

Coastal Bend Council of Governments

**2016 COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY  
(Revised July 2019)**

July 2016

**COASTAL BEND COUNCIL OF GOVERNMENTS  
2910 LEOPARD STREET  
CORPUS CHRISTI, TEXAS 78408**

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## I. EXECUTIVE SUMMARY

The 2016 Comprehensive Economic Development Strategy for the Coastal Bend Region was prepared over five months of research and committee meetings. The 2011 CEDS was reviewed and economic statistics were updated. Between 2009 and 2015, the Region went through a boom and bust with the Eagle Ford Shale oil and gas exploration and production. While only two Coastal Bend counties were in the Eagle Ford production area, adjacent counties and cities were impacted through the growth of businesses and industries that support oil and gas exploration and production. The Port of Corpus Christi was connected to the production fields by construction of additional pipelines that brought product not only to the Port, but also, to refineries and industry in the Port area. Oil field and energy sector infrastructure established during the exploration boom are currently providing plenty of cheap oil and gas through pipeline transmission. Petroleum refineries, chemical plants and steel plants are all benefiting from cheaper fuel and feedstock. Electric power producers are also benefiting from the cheaper fuel.

Beginning with the \$1 billion investment by a Chinese company for the construction of a steel plant in 2010, there is over \$40 billion in current investment in a variety of projects around the Port of Corpus Christi. In addition to TCPO America Corp, the Chinese steel plant, Cheniere Energy Inc. is constructing a \$20 billion liquefaction facility to convert North American natural gas to LNG for export. An Italian company, M&G, is building an \$880 million plant to produce resin for producing plastic products. An Austrian company, voestalpine Texas LLC, is building an \$800 million plant to produce iron pellets to be used in the production of steel products. Existing oil and gas producers and chemical plants that have plants and storage facilities in the Port area are expanding existing facilities that add construction and permanent jobs to the Region. While the skilled workforce met current needs of existing businesses, providing sufficient numbers of skilled workers for business expansion and new businesses is a challenge.

The new industrial growth described above was considered as the CEDS was developed. The CEDS Committee conducted a Strengths, Weaknesses, Opportunities and Threats analysis that took into consideration the changes in the economy across the Region. This analysis was used to develop Goals, Objectives and Strategic Actions in the four areas of Economic Development, Infrastructure Development, Workforce Development and Regional Partnerships. There are 35 Strategic Action items under these four areas. The CEDS Committee realized that while all Strategic Actions needed to be addressed, some had regional impact and would benefit all the counties. They decided that with limited resources and time that economic development efforts of the CBCOG should focus on three priority Strategic Actions. These are 1. Working with Economic Development Corporations in the Region to implement their programs and promoting an alliance of EDCs, Chambers, public agencies and private agencies to work on regional activities; 2. Working with communities in the Region to address affordable housing and 3. Develop a shared GIS mapping platform for all CBCOG entities.

The CEDS looks at cluster industries and resiliency in the Region. Using a study that was done in 2014 by Texas A&M – Corpus Christi for the Coastal Bend Workforce Commission, five industry clusters were identified that provide significant

employment in the Region. The five industry clusters that were identified are oil and gas, construction, industrial manufacturing, healthcare and hospitality, each of which shares a roughly ten percent of the regional workforce. They are expected to grow to 60 percent of the regional workforce by 2023. The CEDS has two Goals that address resiliency. One focuses on helping local governments in resiliency planning and the second focuses on the CBCOG developing a shared GIS mapping platform with the capability to analyze the impact that various growth and development scenarios would have on the Region. The evaluation of the performance in implementing the CEDS will be done at the annual meeting of the CEDS Committee. This assessment will look at accomplishments under the Strategic Actions with emphasis on three priority areas.

## **II INTRODUCTION**

The Coastal Bend Council of Governments (CBCOG) has functioned as the Economic Development District (EDD) for the Coastal Bend Region since 1973. As an EDD, it has worked with cities and counties in their efforts to address economic development projects that would create more jobs and new industries in the Region. The CBCOG is one of twenty-four regional planning agencies in the state of Texas that have been formed under Texas law to deal with problems and planning needs that cross boundaries of individual local governments. The CBCOG also serves an important role in assisting state and federal agencies to implement their programs in the Region.

This is the fourth CBCOG Comprehensive Economic Development Strategy (CEDS) to address the needs of the Region and to identify actions necessary to respond to those needs. Between each CEDS, there have been changes that have resulted in a reevaluation of both the needs and the actions. The CEDS committee has representatives from across the Region. At the organizational meeting, members volunteered to review sections of the 2011 CEDS and make recommendations for inclusion in the 2016 CEDS.

The CBCOG will continually encourage and promote implementation of the CEDS and will provide coordination for assessing its progress. Because no one entity can be held responsible for implementation of the recommendations in the CEDS, the accomplishments sought by the Region will depend upon the cooperative efforts of many agencies and individuals. The CBCOG will use its economic planning activities as its contribution to achieving the identified goals. Essentially, plan implementation will depend upon regional cooperation and support received from Coastal Bend citizens, businesses, governmental officials, non-profit organizations, educational institutions, economic development organizations and countless others who are stakeholders in the economic well-being of this Region. The CBCOG will annually update this CEDS to ensure that it reflects the needs of the Region.

## **III. REGIONAL DESCRIPTION**

## **General Description**

The Coastal Bend Region is located on the broad gulf coastal plain of Texas. CBCOG contains eleven counties in South Texas with a total land area of 6,574,720 acres. From the low-lying tidelands along the Gulf Coast, the surface rises gently culminating in gently rolling hill country in the inland counties. The coastal counties include Aransas, Kenedy, Kleberg, Nueces, Refugio and San Patricio all of which are separated from the Gulf of Mexico by barrier islands. Between the coastal counties and the barrier islands lie numerous shallow bays, tidal flats and estuaries. The inland counties include Bee, Brooks, Duval, Jim Wells, and Live Oak. The land in these counties is primarily gentle to rolling hills and principal use is for cattle rangeland.

The Coastal Bend Region is near two major metropolitan areas. Houston, which is 200 miles to the northeast, attracts Coastal Bend labor and provides a marketing area for the region. San Antonio is 150 miles to the northwest and attracts Coastal Bend residents with jobs, tourist attractions and markets. The Coastal Bend is an attractive and regular tourist destination for San Antonio. To the south is the Rio Grande Valley and Mexican border with an urban area extending from Brownsville in the east to McAllen in the west. This area has a population of about 1,350,000 on the U.S. side and a greater amount on the Mexican side of the border. Laredo is directly west of the region and provides a link to the Mexican interior specifically Monterrey, which is the industrial center of Northern Mexico. Laredo is an inland port serving commerce on both sides of the International Border. The Port of Corpus Christi is the fifth largest U. S. Seaport by tonnage and is well positioned to take advantage of the increased traffic through the newly expanded Panama Canal and opening of trade opportunities with South America and Cuba.

