



**GOALS 2000**

**COMPREHENSIVE PLAN**

*City of Texas City*  
*Goals 2000*  
*Comprehensive Plan*

July 1992

COMPILED AND  
PREPARED BY  
CITY STAFF

*City of Texas City  
Comprehensive Plan  
Goals 2000*

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THE CITY OF



TEXAS CITY

C.T. "CHUCK" DOYLE  
MAYOR

COMMISSIONERS:  
LYNN RAY ELLISON  
HAROLD L. FATTIG, JR.  
CARLOS GARZA  
CONNIE J. JACKSON  
H. FRANK SIMPSON  
CARL SULLIVAN

July, 1992

**TO THE CITIZENS OF TEXAS CITY:**

**GOALS 2000 COMPREHENSIVE PLAN...THE GOALS & STRATEGIES OF TEXAS CITY**

By this public letter to the Citizens of Texas City, my fellow members of the City Commission of Texas City, and I, as Mayor, extend a sincere expression of gratitude to Mr. Collier A. Campbell, Chairman of Goals 2000, Mr. Toby Hamon, Vice Chairman of Goals 2000, Mr. James McWhorter, City Engineer, Mr. Don Carroll, City Planner, and all other City Department Heads and Citizens who served on Goals 2000, for giving of their time and talents to produce this very excellent Goals 2000 Comprehensive Plan.

In January of 1991, a group of over 100 citizens representing all segments of our community volunteered for a very special project. These citizens formed a group called the Goals 2000 Committee which set out to discuss, review and analyze all aspects of life in Texas City, then set goals for our future and establish strategies to accomplish those goals.

The process, involving several general meetings and Saturday workshops, was accomplished with the assistance of the University of Texas at Arlington Institute of Public Affairs.

Goals and strategies formulated were then presented to the community as a whole through public information meetings, video presentations and community civic and church groups meetings. Input from the community was then incorporated back into the plan, and the results provided a framework on which to develop a long range comprehensive plan for Texas City.

The Comprehensive Plan of Texas City is a well thought out approach for the development of our City into the 21st Century. The goals and strategies developed will become the cornerstone for our City Capital Improvements Plan.

Sincerely yours,

Charles T. Doyle  
Mayor

# **COMPREHENSIVE PLAN GOALS 2000**

## **EXECUTIVE SUMMARY**

### **Introduction**

The Goals 2000 Comprehensive Plan is a long range plan intended to guide the growth and development of Texas City into the 21st century. Plans have been formulated and included for such elements as land use, thoroughfares, urban design, and infrastructure. In addition, previous master plans and studies covering all aspects of community issues have been updated and incorporated into this one comprehensive document.

The impetus of the Plan is a set of goals and strategies developed by the Goals 2000 citizen committee under the direction of the University of Texas at Arlington School of Urban and Public Affairs.

The Goals 2000 Comprehensive Plan, which is developed in four component sections, Base Studies, Goals 2000 Report, The Plan, and Capital Improvement Program, should provide an orderly approach to future policies and City improvement projects.

### **Section I**

#### **Base Studies**

Factors affecting development such as natural, economic and social resources are inventoried and analyzed in this section. More specifically, this section chronicles the demographics of Texas City. This section's coverage includes the historical origin of Texas City; the form of government; the total site with regard to size and location on the Texas coast; environmental setting and physical factors which will continue to influence development. The economic setting and regional relationship text addresses the industrial base of Texas City and the economic projections. This text also addresses the economic impact of major new or scheduled development projects in the Texas City vicinity.

The population characteristics address age, race composition, labor force, education level, income, employment, industrial employment and future labor demand forecasts.

## **Section II**

### **Goals 2000 Report**

In January of 1991, a group of over 100 citizens, representing all segments of the community, set out to develop long range goals and strategies for Texas City's future.

The resulting Goals 2000 Report consisted of nine broad goals, 40 subgoals and numerous suggested strategies for accomplishing the Goals. This report, completed in January 1992, provides the impetus and framework for the comprehensive plan. Following is a recap of the aspirations of the citizens of Texas City as developed by the Goals 2000 Committee:

- Goal A - A healthy, diversified local economy
- Goal B - An improved shoreline and vicinity
- Goal C - A new image projecting an improved city attractiveness
- Goal D - Adequate, affordable housing for all income levels
- Goal E - Functional, attractive public buildings and amenities
- Goal F - Improved accessibility, traffic flow and safety
- Goal G - Modern, adequate public facilities
- Goal H - An efficient, beneficial and cost effective relationship between overlapping jurisdictions
- Goal I - Effective public safety programs

The Goals 2000 report is followed by a supplement which prioritizes the nine goals for priority ranking considerations for the capital improvement programs.

## **Section III**

### **The Plan**

This document is the actual physical planning segment which addresses both the advanced and action planning activities for Texas City.

One element of this document is the **Master Land Use Plan** developed by the City Planning Board and land planning consultant, Vernon G. Henry & Associates. The plan provides a general outline

of how Texas City will be developed with flexibility and sensitivity to future market forces. The plan incorporates a traditional neighborhood unit concept as the principal building block of residential neighborhoods.

The second element is the **Master Thoroughfare Plan**, which delineates both the long and short range plans for future thoroughfare projects. The plan also includes recommended sections and other design features for future roadway improvements.

The **Economic Development Plan**, also included in Section III, is keyed to the Goals 2000 Report which established a "Healthy Economy" as the highest priority goal. The intent of the Economic Development Plan is to pinpoint weaknesses in the economic climate to target for improvement, and to emphasize the attributes through aggressive marketing for business expansion and diversification. The Economic Development Plan also includes conceptual studies for Shoal Point development and harbor expansion which is viewed as one of the highest priorities.

**Guidelines for Development** is a section which focuses on recommended urban design elements necessary to achieve quality development. Outlined are several of the key policies and documents such as the newly developed Zoning Ordinance, Capital Recovery Plan and Development Ordinances, used in the development planning process.

Also included are development programs and strategies for "new image" initiatives, bayfront enhancement, central business district redevelopment, and housing.

The **Community Facilities and Services** text is an inventory of all of the services provided by local and county government. Along with being an inventory, this section provides a detailed description of each department's function and includes a general analysis of future facility needs.

The **Implementation and Use of the Comprehensive Plan** explains how the plan document will be used by the City administration in order to make both line and staff decisions.

## **Section IV**

### **Capital Improvement Program**

A comprehensive list of potential capital improvement projects are listed in this section. These projects are derived from the needs analysis developed in Section III of the Plan and/or directly from the Goals 2000 Report.

The project list is preliminary in nature and must be adjusted and prioritized as needed.

# COMPREHENSIVE PLAN GOALS 2000

## INTRODUCTION TO THE COMPREHENSIVE PLAN

### Definition

The Comprehensive Plan is a long-range plan intended to guide the development of a community for many years. It is the official statement of the City government setting forth major policies concerning desirable future physical development. "*Comprehensive* means that the plan encompasses all geographical parts of the community and all functional elements which bear on physical development. *Long-Range* means that the plan looks beyond the foreground of pressing current issues to the perspective of problems and possibilities 20 to 30 years in the future."

"The Plan is an analysis and synthesis of existing conditions, constraints and expectations from which recommendations for future development are made. These recommendations are based on a series of goals which are derived from existing conditions and from the desires and aspirations of the local citizens.

The above definition is taken from T.J. Kent, Jr., a leading authority on urban planning and Alan Efrussy, AICP, a municipal planner in Texas.

### Purpose

The purpose of the comprehensive plan is to function as a general policy guide for future development. It should be used in conjunction with other land use planning tools such as zoning, subdivisions and site development ordinances in order to accomplish this task. The plan should be used by elected officials and city staff as a guide to all major decisions affecting growth and development.

Comprehensive Plans are developed to provide a logical and analytical approach towards advance and action planning for cities.

The benefits of this approach are:

- A. The Comprehensive Plan (C.P.) provides framework for long-range planning for the city.
- B. Developers and lending institutions are more comfortable when the city has a C.P. since the C.P.:
  - Avoids uncertainty
  - Aids in orderly growth
  - Aids in maintaining or enhancing property values
- C. The C.P. provides a framework by which short-range plans can be evaluated and accommodated into long-range plans, e.g.:
  - Subdivisions related to the thoroughfare plan
  - Relationship of zoning requests to long-range plans
- D. Provides a framework for logical and most cost-effective development of utility systems, community facilities, (parks, schools), and thoroughfare systems.
- E. It is a major method to comprehensively examine a community's physical needs, over an expanded period of time (e.g. 20-30 years to ultimate development), and plan and spend public funds most cost effectively, and in the most time-efficient manner (e.g., growth staging; extension of utility lines, etc.).
- F. It provides a basis for capital improvement programs in the most cost-effective, logical and timely manner, e.g. police and fire stations, street R.O.W., municipal buildings, etc.
- G. It provides a basis for sound zoning districts and mapping.
- H. It serves as a framework for more detailed physical planning, e.g.:
  - Neighborhood plans, Central Business District plans, or urban design plans
  - Landscaping, signage, etc.
- I. The comprehensive plan serves to promote the public good, the interest of the community at large, instead of interests of individuals or special groups within the community.

- J. The comprehensive plan has the function of demonstrating the reasonableness and fairness of the planning and zoning commission's and city commission's process -- especially in relationship to court cases/litigation.

## **Planning Process**

Planning is an on-going, continuous process. It is a process that assumes a choice is better than a chance occurrence. The comprehensive plan is one element in the comprehensive plan process. The planning process is used to provide a basis for decisions that promote the general welfare of society (as opposed to special interest groups).

The planning process has five distinguishing characteristics. These are:

1. It must be comprehensive. (It is applicable to every concern of government and business (although it typically refers to, or is limited to, physical development in the community).
2. It must be decision oriented. It provides stability and consistency. Therefore, if effective, it can transcend various planning commissions and city commissions.
3. It must facilitate coordination. There must be a single, unified approach between all of the functions of government. Anything less is dysfunctional. However, it must be flexible and, therefore able to accommodate changing physical, economic, social and political stipulations in the community.
4. The plan must be continuous.
5. It must promote the general welfare of the public and improve the quality of urban life.

The point of a plan is to focus attention on the process, to create a basis for debate, discussions and conflict resolution.

The planning process includes the following

- Setting goals, objectives and policies
- Collecting data
- Analyzing the data
- Formulation of alternatives
- Analyzing the alternatives (against goals, objectives, policies and selection of the best alternative)

## Formulation

The 1992 Comprehensive Plan for the City of Texas City is an update to the Master Plan Prepared in 1958 by consultants: Caldwell and Caldwell and Charles R. Haile Associates, Inc. Minor modifications to the Plan were provided in 1968 and 1972 by Texas A&M University.

In 1981-82, the Department of Urban and Regional Planning of the Texas A & M University prepared two documents further updating the Plan: Texas City Plan Review and Development Strategies for the Eighties - Texas City. These documents, supervised by Dr. W.G. Rosoeler, Professor James R. Gardener and Professor Jesus H. Hinojosa, reviewed the data base for the original Master Plan and focused on development strategies for the City. Components of these Plans have been advanced, expanded, revised to reflect current conditions in the City, and included in this document. Valid data from previous plans have been retained for continuity. Detailed historical data not presented in this Plan are available from the earlier Plans.

The current community attitudes and values reflected in this updated Plan were developed from the Goals 2000 Program. The Goals 2000 Committee, which included a cross section of the community consisting of 100 members, formulated and prioritized the Goals and Objectives that underlie the recommendations of this report. The work of the groups involved in these programs is a clear indication of the community spirit and civic pride of the citizens of Texas City. Since the group represented a broad cross section of the community, the developed goals should reflect the general aspirations of all citizens.

**City of Texas City  
Comprehensive Plan  
Goals 2000**

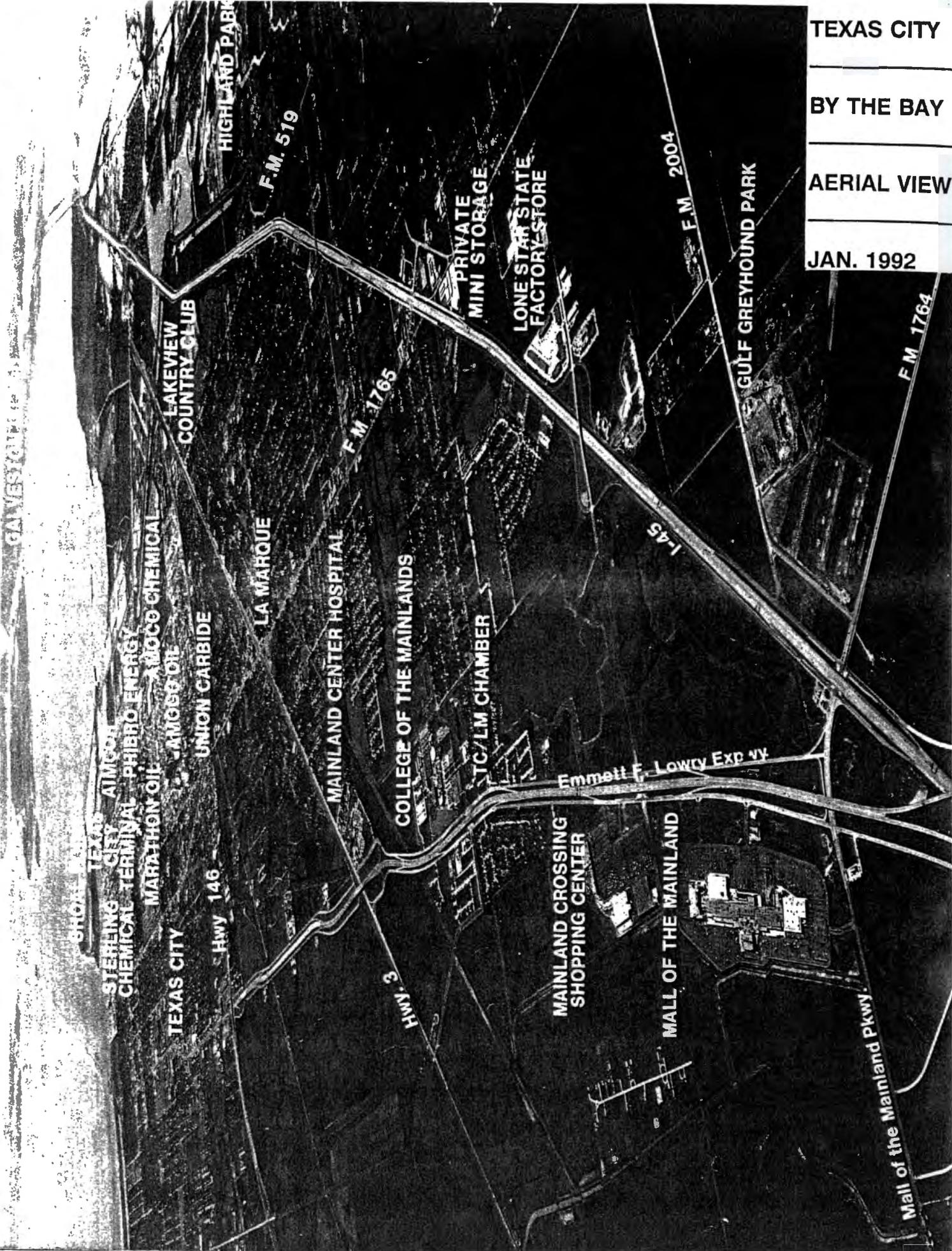
**SECTION I  
BASE STUDIES**

TEXAS CITY

BY THE BAY

AERIAL VIEW

JAN. 1992



SHORE PARK

TEXAS CITY AIRPORT

STERLING CITY CHEMICAL TERMINAL

MARATHON OIL

AMOCO CHEMICAL

AMOCO OIL

UNION CARBIDE

LAKEVIEW COUNTRY CLUB

LA MARQUE

MAINLAND CENTER HOSPITAL

COLLEGE OF THE MAINLANDS

TC/LM CHAMBER

MAINLAND CROSSING SHOPPING CENTER

MALL OF THE MAINLAND

Emmett F. Lowry Exp wy

Hwy 3

Hwy 146

F.M. 519

F.M. 1765

I-45

F.M. 2004

GULF GREYHOUND PARK

F.M. 1764

Mall of the Mainland Pkwy.

GALVESTON

HIGHLAND PARK

PRIVATE MINI STORAGE

LONE STAR STATE FACTORY STORE

# **SECTION I BASE STUDIES**

## **HISTORICAL ORIGIN**

The City of Texas City was first settled in 1891 when industrialists from the Great Lakes region recognized the area's potential as a deep water port. After the acquisition of Bay-front tracts, the City was officially founded on May 11, 1893, when the United States Post Office was established. Port development proceeded, and the first ocean going vessel docked in the Texas City harbor on September 11, 1904. The City was incorporated in 1911 with a population of 1500, and was located principally in an area bounded by Sixth Street and the Bay to the East and West, and on the North and South from below Texas Avenue to Twelfth Avenue North. The Texas City Dike was developed in 1914 as a breakwater to protect the harbor. Today, the Dike provides recreational areas for swimming and fishing as well as protection for the harbor. Extending five miles out into the Bay, the Dike has been called the "longest fishing pier in the world."

By 1940 Texas City was the fourth largest port on the Gulf Coast, and wartime demands during World War II enhanced growth of the port resulting in a massive addition to the industrial base of the community. From humble beginnings in 1891, Texas City has evolved into a major port/industrial city with a population of 41,500 and the Nation's eleventh largest, and the Texas Coast's third largest, port in terms of tonnage.

In April of 1947, Texas City suffered one of the major industrial accidents in modern history. The 1958 Master Plan stated:

"In April of 1947, two freighter vessels in part loaded with ammonium nitrate exploded, setting off chain explosions and intensive fires throughout the complex of petrochemical plants and oil refineries in the expansive industrial area to the immediate west of the harbor, resulting in property damages totaling many millions of dollars, the loss of more than five hundred lives and unnumbered bodily injuries. Only through a determined and immense effort by local citizens, with faith in the future of the City, the enthusiasm of industrial interests and private capital, and the understanding, sympathetic aid and encouragement of Texans at large, could Texas City have survived such a reversal and built back the even greater physical structure and stable economy that it now enjoys. Reconstruction and recovery was rapid, and

today the preponderance of the damaged structures have either been demolished, replaced or repaired.

After the reconstruction, the growth expansion continued through the 1950's; it allowed the City to expand its boundaries five times."

Following this disaster, dry cargo tonnage was eliminated from the port; however, in spite of this elimination, total tonnage through the port continued to increase in the following decades.

The City's industrial base continued to expand through the decades of the 1960's and 1970's along with additions to the residential sections of the Community and extensions of the infrastructure. Only with an industry wide oil crisis did growth slow during the 1980's.

The existing economic conditions, combined with future economic projections, indicate that Texas City has the favorable location, land and resources to become an even more dynamic municipality in the future.

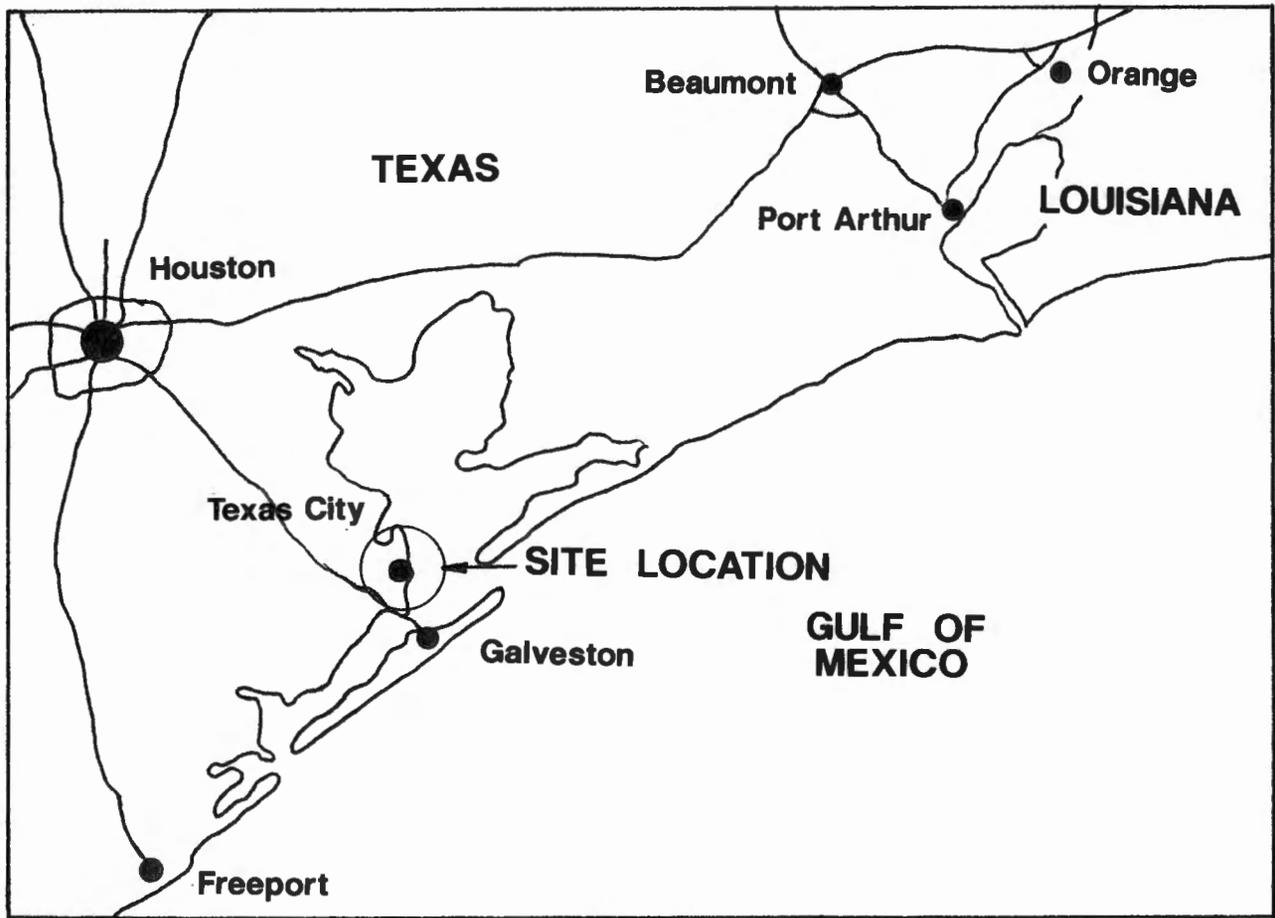
## GOVERNMENT

Texas City is a home rule city, governed by a Mayor and six City Commissioners. The political climate is basically non-partisan and stable. The City government has been relatively conservative in expenditures, maintaining a low tax rate while retaining good quality services. The municipality has historically benefitted from a healthy tax base provided by local industry and sales tax generated by industry and more recently the regional shopping facilities constructed in 1991.

## SITE

Texas City, a municipality of Galveston County, is located approximately nine miles north of Galveston, Texas, and forty miles south of the central hub of metropolitan Houston. On the southwest shore of Galveston Bay, it has Moses Lake and Dollar Bay to the north and Jones Bay and Swan Lake to the south.

Texas City is the second largest city in total population in Galveston County. (*Reference Plate 1*)



**SITE LOCATION MAP**

## ENVIRONMENTAL SETTING AND PHYSICAL FACTORS INFLUENCING DEVELOPMENT

### *Terrain*

Texas City is built on flat ground with low elevations. Maximum elevations range from 20 to 25 feet above sea level in the west and northwest portions of the City. This area is approximately eight miles from the waterfront. The lower elevations in Texas City are less than 5 feet above sea level. These low-lying areas are generally to the northeast and southeast near the shorelines of Moses Lake, Dollar Bay, and Galveston Bay. A relatively flat ridge extends eastward through the central portion of the City then gradually decreases in elevation from 15 to 5 feet. The most development is located on this central ridge. The area maintains an approximate elevation of 7 feet and higher above sea level. The higher ground in the central portion of Texas City is fairly well developed, while the low marshy land to the north and south is less developed. The major industrial plants are located in the south central portion of the urban area on land ranging from 7 to 15 feet above sea level. Texas City, like the rest of the Texas Coastal Zone, is located on land that is generally flat, nearly featureless coastal marsh and prairie, rising gradually toward inland areas. The contours generally parallel the Gulf Coast except to turn upstream at rivers and stream valleys. All streams and rivers in the site area generally flow southeasterly into the bay and estuaries of the Gulf of Mexico.

The Texas City Harbor and Channel are located in Galveston Bay, the largest estuarine system on the Texas Coast. It is encompassed by the aforementioned prairie lands, with wooded areas being limited primarily to the river and stream flood plains.

### *Soil*

In the two natural areas in the city, prairies and wetlands, the predominate characteristic of the soil is classified as clayey soils: soils with loamy surface layers underlain by cracking, clayey layers, and soils loamy throughout, some of which are compact beneath the surface layer. This type of soil has low infiltration rates and high runoff potential.

### *Vegetation*

The principal grasses in the area are typical to the Gulf Coast. These are as follows: tall bunch grasses; big blue stem grasses; little blue stem; sea coast blue system; Indian grass; eastern gamagrass; Texas Winter grass; switch grass; Gulf chord grass; Seahorse salt grass.

The vegetation of the Gulf Marshes include: hedges, bulrush plate sedges, break-rush and other rushes, smooth chord grass, marshbay chord grass, marsh millet and maidencane.

### *Flood Plains*

The major streams within the Texas City area are Dickinson Bayou, Gum Bayou, and Moses Bayou. Dickinson Bayou has a total watershed drainage area of 106 square miles. This bayou flows through the northern portion of the City into Dickinson Bay. Moses Bayou located in the developed central portion of the City, has a watershed area of 10 square miles and drains into Moses Lake.

The general flooding problems of Texas City were chronicled in a report published by the Federal Emergency Management Agency, dated November 2, 1982. This report stated:

"Flooding in Texas City results primarily from overflow of the streams caused by rainfall runoff, ponding and sheet flow, and from tidal surge in the coastal areas of the city caused by hurricanes and tropical storms. Not all storms that pass close to the study area produce extremely high tides. Similarly, storms that produce extreme conditions in one area may not necessarily produce critical conditions in other parts of the study area. Dickinson Bayou is a broad estuary and under certain conditions tides generated at its mouth can intrude far upstream. Rainfall which usually accompanies hurricanes can aggravate the tidal flood situation. Because of the flatness of the terrain, many inland areas are characterized by shallow flooding during heavy rainfalls."

The City in conjunction with the County and Federal government has taken steps in the improvement of flood protection for the citizens of Texas City. This is demonstrated by the completion of the hurricane levee protection system with pump stations.

## *Climatology*

As in sub-tropical zones, the overall climate of Texas City is wet and humid with warm to hot summers, and winters that are mild and short. The average temperature is 69°F, and the average yearly rainfall is about 45 inches.

## *Major Man-Made Features*

- As stated earlier, the Texas City Dike was the first major man-made physical feature of the City. It was constructed in 1914, with assistance from the U.S. Army Corps of Engineers, as a breakwater system to protect the Texas City Harbor. The Dike is approximately at 5.5 MSL elevation. The Dike originates at the entrance and intersection of 8th Avenue and Bay Street and extends into Galveston Bay for 5 miles to "Bay Point."
- The second man made feature is Shoal Point, formally known as Snake Island. The acreage is approximately 700 Acs. ±. A disposal area that was developed during construction of the Texas City Channel, it was created from the dredged material of the Texas City Channel project. Shoal Point begins on the shore south of the channel and turns northerly running parallel to the main turning basin along the east side. This land remains a disposal site for dredge material from the Texas City Channel.
- Following the 1961 flooding in the wake of Hurricane Carla, the Corps of Engineers and Galveston County constructed a levee system around the City to serve as protection from tidal surges caused by hurricanes. This hurricane levee system is approximately 13.6 miles of earthen levee varying in elevations from 15 to 23 feet; and 1.3 miles of concrete bulkheads with elevations from 21 to 23 feet. Three components of this system are major man made features of the City.
- Skyline Drive, a levee road, located northwest of the Texas City Dike is approximately 6.81 miles long. It was constructed as a part of the hurricane levee protection system. Top elevation for this section of the hurricane levee protection system is 22 feet.
- The remaining significant man made features are the Archimedes Screw Pump stations. The pump stations are also components of the hurricane levee protection system.

The Gottfried Moller Pump Station, commonly referred to as Pump Station "A", is one of three storm water pump stations operating in the City of Texas City to prevent flooding

from heavy rainfall. The A.B. Wolvin Pump Station located on Loop 197 North at 34th Street and commonly referred to as Pump Station "B" is the other City owned and operated pump station. The third station is located on Loop 197 South at FM 519 and is operated by Galveston County. Pump Stations "A" & "B" contain a unique archimedes screw pump design, one of the largest such installations in the world. Each of the screw pumps is about 60 feet long, 12 feet in diameter, weighs 53,000 pounds and pumps about 132,000 gallons of water per minute into Moses Lake. Pump Station "A" contains three such pumps and Pump Station "B" contains five pumps for a total capacity of over one million gallons per minute. Each pump is powered by a 650 horsepower diesel engine located inside the station building. Pump Stations "A" and "B" were put into operation in December of 1981 and April of 1982 respectively. The two pump stations were named in honor of early settlers.

### *Existing Urbanization*

The existing urbanization in Texas City is identified as follows: the residential sections are generally located in the North Central and Western portions of the city; the major commercial section is located in the East central section of Texas City and along an axis extending west to I-45. The major industrial development is located in the southern and central section of the City between the City of La Marque and Galveston Bay.

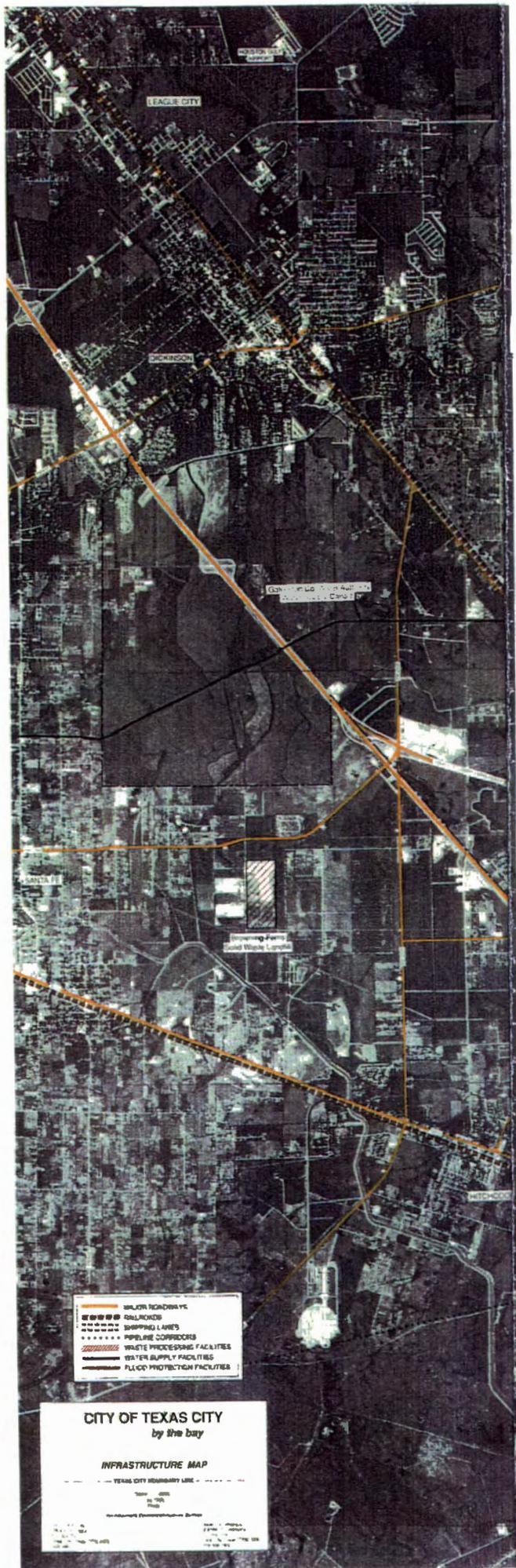
For comprehensive and more detailed analysis of urbanization in Texas City, reference the base studies text of this report.

### *Transportation Network*

Texas City has within its boundaries a well established highway system. The major highways located in Texas City are: Interstate Highway 45; State Highway 146; State Highway 3; FM 1764; FM 1765; FM 519; FM 2004 and Loop 197 North and South. This highway system circulates through the city connecting it with neighboring communities. This highway network is also an economic link to the Texas Gulf Coast and the Nation. Direct connections to five trunk line railroads in the area are available via the Texas City Terminal Railway. (For additional information concerning transportation features in Texas City, reference Plate 2, Man Made Features/Infrastructure map).

INFRASTRUCTURE

MAP



### *Residential Development*

As stated in the 1958 Comprehensive Plan, residential development in Texas City is still commensurate with its character as an industrial community. The majority of the Texas City population occupy homes in the moderate to medium price range, and the percentage of home ownership is relatively high. This can be attributed to the availability of open land area. Land is abundant, and population density in Texas City is lower than normal for comparable municipalities.

### *Water Supply*

The water supply for Texas City is provided by the Gulf Coast Water Authority Water Treatment Plant located west of Highway 146. Water is channeled from the Brazos River near Rosenberg, Texas, stored in a local reservoir, and transmitted to the community by the 18 million gallon per day (MGD) treatment plant located west of Highway 146. The facility provides both industrial and domestic potable water for the entire city of Texas City, along with other nearby municipalities such as La Marque, Dickinson, San Leon, Bacliff and Bayview. This facility is located on a 40 acre site, and the service capacity is 18 million gallons daily (MGD). This facility was developed by the city of Texas City in 1979 and went on line in 1981. The City sold the plant in 1983, for a net price of approximately \$5 million, to the Gulf Coast Water Authority, which was formally known at that time as the Galveston County Water Authority.

### *Other Utilities*

An adequate sewerage collection system serves the developed areas. Complete sewage treatment and disposal is afforded by the City's 8 MGD treatment plant located on north Bay Street extension.

Adequate electrical power is available from Texas-New Mexico Power utility company. Texas-New Mexico Power Company, with division headquarters in Texas City, services approximately 23,000 customers in the Texas City/La Marque area. Within its certified and franchised area, the company provides a full range of distribution and transmission level power to its industrial, commercial, and residential customers. Service voltages range from 120 volts to 138,000 volts.

In addition to the division office, a full-line construction center and two service centers also exist within the franchised area. A district office in Texas City and one in La Marque are staffed with a full complement of service personnel for each community.

The primary fuel for domestic and industrial usage is natural gas, which is supplied to the city by Entex Natural Gas Corporation. This supply can adequately accommodate future growth and expansion needs of Texas City.

## **ECONOMIC SETTING AND REGIONAL RELATIONSHIP**

A key component needed in planning for Texas City's future physical development processes is the study and assessment of its economic foundation. This assessment should also provide a reasonable forecast of the City's prospects for future growth.

A review summary of certain Base Study factors, such as Economic Base, industrial development, retail and wholesale trade, and employment will provide a general indication of this City's future capabilities as well as its limitations.

Economic factors from the past and present will influence and have a direct bearing upon the future population and size of Texas City. These factors in turn, will determine the extent of future needs for industrial sites, commercial centers, major thoroughfares, highways, schools, parks, public utilities, and other elements of physical development.

Texas City is located between Houston and Galveston. In terms of its city limits and tax base, the City is the largest municipality in Galveston County. The City's incorporated area is 115 square miles, with approximately 85 square miles of land mass. Since only 25 percent of Texas City is developed, economic development and growth opportunities exist. This percentage is significant in terms of potential development and planning needed for future economic expansion and diversification strategies. Also, close proximity to Houston and Galveston, with adequate transportation/utility infrastructure enhances Texas City's attractiveness for expansion opportunities.

Texas City is 30 miles southeast from William P. Hobby Airport, a major air transportation hub in South Houston and approximately 20 miles southeast from the Clear Lake/Houston area. Clear Lake economic assets include the Lyndon B. Johnson Space Center, commonly referred to as (NASA), the University of Houston of Clear Lake, 12 major marinas, the Bayport Industrial complex, and two major hospitals.

To the south of Texas City is the City of Galveston, the county seat. The economic assets of Galveston include the following: tourist center, shipping, shipyard, other manufacturing industries,

port container facility, convention center, the University of Texas Medical Branch, the National Maritime Research Center, Texas A & M Maritime Academy and Galveston Junior College.

Texas City's location on the bay offers opportunities for sport and commercial fishing. The significance of commercial fishing was highlighted in an economic analysis report provided in 1991, by John Sharp, Texas Comptroller of Public Accounts. In that report it was stated that:

"The amount of seafood landed on the Texas coast peaked at 115.6 million pounds in 1986 with an ex-vessel value of \$246.4 million. Since then, the catch has been steadily declining. The decline is attributed to increasing pollution, decreasing freshwater inflows and over-fishing.

Shrimp make up the bulk of the catch, comprising 85 percent of the landings and 92 percent of the value in 1989. Oysters comprise 3.1 percent of total seafood landing value, blue crabs make up 2.5 percent and fin-fish account for 1.9 percent of the total.

Of all of the state's bay systems, Galveston Bay is normally the largest producer of seafood. However, in 1989, Galveston Bay fell behind Matagorda Bay in terms of value of seafood landed. Matagorda Bay produced \$6.8 million worth of seafood in 1989 compared to Galveston Bay's \$6.4 million."

In summary, the most significant factor that will influence economic development in Texas City is its strategic location near the Houston ship channel and its accessibility to excellent highways and railroad connections between Houston and Galveston, which also connect the metropolitan areas with the major highways and rail systems throughout the nation. The Texas City-Galveston-Houston area is comprised of shipping, manufacturing, wholesale and retail trade, financial, governmental, education, cultural center for an area 100 miles in every direction and is also comprised of a population in excess of 2,000,000 people.

The aforementioned information and observations clearly illustrate that Texas City contributes significantly to the Nation with goods, service, energy production and waterborne commerce.

### ***Industrial Base***

Texas City's economy has historically been tied to the petrochemical industry. Since the oil glut of the 80's, the city has taken major strides to diversify its economy. This diversification is evident with location of the Mall of the Mainland and Mainland Crossing Developments along

Emmett F. Lowry Expressway. However, industry is still the major taxpayer for Texas City. A review of the City's tax base illustrates this standing. (Reference Table 1)

TOP TEN TAXPAYERS (1988)	
COMPANY	ASSESSED VALUE
1. Amoco Oil Co.	\$1,125,951,960
2. Union Carbide	464,436,900
3. Sterling Chemical	229,451,220
4. Amoco Chemicals	170,562,210
5. Enron Cogeneration	156,339,900
6. Phibro Petroleum	145,791,700
7. Marathon	83,298,400
8. G.A.F.	31,806,140
9. Arco Pipeline	31,177,920
10. Texas-New Mexico Power	23,548,960

Source: Economic Development Study "Look at the Needs and Resources of Texas City by the Bay"

Table 1

### *Port of Texas City*

The Texas City Port is a part of the industrial corridor that includes the Houston ship channel and the Galveston Port. Because of its port, Texas City is a major contributor in the production of goods supplied to the nation by way of waterborne commerce. As previously mentioned, this contribution is evident by the following data summary:

"Texas City's port is the third largest deep-water port on the Texas Coast, and the nation's 11th largest in tonnage. It is served by the Texas City Ship Channel, which is 400' wide, 40' deep and approximately 31,000 feet long. The channel intersects the Houston Ship Channel and is easily accessible from the Intracoastal Waterway and the Gulf of Mexico.

The port saw a 6% increase in total vessels served, a 9% increase in total railroad cars served, and a 14% increase in total new transportation cargo comparing the years ending August, 1989, and August, 1990. More than 1,000 ships and over 6,000 barges carrying more than 50 million net tons of cargo utilized the city's port facilities in 1989. Net tonnage for the same period was over 38 million tons as of August, bettering 1989's to-date-August figure by nearly 6 million tons."

In addition to its channel access, Texas City and Galveston's ports are served by three major highways which fan out from their intersection, just north of Galveston. The highways are State Highway 3, State Highway 6 and State Highway 146.

The network of highways with rail lines are major transportation modes for the port of Texas City and Galveston. This vital significance is provided by the statistical summary. (Reference Table 2 and 2A)

PORT OF TEXAS CITY, TEXAS DISTRIBUTION OF NET TONNAGE HANDLED AT PORT OF TEXAS CITY, TEXAS							
TYPE CARGO	1985	1986	1987	1988	1989	1990	1991
Imported Crude Oil	18,248,598	22,663,777	22,099,616	26,636,839	27,644,779	29,968,319	25,671,785
Domestic Crude Oil	1,962,978	2,141,622	1,917,883	2,580,983	2,252,348	2,528,330	3,177,573
Bulk Oil-Refine	7,309,395	7,668,059	6,991,863	8,420,767	9,658,949	11,838,308	11,916,391
Bulk Liquid Chemicals	6,859,136	7,132,469	7,693,319	8,064,587	8,106,361	8,730,467	8,738,880
Bunkers to Ships	367,686	465,743	527,058	606,375	750,556	806,405	942,879
Pet Coke-Dry Bulk	500,063	518,730	700,837	876,574	830,645		568,649
Potash-Dry Bulk	364,883	623,351	1,070,024	877,864	748,085		712,887
Ammon Sulphate-Dry Bulk	19,708	51,071	51,418	84,936	40,897		67,979
Soda Ash-Dry Bulk	17,013	33,972					22,077
Fertilizer-Dry Bulk		10,684	7,458	45,967	2,839		3,498
Oats-Dry Bulk		30,803	27,574	14,068	14,255		2,327
Clay-Dray Bulk			9,236	22,982	12,172		
Coal-Dry Bulk				3,787	4,441		5,341
Borax-Dry Bulk					406		2,008
Urea-Dry Bulk					6,823		22,932
Salt Cake							4,418
Other-Dry Bulk							4,034
Dry Cargo	4,590	400		553			506
<b>TOTAL NET TONS</b>	<b>35,654,050</b>	<b>41,340,681</b>	<b>41,087,050</b>	<b>48,206,096</b>	<b>50,084,376</b>	<b>55,300,151</b>	<b>52,593,389</b>
No. Ships with Cargo	854	981	948	993	1,063	1,163	1,132
No. Barges with Cargo	5,088	5,225	5,126	6,085	6,331	7,018	6,947

Table 2



#### Major Employers

The Texas City area is blessed with numerous and varied industries which provide job opportunities. A few of these include from top to bottom: The petrochemical industry and shipping industry which are closely related and provide the largest employment base in Texas City; the commercial fishing industry of Galveston Bay and the Gulf of Mexico; N.A.S.A. and spinoff industries located just north in the Clear Lake area; and the U.T. Medical Branch in Galveston as one of several major health care industries.

RAILROAD CARS HANDLED 1991	
Line Haul Loads	29,655
Line Haul Empties	30,349
Intraplant Loads	2,880
Intraplant Rev. Empties	2,778
Interplant Loads	3,975
Interplant Rev. Empties	1,728
<b>TOTALS</b>	<b>71,365</b>

Source: Texas City/La Marque Chamber of Commerce

Table 2A

### *New and Future Development*

The implementation of several new developments such as Mall of the Mainland; Mainland Crossing; Linde Industrial Gas Corp Air Separation plant and the Greyhound Race Track in La Marque will have a significant impact on the economic base of Texas City. The development projections are as follows:

#### *Mall of the Mainland*

Mall of the Mainland, (MOM), opened March 20, 1991. The 743,000 square foot regional mall is a joint venture of Edward J. DeBartolo and M.G. Herring Group. The anchor tenants are Dillard's, Sears, J.C. Penny, Palais Royal and Movie 12 Cinemark theater. The mall has space for 110 stores and services. MOM is the only regional mall in Galveston County and is located on 121 acres of land north of Emmett F. Lowry Expressway between 2004 and Johnny Palmer Road (10,000 Emmett F. Lowry Expressway). The MOM is projected to create approximately 1200 jobs when fully developed.

#### *Mainland Crossing*

The Mainland Crossing Shopping Center will have approximately 400,000 square feet of retail space and is located on a 50 acre tract of land at the intersection of Emmett F. Lowry Expressway (FM 1764) and Johnny Palmer Road and east of the Mall of the Mainland. The center opened in the fall of 1991, with the anchor tenants being Wal-Mart, Sam's Club and Pharmor. There are plans for additional department stores and 20 specialty stores, totaling 55,539 square feet of retail space.

The Wal-mart store contains 124,342 square feet of retail space, making it one of the largest Wal-Mart stores in Texas and is projected to have 350 employees. Sam's Club contains 132,250 square feet of space and has approximately 150 employees. Pharmor will contain 65,520 square feet. Stores ranging from 1400 to 5000 square feet will be ready for occupancy by August, 1991.

### *Greyhound Race Track*

The Texas State Legislature designated Galveston County as one of three counties (Galveston, Neches and Cameron) to operate a Greyhound Race Track in the State of Texas. The other tracks have been opened in Harlingen and Corpus Christi. The "World Class" Racing Facility to be constructed in Galveston County (La Marque) was awarded to Gulf Greyhound Partners in December, 1991. The group constructing the La Marque track is headed by Paul W. Bryant, Jr., of Tuscaloosa, Alabama. Ground breaking was held in June 1991, and opening is scheduled for the summer of 1992.

The track although located in La Marque, is very close to the western boundary of Texas City and will greatly effect the economy of Texas City. It is specifically located southwest of the intersection of FM 2004 and FM 1764, west of I-45. Construction is expected to be approximately \$45 million. It will be the largest Greyhound track in the nation. The capacity will be approximately 19,200 patrons with seating capacity for 8,100 patrons. Parking will be for 6,900 vehicles. Racing will be held Tuesday through Sunday evening, with matinees on Wednesday, Friday, and Sunday. Other projections include \$6.7 million for salaries of between 800 to 1100 employees.

### *Linde*

The Linde Division of Union Carbide Industrial Gases, Inc. began operation of its air separation plant in August, 1992. A cogeneration plant, a joint effort between subsidiaries of Linde and Sterling Chemicals, began operation in April, 1992. Both of the plants, which have a total construction cost of \$50 million, are located adjacent to Sterling's existing chemical plant on Galveston Bay.

The air separation plant compresses air from the atmosphere, and through cryogenic distillation separates it into its major constituents. The plant produces 1,500 tons of oxygen a day.

The cogeneration unit produces electrical power and steam simultaneously using the same fuel.

The Linde facility employs approximately 30 employees.



### **Commercial Center**

The newly emerging commercial center straddling the western boundary of Texas City and LaMarque includes the Mall of the Mainland regional shopping center and two other major shopping centers - Mainland Crossing and Lone Star Outlet Mall; the Lone Star Greyhound Racetrack, the world's largest, is scheduled for opening November 10, 1992.



The implementation of the aforementioned developments is significant and will impact Texas City's Economic Base. To further access the current growth trend with its impact on Texas City's economic base refer to the value of new development occurring over the past 15 years. (Reference Table 3)

CITY OF TEXAS CITY GROWTH TREND OF BUILDING PERMITS			
Number of Permits		Value	Calendar Year
Residential	Commercial		
174	28	\$11,357,875	1976
246	27	\$18,856,059	1977
191	23	\$13,082,284	1978
85	23	\$9,896,911	1979
45	14	\$8,743,589	1980
41	25	\$17,006,651	1981
115	29	\$25,750,770	1982
152	25	\$37,629,048	1983
173	24	\$31,950,399	1984
68	24	\$18,461,221	1985
45	16	\$9,171,835	1986
25	11	\$8,048,552	1987
28	9	\$10,701,259	1988
40	8	\$17,994,308	1989
42	19	\$55,279,333	1990
39	20	\$20,796,792	1991*

\* As of June 30, 1991

Source: Texas City Chamber of Commerce - Texas City Building Inspection Department

Table 3

An Economic Development study was prepared by the City in 1990. This study called "A Look at the Resources and Needs of Texas City" outlines several key economic development strategies and is partially incorporated into this plan under Section III.

## POPULATION CHARACTERISTICS

Another important factor to Texas City's growth will be its people. People will continue to be the most important investment and resource to this community. A profile summary of Texas City's population is provided in this section.

Based upon a 10 year population projection cited in the Capitol Recovery Fee Report of May 1990, Texas City's population is expected to increase by 3600 by the year 2000 to a total population of 45,000. This study was the effort of a Citizen Advisory Committee and city staff in order to plan for future utility needs.

