



CITY COUNCIL SPECIAL CALLED MEETING CITY OF BAY CITY

Tuesday, September 17, 2024 at 5:00 PM
COUNCIL CHAMBERS | 1901 5th Street

COUNCIL MEMBERS

Mayor: Robert K Nelson

Mayor Pro Tem: Becca Sitz

Council Members: Benjamin Flores, Jim Folse, Bradley Westmoreland, Blayne Finlay

Vision Statement

We envision Bay City as a thriving, family-centered community where our citizens can live, work, worship, and play, while welcoming visitors to experience our beautiful environment and diverse culture.

AGENDA

THE FOLLOWING ITEM WILL BE ADDRESSED AT THIS OR ANY OTHER MEETING OF THE CITY COUNCIL UPON THE REQUEST OF THE MAYOR, ANY MEMBER(S) OF COUNCIL AND/OR THE CITY ATTORNEY:

ANNOUNCEMENT BY THE MAYOR THAT COUNCIL WILL RETIRE INTO CLOSED SESSION FOR CONSULTATION WITH CITY ATTORNEY ON MATTERS IN WHICH THE DUTY OF THE ATTORNEY TO THE CITY COUNCIL UNDER THE TEXAS DISCIPLINARY RULES OF PROFESSIONAL CONDUCT OF THE STATE BAR OF TEXAS CLEARLY CONFLICTS WITH THE OPEN MEETINGS ACT (TITLE 5, CHAPTER 551, SECTION 551.071(2) OF THE TEXAS GOVERNMENT CODE).

CALL TO ORDER

CERTIFICATION OF QUORUM

APPROVAL OF AGENDA

PUBLIC COMMENTS

State Law prohibits any deliberation of or decisions regarding items presented in public comments. City Council may only make a statement of specific factual information given in response to the inquiry; recite an existing policy; or request staff places the item on an agenda for a subsequent meeting.

PUBLIC HEARING

- 1. Public Hearing ~ Conduct a public hearing to receive public comment on the Bay City Community Development Corporation proposed Operating Budget for Fiscal Year 2025. Scotty Jones, Interim City Manager**

- 2. Public Hearing ~ Conduct a public hearing to receive public comment on the City of Bay City's Proposed Capital Improvement Program.** Scotty Jones, Interim City Manager
- 3. Public Hearing ~ Conduct a public hearing to receive public comment on the City of Bay City's Proposed Budget for Fiscal Year 2025.** Scotty Jones, Interim City Manager
- 4. Public Hearing ~ Conduct a public hearing to receive public comment on the City of Bay City's proposed Property (Ad Valorem) Tax Rate for Fiscal Year 2025.** Scotty Jones, Interim City Manager

REGULAR ITEMS FOR DISCUSSION, CONSIDERATION AND/OR APPROVAL

- 5. Budget ~ Discuss, consider, and/or approve postponing the final Budget vote for Fiscal Year 2025 until September 24, 2024.** Scotty Jones, Interim City Manager
- 6. Discuss and review Utility Rates.** Scotty Jones, Interim City Manager
- 7. Presentation: ~ Discuss, Consider, and adopt the Tourism department's strategic plan for FY2025-2027.** Samantha Denbow, Communications and Cultural Arts Director

ADJOURNMENT

CERTIFICATION OF POSTING

This is to certify that the above notice of a Special Called Council Meeting was posted on the front window of the City Hall of the City of Bay City, Texas on **Friday, September 13, 2024 before 6:00 PM**. Any questions concerning the above items, please contact the Mayor and City Manager's Office at (979) 245-2137.

PUBLIC HEARING~ CONDUCT A PUBLIC HEARING TO RECEIVE PUBLIC COMMENT ON THE BAY CITY COMMUNITY DEVELOPMENT CORPORATION'S PROPOSED OPERATING BUDGET FOR FISCAL YEAR 2025.