## **Summary of Economic Conditions in the Region**

One of the major economic events in recent years was the closure of the Naval Station Ingleside in 2010 as a result of the 2005 round of the Base Realignment and Closure Commission (BRAC) decision. The closure of Naval Station Ingleside resulted in a direct loss of 1,901 military jobs and 260 civilian jobs. The Port of Corpus Christi obtained the base and was responsible for its development. In November of 2012, Occidental Chemical Company (OxyChem) acquired the former Naval Station Ingleside and is currently constructing a \$55 million propane export facility after obtaining required contractual arrangements. The announcement of several major manufacturing plants that were to be built between 2014 and 2018 will result in the need for about 1,300 construction and craft workers per year. A shortage of local workers to fill these positions is expected and this increased demand for labor will result in more rapid growth in the wage rates for these skills. Because these projects will occur at different times over this period, some construction workers will be able to move from one project to another.

The \$1 billion Tianjin Pipe Corporation (TPCO) steel pipe mill, located to the east of the City of Gregory, hired an estimated 300 employees initially. At full production, there will be 600 or more full-time employees. Phase I of the TPCO 1.6 million square-foot

facility is complete. Phase II is under construction. Another project is the construction of an \$880 million plant to produce resins. This company, M&G Chemicals, is from Italy and plans to start production in 2016 and employ between 220 and 260 full-time employees. A third plant being built is by the Austrian company, voestalpine Texas, which will produce high quality hot briquetted iron for steel production. This \$800 million plant plans to be in operation by 2016 and will employ 150 when completed. It was located in this Region because of the availability of iron ore, the availability of affordable natural gas and the deep-water logistics for shipping in iron ore pellets and shipping out the finished product. The importance of the Port of Corpus Christi and the Eagle Ford Shale production of oil and natural gas make these plants possible.

With substantial growth in energy production from both traditional and alternative sources, the Region has emerged to be a major energy generation center in Texas. Since the first oil well was drilled in the Eagle Ford in 2008, there has been a boom in oil and gas production in the Eagle Ford Shale region, which spreads from the Mexican border to East Texas, including Bee and Live Oak Counties within the Coastal Bend Region. Expansion in traditional energy sources has also come from the development of new electric power generating plants, including two petroleum-coke plants by Topaz Power already in operation. Cheniere Energy is investing 20 billion dollars in a natural gas liquefaction facility and a liquefied natural gas export terminal.

The growth of renewable energy production in the Region has come mainly from the construction of large-scale wind farms since 2008. The Gulf Wind project and Peñascal Wind Farm are located in Kenedy County. The Papalote Creek Wind Farm now operates in San Patricio County. In addition to the existing wind farms, there are four proposed wind farms in Nueces County that will have a total of 423 wind turbines. The proposed wind farm in Kleberg County will have 150 wind turbines. These wind farm projects together will have an estimated capital cost over \$1.0 billion. While wind farm development may add to the supply of energy, there is concern that the location of additional wind farms may have a negative impact on the military installations in Nueces and Kleberg Counties in future rounds of the Base Realignment and Closure Commission decisions. The military facilities provide jobs important to the Region's economy and would be difficult to replace. The tremendous growth in the wind power industry in the Region has also generated a boost of shipping activity at the Port of Corpus Christi, which is the hub for wind turbine equipment coming from overseas. The coastal areas around Corpus Christi have been identified as having strong potential for both coastal and off-shore wind farms in the increased development of renewable energy.

## **Industry Clusters**

In 2014, an industry cluster analysis was prepared for the Workforce Solutions of the Coastal Bend. The purpose of this analysis was to identify the key industry clusters that will drive current and future employment growth in the Region. Basic techniques of economic base analysis, including location quotients and shift-share ratios were applied to historical and projected employment data through 2018 and 2023, respectively. Five industry clusters were identified to include oil and gas, construction, industrial manufacturing, healthcare and hospitality, each of which shares a roughly ten percent of the regional workforce. In 2013, these five industry clusters accounted for 47 percent of

total employment in the Region. They are expected to grow to 60 percent of employment by 2023. Businesses in those clusters involve a wide variety of occupations some of which pay the highest wages while others pay the lowest. Overall, the typical wage rate across those industries is higher than the Region's average wage rate.

The recent rapid expansion in regional oil and gas production has provided the energy for new manufacturing industries that can benefit from the Port of Corpus Christi. Construction on eight industrial development projects around the Port will result in 1480 new permanent jobs by 2018. Looking at the projected 2023 employment in the five industry clusters indicates that oil and gas should show a 27.89 percent increase; construction a 23.03 percent increase; industrial manufacturing a 32.72 percent increase; healthcare a 30.90 and hospitality a 21.85 percent increase. All industries in the Region are expected to have 20.67 percent increase. The strengths and weaknesses of the five industry clusters are listed below.

### **OIL & GAS CLUSTER**

#### **Strengths:**

Export-oriented industry  
Occupations with high wages and skills  
Locational advantages: geographical concentration, infrastructure support, and proximity to the Port and Houston Texas  
State industry cluster

#### **Weaknesses:**

Nonrenewable nature of oil and gas  
Sensitive to oil price movement  
Possible environmental impacts

### **CONSTRUCTION CLUSTER**

#### **Strengths:**

Relatively high wages  
Mix of occupational skills  
Current industrial development boom

#### **Weaknesses:**

Non-export-oriented industries  
Sensitive to cyclical economic conditions

### **INDUSTRIAL MANUFACTURING CLUSTER**

#### **Strengths:**

Favorable state regulatory environment  
Proximity to the Eagle Ford Shale for energy and raw materials  
Growing workforce training programs at regional universities and community colleges

#### **Weaknesses:**

Historically declining employment  
Less community support due to environmental impacts

### **HEALTHCARE CLUSTER**

#### **Strengths:**

Three well-established expanding health care Systems: CHRISTUS, Driscoll and HCA  
Large number of occupations with high wages and skills  
Growing local population and referrals from surrounding South Texas Region  
Five local physician residency programs graduating 160 new specialists yearly

#### **Weaknesses:**

Shortage of primary care physicians and nurses  
Deficits in many specialties, especially psychiatry, neurology and infectious disease  
Lack of coordination between health care systems (hospitals) and community physicians