Texas City's growth to date is attributed to the industrial expansion which in turn has created job opportunities from construction project, petrochemical and port facility expansion. In review of the population, it is also worth noting that over the years, and in spite of the job opportunities that Texas City has provided to Galveston County, there are a significant number of individuals who are employed in Texas City but live outside the municipality. The significance of this observation explains why Texas City's growth has been slow and much smaller in comparison to Galveston County.

The following table shows a comparison of Texas City's population to Galveston County. During a 30 year span Galveston County's population has increased by 77,035 or 55%.

During that same time for Texas City, the population has increased by 9,435 individuals or 29%.  
(Reference Table 4)

POPULATION - TEXAS CITY - GALVESTON COUNTY			
TEXAS CITY		GALVESTON COUNTY	
1960	32,065	1960	140,364
1970	38,908	1970	169,812
1980	41,403	1980	194,091
1990	41,400	1990	217,399

Source: U.S. Census/HGAC

Table 4

The growth of Texas City will be contingent upon the availability of land. As Texas City develops, the rate of growth will become higher. Texas City's growth will also be determined by the quality atmosphere and ability of the municipality to accommodate growth in an orderly manner.

*Age and Race Composition*

The age and race composition of the population within the City can provide an insight into talent and the labor pool to be matched with the type of services that may be needed and in turn, provided in the future. This data is also essential in projections and forecast for housing needs. The age composition for Texas City is provided in Table 5.

PERCENT OF 1989 POPULATION BY AGE GROUP

AGE	CITY OF TEXAS CITY	GALVESTON COUNTY	GALVESTON-TEXAS CITY SMSA
17 & under	28.4%	30.0%	28.4%
18-24	9.8	10.1	9.3
25-34	17.0	17.5	17.5
35-49	21.1	21.4	23.4
50 & Over	23.7	24.0	21.4
Median Age of Population	31.9	32.4	32.0

Source: Sales & Marketing Management Magazine Survey of Buying Power Issue, August 1990

Table 5

**Labor Force**

Labor force is defined as all able-bodied in the population ages 18-65. Participation in the labor force is everyone employed or looking for work. Labor force is a component of the overall population, therefore there is a need for assessment in the comprehensive plan. The labor force profile of Texas City with comparative unemployment rates are provided in Table 6.

**CITY OF TEXAS CITY  
LABOR FORCE STATISTICS**

	June 1991	1990	1989	1988	1987	1986	1985
<b>LABOR FORCE</b>	24,031	23,250	23,262	23,885	23,603	23,088	23,267
<b>EMPLOYED</b>	21,905	21,044	20,878	21,279	20,304	19,601	19,981
<b>PERCENT OF LABOR FORCE UNEMPLOYED</b>	8.8%	9.5%	10.2%	10.9%	14.0%	15.1%	13.8%

Source: Texas Employment Commission

Table 6  
Part I

**COMPARATIVE UNEMPLOYMENT RATES**

	JUNE 1991	1990	1989	1988	1987	1986	1985
<b>GALVESTON-TEXAS CITY SMSA</b>	6.5%	7.0%	7.9%	8.8%	14.0%	15.1%	13.8%
<b>TEXAS</b>	6.1	6.4	7.2	6.7	8.4	8.9	7.0
<b>UNITED STATES</b>	6.9	5.4	5.1	5.4	6.2	7.0	7.2

Source: Texas Employment Commission

Table 6  
Part II

The following table shows the ethnic composition of Texas City:

RACE/ETHNIC DISTRIBUTION	
RACE	PERCENTAGE
Asian/other	6%
Blacks	13%
Hispanic	11%
White	70%

Source: Economic Development Report "A Look at the Resources and Needs of the City of Texas City, by the Bay".

Table 7

### ***Education Level***

The trends relating to the education level of a population generally indicate the skills and ability of the residents of a community. This information reflects the existing talent pool which could be available for future economic growth provided by potential industries, relocating in Texas City. This opportunity for employment may require certain skills or education requirements. A large percentage of the populace are high school graduates accounting for 71%; approximately 11% of Texas City's residents have completed four years of college.

A summarized table demonstrating the education profile of Galveston County and the Texas City-La Marque area for individuals 25 years and older is provided. (*Reference Table 8*)

With the constant changes in technology and employment needs, continued emphasis on the educational level of the population will be desirable because the level of educational attainment can be considered an important community resource. Skilled workers will be essential to the City's economic diversification goals.

YEARS OF SCHOOL COMPLETE - PERSONS 25 YEARS AND OVER - GALVESTON COUNTY 1980 AND 1988		
	1980	1988
HIGH SCHOOL: 1 TO 3 YEARS	19,582	46,304
HIGH SCHOOL: 4 YEARS	36,267	44,485
COLLEGE: 1 TO 3 YEARS	20,135	25,363
COLLEGE: 4 OR MORE YEARS	17,424	22,934

Table 8  
Part I

YEARS OF SCHOOL COMPLETE - PERSONS 25 YEARS AND OVER - TEXAS CITY-LA MARQUE 1980 AND 1988		
	1980	1988
HIGH SCHOOL: 1 TO 3 YEARS	6,072	12,371
HIGH SCHOOL: 4 YEARS	11,355	11,953
COLLEGE: 1 TO 3 YEARS	5,938	6,245
COLLEGE: 4 OR MORE YEARS	3,406	3,645

Source: Bureau of Census, 1980-88 and Mainland Communities United Way of Galveston

Table 8  
Part II

*Income*

An important indicator for retail trade and services is family income. The median household income is \$31,736. The family income categories are provided in Table 9.

CITY OF TEXAS CITY HOUSEHOLD INCOME DISTRIBUTION				
	1989	1988	1987	1986
TOTAL EFFECTIVE BUYING INCOME (\$000)	\$519,066	\$479,705	\$514,412	\$534,475
MEDIAN HOUSEHOLD EBI (\$)	30,528	28,410	29,545	30,399
PERCENTAGE HOUSEHOLDS UNDER \$10,000	14.2%	15.3%	14.6%	14.1%
PERCENTAGE HOUSEHOLDS \$10,000 TO \$19,999	18.4%	20.1%	19.2	18.6
PERCENTAGE HOUSEHOLDS \$20,000 TO \$34,999	25.6	27.3	26.5	25.9
PERCENTAGE HOUSEHOLDS \$35,000 TO \$49,999	23.5	22.5	23.4	23.3
PERCENTAGE HOUSEHOLDS \$50,000 & OVER	18.3	14.8	16.3	18.1

Source: Sales & Marketing Management Magazine, Survey of Buying Power, 1989, 1988 & 1987

Table 9

## *Employment*

Employment opportunities in Texas City have contributed significantly to the growth of the city as well as Galveston County. As of 1988, the total employment in the Galveston-Texas City PMSA was 86,512. The wage and salaried workers make up nearly three-quarters of the workforce. (Reference Table 10 and 10A)

NUMBER OF EMPLOYEES BY INDUSTRY IN THE GALVESTON-TEXAS CITY PMSA (1988)	
Government & Government Enterprises	22,926
Industrial	22,262
Service	19,376
Retail	14,664
Financial, Insurance & Real Estate	6,106
Agricultural Services, Forestry, Fishery & Others	792
Farming	386

Source: "Industrial and Occupational Profile Texas City-La Marque

Table 10

## Industrial Employment

Petrochemical and industrial companies lead as the City's major employers with 200 or more persons on the payroll.

TEXAS CITY'S MAJOR EMPLOYERS		
COMPANY	EMPLOYEES	PRODUCTS
Amoco Oil Co.	2,127	Gasoline and related petroleum products
Union Carbide Chemicals and Plastics Company Inc.	1,500	Synthetic organic chemicals, solution vinyl resins and detergents
Sterling Chemicals, Inc.	930	Chemicals, plastics and petrochemical products
Mainland Center Hospital	760	Health care services
Texas City ISD	700	Educational services
Amoco Chemical Corp.	536	Intermediate chemicals for consumer goods
City of Texas City	475	City services
Catalytic Industrial Maintenance	325	General maintenance and capital projects
Phibro Petroleum Co.	300	Gasoline and related products
Marathon Petroleum Co.	285	Gasoline, chemical feedstocks, heating oil
College of the Mainland	250	Higher education
GAF Chemicals Corp.	219	Pharmaceuticals, detergents, fibers, solvents and chemicals for cosmetics
Danforth Hospital	205	Health care services

Source: "A Look at the Resources and Needs of the City of Texas City - by the Bay"

Table 10A

Industrial employment in Texas City totalled 6127 jobs in 1989, providing a payroll of over \$294 million. These figures represented 282 more positions and a \$37 million increase in payroll compared with the previous year.

The labor status and travel time to work is provided in Table 11. Texas City and West Texas City is included to show the city's relationship under this analysis. (Reference Table 11)

GALVESTON COUNTY TRAVEL FORCE STATUS AND TRAVEL TIME TO WORK						
CITY	AGE 16+ ARMED FORCES	LABOR FORCE AGE 16+ EMPLOYED	LABOR FORCE AGE 16+ UNEMPLOYE D	PERSONS NOT IN LABOR FORCE	FEMALES AGE 16+ LABOR FORCE	AVERAGE TRAVEL TIME
SANTA FE	0	4017	143	2438	1480	29
ARCADIA	0	1539	92	896	574	31
BAYSHORE	0	1582	80	1311	461	31
DICKINSON	13	9127	381	4453	3771	26
FRIENDSWOOD	32	14342	332	5845	5599	29
GALVESTON	242	17248	836	11297	8735	16
WEST GALVESTON	164	10442	502	6887	5759	16
GALVESTON	22	2963	90	1229	1250	18
HITCHCOCK	0	3872	183	2348	1632	25
KEMAH 0	0	3872	183	2348	1632	25
LA MARQUE	7	7701	364	3921	3420	21
LEAGUE CITY	24	13392	414	4716	5483	24
TEXAS CITY	15	13729	904	7366	5853	18
W. TEXAS CITY	0	5170	349	2675	2612	21
GILCHRIST	0	165	0	234	27	42
HIGH ISLAND	0	245	41	255	102	16
PORT BOLIVAR	0	1045	42	1094	375	29
TOTAL	519	108573	4869	57928	47366	24.53

Source: Mainland Communities United Way of Galveston County

Table 11

The labor status and travel time to work is provided in Table 11. Texas City and West Texas City is included to show how the city's relationship was studied for this analysis. (Reference Table 11)

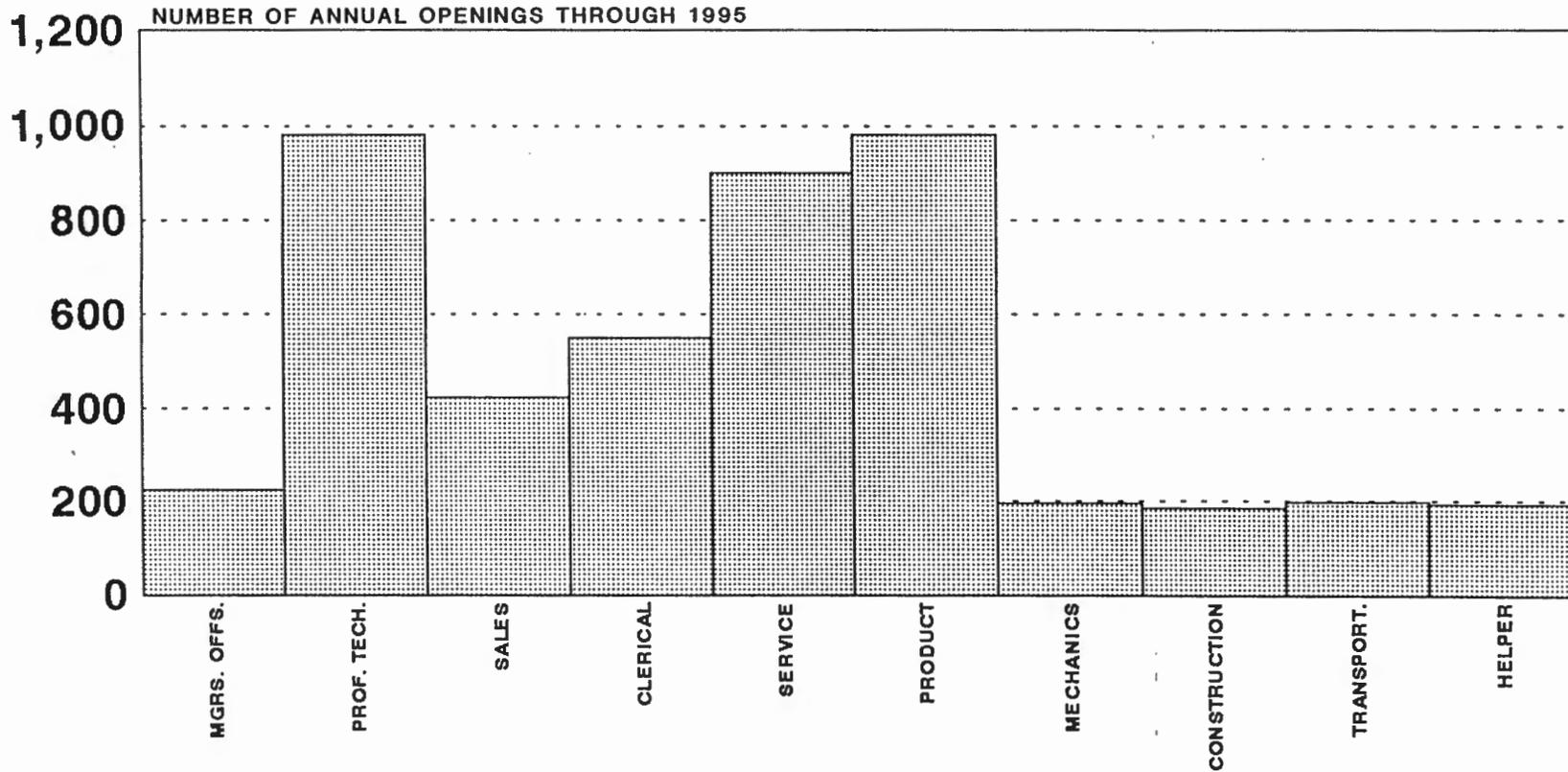
### *Labor Demand Forecast*

For the state of Texas, the majority of annual job openings (90,000) will still occur in the production and operative occupations. However, service job openings will be a very close second with 84,000 openings per year. This figure is matched by the 84,000 projected openings for professional and technical positions. Sales and clerical positions follow at the rate of about 55,000 openings per year. The Gulf Coast service Delivery Area job openings in production jobs, followed by over 3,000 jobs per year in service and professional occupations are forecast. Clerical and sales positions are estimated to produce 1,750 to 2,250 positions annually through 1995.

The compiled data for the Galveston-Texas City PMSA projected annual job opening forecasts are not dissimilar to those of the region and the state. Nearly a thousand jobs per year in production, service and professional occupations may need to be filled. Sales and clerical job demand is projected to grow at about 500 positions per year. Once again, this pattern of occupational demand from the state to this region and the county reflects two things. First, the state and the region are dependent on heavy manufacturing and extractive operations. Second, given not only the recent recession but also national trends, there is a strong movement toward service occupations occurring. These data are capsulized in Table 12.

In order to fill the job positions expected to be available, the area labor force must be there in number and training. Labor/talent pool supply for the Galveston-Texas City PMSA has remained fairly constant over the past decade. The majority of the labor force training has taken place either on-the-job or through local colleges and universities. With the expectation of additional positions requiring new and perhaps unique skills, increased planning to meet future employment needs can be accomplished by revamping various degree programs at local community colleges. This coordination of skills training to accommodate employment needs is particularly important, since the composition of the local labor force has changed from somewhat less manufacturing to somewhat more service oriented.

# GALVESTON - TEXAS CITY PMSA OCCUPATIONAL DEMAND FORECASTS



34.1

**SOURCE: TEXAS EMPLOYMENT COMMISSION**  
**ANNUAL AVERAGE JOB OPENINGS GALVESTON - TEXAS CITY PMSA**

TABLE 12

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**SECTION II  
GOALS 2000 REPORT  
"GOALS AND STRATEGIES FOR TEXAS CITY"**

# **Goals and Strategies for Texas City**

A Report to  
The Mayor and City Commission  
The City of Texas City, Texas

by the Goals 2000 Committee

36-A

November 1991

Prepared for  
**The Texas City Goals 2000 Committee**

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## GOALS 2000 COMMITTEE

---

Charles T. Doyle, *Mayor*  
Guss Campbell, *Chairman*  
Toby Hamon, *Vice-Chairman*

### Department Heads

S. Lee Wingate, *City Attorney*  
Gary Jackson, *City Secretary*  
James F. McWhorter, *Director of Engineering,  
Transportation & Planning*  
Tom Kessler, *Public Works Director*  
Jerry Purdon, *Police Chief*  
Gerald Grimm, *Fire Chief*  
Skip Sharer, *Utilities Director*  
Tava Matzke, *Parks & Recreation Director*  
Susie Moncla, *Library Director*  
George Fuller, *Community Development Director*  
Don Carroll, *City Planner*  
Donal Wesley, *Building Official*

### Ex-Officio Members

Charlie Clifford, *Mayor of Hitchcock*  
Les Daughtry, *Texas City Sun*  
Lawrence Edrozo, *Justice of the Peace*  
Carlton Getty, *Mayor of La Marque*  
Jimmy Hayley, *Chamber of Commerce*  
Ray Holbrook, *County Judge*  
Wayne Johnson, *County Commissioner*  
Jack Long, *Mayor of Santa Fe*  
Dolph Tillotson, *Galveston Daily News*  
Joe Wilhelm, *Galveston County Water Authority*  
Vita Winick, *Mayor of Dickinson*  
Joe Lamb, *Mayor of League City*

### Members

Barry Anderson, *Dike Board*  
Robert Armstrong, *La Marque ISD*  
Paul Arnold, *La Marque ISD*  
Bob Adams, *Development*  
Gary Bohanan, *Electrical Board*  
Gail Bradley, *Former City Commissioner*  
Jerry Buster, *Banking*  
D.M. Carroll, *Housing Authority Board*  
Thomas Carter, *City Commissioner*  
Yvonne Chatelain, *Realtors*  
Elnora Clements, *BP & W*  
John Collins, *Dike Board*  
Sandra Cuellar, *Student Council, LMISD*  
Bob Curbello, *Rifle Range Board*  
Dorothy Curbello, *Former City Commissioner*  
Ken DeMaet, *Texas City Terminal Railway*  
Randy Dietel, *Economic Development Board*  
Larry Dillon, *Texas-New Mexico Power*  
Matthew Doyle, *Independent Living Board*  
Mike Duckett, *Kiwanis Club*  
Lynn Ellison, *City Commissioner*

Carol Etheredge, *Environmental Board*  
Harold Fattig, *City Commissioner*  
Frank Froeschl, *Bayou Golf Course Board*  
George Fuller, *Jaycees*  
Abel Garza, Jr., *Board of Adjustment*  
Carlos Garza, *City Commissioner*  
Al Goodson, *Labor*  
Jas Gross, *Ministers*  
Raymond Guidry, *Crime Stoppers*  
D.D. Haney, Jr., *Former Mayor*  
Orbie Harris, *Building Trades*  
Ben Heide, *Texas City Noon Lions*  
Alvin T. Hill, *Mainland Chamber of Commerce*  
Ralph Holm, *Economic Development Board*  
Joe Hoover, *Architects*  
Elizabeth Iles, *Accountants*  
Wayne Johnson, *Planning Board*  
Loy Jordan  
Bac Nguyen, *Student Council TCHS*  
Herb Langford, *Consumer Advocate Board*  
Nelle Leach, *Zoning Board*  
Emken Linton, *Former Commissioner*  
Ed Mabry, *Civil Service Board*  
Ralph Marquez, *Environmental Board*  
Dennis Martin, *Park Board*  
Leonard Merrell, *Texas City ISD*  
Gary Meyer, *TC-LM Chamber of Commerce*  
Johnny Mitchel, *Evening Lions Club*  
Joy Morales, *Evening Optimist Club*  
Kenneth T. Nunn, *Former Commissioner*  
Dr. J.W. O'Bryant, *Library Board*  
Eloise O'Bryant, *Environmental Board*  
Denny Patterson, *Plumbing Board*  
B.J. Pegues, *County Commissioner*  
Tom Permetti, *Danforth Hospital*  
Clarence Porter  
Kitty Potter, *Banking*  
Lyman Reed, *Architects*  
Ed Ross, *Drainage District #2*  
Dan Salazar, *Good Neighbor Board*  
Ellie Salinas, *Consumer Advocate Board*  
V.J. Schmitt, *Planning Board*  
Suzie Selman, *Independent Living Board*  
Frank Simpson, *City Commissioner*  
Larry Stanley, *College of the Mainland*  
Carl Sullivan, *City Commissioner*  
Paul Teague, *Labor*  
Griff Temple  
James Traylor, *Air Conditioning Board*  
Tom Watson, *Rotary Club*  
Will Watt, *Civil Service Board*  
Dr. J.T. Weatherall, *Housing Authority Board*  
Dick Wiley, *Former City Commissioner*  
Alden Wilson, *Park Board*  
Joe Wilhelm, *Gulf Coast Water Authority*

## Key Events in Formulating Goals and Strategies

1. On February 16th members of the Goals 2000 Committee and selected City officials participated in a 3-hour workshop on *An Introduction to Planning* conducted by David Tees and Bob Wegner from the University of Texas at Arlington's Institute of Urban Studies. At this workshop the 65 persons present each listed the features or characteristics of Texas City which they most liked and those which they liked least. This list provided the framework for topics to be covered in the next workshop.
2. On February 23rd, 75 members of the Goals 2000 Committee, aided by *facilitators* Tees and Wegner and working in ten small groups, developed a *list of community issues and concerns* which they felt should be addressed in updating the Texas City Comprehensive Plan. The facilitators used this list to prepare *Preliminary Goal Statements* which were presented to the Committee leadership on March 20th.
3. March 21st, Bob Wegner conducted a workshop on an *Introduction to Zoning* for 25 Texas City officials and Goals 2000 Committee leaders.
4. In April, a Videotape on the Goals was prepared for presentation to interested community groups in May. At these presentations, a list of the *Preliminary Goal Statements* was distributed with feedback solicited from those present.
5. On July 12th eleven teams comprised of Goals 2000 Committee members and other community leaders formulated a series of *goal attainment strategies* for achieving each of the goals. On July 13th the strategies were presented to all sixty of those participating; their written comments were invited.
6. During late Summer and early Fall, the Committee leadership prepared a *Community Purpose Statement* and the facilitators compiled and edited the goals and strategies as adopted by the Committee, as well as the comments of individual committee members.

The results of all this effort are reflected in the following sections of this report. *Definitions of key words* used in the goals and strategy formulation process are set forth in Section 2. *Community Purpose and Goal Statements* as approved by the Goals 2000 Committee constitute Section 3. In Section 4 *Goal Attainment Strategies* for each of 38 goals and subgoals are listed along with the comments made by individual Goals 2000 Committee members.

It is the Committee's firm intent that these goals and strategies will make a valuable contribution to the updating of the Texas City Comprehensive Plan.

## Definitions of Key Words

Key words used in the Committee's goal-setting and strategy-formulation process were defined as follows:

**Issues:** problems, concerns or needs that are considered important or even vital for the future wellbeing of the community. *Issues* may deal with community features or characteristics: that are valued and need either to be preserved, maintained or enhanced; that are unwanted and need to be eliminated or mitigated; and that are wanted but lacking; as well as with threats or opportunities. Identification of *issues* serves as a starting point for defining *community purpose* and *goals*.

**A community purpose or mission statement:** a concise expression of a vision of the future city reflecting the community's deepest aspirations as to the preferred nature of the future city.

**Goals and Subgoals:** general descriptions of *desired future conditions* that are worthy of inspired community commitment and effort, and which focus on the *end results* desired rather than on the steps or actions needed to get those results. Goals and subgoals are expressed as short phrases without any action words such as *develop*, *provide*, *promote*, *protect*, etc.

**Strategies:** specific plans, operations and procedures which spell out the detailed actions needed to attain goals (or subgoals), *the desired future conditions*. Strategies link goals with purposeful action needed to attain the goals, by specifying

- *why* action is to be taken in terms of measurable *objectives*;
- *what* actions are to be taken;
- *who*, the individual or group, responsible for taking action;
- *when* action is to be initiated, done and/or completed; and
- *how* much it will cost and *how* it is to be paid for (that is, the funding sources)\*.

**An objective:** a specific statement of a measurable amount of progress toward goal attainment, the starting point for writing *strategies*.

\* Cost estimates and/or funding sources were not included in the strategy formulation process followed by the Goals 2000 Committee. This step remains to be taken by city staff members and/or other professionals during the process of comprehensive plan updating.

## Texas City's Purpose Statement

Our community purpose is to make it possible for all our citizens to benefit from living, working, worshiping and playing in a safe, healthy, attractive and economically viable community; thereby offering all citizens the opportunity for a rewarding, satisfying and fulfilling lifestyle, and providing a foundation for a strong family unit environment.

## Texas City's Goal Statements

The Goals 2000 Committee has formulated 38 subgoals for Texas City grouped in *eight broad goal categories* as follows:

- Goal A**     A Healthy, Diversified Local Economy
- Goal B**     An Improved Shoreline and Vicinity
- Goal C**     A New Image Projecting An Improved City Attractiveness
- Goal D**     Adequate, Affordable Housing for All Income Levels
- Goal E**     Functional, Attractive Public Buildings and Amenities
- Goal F**     Improved Accessibility, Traffic Flow and Safety
- Goal G**     Modern, Adequate Public Facilities
- Goal H**     An Efficient, Beneficial and Cost Effective Relationship Between Overlapping Jurisdictions
- Goal I**     Effective Public Safety Programs

On the following pages of this section the subgoals are listed under the respective broad goals categories.

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**GOAL A     A HEALTHY, DIVERSIFIED LOCAL ECONOMY**

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- SubGoal A1     new light industry and business, including a new industrial park
- SubGoal A2     a conference/civic center with supporting hotel/motel facilities to attract trade fairs, conventions, etc.
- SubGoal A3     balanced and diversified economic development
- SubGoal A4     protection of the current industrial base
- SubGoal A5     deep water port expansion, with additional docking facilities on Shoal Point Island
- SubGoal A6     private/public port authority development
- SubGoal A7     new development located in areas where City facilities, e.g., water, sewer, electricity, streets, already exist

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**GOAL B     AN IMPROVED SHORELINE AND VICINITY**

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- SubGoal B1     an improved, expanded and beautified Dike, Moses Lake, and Bay recreation development including marinas, restaurants and overnight accommodations with park and recreational area
- SubGoal B2     unique environmental features (the Dike, Galveston Bay, Moses Lake, wetlands and beaches) protected to include wildlife preserves and habitats
- SubGoal B3     use of recreational waterways with access and parking protected

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**GOAL C     A NEW IMAGE PROJECTING AN IMPROVED CITY ATTRACTIVENESS**

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- SubGoal C1     new image of Texas City as a good and safe place to live, work, play and invest

- SubGoal C2** greenbelts between industrial and residential areas
- SubGoal C3** gateway beautification
- SubGoal C4** historic buildings/areas restored and preserved
- SubGoal C5** existing buildings upgraded and maintained, abandoned commercial areas redeveloped, and deteriorating areas upgraded, with abandoned and dilapidated buildings eliminated
- SubGoal C6** Sixth Street and Texas Avenue revitalized

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**GOAL D ADEQUATE, AFFORDABLE HOUSING FOR ALL INCOME LEVELS**

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- SubGoal D1** a variety of housing for all price ranges, include public housing
- SubGoal D2** a planned community development for Western Highlands and waterfront areas (Moses Lake and Bay)
- SubGoal D3** upscale housing with quality amenities\*
- SubGoal D4** a planned retirement community for Senior Citizens

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**GOAL E FUNCTIONAL, ATTRACTIVE PUBLIC BUILDINGS AND AMENITIES\***

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- SubGoal E1** new fire stations located in compliance with state insurance requirements
- SubGoal E2** improved existing public buildings, expanded, remodeled, consolidated as needed
- SubGoal E3** cultural, recreational and park facilities/activities for residents and visitors of all age groups and the physically/mentally challenged
- SubGoal E4** quality educational facilities and programs

\* amenities are natural or man-made features that are attractive and/or conducive to comfort, convenience, and an enriched sense of wellbeing, as well as to enhanced property values

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**GOAL F IMPROVED ACCESSIBILITY, TRAFFIC FLOW AND SAFETY**

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- SubGoal F1** needed new major thoroughfares
- F1.1** better north-south accessibility across the E. F. Lowry Freeway
  - F1.2** Loop 197N extended westward to Mall of Mainland via Johnny Palmer Road and possibly FM 2004
- SubGoal F2** new major arteries for emergency use
- SubGoal F3** community-wide public transportation, including bus and ferry service
- SubGoal F4** a coordinated, community-wide safety and emergency response network
- SubGoal F5** improved access to hospitals
- SubGoal F6** needed additional sidewalks
- F6.1** improved vehicular/pedestrian circulation along Palmer Hwy and other main streets

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**GOAL G MODERN, ADEQUATE PUBLIC FACILITIES**

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- SubGoal G1** flood control and drainage facilities, especially for problem areas streets
- SubGoal G2** modern sewer system with lines upgraded to meet EPA standards
- SubGoal G3** modern water systems
- SubGoal G4** a modern waste-management system (including well-located waste transfer facilities and employing such feasible alternatives as recycling, composting, waste-to-energy, etc.)

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**GOAL H      AN EFFICIENT, BENEFICIAL AND COST EFFECTIVE  
RELATIONSHIP BETWEEN OVERLAPPING JURISDICTIONS**

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- SubGoal H1**      impact of multiple school districts on community structure
- SubGoal H2**      enhanced communication and coordination between overlapping governmental entities and public utility services
- SubGoal H3**      ultimate determination of organizational mission to avoid duplication of services
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**GOAL I      EFFECTIVE PUBLIC SAFETY PROGRAMS\***

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- SubGoal I1**      a crime and drug free environment
- SubGoal I2**      coordinate local emergency planning
- SubGoal I3**      innovative crime control and risk management projects
- SubGoal I4**      community involvement and education programs
- SubGoal I5**      coordinate efforts of all crime and enforcement units

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\*The title originally established was "A Crime and Drug-Free Environment" This goal was added by the Goals 2000 Committee after the original goal setting process was complete. The subgoals were interpolated by staff from the comments solicited from the committee.

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## Texas City's Goal Attainment Strategies

In this section, goals and the strategies recommended to attain the goals are presented. As worded, they represent the *consensus* of the particular group of Goals 2000 Committee members and other community leaders which prepared them.

Also included in this section are comments which were made by individual committee members and others present at the strategy-formulation session held on Saturday, July 13, 1991. These comments may represent only a single individual's opinion. For this reason, adoption of the Goals and Strategies should not necessarily be interpreted as an endorsement of any of the comments. They are included here for the potential value they may have for subsequent actions in updating and implementing the Texas City Comprehensive Plan.

## GOAL A - A healthy, diversified local economy

<b>Goal A1</b>	<b>new light industry and business, including a new industrial park</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Offer economically sound tax incentives for new light industry and business; list these with T.D.O.C. and other agencies: <u>Chamber, City Economic Development Commission - March 1992.</u></li> <li>2. Zoning ordinances revised to meet needs of/for light industry and new businesses. New office parks, light industrial parks. <u>City Commission - March 1992.</u></li> <li>3. Identify and qualify support industries for:             <ol style="list-style-type: none"> <li>a) Relocation in Texas City</li> <li>b) Target qualified industries for relocation in industrial parks, etc. <u>City and Chamber, March 1992.</u></li> </ol> </li> <li>4. Advertise-market in trade publications benefits of Texas City area, aggressive recruitment. <u>Late March 1992.</u></li> <li>5. Provide block grant for development loans to new light industries/businesses by IDC. <u>City Commission or banks - March 1992.</u></li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- 2 Done, lacks adoption</li> <li>- Sound, feasible sounding and also "do-able"</li> <li>- Concentrate on the N - N.W. quadrant of the city for some new light and/or heavy industry development.</li> <li>- New zoning - zoning of course is necessary and good for the most part; new zoning designations for office parks etc, is very good because in past the term spot zoning has been used on occasion to deter progress and growth in T.C.</li> <li>- Non-polluting type of industry (computer for example) should strive to be placed in south T.C. when possible and polluting type of industry be located in North T.C. when possible and feasible due to existing prevailing winds.</li> <li>- 1 &amp; 2: O.K.</li> <li>- 3 &amp; 4: Location should be in area of 6th St. Reason: Aid to improving area.</li> <li>- 3 strongly agree with identifying support industries/businesses that could be located in Texas City and convincing them to relocate.</li> <li>- 3 Great idea; good plan</li> <li>- Unsure</li> </ul>

- Goal A2** a conference/civic center with supporting hotel/motel facilities to attract trade fairs, conventions, etc.
- Strategies**
1. *Convention Center should be based-located on the following:*
    - 1) *Feasibility-market study, March 1992-October 1992.*
    - 2) *Financial support by:*
      - a) *local users*
      - b) *hotel-motel tax*
      - c) *bond issue*
      - d) *private sector* *by October 1992.*
    - 3) *Successful recruiting of hotel chain such as Marriott, Hyatt, Hilton, DeBartalo, 4 Seasons, etc. October 1992.*
    - 4) *Location:*
      - a) *IH45--near Greyhound Track.*
      - b) *Texas City Dike.*
      - c) *Either traffic center*
      - d) *E. F. Lowry Expressway*
- Comments**
- *Good*
  - *1 Reasonable dates*
  - *4a Good location*
  - *Convention Center. Like the idea of the center being located near greyhound dog track. As opposed to the Texas City Dike, additional hotels could be added at T.C. Dike location as the need for such is needed necessary due to demand.*
  - *New convention center. Feasibility market study*
  - *As far as location of convention center, it would not be feasible to locate a facility of this type on the Texas City Dike. The land needs and utility needs (i.e., water and sewer) would far exceed the resources of the Dike.*
  - *Convention/Resort Center Seems to offer facilities for others more than citizens of T. C. This is more for LaMarque than T. C.*
  - *If not self supporting, why not let hotels, etc. by dog track do this*
  - *If you want a multi-use for the people in T.C. it should be centrally located. College of the Mainland has facilities, but people don't attend because of distance.*
  - *Convention Center may be a misnomer and shouldn't be determined by market survey. A community facility including auditorium is much needed for civic and public functions and this aspect should be given equal or greater weight.*

- > Like the idea of Conference Center. Emphasis on detailed market study to determine users, cost size, funding sources and proposed location.
- > Not sure hotel location and conference center need to be adjacent to each other. This needs analysis by the market study.
- > Should consider existing community and their needs. Not merely future growth areas.
- > 4 Location of Facility: the center should be located in the Seawall or Dike area.
- > Does every city 40,000 plus need a convention center? No!
- > 4 Location of convention center southwest corner of Johnny Palmer and FM 1764 -would be the best place if K-Mart does not build.
- > Convention center. This should be a high priority and location should be out close to IH 45. Old drive-in theater property or property across from the mall (bound by Johnny Palmer, IH 45, 2004 and E. F. Young exit).
- > Should be completed for the future of the city. IH45 Near Emmet F. Lowry/J. Palmer Rd.
- > Keep convention center nearer Texas City. We have never had a building for meetings, etc. and certainly are overdue. We don't want to travel to I45 to use it. We want a city center.
- > Social events will be held in this building and we don't want to drive to I45 for evening events.
- > This is a great idea to locate the convention center in tourist attraction area and funded by large chains.

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<b>Goal A3</b>	<b>balanced and diversified economic development</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Seek expertise from competent outside sources (i.e. UoH, A&amp;M, Rice, UT) through the assistance of the <u>City Economic Development Commission</u> by 3/30/92.</li> <li>2. Ask the <u>Chamber of Commerce</u> to publicize and advertize by <u>March 1, 1992</u>, local advantages (i.e., feed stocks, customers, sites, utilities, tourism, etc.) and respond with the help of others to all inquiries ASAP.</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>-&gt; The chamber already promotes this area with current updated community profile information furnished to prospects looking in on area.</li> <li>-&gt; OK</li> <li>-&gt; All these suggestions are good</li> </ul>

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<b>Goal A4</b>	<b>protection of the current industrial base</b>
<b>Strategy</b>	1. <u>Keep taxes low by asking the <i>Taxpayers Research Council</i> to recommend that all local taxing entities develop economic but adequate operations with periodic published outside audits and reviews beginning with the next fiscal year and continuing annually.</u>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- Great idea. Should be undertaken.</li> <li>- OK</li> </ul>

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<b>Goal A5</b>	<b>deep water port expansion, with additional docking facilities on Shoal Point Island</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Ask the city's <u>Economic Development Committee by 3/31/92</u> to pursue the feasibility of obtaining usage rights from the Corps of Engineers.</li> <li>2. <u>By 6/30/92 have the city</u> hire a consultant to advise on the feasibility of a deep water port expansion with docking facilities on Shoal Point.</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- With Houston and Galveston wharves in economic trouble, how can T.C. wharf construction be economically feasibility?</li> <li>- Impact fees relief.</li> <li>- Need to get very in depth survey of potential "users" to ensure economic health of deep water port.</li> <li>- Need to be sure cargo can be moved in and out of port with connections to main thoroughfare.</li> <li>- 2 OK - use in-house</li> </ul>

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<b>Goal A6</b>	<b>private/public port authority development</b>
<b>Strategy</b>	1. The "port authority" is private and should remain private.
<b>Comments</b>	<ul style="list-style-type: none"> <li>- There should be a study of whether Shoal Point should be under public or private control.</li> <li>- Port authority should be public entity and take control of port, existing and future.</li> <li>- Port authority should provide city services for that area.</li> <li>- NO! Task Force needs to audit current development. Make recommendations.</li> </ul>

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**Goal A7**    **new development located in areas where City facilities, e.g., water, sewer, electricity, streets, already exist**

- Strategies**
1. Identify vacant land, buildings and dilapidated buildings. Advantage, no impact fee.
  2. Prepare location index ordinance: land use index of zoned real property.
  3. Market to developers, builders.
    - a) Develop economic incentives for uses.

**Comments**    → *Overall excellent proposal*

## GOAL B - An Improved Shoreline and Vicinity

<b>Goal B1</b>	<b>an improved, expanded and beautified Dike, Moses Lake, and Bay recreation development including marinas, restaurants and over-night accommodations with park and recreational area</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Repair boat ramps on dike <u>by 6-1-92 by city and county.</u></li> <li>2. Improve landscape on dike by <u>city by 3-1-92.</u></li> <li>3. Complete renegotiating of private dike leases to facilitate public use of remaining dike areas <u>by 3-1-92 by City Secretary</u> or replace private facilities with public facilities.</li> <li>4. <u>City Engineer</u> make sure strategy for modern sewer system incorporates dike, Moses Lake, Shoal Point and other recreation areas.</li> <li>5. Complete signage and trail link-up before opening Bay Street Park by <u>Parks Department.</u></li> <li>6. Complete annexation of areas of the Bay within extraterritorial jurisdiction of city.</li> <li>7. Complete Bay Street Park by incorporating surrounding areas into environmental theme wetlands habitat (includes all area around hurricane levee).</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- <i>more "who" and "how" are needed with regard to all these desirable items. Listed goals rather than strategies.</i></li> <li>- <i>7 A ideal location for a nature walk is out by the shooting range west of the range.</i></li> <li>- <i>Consider hiring a person to monitor dumping of materials. Require a permit for dumping with authority to issue tickets/fines.</i></li> <li>- 1 OK</li> <li>- 2 OK</li> <li>- 3 OK</li> <li>- 4 Good</li> <li>- 5 OK</li> <li>- 6 OK</li> <li>- 7 Good - must be approachable</li> <li>- 4 Also make sure that the area bordered by Mockingbird, Meadowlark, and Nightengale be included in correcting problems. Note: these areas of studies by the City of TC and the drainage district and the need for correcting built-in engineering problems became quite evident as shown by the studies.</li> </ul>

**Goal B2**      **unique environmental features (the Dike, Galveston Bay, Moses Lake, wetlands and beaches) protected to include wildlife preserves and habitat**

- Strategies**
1. City and County provide adequate restroom facilities in the waterfront public park areas.
  2. City Commission solicit input from various environmental organizations and groups to get the input in protecting these areas and solicit possible partnerships. (By 4-1-92)
  3. City to heavily regulate dumping of spoil and (riprap) by the public and severely enforce littering ordinance.
  4. City Engineer to develop plan to better utilize spoil areas (Beach sites, wetlands, wildlife habitat) by 4-1-92.
  5. City develop Master Plan for control and development of all these areas.

- Comments**
- 4 Beach site should be expanded west.
  - 1 OK
  - 2 OK
  - 3 OK
  - 4 OK
  - 5 OK

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**Goal B3**      **use of recreational waterways with access and parking protected**

- Strategies**
1. Mayor to make sure that appropriate planning and funding be provided for parking at the rebuilding of the parks and wildlife ramps at the end of the dike. Timing: before rebuilding begins.
  2. Evaluate use of building permits at waterfront areas to include adequate parking.  
Who/When: Inspection Department/now.
  3. City to complete study/cost evaluation to improve road access to Shoal Point. by 1-1-93.

- Comments**
- *Economic development is working on this currently.*
  - 1 OK
  - 2 OK
  - 3 Good

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**GOAL C - A new image projecting an improved city attractiveness**


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**Goal C1**    **new image of Texas City as a good and safe place to live, work, play and invest**

- Strategies**
1. Chamber of Commerce Cultural Committee should identify all area artistic, creative, literary, historical, and musical groups with the intention of forming an umbrella organization to promote common objectives and publicize cultural activities of all kinds.
  2. Existing organizations, i.e. Mainland Museum, Heritage Association, Art League and many others should work together with each other and the schools to create interest and make a wide variety of cultural endeavors available to all beginning immediately.
  3. Employers (especially plants, large businesses, the city, and the school district) shall make every effort to encourage employees to live near or in Texas City and be a part of the community. Some efforts might include showing off the good things, financial incentives, creating opportunities for contact with locals, and personal persuasion. An immediate first step will be presenting prospective employees with an attitude that this is a good place to work, play and live.
  4. Have the city, civic groups, and public and private drug-fighting organizations work together to fight drug related crime through law enforcement, education, rehabilitation, and adequate funding. Immediately the various groups must meet and share plans and avoid overlapping and duplication.

- Comments**
- *Enforce existing law - traffic and litter*
  - *Have newspapers not making negative comment about city that are not true*
  - *The umbrella group of cultural entities should have a strong central public relations group.*
  - *Need to set up an ongoing education system for individual environmental efforts to reduce pollution.*
  - *Show employees TC is a good place*
  - *Each year C of C has reception for teachers. Maybe info could be given there about TC is good place to live and work.*
  - *Young people want entertainment facilities and recreation areas.*
  - *Dedication of plant managers to live within the city will be necessary before they can influence their employees.*
  - *Local newspapers need to report newsworthy items both good and bad however the headlines need to be accurate and don't have to*

*sensationalize the negative.*

- Good idea
- 3 Good idea. Strongly recommend this.
- There needs to be a way to have input to news particularly to ensure accurate reporting. Suspend advertising, subscription.
- 1 Program already in place on drug education. Texas Housing Authority in conjunction with Texas City police Dept. have opened 1 office. South side and is in the process of opening the 2nd one on the west side for the Housing Authority residents and community in approx. 2 weeks. Officer Charles Tolty is coordinator.
- Safety programs in schools are excellent idea, can be supplemented with fire safety education as required by State Board of Insurance and Police Dept. programs for Drug and Child Safety Education.
- Pollution is not just from plants and local newspapers need to pay attention.

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**Goal C2    greenbelts between industrial and residential areas**

**Strategy**    Good Progress has been made in this area.

1. The zoning board, industry representatives, and city departments will continue their present course with all deliberate speed, with special emphasis on strict enforcement of all legal codes.

**Comments**    - OK  
 - Greenbelts should be utilized as a lightly populated recreation area instead of parking and warehousing for industries.

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**Goal C3    gateway beautification**

**Strategy**    1. The city and private sources working together have moved forward toward this goal. They are now ready to expand into clean-up and beautification of other areas. The mayor can appoint a commission to encourage citizen pride and participation through a variety of promotions, recognitions, and incentives.

**Comments**    - OK  
 - The main entrance (Palmer/9th Ave) should be beautified with landscaping and other amenities. Palmer Merchants Assoc should be informed to implement this plan.

**Goal C4 historic buildings/areas restored and preserved**

- Strategies**
1. With regard to Texas Ave. and 6th Street (our older areas), see Goal C6.
  2. The T. C. Heritage Association and the Mainland Museum will continue to expand their efforts in collection and preservation.
  3. The City should conduct a survey of historic homes and buildings, and thereby encourage private citizens to restore those residences and revitalize the older parts of town.

- Comments**
- > 1 OK
  - > 2 OK
  - > 3 OK
  - > 3 Provide a means of requiring greenway/beautification or all new construction and modes of enforcing ordinance.
  - > 3 The owners of historical homes should be helped by the City in restoration.

**Goal C5 existing buildings upgraded and maintained, abandoned commercial areas redeveloped, and deteriorating areas upgraded, with abandoned and dilapidated buildings eliminated**

- Strategies**
1. *Identify properties in need of "change," establish priorities*
  2. *Develop legal strategies to speed-up execution of this process.*
  3. *Additional resources including \$\$, manpower, etc.*

Who/when: City Council/12 months.

- Comments**
- > *Develop SOP or "how-to-do list" for removal of dilapidated buildings*
  - > *Assign task force*
  - > *Identification of buildings that can legally be changed is very necessary. With a new ordinance which deems certain property a safety and health hazard, action can be sooner to upgrade or demolish dilapidated buildings.*
  - > *Who will do? How?*

- Goal C6** Sixth Street and Texas Avenue revitalized
- Strategies**
1. Hire an urban renewal planner to develop a Master Plan--integral with the city's overall plan.  
Who/when: City Council/12 months.
  2. Lower property tax.
  3. Study alternative uses of property.
  4. Remove dilapidated buildings
  5. Recruit potential businesses.
  6. Alternative uses of buildings for recreational purposes.
  7. Appropriate additional funds--reflective of city government priorities.
  8. Provide incentives to precipitate change.
- Comments**
- *Urban renewal planner should work with task force.*
  - *Remove dilapidated buildings on 6th and dilapidated houses adjoining or in close proximity to same.*
  - *Who pays for planner?*
  - *Who pays for demolishing buildings?*
  - *Where does money come from to pay for the items above?*
  - *Where does city get money to appropriate?*

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**GOAL D - Adequate, Affordable Housing for All Income Levels**


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<b>Goal D1</b>	<b>a variety of housing for all price ranges, include public housing</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Have the <u>city</u> compile a census of unemployed singles and heads of families needing housing--<u>completed by March 31, 1992.</u></li> <li>2. <u>City</u> to speed up process of implementing and enforcing city ordinances for upgrading areas around public housing, deteriorating areas, abandoned houses, etc. <u>ASAP.</u></li> <li>3. <u>City</u> to compile inventory of all available resources of grants, fed. loans, subsidies, etc., <u>by 3-31-92.</u></li> <li>4. Request <u>city</u> to participate in southeast bond program for 1st time home buyers. <u>Target date: early 1992.</u></li> <li>5. City appoint <u>task force committee of private owners, real estate agents, Chamber of Commerce,</u> to compile list of potential developers of all housing types. Compile lists of all available unimproved properties, including sizes, utilities, info., etc. and send list to developers, <u>compiled by 3-31-92.</u></li> <li>6. Coordinated effort of <u>City community development block grant and local public housing authority</u> to request grant monies from Cranston- Gonzales (HUD) to build affordable housing. <u>Complete by 3-31-92.</u></li> <li>7. City appoint a <u>task force</u> to compile sources of private financing for all types of housing in all price ranges, new construction and remodeling.</li> <li>8. <u>Housing authority</u> submit application for additional public housing (scattered sites). <u>Complete by 3-31-92.</u></li> <li>9. City appoint <u>committee to compile a comprehensive inventory of available existing housing by areas of city, sizes, and market values.</u> <u>Complete by 3-31-92.</u></li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- <i>City should compile a list of all sources of grants and low-cost loans on: government building construction, sewer/water construction, civic center construction, water conservation, etc.</i></li> <li>- <i>1 Needs to be kept evergreen</i></li> </ul>

- 2 Develop SOP
- 3 Develop SOP and how to implement
- 4 OK
- 5 OK
- 6 Assign task force
- 7 OK
- 8 OK
- 9 OK
- 2 Consider private/industry funding for privately owned properties to remove dilapidated buildings.
- 5 Tabulation of property has been done. City and the Chamber have the list.
- 6 Who at city to do competition? Where is money to pay for study and contacting developers.
- 7 Who to do investigation. Where money to come from?