EXECUTIVE SUMMARY

PUBLIC HEARING DATE:
TUESDAY, SEPTEMBER 17, 2024 AT 5 PM

BUDGET HEARING WILL BE ON THE FOLLOWING:

FY 2025 Proposed Budget- Bay City Community Development Corporation

All information pertaining to the Bay City Community Development's Budget can be reviewed at the following locations:

City Secretary's Office
Bay City Public Library
City of Bay City's Website- www.cityofbaycity.org/193/Budget

Bay City Community Development Corporation
Proposed Operating Budget
Fiscal Year Ending 9/30/25

Acct #	Description	FYE 9/30/2022	FYE 9/30/2023	FYE Projected Final 9/30/2024	Proposed Budget 9/30/2025
REVENUE:					
3225	Sales tax collections	\$ 1,650,000	\$ 1,675,000	\$ 1,849,000	\$ 1,875,000
3300	BDC income	\$ 9,600	\$ 9,600	\$ 15,000	\$ 10,000
3401	Training Center lease (STNOC)	\$ 85,661	\$ 88,144	\$ 91,483	\$ 93,110
3402	Family Entertainment Center lease (SMBG)	\$ 300,000	\$ 100,000	\$ -	\$ -
3403	Schulman Note Payment			\$ 100,000	\$ 100,000
3500	Main Street revenue	\$ 48,000	\$ 72,000	\$ 111,000	\$ -
3504	TIRZ #2 income	\$ 150,000	\$ 150,000	\$ 130,000	\$ 175,000
3550	Reduction in grant obligation				
3615	Interest income	\$ 1,750		\$ 30,000	\$ 30,000
	TOTAL REVENUE	\$ 2,245,011	\$ 2,094,744	\$ 2,326,483	\$ 2,283,110
ADMINISTRATIVE EXPENSES:					
415-4105	Salaries and wages	\$ 183,000	\$ 234,295	\$ 230,000	\$ 195,000
415-4110	Other compensation	\$ 2,052	\$ 2,052	\$ 2,000	\$ 30,000
415-4205	Payroll taxes	\$ 13,999	\$ 17,600	\$ 17,600	\$ 14,917
415-4206	Unemployment taxes	\$ 616	\$ 1,500	\$ 1,500	\$ 351
415-4210	Retirement expense	\$ 20,355	\$ 25,000	\$ 25,000	\$ 19,149
415-4215	Workers Comp insurance	\$ 800	\$ 1,000	\$ 1,000	\$ 600
415-4225	Employee health insurance	\$ 31,070	\$ 43,400	\$ 16,500	\$ 12,000
415-4230	Travel and training	\$ 4,000	\$ 6,000	\$ 7,000	\$ 5,000
415-4310	General supplies (postage, freight, copies)	\$ 4,800	\$ 4,800	\$ 4,800	\$ 5,000
415-4315	Dues and subscriptions	\$ 3,400	\$ 4,000	\$ 60,000	\$ 60,000
415-4330	Vehicle expense (fuel, insurance & repairs)	\$ 3,000	\$ 4,000	\$ 3,000	\$ 2,000
415-4405	General insurance	\$ 50,000	\$ 57,500	\$ 50,000	\$ 50,000
415-4410	Telephone and cell phones	\$ 3,000	\$ 2,500	\$ 2,500	\$ 2,500
415-4415	Utilities (electricity, water, & gas)	\$ 4,000	\$ 4,000	\$ 4,000	\$ 2,000
415-4420	Legal and professional	\$ 25,000	\$ 25,000	\$ 26,000	\$ 26,000
415-4424	Cleaning and maintenance	\$ 6,750	\$ 6,750	\$ 6,750	\$ 7,000
415-4426	Leasehold improvements	-	\$ 500	\$ 500	-
415-4427	Equipment rental	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100
415-4428	Building rental	\$ 62,424	\$ 63,648	\$ 63,648	\$ 25,000
415-4497	Business meals	\$ 2,000	\$ 3,000	\$ 3,000	\$ 5,000
415-4498	Misc furniture and equipment	\$ -	\$ 500	\$ 2,000	\$ 3,000
415-4499	Miscellaneous expense	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
415-4505	Repairs and maintenance- equipment	-			
	TOTAL ADMINISTRATIVE EXPENSES	\$ 423,866	\$ 511,145	\$ 530,898	\$ 468,617
PROSPECT DEVELOPMENT EXPENSES:					
420-4230	Travel	\$ 9,000	\$ 3,500	\$ 3,500	\$ 7,000
420-4425	Contract services	\$ 1,000	\$ 8,000	\$ 20,500	\$ 10,500
420-4460	Advertising	\$ 22,000	\$ 20,000	\$ 40,000	\$ 40,000
420-4461	Website development/maintenance	\$ 3,500	\$ 1,680	\$ 2,000	\$ 2,000
420-4497	Business meals	\$ 1,000	\$ 1,000	\$ 3,000	\$ 1,500
420-4499	Miscellaneous expense	\$ 500	\$ 500	\$ 1,000	\$ 1,000
	TOTAL PROSPECT DEVELOPMENT EXP.	\$ 37,000	\$ 34,680	\$ 70,000	\$ 62,000