Serves the needs of retirement communities and baby-boom population  
Two nursing schools  
Enhances community's quality of life  
Nursing schools and other medical workforce training facilities in the Region

Obesity epidemic/ diabetes  
No coordination of health services or medical education across the Region

## **HOSPITALITY CLUSTER**

### **Strengths:**

Potential as top Texas tourist destination with attractions (beaches & waterfront)  
Growth in nature tourism  
Strong community support with major construction projects  
Enhances the community's quality of life

### **Weaknesses:**

Mostly low-paying, low-skill jobs  
Sensitive to national economic conditions  
Geographical disadvantages (e.g., lack an airline hub)

These five industry clusters account for almost half the total employment in the Region. The largest clusters are healthcare and hospitality, each with about 10 percent of the regional workforce. Manufacturing is emerging as a major driver for the Region's economic growth. Private enterprises form the core of industry clusters in the Coastal Bend, but industry clusters tend to be more successful through a network of supporting organizations, including government, civic organizations and educational institutions. Community partnerships are a vital part of the economic development process.

The economy of the Region is made up of the different industries and businesses in each county. Agriculture and oil and gas production continues to play an economic role in all the counties. Oil refineries and chemical plants continue to be major economic sources of jobs and income. The oil and gas sector, which includes oil and gas extraction, refineries and chemical manufacturing, accounts for over 6 percent of total employment in the Coastal Bend Region.

While only three counties have petrochemical plants and refineries, these manufacturing facilities provide jobs to which people from across the Region commute. The construction of offshore rigs has helped make the Region a center of the fabricating industry and has employed over 5,000 workers over the past five years. These rigs are built on land and transported by sea. The success of this effort has led to the fabrication of other items like bridge components.

Transportation continues to be a major factor in the Region's development. The Port Industries generate more than 40,000 jobs. About 10,500 jobs are directly associated with marine cargo activity and the rest are induced or indirectly related to Port activity. The Port of Corpus Christi continues its efforts to develop the LaQuinta Terminal, a 1100-acre greenfield project that when fully developed will include a multi-modal, general cargo handling facility. Cheniere Energy is in the process of obtaining permits to build a \$ 20 billion Liquefied Natural Gas (LNG) at the LaQuinta Terminal to export LNG. The Port serves as a Military Strategic Seaport for USDOD and has handled many deployments for the military. The opening of the Joe Fulton International Trade Corridor in 2007 has

sparked industrial development along the Inner Harbor. The Port is developing the \$46 million Nueces River Rail Yard through a \$10 million grant from the U.S. Department of Transportation, state monies and support by three Class I railroads. Phase I of the Nueces River Rail Yard is completed and includes a 9,920-foot-long unit train siding. Phase II is scheduled to open by 2017 and will add an additional eight 8,000-foot-long unit train sidings. This facility will facilitate additional efficiencies for rail transit.

Education and health are two other sectors that have added jobs to the Region's economy. The two universities and the two junior colleges not only provide jobs, but train local students for jobs in the Region. The Region's higher education institutions have continued to expand. Texas A&M University-Corpus Christi has had an annual 10 percent increase in enrollment. Each of the three health care systems (hospitals) in the Region provide one-to-two physician residency programs annually, graduating 160 newly licensed physicians yearly. In addition, both Texas A&M-Corpus Christi and Del Mar College offer degrees in nursing.

Government continues to be one of the largest employers in the Region. The most recent statistics show that over 20 percent of those employed work for either federal, state or local governments. In Kleberg and Nueces counties, federal employees work primarily on military bases. The recommendation of the Base Realignment and Closure Commission in 2005 resulted in the closing of the military base in San Patricio County in 2010. In Brooks County, the federal employees mostly work with the Immigration Naturalization Service and in Live Oak County they work at the federal prison. In Bee County, over half the government employees work for state agencies primarily the prison system. In Kleberg and Nueces counties, the state universities provide much of the state jobs. Local government jobs account for over 60 percent of the government jobs in the Region. Except for Bee County at 43 percent and Kleberg County at 40 percent, at least 60 percent of the government jobs in the other nine counties are in local government. While in many cases they are not high paying jobs, they are a stable part of the county economy.

Tourism is important in many counties in the Region. Jobs directly associated with this sector account for 7 percent of total employment. The coastal counties benefit from water-related activities and the inland counties have hunting, fishing and other outdoor activities. The cost of gasoline may have a positive impact on visitors coming to the Coastal Bend Region. A recent study on tourism reported that 85 percent of visitors to the Region travel by automobile. In 2011, ferry services were resumed by the Corpus Christi Regional Transportation Authority and within three months of operation logged 25,012 trips to major attractions in the Corpus Christi Bay area. Ninety percent of the passengers were tourists. This service has the potential to expand to destinations across the Bay in Aransas Pass, Ingleside and Mustang Island for employment as well as tourism trip purposes.

## **Economic Recovery and Resilience**

The Coastal Bend Region experienced the impact of Hurricane Harvey in August 2017. The CEDS prepared in 2016 included several goals that addressed resilience but not in a detailed way. The Economic Development Administration (EDA) has increased its emphasis on Economic Development Districts (EDDs) providing more detail on resilience in their CEDS. In response to this, the CBCOG's CEDS Committee established a Resiliency Subcommittee to review the 2016 CEDS and make changes that better respond to the impact of disasters and help the Region and its communities become better prepared to respond to disruptions.

To make sure that we were aware of what we were dealing with, the CEDS Subcommittee adopted a definition of resilience to be included in the CEDS. This definition is "Resilience is the ability to prepare for, withstand and adopt to and rapidly recover from changing conditions and acute disruptions". This definition includes all types of disasters, as well as, economic disruptions. This definition will become part of the goals and objectives in the CEDS.

In reviewing the CEDS, other plans will be considered to make sure they are referenced and their proposals become part of the CEDS. These other plans would include county mitigation plans that may identify projects to include in the CEDS. The CBCOG's Emergency Preparedness Department is involved in the development and conducting of the Annual Hurricane Conference which is attended by over a thousand first responders and local government officials. This conference provides information and ways to respond to hurricanes and other disasters. In addition to the above, there are non-profit organizations and other agencies that have plans on how they will respond to disasters. An effort will be made to contact these agencies to learn what resources they have to respond to disasters. While private sector entities have their plans to respond to disasters, access to these plans may not be possible.

In response to Hurricane Harvey, EDA has made funds available to the CBCOG to hire a Regional Disaster Recovery Manager to work with local communities to recover from the impact of the hurricane. This person will work with the CEDS Committee in its preparation and response effort to develop a strategy to respond to future disasters.