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<b>Goal D2</b>	<b>a planned community development for Western Highlands and Water Front Areas (Moses Lake and Bay)</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>City</u> compile complete inventory of all large land tracts available for development, including all information on tract, i.e., size, utility availability, jurisdictions involved, and price ranges. Publish in brochure and information packet and distribute to known developers. <u>March 31, 1992.</u></li> <li>2. <u>City and Chamber of Commerce</u> cooperate, form sales teams to call on major developers who may be interested. <u>Start by April 1, 1992.</u></li> <li>3. <u>City</u> review methods of attracting large developers, i.e., allowing utility districts, tax abatement, etc., and possible federal funding for development, i.e., (Geo Mitchel and Woodlands). <u>Review by March 1992.</u></li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- 2 TC should attract and/or really look at the opportunity to become a bedroom community.</li> <li>- 1 OK - will take approx 5 years</li> <li>- 2 No</li> <li>- 3 Work with Chamber of Commerce</li> <li>- 1 Location of potential housing is available at TC ED study, 1990.</li> </ul>

**Goal D3 upscale housing with quality amenities**

**Strategies** 1. City compile inventory of available tracts for high quality housing (all types), including sizes, util. info. jurisdictions, price ranges of tracts, etc. Publish info. and distribute to Chamber of Commerce and prospective developers. Complete by 3-31-92.

**Comments** → *Waste of time*

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**Goal D4 a planned retirement community for Senior Citizens**

**Strategies** 1. City investigate, giving incentives to developers for projects for elderly. Complete by 3-31-92.

2. City compile inventory of available sites zoned for elderly development and tracts for single family multi-family development. Distribute information to potential developers. Complete by 3-31-92.

3. City investigate available federal grants/funds for building retirement community and make available to developers. Complete by 3-31-92.

**Comments** → 1 OK  
→ 2 OK  
→ 3 OK

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**GOAL E - Functional, attractive public buildings and amenities\***


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- Goal E1**     **new fire stations located in compliance with state insurance requirements**
- Strategies**
1. The city commission should appoint a "fire station location committee" to determine and recommend locations of new fire station facilities by April 1992.
  2. The city commission will call for a bond issue--present to voters.
  3. The City will study costs and consider construction of fire training tower, with construction to be completed by 1995.
- Comments**
- *Get with local industries who have their own fire crews to get a city wide fire training facility.*
  - *Committee - Good*
  - *Time-Table - Good*
  - *Fire Field Training - Start with College of the Mainland*
  - *Do we really need new fire stations? Aren't they adequate as is?*
  - *Training facility should be funded primarily by industry and geared primarily to industrial fires and emergencies but have commercial and residential capabilities for municipal. This center could be county wide and receive broad based funding.*
  - *2 City should first work within current budget constraints to ascertain monies earmarked for new fire station, before considering calling for a bond issue.*
  - *1 This strategy is a very good and needed facility because of the continuous growth of the city.*
  - *Location of New Fire Station: Needed; good plan on purchase; cost of the bonds could be off set by the savings of the insurance reduction or retention of old rates.*
  - *E1.1 and E2.2 A public safety review - fire and police station location study should be made jointly to obtain more cooperation in areas of public safety between the depts - EMS addressed as well.*

*\* amenities are natural or man-made features that are attractive and/or conducive to comfort, convenience, and an enriched sense of wellbeing, as well as to enhanced property values*

- Goal E2** improved existing public buildings, expanded, remodeled, consolidated as needed
- Strategies**
1. Established advisory committees study all present facilities and the needs for future facilities and report to the city planner for ACTION by April 1992:
    1. Branch library west of Hwy. 146.
    2. Expanding present library parking.
    3. Consideration of a cultural center to incorporate museum/library complex.
    4. Expansion of Lowry Center.
    5. Conversion of Nessler Center following completion of convention center.
    6. Location of handicapped recreation center.
    7. Alternate use of the Sanders Center
  2. The city commission should appoint a "Police Department facilities study committee" to determine and recommend locations of new police facilities by April 1992.
  3. The city commission will call for a bond issue--present to voters.
- Comments**
- 1 planning commission should prioritize these needs and establish a timetable for construction/remodeling and secure the funding.
  - Need to consider a larger municipal court.
  - Need to consider a larger jail facility.
  - 1.1 Library - low priority compared to overall picture of improving existing bldgs and city image.
  - 1.1 I absolutely disagree with a branch library west of 146. It's simply not that far to drive to the existing library.
  - 1 Is very good
  - 1.1 OK
  - 2 Good use of the 200 acres available at this time.
  - 1.2 OK
  - 1.2 expansion of library parking study should be studied in conjunction with 1.1 branch library.
  - 1.2 Fine if needed
  - 1.2 Don't need more parking - the few times excess parking is needed - can walk from other parking areas close by.
  - 1.2 No additional parking is required for Moore Mem. Library.
  - 1.3 OK
  - 1.3 Fine if economically feasible

- > 1.4 Must be cost effective
- > 1.4 I agree with Lowry Center expansion.
- > 1.4 OK
- > 1.5 No use, disagree with
- > 1.5 Nessler Center use will not decline very much after convention center is completed.
- > 1.5 A noble idea to convert Nessler Center for handicapped services, etc., however, not a good idea due to the fact that build heavily used by many groups other than meetings, example sr. citizens; birthday parties, wedding receptions; cub scout, etc. look at bookings with Don Burns secretary to see how useful this main-stay bldg presently is - we need it!
- > 1.6 Study Pasadena's handicap and physical fitness center. Understand it is underused. Like the idea of a facilitator's study for uses prior to any changes.
- > 1.6 OK
- > 1.7 OK
- > 1.7 Excellent idea. Should be a high priority. Use for training of mental/physical handicapped persons.
- > 1.7 The times I have been in the center it has been well staffed and of children. I feel it is a very important part of the city as it is.
- > 1.7 Sanders Center can be used the way it is:
  1. Pool has to be secure.
  2. Baseball fields well lighted.
  3. Access to tennis equip.
  4. Equip at gym for use -- weight lift, basketball, etc.
- > 1.7 The Sanders Center uses should increase due to the increased police patrol in the area and the new Drug Education Center located in the area coordinated by the housing authority and the Texas City police dept.
- > 1.7 Comments should be sought from persons that use Sanders Center so that they may have input as to the use need. Also a detailed study should be made with a body of evidence to warrant changing Sanders Center from its current purpose.
- > 2 Good idea
- > 2 I feel that a new police station should be built near M.O.M. Current station be used as sub-station.
- > 2 OK

<b>Goal E3</b>	<b>cultural, recreational and park facilities/activities for residents and visitors of all age groups and the physically/mentally challenged</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>City</u> develop a needs assessment based upon recommendations from already established advisory committees with report to be presented to the city commission <u>by April 1992</u>, targeting new park areas and facilities, establishment of outdoor amphitheater, and modifications of existing park areas/facilities for multi-purpose use.</li> <li>2. City establish a committee composed of spokespersons from appropriate advisory committees, Chamber of Commerce, and convention and visitors bureau to develop a plan of action for the activities for promotion of Texas City.</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- <i>Problem with multi-use is that the seasons over lap.</i></li> <li>- <i>1 OK</i></li> <li>- <i>2 OK</i></li> </ul>

<b>Goal E4</b>	<b>quality educational facilities and programs</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Action is currently being taken to present a bond issue to the voters to upgrade the existing and to replace two elementary schools with new buildings. Continue to encourage the cooperation/rapport that now exists between the city and the T.C.I.S.D.</li> <li>2. Strive to establish better communications to convey the educational needs of our citizens to the administration of the College of the Mainland.</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- <i>Keep Texas City as our town. Improve what we have and keep a town of our own. West expansion is necessary but let's keep our city building and schools within the present area.</i></li> <li>- <i>1 OK</i></li> <li>- <i>2 OK</i></li> <li>- <i>Need community environmental and wildlife education facility.</i></li> <li>- <i>Must consider that there are five school districts in the City of Texas City. They should be considered and asked if they need assistance.</i></li> <li>- <i>Who will do this?</i></li> <li>- <i>We need the help of the city of TC and commissioners and mayor to sale a bond issue of the TCISD to the general public.</i></li> <li>- <i>1 Need to consider adding more allied courses and other courses, to expand the College of the Mainland as a whole.</i></li> <li>- <i>2 Elect a person to represent college/city/comm.</i></li> </ul>

- > *Need more elaboration on how city - school and college can work together -- cooperate on efforts; recreation facilities; library; meeting facilities; transportation.*
- > *After the first 2 goals were presented I noticed that a lot of comments were presented as though there had been a lot of study done on these goals and I hope they eventually realize that this was done in one day and hopefully later on there will be committees to do a study on different strategies for more details.*

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**GOAL F - Improved accessibility, traffic flow and safety**


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<b>Goal F1</b>	<b>Needed new major thoroughfares</b>
<b>Goal F1.1</b>	<b>better north-south accessibility across the E. F. Lowry Freeway</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>City and the Tx Hwy Dept</u> include an overpass at Willow Drive <u>in next fiscal year budget</u></li> <li>2. <u>City Traffic Dept in cooperation with the RR</u> provide access to frontage businesses from Hwy 3 to service roads especially on east side of RR <u>by April 92</u></li> <li>3. <u>The Tx Hwy Dept</u> provide for exits from E. F. Lowry Freeway between Johnny Palmer and Hwy 45 <u>in the next fiscal year budget</u></li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- <i>All strategies in this goal are of great importance, were well thought out and based on experience.</i></li> <li>- <i>All these strategies need approval from Texas High Dept.</i></li> <li>- <i>1 - in progress</i></li> <li>- <i>2 - OK</i></li> <li>- <i>3 - OK</i></li> <li>- <i>Very good idea about access to business; better access roads are needed.</i></li> <li>- <i>Major problem with access from E.F. Lowry Expressway to Hwy 3 and businesses: apartments along EFL expressway - needs high priority from Housing Dept.</i></li> <li>- <i>Provide machine entrance off Palmer parking lot lanes.</i></li> <li>- <i>Great goals all needed. Who's going to pay?</i></li> <li>- <i>No signs</i></li> <li>- <i>Additional sidewalks needed, addition to Palmer Hwy - special emphasis should be given to Memorial Dr. area and all of Monticello area leading to College of Mainland.</i></li> <li>- <i>Why not make service roads along E. L. Expressway two-way traffic?</i></li> </ul>
<b>Goal F1.2</b>	<b>Loop 197N extended westward to Mall of Mainland via Johnny Palmer Road and possibly FM 2004</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>City</u> complete a feasibility study <u>as soon as possible</u></li> <li>2. <u>City</u> determine route <u>as soon as possible</u></li> <li>3. <u>City</u> provide financing (bond issue; tax money) <u>as soon as possible</u></li> <li>4. <u>City</u> complete construction <u>by 12/31/94</u></li> </ol>

- Comments**
- Strongly agree.
  - Good
  - That hwy is needed. Look into making feeder road two-way street from 146 to Hwy 3.

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**Goal F2**    new major arteries for emergency use (see Goals F4 and F5).

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**Goal F3**    community-wide public transportation, including bus and ferry service

- Strategies**
1. The Texas Hwy Dept provide ferry service between Bolivar and TC by May 1994
  2. the TC permit department improve taxi regulations to attain better service by April 1992
  3. the City of TC or private enterprise provide city bus service when rider surveys show support for such a system

- Comments**
- Not feasible
  - Cost prohibitive - public transportation
  - Ferry Service - problems with traffic through town and dike road.
  - Suggest bus service be provided through private enterprise, or group efforts churches, senior citizens, etc.
  - Baystreet Mall public transportation system needs to be addressed. It is a mistake to not address it.
  - Study on Galveston Bolivar Ferry for point of origination and destination.
  - The dike does not have enough right-of-way to support a ferry service.
  - Should check with residents of the area serviced by ferry. Have them join in the request.
  - 2 Good idea
  - 3 Need to emphasize study for Bolivar-TC ferry service. This is a good thought for future goals.
  - 3 Disagree with a ferry from the dike to Bolivar; stay on this side of the bay.
  - Bus service is very important. But ferry service is not feasible.
  - 2 Don't want ferry, too much traffic would be on dike.

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<b>Goal F4</b>	<b>a coordinated, community-wide safety and emergency response network</b>
	Safety and emergency network is already in effect with the local emergency planning committee.
<b>Strategy</b>	1. Appoint a task force to work with this group to determine if all possibilities are covered adequately and determine if there are any shortcomings.
<b>Comments</b>	→ <i>Need task force</i>

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<b>Goal F5</b>	<b>improved access to hospitals</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>the City of Texas City, Telephone Company, Hospital P.R., and Galveston County</u> distribute public information as to location of hospitals and best roads to emergency entrances (e.g., better highway signs) <u>ASAP for each entity or fiscal year</u></li> <li>2. Complete North-South access across E. F. Lowry Freeway (see Goal F1.1)</li> <li>3. <u>the City of TC</u> build a new rear access to Mainland Center Hospital from west and south of the Monticello area <u>by April 1992</u></li> <li>4. <u>the City in coordination with Highway Dept. and Railroad</u> complete construction of a road crossing over R.R. tracks in area of Mainland Center Hospital, including a study to determine best location for access to hospital from area east of Oak Street <u>by 12/31/92.</u></li> </ol>
<b>Comments</b>	→ <i>None needed</i>

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<b>Goal F6</b>	<b>needed additional sidewalks</b>
<b>Goal F6.1</b>	<b>improved vehicular/pedestrian circulation along Palmer Hwy and other main streets</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>The City</u> improve access to schools in residential areas, including better accessibility across 9th Avenue North for pedestrian traffic at or near Texas City High School, <u>whenever the budget permits.</u></li> <li>2. Sidewalks are inadvisable over off-street parking on Palmer.</li> </ol>

- Comments**
- *Comment from this committee about side walks over driveways into businesses but the sidewalks would tie into drives (elevator-wise) not be poured over the top of drives.*
  - *Provide revised build back lines for sidewalks allowing them to be built to the curb line onto street right of way. This allows less maintenance and quicker access from street side. Safety factor according to national safety council is insignificant within 3 ft.*
  - *Improve ramps going into business along Palmer. Drive way ramps are at a sharp angle - cars slow down to enter. Increase slope so cars can enter faster and safer.*
  - *Ordinances should address sidewalks in commercial areas so new developments could avoid the situation like that on Palmer where sidewalks are difficult to install.*
  - *1 - OK*
  - *Pedestrian traffic in streets where hazardous conditions prevail should also include areas such as area near College of the Mainland, should be considered for sidewalks.*
  - *A crossing for the high school student is as important an issue as anyone the Committee has discussed.*
  - *Catwalk for high school over 9th Avenue North would encourage school parking at city hall and library.*
  - *Look at push button light to cross Palmer at High School.*
  - *Install push-button controlled stop lights to provide pedestrian access from high school across 9th Avenue North.*

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**GOAL G - Modern, Adequate Public Utilities**


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<b>Goal G1</b>	<b>flood control and drainage facilities, especially for problem areas streets</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>The City Public Works Department</u> to identify, budget, survey and design corrective plans for all program areas and begin corrective action <u>by January 1993</u>.</li> <li>2. <u>The City Commission</u> to enact development ordinance (<u>after completion of a Regional Drainage Plan</u>) to control drainage designs and criteria for new developments, including such items as Greenbelts and Detention Ponds.</li> <li>3. <u>Public Works Department</u> to establish a maintenance program in conjunction with Drainage Districts and County for scheduled maintenance of facilities.</li> <li>4. <u>City</u> to develop a regional Drainage Plan investigating the feasibility of additional pump stations <u>by January 1993</u>.</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>- 1 OK</li> <li>- 2 OK</li> <li>- 3 OK</li> <li>- 4 OK</li> </ul>

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<b>Goal G2</b>	<b>modern sewer system with lines upgraded to meet EPA standards</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>The City Engineering Department</u> to budget and conduct a study to determine needs to comply with EPA standards <u>by January 1993</u>, including additional treatment capacity.</li> <li>2. <u>City Commission</u> to enact ordinance to control design criteria for new sewer line installations and replacement/repair criteria for private service lines.</li> <li>3. <u>The City Engineering Department</u> to <u>schedule an on-going sewer line maintenance and replacement program to begin April 1, 1992</u>.</li> <li>4. <u>City</u> to develop an education program <u>by April 1992</u> to inform the public on their responsibilities for private line maintenance and proper discharge into the sewer system.</li> </ol>

5. The City Engineering Department to design and implement a sewer computer monitoring and control system to equalize surcharges throughout the system.

- Comments**
- > 1 Ok
  - > 2 OK
  - > 3 OK
  - > 4 Waste of time
  - > 5 OK

**Goal G3 modern water systems**

- Strategies**
1. The City Engineering Department to budget and conduct a study to identify the problem areas and implement corrective actions to increase supply storage and pressure by January 1993.
  2. City Commission to enact ordinances to update plumbing code for water conservation and safe drinking water act by April 1992.
  3. Utility Director to schedule an on-going maint. leak detection replacement program for lines and meters to begin April 1, 1992.
  4. City to develop an education program to promote water conservation.

- Comments**
- > 1 OK
  - > 2 OK
  - > 3 OK
  - > 4 OK

**Goal G4 a modern waste-management system (including well-located waste transfer facilities and employing such feasible alternatives as recycling, composting, waste-to-energy, etc.)**

- Strategies**
1. Public Works Department to budget and implement a study to determine future waste disposal options by April 1992.
    - 1) Expand capacity and life of existing landfill.
    - 2) Utilize regional or contract facilities.
    - 3) Utilize other technology such as incineration or composting.
  2. City to implement an education program to promote source reduction and recycling techniques.

3. Public Works Department to investigate and implement various source reduction schemes such as recycling, composting, and waste to energy by July 1993.

**Comments**

- 1 Task Force
- 2 Task Force
- 3 Task Force
- Any incineration for public disposal should be located in north TC not south TC for obvious reasons, the prevailing winds among others. Good time to promote growth and development in N and N.W. sections of our geographic boundaries.
- Do something re recycling; we're falling behind other towns.

## GOAL H - An Efficient, Beneficial and Cost Effective Relationship Between Overlapping Jurisdictions

- Goal H1**      **impact of multiple school districts on community structure**
- Strategies**
1. Request Taxpayers Research Council to conduct a study (using qualified consultants if necessary) of the cost impact, human impact, and results impact of multiple school districts within the corporate limits of Texas City. Fund: tax-deductible contributions to Council. Completion Time: 18 mos.
  2. Have Houston-Galveston Area Council look at the impact of multiple school districts on real estate development and social and ethnic problems (Test scores and completion)--4 year study.
- Comments**
- *Excellent strategies*
  - *Studying the impact of multiple school districts may be a moot point. They are here and it is unlikely that they will change.*
  - *1 OK*
  - *2 OK*
  - *Like "1" better than "2"*
  - *Prefer 1 rather 2*
- 
- Goal H2**      **enhanced communication and coordination between overlapping governmental entities and public utility services**
- Strategy**
1. T.C. mayor to establish group made up of an executive level representative from each governmental entity and public utility service to meet at regular intervals to correlate services to the citizens of Texas City.
- Comments**
- *Should include, but not be exclusive to executive level.*
  - *What would be the purpose? Public utilities are regulated and must abide by approved tariffs. Exactly what communication and coordination are intended?*
  - *Excellent idea. The mayor or members of the commission should be present at every meeting to coordinate.*
  - *Regarding goals H2 and H3: we should have one source permit - construction. To enhance communication and to encourage permitting, a comprehensive hearing on new construction could be held monthly. This would also encourage developers or builders to "one-stop permit" on all new construction with all entities involved; a*

developer must visit utilities, city, schools, drainage district, county, etc. to complete permitting. This one-stop would encourage development.

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<b>Goal H3</b>	<b>ultimate determination of organizational mission to avoid duplication of services</b>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. <u>City of T.C.</u> to request each governmental unit providing services within corporate limits of T.C. to prepare a list of services it renders.</li> <li>2. <u>Mayor of T.C.</u> appoint a citizens committee to review and compare the lists to identify duplications.</li> <li>3. <u>Citizens committee</u> report conclusions to City Commissions for further action.</li> </ol>
<b>Comments</b>	<ul style="list-style-type: none"> <li>→ <i>Excellent strategies</i></li> <li>→ <i>all are very good, a must.</i></li> <li>→ <i>Very good</i></li> <li>→ <i>Good</i></li> <li>→ <i>Very important. This item should be encouraged and nurtured to continue.</i></li> <li>→ <i>Can taxpayer research council do the study rather than committee. They could gather data and sort it out.</i></li> <li>→ <i>Sometimes overlap will cause nothing to be done. Each entity waiting on the other.</i></li> <li>→ <i>Governmental agencies must by law prepare a budget for their expenditures. Surely they plan major expenses and this they must schedule. Surely they could share and coordinate.</i></li> <li>→ <i>2 Identifying and eliminating duplication of services is a good idea.</i></li> </ul>

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**GOAL I - EFFECTIVE PUBLIC SAFETY PROGRAMS \*\***

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- Strategy** Have the city, civic groups, and public and private drug-fighting organizations work together to fight drug related crime through law enforcement, education, rehabilitation, and adequate funding. Immediately the various groups must meet and share plans and avoid overlapping and duplication.
- Comments**
- *Program already in place on drug education. Texas Housing Authority in conjunction with Texas City Police Department has opened 1 office Southside and is in the process of opening the 2nd one on the westside for the Housing Authority residents and community in approx. 2 weeks. Officer Charles Totty is the program coordinator.*
  - *Continue the following programs/activities:*
    - *Crime Stoppers*
    - *Youth at Risk*
    - *DARE (Drug Abuse Resistance)*
    - *Good Neighbor Board*
    - *Business and home surveys by Police Department*
    - *Drug Awareness*
    - *Stranger Awareness (target for younger children)*
    - *Finger Printing (target for younger children)*
    - *Police Department tours of and presentations at schools*
    - *The use of the County Drug Task Force*
  - *Initiate/establish the following:*
    - *a Reserve Auxiliary Police force to increase police effectiveness*
    - *Citizens on Patrol (COP) program*
    - *HEAT (Help Eliminate Auto Theft) program*

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\*\*Although this Goal is covered under Goal C1, and a certain redundancy is created by a second introduction of the subject, this Goal has been added to emphasize the urgency of the actual need.

- *De-Fy-It Drug Prevention program and Crime Stoppers Program in the Texas City School*
  - *Substance Abuse/Counselling Program (a new focus)*
  - *Use of Police Department expertise to explain and identify programs that address Crime problems for various community organizations and groups*
- *Expand the number of Neighborhood Watch organizations*

**Goals**      Coordinate local emergency planning  
                 Innovative risk management projects  
                 Implement city-wide safety program

- Strategies**
1. More emphasis and involvement in the Local Emergency Planning Committee
  2. More emphasis and involvement in the C.A.E.R. committee.
  3. Establish City Safety Committee to design safety policies and procedures.

**SUPPLEMENT**  
**TO**  
**GOALS AND STRATEGIES FOR TEXAS CITY**

**SUPPLEMENT  
TO  
GOALS AND STRATEGIES FOR TEXAS CITY**

**January 29, 1992**

**INTRODUCTION**

On January 29, 1992 approximately fifty members of the Goals 2000 Committee met to review GOALS AND STRATEGIES FOR TEXAS CITY, A REPORT TO THE MAYOR AND CITY COMMISSION, THE CITY OF TEXAS CITY, TEXAS, by the Goals 2000 Committee, dated November, 1991. This Report was accepted by resolution of the City Commission on December 4, 1991, and a copy was mailed to each member of the Committee on that date. On January 21, 1992, a letter announcing the Review meeting was accompanied by a questionnaire, which is attached to this supplement, was to assist in establishing priorities for the Goals and Strategies. It was explained that infrastructure items were not included in the questionnaire because: (a) they must be accomplished for the City to continue to provide adequate services, and (b) priorities for infrastructure items must be set by Mayor/City Commission and Staff taking into consideration manpower, financing and budget variables.

**REVIEW OF THE REPORT**

To provide structure for receiving comments, each of the eight major goals with the sub-goals were read aloud and comments on the goals and related matters were invited. The following additions and comments resulted:

#### Goal F 5 - Improved Access to Hospitals

4. The City in coordination with the Highway Department and railroad companies to complete the construction of a road crossing over railroad tracks in the area of Mainland Center Hospital including a study to determine the best location for access to the hospital from the area east of Oak Street by 12/31/92.

*To this strategy add the comment that a Church has purchased property north of Emmett F. Lowry Expressway and east of Highway 3 that will also need circulation and access that this crossing would provide. Also, information was volunteered that an easement exists for extending the street up the east side of the railroad tracks to intersect 25th Avenue North extension.*

#### Goal H 4 - Coordination - City and Drainage District No. 2

1. *Goal G 1 4 calls for developing a regional drainage plan. This effort should involve careful coordination with Drainage District 2 and establishment of some sort of formal liaison between the entities.*

#### Goal I 1 - A Crime and Drug Free Environment

Explanation: *Although this goal is covered under Goal C, and a certain redundancy is created by a second introduction of the subject, the group felt that the lack of visibility of key words (CRIME and DRUGS) in the principal Goals detracts from the urgency of the actual need; and therefore, artificially lowers priority.*

#### Strategies

"C 1 4. Have the city, civic groups, and public and private drug-fighting organizations work together to fight drug related crime through law enforcement, education, rehabilitation, and adequate funding, immediately the various groups must meet and share plans and avoid overlapping and duplication."

"- 1 program already in place on drug education. Texas City Housing Authority in conjunction with Texas City Police Department have opened one office south side and is in the process of opening the second one on the west side for the Housing Authority residents and

community in approximately 2 weeks. Officer Charles Totty is the program coordinator." (Copied from Goal C-1 comments)

3. continue Crime Stoppers Program
  4. continue Youth at Risk Program
  5. continue D.A.R.E. (Drug Abuse Resistance) Program
  6. continue Good Neighbor Board activities
  7. Business and Home survey programs by Police Department
  8. Drug Awareness Program
  9. Stranger Awareness Program (target for younger children)
  10. Finger Printing Program (target for younger children)
  11. Police Department tours of schools and presentations at schools such as K-9 Unit.
  12. Increase police effectiveness by establishing a Reserve Auxiliary Police force.
  13. Establish a Citizens on Patrol Program (COP)
  14. Establish a H.E.A.T. program (Help Eliminate Auto Thefts)
  15. Expand number of Neighborhood Watch organizations
  16. Establish in Texas City High School the De-Fy-It Drug prevention program and a Crime Stoppers Program.
  17. New Focus - Substance Abuse/Counseling Program
  18. Utilize Police Department's expertise to explain and identify programs that address Crime problems for various community organizations and groups.
-

General Comment Following the Review

A plan that shows which Goals and Strategies will be started first and a schedule for implementation should be established.

PRIORITIES REVIEW

Part I of the questionnaire sent to all members of the Goals 2000 Committee called for ranking the eight major goals to establish priorities. There were 42 questionnaires examined. The following lists the Goals in order of rank as established by the results of the questionnaire. Only key words are used to describe the Goals, for a complete description see the basic report.

<u>Goal</u>	<u>Score</u>	<u>No. 1's</u>	<u>No. 8's</u>
A Local Economy	72	29	1
F Traffic/Safety/Crime * (Goal I Effective Public Safety Programs)	178	3	1
D Housing	181	1	4
C New City Image	184	2	5
G Public Facilities	194	3	1
B Improved Shoreline	226	2	10
E Buildings & Amenities	238	0	7
H Overlapping Jurisdictions	246	0	13

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\* Goal I was not included as a goal at the time of priority ranking process. Since it relates to a portion of Goal F, it could be considered as also ranking equally with Goal F.

Conclusions:

1. Goal A is clearly considered the most important and Goal H is last.
2. Goal F would probably have been a stronger second if the Crime and Drugs issue had been emphasized more. This has been discussed in earlier sections.
3. The difference in score for Goals D, C and G results from "middle rankings"; and therefore, could be considered fairly indecisive in terms of prioritizing.
4. Goals E and H are considered less critical than the remaining Goals.

Part II of the questionnaire lists sixteen selected items to be ranked. These items are ranked against each other and the results of this section are useful in assigning priorities within the group of sixteen; however, caution must be used when comparing them with items that are not included. The major goal ranking in the previous section should be factored into any decision concerning overall priorities. In this table the items are listed in order of the score (sum of all rankings for that particular item); adjoining columns show: a. the number of No. 1 rankings for the item, b. the number of No. 2 through 6 rankings, c. the number of No. 11 through 15 rankings, and d. the number of No. 16 rankings. Of the 42 questionnaires turned in there were seven that did not rank all sixteen items: Item No. 13 received only 38 rankings, No. 7 - 40, and Nos. 1, 6, 9, 14, and 15 - 41, all others

received 42. In the table, items are identified by number corresponding to those shown in the attached questionnaire; however, key words have been included assist in reading the table.

GOAL	SCORE	NO. 1	NO. 2 TO 6	NO. 11 TO 15	NO. 16
No. 1 Light Industry	121	20	17	1	0
No. 3 Port Exp.	229	2	28	6	0
No. 4 Dike etc.	274	2	23	7	0
No. 12 Safety etc.	285	3	17	8	1
No. 2 Civic Center	298	4	18	9	1
No. 7 Plannd Comm.	321	1	12	12	1
No. 10 Cult/Facil.	340	1	16	12	0
No. 16 Tax Incen.	345	2	14	13	4
No. 5 Greenbelts	345	4	11	13	1
No. 8 Senior Citiz.	367	1	9	14	1
No. 11 Transport.	376	1	13	20	0
No. 15 Coord. Ovlaps	381	0	13	18	1
No. 9 Pub. Housing	414	1	10	14	5
No. 14 Mult. Sc. Dist	417	1	10	20	2
No. 6 Hist. Bldgs.	453	0	5	26	2
No. 13 Sidewalks	470	0	2	20	7

By considering the first three columns the following is apparent by inspection:

First Five Items

- No. 1
- No. 2
- No. 12
- No. 3
- No. 4

Second Five Items

- No. 10
- No. 7
- No. 16
- No. 5
- No. 8

Last Six Items

- No. 11
- No. 15
- No. 9
- No. 14
- No. 6
- No. 13

## Conclusions

1. Items concerning light industrial development, a conference / civic center, community safety / emergency response system, port expansion to Shoal Point island, and Dike / Moses Lake development rank high in priority with the group.
2. The items concerning historic buildings and sidewalks rank lower in priority within the group of items rated while the rest of the items fall in between.

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**SECTION III  
THE PLAN**

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**MASTER LAND USE PLAN**

# **MASTER LAND USE PLAN AND POLICIES FOR TEXAS CITY**

## **BACKGROUND**

The updated land use plan, as presented in this section, was formulated by Vernon G. Henry and Associates in conjunction with the City Planning Board, and review by the Zoning Commission, Board of Adjustment and the Goals 2000 Committee through their Chairman. A joint public-information hearing was held on May 4, 1992 with these three groups and the City Commission to provide additional review and citizen input. The final plan was adopted by the City Commission on May 6, 1992.

The City Staff has compiled existing land use data and integrated into the plan.

Texas City has updated and modified its Land Use Plan several times over the years. The previous plan, developed in 1981-82, with the assistance of Texas A&M Department of Urban and Regional Planning has been utilized for the past 10 years in land use and zoning decisions.

## **INTRODUCTION**

**(By Vernon G. Henry & Associates)**

The Land Use plan is an important element of Texas City's ongoing comprehensive planning process. It reflects the goals, objectives, and policies of the community for guiding the long-range physical growth and development of the city. It is a reflection of the invaluable work completed by the citizens of Texas City and their Goals 2000 Committee, the City staff, the Planning Board, the Zoning Commission, and the City Commission.

Land Use Planning is needed to guide growth and development under a general policy framework in which decision making is objective, consistent and efficient. The Land Use Plan addresses very broad areas of concern such as the long-range direction of the City's growth, the concept for residential neighborhoods, the distribution of commercial facilities and higher density housing, and proposed location for business and industrial districts. The Plan is not an ordinance, a body of regulations, or a precise blueprint for the development of Texas City. The specifics of the development process are handled by the Planning Board, the Zoning Commission, and the City

Commission based upon subdivision and zoning regulations, and provisions of the capital improvement and other programs.

Adopting the Land Use Plan does not mean that the goals, objectives, and policies of Texas City are permanent and unchangeable. The plan must be flexible. As the community continues to evolve and new issues emerge, Texas City will have to adjust its physical growth and development guidelines accordingly. Consequently, the Plan must be reviewed periodically if it is to remain current and reflect updated goals, objectives and policies.

## EXISTING LAND USE

The existing land use conditions for Texas City have been chronicled and are provided in this section. The information compiled was provided from previous reports and through coordination with City Staff. This information is current and reflects the existing condition as documented during the formulation of this report.

The documentation of existing land use provides a better understanding of past development practices by both public and private interest. The land use classification for this section were residential, commercial, industrial, public and quasi-public, agricultural or vacant. (*Reference Table 13*)

The City's pattern of development has been restricted and directed by the natural and man-made constraints, that were cited earlier in Section 1 of this report. The near sea elevation in conjunction with the man made constraints, also influence the amount of development in Texas City since a minimum elevation of seven feet above sea level for clearance is required before the issuance of a building permit. Other significant constraints to development are the location of existing pipelines which transverse many sections of the city; the expansive industrial complex south of the city center; and the municipal boundary of La Marque to the southwest.

Three-fourths of the land within the corporate city limits is undeveloped. A summary of land uses with percentage of total incorporate area is provided. (*Reference Table 14*)

Of the total developed area in Texas City, industry is the most prevalent. conversely, this is in contrast to the established pattern of most cities where single family residential land use is normally the dominant land use. Also, this land use reconnaissance has observed that there is a small percentage of land devoted to multifamily housing in Texas City. (*Reference Table 15*)

**LAND USE CLASSIFICATION CATEGORIES IN  
TEXAS CITY**

LAND USE	
<b>Residential</b>	Single-Family Detached Single-Family Attached Duplex Apartment Townhome Condominiums Mobile Home
<b>Commercial</b>	Retail Stores Offices Personal Services Garages-Service Stations
<b>Industrial</b>	Warehouses Refineries Processing and Fabricating Mineral Extraction
<b>Public and Quasi-Public</b>	Government Services Schools Police and Fire Stations Parks Churches Cemeteries Hospitals
<b>Transportation</b>	Streets Highways Railroad Rights-of-Way Parking Lots Alleys
<b>Agricultural</b>	Crop Cultivation Livestock Grazing

Table 13

Texas City's street layout is characterized by a gridiron pattern throughout the central business district (CBD) and the surrounding residential and commercial areas. Recently developed residential areas are now designed with curvilinear streets and cul-de-sacs. Aside from the previously mentioned topographic and made-made constraints, activity modes and strip development have influenced development in Texas City.

PERCENTAGE OF LAND USES	
CATEGORY	PERCENTAGE OF TOTAL LAND
Single Family	8.7%
Multi-Family	0.4%
Commercial	2.2%
Industrial	12.9%
Education	1.1%
Open Space	1.2%
Undeveloped	73.4%

Table 14

PERCENTAGE OF DEVELOPED LAND USES	
CATEGORY	PERCENTAGE OF TOTAL DEVELOPED AREA
Single Family	32.8%
Multi-Family	1.4%
Commercial	8.2%
Industrial	48.7%
Education	4.2%
Open Space	4.5%

Table 15

Though it was once a major activity area, the former Central Business District (CBD) specifically, along 6th Street and Texas Avenue, is no longer a major commercial activity center of the city. Commercial expansion has occurred along the city's major east-west arterial, E.F. Lowry Expressway (FM 1764), Texas Avenue (FM 1765) and 25th Avenue North (Loop 197). As a result, the former CBD has lost much of its attractiveness for commercial activities. The existing area along 6th Street and Texas Avenue has little economic activity. It is an area in transition and is targeted for revitalization strategies to recreate viable land use and economic activities. The proposed

revitalization will consider land uses such as museums, governmental facilities, senior citizen apartments and nursing homes and light industry. E.F. Lowry Expressway - Palmer Highway is characterized by typical strip development consisting of retail stores, financial institutions, services stations, and restaurants. City Hall, Galveston County Hospital, College of the Mainland, Mall of the Mainland and the Mainland Crossing Mall are also located along E.F. Lowry Expressway which connects with Interstate 45. Commercial strip development has also occurred along Texas Avenue which divides Texas City and La Marque. To a lesser extent, commercial activities have developed along 25th Avenue North. Most of these uses consist of smaller retail stores and service stations; however, these uses are in contrast with adjacent residential areas.

Growth is expected to continue in a northwestward direction towards Interstate 45, primarily along and to the north of 1764. Single family residential development will likely be the dominant land use in this area; however, development of multi-family housing will also depend on future land uses policies adopted by the city.

# THE MASTER LAND USE PLAN

## *Texas City's Goal Statements*

As detailed in the final report of the Goals 2000 Committee, Texas City has nine broad-based goals"

- |        |   |
|--------|---|
| Goal A | A Health, Diversified Local Economy   |
| Goal B | An Improved Shoreline and Vicinity  |
| Goal C | A New Image Projecting An Improved City Attractiveness                                    |
| Goal D | Adequate, Affordable Housing for all Income Levels  |
| Goal E | Functional, Attractive Public Buildings and Amenities                                     |
| Goal F | Improved Accessibility, Traffic Flow and Safety   |
| Goal G | Modern Adequate Public Facilities   |
| Goal H | An Efficient Beneficial and Cost Effective Relationship Between Overlapping Jurisdictions |
| Goal I | A Crime and Drug Free Environment   |

## *Planning Approach*

Keeping in mind the broad perspective of an effective land use plan, it is important that the plan be flexible in guiding, but not dictating, a community's growth and development. To suggest specific land uses for every parcel and tract throughout the City would undermine the land development process and the increasingly greater level of detail required for decision making at each subsequent step of the process. Plus, such a plan would have inadequate room for adjustment and thus, require constant updating.

The Land Use Plan for Texas City purposefully does not pinpoint precise districts throughout the City with exact land uses, but instead maintains the broad perspective by identifying ten generalized types of land use areas. The ten land use types address the City's overall planning concerns and stated goals. They also recognize the City's natural and man-made physical constraints that will influence it's growth and development.

The ten types of areas identified in the Land Use Plan for Texas City are as follows:

Established Neighborhoods are the built-up areas of the City which are generally characterized by satisfactory structural housing conditions and neighborhoods mostly free from blighting influences such as mixed land use patterns, abandoned buildings, and street layouts inappropriate for residential development. These predominantly residential neighborhoods many include some undeveloped tracts which should also become residential. Any proposed nonresidential development should be limited, carefully reviewed, and only adjacent to designated major thoroughfares and/or activity corridors. Zoning and capital improvements policies should protect and enhance established neighborhoods.

Neighborhood Growth Areas are intended to accommodate Texas City's needs for new residential neighborhoods and related shopping areas and community facilities for the foreseeable future. Community facilities may include parks, schools, libraries, fire stations, and recreation centers. Development of neighborhood growth areas in general accordance with the Neighborhood Unit Concept allows for a diversity of housing types and convenient access to community facilities and retail centers while still identifying and protecting single-family residential areas from intrusions of incompatible land uses and heavy vehicular traffic.

Waterfront Conservation & Recreation Areas are wetlands, flood plains, limited uplands and other areas of natural beauty adjacent to Gavlestone Bay, Moses lake, Dollar Bay, and Moses and Dickinson Bayous. These areas are, for the most part, not developable due to environmental considerations or flooding potential or because it is not economically feasible for either the City or private developers to provide the necessary access or infrastructure. they will remain primarily as open spaces. Federally defined wetlands should be identified and protected. Flood plains and uplands should be utilized for passive and active part and recreation uses. However, some upland, non-wetland areas may be suitable for limited recreational and tourism type uses including marinas, restaurants, hotels, and related retail.

Activity Corridors parallel freeways and highways with higher intensity land uses. These uses are primarily region-serving and include malls, commercial and open display retailing, wholesale distributing and warehousing operations, restricted light industry, business offices, hotels and motels, and higher density residential development. The depths of these corridors may vary slightly on either side of the freeway or highway dependent upon specific types of land uses. The intensity of development should decrease in proportion to the distance from the freeway or highway.

Revitalization Corridors are the areas of Texas City where prompt action is needed to prevent or reverse deterioration, specifically along Texas Avenue and 6th Street. These corridors are characterized by dilapidated structures, fair to poor housing conditions, incompatible mixture of land

uses and declining numbers of housing units and small businesses. Recommended approaches to conserving and revitalizing these areas are discussed in the "Goals and Strategies for Texas City" report prepared by the Goals 2000 Committee.

Business and Light Industrial Growth Areas should consist of a combination of office and mixed commercial uses, research and development facilities, and light industrial plants in coordinated, master planned campus-like settings. Interdependent and complimentary businesses and industries are ideal for these areas. The business and light industrial growth areas shown on the Plan are well served by existing freeways, thoroughfares, and major railways. A number of pipelines are also located in these areas. Planning for the types of uses identified herein can be more easily accommodated with the existing pipelines and other physical conditions.

Industrial Areas provide for intensive industrial, manufacturing and maritime-related uses located nonadjacent to residential neighborhoods. Future expansion of heavy industrial uses should be limited to Shoal Point, the ship channel district and remaining undeveloped lands to the south of the existing petrochemical facilities.

Industrial Buffer Located parallel with and adjacent to the south side of Texas Avenue, the industrial buffer will provide a greenbelt between the industrial facilities to the south and the residential areas to the north of Texas Avenue. It is intended that this greenbelt through berming and landscaping become an effective screen of the industrial area. Ongoing public and private sector effects to abandon existing right-of-ways, acquire properties, and remove undesired structures will continue.

Public / Institutional Areas include major government, educational, and medical facilities located throughout the City.

Growth Reserves are recommended as long term expansion areas of the city that could not be economically served with City utilities in the foreseeable future. These areas are also beyond the limits of the existing hurricane protection levee. Development should be directed away from these reserves and into recognized activity corridors and neighborhood growth areas. Any interim uses should be monitored to avoid threatening Texas City's long-term growth prospects.

### *Neighborhood Unit Concept*

The principal building block of Texas City under the Land Use Plan is the Neighborhood Unit. An individual neighborhood unit is approximately one to two square miles in area and is bound

by six-lane major thoroughfares, natural or manmade features, and/or activity corridors. a neighborhood unit may or may not be rectangular in shape. Several adjoining neighborhood units collectively comprise a community.

Central located within each typical neighborhood should be an area of park and recreational open space sized to meet the needs of the surrounding neighborhood unit. Where justified by school district boundaries and population demographics, this neighborhood center should also contain an elementary school. Lower density residential, primarily single family housing, should encompass the neighborhood center and constitute the most predominant land use within the neighborhood unit. Lower-density residential lots placed along the neighborhood perimeter should not have direct access to adjacent major thoroughfares. Higher density residential uses such as townhomes and apartments are best suited along the periphery and often at major thoroughfare intersections. Retail and office uses should be concentrated at important perimeter intersections, but need not occupy every corner at every major thoroughfare intersection.

Community facilities such as churches, day care centers, middle and upper level schools, larger parks and athletic facilities, libraries, and fire stations may be found in every neighborhood. Because these types of facilities generally serve several neighborhoods, they should be located on the periphery of an individual neighborhood.

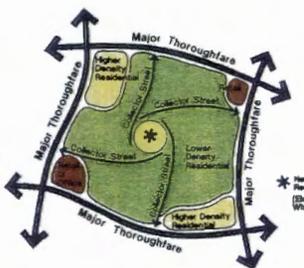
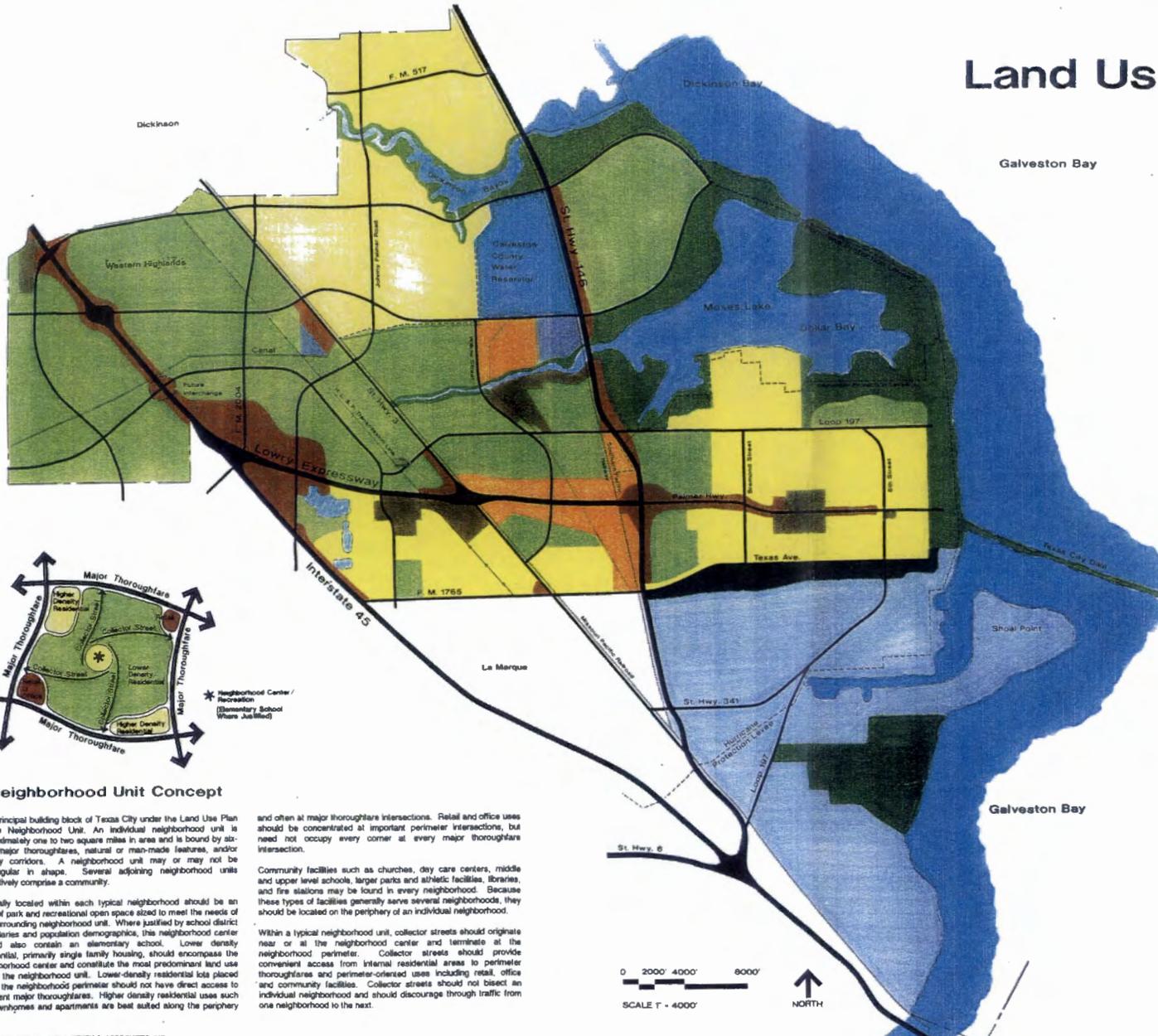
Within a typical neighborhood unit, collector streets should originate near or at the neighborhood center and terminate at the neighborhood perimeter. Collector streets should provide convenient access from internal residential areas to perimeter thoroughfares and perimeter-oriented uses including retail, office and community facilities. Collector streets should not bisect an individual neighborhood and should discourage through traffic from one neighborhood to the next.