Acct #	Description	FYE 9/30/2022	Adopted Budget 9/30/2023	FYE Projected Final 9/30/2024	Proposed Budget 9/30/2025
PROJECT EXPENSES:					
485-4001	Matagorda County EDC	75,000	75,000	75,000	80,000
485-4002	Small Business Development Center (SBDC)		20,000	-	-
485-4003	Website grant	50,000	40,000	40,000	50,000
485-4009	Detention pond		-		
485-4008	Family Entertainment Center (property taxes)	200,000	-	-	-
485-4010	Downtown parking lot	400	3,000	-	-
485-4012	Main Street	25,000	25,000	25,000	-
485-4020	Nile Valley Phase II	239,116	239,116	239,191	239,191
485-4021	CED insurance and maintenance	120,000	300,000	300,000	300,000
	Grant Writer (Patriot)			9,000	-
485-2021	Entrepreneur program			-	5,000
485-4447	City Vision 2040 Plan	5,000	100,000	125,000	70,000
485-4002	Business retention and expansion	150,000	100,000	160,000	160,000
485-4004	Aquatic Center				30,000
485-0000	Regional Attraction				30,000
485-4032	Railroad Quiet Zone Study			28,900	-
485-4033	Public Safety Building			1,000,000	
485-0000	Resiliency Loan			320,000	70,000
485-	Family Entertainment Center Rebate			29,942	20,000
485-	Note Recieveable Chick-Fil-A			250,000	
485-4017	Flock System (Police)			26,500	36,000
485-4015	Airport expansion			56,150	-
485-4030	McCoy's land				
2251/2255	Debt principal payments	463,086	189,200	481,952	493,000
485-4810	Interest expense	349,690	57,200	97,961	90,000
	TOTAL PROJECT EXPENSES	1,677,292	1,148,516	3,264,597	1,673,191
	TOTAL EXPENSES	2,138,158	1,694,341	3,865,495	2,203,808
	SURPLUS (DEFICIT)	106,853	400,403	(1,539,011)	79,302

PUBLIC HEARING~ CONDUCT A PUBLIC HEARING TO RECEIVE PUBLIC COMMENT ON THE CITY OF BAY CITY'S PROPOSED CAPITAL IMPROVEMENT PROGRAM.



EXECUTIVE SUMMARY

PUBLIC HEARING DATE:
TUESDAY, SEPTEMBER 17, 2024 AT 5 PM

BUDGET HEARING WILL BE ON THE FOLLOWING:

Five-Year Capital Improvement Program FY 2025-2029 (Charter section 10.16)

All information pertaining to the City's Five-Year Capital Plan can be reviewed at the following locations:

City Secretary's Office
Bay City Public Library
City of Bay City's Website- www.cityofbaycity.org/193/Budget

PUBLIC HEARING~ CONDUCT A PUBLIC HEARING TO RECEIVE PUBLIC COMMENT ON THE CITY OF BAY CITY'S PROPOSED BUDGET FOR FISCAL YEAR 2025.



EXECUTIVE SUMMARY

PUBLIC HEARING DATE:

TUESDAY, SEPTEMBER 17, 2024 AT 5 PM

BUDGET HEARING WILL BE ON THE FOLLOWING:

FY 2025 Proposed Budget- City of Bay City (Charter section 10.05 & LCG 102.006)

All information pertaining to the City's Budget can be reviewed at the following locations:

City Secretary's Office

Bay City Public Library

City of Bay City's Website- www.cityofbaycity.org/193/Budget

PUBLIC HEARING~ CONDUCT A PUBLIC HEARING TO RECEIVE PUBLIC COMMENT ON THE CITY OF BAY CITY’S PROPOSED PROPERTY (AD VALOREM) TAX RATE FOR FISCAL YEAR 2025.