#### **IV. VISION AND MISSION STATEMENTS**

The CEDS Committee evaluated the 2011 Vision Statement and modified it to be more concise, but retain the same focus on how the Region should develop. The 2016 Vision Statement is:

**The Coastal Bend Region will achieve economic growth through business and job attraction and expansion, and by enhancing the quality, cooperation, livability and character of all communities throughout the 11-county region.**

The CEDS Committee also developed a Mission Statement to express the CBCOG's role in development of the Region. The Mission Statement states:

**The Coastal Bend Council of Governments will exercise leadership through a yearly CEDS review that promotes integrated planning of our infrastructure and resources to promote and coordinate projects of regional significance. These projects will advance and sustain the economic vitality of our communities with the CBCOG serving as a forum for intergovernmental cooperation.**

The CEDS Committee recognized the importance of developing economic plans for the cities and counties in the Region. They expressed the value of this effort in the quote below. The CEDS Committee pledged to promote the development of economic planning across the Region.

“Good sustainable community plans focus on integrating land use, housing, transportation, and other core topics with energy use, community health and well-being, a resilient economy and local food production”

## **V. SUMMARY OF REGIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS (SWOT) ANALYSIS**

The CEDS Committee conducted an in-depth analysis of the Strengths, Weaknesses, Opportunities and Threats to provide a guide for the development of the Goals and Objectives of the CEDS. Below is the results of that analysis.

### **STRENGTHS**

Port of Corpus Christi-Deep Water;  
Labor  
Interstate Highway 69  
Universities/Community Colleges  
Gulf of Mexico  
Market Location  
Transportation System  
Climate  
Agriculture  
Great Healthcare  
Great People  
\$40 Billion Investments  
Global Economy  
Air Quality Attainment  
Cultural Diversity  
Coastal Bend College  
Fishing

### **WEAKNESSES**

High School Drop-Out Rate  
Under-Employment  
Public Education  
Generational Poverty  
Drugs  
Decline in Sales Taxes  
Low Voter Turnout  
Aging Infrastructure  
Community Geography  
Cost of Insurance  
High Taxes  
Cost of Electricity  
Slow Small Business Growth  
Lack of Population Growth  
Water Cost – Availability  
Shortage of Instructors–Low Pay

Regional Leadership & Partnerships  
Intergovernmental Partnerships  
Community Involvement  
Workforce Plan  
Nature Tourism

UAV Test Center  
Wind Energy  
Diversity of Energy Mix  
Del Mar College – Direct Feeder to A&M-CC  
Skilled Labor (Technical)

Renewable Energy  
Raw Materials- Energy  
Business-Friendly State  
Natural Amenities  
Beaches  
Tourism  
Craft Training Center

Available Land for Development  
Quality of Life  
Adequate Water and Plan for Future  
Diversified Economy

Shortage of Skilled Workforce  
Empty Pipelines for Refineries  
FEMA Maps  
Coastal Hazards  
South of San Antonio –Less Per  
Capita Federal Funds  
Organized Crime  
At-Risk Families  
Unskilled Labor

Lack of Affordable Housing  
Lack of Mobility Options  
Health of Public  
Cost of Energy & Raw Materials  
Lack of industry diversity  
Lack of coordination with health  
Services & medical education  
Lack of Flights & Direct Flights  
Nursing Shortage  
Not Enough Doctors

## **OPPORTUNITIES**

### **Economic Development Expansion**

Auxiliary Companies with New Industry  
Telemedicine  
UAS Test Center – Develop Next Steps  
CNG Opportunities (Energy Town)  
Cruise Ships  
Gambling- Legalized by Legislature  
Military Expansion  
Trade with Mexico/Cuba  
Trade with Expansion of Panama Canal

### **Infrastructure Expansion**

Desalination  
Infill Development

## **THREATS**

### **Environmental**

Natural Disasters  
Drought  
Disease  
Sea-level Rise/Land Subsidence  
Coastal Environmental Hazards

### **Geopolitical**

Global Economy  
BRAC  
Politics  
Growing Regulations in Industry/  
Healthcare

### **Socioeconomic**

New Harbor Bridge  
Airport  
Deepening and Widening of Ship Channel  
Deep Water Horizon Funding

Price of Oil  
Evolving Technology Changes  
Lower Taxes Collected/ Deficit  
Lack of Educational Attainment  
Addressing Generational Poverty

**Workforce Development**

Retiring Workforce as Instructors (technical and social skills)  
Dual Credit and CTE  
Tele Learning at University  
Expansion of Higher Education

**Regional Partnerships**

Regional Asset Map for Region  
More COG Involvement  
Working Together on a Project

**VI. GOALS AND OBJECTIVES**

The CEDS Committee reviewed the 2011 CEDS and evaluated changes since 2011 to determine what role the CEDS and the CBCOG could play in addressing the economic needs of the Coastal Bend Region. The Committee concluded that the Plan’s focus should be on planning activities for developing the Region’s economy, infrastructure and workforce. Moreover, the Committee seeks to promote greater partnerships among all regional stakeholders. The SWOT Analysis provided a general format in the development of the Goals, Objectives and Action Plan. The Objectives under these Goals provide a framework to accomplish the needed actions to implement an improved regional economy and community as expressed in the Vision and Mission Statements.

**THEME 1: ECONOMIC DEVELOPMENT**

**VISION**

**The CBCOG seeks to strengthen and diversify the region’s economic base by leveraging its current strengths and opportunities as well as minimizing the impact of its weaknesses and threats.**

## **GOAL #1:**

**Strengthen and diversify the regional economy through a comprehensive economic development approach.**

### **Objective:**

Encourage and assist all counties to develop county wide economic development plans by providing research, technical assistance and economic data to local governments.

### **Strategic Actions:**

- . Encourage all county and city governments to inventory all land owned by the government within their jurisdiction and to identify all shovel ready sites.
- Provide research, technical assistance, and economic data to local governments in developing county wide and local community economic development plans starting by encouraging all county and city governments to inventory all land owned by the government within their jurisdiction and to identify all shovel ready sites.
- . CEDS Committee will conduct an annual economic or resilience workshop to provide technical assistance and data to the Region.
- . Provide CBCOG staff to serve as a source of technical expertise regarding funding opportunities for recovery and provide networking as a means to reach out to vulnerable populations.

## **GOAL #2:**

**Promote existing and new industries in the Region.**

### **Objective:**

Expand existing industries and promote the development of new industries, including the regional military installations, tourism with cruise ships, and trade flows through Port Corpus Christi.