The Plan Map - The land use plan map is attached. This is the tool to be utilized in future land use decisions. (*Reference Plate 3*)

# Land Use Plan for Texas City

## Land Use Areas

- 
**Established Neighborhoods** are the built-up areas of the City which are generally characterized by satisfactory structural housing conditions and neighborhoods mostly free from blighting influences such as mixed land use patterns, abandoned buildings, and street layouts inappropriate for residential development. These predominantly residential neighborhoods may include some undeveloped tracts which should also become residential. Any proposed nonresidential development should be limited, carefully reviewed, and only adjacent to designated major thoroughfares and/or activity corridors. Zoning and capital improvement policies should protect and enhance established neighborhoods.
- 
**Neighborhood Growth Areas** are intended to accommodate Texas City's needs for new residential neighborhoods and related shopping areas and community facilities for the foreseeable future. Community facilities may include parks, schools, libraries, fire stations, and recreation centers. Development of neighborhood growth areas in general accordance with the Neighborhood Unit Concept allows for a diversity of housing types and convenient access to community facilities and retail centers while still identifying and protecting single-family residential areas from intrusions of incompatible land uses and heavy vehicular traffic.
- 
**Waterfront Conservation & Recreation Areas** are wetlands, flood plains, limited uplands and other areas of natural beauty adjacent to Galveston Bay, Moses Lake, Dollar Bay, and Moses and Dickinson Bays. These areas are, for the most part, not developable due to environmental considerations or flooding potential or because it is not economically feasible for either the City or private developers to provide the necessary access or infrastructure. They will remain primarily as open spaces. Federally defined wetlands should be identified and protected. Flood plains and uplands should be utilized for passive and active park and recreation uses. However, some upland, non-wetland areas may be suitable for limited recreational and tourism type uses including marinas, restaurants, hotels, and related retail.
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**Activity Corridors** parallel freeways and highways with higher intensity land uses. These uses are primarily region-serving and include malls, commercial and open display retailing, wholesale distributing and warehousing operations, restricted light industry, business offices, hotels and motels, and higher density residential development. The depths of these corridors may vary slightly on either side of the freeway or highway dependent upon specific types of land uses. The intensity of development should decrease in proportion to the distance from the freeway or highway.
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**Revitalization Corridors** are the areas of Texas City where prompt action is needed to prevent or reverse deterioration, specifically along Texas Avenue and 6th Street. These corridors are characterized by dilapidated structures, fair to poor housing conditions, incompatible mixture of land uses and declining numbers of housing units and small businesses. Recommended approaches to conserving and revitalizing these areas are discussed in the "Goals and Strategies for Texas City" report prepared by the Goals 2000 Committee.
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**Industrial Buffer** - Located parallel with and adjacent to the south side of Texas Avenue, the industrial buffer will provide a greenbelt between the industrial facilities to the south and the residential areas to the north of Texas Avenue. It is intended that this greenbelt through baring and landscaping become an effective screen of the industrial area. Ongoing public and private sector efforts to abandon existing right-of-ways, acquire properties, and remove undesired structures will continue.
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**Growth Reserves** are recommended as long term expansion areas of the City that could not be economically served with City utilities in the foreseeable future. These areas are also beyond the limits of the existing hurricane protection levee. Development should be directed away from these reserves and into recognized activity corridors and neighborhood growth areas. Any interim uses should be monitored to avoid threatening Texas City's long-term growth prospects.



### Neighborhood Unit Concept

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**City of Texas City  
Comprehensive Plan  
Goals 2000**

**MASTER THOROUGHFARE PLAN**

# **MASTER THOROUGHFARE PLAN**

## **INTRODUCTION**

The ability of a city to prosper and grow is directly related to its network of transportation facilities.

Texas City is blessed with an abundance of transportation facilities such as the Texas City Ship Channel and deep water port, three major railroads, a local railroad network and 52 miles of Federal and State highways traversing the City, and 250 miles of paved City Streets. The close proximity of Hobby Airport is also a vital link in our transportation system.

Continued planning and improvement of this transportation system is necessary to lead growth of undeveloped regions, improve accessibility for our citizens and insure the economic vitality of the City.

For many years, the City has realized the importance of thoroughfare planning.

A long term goal of the City has been to identify and plan for future thoroughfares and upgrade of existing thoroughfares.

The basis of the current City Thoroughfare Plan is derived from a major transportation study accomplished between 1964 to 1967. This study called the Galveston County Transportation Plan was developed by the County of Galveston, several of the cities within the county including Texas City, and the Texas Highway Department (now called the Texas Department of Transportation). It was a comprehensive 20 year plan which defined guidelines and routing plans for city wide needs. This plan has been updated and revised periodically by the Texas Department of Transportation in their annual thoroughfare and freeway plan review. The City of Texas City has also made two updates to the plan with the most recent in January of 1990.

## **EXISTING ROAD SYSTEM**

The existing road system which consists of a grid of minor residential streets, arterials, and highways is the result of past planning efforts.

The existing roadway system within Texas City is generally classified into four types of categories - these being:

Freeways are devoted entirely to traffic movement and are characterized by some degree of access control. They are multi-lane and divided for the movement of large volumes of traffic at relatively high speeds.

Arterials bring traffic to and from the freeways or expressways and serve those major movements of traffic within or through the city. Their purpose is to provide movement of traffic rather than access. Usual minimum right-of-way width is 100 feet.

Collectors serve to gather traffic from local streets in subdivisions and commercial areas and provide access to the arterials. Minimum right-of-way width varies from 80 to 100 feet.

Local streets provide access to immediately adjacent land. They should be designed to keep speeds relatively low, since they serve residential neighborhoods and sometimes provide for short term parking. A minimum right-of-way width of 60 feet is required.

The following is a list of the freeways, arterials, and collector streets of Texas City.

FREEWAYS	
NAME	LOCATION
I.H. - 45	Western Section
FM 1764 (Emmett F. Lowry Expressway)	I.H. 45 to Hwy. 146 (Stage Development)
HIGHWAYS & ARTERIALS	
NAME	LOCATION
Palmer Highway	Highway 146 to Bay Street
Loop 197 South	Northern Section of city Southern Section of city
FM 1765	I.H. 45 to Bay Street
Highway 146	Central Section
Highway 3	Western Section
FM 519	Southern Section of City
Bay Street	Texas Avenue to 25th Avenue North
6th Street	Texas Avenue to 25th Avenue North
25th Avenue Extension	Highway 146 to Amburn Road
MAJOR COLLECTORS	
NAME	LOCATION
14th Street	Texas Avenue to 25th Avenue North
21st Street	Texas Avenue to 25th Avenue North
29th Street	Texas Avenue to 25th Avenue North
19th Avenue North	25th Street to Bay Street
5th Avenue North	21st Street to Bay Street
5th / 4th Avenue South	Highway 146 to 6th Street
25th Street	5th Avenue South to Moses Lake
9th Street	5th Avenue South to 25th Avenue North
Vauthier Road	FM 1765 to Monticello Drive
Carver Avenue	Vauthier Road to Bell Street
Amburn Road	FM 1765 to E.F. Lowry Expressway
Dike Road	Bay Street to East end Dike

Table 16

## Traffic Volumes

Traffic volumes on existing city streets and highways are periodically recorded by the Texas Department of Transportation and the City Traffic Department. A one day (weekday) spot check of various roads and highways in our area indicate the following high traffic volumes. (Reference Table 17)

TRAFFIC VOLUMES	
Galveston Causeway	51,020 Vehicles
I-45 North of FM 1764	49,910 Vehicles
Palmer	27,640 Vehicles
Emmett F. Lowry Expressway	25,970 Vehicles
FM 1764 (East of Highway 146)	20,410 Vehicles
Highway 146	13,620 Vehicles
Loop 197 South	10,980 Vehicles
Loop 197 North	10,320 Vehicles

Table 17

A traffic count map of several streets and highways throughout the City and surrounding areas is included. (Reference Plate 4)

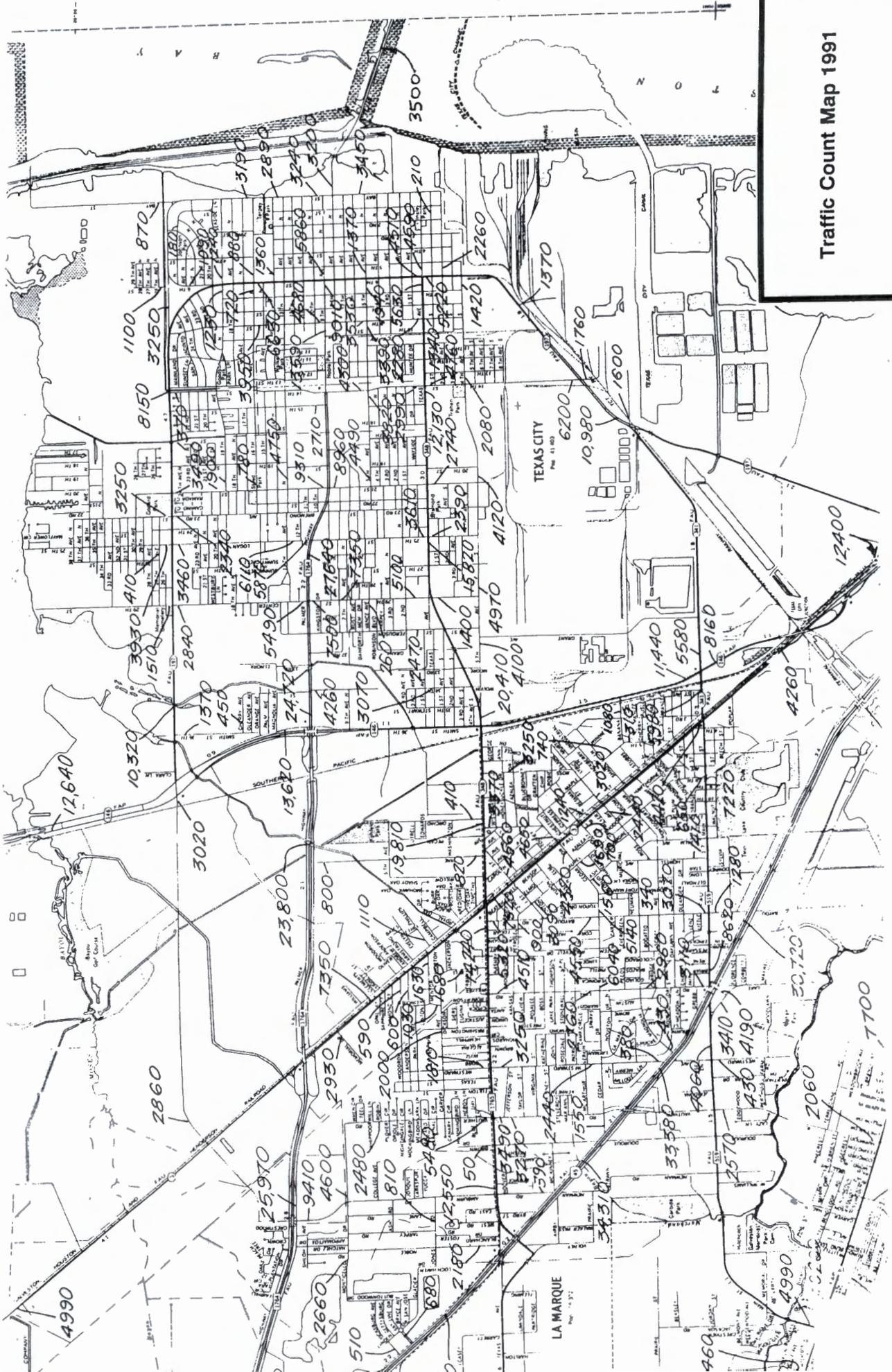
## PROPOSED THOROUGHFARE PLAN

### General

A Master Thoroughfare Plan is necessary to adequately plan for future growth and development of the City as future land use and development is directly related to the availability and adequacy of highways and roads.

The thoroughfare plan sets forth routing alignments and design criteria for future roadway improvements and extensions necessary for development of the City into the 20th Century.

As with the Land Use Plan, the Thoroughfare Plan is only a guideline for future transportation alignments and standards. The plan should be periodically revised and modified to meet current conditions and latest information on development and land use trends. This proposed plan is actually an update to the existing thoroughfare plan incorporating current information.



Traffic Count Map 1991

**Design Features**

This section provides design features for thoroughfare development including roadway cross-sections, geometric design standards, median designs and driveway standards and other features such as landscaping, sidewalks, hike and bike path aesthetics. The ability of a roadway to serve traffic efficiently, comfortably and safely is influenced by design features of the roadway.

RECOMMENDED GEOMETRIC DESIGN STANDARDS THOROUGHFARE MASTER PLAN	
	DESIRABLE
DESIGN SPEED (MPH) Arterials Collectors	50 30 to 40
MAXIMUM HORIZONTAL CURVATURE Arterials (Degrees) Collectors	5 8
INTERSECTION CURB RADII (FEET) Arterials Collectors	30 to 50 30
WIDTH OF TRAVEL LANES (FEET) Arterials Collectors	12 12
PAVEMENT CROSS SLOPE Arterials Collectors	1/4" per 1 foot 1/4" per 1 foot
PAVEMENT MATERIAL Arterials Rural Collectors Rural Arterials Urban Collectors Urban	Asphalt Asphalt Concrete Concrete
NUMBER OF LANES AND PAVEMENT SECTIONS Arterials Collector	See Plate 7 and 8

Table 18

**Grade Separations**

Proposed Grade separations are indicated at the intersections of major arterials with State Highways. The necessity of a grade separation in lieu of an "at grade" intersection depends greatly on traffic volumes. These points can not be correctly identified without further detailed traffic studies and projections.

An urban type grade separation sometimes referred as a "diamond interchange" provides better traffic movement. It usually consists of the overpass on the main thoroughfare with "U" turn lanes and signalized intersections on the secondary thoroughfare.

A rural type grade separation sometimes referred to as a "clover leaf interchange" consists of the overpass on the secondary thoroughfare and off-ramps from the major thoroughfare to access the overpass. These type intersections are generally less expensive than urban type and are adequate for low traffic volumes on the secondary thoroughfare.

### *Driveway Access*

The geometry of drives and private road access to thoroughfares affects the capacity and safety of the motorists. Current city driveway codes should be upgraded to provide better access control such as maximum and minimum driveway widths, radius returns, and distance from intersections. The following Plate 5 illustrates several recommended criteria.

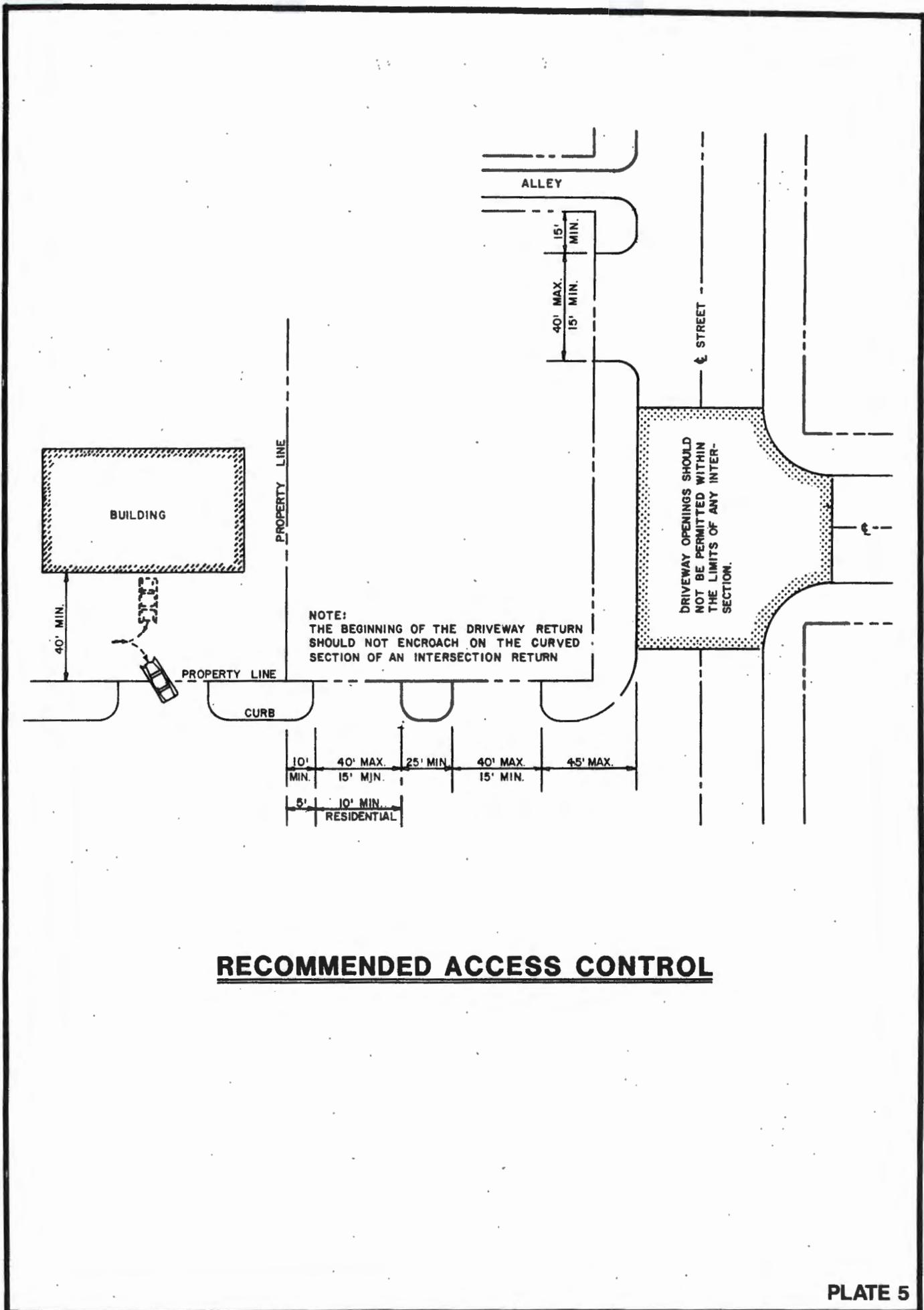
### *Medians*

The major urban arterials will normally consist of curb and gutter design with raised center medians. The medians should be minimum 20 feet in width where possible to provide turning movements, protected crossings and locations for landscaping. This also provides a safety separation buffer between opposite movement traffic lanes. A major factor in the design of median space is the frequency of median openings to allow for turn movements. From a practical standpoint the openings should be provided at dedicated street intersections provided such intersections are at least 300 feet apart. (*Reference Plate 6*)

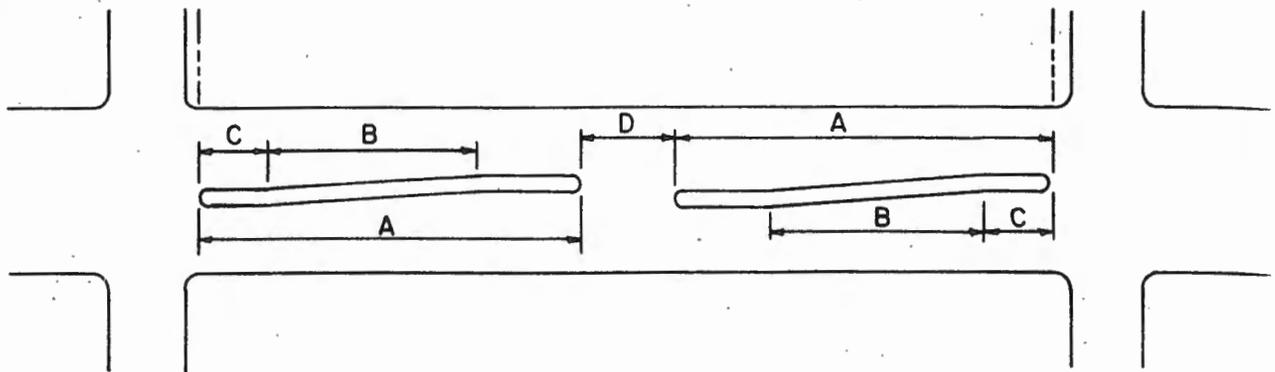
### *Sidewalks / Hike & Bike Trails*

The safe movement of pedestrians along and across thoroughfares must be evaluated in the design of the thoroughfare system. Adequate space between curbs and right-of-way lines should be maintained to allow for 4 feet wide concrete sidewalks. Each intersection should provide curb cuts for handicap access ramps at pedestrian crossings.

Satisfying the need for bicyclists will require consideration. Allocation of space for bicycles will generally require greater pavement width. Hike & Bike trails within the parks and greenbelt will sometimes parallel, cross, or coincide with thoroughfare right-of-ways. Adequate space and safety considerations in the thoroughfare plan should be made to provide for these additional facilities.



**RECOMMENDED ACCESS CONTROL**



MEDIAN SPACING

SPEED (MPH)	SPACING (A)		TAPER (B)	
	MIN.	DESIRABLE	MIN.	DESIRABLE
40	350'	500'	200'	300'
45	400'	550'	250'	350'
50	475'	625'	325'	425'
55	550'	700'	400'	500'

MINIMUM LENGTH OF C IS 100 FEET  
 D IS INTERSECTING STREET WIDTH  
 PLUS 8', OR 45' WHICHEVER IS  
 GREATER.

**RECOMMENDED MEDIAN DESIGN STANDARDS**

## *Aesthetics*

Design of thoroughfares should incorporate aesthetic elements. Implementing a street tree and landscape planting program can soften the hard looks of concrete pavement. Curvilinear sidewalks can also be used along with landscaping in the right-of-way adjacent to roadways to soften hard edges. Where raised medians exist, streetscape elements can be utilized such as landscaping, safety and ornamental street lights, retaining walls, and permeable pavers.

## *Thoroughfare Descriptions*

The purpose of the Master Thoroughfare Plan for Texas City identifies three type of roadways. The classifications are as follows:

### Highway Improvements

Arterials

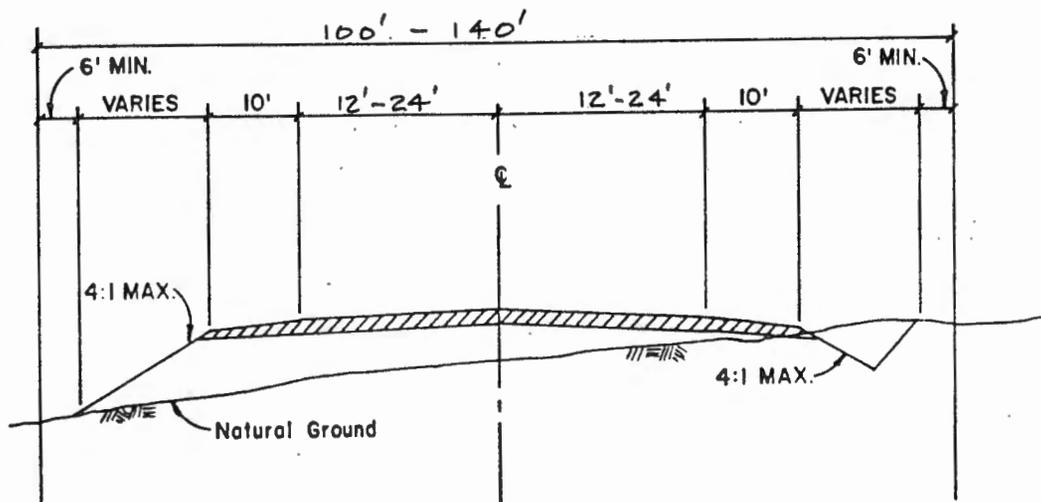
Collectors

Highway improvements consist of all Texas Department of Transportation controlled highways which have been identified for future construction. Many of these highway improvements are scheduled for construction in the next five years. Others are only in the initial planning and feasibility stages.

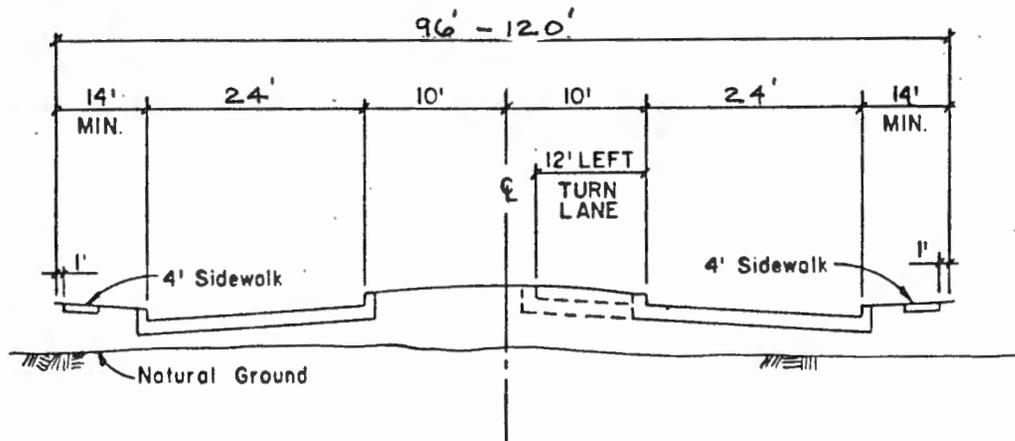
The other two types of identified thoroughfares, arterial and collectors, cover a wide range of widths and designs based on anticipated traffic volumes and other factors. Typical sections of proposed thoroughfares are shown in Plates 7 and 8.

The total system of thoroughfares identified on the plan are based on four need categories.

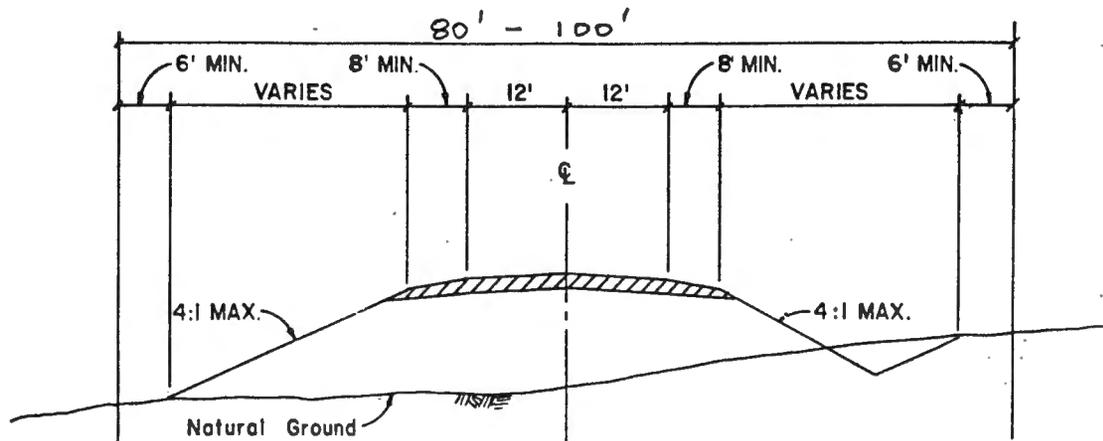
1. Those thoroughfares necessary for major upgrade or expansion of existing roadways due to deteriorated conditions and/or need to add capacity due to increased traffic demands.
2. Those thoroughfares necessary for extensions of existing roads in order to close gaps and improve circulation within the current roadway system.
3. Those thoroughfares necessary for future traffic and access demands in the presently undeveloped areas.



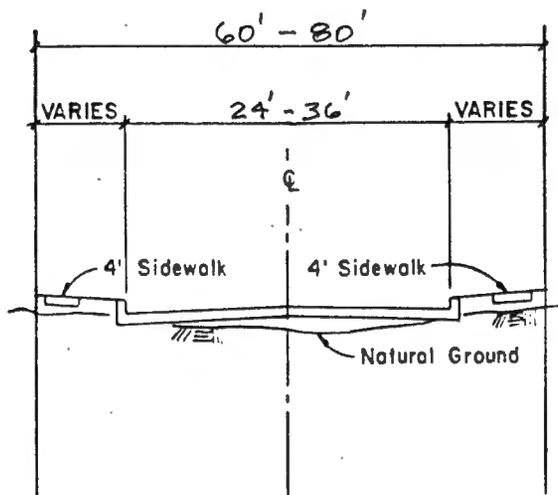
**RURAL ARTERIAL**



**URBAN ARTERIAL**



**RURAL COLLECTOR**



**URBAN COLLECTOR**

4. The Texas Department of Transportation highway system improvements required to move high traffic volumes into and out of the City.

A general description of the thoroughfares based on need categories are listed below:

I. Upgrade And/Or Added Capacity Roadways

- 5th Avenue South (Highway 146 to 14th Street)
- Humble Camp Road (Industrial Road to Wetzel Road)
- Johnny Palmer Road (Interstate 45 to Highway 3)
- 25th Avenue North Extension (Highway 146 to Highway 3) Upgrade and adoption by Texas Department of Transportation
- Dike Road (Bay Street to Bay Point - East Tip of Dike)

II. Extensions of Existing Roads to "Close Gaps" and Improve Traffic Circulation

- Completion and Extension of 5th Avenue North (31st Street to Willow Street)
- 16th Avenue North (31st Street or 32nd Street to Highway 146)
- Willow Street Extension (5th Avenue North to Emmett F. Lowry). The original plans indicated this major North-South artery would be Pine Street, however, due to geographic constraints the Texas Department of Transportation requested Willow as the alternate route.
- Interconnect between Oak Street and the new Willow Street alignment. This interconnect will also provide East Texas City - West Texas City corridor link by way of 5th Avenue North providing better access from the Oak Street neighborhoods to Emmett F. Lowry Expressway and to Highway 146.
- Additional Highway 3 to Oak Street railroad crossing. At present Mentor is the only railroad cross over between FM 1765 and 1764. This additional connector should be in the vicinity of FM 1764 and Memorial Drive.
- Vauthier Extension to FM 1764
- Monticello Extended to Interstate 45
- Linden Street extended to Johnny Palmer Road

III. Thoroughfares for future traffic and access demands in presently undeveloped areas

- 33rd or 32nd Street (from Palmer Hwy. to Loop 197 North)
- Willow Street (From Emmett F. Lowry to Industrial Road)
- Johnny Palmer (Moses Bayou to North of Dickinson Bayou)
- Amburn Road Extension (North End Amburn Road to West of I-45)
- Shoal Point Access Road
- Holland Road (Interstate 45 to Highway 146)
- Hughes Road (Interstate 45 to FM 1764)
- Hughes/Humble Camp Road (Interstate 45 to Galveston County Reservoir)
- 25th Avenue North Extension Phase 2 (Amburn Road to FM 2004)
- Cherry Street (Highway 146 to Highway 3)

IV. Planned Highway Improvements. Highway Improvements are studied, planned and prioritized by the Texas Department of Transportation and Houston-Galveston Area Council. Those improvements in the Texas City area scheduled over the next five years are identified as follows:

- |  |              |
|--|--------------|
| ■ State Highway 3 (FM 646 to FM 1764)<br>Widen to 4-Lane Divided   | \$16 Million |
| ■ FM 1764 - Willow Street Overpass<br>Construct Diamond Interchange  | \$6 Million  |
| ■ Highway 146 (.7 mi.)<br>(FM 519 to South of Texas City Terminal Railway<br>Main Line Track) Construct New Overpass<br>over Texas City Terminal Railway Tracks. | 7.5 Million  |
| ■ FM 517 - Widen to 4-Lane Divided Curb & Gutter<br>(FM 3436 to FM 646)  | \$16 Million |
| ■ FM 1764 (State Highway 6 to Interstate 45)<br>Widen From 2 to 4 Lanes Divided  | \$12 Million |

The following three projects are scheduled for study and/or design over the next five years:

- |    |  |   |
|----|--|---|
| 1. | State Highway 99 - Grand Parkway<br>(State Highway 146 to Interstate 45)<br>Future Road      | \$1 Million<br>Design & Studies                   |
| 2. | State Highway 146 - Corridor<br>(Interstate 45 to Interstate 10)<br>Future Widening          | \$1.45 Million<br>Feasibility Studies & Schematic |
| 3. | Loop 197 North<br>(Highway 146 to 19th Avenue North)<br>Future Widening with Curb and Gutter | \$100,000<br>Engineering Design                   |

A goal of the City is to encourage and lobby for State participation and/or adoption of certain other roadway projects. This list includes such projects as:

- 25th Avenue Extension from Highway 146 to FM 2004. The section from Highway 146 to Highway 3 would require upgrade to State standards. The future extension, if deemed necessary, from Amburn Road to FM 2004 would be analyzed for inclusion in the project.
- Shoal Point Access Road. The City is desirous of developing Shoal Point as an industrial park and deep water port facility. The major impediment to development is road and rail access to the site. The City should solicit and encourage participation by the Texas Department of Transportation for this vital roadway.
- Johnny Palmer Road Improvements and Extensions. Presently the City and County of Galveston plan to jointly fund improvements to Johnny Palmer Road from Interstate 45 to North of Mall of the Mainland. Texas Department of Transportation should be encouraged to provide the future extension of Johnny Palmer across Highway 3 and North of Dickinson Bayou, tying into FM 517 at FM 3436.

### *Utilization of the Plan*

The thoroughfare Plan should be utilized in coordination with traffic planning for future developments, highway improvements, land use and similar factors. The thoroughfare plan, including improvements to existing roads as well as approximate alignments of proposed new roads, should also be utilized in considering right-of-way dedication for future subdivisions and other development platting. The plan is sometimes used as a "selling tool" or included with information provided to potential developers.

The thoroughfare plan should also be utilized and referenced when developing periodic capital improvement street programs. (*Reference Plate 9*)

# CITY OF TEXAS CITY

## THOROUGHFARE PLAN GOALS 2000

JULY 1992

### LEGEND

FUTURE MAJOR THOROUGHFARES

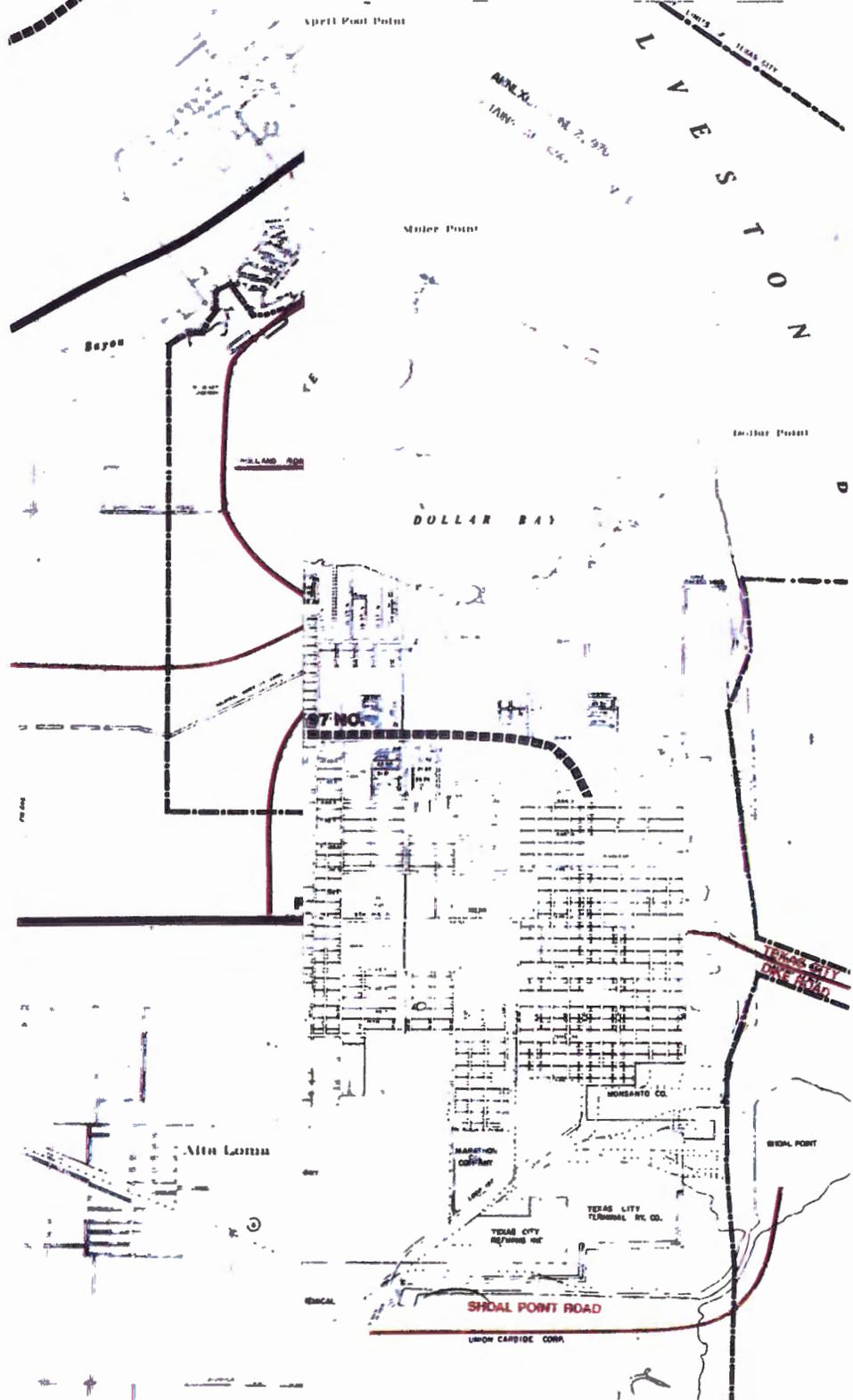
FUTURE CITY STREETS

FUTURE INTERCHANGE

TEXAS DEPARTMENT OF  
TRANSPORTATION HIGHWAY  
IMPROVEMENTS

1 YEAR PLAN

FUTURE PLANS &  
CONSIDERATIONS



**City of Texas City  
Comprehensive Plan  
Goals 2000**

**ECONOMIC DEVELOPMENT PLAN**

# ECONOMIC DEVELOPMENT PLAN

## GENERAL

The Goals 2000 Committee identified nine major goals of the City and then ranked the goals in order of their perceived priority. The highest priority goal for our community as determined by the Committee was "A Healthy, Diversified Local Economy".

This section of the Comprehensive Plan addresses that goal. Included in this section is a major excerpt from the 1990 Economic Development Study prepared by City Staff through federal Economic Development grant.

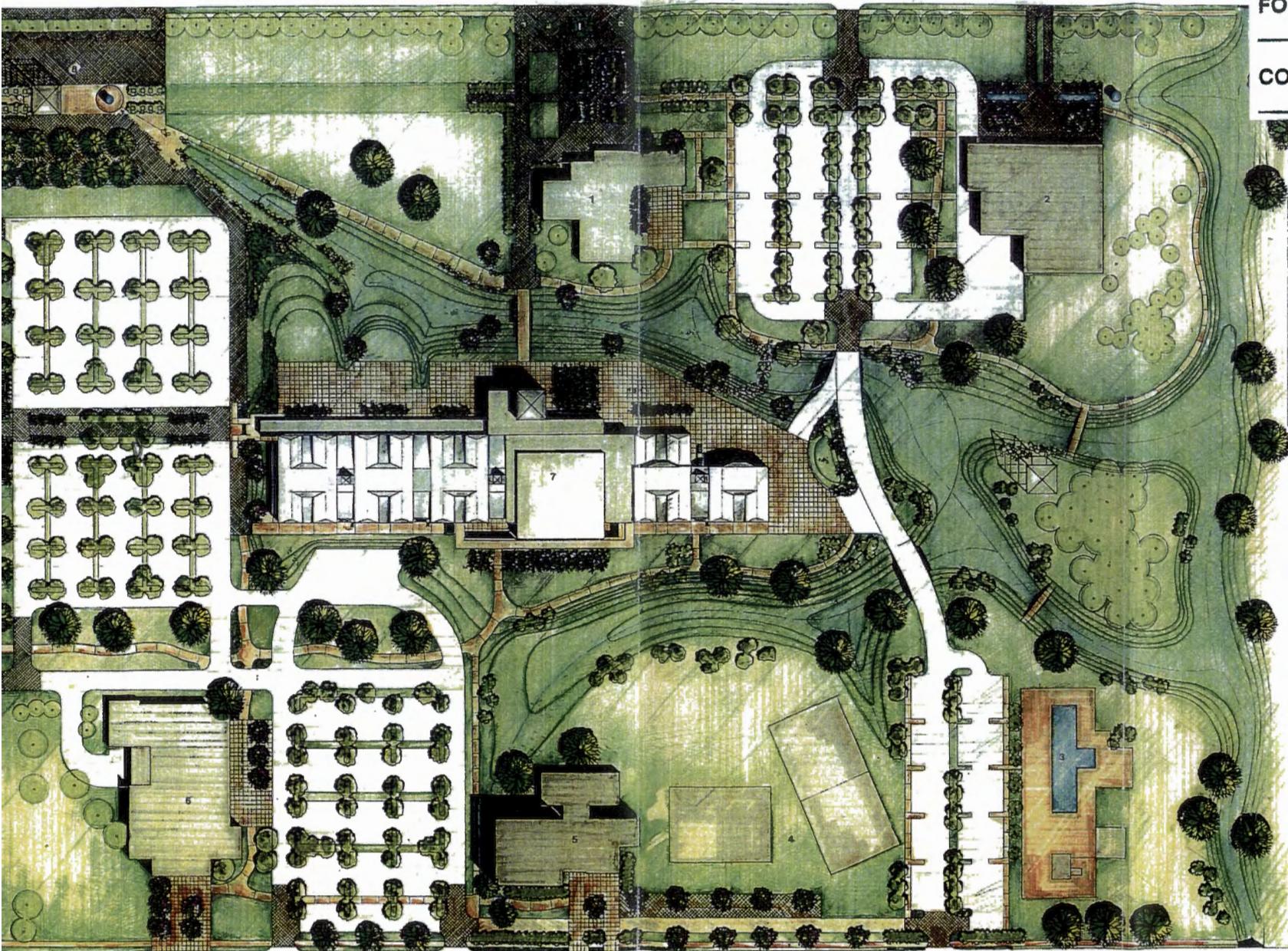
The major economic development sub-goals established by the Goals 2000 Committee are:

- Need of port expansion with additional docking facilities on Shoal Point
- Need of a conference/civic center with supporting hotel/motel facilities
- Need of a new light industry and business including a new industrial park
- Provide balanced and diversified economy
- Protect the current industrial base
- Support of private port authority
- Encourage development in areas presently served with infrastructure.

In order to establish strategies and plans to accomplish these goals, the City Commission established the Economic Development Board. This Board composed of 12 members of the community has been active to date in research and study of two of the above mentioned sub-goals - Shoal Point development and a proposed conference/civic center. Shoal Point development scenarios have also been included in the 1990 Economic Development Plan included in this section. The Economic Development Board has been touring conference/civic centers and gathering data on their feasibility and a report of their findings will be forthcoming soon. (*Reference Plate 10*)

FOR A

CONFERENCE/CIVIC CENTER



- EXISTING
- 1 CITY HALL
- 2 LIBRARY
- 3 SWIMMING POOL
- 4 TENNIS COURTS
- 5 FITNESS CENTER
- 6 CIVIC CENTER
- PROPOSED
- 7 CONFERENCE CENTER
- 8 CIVIC PLAZA

5th ave

TEXAS CITY MUNICIPAL QUADRANGLE

SITE PLAN

101-A



PLATE 10

***A LOOK AT THE RESOURCES AND NEEDS OF THE  
CITY OF TEXAS CITY***

*By the Bay*

An Economic Development Study  
Prepared by the City of Texas City, Texas  
Economic Development Department  
October, 1990

**Mayor**

Charles T. Doyle

**City Commissioners**

Carlos Garza\*

Thomas F. Carter

Lynn Ray Ellison

Harold L. Fattig, Jr.

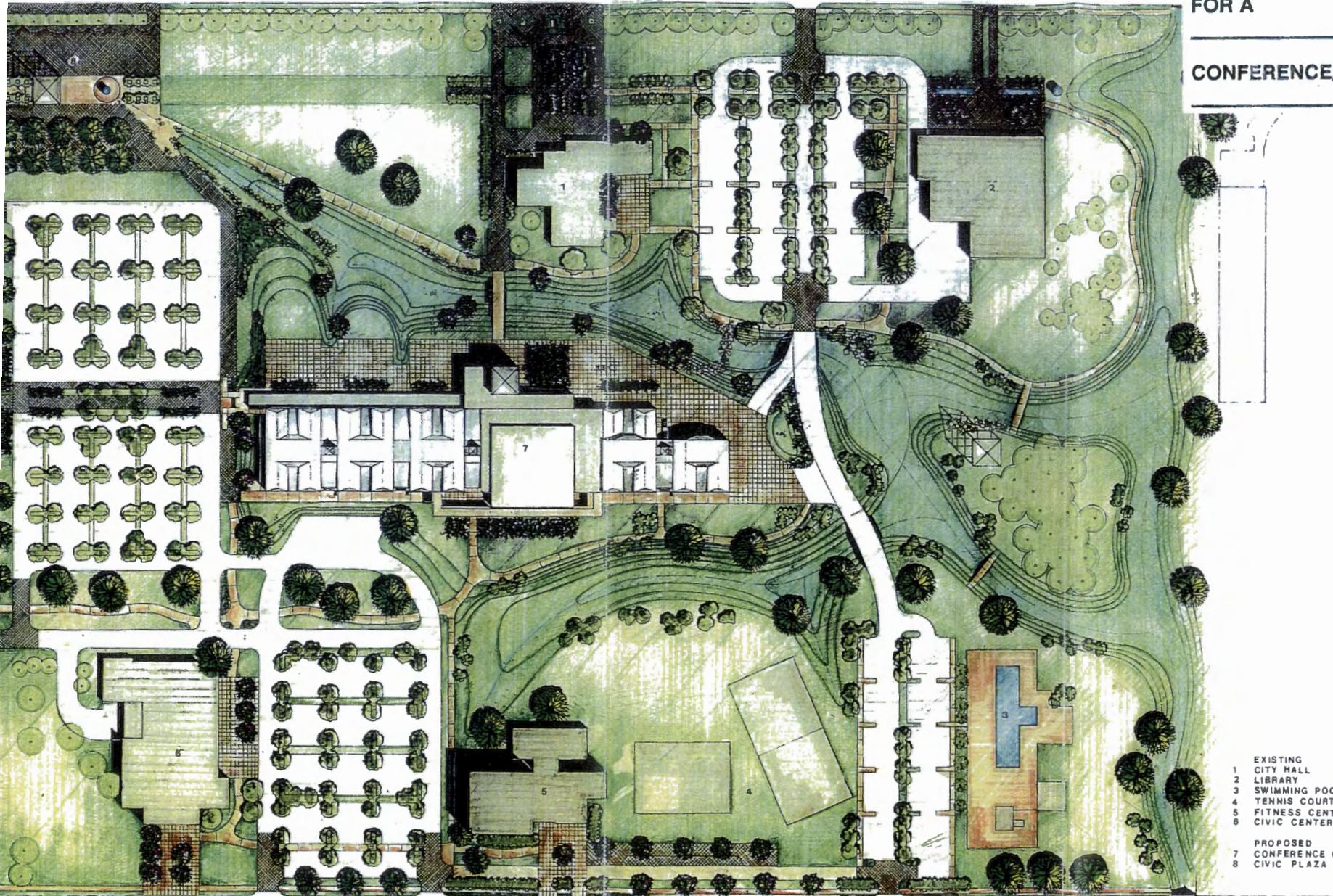
H. Frank Simpson

Carl Sullivan

\*(Mayor Pro Tem)

FOR A

CONFERENCE/CIVIC CENTER



- EXISTING
- 1 CITY HALL
- 2 LIBRARY
- 3 SWIMMING POOL
- 4 TENNIS COURTS
- 5 FITNESS CENTER
- 6 CIVIC CENTER
- PROPOSED
- 7 CONFERENCE CENTER
- 8 CIVIC PLAZA

5th ave

TEXAS CITY MUNICIPAL QUADRANGLE

SITE PLAN

101-A



PLATE 10

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**I.**

**INTRODUCTION: THE STUDY**

# I. INTRODUCTION: THE STUDY

## Texas City--An Overview

Texas City, Texas, is a community of 41,500 residents situated on the southwestern shore of Galveston Bay, between Galveston and Houston. The third largest deep-water port on the Texas Coast, it contains one of the world's major petrochemical complexes, producers of gasoline, chemicals and plastics for a wide array of commercial and consumer goods. Texas City is the Galveston County Mainland's largest municipality, and as such is an important part of the bustling metropolitan area that sprawls between Houston and Galveston.

