber, Tourism, Universities, Community Colleges, Local Businesses	Tours, Attendees, Contacts, Marketing Materials, Meetings, Prospects, Projects, Capital Investment, Job Creation
Monitor competitor communities in the state and in the US. Conduct benchmark analysis of competitor communities to determine competitiveness every 2-3 years.	●● Medium	1 - 2 years	$	★ Easy	VEDC	NA	Communities in the state and country monitored, Marketing materials produced, Companies contacted with marketing materials
Develop Attraction Pipeline through Retention Activities.	●● Medium	1 - 2 years	$	★★ Moderate	VEDC, City	Local businesses, Regional partners, Utilities, Cities, Counties	Leads, Investment, Jobs, Contacts, Prospects
Conduct Recruitment Readiness training for key stakeholders.	●● Medium	6 - 12 months	$	★★★ Challenging	VEDC	All	Training sessions offered, Attendees, Visits, Capital Investment, Job Creation, Sales/ Leases
Pursue the Accredited Economic Development Organization Program (AEDO) through the International Economic Development Council (IEDC).	● Low	1 - 2 years	$$	★★ Moderate	VEDC	All	Accreditation Received

Business Retention and Expansion Recommendations

Recommendations – Implementation Plan and Success

Business Retention & Expansion (1 of 2)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Business Retention & Expansion							
Coordinate with regional partners' economic development organizations on business retention efforts.	●●● High	6 - 12 months	$	★ Easy	VEDC	City, County, Regional Partners	Number of Retention Visits, Number of Expansion Inquiries, EDO Partnerships, Capital Investments, Job Creation
Strong formalized connection between recruitment and existing business retention; hopefully, using existing company suppliers, vendors, connections and relationships to generate leads for recruitment.	●●● High	6 - 12 months	$	★ Easy	VEDC, City	Local and regional businesses	Companies contacted, Referrals, Prospects, Sales/ Leases, Capital Investment, Job Creation
Conduct a minimum of 120 business retention visits per year (10 a month). City of Victoria will handle business retention for business located in the City limits while VEDC will focus on the 9 county region.	●●● High	6 - 12 months	$	★★ Moderate	City, VEDC	Local Businesses, Colleges/ Universities, Cities, County	Meetings, Visits, Contacts, Investment, Job Creation
Coordinate and hold regular roundtables for existing industry sectors.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, City	City, County, Local Businesses	Events, Meetings, Contacts, Prospects
Create a “Rapid Response Team” to quickly intervene when companies are having issues.	●●● High	6 - 12 months	$	★ Easy	VEDC, City, County, State, Utilities, Workforce Board, Port, College/ University	Local Businesses	Meetings, Visits, Contacts, Prospects, Investment, Jobs

Recommendations – Implementation Plan and Success

Business Retention & Expansion (2 of 2)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Business Retention & Expansion							
Obtain testimonials and success stories.	●● Medium	6 - 12 months	$	★ Easy	VEDC, City	City, County, Chamber, Businesses, Regional Partners	Number of Testimonials, Success Stories, Visits, Meetings, Contacts, Prospects, Projects, Capital Investment, Job Creation

Infrastructure Recommendations

Recommendations – Implementation Plan and Success

Infrastructure (1 of 1)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Infrastructure							
Analyze, identify, and promote solutions for improving physical infrastructure in partnership with cities, counties, chambers, and other business organizations. Make infrastructure improvements a high priority for local leaders.	●●● High	6 - 12 months	**$$$**	★★★ Challenging	County, City, Utilities	VEDC, Regional Partners, Local Businesses, Chamber	Budget, New Infrastructure Construction, Repairs / Upgrades, Development Ready Sites, Visits, Meetings, Contacts, Prospects, Projects, Capital Investment, Job Creation
Work to bring adequate utility capacity to the Port of Victoria and Victoria Airport sites so they are shovel ready.	●●● High	6 - 12 months	**$**	★★ Moderate	City, County	VEDC, Utilities	Number of Shovel Ready Sites, Meetings, Prospects, Projects, Capital Investment, Job Creation
Work to bring broadband and fiber connectivity and reliability throughout the region.	●●● High	1 - 2 years	**$$$**	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs
Bring all utilities at the sites located at the Victoria Airport and Port of Victoria bringing those sites closer to development readiness.	●●● High	6 - 12 months	**$$$**	★★★ Challenging	City, County	Port, Airport, VEDC	Increased Capacity, Infrastructure to Sites, Number of Development Ready Sites
Identify additional sites with adequate infrastructure in the City of Victoria, both publicly and privately owned.	●● Medium	1 - 2 years	**$$**	★★ Moderate	City	Local Brokers / Owners, Utilities	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Marketing Recommendations