### **Strategic Actions:**

- Assist regional and state officials in support of the military installations in the Coastal Bend;
- Advocate at the state level for development of the cruise ship industry in Corpus Christi, and trade development with Mexico and Cuba, and through the expanded Panama Canal.

**GOAL #3:**

**Support and promote small businesses in the Region.**

**Objective:**

Support and promote innovation and entrepreneurship to help small business development across the region.

**Strategic Actions:**

Facilitate the creation and expansion of new businesses, particularly in telemedicine, and support services and clients of the UAS Test Center, and auxiliary firms for the new CNG plants.

**GOAL #4:**

**Enhance the region's attractiveness for visitors and businesses from around the world.**

**Objective:**

Attract visitors and new businesses to the region.

**Strategic Actions:**

- Identify and promote tourism assets in the region with the goal of promotional advertising.
- Create a thorough inventory of tourism related destinations, events and festivals in the region to promote tourism both within the region and outside of our South Texas reach. See the "Coastal Bend Regional Tourism Guide".
- Inventory utility accessibility in the Coastal Bend Region that focuses on attracting industry to sites with available power and water.

**Action Groups:**

CBCOG CEDS Committee, area chambers, CC Convention and Visitors Bureau, Workforce Solutions of the Coastal Bend, area Economic Development Corporations, regional universities and community colleges, city officials, city and county economic development departments, Texas Coastal Bend Regional Tourism Council.

## **THEME 2: INFRASTRUCTURE DEVELOPMENT**

### **VISION**

**The CBCOG enhances the region's quality of life and economic development through strengthening and expanding the region's physical and digital infrastructure.**

#### **GOAL #1:**

**Secure reliable sources of fresh water supply.**

##### **Objective:**

Develop additional water supply sources to meet future population growth and development in the region.

##### **Strategic Actions:**

- Assist regional officials in additional water supply sources, including desalination plants.

#### **GOAL #2:**

**Promote infill development.**

##### **Objective:**

Maximize the extent of development by minimizing vacant properties within city limits.

##### **Strategic Actions:**

- Assist city officials in formulating incentives for infill development and in passing ordinances to encourage the occupancy of vacant land.

#### **GOAL #3:**

**Enhance transportation connectivity both internally and externally throughout the region.**

##### **Objective:**

Expand the region's airports, bridge and Port Corpus Christi' ship channel.

##### **Strategic Actions:**

- Promote further expansion of the Corpus Christi International Airport with additional airlines and routes.
- Facilitate feasibility studies for new airports in the region.
- Participate in the design of the new Corpus Christi Harbor Bridge.
- Assist federal and state funding for deepening and widening of the Port of Corpus Christi ship channel.

**GOAL #4:**

**Ensure housing affordability and provide a diversity of housing options to all citizens of the Coastal Bend Region.**

**Objectives:**

Increase rental housing supply with a priority on rental options that provides affordability for seniors, individuals with disabilities, and households at the lowest income levels.

Adopt flexible development standards to increase the diversity of housing choices.

Increase opportunities for home ownership among lower income households.

**Strategic Actions:**

- Assist public officials in identifying and leveraging funding for affordable housing.
- Develop a Strategic Housing Plan that establishes community goals around affordable housing over the next ten years:
  1. Based upon current need and future demand (Hillcrest relocation, growing senior population, workforce housing, de-institutionalization, etc.)
  2. That identifies the shortage of affordable housing within various jurisdictions
  3. That increases the level of quality participation by local builders and developers of affordable housing
  4. That encourages non-traditional funding and innovative development
  5. That averts housing crises that result from homelessness
  6. That embodies mobility, equity, land use connectivity and affordability
- Encourage municipalities to provide incentives for development of storm resistant housing.

**GOAL #5:**

**Improve the region's resilience in regard to natural disaster, drought, disease, and environmental hazards.**

**Objective:**

Develop the capacity of local governments, agencies, and businesses to prevent, prepare for, respond to, and recover from natural disaster, drought, disease, and environmental hazards.

**Strategic Actions:**

- Encourage local governments, agencies, and businesses to engage in resiliency planning and coordination.
- Promote the review and updating of any current disaster or emergency plans.
- Encourage the implementation of mitigation plan projects.
- Encourage local jurisdictions to develop resilience plans consistent with regional planning that:
  1. Establish risk and vulnerability assessments.
  2. Review current building practices: land use planning, codes, policies, design and building.
  3. Identify and incorporate incentives to incentivize developing storm-resilient and sustainable housing.
  4. Adopt metrics to assess and/or measure resilience and incorporate resilience practices.
  5. Engage communities (public engagement) in planning to help them prepare and recover from disasters.

**GOAL #6:**

**Improve the abilities of CBCOG entities to do cooperative and regional planning for issues related to transportation, economic development, land use, hazard mitigation, water resources, storm water management, planning for sea level rise, hurricanes and storm surge by integrating and strengthening digital data and Geographical Information System (GIS) analytical capabilities.**

**Objective:**

By 2020, develop a shared GIS mapping platform for all CBCOG entities, in conjunction with other regional and VOAD entities, with the capability to analyze the impacts that various growth and development scenarios would have on the Region.

**Strategic Actions:**

Develop a shared GIS mapping platform for all CBCOG entities using open systems, mapping software and analytical software.

Strengthen the analytical capabilities of the CBCOG GIS mapping platform to show how different development scenarios may impact issues related to infrastructure demand, hazard mitigation, economic development and other sectors in the Region.

Coordinate the integration of GIS datasets with entities of the CBCOG

Support expanded features in the CBCOG 911 system

**Action Groups:**

Local Economic Development Corporations, Workforce Solutions of the Coastal Bend, CBCOG CEDS Committee, airport and city officials, state and local infrastructure development officials, GIS units, Port of Corpus Christi authority, regional transportation agencies, local emergency management units.

**THEME 3: WORKFORCE DEVELOPMENT**

**VISION**

**The CBCOG promotes regional workforce development in support of a growing and increasingly competitive regional economy.**

**GOAL #1:**

**Build a better-educated, drug-free, and highly skilled diversified workforce in support of the alignment of workforce activities throughout the region.**

**Objective:**

Increase the number of highly skilled high wage jobs in the region by advocating for the development of vocational and technical training career paths in K-16 to better prepare youth entering the workforce.

**Strategic Actions:**

- Create a regional inventory of vocational, technical and internship programs available K-16 with Public Service Announcement advertising available to the local media.

- Hold an annual regional workshop to emphasize greater alignment with workforce and economic development strategies

**Objective:**

Expand the development of higher education, including online training particularly for rural communities.