## The Need for Research and Planning

The columns of Texas City's industries have marked the town's presence on Galveston Bay since 1908. Over the years, it has become known as "the city that wouldn't die"; in spite of four major hurricanes that levelled or flooded it, and in spite of a waterfront disaster that killed 600 people, nothing seemed to daunt its largely blue-collar populace.

However, in the last decade, a less dramatic but far more insidious obstacle has presented itself. Although Texas City is one of the most suitable locations in the United States for industrial development--with excellent rail, highway and waterway access; vast amounts of land available for new or re-development; abundant raw materials and manpower; modest tax rates; and a populace that embraces industry--growth has been stagnant for the last decade.

During the oil glut of the 1980s, petrochemical production was scaled back, plant expansions were less frequent, and competition-driven efficiency measures resulted in permanent employee cutbacks. As a result, Texas City unemployment is currently near 10%, the highest in the region.

Clearly, a complete analysis of the situation is in order, along with a plan for action that will direct Texas City once again toward economic prosperity.

## Purpose of the Study

This study provides the framework of a plan aimed at stimulating industrial growth and expansion in Texas City. By increasing the economic vitality of our City, we can in turn broaden our tax base and provide more complete employment and higher wages for our workforce. We will address three programs:

1. Identify the weaknesses of our area's business climate and provide recommendations for correcting or alleviating them.
2. Identify our area's assets and advantages and present them as a promotional tool to attract expansion and new industries.
3. Analyze the local workforce and present a plan for its maximum utilization during the economic upturn.

This study, which provides the resources for near-future City planning, will be utilized as a section of the City's comprehensive 10-year master plan--"Goals 2000"--and will be further updated, and implemented. The study will also be made available to various governmental, educational and industrial sectors for further definition and implementation; particularly to the City of Texas City Economic Development Board, which will soon be organized.

## Scope of the Study

In the course of the study, a variety of research sources have been utilized:

1. An occupational workforce profile was developed by Alpha Data Research. In addition to examining the characteristics of

the existing workforce, Alpha Data provided a forecast of employment trends.

2. 21 local industrial managers and business leaders gave input through confidential interviews which helped define the area's deficiencies and attributes and offered recommendations for improving the economic atmosphere.
3. An available land listing was compiled by Texas Southern University. This program established a data base of potential development sites which can be utilized for an area marketing program.
4. City staff members reviewed many documents, including past Galveston County economic development studies, Chamber of Commerce publications and information from local industries and government agencies.
5. Local experts provided input through three committees covering Industrial Development, Workforce Development and Overall Review. Members of the committees included representatives from manufacturing plants, utility companies, the transportation industry, the City, the Chamber of Commerce, the Corps of Engineers, unions, landowners, the Texas Employment Commission, educational institutions, the legal profession and the Small Business Development Center, to name a few.

The fruits of our efforts follow. Alpha Data's occupational profile, the interviews with industrial managers and TSU's land listing are discussed below. Research by the City staff is summarized in Section II as a profile of the City; and the efforts of the three working committees are compiled into Section III, which contains a detailed analysis of the City's assets and liabilities, with recommendations for improvement. Finally, Section IV covers our plans for implementation.

### The Occupational Profile

The study by Alpha Data Research (Appendix 4) tracked the types of employment, numbers of persons employed, and income data for the Texas City-Galveston PMSA, the region and the state.

Results showed that over 2,800 jobs in the mining, manufacturing, transportation and wholesale categories--key industries in Texas City--were lost from 1983 to 1988. As refining activity fell with the downturn in the oil industry, job availability in these fields dropped an average of 4% annually. From 1979 to 1988, manufacturing employment was down 28.86%; wholesale trade, 27.59%; mining, 26.67%; and transportation, 22.19%.

Employment in the service and government sectors provided a positive note, rising at almost 4% annually. Government jobs increased by 32.16% and the service sector was up 31.86% from 1979 to 1988. But the shift in occupations involved different people at lower rates of pay.

Personal income in the Texas City-Galveston PMSA grew at an average rate of only 7.3 percent between 1983 and 1987, more than a point below the state and the nation (8.7 and 8.4 percent, respectively) and barely keeping pace with inflation, which grew at about 8 percent annually.

From 1979 to 1988, Galveston County's total personal income level fell from 9th in the state to 12th. The recession's impact on job displacement was evident in the sources of income reported. Dividends, interest, rent and proprietor's income--which served as a partial substitute for the other lost income--grew at 8% annually; and transfer payments--reflecting government subsidies to displaced workers--grew at about 6% annually.

The Alpha Data study also projected Texas City's future employment trends. Heavy manufacturing and extractive operations are still expected to dominate the local economy in the future, although there is strong movement toward more service-oriented occupations.

Nearly 1,000 production, service and professional jobs per year and about 500 positions per year in sales and clerical categories are forecast. The study notes that future jobs will require new and perhaps unique skills. The demand for unskilled jobs will be weak, according to the study.

Alpha Data also provided recommendations for the future. Noting that complete economic diversification takes 20 years or more to accomplish, the study suggests regenerating growth within existing industry and encouraging small business investment to stabilize the community in the short term. Industrial base modifications are best undertaken as long-term community investments, according to the study; and for these, some fundamental factors need to be in place: knowledge of the economic base (comparative advantage); strong community support for growth; active leadership; public-private sector coordination; knowledge of corporate site location criteria; strong higher education ties; and a flexible economic development plan.

Although the composition of local jobs has changed considerably, the basic business of the region is still--and will continue to be--petroleum and chemical products manufacturing, the study concludes. Because production levels of these products depend so heavily on world supply and demand, the study advises local leaders to consider sponsoring investment in new technology and product development within existing industries to help secure a cost advantage in world markets.

#### **The Management Overview**

Comments from 21 of Texas City's top industrial managers, gathered through informal interviews, lent further credence to Alpha Data's results. They predict that new jobs created by advanced technology will be plentiful; and also that technology will allow many small companies to compete successfully with larger ones. However, higher levels of education and different skills from current jobs will be required.

Education and training will be increasingly important to the local economy. The managers indicated that their companies are willing to help support and shape the educational system.

Half of the managers questioned currently hire through the local community and vocational colleges. In their estimation, a third of the local adult work force currently lacks basic reading, writing and comprehension skills. They predict that approximately 75% of all workers now employed will require some form of retraining by the year 2000.

The study also covered the subject of unions. Although Texas City has always had a reputation as a strong union town, membership declined from 29% in 1975 to just 18% in 1985, a trend that management expects to continue as technology changes. Some of them feel, however, that unemployment is affected by union attitudes.

The managers also gave their opinions about the factors that have played a role in Texas City's decline. Only half rated the city's quality of life as "good." Among the negatives they cited were lack of quality restaurants; a dearth of landscaping; and neglected city facilities and recreational areas. Over a third of those questioned indicated a willingness to assist the city's image improvement efforts.

#### **The Available Land Listing**

Texas Southern University was commissioned to set up a data base for Texas City's potential development sites. A listing of available land was compiled, using the factors of size, location and current use. Tracts in excess of five acres to as much as 3,400 acres were identified and can now be utilized in a marketing program.

II.

**THE TEXAS CITY AREA:  
A PROFILE**

## II. THE TEXAS CITY AREA: A PROFILE

### Terrain and Climate

Texas City is located on the mainland, on the west side of Galveston Bay in Galveston County, Texas; nine miles northwest of the City of Galveston and 30 miles southeast of Houston. It sits on a flat coastal plain made up mostly of clay and sand, with an average elevation of 12 feet.

Water is an integral part of the area's geography, with the bay to the east, Moses Lake and Dollar Bay to the north; Jones Bay and Swan Lake to the south; as well as several bayous.

A semi-tropical climate gives the city high humidity and temperate weather year-round. Rainfall averages 35 inches annually; the average temperature is 70 degrees, with an average of 92 days over 90 degrees.<sup>1</sup>

### Demographics

Texas City is the second largest city in Galveston County, an 85-square-mile-municipality with a population of 41,500. The residents are predominately Caucasian, blue collar homeowners with families who have lived in the city at least 15 years.<sup>2</sup>

The median age is 31. According to a 1986 study, Texas City's residents fall into the following age categories:<sup>3</sup>

0-11	20%
12-34	38%
35-54	23%
55+	20%

The median household income is \$31,736. Income categories are divided below.<sup>4</sup>

0-\$999	13%
\$10,000-\$19,999	17%
\$20,000-\$29,999	16%
\$30,000-\$49,999	35%
\$50,000-\$74,999	15%
\$75,000-\$99,999	2%

Minorities account for 30% of the population, divided between 13% Blacks, 11% Hispanics and 6% Asian and other.

A large percentage of the populace are high school graduates, accounting for 71% in 1988. Approximately 11% of Texas City residents have also completed four years of college.<sup>5</sup>

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<sup>1</sup> "Texas City-La Marque: The Natural Choice," p. 1.

<sup>2</sup> Ibid. pp. A 9-15.

<sup>3</sup> "Demographic Profiles," The 1986 Central Corridor Database Project, Sponsored by College of the Mainland.

<sup>4</sup> "Texas City-La Marque: The Natural Choice," p. 1.

<sup>5</sup> "Industrial and Occupational Profile of Texas City-La Marque," A study conducted by Alpha Data Research, August, 1990, p. 7.

## History

Texas City's roots grew from a cluster of small settlements along Galveston Bay that preceded the Texas Revolution and the Civil War. Originally inhabited by the Karankawa Indians, the land was virtually treeless. A community called Campbell's Bayou grew on the north side of the city's Galveston Bay front area. Campbell's Bayou was settled by Jim Campbell, close friend and right-hand man of the infamous pirate Jean LaFitte. Flu and yellow fever epidemics swept the area periodically, and Campbell's Bayou was abandoned after the 1900 storm wiped out its homes.

The community which most likely grew into Texas City was Shoal Point, a small community originally located near the site where the present-day Texas City Dike joins the land. A few families were living along the shoreline as early as the 1850's, when the Half Moon Shoal Lighthouse, built by the U.S. government about two miles offshore, was constructed. By 1878, the village was populated by about 50 families who were fishermen, shrimpers, farmers, and cattlemen. A school and a post office were opened during this period.

Texas City's future was sealed with the arrival of three brothers from Minnesota in 1892--Jacob, Henry and Benjamin Myers, a trio well-established in the shipping business. They discovered the natural harbor of the mainland on a duck hunting expedition from the already busy seaport of Galveston. By 1893, they owned nearly 10,000 acres on Galveston Bay. They formed the Texas City Improvement Company, built a four-mile railroad spur to connect with the inland long-haul carriers, constructed a dock to handle maritime cargoes, dredged the first channel connecting with the Gulf of Mexico, and filed a plat for a town.

Their dream was cut short by the 1900 storm, which forced the closing of the port for four years and sent their company into bankruptcy. Reorganized time after time in the ensuing years, it

eventually became the Mainland Company and the Texas City Terminal Railway, which still operate today.

Churches, hotels, residences, doctors offices and businesses were established. The town was bustling again by 1908, when the first three-story building was constructed to house the Board of Trade. The Texas City Refining Company was also added to the economy, the first of the many oil and chemical industries which became the foundation of the city's wealth.

Texas City was incorporated in 1911, with a population of 1,500. The early town was located primarily between Sixth Street and the bay, from below Texas Avenue to about Twelfth Avenue North. Texas Avenue became the original business district, and many of its original red brick buildings still stand, as well as a few homes from the era. Larger homes were built by prosperous families along Eleventh Avenue North--commonly called Silk Stocking Row--and the Old West End became a popular residential area further west. Texas Citians traveled across the bay to Galveston for shopping and social events by way of small "Bailey Boats" that operated hourly from the Texas City Passenger Pier berth at the foot of 8th Avenue North.

The Texas City Independent School District was organized in 1905, and two new schools that provided education through the eighth grade were soon built. Kohfeldt School served the West End, and East End students attended Wolvin School. Marking the beginning of a segregated system that lasted until 1967, the first school for black children was begun in 1918.

Uneasy about the proximity of Pancho Villa and the Mexican Revolution, the U.S. government turned Texas City into a boom town when it sent 10,000 soldiers--more than five times the population--to the waterfront east of town in 1913. Businesses catering to the military sprung up overnight--including hotels, bars, gambling halls and burlesque shows.

Townpeople flocked to baseball games and other events provided for the soldiers' recreation.

The army's first Aero Squadron of about 12 airplanes, which required a warm climate to start their engines, was stationed in Texas City. But the boom was short-lived, thanks to the 1915 Hurricane which swept away the camp virtually without warning. The soldiers were transferred to the Rio Grande Valley and the planes sent to San Antonio.

Texas City was plunged into a deep depression, only briefly assuaged by the beginnings of industrialization in the early 1920s, when a sugar refinery operated for several years.<sup>6</sup>

### The Industrial Surge

In spite of the storms it weathered, Texas City was destined to become an industrial mecca. Within six years after the historic Spindletop well blew open the Texas oil industry, Texas City was set up to serve as a processing and distributing point. Texas City Refining (now Phibro Petroleum) was joined by Republic Refinery (now Marathon) in 1931. Pan American Refinery (now Amoco Oil) opened its gates in 1934 to 1,400 employees.

By 1940, Texas City was the fourth largest port on the Gulf Coast after New Orleans, Houston and Galveston; and preparations for World War II hastened the city's industrial development with the demand for gasoline, aviation and industrial fuels. Union Carbide's first Texas City products when the plant started-up in 1941 were top secret industrial chemicals for war-time use; and the Western Hemisphere's only tin smelter began supplying all the military and civilian needs of the free world in 1942. With a building lease from the U.S.

government, Monsanto (now Sterling) opened a pilot plant for the production of styrene; by 1943, the company employed 3,000 people and manufactured 50,000 tons of synthetic rubber per year.

The new plants also required support industries that helped to shape the community--pipe fabrication, welding and electrical contracting, heavy construction and transportation.

In the middle of WWII, nature struck another blow with the 1943 Hurricane, which had been kept a military secret; once again, Texas City was caught without warning. Although no lives were lost, a major hotel and the Wolvin School were demolished, plants were badly damaged and a housing shortage became even more acute.

Yet, by the end of the war, Texas City was on its feet again. The city government expanded its boundaries, services and facilities. Then came April 16, 1947--a now legendary date in the city's history that made a ship called the Grand Camp a household name around the country. Anchored in the Texas City harbor, the ship was loaded with ammonium nitrate fertilizer destined for war-torn Europe. It caught fire and gathered a large crowd of onlookers. Unaware of the cargo's volatility, they became victims when the Grand Camp exploded and caused a chain reaction of fires and explosions at the nearby refineries.

The explosion caused a miniature tidal wave in the bay which undoubtedly contributed to the casualties. The next morning another freighter, the High Flyer, exploded even more violently, taking a third ship with it, leveling a concrete warehouse and a grain elevator, and triggering still more fires.

The city burned for a full week, leaving in its ashes 600 of the town's population of 16,000--including half of the fire department, as well as plant

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<sup>6</sup> "A History of Texas City," by Meriworth Mabry, Texas City, 1986.

and dock workers, school children and other bystanders. Virtually no households escaped the tragedy unaffected.

Devastating as the disaster was, it forged a deep spirit of togetherness among the people. The industries remained, rebuilt and expanded through the 1950s. Unions moved in within the expanding industrial base, managing a relatively smooth relationship with the rest of the community in spite of a number of strikes.

Industry has generally been considered a good neighbor and a welcome income provider, affording Texas City's residents a high standard of living. Although environmental concerns are increasingly delicate now, particularly with neighboring communities, the plants are generally perceived as safety-oriented and making progress in protecting the environment.

The city continued to prosper, extending its boundaries five times during the decade. An expansive civic center complex was begun. The Texas City Dike, originally dredged in 1914 as a breakwater to protect the harbor, was developed into a major recreational amenity with boating, swimming and picnic facilities. Jutting five miles into the bay, it was dubbed "The World's Longest Fishing Pier."

In 1961, just as preparations were being finalized for Texas City's 50th Anniversary, wind and tides of yet another terrible storm swept through the area. Hurricane Carla inundated Texas City with over four feet of flooding for nearly a week; but no lives were lost and ample warning had provided time for the plants to shut down.

This storm was the last straw for the city fathers, who convinced the U.S. Corps of Engineers to provide the area with a flood control system,

including a 17-mile levee seawall and a unique screw-shape pump system designed to force waters uphill from Texas City into Moses Lake.

The city prospered through the 1960s, as many businesses moved out along Palmer Highway or North Loop 197, and the civic complex was expanded. College of the Mainland, a two-year community college, opened in 1967.

Fundamental changes in Texas City's residential fabric began to occur during this period. As choice residential areas developed in communities to the north, and Johnson Space Center was established in the Clear Lake area, local industries no longer encouraged their employees to live in Texas City; many of them chose to locate elsewhere nearby.

With the decade of the 1970s came more changes. Oil-related industries dealt with Mid-East events, embargoes and new governmental regulations. Automation reduced the number and types of employees needed. The petrochemical industries experienced stagnation as new competition developed. Several facilities closed.

This is not to imply that opportunities didn't also arise. Housing improved with the addition of new waterfront homes to the Moses Lake region as well as apartments, patio homes and condominiums for young families. Facilities at both area hospitals were expanded, as were civic center amenities. Amoco Oil Company undertook a major expansion and modernization in the 1980s.<sup>7</sup>

The city's near future holds promise. A major regional mall is under construction between Texas City and La Marque, and an economically important copper smelting plant is being planned by Japan's Mitsubishi Metals Corporation.

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<sup>7</sup> Ibid.

## City Government

Texas City is a home ruled city, governed by a mayor and six commissioners, with public meetings held the first and third Wednesdays of each month. The City has historically benefitted from the healthy tax base provided by industry, and currently operates on a budget of \$21 million that includes \$1.8 million for parks and recreation, \$5 million for utilities and a \$14.2 million general fund. The city's 450 employees include 70 police officers and 55 firemen. Its equipment inventory includes 28 police patrol cars and three fire stations with five pumpers, one rescue truck and four other vehicles.

## The Economy

### The Industrial Base

Texas City's economy has historically been tied to the petrochemical industry. The oil glut of the 1980s left an indelible mark, when unemployment surged as high as 15%. It now stands near 10%--still the highest in the region.

A glance at the city's tax base illustrates industry's standing. Roughly the same companies also give substantial tax support to TCISD and College of the Mainland.

## TOP TEN TAXPAYERS (1988)<sup>8</sup>

<u>Company</u>	<u>Assessed Value</u>
1. Amoco Oil Co.	\$1,125,951,960
2. Union Carbide	464,436,900
3. Sterling Chemical	229,451,220
4. Amoco Chemicals	170,562,210
5. Enron Cogeneration	156,339,900
6. Phibro Petroleum	145,791,700
7. Marathon	83,298,400
8. GAF	31,806,140
9. Arco Pipeline	31,177,920
10. Texas-New Mexico Power	23,548,960

### The Port of Texas City

Texas City's port is the third largest deep-water port on the Texas Coast, and the nation's 11th largest in tonnage. It is served by the Texas City Ship Channel, which is 400' wide, 40' deep and approximately 31,000 feet long. The channel intersects the Houston Ship Channel and is easily accessible from the Intracoastal Waterway and the Gulf of Mexico.

The port saw a 6% increase in total vessels served, a 9% increase in total railroad cars served, and a 14% increase in total net transportation cargo comparing the years ended August, 1989, and August, 1990. More than 1,000 ships and over 6,000 barges carrying more than 50 million net tons of cargo utilized the city's port facilities in 1989.<sup>9</sup> Net tonnage for the same period was over 38 million tons as of August, bettering 1989's to-date-August figure by nearly 6 million tons.

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<sup>8</sup> Cathy Gillentine, "Industries Pay Lion's Share of Taxes Locally," p. 1D.

<sup>9</sup> "Texas City-La Marque: The Natural Choice," p. vii.

Railroad handling in 1989 totalled 60,000 cars, including 48,000 main-line cars and 12,000 local cars. Rail business through August of 1990 shows an overall increase of 9 percent when compared with the same period of 1989. Line haul loads this year also indicate good news: as of August, 1990, a total of 6,675 cars had been handled.

**Retail Sales**

Retail sales reached a peak of more than \$479 million in 1986 at the height of the recession, then dropped drastically the next year. Sales have rebounded somewhat recently, reaching \$467 million in 1989.<sup>10</sup>

**Banking**

Bank deposits in Texas City totalled \$159 million in March, 1990. The City's banks had assets of \$165 million in 1989, and loans totalled \$85 million.<sup>11</sup>

**Credit Unions, Savings Institutions**

On March 31, 1990, deposits in nine credit unions totalled \$164,864,023, and assets were \$288,356,821.

Deposits in savings and loan facilities totalled \$101,133,000.

**Employment**

As of 1988, total employment in the Galveston-Texas City PMSA was 86,512. Wage and salaried workers make up nearly three-quarters of the workforce.

NUMBER OF EMPLOYEES BY INDUSTRY IN THE GALVESTON-TEXAS CITY PMSA (1988)<sup>12</sup>

Government & Government Enterprises	22,926
Industrial	22,262
Service	19,376
Retail	14,664
Financial, Insurance & Real Estate	6,106
Agricultural Services, Forestry, Fishery & Others	792
Farming	386

Industrial Employment

Although government-related positions outnumber industrial positions in the Texas City-Galveston PMSA, petrochemical and industrial companies continue to lead as Texas City's major employers (those with 200 or more persons on their payrolls).

<sup>10</sup> "Texas City-La Marque: The Natural Choice." p. 3.

<sup>11</sup> Ibid, p. 4.

<sup>12</sup> "Industrial and Occupational Profile of Texas City-La Marque," Table 4

## TEXAS CITY'S MAJOR EMPLOYERS

<u>Company</u>	<u>Employees</u>	<u>Products</u>
Amoco Oil Co.	2,127	Gasoline and related petroleum products
Union Carbide Chemicals and Plastics Company Inc.	1,500	Synthetic organic chemicals, solution vinyl resins and detergents
Sterling Chemicals, Inc.	930	Chemicals, plastics and petrochemical products
Mainland Center Hospital	760	Health care services
Texas City ISD	700	Educational services
Amoco Chemical Corp.	536	Intermediate chemicals for consumer goods
City of Texas City	475	City services
Catalytic Industrial Maintenance	325	General maintenance and capital projects
Hill Petroleum Co.	300	Gasoline and related products
Marathon Petroleum Co.	285	Gasoline, chemical feedstocks, heating oil
College of the Mainland	250	Higher education
Danforth Hospital	205	Health care services
GAF Chemicals Corp.	219	Pharmaceuticals, detergents, fibers, solvents and chemicals for cosmetics.

Industrial employment in Texas City totalled 6127 jobs in 1989, providing a payroll of over \$294 million. That represented 282 more positions and a \$37-million increase in payroll compared with the previous year.

## Cost of Living

### Economical Services

Texas City residents enjoy a high level of municipal services at lower cost than any city of comparable population in the region. A study completed in August, 1990 showed city services (water, sewer and garbage fees) were 20-26% lower in Texas City than in eight neighboring communities, including Galveston, Baytown, Beaumont, Nederland, Port Neches, Orange, Groves and Port Arthur.

### Taxes

Texas City's residents pay the lowest taxes consistent with city services provided in Galveston County:

#### Texas City

City Tax Rate	.235 per \$100 value
School Tax Rate	.92 per \$100 value
College Tax Rate	.14914 per \$100 value
County Tax Rate	.445 per \$100 value
Hotel/Motel Tax Rate	4%
City Sales Tax Rate	1%
State Sales Tax Rate	6¼%

#### La Marque

City Tax Rate	.605 per \$100 value
School Tax Rate	1.23 per \$100 value
College Tax Rate	.14914 per \$100 value
County Tax Rate	.445 per \$100 value
Hotel/Motel Tax Rate	7%
City Sales Tax Rate	1%
State Sales Tax Rate	6¼%

### Housing

As with taxes and city services, housing costs are low in Texas City. The average rent is \$375 monthly, and electricity averages \$200 monthly. The average selling price as of September, 1990, was \$49,200. A summary of residential sales activity through September, 1990, follows:

<u>LOCATION</u>	<u>SOLD</u>	<u>FOR SALE</u>
North	25	57
Central	50	145
South	28	87
West	28	73

Seven new residential developments have recently been established: Bay Colony, Godard Park, Mainland Park, Pilgrims Landing, Swallows Meadow, Thunderbird Park and Twelve Oaks.

## Education

### Schools

The Texas City Independent School District contains four elementary schools, an intermediate school, a middle school, a high school and a pre-kindergarten/Head Start school. Five private schools also serve the city's residents, including three elementary and two middle schools.

### PUBLIC SCHOOL ENROLLMENT (1990)

#### Texas City ISD

Elementary:	
Heights	486
Kohfeldt	545
Northside	718
Roosevelt	633
Levi Fry Intermediate	1,025
Danforth School	151
Texas City High School	1,574
<b>TOTAL ENROLLMENT</b>	<b>6,097</b>

#### La Marque ISD

Elementary	2,942
Intermediate	842
High School	1,352
Special Services	542
<b>TOTAL ENROLLMENT</b>	<b>5,678</b>

TCISD's annual cost per pupil was the third lowest in the region, at \$3,613, in 1988. Recent high school graduates have scored somewhat lower on state-administered math and language arts achievement tests in recent years than their counterparts in neighboring districts. In 1989, 77% of Texas City High School's eleventh graders demonstrated mastery of minimum skills in math; language arts scores were somewhat higher, with 86% mastery.

## Colleges

College of the Mainland has served Texas City and its neighboring communities since its founding in 1967. In addition to a two-year Associate in Arts degree in approximately 40 majors, the college offers a two-year Associate Applied Science degree and a one-year vocational diploma for students wishing to go directly into business or industry.

These programs include instruction in drafting and design, electrical technology, electronics, thermal technology, welding, automotive and diesel mechanics, graphic arts and many others. The college works closely with Texas City's industries in creating apprentice programs and other technological support directed toward specific needs.

The college also offers a variety of continuing education courses and sponsors a service-oriented senior adult program and adult basic education courses. Student activities and recreational facilities are open to the community, including a year-round schedule of plays, concerts, lectures and art exhibits.

## PERTINENT STATISTICS

### Enrollment (1987):

Credit Students	3,762
Continuing Education	
Students	4,409
Budget	\$13,795,518
Tax Revenue	\$ 6,823,462
Tax Rate	.12 per \$100 value

Other institutions of higher learning nearby include Galveston College, Texas A&M University at Galveston, the University of Texas Medical Branch at Galveston, Alvin Junior College and University of Houston-Clear Lake.

## Health and Medical Services

Mainland Center Hospital is Texas City's largest health care center. Operational since 1952, Mainland is the city's fourth-largest employer, with 760 health professionals and support staff. A full service hospital with 310 beds, it offers 24-hour emergency care with physician attendance. Additional services include mental health, substance abuse and rehabilitation centers. A major expansion is underway.

Danforth Hospital, a 120-bed full service facility opened in 1947, also serves Texas City residents. In addition to a 24-hour emergency center, the hospital provides a dedicated physical rehabilitation unit, a skilled nursing unit and a geriatric psychiatric unit.

Galveston's extensive medical and research center, operated by the University of Texas, is also nearby.

## Amenities

### Retail Facilities

Four multi-purpose shopping centers serve consumers in Texas City proper. A major regional mall with 820,000 square feet is scheduled to open in March of 1991, bringing the area its first major department stores, including J.C. Penney, Sears, Dillard's and Palais Royal, along with 100 other retailers and a 12-screen cinema. A large factory outlet center also opened nearby this year.

### Recreation and Leisure

The city's major recreational amenity is the 5-mile-long Texas City Dike, billed as "The World's Longest Fishing Pier." A 600-foot lighted pier at its end offers the deepest-water pier fishing on the Texas coast.

Texas City's park system is the largest of any city its size in the area and includes an outstanding recreational complex as part of its civic center, with a complete gymnasium, racquetball and tennis facilities and a swimming pool.

At the top of the Texas City's special events list is the annual Tackle Time Fishing Rodeo, which draws attendance of 10,000 people and is sponsored each June/July by the Galveston County 4-H Club. The Texas City-La Marque Chamber of Commerce sponsors three annual events: 1,200 persons attend its Shrimp Boil each August; 5,000 visitors attend the Mainland Springfest each April; and 4,000 visitors attend the annual Christmas Parade. The June "Funfest" is another popular event.

In addition to boating, fishing, camping, golfing and other outdoor activities in Texas City, residents enjoy close proximity to Galveston's beaches, attractions and festivals. There are 21 parks and 13 boat ramps throughout Galveston County, and

approximately 50 miles of beaches along Galveston Island and Bolivar Peninsula.

Local cultural amenities include museums, libraries, historical sites, art galleries and community theaters. Major league sports, world class performing and fine arts, a zoo, and plentiful museums are all within an hour's drive to Houston.

#### **Community Spirit**

Texas Citizens are active in a number of civic clubs, special interest groups, charities, service organizations and professional associations. Several industries have active volunteer groups doing community projects. Among the community's unique organizations are a chess club, an art league, and a heritage association. In addition to the clubs in Texas City, the Mainland area also offers membership in fishing, square dance, photography, gem and mineral, auto and many other groups.

#### **List of Organizations**

##### TEXAS CITY ORGANIZATIONS

Board of Realtors  
Boy Scouts  
Business & Professional Women's Club  
Chess Club of Texas City  
Danforth Hospital Auxiliary  
Ducks Unlimited  
Garden Club of Texas City  
Girl Scouts  
Golden Age Chapter of the Mainland  
Gung Hoe Gardeners  
Handicapped/Retarded Association  
Heritage Association  
KEYS (Keep Every Youth Safe)  
Kiwanis  
Le Leche League  
Lions Club  
Lioness Club  
Mainland-Bay Area Legal Secretaries  
Mainland Center Hospital Ladies Auxiliary  
Mainland Retired Teachers Association  
Narcotics Anonymous

Optimist Club (2)  
Rotary Anns  
Rotary Club  
Study Club of Texas City  
Texas City Art League

##### OTHER AREA ORGANIZATIONS

American Business Women's Assoc.  
Crime Stoppers  
Daughters of the Republic of Texas  
Easy Rollers  
Galveston County 4-H  
Galveston County Gem & Minerals Soc.  
Galveston County Youth Program  
Garden Club of La Marque  
Grandmothers Club  
Heiss Footh Square Dance Club  
Hook, Line & Sinker  
Junior Achievement  
League of Women Voters  
Lupus Support Group  
Overeaters Anonymous  
Peer Counseling Rape Crisis Center  
Pilot Club-La Marque  
Professional Secretaries Intl.  
Retired Senior Volunteer Program  
United Way - Mainland  
View Finders Camera Club  
Weight Watchers

**III.**

**THE ECONOMIC DEVELOPMENT  
SCENARIO**

### III. THE ECONOMIC DEVELOPMENT SCENARIO

Opportunity abounds in Texas City for future growth, yet the stagnant situation of recent years will persist without an orderly economic development plan. Our mission began with an examination of the city's assets and liabilities, pinpointing some key factors which influence industry expansion and new location decisions. Once those were identified, the committees were able to make recommendations for either cultivating or rectifying them. We have analyzed community attitudes, the quality of life, economic incentives, the infrastructure, existing industrial base, the workforce, support networks and land availability.

#### Community Attitudes

Industries couldn't find a more compatible mix of residents than Texas City's anywhere in the country. This is a town that appreciates the livelihood industrial growth offers. The majority of the city's population--a relatively peaceful combination of union and non-union workers--has lived here many years. They have always considered industry--even with its occasional upsets--to be a good neighbor, not only for its economic opportunities but also for its considerable support of the community's civic events and charitable organizations.

An excellent working relationship exists between city government, the community and the industries.

The environmental issues of air quality, ground water contamination and preservation of the area's bay ecosystem provide the only negative from the community's standpoint. Following are recommended solutions to help alleviate fears and encourage continued positive community/industry relations:

- **EDUCATE THE PUBLIC ON ENVIRONMENTAL ISSUES.** Accidental chemical releases and spills in recent years have led to a much greater world conscience; and because some industries have not accepted responsibility, citizens have become suspicious of all industries.

- \* Local industries should sponsor forums and workshops led by experts (not industry employees) to help the community make decisions based on facts rather than emotions.
- \* Industry newsletters should inform citizens about progress being made, citing high visibility items that citizens can relate to.
- \* The public should be invited to tour the plants, with the necessary procedures for security and safety established. Perhaps a community leader could be invited to observe plant operations for an extended period (6 months), with permission to enter the facility unannounced at any time.
- \* Plants should be asked to submit executive summaries twice yearly informing citizens of their track records and future plans.
- **CREATE A "SOUNDING BOARD" TO REVIEW ENVIRONMENTAL ISSUES:**
  - \* A committee composed of local citizens with environmental backgrounds should evaluate environmental issues. Experts from the local universities, the county and environmental entities would be contacted by the committee to address the issues in an unemotional, informed and advisory manner.
  - \* The committee could also evaluate permit applications, arrange for public meetings, study emissions practices and controls, and refine emergency response procedures, particularly for the elderly and handicapped.
  - \* The committee could also assist industry, as a go-between, to express citizen concerns and help target areas that need repair.
  - \* The committee would become an integral part of the emergency management network (CAER, IMAS, LEPC, etc).

- PROVIDE BETTER EMERGENCY COORDINATION AND PLANNING.
- ENCOURAGE INDUSTRY TO CONSIDER THE COMMUNITY'S WELLBEING BY:
  - \* Cleaning up obnoxious smells.
  - \* Increasing community assistance through volunteer organizations and funding of municipal and educational programs.

### Quality of Life

Industry plays an important role in the high quality of life enjoyed by Texas City's residents. Yet they also contribute to perceptions by outsiders that the city is a dirty and polluted blue-collar domain. Our image also appears to be void of aesthetics and culture, heavy with fast food restaurants, littered with signs and dotted with rundown and slum areas. The school system is viewed by many as only average, and its facilities look outdated and untended. The following recommendations, once accomplished, should then be publicized:

- IMPROVE THE DIKE AND BEACH AREA. The Dike is a most attractive and potentially important area to develop for recreation. Ideas for its improvement include:
  - \* Exploit and further develop its potential for windsurfing, particularly in light of the popular annual wind sailing and surfing regatta. Study similar beaches in other areas for additional ideas; Port Mansfield has a very clean area similar to ours.
  - \* Consider a committee to define and prioritize Dike development, with sub-committees to facilitate the project and volunteers to perform much of the necessary labor.
  - \* Coordinate with the County Beach Parks Board to create recreational parks on the Dike for picnicking and sunbathing, including one section which could become a wading area for small children with white sand, controlled water depth, and protection from wave action with concrete or pilings. Upgrade county-maintained bathroom facilities.
  - \* Study the possibility of stricter lease requirements for Dike businesses to upgrade the quality of services offered as well as

general appearance and cleanliness.

- \* Perform general improvements to the Dike area, including landscaping, updating of facilities, installation of white sand on the north side beaches, and the addition of a first class restaurant at the end of the Dike.
- \* Conduct a feasibility study for the operation of a bus or tram from Mall of the Mainland to the Dike, also including points of historical interest in Texas City.
- \* Finally, establish a public relations and advertising program to promote tourism.
- CREATE RV AND RECREATION PARKS.
  - \* Develop an RV park between Dollar Point, the Tide Gate structure and Moses Lake, inside the hurricane/flood protection levee and above the Moses Lake flood plain.
  - \* Consider designating a recreational park or facility that would be available to young people after 10 p.m. to provide structured activities in a drug-free environment.
- IMPROVE THE TEXAS CITY SCHOOL DISTRICT.
  - \* The buildings and facilities in the school district need to be repaired and upgraded. The quality of teachers and education appears to be equal or better than other area schools; although the perception by those outside the community appears to be that the Clear Creek ISD is superior. That perception is probably generated because CCISD facilities are more modern and are better maintained. To correct this condition will probably require a tax increase.
  - \* Efforts to increase public awareness of our school system are being undertaken by the district with the preparation of information in a readable, colorful format.
- PRESERVE AND PROMOTE HISTORICAL ATTRIBUTES.
  - \* Our young people must be educated about the city's history.
  - \* Many historical events and locations have already been identified. A cooperative effort between the city, the Historical Society, the Chamber of Commerce, the Museum

Committee and volunteers would facilitate this task.

- \* The historical Sixth Street business district is an integral part of the city's colorful history. A partnership is making an economic feasibility study of the area for possible renovation of the existing buildings into a mini-convention center with training facilities, public meeting rooms, a media center and a restaurant/cafeteria. Industry has expressed some interest in the idea. Several dilapidated buildings in the area should be demolished. Monies are available for restoring historical commercial buildings, and volunteers to assist in the restoration are probably available locally.
- **ESTABLISH A GREEN BELT BETWEEN INDUSTRY AND CITY AMENITIES.**
  - \* Local industry has for some time been trying to acquire properties adjacent to the plants to establish a green belt between them and residences. This effort continues.
  - \* A more aggressive effort to purchase and remove the qualifying structures, consistent with the necessary legal requirements, should be considered.
- **BEAUTIFY AND IMPROVE CITY FACILITIES.**
  - \* The need for a sign ordinance is obvious along Palmer Highway. The ordinance considered several years ago should be revived.
  - \* Existing businesses should be encouraged and given city assistance to beautify their property with landscaping. Workshops would provide an excellent opportunity to increase interest and provide workable solutions and opportunities for participation.
  - \* New businesses should be required to provide landscaping compatible with established guidelines as part of the construction approval process.
- **INITIATE A PUBLIC RELATIONS PROGRAM.** For many years, publicizing our

city has been left entirely up to the newspaper and the Chamber of Commerce. The city needs to take a more active role in public relations.

- \* According to Dr. Neil Frank, "Texas City is the safest city on the Gulf Coast of those above 5' elevation." This asset--thanks to the city's hurricane flood protection levee and rainwater pumping system--should be stressed to prospective residents and businesses alike.
- \* Factual, readable, understandable information should be published regularly, detailing progress that has been made and plans for additional efforts to preserve and protect the environment--both by the city and our industries.
- \* Tourism, historical, recreational and quality of life statements should be professionally prepared and published regularly.
- \* Signs should be placed on I-45 inviting tourists to experience Texas City's history and recreational amenities. The friendliness of our people should also be emphasized.

### **Economic Incentives**

Tax abatement, enterprise zones, tax rates and the cost of city services all have a high degree of impact on industry's decisions to relocate or expand. Texas City has historically enjoyed the lowest tax rates and city service costs in the region, but until recently lagged behind the region in tax abatement policies and the creation of enterprise zones. Significant progress has already been made in the latter two categories, as detailed below.

#### **Tax Abatement**

The Taxpayers Research Council reported in a 1990 survey of 18 area counties that Galveston County was not competitive in any category of tax abatement, including the jobs required, the term and percent of abatement and the required minimum investment.<sup>13</sup>

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<sup>13</sup> Taxpayers Research Council of Galveston County, Inc., "Tax Abatement," March, 1990.

Texas City recently adopted a new tax abatement policy which better positions it to compete with the rest of the region. The new policy, which goes into effect in January, 1991, requires up to \$25 million in investment for 7 years of abatement at 100%. As with the previous policy for Galveston County, it still mandates 30 new, permanent positions. Manufacturing, research, regional distribution, regional service and other basic industries are eligible.

#### **Enterprise Zones**

The City has designated as its enterprise zone an area of 9.9 square miles that includes Shoal Point near the entrance to the Texas City Ship Channel; a portion of the central business district from 13th Avenue south toward Texas Avenue by way of Sixth Street; and large tracts of land from Galveston Bay to Highway 146 and to the Southern Pacific Railroad tracks, both to the west.

#### **Foreign Trade Zones**

Foreign trade zones, established by federal law more than 50 years ago, are areas excluded from U.S. Customs laws. Although federal statistics monitor the flow of goods through the zones, they are treated as though they are outside the U.S. These zones encourage world trade by allowing companies inside the zones to assemble or manufacture products to export without paying duties, and giving reductions on import duties for foreign-made parts to manufacturing operations.

This special legal status also offers Texas firms further tax advantages, as goods warehoused in these zones and intended for export are not subject to local property taxes.

At least two local industries are interested in exploring the possibility of establishing foreign trade zones, which must be approved by the Foreign Trade Zones Board of the U.S. Dept. of Commerce.

#### **Infrastructure**

##### **Transportation**

Historically, Texas City's industrial base has been built on petrochemicals and oil refining. This type of heavy industry requires the most efficient modes

of transportation--water, land and air--all three of which Texas City offers in abundance.

Texas City is ideally located within the protected area of Galveston Bay yet within minutes of the open Gulf of Mexico. The City's deep-water port, which is 1200 feet wide, 5200 feet long and 40 feet deep, is readily accessible from the Houston Ship Channel, the Intracoastal Waterway and the Gulf of Mexico.

The Port of Texas City ranks as the third largest on the Texas Coast; it is the nation's eleventh largest in terms of tonnage. (See Section II for statistics.)

Texas City's rail transportation potential is unlimited. The port is serviced by Texas City Terminal Railway, which connects with four major railroad lines connected by switching rails which provide access to destinations across the United States. Southern Pacific, Burlington Northern, Santa Fe and Union Pacific haul liquid and dry cargo to and from the area.

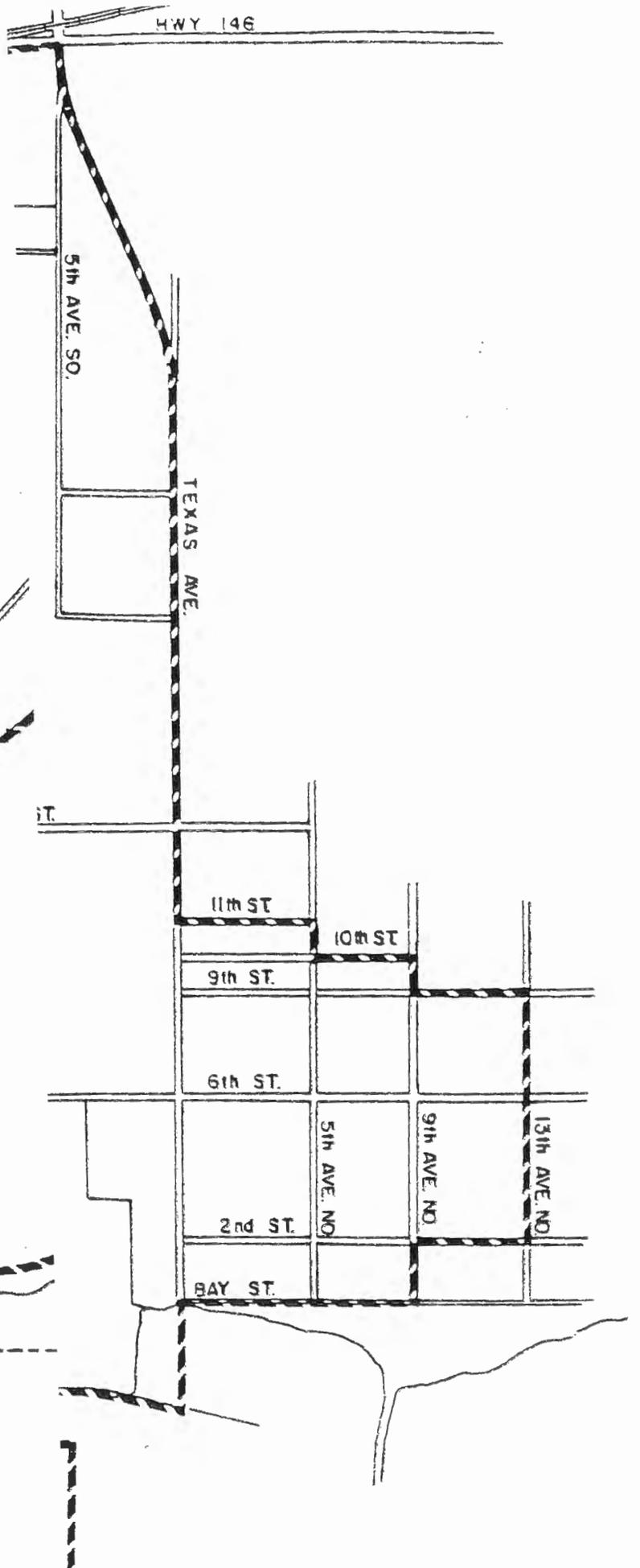
Interstate 45, a major north-south highway that extends from Galveston through Houston to Dallas and beyond, bisects Texas City. An excellent network of US and state highways also serves the area: SH 146 connects the Port of Texas City with the Ports of Galveston and Houston as well as with Interstate 10, a major east-west artery. The area's many farm-to-market roads are also excellent--wider and better surfaced than major highways in some other states.

Truck lines operating in Texas City include Alamo Freight, Central Freight, Missouri Pacific Freight, Roadway Express, Ryder, Younger Brothers, Coastal Transport, Enterprise, Groendyke, Liquid Transport and many others. Bus services are provided by Texas Bus Lines and Greyhound Bus Lines.

Hobby Airport, which is served by most domestic airlines, is conveniently located approximately 40 miles from Texas City. Other national and international flights are only 69 miles to the north at Houston Intercontinental Airport. Other public airfields include Ellington Field, approximately 25 miles north; Scholes Field in Galveston, which is approximately 14 miles south; and Gulf Coast in League City, about 10 miles to the north.

# CITY OF TEXAS CITY ENTERPRISE ZONE

JONES LAKE



### **Utilities**

Texas-New Mexico Power Company, with division headquarters in Texas City, services approximately 23,000 customers in the Texas City/La Marque area. Within its certified and franchised area, the company provides a full range of distribution and transmission level power to its industrial, commercial, and residential customers. Service voltages range from 120 volts to 138,000 volts.

In addition to the division office, a full-line construction center and two service centers also exist within the franchised area. A district office in Texas City and one in La Marque are staffed with a full complement of service personnel for each community.

Entex, Inc., with division headquarters in New Braunfels, Texas, services approximately 17,000 customers in the Texas City/La Marque area.

Entex provides a full range of distribution and transmission service to industrial, commercial and residential customers. Full-time construction and service centers also exist within the franchise area. There is a business office in Texas City and one in La Marque, staffed with a full complement of service personnel for each community.

### **Water Supply**

Adequate potable and industrial water for the area is provided by the Galveston County Water Authority from the Brazos River via a network of canals and an 810-acre storage reservoir in northern Texas City.

### **Pipelines**

A substantial amount of liquid cargo from the Port of Texas City is transported to its destinations through the hundreds of pipelines that criss-cross Galveston County. Millions of cubic feet of natural gas are provided to industries at the Port of Houston and elsewhere daily. A very efficient crude oil gathering system in the Gulf of Mexico provides the stock for industries in Houston, Harris County and Galveston County. Crude oil, diesel fuel, fuel oil, propane, gasoline and various other petroleum products also travel through the pipelines from Texas City. And one of the nation's largest Strategic Oil

Reserves is served through Texas City through a 42-inch pipeline to a nearby underground storage dome.

### **Hurricane Protection**

In spite of its seacoast location and history of damaging storms, Texas City today is virtually flood-proof, thanks to its excellent system of hurricane levees (18 to 25 feet above mean sea level), rainwater levees and storm water pumping equipment.

### **Solid Industrial Base**

The Texas City area is home to numerous industrial giants which ship their products worldwide. Evidence that the area's industrial lifeblood is pumping and producing 24 hours a day, seven days a week are the lights from the plants that line the shores of Galveston Bay. The oil refineries and other industries which depend upon petroleum raw materials form the solid economic base upon which the city has been built.

Amoco, Union Carbide, Sterling, Du Pont, Marathon, Hill Petroleum and GAF have become household names across the nation--and the world. Less well-known but just as important to the area's economic success are the numerous service-oriented businesses which help support them.