Recommendations – Implementation Plan and Success

Marketing (1 of 2)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Marketing							
Develop a compelling "Why Victoria" proposition and business case.	●●● High	6 - 12 months	$	★ Easy	VEDC	City, County, Colleges/ Universities, Regional Partners, Current Clients	New Marketing Materials, New Website, New Videos / Content, Referrals to Economic Development Staff, Page Views, Social Media Likes and Shares, Contacts, Prospects, Meetings, Visits, Brand Strength, Projects, New Clients, Happy Existing Clients, Capital Investment, Job Creation
Ensure VEDC is included in the press coverage for the new project announcements.	●●● High	6 - 12 months	$	★ Easy	VEDC	Regional Partners, City, County, Media	Announcements Where Included, Prospects, Visits, Projects, Job Creation, Capital Investment
Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	$	★★ Moderate	VEDC	City, Regional Partners, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits
Use tournaments and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	$$	★★ Moderate	VEDC	City, Regional Partners, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth
Include city and regional data in all marketing materials and website.	●●● High	6 - 12 months	$	★ Easy	VEDC	Cities, Counties, Regional Partners, State	Budget, Contacts, Prospects, Meetings, Visits

Recommendations – Implementation Plan and Success

Marketing (2 of 2)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Marketing							
Create enhanced and updated printed and digital marketing materials.	●●● High	6 - 12 months	**$$**	★ Easy	VEDC	New Marketing Materials, Downloads, Page Visits, Prospects	Budget, Programs, Contacts, Prospects, Events, Meetings, Visits
Educate and work with foreign consulates in Washington, DC about Southeast Texas and your 9-county region.	●● Medium	6 - 12 months	**$$**	★★ Moderate	VEDC	Regional Partners	Meetings, Contacts, Prospects, Visits, Capital Investment, Job Creation
List regional partners on VEDC website. Encourage regional partners to do the same, especially for sites and buildings queries.	● Low	1 - 2 years	**$**	★★ Moderate	VEDC	Regional Partners, City, County	Number of EDOs listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation

Organizational Recommendations

Recommendations – Implementation Plan and Success

Organizational (1 of 1)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Organizational							
Ensure VEDC staff are the primary point of contact for all business recruitment inquiries.	●●● High	6 - 12 months	**$$**	★★ Moderate	VEDC	State, Regional Partners, City	Internal Procedures Established, Prospects, Contacts, RFP Responses, Projects, Visits, Capital Investment, Job Creation
Clearly Defined Roles and Responsibilities for VEDC and City of Victoria Economic Development staff.	●●● High	6 - 12 months	**$**	★★ Moderate	VEDC, City	All	Programs, Outreach, Prospects, Capital Investment, Jobs
Professional Development for Economic Development staff.	●●● High	6 - 12 months	**$$**	★ Easy	VEDC, City		Trainings attended, Certifications

Placemaking Recommendations

Recommendations – Implementation Plan and Success

Placemaking (1 of 2)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Placemaking							
Work to improve public school reputations and state test scores.	●●● High	6 - 12 months	$$$	★★★ Challenging	K-12	Everyone	Improved Test Scores, Increased Graduates, Improved School Rankings/Ratings, Programs, Meetings, Contacts, Participants, Visits
Downtown Programming - College Oriented.	●●● High	6 - 12 months	$$	★★ Moderate	City	VEDC, City, County, University/ Colleges	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs

Recommendations – Implementation Plan and Success

Placemaking (2 of 2)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Placemaking							
Improve quality of life and work to change perception of local quality of life (see also marketing recommendations).	●● Medium	1 - 2 years	**$$$**	★★★ Challenging	County, City	Everyone	Better Rankings on National Lists, Lower Crime, Population Growth, School Ranking / Rating Improvement, Redevelopment Projects, Amenities Added, Entrepreneurs
Create gathering places throughout the region.	●● Medium	2 - 3 years	**$$$**	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation
Improve signage to landmarks, amenities, entertainment, and hospitality, especially from the highway and throughout local community streets.	● Low	1 - 2 years	**$$**	★★ Moderate	State, County, City	VEDC, Main Street, Parks	Signs, Visitors, Hotel / Motel Taxes, Sales Taxes

Regional Collaboration Recommendations

Recommendations – Implementation Plan and Success

Regional Collaboration (1 of 1)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Regional Collaboration							
Strengthen and maintain close relations with key recruitment allies - locally and statewide. Continue to strengthen the Victoria regional EDO cooperation group (9 counties).	●●● High	6 - 12 months	$	★★ Moderate	VEDC	Other regional EDOs, Texas Economic Development	Meetings, Counties in Partnership, Recruitment Events Co-planned
Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects
Identify additional sites with adequate infrastructure in the 9-county region, both publicly and privately owned.	●● Medium	1 - 2 years	$$	★★ Moderate	VEDC, Regional Partners	Local Brokers / Owners, Utilities	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation

Small Business and Entrepreneurship Recommendations

Recommendations – Implementation Plan and Success

Small Business and Entrepreneurship (1 of 1)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Small Business & Entrepreneurship							
Work with Innovation Collective to market events and programs. Increase visibility and transparency around the strategy and fundraising.	●●● High	6 - 12 months	$	★★★ Challenging	City, University/ Colleges	VEDC, Regional Partners, Local Businesses, Chamber	Increased Event Attendance, Funds Raised, Companies Assisted, Capital Investment, Job Creation, Venture Capital Funds, Angel Funds
Centralized online aggregation of resources for entrepreneurs and small businesses - SourceLink, HUUB, or similar. "One Stop Shop" concept. Widely market to small business community.	●●● High	6 - 12 months	$$$	★★★ Challenging	SBDC, Universities/Colleges, Innovation Collective	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners, City, County	Number of Resources Listed, Establishing a Dedicated Project Manager, Number of Touches from Website Itself, Successful Launch and Marketing

Workforce Development Recommendations

Recommendations – Implementation Plan and Success

Workforce Development (1 of 3)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Workforce Development							
Align CTE with existing industry and recruitment targets. Partner with local employers for training and education.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/Colleges	Workforce Board, Residents, Businesses, VEDC	Participants, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Improve soft skills of workforce and students.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/Colleges	Workforce Board, Local Businesses, Residents	Programs, Certificates, Placements, Graduates
Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment
Engage with young professionals organizations.	●●● High	6 - 12 months	$	★★ Moderate	VEDC	Workforce Board, College/Universities, K - 12, Residents, Students, Chamber, Regional Partners	Programs, Contacts, Participants, Visits, Educational Attainment, Population of 18-40 Year Old Growth

Recommendations – Implementation Plan and Success

Workforce Development (2 of 3)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Workforce Development							
Relocating Partner Assistance Program.	●●● High	6 - 12 months	$	★ Easy	VEDC	Workforce Board, Local Businesses, Residents	Program created, Inquiries through the program, Spouses Assisted, Partners (businesses and HR departments) involved, Programs, Budget, Contacts, Placements
Promote local training and education programs.	●● Medium	6 - 12 months	$	★ Easy	VEDC	Workforce Board, College/ University, K - 12, Local Businesses	Funds Donated, Marketing Materials, Trainees Enrolled, Programs Offered, Graduates, Certificates, Scholarships
Work with VC and UH-V to establish or grow training options that align with the identified target industries.	●● Medium	1 - 2 years	$$	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates
Conduct a survey of local businesses evaluating wage and benefit information.	●● Medium	1 - 2 years	$	★★ Moderate	VEDC, City	Local and regional businesses	Survey Responses, Wage and Benefit Data, Prospects, Projects, Capital Investment, Job Creation
- Develop additional post secondary certification programs to support the growth of the target industries.	●● Medium	1 - 2 years	$$$	★★★ Challenging	Universities/Colleges	State, K - 12, Business, Residents, Regional Partners	Budget, Programs, Certificates, Graduates, Events, Meetings, Visits, Contacts, Prospects, Capital Investment, Job Creation

Recommendations – Implementation Plan and Success

Workforce Development (3 of 3)

Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures
Workforce Development							
Market Victoria to young professionals.	●● Medium	2 - 3 years	$	★ Easy	VEDC	Local businesses, Colleges/Universities, Regional Partners, Chamber	Conferences Attended, Individuals Contacted, Tours, Visits, Population Growth, Population of 18-40 Year Old Growth, Educational Attainment
Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	$$$	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates

Case Studies and Best Practices

Recommendations – Implementation Plan and Success

Case Studies and Best Practices

Category	Best Practice(s)	Case Study (Link)
Business Recruitment	Cambridge Business Ambassador Program (Canada)	https://www.investcambridge.ca/en/locate-and-expand/Business-Ambassador-Program.aspx
Business Recruitment	New Orleans Business Alliance's Economic Development Ambassador Program	https://www.nolaba.org/about/ambassadors/
Marketing	Sacramento, CA	http://www.selectsacramento.com/
Marketing	The Best Economic Development Websites of 2022	https://www.accrisoft.com/blog/2022/05/09/edo/the-best-economic-development-websites-of-2022/
Marketing	10 Key Trends for Economic Development Websites in 2023	Link no longer available as of 11/26/2024. https://info.gisplanning.com/en-us/video-10-key-trends-for-economic-development-websites-2023?utm_campaign=zoomtour&utm_medium=email&_hsmi=244329267&_hsenc=p2ANqtz-8QRK-yIvyEqmTEHT-nfOVEbovgdjCU1b1NdKzoLgLF5W1TpfNRO4USpGhglx2sysG50M-c6c0M1dL45iQLDDL4m7YePw&utm_content=244329267&utm_source=hs_email
Marketing	Social Media Strategies for EDOs in 2022-2023	https://platinumpr.com/social-media-strategies-for-edos-in-2022-2023/
Marketing	Metro Denver Reports	https://www.metrodenver.org/regional-data/data-central?category=6
Marketing	SC Power Properties Flyers or Brochures	http://properties.scpowerteam.com/
Marketing	Landiscor Real Estate Mapping	https://landiscor.com/
Marketing	Entergy Louisiana Marketing Video	https://vimeo.com/479994261
Marketing	Regional Growth Partnership (OH) FAM Tour	https://rgp.org/fam-tour-2022/
Marketing	Georgia Red Carpet Tour	https://www.gachamber.com/events/red-carpet-tour/
Marketing	Nebraska: "The Good Life is Calling"	https://thegoodlifeiscalling.com/
Marketing	Nebraska Career Clusters - Targeted to Students and Young People	https://www.nebraskacareerclusters.com/
Marketing	Opportunity Austin	https://www.austinchamber.com/events/community
Marketing	Prince George's County Economic Development Corporation (MD)	https://www.pgcedc.com/testimonials
Marketing	Charlotte Regional Business Alliance Industry Testimonials	https://charlotteregion.com/pages/industry-testimonials/
Placemaking	Atlanta, GA Wayfinding Signage	https://ctycms.com/ga-atlanta/docs/wayfinding-overview-presentation.pdf
Placemaking	Boston, MA Sidewalk/Street Permitting	http://www.cityofboston.gov/publicworks/permits/PrmSwkCafe.asp
Placemaking	Atlanta, GA Beltline	Atlanta BeltLine // Where Atlanta Comes Together.
Placemaking	NYC Bryant Park	https://umusama2015.wordpress.com/2015/04/11/case-study-bryant-park-new-york-city/

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Site Readiness	New Orleans, LA One Stop Shop Permitting	https://onestopapp.nola.gov/
Small Business & Entrepreneurship	The Collective South Austin (Entrepreneurship)	https://thecollectiveaustin.com/
Small Business & Entrepreneurship	Albuquerque, NM Innovation District	https://innovateabq.com/
Small Business & Entrepreneurship	San Marcos, TX STAR Park	https://www.txstate.edu/starpark/
Small Business & Entrepreneurship	HUUB	https://www.joinhuub.com/
Small Business & Entrepreneurship	KC SourceLink	https://www.kcsourcelink.com/
Workforce Development	International Town & Gown Association	https://www.itga.org/
Workforce Development	PULSE Greater New Haven Young Professionals	https://gnhcc.com/young-professionals
Workforce Development	Be in Buffalo	https://beinbuffalo.com/
Workforce Development	Rutherford Works	https://rutherfordworks.com/
Workforce Development	ACT Work Ready Communities	http://workreadycommunities.org/
Workforce Development	SkillSmart: Using Skills to Create Pathways to Employment	https://edtech.worlded.org/ttale-report/skillsmart/
Workforce Development	Talent Upload-Fox Cities Regional Partnership (WI)	https://foxcitiesregion.com/talent-upload/
Workforce Development	Codecademy	https://www.codecademy.com/
Workforce Development	Newark's City of Code Club using Gadget Software's Labs Curriculum	https://nextcity.org/daily/entry/newark-launches-free-coding-program-public-housing-residents

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Workforce Development	Craft Training Center of The Coastal Bend	http://www.ctccb.org/
Workforce Development	YouthHub Boston	http://www.prnewswire.com/news-releases/jobcase-and-youthhub-boston-announce-novel-civic-tech-partnership-to-improve-youth-access-to-local-job-opportunities-300172069.html?tc=eml_cleartime`
Workforce Development	Economic Development Authority of Western Nevada	http://edawn.org/news/washoe-county-school-district-and-local-business-community-focus-on-the-changing-workforce-climate-and-preparing-students-for-success/
Workforce Development	San Bernardino County Workforce Development Board	https://workforce.sbcounty.gov/
Workforce Development	Virginia Talent Accelerator Program	https://www.vedp.org/incentive/virginia-talent-accelerator-program
Workforce Development	Coding as a Second Language	https://thejournal.com/articles/2019/04/22/coding-as-a-second-language.aspx
Workforce Development	Is Computer Science A Foreign Language? Ga. Says Yes, Sees Boost In Enrollment	https://www.wabe.org/computer-science-foreign-language-state-sees-boost-enrollment/

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