**Strategic Actions:**

- Advocate for additional state and local funding for the expansion of universities, community colleges and craft training facilities in the region
- Advocate for increased access to post-secondary training opportunities throughout the CBCOG region to enhance workforce development including a comprehensive look at transportation issues as a barrier to education and jobs

**GOAL #2:**

**Expand and promote the community outreach role of the workforce network in the region.**

**Objective:**

Broaden information sharing and align workforce planning throughout the workforce system in the CBCOG region.

**Strategic Actions:**

- Expand web link access to the CBCOG workforce goals and strategies, studies and plans through the CBCOG economic development web page.

**Objective:**

Develop workshops to facilitate the recruitment of retiring workforce as instructors

**Strategic Actions:**

- Explore the development of a community outreach campaign with the military at the Corpus Christi and Kingsville locations that connects their retirees to Coastal Bend Workforce Solutions.

**Action Groups:**

Local Economic Development Corporations, Workforce Solutions of the Coastal Bend, CBCOG CEDS Committee, regional education service centers, area ISD's,

area higher education institutions, regional military officials, technical training providers (e.g., Coastal Bend Craft Training Center).

## **THEME 4: REGIONAL PARTNERSHIPS**

### **VISION**

**The CBCOG promotes regional partnerships in support of long-term economic and community development across the region.**

### **GOAL #1:**

**Promote and support sub-regional economic development partnerships between adjoining counties to identify, secure and pool public and private resources and assets.**

### **Objective:**

Facilitate the role of CBCOG in gathering demographic and economic data to be shared among officials of local government and economic development agencies.

### **Strategic Actions:**

- Create an economic development e-page as part of the CBCOG website to increase the sharing of information and the availability of pertinent information to all economic development stakeholders in the region including Workforce Solutions of the Coastal Bend, A&M Universities, and the Small Business Development Center at Del Mar College
- Develop an inventory of capital providers to enhance access to funding options and investments for existing and new businesses and entrepreneurs in the region.
- Support the development of a regional alliance that brings together economic development providers from throughout the region to exchange information, share ideas and collaborate on regional activities
- Hold a biannual economic development seminar for locally elected officials, community and business leaders and others engaged in economic development activities in the region.
- Study the feasibility of developing a Regional Leadership Program.

### **Action Groups:**

Local Economic Development Corporations, Workforce Solutions of the Coastal Bend, CBCOG CEDS Committee, area chambers, city officials, Coastal Bend Innovation Center, economic and workforce development officials.

## **VII. PERFORMANCE MEASURES**

In its analysis of changes since the 2011 CEDS, the CEDS Committee determined that while the Goals and Objectives they developed were important to the growth of the Region's economy, there needed to be a focus on those activities that will benefit all the counties. Therefore, they decided that the limited resources and time should be focused on three priority areas. These are 1. Working with Economic Development Corporations in the Region to implement their programs and promoting an alliance of EDCs, Chambers, Universities, Community Colleges, public and private agencies to work on regional activities; 2. Working with communities in the Region to address affordable housing; and 3. Develop a shared GIS mapping platform for all CBCOG entities. The Strategic Actions to address each of these areas will be the focus of the CEDS Committee and accomplishments under these Strategic Actions will be the measurement that will be assessed on an annual basis.

1. Working with Economic Development Corporations in the Region to implement their programs.

#### **Strategic Actions:**

- a. Provide research, technical assistance and economic data to local governments in developing county-wide and local community economic development plans.
- b. Encourage all county and city governments to inventory all land owned by the government in their jurisdiction and identify all shovel-ready sites.
- c. Hold a biannual economic development seminar for locally elected officials, community and business leaders and others engaged in economic development activities in the Region.
- d. Hold an annual regional workshop to emphasize greater alignment with workforce and economic development strategies.
- e. Advocate for additional state and local funding for the expansion of universities, community colleges and craft training facilities in the Region.
- f. Support the development of regional alliance that brings together economic development providers from throughout the Region to

exchange information, share ideas and collaborate on Regional activities.

- g. Work with these groups to upload their data to the Cloud

## 2. Working with communities in the Region to address affordable housing

### Strategic Actions:

- a. Assist city officials in formulating incentives for in-fill development and in passing ordinances to encourage the occupancy of vacant land.
- b. Assist city officials in identifying and leveraging funding for affordable housing.
- c. Develop a Strategic Housing Plan that establishes community goals around affordable housing over the next ten years.
- d. Work with these communities to upload their data to the Cloud

## 3. Develop a shared GIS mapping platform for all CBCOG entities.

### Strategic Actions:

- a. Develop a shared GIS mapping platform for all CBCOG entities using open systems, mapping software and analytical software that provides the capability to analyze the impacts of various growth and development scenarios.
- b. Encourage local governments, agencies and businesses to engage in resiliency planning and coordination.
- c. Coordinate the integration of GIS datasets with entities of the CBCOG.
- d. Work with all local entities to upload data to the Cloud.

## VIII. APPENDIX

The statistics for the Region have been updated and reflect the changes that took place through 2014. However, with the economic downturn in 2015 and 2016, the Region has experienced changes that have not been reflected in current data sources. We will update these current statistics when data becomes available.

### Population Growth

The Coastal Bend Region had a population of 581,885 according to 2014 Census figures. The six coastal counties had 477,493 people including the 437, 528 residing in the three metropolitan counties of Aransas, Nueces and San Patricio. The region experienced a 4.2 percent growth between the 2000 and 2010 Census while the state of Texas grew by 20.6 percent. The population of Corpus Christi, the region's major city, increased from 277,454 to 305,215 a 10.0 percent increase. The City of Portland population grew 1.83 percent while San Patricio County experienced a 3.5 percent decline in population. The city of Alice saw a .5 increase in population while Jim Wells County saw a 3.8 percent growth. While Kleberg County was growing by 1.8 percent, the city of Kingsville had a 2.5 percent growth. Overall, of the thirty-four incorporated cities in the region, 24 communities lost population. While the region's population grew by 22,975, the population in the incorporated cities increased by 25,725. That means the unincorporated areas of the counties lost 2,750 people. Aransas, Nueces and San Patricio counties had most of their population growth within their cities. Table 1 presents the county population changes between 2000 and 2010 and between 2010 and 2014. The population growth in this most recent four year period reflects a 1.9 percent increase going from 571,280 to 581,885 or a .5 percent annual increase that is higher than the 0.4 annual increase between 2000 and 2010. While between 2000 and 2010 six counties showed a decline in population, only three counties showed a decline in population growth in this three year period and by only a total of 249 persons. During this same period between 2010 and 2014, Texas grew by 7.2 percent. By comparison, the Region grew at less than half that rate.