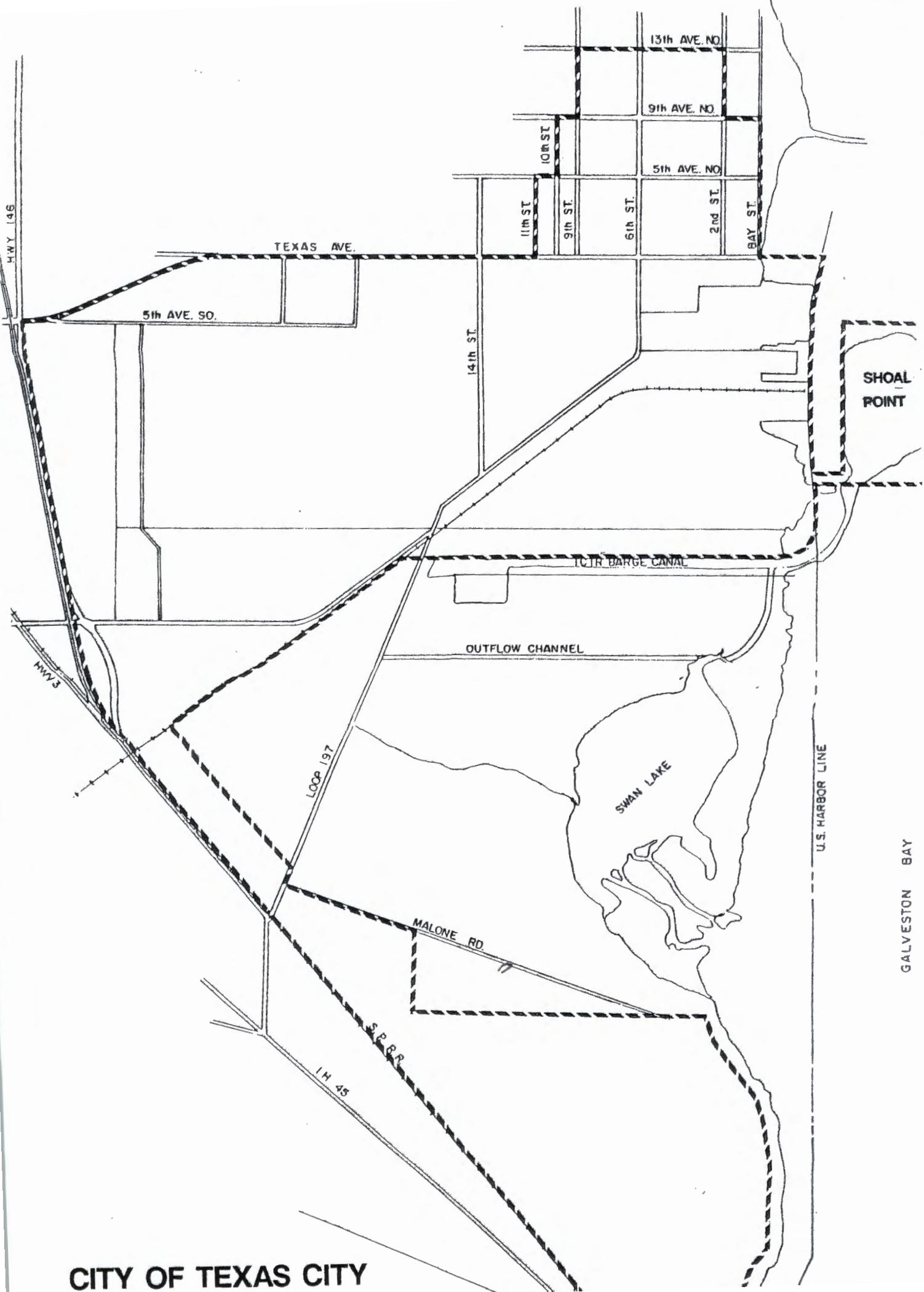
A recap of some of the larger industries which chose Texas City, along with a brief history of each, follows:

#### *Amoco Oil Company*

Amoco's Texas City refinery is the flagship of the Amoco refining system, the largest of the company's seven refineries. It is the nation's fifth-largest, and it has the ability to produce more gasoline than any other refinery in the United States.

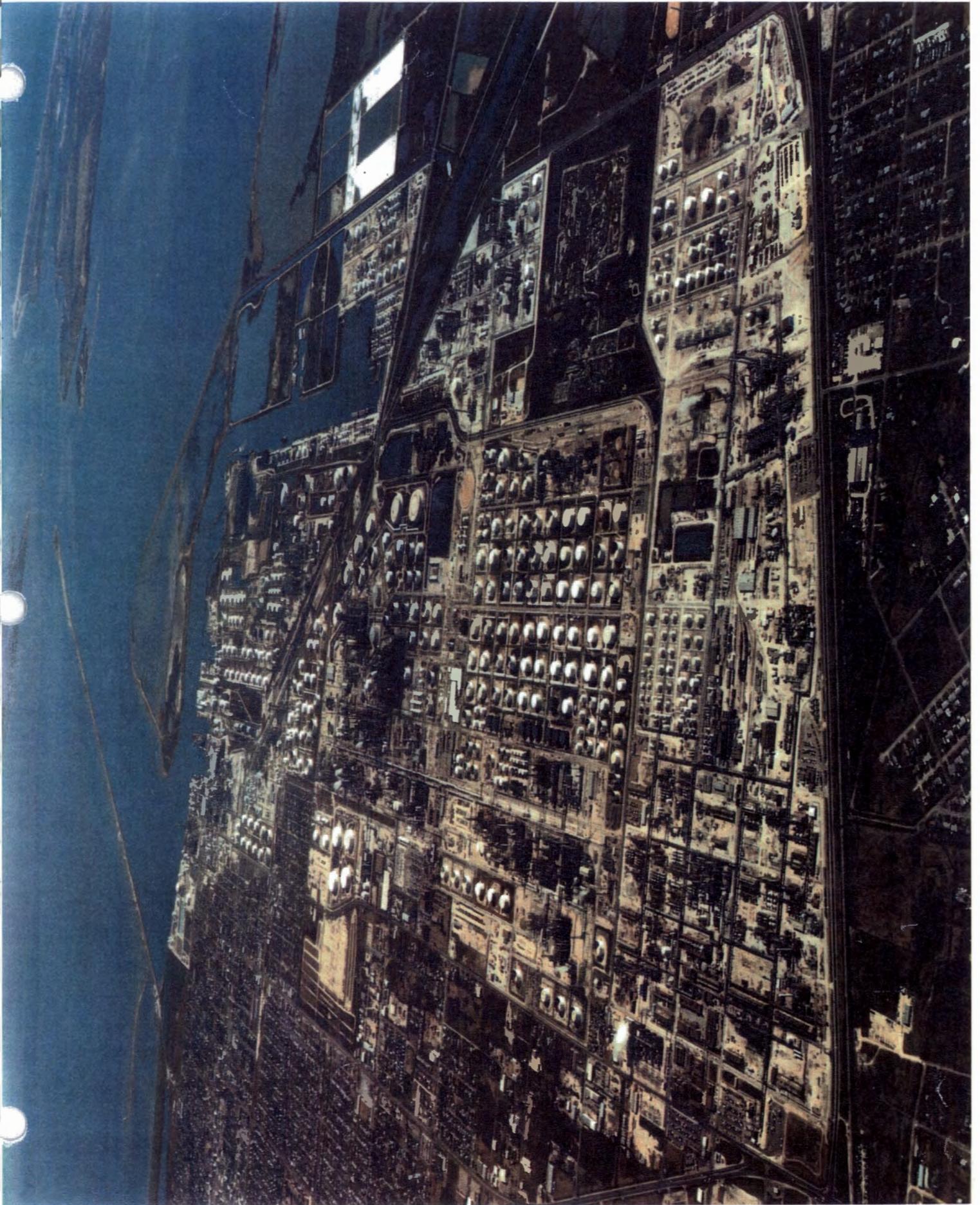
The variety of products from the 1,300-plus-acre facility includes three grades of gasoline, diesel and jet fuels and chemical feedstocks. Producing approximately 9.5 million gallons of gasoline daily, it is the nation's largest supplier of unleaded gasoline.

Built in 1934, the refinery is designed to handle a variety of crude oils, including hard-to-process high sulfur crudes. It also has extensive capability to upgrade bottom-of-the-barrel residual oil into light oil products.



GALVESTON BAY

CITY OF TEXAS CITY



With an annual payroll of \$85 million, the refinery employs approximately 2,050 persons full-time. The company funds a large network of volunteers including retirees, employees and their families who offer assistance to senior citizens and indigent residents, provide clean-up crews and perform other worthwhile tasks for the community.

#### *Union Carbide Chemicals and Plastics Company Inc.*

The largest chemical plant in Texas City and one of the largest in the nation, this facility is also one of Union Carbide's largest petrochemical plants worldwide. It ships more than four billion pounds of 100 chemical and plastic products annually worldwide, including materials used to make skin conditioners, detergents, mouthwash, paints, marine solvents, anti-freeze and intermediate chemicals for medical and pharmaceutical uses. 80 percent of all the chemicals and plastics exported by Union Carbide nationally are shipped from the plant's marine terminal on the Texas City Ship Channel.

Union Carbide's 1,500 regular and 250 contract workers in Texas City earn a payroll of \$65 million annually. The company sponsors the Carbide Volunteers, a 300-member organization of employees, retirees and their families. The group has conducted food drives and collected toxic household chemicals, beautified and improved the environment, repaired homes for senior citizens, erected picnic shelters on the Texas City Dike, adopted a highway for litter clearance and placed 400 litter barrels in parks throughout the county.

#### *Sterling Chemicals, Inc.*

Sterling Chemicals, Inc., formerly Monsanto, has operated in Texas City since 1942. Built to provide styrene for the nation's synthetic rubber needs during WWII, the plant is the world's largest producer of styrene and one of the major producers of acrylonitrile. It was acquired by Sterling in 1986; approximately 890 employees share in the company's growth through an employee stock ownership plan.

In addition to styrene monomer, used among other things for disposable cups and containers; and acrylonitrile, which is used in apparel and upholstery, the plant produces lactic acid for paint, glue, solvents and cigarette filters; tertiary butylamine for

pesticides, lube oil additives, solvents and pharmaceuticals; and sodium cyanide for precious metals recovery and electroplating.

To expand existing facilities, Sterling constructed a sodium cyanide facility in partnership with E.I. Du Pont de Nemours and Co.--a capital expenditure of \$80 million. The company will also expand its acrylonitrile capacity by 55 percent and its acetic acid capacity by a minimum of 100 million pounds annually.

#### *Marathon Petroleum Company*

The Marathon Petroleum Company's Texas City refinery is the ninth largest in the U.S. It produces 400 million gallons of gasoline annually in addition to diesel fuel, fuel oil, propane, propylene and bunker fuel. By-products are fed to nearby petrochemical plants. Marathon employs approximately 285 people.

#### *Hill Petroleum Company*

This facility was the first refinery in Texas, dating back to 1908, when it was started-up by Texas City Refining Company. It was purchased by Hill Petroleum in 1988. With 325 employees, the refinery produces 130,000 barrels of products daily, including all grades of gasoline, diesel fuel, kerosene, jet fuel, heating oil and petroleum by-products which are sold to area petrochemical plants.

#### *AIMCOR*

Dry cargo that passes through Texas City is handled, stored and shipped worldwide through the AIMCOR Marine Terminal. With over 440,000 feet of outdoor storage capacity, the terminal also features a 40-foot draft which allows easy access to a 1,000-foot dock, accommodating the loading of vessels from barges to Panamax class. It is served by five major rail carriers and is accessible from IH-45. Among the bulk products handled by the company's 51 employees are potash, ammonium sulfate, petroleum coke, soda ash, urea and various other fertilizer products and animal feedstuffs.

#### *Amoco Chemical Company*

This Texas City plant is considered the birthplace of Amoco Chemical Company. One of the fastest-growing chemical companies in the world, it began operations in 1947. The plant produces 3.2 billion pounds of petrochemicals annually, which are sold as consumer goods to other companies, and used to make appliances, tires, carpet, fabrics and other items. Amoco Chemical employs 485 persons.

#### *Amoco Gas Company*

Since 1941, Amoco Gas Company has provided natural gas to refineries, petrochemical plants and other heavy industry in Texas City and along the Houston Ship Channel. The company provides 425 million cubic feet of natural gas daily to industrial customers through 445 miles of active pipelines. Sixty employees contribute to the company's operation.

#### *Amoco Production Company*

The leading producer of crude oil in Texas, Amoco Production Company operates oil, gas and service wells in Texas City and Galveston County, which are handled from the Texas Coast District office in nearby Alvin. The company's regional and international headquarters are in Houston.

#### *Amoco Pipeline Company*

Amoco Pipeline's Galveston County operations are based in League City and La Marque. The 64 employees operate and maintain 375 miles of pipelines which serve many of the petrochemical plants and refineries along the upper Texas Gulf Coast. The company also operates 250 miles in a joint venture crude oil gathering system in the Gulf of Mexico, and recently spent \$11 million on capital improvements to its facilities.

#### *Amoco Transport Company*

The center for operations of Amoco's domestic tug-barge fleet, Amoco Transport's Texas City office employs 11 persons who coordinate the transportation of refined and chemical products to and from a variety of Amoco facilities, customers and suppliers. The company's ports of call are along the Gulf and Atlantic coasts, and also include many

Midwestern ports on the Great Lakes and through adjacent river systems.

#### *GAF Chemicals*

GAF commenced operations in Texas City in 1967. The 330-acre plant specializes primarily in producing acetylene chemicals for the manufacture of pharmaceuticals, solvents, detergents, fibers and cosmetics. A subsidiary of the GAF Corporation, the plant employs 219 people.

#### *TRI-SEN Systems, Inc.*

TRI-SEN specializes in control systems for turbo-machinery equipment, supplying and servicing a worldwide market. Founded in 1977, the company is located on a 56-acre tract and employs 89 people. Its operations include the design, manufacturing, marketing and installation of high quality, technologically superior turbo machinery.

#### *Enron Cogeneration Plant*

Enron operates a 440-Megawatt cogeneration facility powered by three gas turbines and one steam turbine, selling electricity to Texas Utilities in Dallas and steam to the local Union Carbide plant. The Enron plant, completed in 1987, now employs 37 people.

#### *Texas City Terminal Railway Company*

The Texas City Terminal Railway Company's history dates to the original Texas City Improvement Company, which was directly responsible for the city's development in the late 1800's. It built the first railroad, dredged the first channel to the port, installed utilities and made possible the industrial prosperity the area enjoys today. The company currently operates 34 miles of railroad and leases or maintains the majority of Texas City's docks, also serving as the port authority for the harbor. It is believed to be the largest private authority in the nation.

Established in 1893, the company currently employs 69 people. The port handles barges, and ships up to 1000 feet in length and up to 150,000 DWT in capacity. The handling of larger vessels is being considered.

An aerial photograph of the Texas City Ship Channel, showing a wide, deep waterway. On the left side, there is a large industrial facility with numerous white storage tanks and buildings. In the foreground, a large red and white ship is docked at a pier, surrounded by various industrial structures and equipment. The water is a deep blue, and the sky is clear. A yellow text box is overlaid on the right side of the image.

### TEXAS CITY SHIP CHANNEL

The Port of Texas City's artery to the maritime world is the six-mile long Texas City Ship Channel. The port is the third largest deep-water port on the Texas coast, and the nation's 11th largest in tonnage. In the year ending August, 1990 more than 1000 ships and 6000 barges utilized the city's port facilities.

### **BEBCO**

BEBCO manufactures engineered analyzers and sample systems, stainless steel industrial shelters and houses, control systems, panel consoles, enclosures and mounting assemblies, and pressurization and purging products. The company also provides engineering, design, assembly, installation, etching, and engraving services. It employs 105 people including engineers, system analysts, electrical and instrumentation technicians, metal fabricators and consultants.

### **Stan Trans, Inc.**

A subsidiary of W. R. Grace Company, Stan Trans receives light and heavy liquid petroleum products by tanker, barge and railcar; stores these liquids, and then ships them to customers by rail and truck. The Texas City facility, established in 1979, handled 1.2 million metric tons of liquid cargo in its most recent year--an increase of 48 percent over the previous year.

### **Texas Copper Corporation \***

Texas City's first new plant in 23 years--and one that promises a significant economic impact--is in the permitting stage. Texas Copper Corporation, a subsidiary of Mitsubishi Metals, Inc. of Tokyo, has purchased 1,488 acres for construction of a \$250-million state-of-the-art copper smelter. It will be located just south of the city's southern boundaries on Galveston Bay.

Texas Copper will produce 182,000 metric tons of blister copper, 150,000 tons of copper anode from ore concentrate and 500,000 metric tons of sulfuric acid per year for distribution to U.S. markets. The nation's first primary copper production plant, it will play a significant role in reducing U.S. dependence on foreign products.

The facilities will include a barge canal and a terminal, and will be protected by a 20-foot hurricane levee. The site will be landscaped with architectural attention given to aesthetics.

The construction phase is expected to bring more than 1,000 jobs to the area, and approximately 250 full-time positions will be created for on-going plant operations.

### **Ansutech, Inc. \***

Ansutech, Inc., a U.S. manufacturer of air separation plants, has announced plans to construct a \$26-million large tonnage oxygen-producing plant adjacent to Texas Copper. An integral part of the copper-processing operation, the facility will supply gaseous oxygen for use in copper concentrate processing, providing an efficient, clean-air operation. It will also sell liquid nitrogen and argon to industrial gas users in South and East Texas. Gaseous nitrogen from the plant will be made available to companies in the Texas City area via pipeline.

The oxygen plant is expected to begin construction in 1991, and will take approximately 24 months to complete. Construction will provide approximately 35 jobs; about 20 permanent positions will be created.

### **Strong Retail Growth**

A sign of confidence in the future economic vitality of the Texas City/La Marque area is the series of new retail centers now in the late stages of construction.

#### **Mall of the Mainland**

Mall of the Mainland is scheduled to open in March, 1991, and will feature four major department stores (including Sears, J.C. Penney and Dillards, plus one to be named later) and 100 smaller shops. Wyatt's Cafeteria, Palais Royal and a 12-screen Cinemark theater will provide further opportunities.

Located on 123 acres between FM 2004 and the Emmett F. Lowry Expressway, the \$70-million mall will provide 819,028 square feet of shopping and will create 1,200 to 1,500 jobs.

#### **Lone Star Factory Outlet**

Lone Star Factory Outlet, featuring 42 stores encompassing more than 177,000 square feet, will celebrate its grand opening this fall. Built at a cost of \$5.9 million, the center will create 350 jobs. It is located at IH-45 and Delaney Rd.

#### **Mainland Crossing Mall**

Mainland Crossing Mall, located on 52 acres between Emmett F. Lowry Expressway and Johnny

\* Project withdrawn due to permitting delays.

Palmer Highway, will provide 370,000 square feet of shopping space. Featured will be such established retailers as Sam's Wholesale, Wal-Mart and Pharmor Drugs, as well as smaller tenants.

## **Workforce**

Studies predict dramatic changes in Texas City's workforce in the next five years. In contrast to our current Caucasian, male-dominated occupational profile, females and blacks will account for over 70 percent of the labor force growth. Although there will be little change in occupations, jobs will require a more highly skilled and better educated workforce.

Because the workforce outlook is perhaps the most critical aspect of Texas City's future economic prosperity, education must keep pace with workplace technology, and the following solutions need to be undertaken immediately:

- Set up an accurate data base defining specific skills needed in the near and distant future.
- Create a plan to implement training of future and re-training of current workforce.
- Consider new issues developing in the workplace (childcare, elderly relatives, more difficult scheduling and additional benefits) with increased female employment and the impact these issues will have on local services.

## **Support Networks**

The many industrial support businesses based in Texas City (fabrication, supply, trucking, etc.) are a considerable strong point. Our proximity to Houston is a plus for large industries but a minus for small, locally-owned service businesses who cannot compete with Houston's more economical suppliers.

Industry's CAER (Community Awareness/Emergency Response) program has provided the community with a viable emergency response plan including a network of emergency warning sirens. And its Industrial Mutual Aid System (IMAS) provides industries and municipalities with shared equipment and personnel in times of serious emergencies. A highly effective Local Emergency Planning Committee--with members from industry, local government and health/emergency agencies--oversees safety and environmental matters in the

community; and an oil-spill protection system for the Texas City channel and harbor is in place.

Another valuable support asset is the number of industrial contractors and service companies located in the area, and the Texas City Contractors' Safety Council--which sees to the training of contractor personnel before they are permitted to work in the plants.

Recommendations include:

- Promote Texas City's support industry.
- Encourage major industries to buy supplies locally and use the local workforce whenever feasible.
- Continue to publicize the CAER and other emergency-oriented programs.

## **Land Availability**

The TSU land availability study has provided us with a valuable data base for future development, and illustrates Texas City's great potential for economic growth. We have a number of large tracts (in excess of 200 acres, and as large as 3400 acres) available, as well as many small-to-midsize tracts. Also in our favor are a number of available existing buildings, many of which are adjacent to roads, rail and other infrastructure. Limited dock space is available at the Port of Texas City, and excellent opportunities for expansion exist.

Our major weakness in this area is the present lack of docking space, established industrial parks and master planned residential projects--developments we should pursue aggressively.

## **Shoal Point**

Shoal Point, formerly Snake Island, was established in 1893 after the Texas City Improvement Company (Myers Brothers) dredged a 100-foot wide by 8-foot deep channel from the Gulf of Mexico to the general location of the present dock area. The dredged material became the foundation for the present Texas City Dike on the north side of the channel. The material dredged for the dock area was deposited on the bay side of the channel, forming the foundation for Shoal Point.

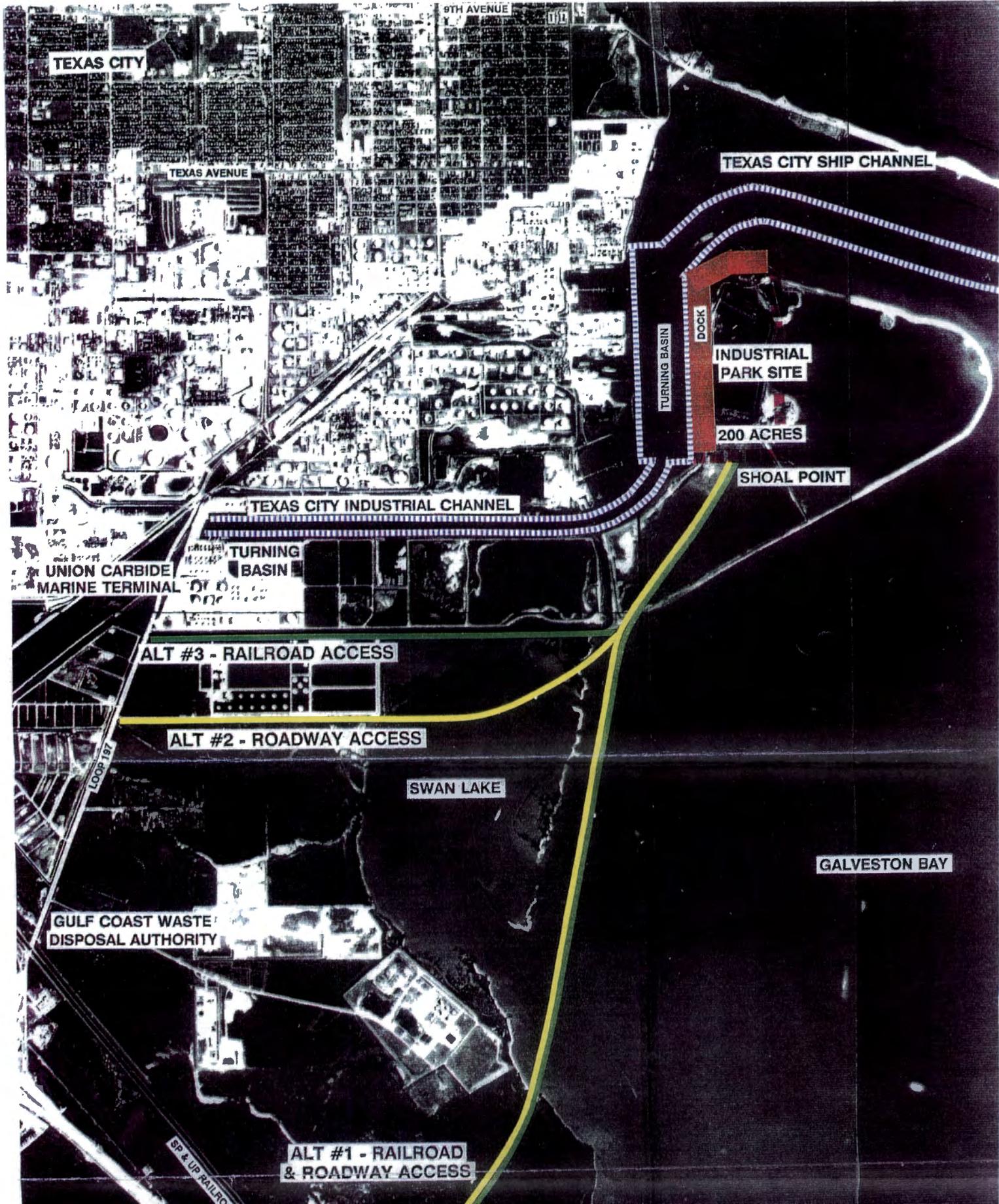
Three hundred seventy-six (376) acres on Shoal Point were purchased in January, 1968, from the

General Land Office of Texas. Maximum elevation at this time is approximately 25 feet.

Shoal Point is a potential site for grain elevators, tractor and truck lots, fabricating facilities, free warehouses, and "foreign trade zones" for dry and liquid cargo and roll-on/roll-off cargo.

The major challenge to developing Shoal Point is obtaining a release from the U.S. Corps of Engineers for use of the land area, which is currently reserved and designated for spoil disposal from Texas City Channel dredging over the next 50 years. Utilization of a portion of this land for development will mean a corresponding displacement of spoil reserve area. Indications from the Corps are that the City must find another location for the displaced spoil if Shoal Point is to be developed.

Another major hurdle to developing Shoal Point is its access. Preliminary studies have indicated possible routings for rail and roadway access; however, each route will, to some extent, disturb environmentally sensitive areas. Much work with environmental agencies will be required to solve these potential problems. (The following maps and drawings indicate preliminary access routings and developmental concepts for Shoal Point.) (*Reference Plate 12*)



TEXAS CITY

TEXAS AVENUE

9TH AVENUE

TEXAS CITY SHIP CHANNEL

TURNING BASIN

DOCK

INDUSTRIAL PARK SITE

200 ACRES

SHOAL POINT

TEXAS CITY INDUSTRIAL CHANNEL

TURNING BASIN

UNION CARBIDE MARINE TERMINAL

ALT #3 - RAILROAD ACCESS

ALT #2 - ROADWAY ACCESS

SWAN LAKE

GALVESTON BAY

GULF COAST WASTE DISPOSAL AUTHORITY

LOOP ST

ALT #1 - RAILROAD & ROADWAY ACCESS

SP & UP RAILROAD

**IV.**

**IMPLEMENTATION**

## IV. IMPLEMENTATION

In order to actively pursue the objectives stated in this report--especially the goal of developing and diversifying Texas City's economic base--the city government has recently established a series of boards and committees. Key among these are the Economic Development Board and the Goals 2000 Board. Others include an Environmental Protection & Emergency Response Board; Dike and Bay Area Development Advisory Committee; and City Planning Board.

### **Economic Development Board**

Using this report with its information and maps as a point of departure, the Economic Development Board will be reviewing the ideas and action steps contained herein. They'll be prioritizing them, weeding-out the less promising ones and referring the meritorious ones to city government with their recommendations, with an eye toward economic diversification and growth. This group will refer long-term recommendations to the Goals 2000 Board, and perform needed advance legwork for that board. In the area of marketing, the Economic Development Board will be working closely with the groups listed below in an intensive development program.

### **Goals 2000 Board**

The Goals 2000 Board is chartered to create the 10-year strategies and action plans needed to help

Texas City become, by the turn of the century, an appreciably better place to live, work and play. A city with a stronger and more diversified economic base, expanded infrastructure and superior government, educational resources, and amenities. The Goals 2000 Board will be working with the City to enhance the beauty of the area, and to develop the necessary master plans for land use and development, roadways, rail, docks, drainage and utilities.

### **Marketing Program**

Texas City's marketing program will be conducted largely through the Texas City/La Marque Chamber of Commerce, the Texas Department of Commerce, Texas Industrial Commission, Clear Lake Economic Development Foundation and the Houston Lighting & Power Market Development Group.

A package of marketing tools--developed as part of this E.D.A. project--has been designed and formatted, and will soon be printed. The package includes a basic color brochure/jacket summarizing the advantages of locating in the Texas City area, plus a series of inserts (maps and specific-subject printed pieces) that will allow us to tailor a promotional package to a specific type of business or other entity. Several of the groups mentioned above have expressed their enthusiasm for utilizing these materials.

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**GUIDELINES FOR DEVELOPMENT**

# **GUIDELINES FOR DEVELOPMENT**

## **INTRODUCTION**

The development of the City in terms of growth, services, directions and attitudes is guided by the policies of the Mayor and Commission based on input received from the community. The role of the City government is to hear from the community, assess their desires, and set goals, policies and guidelines to achieve the desires. The City government must also take physical action in accomplishing many goals by implementing programs and initiatives.

This section of the report will outline several of the key policies, documents, programs and initiatives used or proposed for use in planning and guiding the development of the City.

## **CITY BOARDS**

A major element in establishing policies and guidelines is the use of citizen volunteer boards. One of the best ways to hear from the community and assess their desires is a broad based incorporation of the citizens into the policy formulation process. Over the years, City Boards have been utilized for this process, but their role has recently been expanded. Presently established are citizen boards which cover a wide range of issues facing the community. The boards study the issues and present recommendations and solutions to the Mayor and Commission. Following is a listing of the various City Boards being utilized for policy formulation:

- A. Board of Adjustment
- B. Capital Improvements Advisory Committee
- C. Citizens Community Development Advisory Committee
- D. Civil Service
- E. Consumer Advisory Board (established in 1990)
- F. Crime Stoppers (established in 1991)
- G. Dike & Bay Area Development Advisory Committee (established in 1990)
- H. Economic Development Board (established in 1990)
- I. Environmental Protection and Emergency Response Advisory Board (established in 1990)
- J. Goals 2000 - Comprehensive Planning Board (established in 1990)
- K. Golf Course (Bayou) Advisory Board

- L. Good Neighbor Board (established in 1991)
- M. Independent Living and Family Advisory Board (established in 1990)
- N. City of Texas City Industrial Development Corporation Board
- O. Industrial Management Committee (established in 1990)
- P. Library Board
- Q. Ministers Board (established in 1990)
- R. Park Board
- S. Planning Board
- T. Safety Committee (established in 1990)
- U. Shooting Range Advisory Board
- V. Teen Age Community Advisory Board (established in 1991)
- W. Zoning Commission
- X. City Technical Boards:
  - a. Board of Electrical Examiners
  - b. Contractors & Installers Examiner Board (Air Conditioning & Heating)
  - c. Plumbing Appeals and Advisory Board

The use of the voluntary board also relieves much manpower requirements on City Staff which helps maintain a low tax base.

The continued use and possible expansion of Boards should be a goal of the City Administration.

## **DEVELOPMENT ORDINANCES AND POLICIES**

### ***Zoning Ordinance***

The City Zoning Ordinance was first adopted in 1946 and is administered through the direction of the City Staff and the City Zoning Commission. The Zoning Commission is composed of five members of the community appointed for two year terms by the Mayor and the City Commission. The Zoning Ordinance has assisted in providing controlled development of the City and maintained the integrity of neighborhoods. Although the ordinance has been amended on a few occasions, it was not until 1991 that significant revisions were made to the 1946 ordinance.

In 1990 the Zoning Commission initiated a study of the Zoning Ordinance. The findings of that report were as follows:

1. The Zoning Ordinance was developed in 1946 and is no longer able to provide adequate land use controls nor the flexibility needed for the community.
2. Various technical aspects of the Ordinance such as setbacks, lot sizes and definitions are inadequate and outdated.
3. Prior amendments were inconsistent and do not relate to the structure of the Ordinance.
4. The roles of the Zoning Commission and the Board of Adjustment were ambiguous in terms of use variances.
5. The pyramidal design allowed inadequate land use control resulting in incompatible, adjacent land uses.
6. There were no provisions for more restrictive site plan controls when necessary.

From those findings, the Zoning Commission recommended the following:

1. The Zoning Ordinance should be extensively revised and updated.
2. The revised ordinance should utilize the current zoning district titles where possible to reduce confusion.

This revised ordinance was developed over a period of six months with the assistance of a planning consultant. Numerous workshops were conducted including joint reviews by other City Boards and the City Commission, including public hearings. The primary amendments of the Zoning Ordinance include the following:

1. Organization of the document into four (4) principle articles.
2. Extensive revisions of the "Definitions" section.
3. Refinement and updating of the existing zoning districts.
4. Creation of new zoning districts where necessary including a "Site Plan" district.

5. Provision of landscaping requirements for new multifamily and commercial development.
6. Clarification of the duties and authority of the Board of Adjustment.

The goals of the Revised Zoning Ordinance were to provide proper land use controls and permit quality growth and development for Texas City.

The revised ordinance adopted in September of 1991 has been in effect for nine months and appears to be accomplishing these goals. The ordinance should, however, be modified and revised as conditions and experience warrant.

### *Subdivision Ordinance*

The City Subdivision Ordinance provides guidelines for designing and constructing residential subdivisions and commercial developments. The ordinance is administered through the direction of the City Staff and the City Planning Board. This board is composed of the Mayor, one City Commissioner and three members of the community appointed by the Mayor and City Commission.

The Ordinance has been utilized effectively for several years, but like the Zoning Ordinance, should be updated and modified. The present ordinance has few definitive design criteria for commercial developments and site plan criteria. More drainage criteria should also be included and present sign controls should be studied and possibly revised. More site design criteria should also be included to enhance quality and aesthetics of new developments.

A short term goal should be to modernize and upgrade the subdivision ordinance.

### *The Capital Recovery Plan*

The Capital Recovery Plan for Texas City was developed in May of 1990 to help forecast new development with its needs for water and sewer and serve as a policy to document and legally assess fees from new development to offset their impact on the existing city services of water and sewer. The report was also developed in order to bring the current "Plan" and "Fee" into compliance with the Texas Legislature's Senate Bill 336.

The Capital Recovery Plan for Texas City is a combination of three elements;

1. A ten year projection of the City's growth and land use assumptions.

2. A master plan for major water and sewer facilities necessary to accommodate new development anticipated over the next 10 years.
3. Calculations which proportion the cost of the major water and sewer facilities to each increment of new development.

The Capital Recovery Fee Advisory Committee was appointed and constituted by the City Commission, 17 January 1990, in accordance with the Texas Local Government Code, Chapter 395, Political Subdivisions - Capital Improvements - Financing. The role of the Committee is to:

1. Develop Land Use Assumptions upon which the Capital Recovery Plan may be based;
2. Review and comment in writing upon the Capital Recovery Plan and the method established for levying a Capital Recovery Fee (called an Impact Fee in the Code); and,
3. Monitor and update the Land Use Assumptions as appropriate in accordance with the Law.

### *Special Districts*

Development of large scale quality residential communities, business parks and other type commercial centers are many times dependent on special financing arrangements. In many instances a "partnership role" between the development and the city is required in the form of special tax districts or tax refinancing plans.

One type of special district is the Tax Reinvestment Zone. In this arrangement, taxes are separated into two parts. The taxes on the undeveloped property are frozen for a number of years. The increased tax revenue generated by the additional value of the development is used to pay for infrastructure and costs necessary to service the development. Two neighboring communities - La Marque and Galveston utilize Tax Reinvestment Zones.

Municipal Utility Districts (MUDs) are the most common form of special tax districts in Texas. One of the largest costs of developing large residential or commercial tracts, is the cost of water, sewer and underground drainage utilities. In a municipal utility district, these costs are paid back through additional taxes to the property owners within the district. The remainder of the development costs are borne by the developer and recouped through property sales. The use of MUDs have been reviewed by the city in the past and further studies are anticipated by the City Planning Board and Economic Development Board.

MUDs have been reviewed by the city in the past and further studies are anticipated by the City Planning Board and Economic Development Board.

Enterprise Zones are another special district established to encourage development and encourage use of the local workforce by recouping some of the state sales taxes generated by development. Texas City currently has one enterprise zone and is studying the possibility of creating an additional zone.

## **"NEW IMAGE" INITIATIVES**

Many factors contribute to the "livability" of a city. The impression that a community imparts to residents and visitors is a good indication of the livability of a city. The city's physical appearance is the aspect of the city which can be encouraged or promoted to enhance its livability.

Texas City has made many strides to make the community an attractive place to live work and play. This element of the Comprehensive Plan is intended to identify those aspects of the urban fabric which have been initiated or contemplated to improve the image. The perception and character people "feel" as they travel through Texas City is the single most important issue regarding urban design as used in the context of this Plan.

One of the major priorities of the *Goals 2000 Report* was the need for a new image for Texas City. The outside perception of an industrial smokestack town should be corrected to the true nature of the community.

The "New Image" should be built on the basis of an attractive, progressive, safe, residential community with a sound economic base and with an abundance of recreational and leisure opportunities. One sub-goal presented in the *Goals 2000* report was "New image of Texas City as a good and safe place to live, work, play, and invest."

The adoption of the new City logo with the sailboat, rainbow and "Texas City - By the Bay" title is one step toward the new image. This logo de-emphasizes the industrial connotation and calls attention to other major sectors of our community - the recreational, scenic bayshore.

Several other "New Image" initiatives have been implemented and should be further developed as indicated in the *Goals 2000* report.

### *Gateway Beautification*

This program involves a general upgrade in the looks and aesthetics of the community, through the use of landscaping and other design elements. Efforts have been concentrated at high visibility points throughout the city such as major highway intersections, high volume parks and key entrances or "Gateways" into the city.

Much of the landscaping was accomplished on State Highway right-of-ways through a matching grant program with the Texas Department of Transportation. Other areas have included parks, city facilities and medians. Since initiation of the project in October 1990, about 5000 trees have been planted in addition to thousands of other shrubs and plantings.

Local industries have banded together with voluntary contributions and volunteer workers to help accomplish the project.

Other gateway projects are now in the planning states or being considered. These include such projects as:

1. Central Parkway improvements and landscaping - a five acre expansion of Nessler Park centering around the 16th Street drainage ditch.
2. Sterling Chemical Oak Tree project Phase II - planting of live oaks along both sides of Palmer/9th Avenue from 6th Street to Highway 146.
3. Creation of a lake with high earth berms and landscaping at the center of the major entrance to Texas City - the Interstate 45 / FM 2004 / Emmett F. Lowry interchange.

The Goals 2000 Committee established Goal C3 Gateway Beautification, and while acknowledging previous success in this area, set a strategy to expand the program "into clean-up and beautification of other areas".

### *Greenbelt Initiative*

Due to the heavy concentration of heavy industries in the south of town, Texas City has long recognized the need of an open space buffer zone between these industries and the other residential and commercial sectors of the City. The 1982 master Land Use Plan developed with assistance of Texas A&M University called for a transition area generally between Texas Avenue and 4th/5th Avenue South extending from Bay Street to Highway 146.

The recently developed Master Land Use Plan further defines the transition area as a Greenbelt Area - a non-developed open area with berms and landscaping.

Several of the local industries have also realized the importance of a non-developed, non-populated buffer zone beyond their industry gates. The open space would help mitigate human life dangers and damages beyond the perimeter of the refinery in the event of harmful chemical releases, fires or explosions.

To this end, Sterling Chemicals and Amoco Oil Refining have successfully pursued the purchase of property within the designated Green Belt area both from an industry safety standpoint and a community awareness standpoint.

The Goals 2000 Committee while recognizing "...good progress has been made in this area ..." established a major goal of Greenbelts between Industrial & Residential Areas and set a strategy to "... continue their present course with all deliberate speed ...".

The City government, although restricted as an active participant in the purchase and creation of the greenbelt, is encouraging all local industries to participate and is assisting where possible through regulatory means.

In order to fully accomplish the Greenbelt goal, the City will have to determine the feasibility of relocating its public housing facilities and other city facilities such as Sanders Center, Washington Gym and the City maintenance service center all located within the target area.

#### *Showcase of Heritage and Historical Sites*

Another "New Image" goal of the Goals 2000 Committee is the restoration and preservation of historic buildings and sites throughout the community.

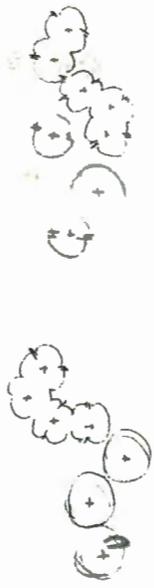
An initiative has been set in motion to accomplish this goal. One strategy of the Report directs the Texas City Heritage Association and the Mainland Museum Board to expand their efforts in collection and preservation of historical elements of our community. Both have made great strides, especially in the establishment of a City Museum. The museum to be located in the previous J.C. Penney building on 6th Street should be a cornerstone for the goal of Historical Preservation.

Other steps have been taken and some plans are in discussion stages for showcasing our history. The restoration and expansion of Memorial Cemetery into a beautifully designed and landscaped park was a major accomplishment in historical preservation. The park, with historical

CONCEPT PLAN

FOR

GATEWAY PARK



HIGHWAY 1766

HIGHWAY 2002



DEVELOPMENT PLAN (SITE #1)  
 FEBRUARY 11, 1991  
 CITY

INTERSTATE 45 (NORTH BOUND)

INTERSTATE 45 (SOUTH BOUND)



### New Image Initiatives

Changing the outside perception of a smokestack town will require a variety of new image improvements. Pictured from top to bottom are several programs which have been initiated to accomplish this goal: As part of the Gateway Beautification program high visibility areas such as highway medians receive landscaping and City parks undergo a facelift with additional trees and white fences; planned development of the beach and shoreline will greatly enhance a positive image and create renowned recreational attractions; local industrial leaders join the Mayor to kick-off a large-scale tree planting/landscaping project called "Root in Texas City"; installation of holiday banners along thoroughfares achieve a festive atmosphere; and creation of a greenbelt buffer between industrial facilities and residential neighborhoods improve the appearance and safety of the City.

markers and informative exhibits present the history of the 1947 ship explosion disaster and provides a fitting memorial tribute to the many families who suffered pain and loss from the disaster. Although the disaster was a terrible tragedy, it is the event for which Texas City is most famous. It should therefore be showcased for historical purposes just as Gettysburg Virginia showcases the tragic civil war battle.

Other historical sites which have recently been restored through community involvement are; Mikeska-Sandberg Park - located at the entrance to Texas City docks commemorating the location of the Texas City disaster; Anchor Park - located at Bay Street and Dike Road - depicts the anchor of the Highflyer and other history of the Disaster; and Heritage Park - located at 3rd Avenue and 4th Street - presents restored homes of early Texas City residents - the Davison Home and the Engineer's Home. Another strategy of the Goals 2000 report encouraged private owners to restore any historical homes or properties in their possession.

Additional plans are being discussed to restore other historical sites and points of interest.

The proposed Bay Street Park, in addition to providing recreational facilities, will present the history of the 1st Aero Squadron located on the site. The 1st Aero Squadron was the forerunner of the United States Air Force.

Plans are discussed to construct a lighthouse museum on Skyline Drive presenting the history of Shoal Point Lighthouse, the Texas City port, the Texas City Dike, the hurricane protection levee, and the Rainwater Pump Station Facilities.

Plans are also discussed on a method to showcase to visitors and citizens alike the many historical sites and points of interest throughout the community. The method will involve the delineation of a route through the City leading to the many sites. The route would be specially marked with roadside signs or banners and the sites would be designated with identifiable stands, kiosks, or markers. This "Heritage Trail" was initiated on a trial basis during the City's 80th Anniversary celebration but will require improvements in mapping, delineation and expansion of sites. In addition to historical sites, the route might also include scenic views from the dike and skyline drive.

#### ***Dike and Bayfront Enhancement***

One of the major assets of the Texas City community is its shoreline along Galveston Bay. With approximately 35 miles of undeveloped shoreline extending along the dike and northward along the hurricane protection levee and Moses Lake and southward along Swan Lake and Virginia Point,

# POTENTIAL USES FOR SPOILS ALONG THE TEXAS CITY DIKE & BAY AREA

- CLOSE PROXIMITY TO DREDGE SITE
- RESTORATION OF AREAS LOST TO SUBSIDENCE OR STORMS
- EROSION PROTECTION
- FORTIFICATION OF LEVEE AND DIKE
- WETLAND RESTORATION, CREATION AND ENHANCEMENT
- PROTECTION AND RESTORATION OF MARINE AND WILDLIFE HABITATS SUCH AS OYSTER REEFS AND WETLANDS
- DIKE RENOVATION AND ENHANCEMENT
- CREATION OF NEW RECREATIONAL AREAS TO INCLUDE POCKET PARKS WITH ADEQUATE PARKING, RESTROOMS AND CONCESSIONS AS WELL AS EXPANDED AREAS FOR SWIMMING, SAILING AND OTHER TYPES OF ACTIVITIES
- CREATION OF LARGER WADE FISHING AREAS
- EXPANSION OF WINDSURFING AREAS
- FILL FOR RAISING THE LOW-LYING AREAS ON THE DIKE TO SOLVE DRAINAGE PROBLEMS.
- WIDEN ROADS TO ACCOMMODATE HEAVY TRAFFIC ON WEEKENDS AND PROVIDE ADEQUATE PARKING AREAS
- PROVIDE VARIETY IN TOPOGRAPHY
- DEPOSIT OF SPOIL FILL TO ENHANCE EXISTING TEXAS CITY DIKE AND BAY AREA MASTER PLAN FOR DEVELOPMENT
- MASTER PLAN ELEMENTS INCLUDE:  
 DEVELOPMENT OF PUBLIC LAND FOR FAMILY RECREATIONAL AMENITIES, EDUCATIONAL AREAS, WILDLIFE AND MARINE HABITATS, AS WELL AS THE OVERALL NATURAL INTEGRATION OF MAN AND THE ENVIRONMENT

**ZONE 1: ECOLOGICAL**  
 PRIME WILDLIFE AND MARINE HABITATS  
 SALT GRASSES, WETLANDS, FISHING, ETC  
 CLOSE PROXIMITY TO FRESH WATER FOR OYSTER REEFS

APPLY SPOILS TO ACT AS AN EROSION BARRIER AS WELL AS MARINE HABITAT PROTECTION

ELEVATION RAISED TO 1-3' WILL EXPAND WINDSURFING AND WADE FISHING AREAS

**ZONE 2: FAMILY RECREATION**  
 WINDSURFING, WADE FISHING, PICNICKING, POCKET PARKS, ETC

FILL TO ANGLE OF REPOSE/INTERFACE W/ LEVEE  
 WIDEN SKYLINE DRIVE

DEVELOP LEVEL AREAS FOR USE AS PARKING, PICNICKING, RESTROOMS, ETC.

**ZONE 3: DIKE ACTIVITIES**  
 BOATING, SWIMMING, SAILING, VOLLEYBALL, POCKET PARKS, ETC.

EXPANSION OF DIKE WILL ALLOW FOR LARGER BEACHES, ADDITIONAL RECREATIONAL FACILITIES, INTRODUCTION OF VEGETATIVE HABITATS, AND FORTIFICATION OF THE DIKE ITSELF

AS CITY

1" = 700 YDS.

**LEGEND:**

- - EXISTING DEPTHS of 4-6 ft.
- - EXISTING DEPTHS of 1-3 ft.
- ▨ - FILL to DEPTHS of 1-3 ft.
- ▨ - FILL to INTERFACE w/ LEVEE
- ▨ - FILL to ELEVATION of DIKE
- - POSSIBLE LOCATIONS for OYSTER REEFS



### "Heritage Trail"

Visitors and interested citizens will be guided to various historical sites and points of interest throughout the City by a system of maps and signage. A few of the sites on the tour will include top to bottom: Memorial Park; First Lady Pavilion overlooks the Dike entrance and Texas City harbor; Skyline Drive provides a scenic view of Galveston Bay and the proposed Bay Street Park; Rainwater Pump Stations A and B are one of the world's largest screw pump installations; and Heritage Park is the site of the historic Davison and Engineer's homes.

there are limitless possibilities for recreation, leisure, environmental research and enjoyment of this natural resource.

Texas City contains one of the longest shorelines of all the municipalities around the Galveston Bay/Clear Lake Area, although it is not generally noted as a "Bayfront Community". The reason is two fold - the existing image of an industrial community detracts from our shoreline resources and with the exception of the dike, the shoreline is not developed with amenities or facilities to attract large numbers of visitors.

A major goal of the Goals 2000 committee was "an improved, expanded and beautified Dike, Moses Lake, and Bay recreation development including marinas, restaurants and overnight accommodations with park and recreational areas." In addition to these numerous improvement goals the Committee established a goal to protect the "unique environmental features" along the shoreline by creating wildlife preserves or restricted habitat areas. Accomplishment of this goal will change the image of Texas City, improve and strengthen a large segment of the economy, and provide the citizens with more opportunity to enjoy the bayfront.

Several steps have been taken to improve the shoreline opportunities. The construction of the First Lady Pavilion on the Dike provides a large pavilion for picnicking or enjoying the waterfront view. Improvements to three public boatramps on the dike are now complete. Landscaping along the dike and bay front has been initiated.

Other programs have been discussed for enhancement of the bayfront which include:

- The possibility of widening the dike and the hurricane protection levee utilizing excess spoil from the potential Houston Ship Channel Improvement Project. This would provide more area along the waterfront for recreational development. The Port of Houston is now evaluating and considering the Texas City proposal.
- Creation of a Beach Pocket Park near the end of the dike. This idea has been discussed with the County Beach and Parks department and is in the study stages.
- Development of a Texas Parks and Wildlife State wildlife park along Dollar Bay. The State is now in the process of purchasing property for this endeavor.
- Development of a parking lot and other amenities in the windsurfing area along the Hurricane Protection Levee.
- The development of "Shoal Point Lighthouse" (previously discussed) to showcase the history of the bayfront and provide a scenic overlook of the bay.
- Construction of an amphitheater along the hurricane protection levee in conjunction with Bay Street Park future development.

Many other ideas have been presented but as stated previously, the possibilities are almost endless. Continued planning and development should continue including much private sector involvement and funding to accomplish this goal.

### *Deteriorated and Abandoned Buildings*

One of the major image detriments to Texas City is the numerous deteriorated and abandoned homes, buildings and business areas blighting part of the community.

"New Image" goals were established by the Goals 2000 Committee to address this concern as follows:

1. Redevelop abandoned commercial areas, upgrade deteriorating areas and eliminate dilapidated, abandoned buildings.
2. "Existing Buildings upgraded and maintained". This goal basically addresses protection of existing operating facilities from decline. There is concern that existing buildings should not be allowed to become run-down possibly leading to vacancy or abandonment, which in turn would worsen the situation.
3. Revitalize the old Central Business District (Sixth Street/Texas Avenue)

Goals 1 and 3 are interrelated with one covering the general spectrum City wide and one specifically targeting the most notable example of decline - the Old Central Business District.

Redevelopment of abandoned commercial areas can be encouraged by the City. Reuse of abandoned commercial buildings should also be encouraged such as the reuse of the old Globe building by Youth at Risk, the old Whites Store for the City Service Center and the old Fair Store by the United States Post Office.

Elimination of dilapidated abandoned buildings is an ongoing program by the Community Development Department through United States Housing and Urban Development grants. With the recently enacted Dangerous Building Ordinance the City is able to move more quickly in demolishing buildings and accomplishing this goal. Two strategies endorsed by the Goals 2000 Committee are to develop more "... legal strategies to speed-up execution of this process" and provide "... additional revenue sources including money, manpower, etc."

The revitalization of the Old Central Business District (CBD) is of utmost concern to most residents of Texas City. The once thriving business and retail district along 6th Street and Texas Avenue has been in steady decline for many years. With recent development of regional shopping centers in the western part of the City, rapid decline has occurred.

It is almost obvious that retail/commercial businesses will not move back into the area. The Goals 2000 Committee suggests "... alternate uses of the buildings ...", "... recruiting of other types of potential businesses,..." and "... removing the dilapidated buildings...". They also suggest the use of an urban renewal planner working with a task force to develop a Master Plan for the district.

Several Committee suggestions concerning financing and incentives were documented as strategies: lower property taxes; appropriate additional general city funds; and providing incentives to precipitate change.

The 6th Street Merchants Association recently financed a study by Texas A&M Department of Urban Affairs to conduct feasibility and master plan scenarios for the area. The results of this study indicate possible uses of the old Showboat Theater and adjacent buildings for a local industry off-site meeting and training center complete with offices and cafeteria.

Some discussions have centered around establishing a special tax district or use of sales tax revenue in the area for economic development. Presently the Texas City Industrial Development Corporation and Taxpayer Research Council are evaluating feasibilities for a 1/2 cent sales tax. City staff is evaluating expansion and creation of new enterprise zones tax abatement and tax reinvestment zones for the area along 6th Street and Texas Avenue.

Obviously additional study and commitment by the community will be required to provide a solution to this situation.

#### *General Enhancement of Aesthetic Qualities*

Reduction in the visual clutter of signage, utility poles, overhead utility lines, transformers, street hardware, and other elements should be controlled along commercial corridors such as Palmer Avenue, Texas Avenue and 197 North. Preliminary planning with Texas-New Mexico, Southwestern Bell, Storer Cable and the Texas Department of Transportation for improvements of visual clutter on Palmer between 25th Street and Highway 146 are now ongoing.

Appearance upgrade of city facilities such as city buildings, water towers, lift stations, and parks has been recently initiated, but should be continued and expanded.

Additional street scene treatment along major thoroughfares such as banners, ornamental lighting, landscaping, fencing, pavers, etc. should also be encouraged.

Creation of hike and bike greenbelt corridors throughout the City connecting major parks will provide aesthetically pleasing breaks to the grid of paved streets. This will also provide enjoyment and variety to the many joggers and bikers in the community. This concept has been identified for connecting Nessler Park, Proposed Central Parkway, Bay Street Park, Tarpey Park and Heritage Square.

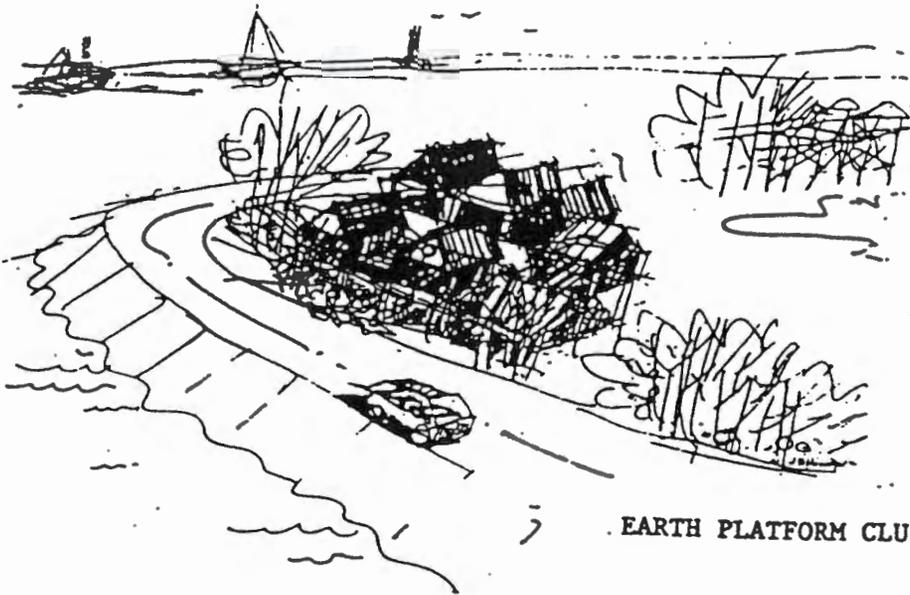
### *Regionally Appropriate Residential Design*

Texas City's coastal location requires creative siting and design for housing that is adequately protected from the threats of winds and flooding of hurricanes. The city's ordinances require that floor datum elevation be a minimum of 7.2 feet above mean sea level for residential construction. Additional protection is provided by seawalls and dikes. In the flat lands inside the new dike under construction and in other flood prone areas of the city opportunities exist for applying regionally appropriate architectural styles and innovative site treatments which require considerably less earth moving per dwelling unit. These approaches may make feasible the development of land which otherwise would be impractical under standard subdivision design. The following are descriptions of alternative housing solutions inspired by familiar structures and forms of the Gulf Coast developed by the oil and fishing industries such as the famous Texas Towers and stilt building in areas where tides fluctuate, or the earth platforms used to elevate oil storage tanks, and the familiar boardwalks on the wharves.

#### *Texas Towers*

Inspired by the off-shore oil drilling platforms, this residential type is predicated on the possibility of making use of the new dike under construction by building off-ramps that connect the dike road to the manmade structural platforms with a minimum of disturbance to the dike or site. The structures would be built off the ground, high enough to be free of potential flooding and with a panoramic view of the bays. Parking and circulation would be provided on the platform with the dwelling units coming off at the level of the platform and above. A cluster of different sized dwelling units could make a good architectural expression.

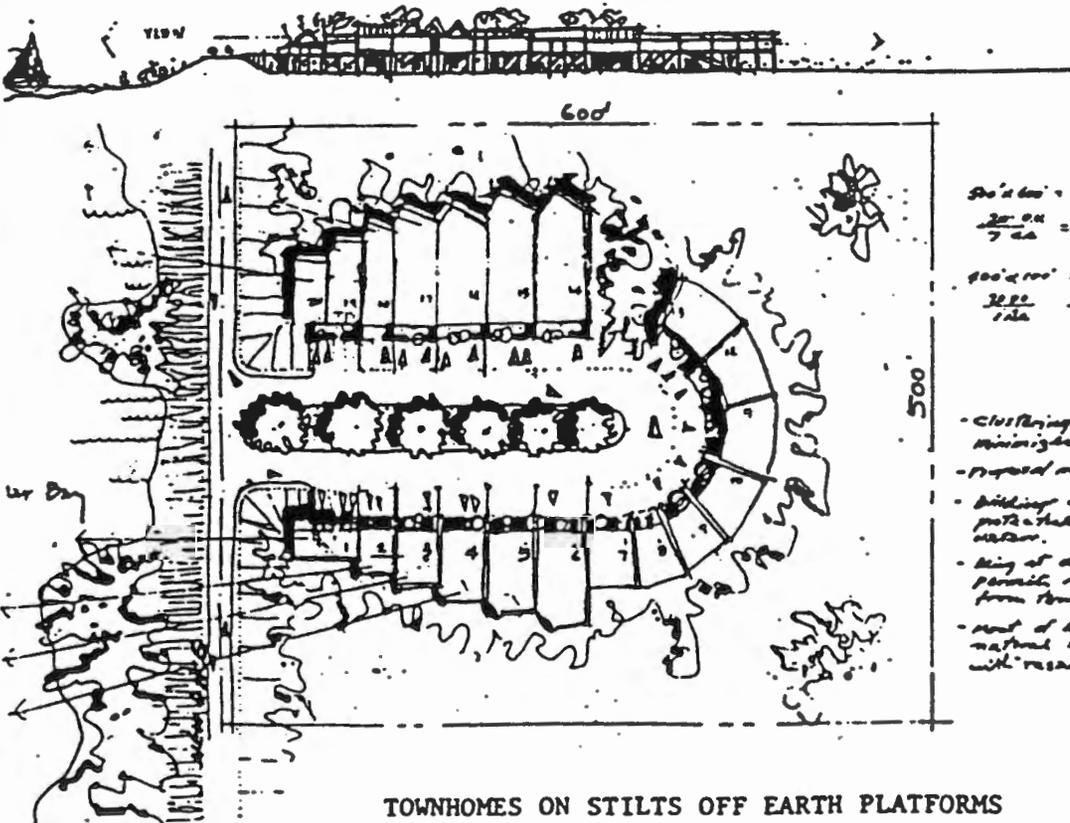
The Texas Towers concept, as exemplified in these sketches, captures the spirit of the Texas Gulf Coast, allows for use of otherwise inaccessible land areas and provides for a panoramic view of the bays, as the homes would be either at dike level or higher.



EARTH PLATFORM CLUSTERED RESIDENTIAL

*Stilts Off Earth Platforms*

This is a variation on the above concept. Instead of using only a structural platform, an earth ramp could be built off the dike for access and parking, with a minimum use of structural support members. This may be recommended on the Dollar Bay side of the new levees where the bay's water level would be drawn-down at low tide providing an additional margin of safety from rising waters.



30' x 60' = 7 rows total (60)  
 $\frac{20' \times 60'}{7 \times 60} = 3$  parking stalls  
 600' x 100' = 1 row 20' (WA)  
 $\frac{30 \times 60}{100} = 2.00/100$

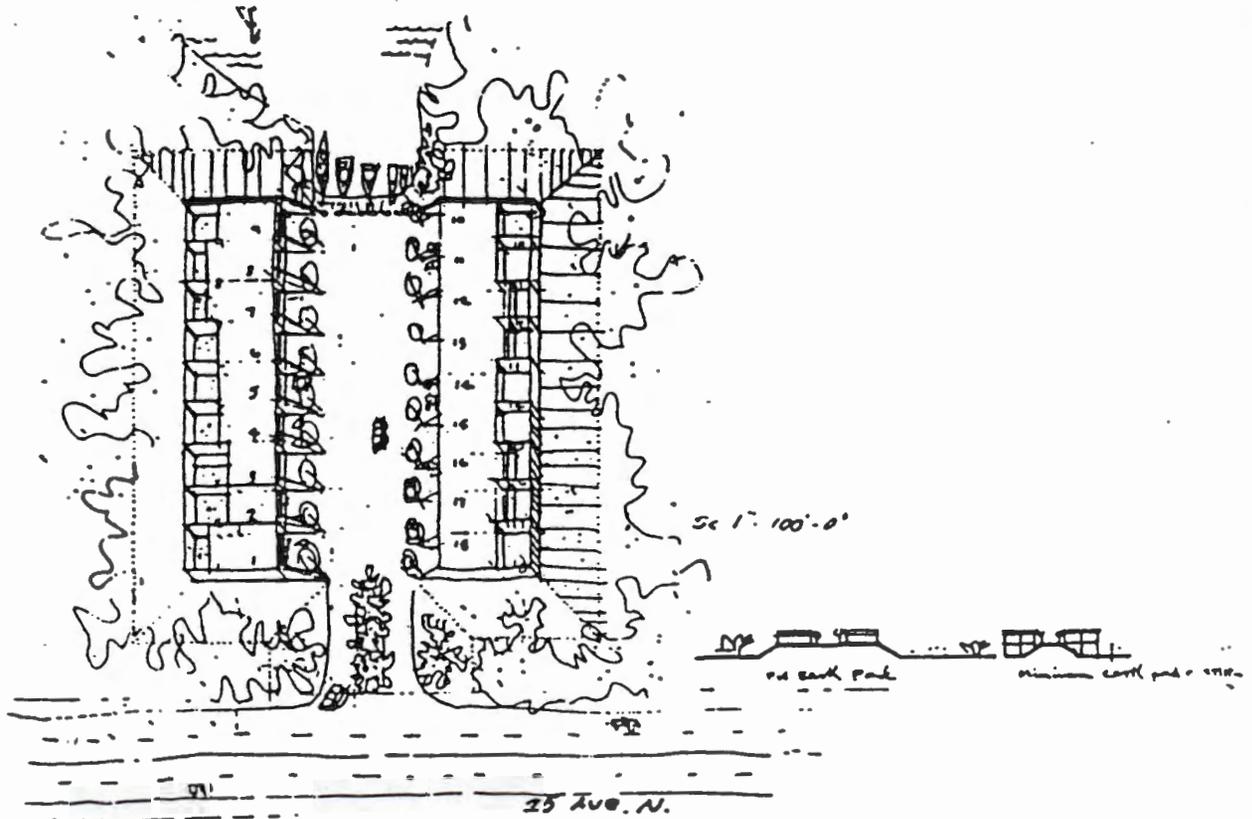
- Clustering concept
- minimize land fill
- proposed water use d.i.a.
- buildings on stilts are protected from rising water.
- King of dikes land permits water flow from townhomes.
- most of land on left natural water complement with vegetation

TOWNHOMES ON STILTS OFF EARTH PLATFORMS

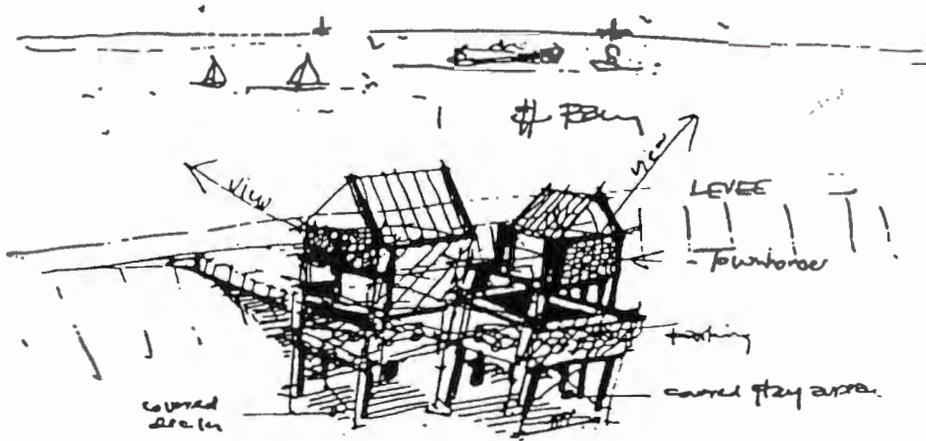
### *Elevated Earth Platforms*

As the name suggests, this approach would achieve safe elevations by the use of earth structures. By tracing the existing five foot contours on land behind the new dike, assuming this is the minimum feasible elevation for development, earth from the surrounding lesser elevations could be mounded at a fraction of the cost to create "natural" earth platforms for unique marine subdivisions. By using recommended townhouse densities of 16.5 dwelling units per acre, it is assumed that quality residential areas could be feasibly developed. This approach would intensively use the earth platforms and leave large areas of park-like open-space between residential clusters.

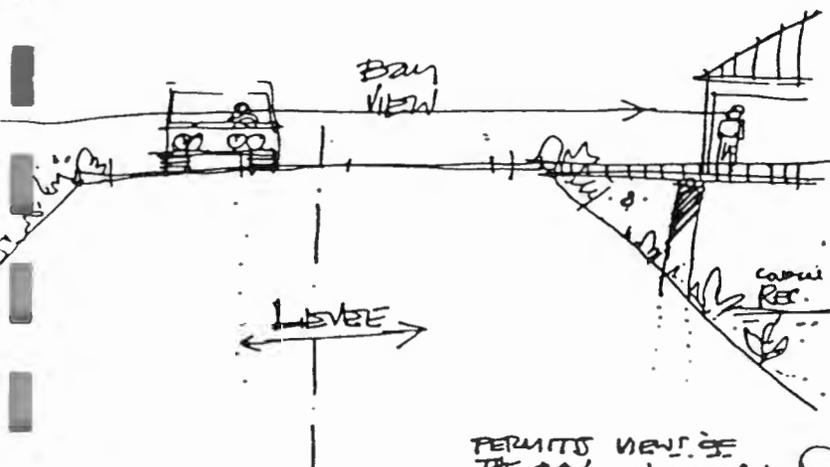
The following descriptive sketches complement the previously described concepts.



TOWNHOUSES ON STILTS OFF EARTH PLATFORMS



TEXAS TOWER TOWNHOMES

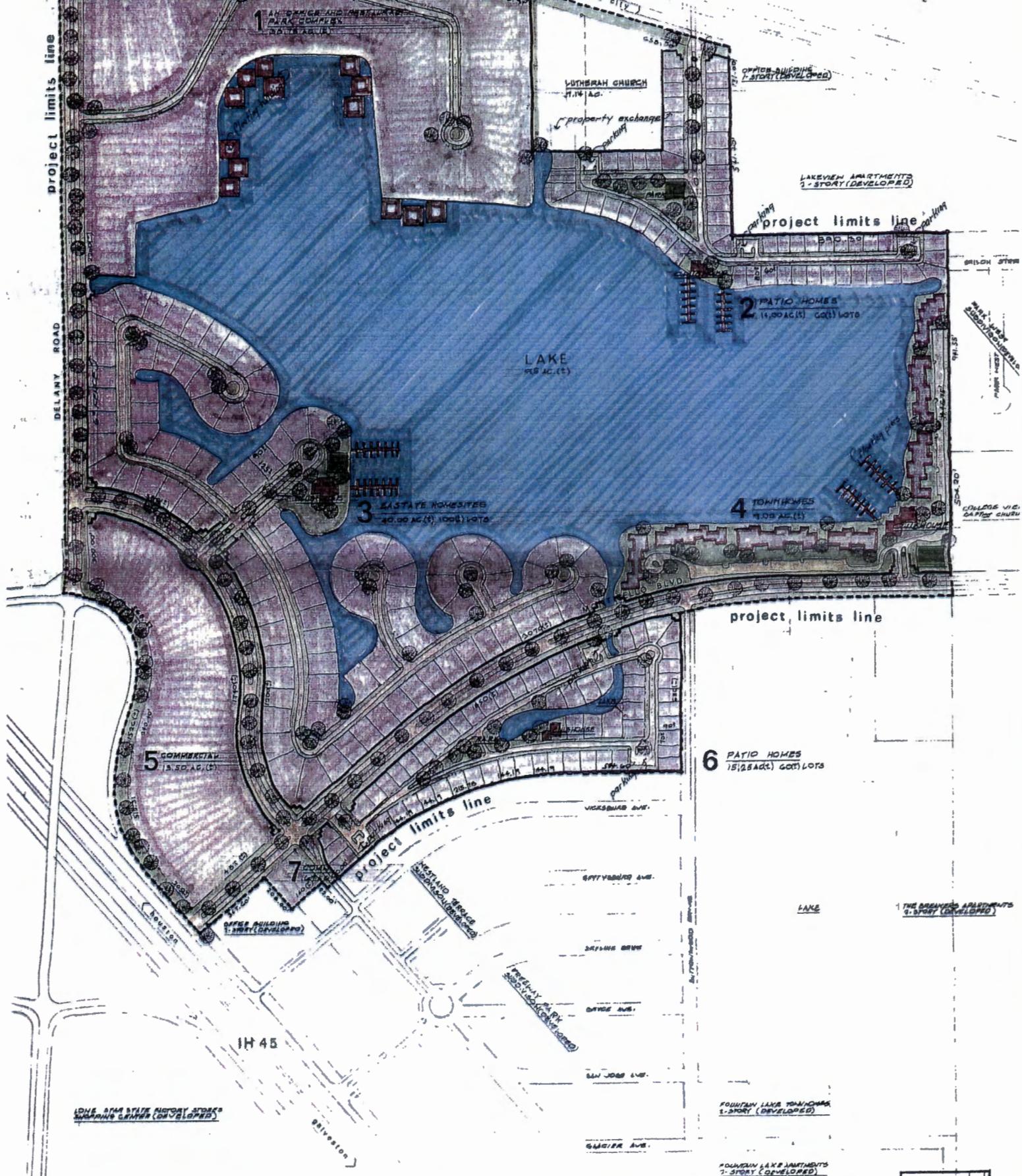


PERMITS VIEW OF  
THE BAY... + covered  
recreation below...



PIER RESIDENTIAL CONDOMINIUMS PLATFORM

AT LEVEE ELEVATION



# THE MASTER PLAN

## DELANY LAKES

A PLANNED UNIT DEVELOPMENT IN TEXAS CITY, TEXAS



CONCEPTUAL
PLAN
UNIT
DEVELOPMENT

148-A  
PLATE 15

## HOUSING

### *General*

Housing is considered as the most common and probably the most difficult form of site development. It is estimated that over two-thirds of area in a typical american city is devoted to residencies.

In Texas City there are four broad categories of housing forms. These forms are as follows:

1. **Detached housing:** each dwelling unit is in its own isolated structure, moveable or fixed in place, on its own site.
2. **Attached housing:** each unit has a separate outdoor space, however units are joined side by side or one above the other. Duplexes, semi-attached homes, maisonettes and stacked townhomes are the common forms.
3. **Apartments - multifamily units** are where several dwelling units that share a common (usually an indoor) access and are enclosed by a common structural envelope.
4. **Mobile Homes (Manufactured homes):** a moveable or portable dwelling which is constructed on a chassis and designed to be towed over roads and highways. It is designed for a year round occupancy, primarily to be used without permanent foundation and can be connected to utilities.

In Texas City most of the family dwelling units are owner occupied. As of 1991, Texas City has a total of 16,794 housing units. There are 12,374 single family (73%) and 4,381 multifamily (26%).

It estimated that Texas City has approximately 384 mobile homes in the area completing the summary of dwelling units in the City. The total vacant housing units in the City is 1,566; the average number of persons per unit is 2.2 which is a further decline from the total cited in the 1981 Texas A&M Land use Study which was 2.89 in 1981. This is also well below the national average for under utilization of housing.

### *Single Family*

New construction for single family units has decreased from 1981 to 1991. In 1981 there were 41 permits for construction issued; in 1991 there were only 39 permits for construction issued. (Reference Table 19)

The average square feet of floor area for a new home in Texas City ranges from 2,100 to 2,500 square feet, selling for about \$110,000.00 according to estimates provided by the Building Inspection department. The majority of this new development has been in the Swallow's Meadow subdivision located in North East Texas City.

YEAR	PERMITS ISSUED
1981	41
1982	115
1983	152
1984	173
1985	68
1986	45
1987	25
1988	28
1989	40
1990	42
1991	39

Source: Records of the City Building Official

Table 19

The average size and number of new homes indicates that the main housing construction has been in the more affluent areas with high property values. This is the reason for the relatively high per unit prices. This is a further indication a large portion of the City's population has been excluded from the housing market. Also, the oversupply of housing has caused a drastic decline in single-family housing starts toward the end of the 1980's to date.

### *Multifamily*

Multi-family dwelling units in Texas City have more than doubled in the last decade. Multifamily still does not represent itself as a major factor in the overall housing character of Texas City at 26%. Texas City appears to have an adequate housing mix ratio which is 75% single family and 25% multifamily a common ratio for community this size. A survey in 1990 of apartment

managers (conducted by the City for the Capital Recovery Fee Study) found an occupancy rate of 90% to 95% which is considered very healthy. In spite of this high occupancy rate, the construction of multifamily units over the past 7 years has been virtually halted, as developers and lending institutions either do not perceive an increase in demand for multi-family housing or do not wish to risk an investment. For a summary of multi-family construction reference Table 20.

MULTIFAMILY HOUSING CONSTRUCTION	
YEAR	UNITS BUILT
1981	299 Units
1982	204 Units
1983	944 Units
1984	362 Units
1985	0 Units
1986	0 Units
1987	0 Units
1988	0 Units
1989	18 Units
1990	0 Units
1991	2 Units

Source: Records of the Building Official

Table 20

### *Housing Condition*

As cited in the 1981 Texas A & M report, Texas City still has a substantial number of deteriorating housing units most of the units are located in the low income areas of West Texas City and the homes bordering the south east industrial sector, which also includes a segment of public housing in Texas City. The effect of deterioration has led to blight and the abandonment in these neighborhoods. The city's Community development has improved this condition through its volunteered and forced demolition program funded by the Federal Housing and Urban Development agency. (Reference Table 21) Along with this program, the City has fostered the encouragement of a green belt concept of buying the homes in the area and relocating the residence to a more suitable environment thus creating an ecological buffer between industry and residential area as referenced earlier in the section on Greenbelt Initiation. This concept will require strategies to formulate alternative sites for public housing as well. The factors cited from the substandard housing have presented those areas from realizing the maximum housing potential. The City is working from a long range planning approach to correct this condition.

NUMBER OF STRUCTURES DEMOLISHED	YEAR
31	1984
33	1985
37	1986
46	1987
35	1988
36	1989
55	1990
52	1991
7	1992
332	SUM

Table 21

### *Future Trends and Issues*

Texas City residents have expressed an overwhelming preference for single family detached housing according to the community attitude survey carried out in an earlier phase of the Texas A & M study. However, the dramatic rise in the cost of such housing has eliminated a sufficient segment of the population from the market to cause new construction to drastically decline. Coupled with the apparent under-utilization of existing housing, as indicated by the vacancy rates and decreasing dwelling unit occupancy, this situation suggests that multi-family development will continue to increase relative to single family, until the city reaches a stabilized housing mix.

Multi-family dwellings will be an alternative in housing for future growth. Multi-family development will supplement the City's ability to house its residents. Another alternative for low income housing is the scattered site housing for public housing. This concept will be utilized more in the future as opposed to relying solely on apartments for public housing in order to promote home ownership.

In addition to new development, Texas City's existing housing stock will need to be used more efficiently in order to accommodate those who cannot participate in the new housing market. Subdivision of suitable dwellings into multi-family situations, continued rehabilitation and neighborhood improvement effort, and encouragement of occupancy of older housing by larger families should help stimulate the flow of housing in otherwise stagnant areas.

The City has endorsed the following goals recommended in the Texas A & M report and has implemented most of the goals with the Revised Zoning Ordinance (1991) and the updated Land Use Plan (of 1992). A recap of the goals recommend by the Texas A & M report were as follows:

Texas City is amenable to developing, maintaining, and modifying, where warranted, reasonable zoning, housing, and building codes to reflect national and local trends, financial conditions and changing lifestyles.

- Infill areas already served with needed utilities and neighborhood facilities.

Along with most other cities, Texas City has many acres of what is classified as vacant "developed area." Much of this area is ready and suitable for immediate development. Efforts will be directed toward this end, thereby bypassing the more costly process of converting "rawland" to buildable sites. This is in accordance with Sub-goal A-7 of the Goals 2000 Report.

The City's capital recovery fee structure partly accomplishes this goal by encouraging development of vacant areas already served by utility infrastructure.

- Seek Variety in Housing Types and Arrangements

Texas City welcomes well designed and constructed apartments, townhomes, condominiums, patio homes, and residential parks for manufactured homes in appropriate locations. Texas City's Zoning ordinance has been modified as needed as needed to reduce allowable densities to levels compatible with surrounding development and supporting infrastructure, to accomplish this type development.

- Better Utilization of Existing Housing Units

Modification of city codes and ordinances where reasonable and necessary to convert older, centrally located, and more spacious living units into multi-households.

- Protect Existing Neighborhoods

Through sound planning and zoning policies and practices, non-neighborhood uses can be excluded and, where they exist illegally, should be removed. New residential development, including certain compatible multi-family units, will be carefully reviewed and monitored to protect the integrity of the residential areas. Likewise, additional non-neighborhood traffic

will be diverted or otherwise discouraged from intruding into and through neighborhood residential areas.

■ **Create Viable New Neighborhoods**

Through judicious capital improvements program and effective, well-reasoned zoning and subdivision controls, neighborhoods will be encouraged in undeveloped areas as city growth dictates.

The Goals 2000 Committee has established goals for "planned community development for the Western Highlands," the area generally located west of Highway 3 and north of Emmett F. Lowry Expressway, and planned community development around Moses Lake."

*Housing for Senior Citizens*

One of the four housing goals established by the Goals 2000 Committee was "A planned retirement community for Senior Citizens."

Many citizens of Texas City wish to remain and live in the community after retirement. A lack of facilities and amenities to accommodate their needs has led many retirees to leave the area.

Some discussions have centered on locating the retirement community along or close to the bay front as a recreational enhancement. The old Holiday Inn site on Bay Street has also been discussed as a potential site.

Two strategies formulated were investigate "incentives to developers for projects for elderly" and "investigate available federal grants/funds for building retirement community . . .".

*Development Concepts for Housing Designs*

Following is an excerpt from the 1982 Texas A&M Comprehensive Plan providing several creative housing site schemes and designs.

This information is still appropriate for many areas of Texas City in lower elevations.

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**COMMUNITY FACILITIES AND SERVICES**

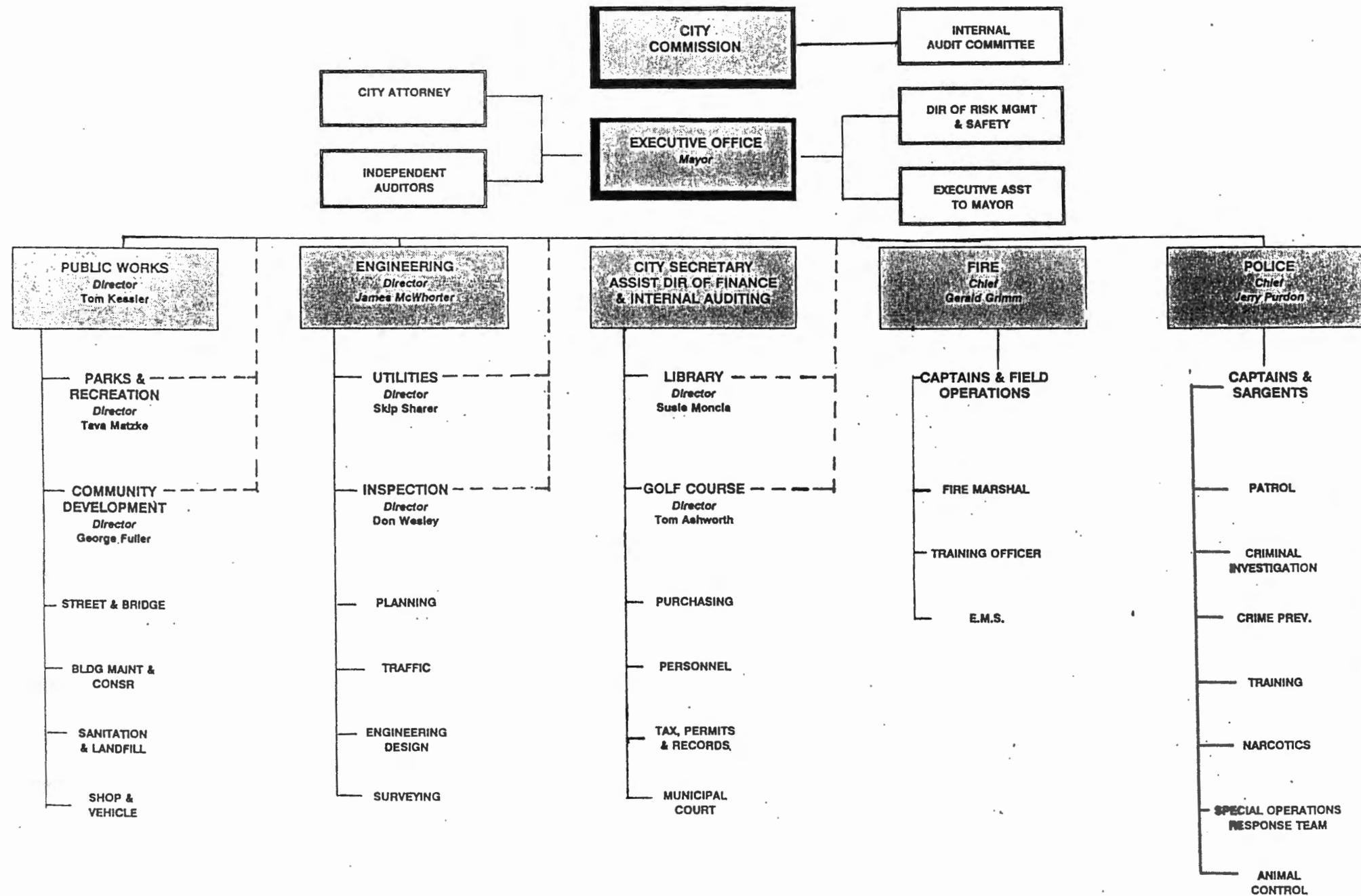
# COMMUNITY FACILITIES & SERVICES

## INTRODUCTION

This section inventories significant public services and facilities provided to the community, by various local governments and organizations.

The majority of public services in Texas City are provided by the City government with other specialized service provided by School Districts and County agencies.

As stated previously the City of Texas City is a Home Rule City governed by a mayor and six commissioners. The Mayor and two commissioners are elected at-large while the remaining four commissioners are elected by single member districts. The form of government is characterized as a "Strong Mayor", form which authorizes the Mayor as chief executive officer of the City and chief financial officer. The Mayor oversees the operations of the City through the direction of 12 department heads and a total staff of 411 Full Time and 82 Part-Time employees. Each specialized department of the City is directed by a Department Head. (*Reference Organizational Chart*)





**CITY OF TEXAS CITY  
MANAGEMENT STAFF  
MARCH 1992**

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**Left to Right - Front Row: Tom Kessler, Public Works Director; Jeff Eller, Risk Management Director; Jerry Purdon, Police Chief; Charles T. Doyle, Mayor; Gerald Grimm, Fire Chief; James McWhorter, City Engineer, Transportation & Planning Director; Tom Pedersen, City Secretary. Back Row: Donald Carroll, City Planner; Sandy Mathison, Deputy City Secretary; Joe Vickery, Sanitarian; Susie Moncla, Chief Librarian; Skip Sharer, Utilities Director; Belinda Landriault, Personnel Director; Donal Wesley, Building Official; Tava Matzke, Parks & Recreation Director; George Fuller, Community Development Director; S. Lee Wingate, City Attorney; Tom Ashworth, Bayou Golf Club Director; Evelyn Jolly, Administrative Assistant; Michele Dawson, Tax Assessor-Collector.**

## EXISTING FACILITIES AND SERVICES

### *City Administration*

The Administration Department is headed by the City Secretary who is also the assistant financial officer. This department with a staff of 7 permanent and 2 temporary employees, handles a variety of duties such as the accounting functions, tax collection, records management, elections, special assessments, occupation licenses and fees, receive all monies from other departments, and preparation of City Commission activities.

Also falling under the direction of this Department is Personnel Office and Municipal Court. It is anticipated that a new office of purchasing will soon be established within the Administrative Department with the staff addition of a purchasing agent.

The administration computer system is now being implemented by the department. This \$587,000.00 system will provide total automation and integration for all departments.

### *Legal Services*

Legal Services are provided through the City Attorney's office. This office is composed of one attorney and a shared secretary. The City Attorney is the head of the department of law and is appointed by the City Commission.

The City Attorney is the chief legal advisor of and attorney for the City, as well as all departments, and officers in the City in all matters relating to their official capacity.

It is the duty of the City Attorney to prepare all City ordinances, contracts, and any instruments in writing in which the City is concerned.

The City Attorney, either personally or by such assistant as she may designate, performs all services incident to the department of law. She is also responsible for giving advice in writing that may be required by the Commission, the Mayor, or a department head.

The City Attorney is the Chief Prosecutor in municipal court and serves as special assistant to the District Attorney in County Court Appeals for Texas City's Municipal Court.

### *Transportation, Planning and Engineering*

The Department of Transportation, Planning and Engineering provides various services as indicated in the department title. The department has a staff of eight and shared secretarial services. All planning activities such as development reviews and subdivision and zoning are provided through the Planning Section of the Department.

The Traffic section oversees the maintenance and installation of eleven city operated signalized intersections, all street and traffic signs, and the pavement markings on all city streets. The major equipment consists of a one ton bucket truck, two manually operated paint striping machines and two pickup trucks.

The engineering section provides engineering and field survey work for all city departments as needed and as requested. Major equipment consists of one survey truck with assorted survey instruments.

### *Utility Department*

The Department is charged with the operation maintenance, installation, and billing of the City water and sanitary sewer system. The department is divided into four major divisions with a total staff of 60.

The Sewer and Water Maintenance Section provides maintenance and new extensions or modifications to the nearly 400 miles of water and sewer lines within the City. This crew also installs new service connections and maintains a continuous program of replacing deteriorating water and sewer lines. This section is comprised of one superintendent, four supervisors, two equipment operators, and 13 laborers. The major equipment consists of three backhoes, two flatbed trucks, two sewer cleaning machines, seven pick-ups, and other miscellaneous equipment. A recently ordered Television truck and Combination Unit truck will help clean and televise suspect sewer lines. This program will add to the total number of employees from 20 to 24 in the Sewer and Water Maintenance Section.

The Service Section provides meter reading and billing services. This section is responsible for approximately 12,500 customer connections throughout the City responding to customer complaints, changing meters, rereads, etc. There are 12 employees in this Section which includes an Office Manager, Assistant Office Manager, one Service Supervisor, one Field Supervisor, four Meter Readers, one Computer Operator, and three Clerks.

The Waste Water Treatment Section provides operation and maintenance of the City's 8.3 million gallon per day Waste Water Treatment Plant and 29 sewer lift stations spread throughout the City. This section has a total staff of 21 which includes a Plant Superintendent, a Plant Maintenance Supervisor, one Lab Technician, two Belt Press Operators, nine Operators, three Maintenance personnel, two Lift Station Maintenance personnel, and two general Laborers.

### ***Public Works Department***

Public Works currently employs a total of 125 persons. The department operates and maintains the City's vehicles, rainwater pump station/drainage systems, municipal landfill, streets, City owned buildings and provides city-wide sanitation collection services.

Sanitation provides curbside garbage collection twice weekly to every residence within the city limits of Texas City. Sanitation also conducts the annual June Clean-Up Campaign whereby curbside collection is essentially unrestricted to allow residents an opportunity to dispose of large quantities of household municipal waste at no cost.

The City's landfill is a 115 acre, Type I facility which receives approximately 40,000 tons of municipal waste annually. There are approximately 35 "useable" acres of land remaining for disposal at the landfill. With the advent of new EPA municipal landfill regulations, waste disposal costs and potential liabilities are increasing, so the status and future of the City's landfill are currently being evaluated.

There are two (2) rainwater pump stations maintained and operated by Public Works. Pump Station "A", located at the west end of the Bay Street Extension has a pumping capacity of approximately 390,000 gallons of rainwater per minute. Station "B", located at the intersection of 34th Street and Loop 197 North has a capacity of approximately 650,000 gallons per minute.

Street and Bridge maintains the City's road and drainage systems. A pilot project, which carved a drainage crew out of the City's traditional road maintenance forces, is currently underway to enhance maintenance of the City's drainage systems, (and is proving a success). The road maintenance fleet recently acquired a new, self-propelled chip spreader which has improved safety and enhanced production and quality for road pavement surfacing.

Building Maintenance, in addition to maintaining City buildings, also handles small to moderate building remodeling projects, oversees and operates the City's heavy equipment fleet (i.e. bulldozers, track mounted backhoes, etc.), and has a skilled concrete construction/maintenance crew.

Building Maintenance has coordinated and performed as the prime contractor on such projects as the Memorial Park renovation and the construction of the rainwater canal/levee system.

The City's vehicle maintenance shop is also under the direction of Public Works. The shop maintains all city automobiles and heavy equipment. The recent acquisition and ongoing renovation of the former White's hardware store facility has greatly enhanced the shop's ability to organize and process repair work. The shop superintendent also services as the City's fleet manager who prepares and/or reviews specifications for equipment and vehicle purchases.

### ***Police Department***

Texas City has one centrally located police station at 928 5th Avenue North. At present, the department employs 91 persons, 70 police officers, 1 Chief and 20 civilian support personnel. The department maintains 30 police vehicles, 15 black & white patrol units, 11 unmarked investigator units and 4 undercover narcotic vehicles.

The Texas City Police Department operates with a full time Crime Prevention Officer who participates in the Crime Stoppers program. The Crime Prevention Officer also maintains 2 offices in Housing Authority properties, 1 on the east side and 1 in the west side of town. Additionally the department operates a RUOK system for the elderly, which is a daily check on elderly persons who are registered in the program. In cooperation with the Texas City Independent School System the department provides a full time DARE Officer. One officer has also been trained in the New Focus Program. Texas City Training Academy is fully accredited by the State and offers a wide range of training courses to department officers as well as officers from other agencies. The Special Operations Response Team (SORT) which is utilized in special operations, dignitary protection and other activities is fully trained and accredited by the State.

The department is fully computerized and has Computer Aided Dispatch (CAD) as well as the Enhanced 911 system. The City Emergency Warning System, a network of 12 sirens located throughout the city to assist in industrial or natural disasters, is operated and maintained by the department.

### ***Fire Department***

The Fire department's mission is the provision of services to fire related emergencies, sudden medical emergencies, and other hostile environments hazardous to life and property. Three Fire Stations serve the Texas City area. Station 1 is located at 914 5th Avenue and has a service area extending from the City's far most eastern boundary of Galveston Bay to its western most

boundary running along 21st Street and Grant to the southern most boundary along the Southern Pacific Railroad from Texas City Rail Junction to Virginia Point northward to the Flood Gate. Station 2 is located at 49 North Logan and has a service area extending from its eastern boundary adjacent to Station 1's district to its southern tipped boundary at the Texas City Junction northward along the western boundary of Highway 146 to the Industrial Canal northward to the Galveston County Reservoir then along Dickinson Bayou to the north on Gum Bayou to the northern most boundary approximately .7 miles north of FM 517. Station 4 is located at 102 Washington Street North and has a service area extending from its eastern boundary adjacent Station 2's district south along FM 1975 to its western most boundary running northward along I-45 to approximately .4 miles east of Avenue L in Santa Fe to its northerly boundary of Dickinson Bayou and Hughes Road.

The Texas City Fire Department is authorized 58 FTE's inclusive of five (5) administrative positions. The departments first line apparatus are as follows: one (1) 1500 gpm pumper, two (2) 1250 gpm pumpers, one (1) 1000 gpm 55' ladder pipe and a light rescue vehicle. The fire department has three (3) reserve pumpers, two (2) rated at 1000 gpm and one (1) at 750 gpm.

The department continues to cross train its personnel as Emergency Medical Technicians to enhance the provision and quality of pre-hospital care. This program will be closely monitored after implementation in June, 1992. In addition, the department will embark upon a pilot water rescue program this summer. This effort will involve the utilization of "personal water craft" acquired from Yamaha as part of its "loaner" initiative to support the provision of public safety service delivery.

### *Risk Management*

The newly created Risk Management Department of Texas City is responsible for the City's disaster preparedness. This new City department was created January 2, 1992.

The goals and objectives for Risk Management are:

- 1) Review and re-write as necessary the Texas City Emergency Management Plan.
- 2) Establish a safety program for all City employees.
- 3) Establish a quality performance program for the City.
- 4) Coordinate the efforts of the LEPC, CAER, IMAS, and other local and industry organizations in the area of the Emergency Management.
- 5) Secure State and/or Federal funding to assist in the Emergency Management program.
- 6) Establish lines of communication between and among all Emergency Management organizations.

The Department of Risk Management and Safety for Texas City is also charged with developing new and innovative programs to address environmental issues as they relate to industrial development, and insuring industry and the population at large form a cooperative partnership to realistically address environmental, emergency management, and safety issues. This department also maintains compliance with all State regulations.

In conjunction with the primary mission, the Risk Management Department of Texas City, local industry and Galveston County have combined their talents and efforts to create and/or discover new innovative programs designed to improve the environmental quality of life for the citizens of Texas City.

In February, 1992, local industry in the Texas City-La Marque area announced a \$2.5 million, five year air quality monitoring program which by summertime will be analyzing the is program, sponsored by several local industries, will consist of a system of advanced air sampling stations.

The checking for air toxins, particulate matter, volatile organic compounds (VOC's) and ozone, as well as recording meteorological conditions such as temperature, pressure, humidity and wind.

Results of the data developed by Radian will be shared with the public and governmental agencies.

The data will help to better understand the quality of air in the community - and help develop specific corrective action plans when indicated.

### ***Parks and Recreation***

Since it's organization in 1947, the Parks and Recreation Department has succeeded in keeping pace with an increasing population and the rising costs associated with the provision of recreational services, park land, and open space. In 1964 the department had a budget of \$108,000. The 1991-92 budget has increased to \$1,799,500.

In 1970 citizens approved a \$1.69 million bond issue which dramatically accelerated the department's growth. From these funds two recreational centers, an 18 hole golf course, and the Lowry Center were constructed. Additional playground equipment and tennis courts were also added to existing facilities. The Lowry Fitness Center includes an indoor swimming pool, gymnasium, two saunas, a weight room, two racquetball courts, three exercise rooms, and an area for table tennis.

The Carver Center, constructed with matching federal funds, was designed to serve the needs of the residents in the western part of the City. On the landscaped site is a pavilion, swimming pool, small lake, a tennis court, picnic areas, two ball fields, and numerous playground equipment.

The Parks & Recreation Department staff of 68 year-round employees 27 Full Time, 42 Part-Time and 71 Summer hires, maintains 40 parks and over 400 acres of land.