**TABLE 1  
POPULATION CHANGES BETWEEN 2000, 2010 and 2014**

COUNTY	2000-2010				2010-2014		
	2000 Pop.	2010 Pop.	Pop. Change	Percent Change	2014 Pop.	Pop. Change	Percent Change
Aransas	22,497	23,158	661	2.9	23,889	731	3.2
Bee	32,359	31,861	-498	-1.5	32,462	601	1.9
Brooks	7,976	7,223	-75	-9.4	7,200	-23	-0.3
Duval	13,120	11,782	-1,338	-10.2	11,644	-138	-1.2
Jim Wells	39,326	40,838	1,512	3.8	41,348	510	1.2
Kenedy	414	416	2	.5	528	112	26.9
Kleberg	31,549	32,061	512	1.6	32,142	81	0.3
Live Oak	12,309	11,531	-778	-6.3	11,738	207	1.8
Nueces	313,645	340,223	26,578	8.5	348,130	7,907	2.3
Refugio	7,828	7,383	-445	-5.7	7,295	-88	-1.2
San Pat-	67,138	64,804	-2,334	3.5	65,509	705	1.1

ricio

**TOTAL 548,161 571,280 23,119 4.2 581,885 10,605 1.9**

**Source: 2000 Census and 2010 Census.**

**2014 U.S. Census Bureau American Community Survey 5 Year Estimates**

**Labor Force**

Population and demographic changes in the Region affected its labor force. Table 2 below shows changes in the labor force between 2000, 2010 and 2014. Between 2000 and 2010, the Coastal Bend Region labor force gained a total of 18,301 persons that had employment or were looking for work. Between 2010 and 2014, an estimated 12,650 persons were added to the Labor Force. Between 2000 and 2010, five counties had a decline in their Labor Force. Nueces and Jim Wells counties experienced the most gains in population and also gained the most in labor force. San Patricio experienced the largest gain in percentage terms. From 2010 to 2014, all but three counties saw a growth in their Labor Force. With the growth of the Labor Force there is also an increase in employment and a decrease in unemployment.

**TABLE 2**

**LABOR FORCE CHANGE BETWEEN 2000, 2010 AND 2014**

COUNTY	2000	2010	2000-2010		2014	2010-2014	
			Labor Force Change	Percent Change		Labor Force Change	Percent Change
Aransas	9,718	9,895	177	1.8	9,947	52	0.5
Bee	11,293	9,760	-1,553	-13.6	10,993	1,233	12.6
Brooks	2,882	2,759	-123	-4.3	2,834	75	2.7
Duval	5,005	5,121	116	2.3	4,773	-347	-6.8
Jim Wells	16,648	17,566	908	5.5	18,188	632	3.6
Kenedy	206	115	-91	-44.2	195	80	69.6
Kleberg	13,867	14,636	769	5.5	15,363	727	5.0
Live Oak	4,844	4,203	-641	-13.2	4,167	-37	-0.9
Nueces	147,765	163,664	15,899	10.8	173,907	10,242	6.3
Refugio	3,687	2,919	-768	-20.8	3,299	381	13.0
San Pat- ricio	27,412	31,000	3,588	13.1	30,612	-388	-1.3
<b>TOTAL</b>	<b>243,227</b>	<b>261,628</b>	<b>18,301</b>	<b>7.5</b>	<b>274,277</b>	<b>12,650</b>	<b>4.8</b>

**Source: 2000 and 2010, Bureau of Labor Statistics**

**2014, U.S. Census Bureau**

## Employment Growth

Table 3 below lists the employment changes between 2000, 2010 and 2014. During the decade 2000-2010, the Coastal Bend Region as a whole gained 7,020 jobs, or 3.1 percent, over this period. Nueces County experienced the most employment growth of 8,062 jobs, followed by San Patricio County with 1,733 jobs. Six of the 11 counties lost jobs between 2000 and 2010, including Bee, Brooks, Kenedy, Kleberg, Live Oak and Refugio.

Between 2000 and 2010, there was a 3.1 percent increase in the number of persons employed in the Region going from 229,983 to 237,003. Employment in the metropolitan counties of Aransas, Nueces and San Patricio increased by 9,867 employees, a 5.6 percent increase. The three metropolitan counties account for 75 percent of the persons employed. The number of employees in the non-metro counties of Jim Wells grew by a total of 706 or a 4.5 percent increase. The total decline of the number of employed in the three counties with a decrease in employed was 619.

The four years between 2010 and 2014 showed an overall positive impact on employment. All but three counties had employment growth. This growth is directly related to the oil and gas development regarding the Eagle Ford Shale play. With increases in population, labor force and employment and the resulting decline in unemployment, the Region is going through a surge in economic growth.

**TABLE 3**

### EMPLOYMENT CHANGES BETWEEN 2000, 2010 and 2014

COUNTY	2000	2010	2000-2010		2014	2010-2014	
			Employ. Change	Percent Change		Employ. Change	Percent Change
Aransas	9,135	9,210	75	0.8	9,293	83	0.9
Bee	10,627	8,849	-1,778	-16.7	10,198	1,349	15.2
Brooks	2,686	2,535	- 151	- 5.6	2,333	-202	-8.0
Duval	4,650	4,716	66	1.4	4,250	-496	-9.9
Jim Wells	15,649	16,355	706	4.5	16,891	536	3.3
Kenedy	199	115	-84	-42.2	195	80	69.6
Kleberg	13,160	12,933	-227	-1.7	13,330	397	3.1
Live Oak	4,621	4,063	-558	-12.1	3,906	-157	-3.9
Nueces	139,933	147,992	8,059	5.8	159,078	11,086	7.5
Refugio	3,528	2,706	-822	-23.3	3,047	341	12.6
San Pat- tricio	25,795	27,528	1,733	6.7	28,624	1,096	4.0
<b>TOTAL</b>	<b>229,983</b>	<b>237,703</b>	<b>7,020</b>	<b>3.1</b>	<b>251,145</b>	<b>14,142</b>	<b>6.0</b>

**Source: 2000 and 2010 U.S. Census; 2014 Census Bureau American Community Survey 5-Year Estimates**

### Unemployment

Unemployment rates across the 11 counties of the Coastal Bend Region rose between 2000 and 2010, but between 2010 and 2014 all eleven counties had a decrease in unemployment. Table 4 below shows the changes in the unemployment rates by county between 2000, 2010 and 2014. In the period between 2000 and 2010, the unemployment rate of the Region as a whole rose from 5.4 percent to 8.7 over that period. Much of the increase was associated with the nationwide recession of 2007-2009. Brooks County experienced the largest increase of 5.3 percent, followed by 4.7 percent in San Patricio County.