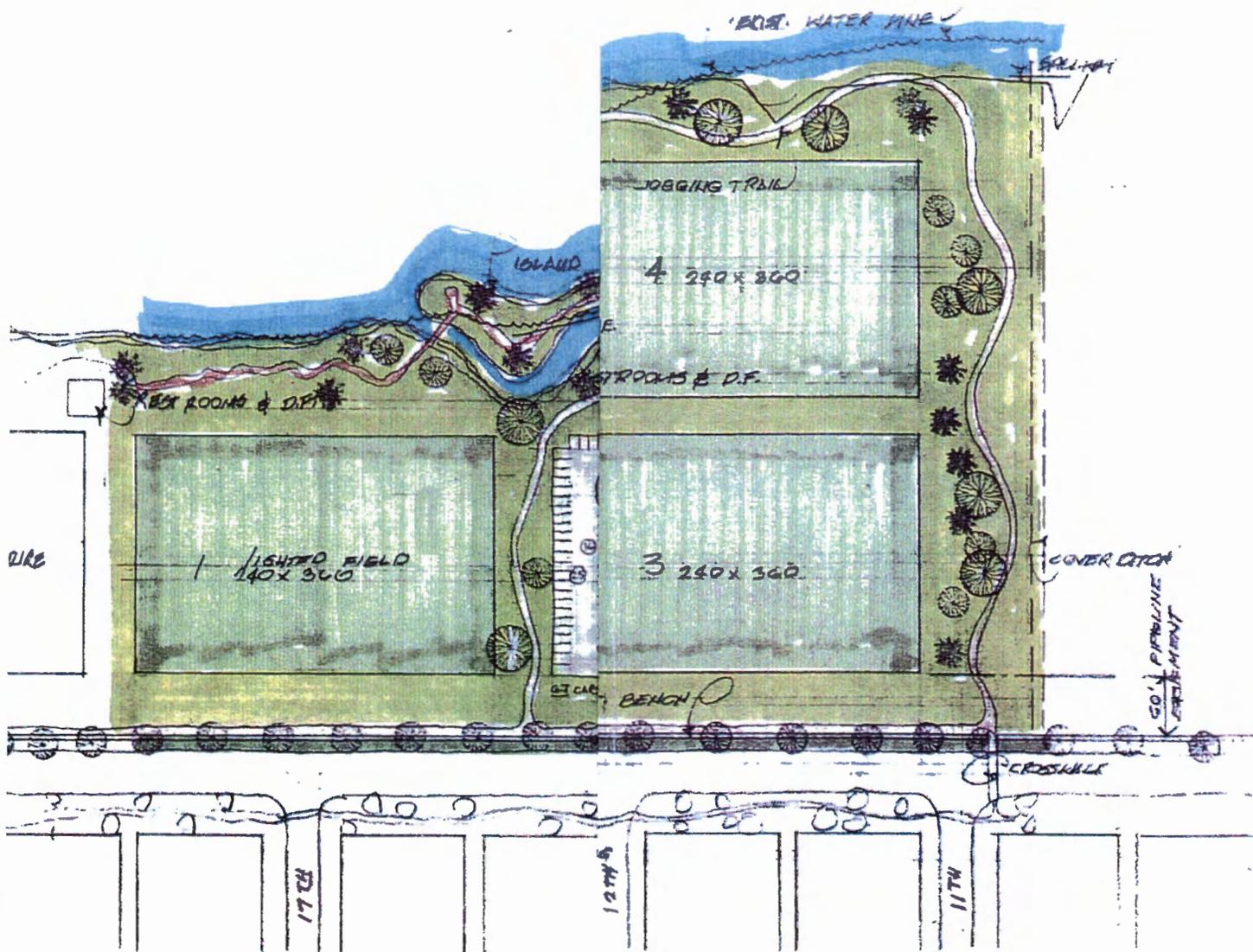
Area maintained by the Texas City Parks and Recreation Department:

A. Total Esplanades	6.67 acres
B. Total Leased Area	52.87 acres
C. Total City Area-less parks	48.31 acres
D. Total Church Owned	33.57 acres
E. Total Park Area	<u>262.01 acres</u>
Grand Total	403.43 acres

Existing facilities include fourteen lighted baseball diamonds, eleven tennis courts, four recreational centers, one indoor and three outdoor swimming pools, and a shooting range located within a forty park program. Currently there are numerous recreational programs for citizens of all ages. These programs range from pre-school classes, track and field; swimming, volleyball, basketball, to a variety of exercise classes.

One of the most recent additions to the department is the renovation and expansion of Memorial Park. The park was expanded from a .46 acre facility into a 1.1 acre park. Private donations and funds from the Hotel/Motel tax funded the cost of the project, which also includes a Memorial to persons from Texas City who have lost their lives due to the 1947 Texas City disaster, wartime duties or City service.

At present time planning for a major new 55 acre park called Bay Street Park is underway through a \$500,000 dollar grant from the Park and Wildlife Department. The site located along the east side of Bay Street will include soccer/football fields, multipurpose courts, nature study areas, hike and bike trails and cause ramp. Construction on this project should begin in the summer of 1992 with completion of Phase I scheduled for the fall of 1993. Phase II will begin in 1995.



CITY  
PARK  
PLAN  
JULY 1 '91

EXIST. PARKING

DEVELOPMENT PLAN

FOR

BAY STREET PARK

PHASE I

163-A

PLATE 16

In addition to the conventional parks and recreation services listed. The Parks Department provides general services for the Senior Citizens of Texas City. The major programs cited are as follows:

- Handicap Van Program;
- Nutrition Program; and
- Various Recreational and cultural activities geared toward the senior citizens of Texas City.

Municipal golf course - Bayou Golf Course, constructed in 1975, is a 200 acre, 18 hole course, owned and operated by the City. It employs a staff of 14 full time and 1 part time employees. Although closely associated with Parks and Recreation Department the golf course has its own director and is considered a separate department.

### *Library*

Moore Memorial Public Library, serving Texas City, was opened in 1928. The present facility was erected in 1964, expanded in 1986, and has a total building area of 21,000 square feet. The Library is a member of both the Houston Area Library System and the Galveston County Library System. Collection development funds are made available through these systems to the local library for purchase of materials. Funding from the GCLS amounted to \$1.23 per capita during fiscal year 1991. Resource sharing, interlibrary loan of materials, consultation services and continuing education workshops are benefits of membership in these systems.

The library is operated by a staff of 15 full time equivalents, including three librarians holding MLS degrees from American Library Association accredited universities. The library contains 97,000 books, 110,000 total items, and has a children's department, reference department, genealogy department, and a collection of local history materials. Seating capacity of the building for library users is 130. Meeting room facilities will accommodate 40 to 50 people seated. The size of the building meets the minimum standards established by the Texas State library for their LSCA Title II grant application requirements of .5 square feet per capita. Collection size also meets the minimum standards of 2 to 4 items per capita.

In Fiscal year 1990-1991, the library added 3,674 hard-bound books, 836 paperbacks, 155 records and cassettes, and 102 videocassettes.

In 1991, the library installed an automated circulation system and on-line public access catalog, thus freeing the staff from routine jobs such as filing cards and manually checking in books.

Reference service to the public also improved, because of the capacity for key word and Boolean searching for subjects and titles.

Special programs include children's summer programming, an on-going story hour for preschool children, literacy tutoring for adults, telephone reference service, an adult learning hour monthly, and an active Friends of the Library organization.

### ***Building Inspection Department***

The Building Inspection Department is composed of a staff of five - one Building Official, one Building/Structural Inspector, one Electrical Inspector, one Plumbing/Air Conditioning & Heating Inspector and one secretary.

The Building Inspection Department is responsible for the approval of all building plans submitted to the City of Texas City for review and approval for construction.

This approval includes the following: structural, plumbing, electrical, heating and air conditioning. This department is also responsible for monitoring all construction activity and enforcement of all building code provisions and related city ordinances.

### ***Community Development Department***

The Community Development Department is composed of a five (5) person staff; one Director, one Assistant Director, one Secretary and two Field Maintenance men.

The Department is responsible for enforcement of city ordinances concerning overgrown lots/properties, abandoned motor vehicles and junk, debris or trash.

The Department is also responsible for the implementation of its annual grant received through the Housing and Urban Development (HUD). Projects funded with this grant include rehabilitation assistance to low income homeowners, demolition of dilapidated buildings, historical preservation and other improvements in our City.

### ***Housing Authority***

The Texas City Housing Authority is a Public-Corporate entity that has the functions of a developer and assumes the role of landlord for local Low Income families. This program is sponsored by Housing and Urban Development (HUD).

The primary objectives are to provide decent, safe, sanitary and affordable housing for families that qualify and fit the criteria of low income regardless of race, creed, color and/or religious beliefs.

The Texas City Housing Authority has been in existence since March, 1952. The first lease agreement was negotiated in May, 1952.

To this date there are 315 families on the program (130 families on the Low Rent program and 185 families on the Section 8 program). The ultimate goal of the Authority is to provide more housing for families in the future and encourage families to become owners of some of these properties by purchasing housing with a low interest loan. The purchase of housing units will be achieved by the scattered site concept for future development needs. Home ownership could enhance family lifestyle and increase taxes receivable for Texas City, as well as save the tax payer monies. Scattered site housing is a viable alternative that the City will encourage that will be implemented by the housing authority.

The Authority has a long waiting list for housing and the list continues to increase due to the slow economy.

#### ***Medical Facilities***

The Texas City area is served by Mainland Center Hospital, located at the intersection of Highway 3 and Emmett F. Lowry Expressway, Texas City; and Danforth Hospital, located at 519 9th Avenue North, Texas City.

Mainland Center Hospital is a 310 bed facility that offers a full range of services for the citizens on the Mainland of Galveston County. This institution is a non-profit hospital established with the intent to be self sustaining; however, in recent years some cost of operations have been supplemented by county funding. The hospital was first developed in 1952.

Mainland Center employs a medical and support staff of 600 employees with 200 medical doctors assigned to the hospital.

The institution offers such services as 24 hour emergency room treatment and 24 hour clinical and maternity treatment. Mainland Center also provides out-patient services. The renovations completed in 1991 now have enabled this institution to have 10 treatment room facilities for Out-Patient Services.

Danforth Hospital is a 120-bed acute care hospital that was originally opened in Texas City in 1947. In September of 1988, Danforth was one of thirty-six hospitals sold by American Medical International to form EPIC Healthcare Group, which is an employee-owned company. Over 100 area physicians comprise the hospital's medical staff.

Danforth's comprehensive facilities include a 24-hour, fully staffed, level II emergency department, ICU/CCU, separate medicine and surgery floors, and complete diagnostic and therapeutic resources including radiology, pharmacy, laboratory, cardiopulmonary/respiratory therapy, and physical therapy. The hospital's comprehensive diagnostic capabilities include CT scans, mammography, and a state of the art sleep disorders lab.

In 1987, Danforth Hospital opened a 12-bed Skilled Nursing Facility, which is a hospital-based nursing service that care for patients that have been discharged from the hospital after surgery or medical treatment.

Danforth's Integrity Day Hospital utilizes a comprehensive out-patient treatment program designed to address the behavioral health needs of adults over the age of fifty-five.

#### *Health Department*

The Galveston County Health District exists to protect and enhance the health of the people in Texas City and remaining municipalities in Galveston County. Toward these ends, various services are provided which together comprise a flexible and comprehensive public health program for Texas City and the surrounding Galveston County.

The Galveston County Coordinated Community Clinics ("4C's") are operated by the Health District in order to provide a full range of outpatient medical and dental services to the lower-income population. Health Promotion, Nutrition Counseling, Family Planning, Public Health Nursing, Maternity Clinic, Sexually Transmitted disease Control, Tuberculosis Services, Immunization, and Vital Statistics are among the Health District's traditional public health services. Environmental health activities of the District include Mosquito Control, Air and Water Pollution Control, Environmental Sanitation, and Animal Control. In Galveston, under a contract with the city, the District operates the Galveston Emergency Medical Service which provides ambulance and paramedic services, medical screening for special education students, environmental laboratory services, and diagnostic laboratory services.

Galveston County now has over 220,000 residents. Total Health District funding amounts to about \$46.00 per resident, with a current annual budget of approximately 10.1 million dollars.

## *Schools*

The City of Texas City is encompassed by three school districts. The Texas City Independent School District is located totally within the boundaries of the City of Texas City. Much of the populated area of West Texas City west of 31st Street is in the LaMarque Independent School District. Texas City's largest school district by land area but smaller by population is the Dickinson Independent School District. This district extends into the sparsely populated northern and northwestern portions of the City.

The Texas City Independent School District, established in 1905, encompasses 19.3 square miles in Galveston County. The district is accredited by the Southern Association of Colleges and Schools and by the Texas Education Agency and provides an instructional program for pre-kindergarten through twelfth grade. The district, classified as 5-A, maintains eight individual campuses. The Career Education Center, a complex designed to encourage vocational education, was completed in 1976. The individual schools and their 1990-91 enrollment figures are listed in Table 15. Currently, there are 578 certified employees and 74 paraprofessionals. The average student to teacher ratio for the district is 16 students to one instructor. The Texas City Independent School District operates 26 school buses which transport an average of 1800 students per day.

The trend of increasing enrollment, of school-aged children in Texas City ISD is continuing. Additionally, new programs have been implemented, requiring different instructional facilities. The district voters approved a \$34 million bond package on October 5, 1991 that provided for the renovation of the existing buildings and additional facilities, plus the construction of a new Heights and Roosevelt-Wilson elementary schools. The long range plan for construction will begin in 1992 and will be completed in 1996.

The La Marque Independent School District, established in 1943, encompasses 36 square miles in both the La Marque and Texas City communities. Approximately 42% of the students in LaMarque Independent School District live in West Texas City. The district, classified as 4A in size, is accredited by the Texas Education Agency and the Southern Association of Colleges and Schools. Serving a population of approximately 30,000, La Marque ISD has an outstanding instructional program for pre-kindergarten through the twelfth grade.

In December 7, 1991, La Marque Independent School District passed an \$18.8 million dollar bond proposal for renovation of the older facilities in the district.

The third school district within Texas City, Dickinson Independent School District, encompasses much of the sparsely populated rural sections and open space in the North to Northwest

parts of the City. The new commercial shopping centers on Emmett F. Lowry and Johnny Palmer are, however, located in the Dickinson Independent School District, and much future community development appears to be targeted for this area.

Also within the boundaries of the city is a 237 acre comprehensive community college, the College of the Mainland, which offers a variety of continuing education programs. Campus facilities include a student center, physical education complex, library, fine arts building and technical vocational building. The enrollment at College of the Mainland is around 3700.



## FUTURE FACILITIES REQUIREMENTS AND IMPROVEMENTS

Each City Department has analyzed future needs and requirements for the next several years. Areas addressed include such items as new facilities, personnel, equipment, programs, and capital projects.

The following pages outline the needs and assessments by the various Department Heads.

### *Utilities*

In the area of utilities, major repairs and upgrade of the sanitary sewer infrastructure is needed over the next few years. Due to the deteriorated condition of the sewer lines, excessive amounts of ground and rain water is infiltrating into these lines. This causes siltation and stoppages in the lines and sometimes collapse of the lines. In addition the massive amounts of rainwater infiltration cause an overload on the wastewater system resulting in manhole overflows and ineffective treatment at the plant.

It is estimated that about half of the existing 185 miles of sewer lines will require replacement or major repairs over the next 15 to 20 years due to their deteriorated condition. It is also understood that many of the private sewer service lines in homeowners yards will require repair or replacement by the homeowner. The wastewater treatment plant will require immediate expansion and modification to effectively treat the sewer flows.

An engineering study in 1991 by Stiver Engineers, Inc. provides an evaluation and documentation of the sanitary sewer system deficiency and needs. This study lays out a master plan for Wastewater Treatment Plant expansion, and a collection system plan calling for new major pump stations and force mains to replace several of the large deteriorated sewer interceptor lines.

The water distribution system, although in better condition than the sanitary sewer system also requires upgrade and some major improvement. Additional water supply and storage are needed in West Texas City to provide for the recent and anticipated growth in that area. At present a single 16" transmission main is the primary source of water to the region west of Highway 3. A second transmission line is required to adequately serve the future growth of the region and to provide supply in case of an emergency or failure of the existing transmission main. Water storage and pumping facilities are also needed west of Highway 3. About 1 million gallons of elevated storage and 1 million gallons of ground storage are needed to maintain State Standards and fire insurance requirements if present growth continues.

The Capital Recovery Plan developed in 1990 provides a generalized Master plan for future capital water and sewer system projects.

Other needs of the water system include a major overhaul of several of the 11 ground water wells. These wells are maintained for emergency use in case of failure of the Gulf Coast Water Authority plant or Brazos River Water supply or during power failures. The wells can provide water to the City in limited quantities for about 36 to 48 hours, depending on demand. The wells, due to age and siltation, are loosing capacity and require upgrade, cleaning and modifications to the pumps and screens to maintain adequate production levels. Emergency generators at several key pump stations and well sites are required to replace the old manual auxiliary engines. The auxiliary engines due to age and wear would be unreliable during an emergency demand.

One additional problem associated with the water distribution system is the numerous old cast iron waterlines throughout the system which are deteriorating and causing leaks and line failures. A program of line replacement has been ongoing for many years, but efforts should be increased to replace all cast iron lines with P.V.C. over the next 10 to 15 years.

An itemization of utility capital improvement needs over the next 10 to 20 years includes the following:

I. Sanitary Sewer

1. Waste Water Treatment Plant Expansion and Upgrade  
Estimated cost \$15 million
2. Sanitary Sewer Line Rehabilitation and Replacement  
Estimated cost \$25 million
3. Rehabilitate and Rebuild Existing Lift Stations  
Estimated Cost \$1.0 million
4. Lift Station No. 10/Force Main Project  
Estimated Cost \$3.6 million
5. \* New Lift Stations 1, 2, and 3 in West Texas City  
Estimated Cost \$0.5 million

6. \* Various Interceptor Extensions West Texas City For New Development  
Estimated Cost \$2.0 million

\* Cost to be partially recovered from Capital Recovery Fees

Possibilities also exist that a second smaller waste water treatment plant be constructed in the Northwest part of the City if development dictates. The determination for the need of a second plant will be dictated by the patterns of growth in the area and other future economic factors. If required, the estimated cost of a 2 MGD plant is about \$6 million.

## II. Water Distribution System

1. \* New 1 Million Gallon Elevated Tank West Texas City  
Estimated Cost \$1.5 million
2. \* New 20 Inch Water Supply Line Extension West Texas City  
Estimated Cost \$2.5 million
3. \* New 1 Million Gallon Ground Storage Tank and Pump Station West Texas City  
Estimated Cost \$0.8 million
4. \* Various Water Main Extensions to West Texas City for new Development  
Estimated Cost \$2.3 million
5. Rehabilitate Emergency Water Wells and Generators  
Estimated Cost \$1.0 million
6. Replace C.I. Waterlines  
Estimated Cost \$3.0 million
7. Paint Godard Park and Orchid Elevated Tanks  
Estimated Cost \$0.3 million
8. Relocated 14th Street Elevated Tank  
Estimated Cost \$0.8 million

\* Costs to be partially recovered from Capital Recovery Fees



#### Facility Needs

Many facility/infrastructure needs have been assessed. A few of the most prominent areas of concern are pictorially represented from top to bottom: Texas City Municipal Landfill future status under study; Wastewater Treatment Plant - scheduled for upgrade and expansion; Sewer Lift Station #30 under construction is part of a massive sewer collection system upgrade; and Heights Fire Station is one of several city facility candidates for relocation.

## *Parks and Recreation*

The Parks and Recreation Department has reviewed facilities needs and goals. A recent Departmental analysis provided the following general list:

### *A conference/civic center.*

Planned in order to better accommodate large meetings. The Nessler Center which currently serves as our civic center cannot accommodate the demand. 5 year goal.

### *An improved, expanded and beautiful Dike/Bayfront*

The City will be looking at improving recreation and park areas along the Dike/Bay front areas with new parks facilities and beach areas. 2 year goal.

### *Unique environmental features.*

With the construction of Bay Street Park, the City will begin to program for habitat conservation and cultivation which we want to expand to other areas. 2 year goal.

### *Use of recreational waterways.*

Providing easy access and parking for designated waterway activities is a major concern with the first priorities being boat launch areas and windsurfing areas. 2 year goal.

### *Gateway beautification.*

We will continue to maintain our current commitments as well as continually upgrading existing areas. 1 year goal.

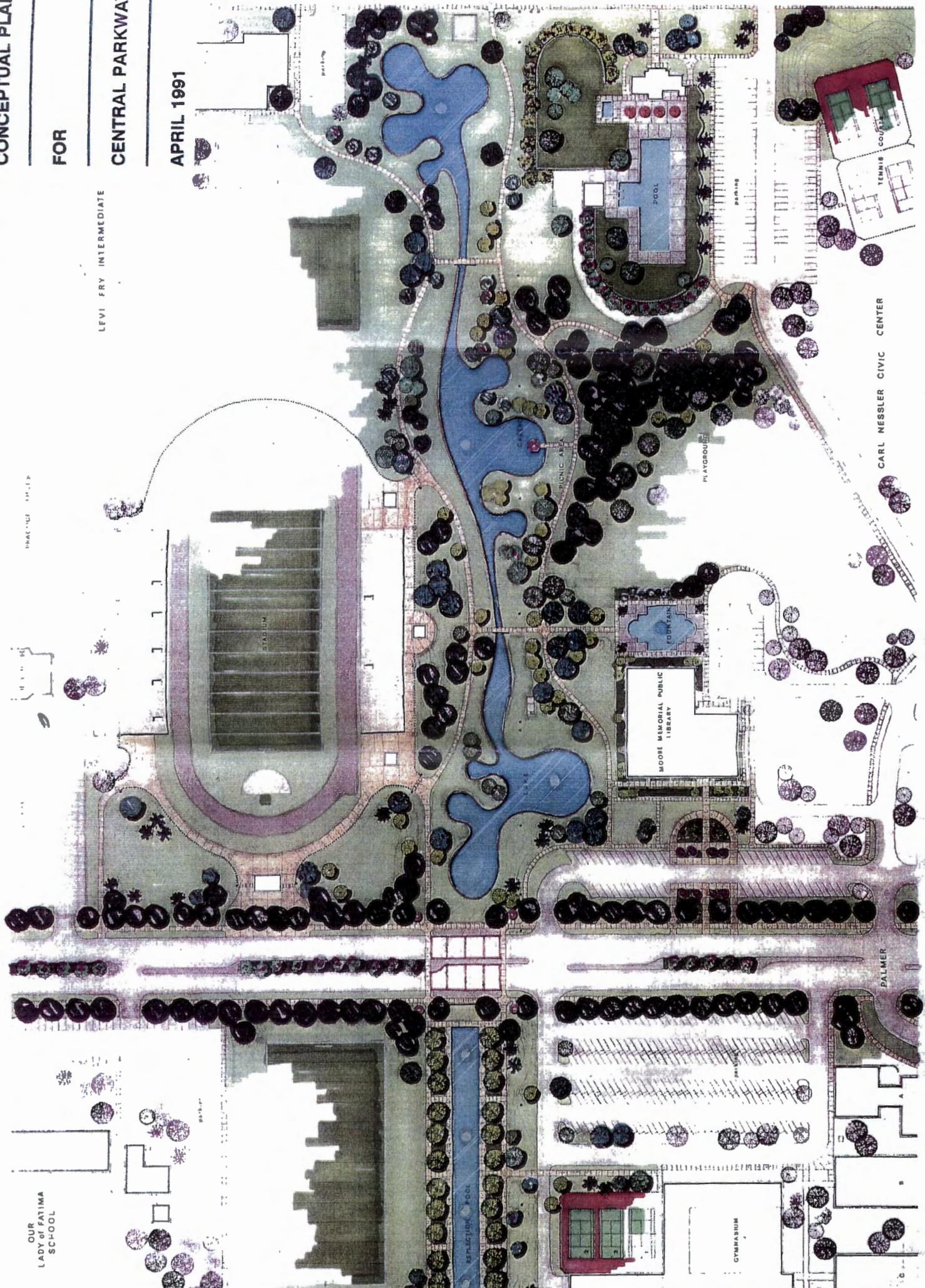
### *Improved existing public buildings.*

We plan to update our Fitness Center, seek alternative uses for Sanders Center and consolidate some services at Nessler Center. 5 year goal.

CONCEPTUAL PLAN  
FOR  
CENTRAL PARKWA

LEVI FRY INTERMEDIATE

APRIL 1991



OUR  
LADY OF FATIMA  
SCHOOL

CARL NESSLER CIVIC CENTER

Our goal is to develop a total program for the physically and mentally challenged with a dedicated facility for services. 5 year goal.

### *Fire Department*

The Fire Department has analyzed their facility and improvement needs consisting of upgraded and new station facilities, fire equipment and communications equipment. A recent facilities needs report from the Department states ". . . we must relocate existing fire stations and establish site(s) for additional stations through comprehensive analysis utilizing national and state criteria, historical service data, projected service measures, and anticipated population growth/trends, for deployment of physical assets and human resources necessary to achieve an acceptable response time of three (3) minutes to fire and related emergencies within a geographical radius of one and one (1½) miles or less, coupled with a response profile for arrival at the scene of ninety (90) percent of all medical emergencies in six (6) minutes or less to ensure quality "pre-hospital" care."

This analysis is further confirmed by a study of fire department needs provided by a private consultant CRESAP Corporation.

Some excerpts from this study as follows:

OBSERVATION	RECOMMENDATIONS
1) Department facilities are quite old	1) The Central Station (Number 1) was built in 1941 and remodeled in 1948
2) Facilities are also cramped	2) Station 3 was built in 1947
	3) Station 4 was built in 1957
	4) The Fire Chief, Fire Marshal and Training Officer do not have adequate office space
	5) Living areas in some stations

## RECOMMENDATION

- 1) Each of the three existing stations should be relocated
- 2) The pumper with aerial should be moved to Station 2
- 3) Staffing of one pumper should be discontinued

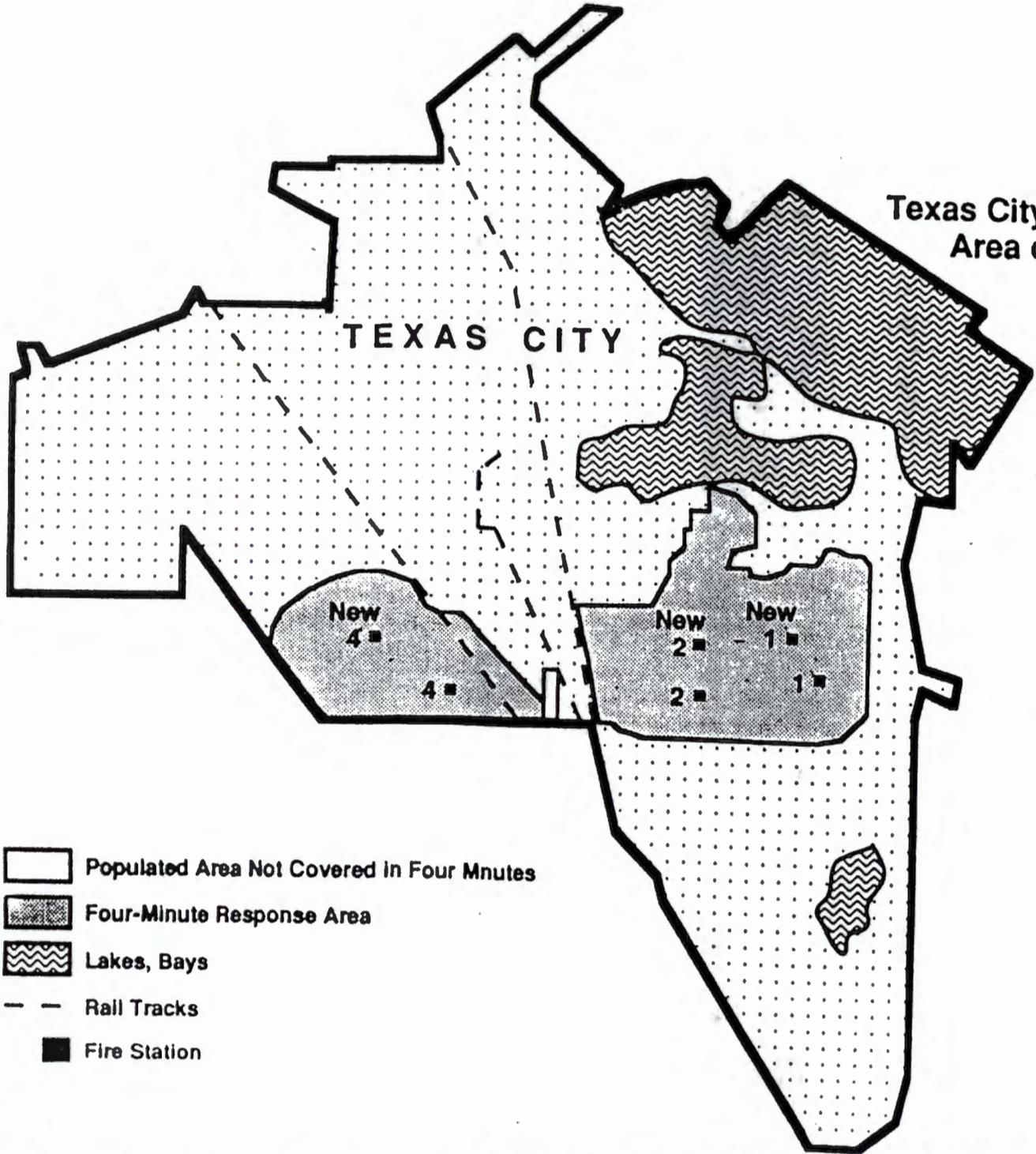
## AMPLIFICATION

- 1) Station 1 should be moved to the vicinity of 9th Street and 13th Avenue
- 2) Station 2 should be moved to the vicinity of 25th Street and 13th Avenue
- 3) Station 4 should be moved to the vicinity of Monticello and Vauthier
- 4) The Department need not purchase an aerial truck because it has access to one through the Industrial Mutual Aid Agreement
- 5) In any department firefighters rarely need an aerial apparatus at a fire scene
- 6) The volume of calls to which the Department responds does not justify the need to staff two pumpers at one station
- 7) The Department as a whole responds to fewer than two emergency calls per day
- 8) Of those calls, fewer than one per day is for a fire
- 9) The Department can rely on its mutual aid agreements to provide protection in the unlikely event that a second fire call is received while all apparatus are responding to another emergency
- 10) The Department's oldest active pumper, currently located at Station 1, should be removed from service

Relocating existing stations has a number of benefits:

- 1) Moving the stations farther from City boundaries will increase the level of protection from pumpers at new locations
- 2) The populated area of the City that pumpers cannot now reach in four minutes or less will be greatly reduced
- 3) Locating Station 4 closer to a major thoroughfare will enhance the ability of this station's pumper to travel quickly to all parts of the City
- 4) The pumper at Station 4 will also be able to travel more quickly to emergencies at Galveston County Hospital
- 5) Response times to areas of the City most likely to be developed will be reduced to less than four minutes
- 6) Because the Department's existing stations are old, they would need to be replaced even if doing so did not mean the citizens would receive enhanced fire protection (*Reference Plate 18*)

Texas City Fire Department: Response Area of Proposed Fire Stations



-  Populated Area Not Covered in Four Minutes
-  Four-Minute Response Area
-  Lakes, Bays
-  Rail Tracks
-  Fire Station

176-A

PLATE 18

The following chart from the referenced report itemizes the needed station, equipment, and communications with estimated costs as follows:

	COSTS	COMPLETION DATE
<b>CENTRAL STATION AND ADMINISTRATIVE COMPLEX</b>		
Multiple Bay/Offices/Training/Conference Room	750,000.00	93/94
<b>STATION 2</b>		
Multiple Bay	710,000.00	95/96
<b>STATION 3 (4)</b>		
Multiple Bay	670,000.00	94/95
<b>NEW STATION (NORTHWEST AREA)</b>		
Multiple Bay	650,000.00	93/94
<b>TOTAL FACILITIES COSTS</b>	<b>2,780,000.00</b>	

(The estimated costs for facility construction are inclusive of furnishings, but, exclusive of land costs).

Estimations are based on approximate current costs adjusted to 3% per year for inflationary modifiers.

### *Equipment*

Fire apparatus replacement schedule must be established to systematically predict quantifiable equipment acquisition needs. The schedule is predicated on ten (10) years first line service for

engines (pumpers), fifteen (15) years for aerial devices, and five (5) years for rescue vehicles. All replacement schedules are based on assumption of five (5) years of reserve capacity.

	REPLACEMENT COST	ACQUISITION DATE
<b>EXISTING APPARATUS (FIRST LINE)</b>		
UNIT 16 (PUMPER)	248,000.00	2000
UNIT 17 (COMBINATION)	350,000.00	1993
UNIT 21 (PUMPER)	218,000.00	1995
UNIT 23 (RESCUE)	110,000.00	1992
UNIT 44 (PUMPER)	224,000.00	1996
<b>ADDITIONAL APPARATUS (FIRST LINE)</b>		
ELEVATING PLATFORM (COMBINATION PUMPER)	400,000.00	1995
RESCUE	218,000.00	1995
RESCUE	120,000.00	1995
<b>TOTAL EQUIPMENT COSTS</b>	<b>3,438,000.00</b>	

Estimation are based on approximate current costs adjusted to 3% per year for inflationary modifiers.

### *Communications*

Feasibility and planning committee should be established to evaluate current and futuristic communications networking needs for public safety and non-public safety departments.

	IMPLEMENTATION COST	DATE
<b>800 TRUNKING SYSTEM</b>		
ALL DEPARTMENTS/INTER-JURISDICTIONAL	1,000,000.00	1995
<b>TOTAL CAPITAL FUNDING REQUESTED</b>	<b>7,218,000.00</b>	

## *Transportation, Planning and Engineering*

The future (1 to 5 year) needs assessment in this department include as follows:

### *Planning*

Computerization of mapping, drafting and records storage. Installation of AutoCad.

### *Engineering*

Additional staff such as Assistant to the Engineer to provide more in-house design and administrative duties.

A Construction Manager to provide better inspection and control of contract construction projects.

### *Transportation*

Consideration of public transit. In light of pending clean air standards, increased vehicle occupancy rates must be obtained in our area. Studies should soon begin for use of van pools or mini-transit programs.

New traffic signal synchronization projects for Texas Avenue and Loop 197 North.

### *Facilities*

Additional office space for engineering, planning, and drafting services is needed. An expansion of City Hall or realigning personnel and departments to other facilities should be studied.

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**IMPLEMENTATION AND USE OF THE  
COMPREHENSIVE PLAN**

## IMPLEMENTATION AND USE OF THE COMPREHENSIVE PLAN

Implementation is probably one of the most important, yet most difficult aspects of the comprehensive planning process. Without mechanisms for implementation, the recommendations contained within the Plan can never be realized.

With the formulation of this Comprehensive Plan, Texas City has achieved the updating and revision objective. The various elements of the Plan are based upon realistic and agreed upon growth objectives and goals for Texas City. Changes will, from time to time, occur which were not anticipated in the Plan and adjustments will be required. Elements of the community which were treated in general relation to the overall area may, in the future, require specific and detailed attention. The Comprehensive Plan should never be considered a finished product, but rather a working guide for Community development which is ever broadening and changing in scope. Planning for the community's future, therefore, is a continuing process, not an event.

The full benefits of the Comprehensive Plan for Texas City can only be realized by maintaining it as a vital up-to-date document. As changes occur and new facets of the Community's development become apparent, the Plan should be revised and approved by the City Commission rather than ignored. By such action, the Plan always remains current and effective.

### *The Plan Should be a Guide to Daily Decisions*

The physical City is the product of the efforts of many individuals and groups. Each subdivision that is platted, each home that is built, each school, church or shopping center represents an addition to the physical City. The composite of all such efforts are building blocks which create the Community as it is seen and experienced by its citizens. If planning is to be effective, it must guide each individual decision whether it be that of a private homeowner or of the entire City. The City, in its daily decisions to surface a street, approve a subdivision, amend the Zoning Ordinance, enforce the building code or other codes or construct a new utility line, must refer to or at least be cognizant of the basic proposals outlined in the Plan. The private builder or investor, likewise, should recognize the broad concepts and policies of the Plan so that his efforts become part of a meaningful whole and so that his investments is, over the years, reinforced and enhanced by the entire community development.

### *Periodic Review of the Plan*

At periods of two years, a review of the Comprehensive Plan and current conditions should be made by the City Commission. Such regular and scheduled re-evaluations will provide a basis for adjusting capital expenditures and priorities and will point up changes and additions which should be made. It would be appropriate that one meeting of the Planning and Zoning Commission, every 12 to 24 months, be devoted to a review of the status of the Plan in light of current conditions and a report filed of its finding to the City Commission. Those items which appear to need attention should be examined in detail and changes and additions made. By such periodic re-evaluations, the Plan will remain current and functional and give effective direction. Reports of such review should be filed with the City Commission. A complete update of the Plan should be undertaken every five years.

### *Administrative Processes*

The usual processes of reviewing and processing zoning amendments and subdivisions provide significant opportunities for implementing the Comprehensive Plan. Each zoning and subdivision decision should be weighed against the proposals of the Plan. The Plan allows the City to review proposals and requests in light of an officially prepared document adopted through a sound planning process. If decisions are made contrary to the Plan, the action should include the revision of the Plan.

The act of subdividing land to create urban building sites is one of the most important and significant city building activities. Much of the basic physical form of the City is created by the layout of streets, easements, alleys, lots and community parks and school sites. As mentioned, many of the physical proposals of a community's Comprehensive Plan can be achieved through the exercise of subdivision control and other "reactive" practices. Such elements of the Plans such as major thoroughfare rights-of-way, drainage easements, schools and park sites can be influenced, guided or actually achieved during the process of subdividing the land. Once completed and filed for record and with development started, the subdivision becomes a fixed part of the community and can, thereafter, be changed only by great effort and expense.

### *Capital Improvement Programming*

There are two ways of implementing the Comprehensive Plan, proactive and reactive, both must be used to successfully achieve the recommendations contained herein. Capital Improvement Programming is a proactive method. The City expends dollars to finance certain improvements, meeting objectives cited in the Plan. Reactive methods includes components of the development

review process such as zoning, site plan and subdivision review. The Comprehensive Plan covers features of the physical improvements proposed to accomplish the physical changes envisioned for Texas City over the next ten years or more. Many of the changes involve improvements which will be financed by future capital improvement programs. It will be a desirable practice to invest regularly in the physical improvement of Texas City rather than employ large 'catch up' programs at wide intervals. A modest amount expended annually and regularly in accordance with the Plan will produce a far greater return to the community than large expenditures at ten year intervals.

It is recommended that priority projects be determined annually and that the Improvement Program be generally scheduled on a two or three year basis. Capital Improvement Programs which are funded over long periods usually experience difficulty as a result of changing economic conditions and needs. At least one meeting of the Planning and Zoning Commission annually should be devoted to a review of the status of the Capital Improvement Program. A report and review meeting with a Citizens Planning and Zoning Commission's role in the Capital Improvement process should be advisory and that the financing and priority decisions are finally vested with the Mayor and City Commission. In their advisory role, the Planning Board and Zoning Commission should seek to achieve balanced programs which are geographically representative and which include all important elements of the Community's development from parks to transportation. Above all, the Comprehensive Plan should not be viewed as the final step in preparing for Texas City's future. A Capital Improvement Program should be considered as a continuation of the comprehensive planning process. The City has initiated capital improvement planning prior to the completion of this document. The ongoing program will incrementally include other programs as needed and approved by the City Commission. Section VI of this plan is a outline and preliminary Capital Improvement Plan for the upcoming budget year and several years to follow.

THE FUTURE QUALITY OF LIFE IN TEXAS CITY AND THE ENVIRONMENT OF THE COMMUNITY WILL BE SUBSTANTIALLY INFLUENCED BY THE MANNER IN WHICH THE RECOMMENDATIONS CONTAINED HEREIN ARE ADMINISTERED AND MAINTAINED.

**City of Texas City  
Comprehensive Plan  
Goals 2000**

**SECTION IV  
CAPITAL IMPROVEMENT PROGRAM**

# CAPITAL IMPROVEMENT PROGRAM

Based on the facilities analysis and studies provided in the Comprehensive Plan, a general and preliminary draft of a long range Capital Improvement Program list has been developed.

This listing is the first step in developing a specific short range (one budget year) and long range (two to ten year) Capital Improvement Program. The list should be refined over the next several months by adding, deleting and prioritizing projects and needs. The list should also be separated into implementation scheduled such as first year projects, second and third year projects and so on. Those projects dependent on bond issues should be identified in one category.

Cost estimates should also be refined as more information becomes available.

Because of an extensive time lapse since the last major capital improvements program, some "catch-up" will be necessary to upgrade and bring facilities and services up to required standards and needs.

By establishing a long range - five to ten year Capital Improvement Program list, the City will be better informed for selecting yearly programs in the future. This process can alleviate the situation of "falling behind" in capital replacement.

# TEXAS CITY CAPITAL IMPROVEMENT PROGRAM

Compiled by J.F. McWhorter, Planning Department August 25, 1992

Based on Input From all Department Heads

TASK FORCE A. PUBLIC SAFETY, HOUSING AND ECONOMIC DEVELOPMENT	
<i>0 TO 4 YEAR EXPENDITURES</i>	
Item	Cost
Computerization of Patrol Cars Plus Video Cameras *	110,000
Trunk Radio System (police) *	1,500,000
New Telephone System and Communications Interconnect with Satellite Facilities	400,000
Record Management (scanning)/G.I.S. System (All Departments) *	400,000
Fire Department Unit 23 Replacement	110,000
Fire Department Unit 17 Replacement *	350,000
Fire Department Unit 21 Replacement *	218,000
Fire Department Pumper	218,000
Fire Department Multi Bay/Offices/Training/Conference Room *	800,000
Fire Department Station 2 - Multiple Bay *	727,000
Fire Department Station 3 (4) Multiple Bays *	725,000
Fire Department Training Facility * **	1,000,000
Fire Department Elevating Platform *	400,000
Fire Department rescue unit	120,000
<i>5 TO 10 YEAR EXPENDITURES</i>	
Fire Department Pumper Unit 16 replacement *	248,000
Fire Department Pumper Unit 44 replacement *	224,000
Enlarged police facilities (new) *	6,000,000
Enlarged police facilities (expand existing) *	3,000,000

<b>TASK FORCE A. PUBLIC SAFETY, HOUSING AND ECONOMIC DEVELOPMENT</b>	
City Hall Expansion **	500,000
Automated fingerprint identification system (police) **	800,000
Portable command post (motor home) (police) **	60,000
Portable Jail (bus) (police) **	60,000
<b>OVER 10 YEAR EXPENDITURES</b>	
New Fire Station - northwest area	1,000,000

<b>TASK FORCE B. CULTURAL, CONFERENCE AND PHYSICAL FITNESS FACILITIES</b>	
<b>0 TO 4 YEAR EXPENDITURES</b>	
<b>Item</b>	<b>Cost</b>
Library Facility Improvements and Automation (Capital Budget Item) *	120,000
Golf Course Equipment (Capital Budget Item)	360,000
Golf Course Irrigation and Miscellaneous Improvements	618,000
Robinson stadium parking & bleacher renovation	125,000
Bay street park phase II *	210,000
Nessler center expansion *	2,000,000
Nessler Center Parking Lot and Miscellaneous Improvements *	173,000
Miscellaneous Park and Facility Improvements (Capital Budget Item) *	160,000
Park Equipment and Rolling Stock (Capital Budget Item)	175,000
Playground Equipment Renovation *	200,000
<b>5 TO 10 YEAR EXPENDITURES</b>	
Expansion of present Library building to 36,000 square feet to allow for more stack area, office space, growth **	2,000,000
Land for West Texas City Branch Library	50,000
Library Facilities Improvements and Automation	192,000
Golf Course Equipment and Rolling Stock (Capital Budget Item)	330,000
Golf Carts (Capital Budget Item)	330,000
Golf Course and Facility Improvements (Capital Budget Item)	307,000
Park Rolling Stock (Capital Budget Item)	200,000
Lowry Center Expansion	750,000
Lowry Tennis Center Expansion	105,000
Therapeutic Recreation Facility	700,000
Various Pool Renovations	90,000
New Aquatic Park **	600,000

<b>TASK FORCE B. CULTURAL, CONFERENCE AND PHYSICAL FITNESS FACILITIES</b>	
Park Maintenance and Storage Facilities	125,000
<b>OVER 10 YEAR EXPENDITURES</b>	
Park Equipment and Rolling Stock (Capital Budget Item)	200,000
Golf Course Equipment and Rolling Stock (Capital Budget Item)	560,000
Golf Carts (Capital Budget Item)	500,000
Golf Course and Facility Improvements (Capital Budget Item)	580,000
Beach Pocket Park with Pier and Equipment	300,000

TASK FORCE C. PUBLIC WORKS AND TRANSPORTATION	
0 TO 4 YEAR EXPENDITURES	
Item	Cost
Heavy Equipment and Rolling Stock (P.W., Util., Traffic)	2,000,000
Develop master drainage plan for the entire city. Plan for include specific recommendations for problem areas such as: a) Humble Camp Rd, b) Parkwest S/d, c) 9th & 9th, and d) Grant Ave./5th Ave. So.	300,000
Evaluate feasibility of & install trash rakes at existing pump stations	350,000
Investigate feasibility of regional landfill facility (in conjunction w/GCWDA)/transfer station	250,000
Evaluate & implement recycling/solid waste diversion to reduce waste stream (TWC grant candidate)	250,000
Implement master drainage plan	500,000
Johnny Palmer Road (Phase II) I-45 to E.F. Lowry	1,000,000
Monticello Ext to I-45	2,000,000
16th Ave. No. - 29th St. to Hwy 146	600,000
Willow Street - 5th Ave. No. to E.F. Lowry *	400,000
Hwy 3 to Oak R.R. Crossing *	200,000
Linden to Johnny Palmer *	200,000
Curb Assessments and Sidewalks	400,000
5th Ave. So. Upgrade - Hwy 146 to 14th St. (labor & equip only)	Anticipated major funding by Amoco
Wastewater treatment plant expansion	15,000,000
Sewer Collection system (line replacement)	10,000,000
Lift Station #10/Force Main Construction	3,600,000
Oxygen line to plant	180,000
Misc Lift Station Upgrades	1,000,000

<b>TASK FORCE C. PUBLIC WORKS AND TRANSPORTATION</b>	
Upgrade water lines	1,000,000
Misc Booster Pump/water well upgrades	500,000
Waterline interconnect with LaMarque *	50,000
Paint 2 elevated tanks	200,000
<b>5 TO 10 YEAR EXPENDITURES</b>	
Heavy Equipment and Rolling Stock	1,000,000
Implement master drainage plan	2,000,000
25th Ave. No. upgrade, hwy 146 to Hwy 3 **	3,500,000 Possible TxDot Funding
Johnny Palmer Road (Phase III) Mall of the Mainland to Hwy 3	2,000,000
Oak to Willow Interconnect	400,000
Vauthier Ext. to E.F. Lowry	300,000
33rd/32nd St. Ext to Loop 197 No. **	700,000
25th Ave. No. Ext., Amburn to FM 2004 **	2,000,000
Curb Assessments and Sidewalks	200,000
Sewer collection system	10,000,000
Upgrade waterlines	1,000,000
New elevated tank west Texas City	1,000,000
Water storage pump station west Texas City	500,000
Water supply line (16" to 20") west Texas City	2,500,000
<b>OVER 10 YEAR EXPENDITURES</b>	
Heavy Equipment and Rolling Stock	2,000,000
Sewer Collection System Replacements *	10,000,000
Upgrade Water line *	1,000,000
Implement master drainage plan	750,000
Shoal Point Access Road *	5,000,000

TASK FORCE C. PUBLIC WORKS AND TRANSPORTATION	
Cherry St., Hwy 146 to Hwy 3	2,000,000
Hughes Rd., I-45 to FM 1764	4,000,000
Holland Rd., I-45 to Hwy 146	8,000,000
5th Ave. No., Orchid to 31st St.	1,000,000
Willow St., E.F. Lowry to Industrial Rd.	2,000,000
Heavy Equipment and Rolling Stock	750,000
Johnny Palmer (phase iv) Hwy 3 to FM 3436	8,000,000
Curb assessments and sidewalks	200,000
Amburn Rd. Extension north end Amburn to I-45	20,000,000

JFM:fbm

9/3/92

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