**TABLE 4**

#### UNEMPLOYMENT CHANGES BETWEEN 2000, 2010 AND 2014

COUNTY	2000	2010	2000 to 2010 Change	2014	2010 to 2014 Change
Aransas	5.9	9.2	3.3	5.5	-3.7
Bee	5.8	8.9	3.1	5.7	-3.2
Brooks	6.7	12.0	5.3	7.6	-4.4
Duval	7.0	11.6	4.6	5.5	-6.1
Jim Wells	5.9	10.0	4.1	5.2	- 4.8
Kenedy	3.4	6.8	3.4	2.9	-3.9
Kleberg	5.0	8.4	3.4	5.4	-3.0
Live Oak	4.5	7.3	2.8	3.5	-3.8
Nueces	5.2	8.1	2.9	5.0	-3.1
Refugio	4.2	8.7	4.5	4.3	-4.4
San Patricio	5.8	10.5	4.7	6.2	-4.3
<b>TOTAL</b>	<b>5.4</b>	<b>8.7</b>	<b>3.3</b>	<b>5.2</b>	<b>-3.5</b>

**Source: 2000 and 2010, Bureau of Labor Statistics**

In 2010, the Region started in January with an 8.6 unemployment rate and ended in December with an 8.2 percent unemployment rate. The Region had a larger percentage employment growth than Texas and the rest of the nation. The state of Texas had a 1.4 percent increase in the number of employed persons, the United States had a .6 percent increase while the Coastal Bend Region had a 1.9 percent increase in 2010. This trend carried through the 2010 to 2014 time frame where all the counties in the Region had a decline in their unemployment rate and an increase in the number of persons employed. Overall the regional economy appears to be reflecting improvement with a growing population and labor force and a declining unemployment rate. As shown below, the per capita personal income is also improving.

## Income

Per capita personal income for the Region had a 54.2 percent gain over the ten years between 2000 and 2010. With a population growth of 4.2 percent in the Region, the total personal income growth was 58.4 percent. With an increasing per capita income even after adjusting for a nationwide inflation rate of approximately 27 percent over that same period, the people in the Region should be experiencing improved standards of living.

**TABLE 5  
PER CAPITA PERSONAL INCOME CHANGES BETWEEN 2000, 2010, AND 2014**

COUNTY	2000 - 2010				2010-2014		
	2000	2010	\$ Change	% Change	2014	\$ Change	%Change
Aransas	23,959	36,237	12,278	51.2	43,292	7,055	19.5
Bee	15,210	23,214	8,004	52.6	29,203	5,989	25.8
Brooks	15,429	28,732	13,303	86.2	36,606	7,874	27.4
Duval	15,882	29,120	13,238	83.4	39,800	10,680	36.7
Jim Wells	19,066	34,066	15,000	78.7	42,782	8,714	25.6
Kenedy	27,790	30,411	2,621	9.4	56,300	25,889	85.1
Kleberg	18,693	28,840	10,147	54.3	34,148	5,308	18.4
Live Oak	17,570	28,358	10,788	51.4	44,484	16,126	56.9
Nueces	24,504	36,236	11,732	47.9	42,439	6,203	17.1
Refugio	26,449	34,415	7,966	30.1	45,306	10,891	31.6
San Pat- ricio	19,823	33,444	13,621	68.7	38,920	5,476	16.4
<b>TOTAL</b>	<b>22,175</b>	<b>34,195</b>	<b>12,020</b>	<b>54.2</b>	<b>40,882</b>	<b>6,688</b>	<b>19.6</b>

Source: 2000 and 2010 Bureau of Economic Analysis

## Retail Sales

Retail sales data is important to communities and counties in the Region because sales taxes are an instrumental source for municipal funding and are a vital reflection of Region's fiscal health. Table 6 below presents both the gross sales for all industries and the gross sales for all industries subject to state tax in the Region. This recent trend between 2002 and 2014 shows that both have increased. While the gross sales for all industries have grown by a dramatic 238 percent, the gross sales subject to state tax only increased 93 percent. This indicates that the cities and counties in the Region do not benefit as much as from the gross sales due to the limited growth in sales subject to state tax.

**TABLE 6  
COASTAL BEND REGION GROSS SALES AND STATE TAX TRENDS**

YEAR	GROSS SALES (\$)	AMOUNT SUBJECT TO STATE Tax (\$)
2002	15,572,424,646	4,227,487,585
2003	16,309,962,298	4,350,993,681
2004	22,952,970,101	4,552,792,921
2005	25,866,258,004	4,739,826,192
2006	28,934,815,783	5,232,506,624
2007	31,628,164,602	5,558,150,599
2008	40,397,002,243	6,123,775,849
2009	29,230,990,400	5,068,611,015
2010	35,457,836,827	5,588,387,285
2011	46,328,027,944	6,817,962,183
2012	51,163,227,691	7,458,362,113
2013	50,400,656,141	7,864,596,155
2014	52,707,463,943	8,169,436,005
<b>2002-2014</b>		
<b>Percent Change</b>	<b>238</b>	<b>93</b>

**Source: Texas Comptroller's Office**

Between 2010 and 2014, the trend in both Gross Sales and Sales Subject to State Tax in the region reversed and showed a marked increase. Gross Sales went from \$28,717,005,627 to \$50,181,411,342 or a 75 percent increase. Gross Sales Subject to State Tax went from \$5,588,387,285 to \$8,057,615,461 or a 44 percent increase. Prior to 2010, the Gross Sales topped out in 2008 at \$40,409,547,769 with Amount Subject to State Tax at \$6,123,775,849. The increases after 2010 show how the regional economy was improving, especially in the counties that are benefiting from the Eagle Ford Shale development.

## 2019 CBCOG EXECUTIVE BOARD

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### **ADVISORY MEMBER:**

Rebecca Klavermann, San Patricio Municipal Water District

## 2016 CBCOG CEDS COMMITTEE

<b>NAME</b>	<b>REPRESENTING</b>
ELVIA AGUILAR	CORPUS CHRISTI CONVENTION/VISITORS BUR.
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TRACEY FLORENCE	BEE COUNTY CHAMBER OF COMMERCE
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VIRGINIA HERRING	LIVE OAK COUNTY
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TOM NISKALA	NUECES COUNTY (PRIVATE CITIZEN)
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ROBERT PAULISON	PORT INDUSTRIES OF CORPUS CHRISTI
JEFFORY POLLACK	PORT OF CORPUS CHRISTI
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