EXECUTIVE SUMMARY

PUBLIC HEARING DATE:
TUESDAY, SEPTEMBER 17, 2024 AT 5 PM

Tax Rate Information	Adopted FY 2024	Proposed FY 2025
Property Tax Rate	.56995	.56916
No-New Revenue Tax Rate	.56995	.53314
No-New Revenue M&O Tax Rate	.43058	.40308
Debt Rate	.13542	.13469
Voter-Approval Tax Rate	.58338	.56916
De Minimis Rate	.60988	.57914

Debt service requirements for the City of Bay City are currently \$.13469 of the current **proposed** property tax rate of **\$.56916**. The City has sixteen outstanding debt issues. At the end of Fiscal Year 2025, outstanding general obligation bond and certificates of obligation bonds will be \$93,432,000 however only \$13,410,032 is currently supported by property taxes.

FY 2025 Debt Service Requirement to be paid by property taxes \$1,627,611. See Debt rate (.13469) requirement above.

Tax Rate Information	Adopted FY 2024	Proposed FY 2025
Maintenance & Operation Rate	.43453	.43447
Debt Rate	.13542	.13469
Total Property Tax Rate	.56995	.56916

BUDGET~ DISCUSS, CONSIDER, AND/OR APPROVE POSTPONING THE FINAL BUDGET VOTE FOR FISCAL YEAR 2025 UNTIL SEPTEMBER 24, 2024.



EXECUTIVE SUMMARY

The City must take some sort of action at the conclusion of the budget hearing.
TEX LOC. GOV'T CODE 102.007

This could be the adoption of the budget, or else a vote to postpone the final budget vote. It is generally accepted that the City need not adopt the budget at the end of the hearing.



Discuss and Review Utility Rates.

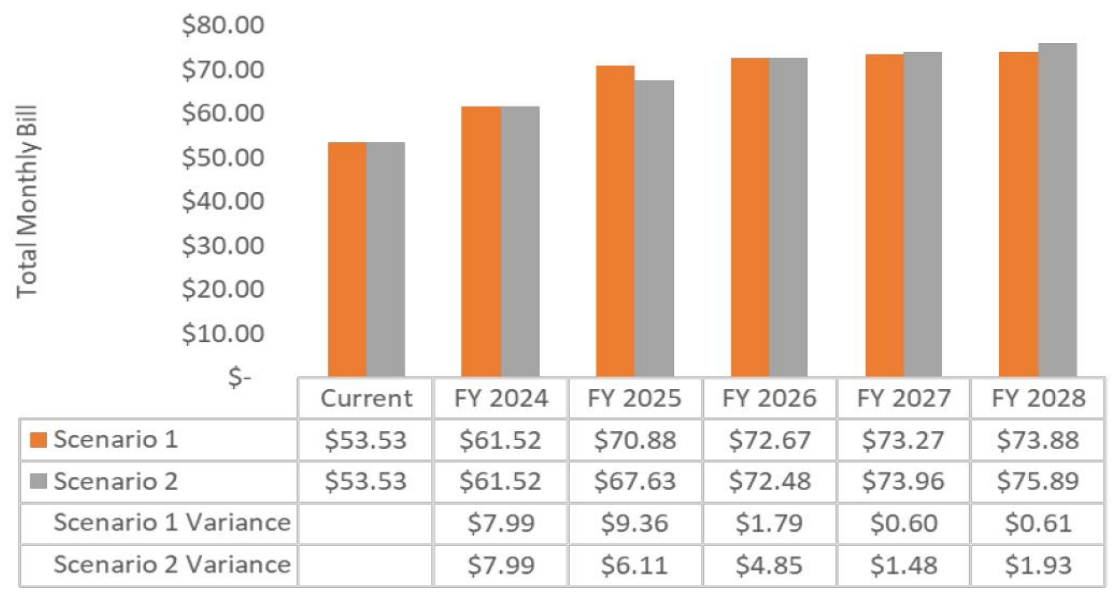
EXECUTIVE SUMMARY

Last Year City Council approved the Scenario 2 Below:

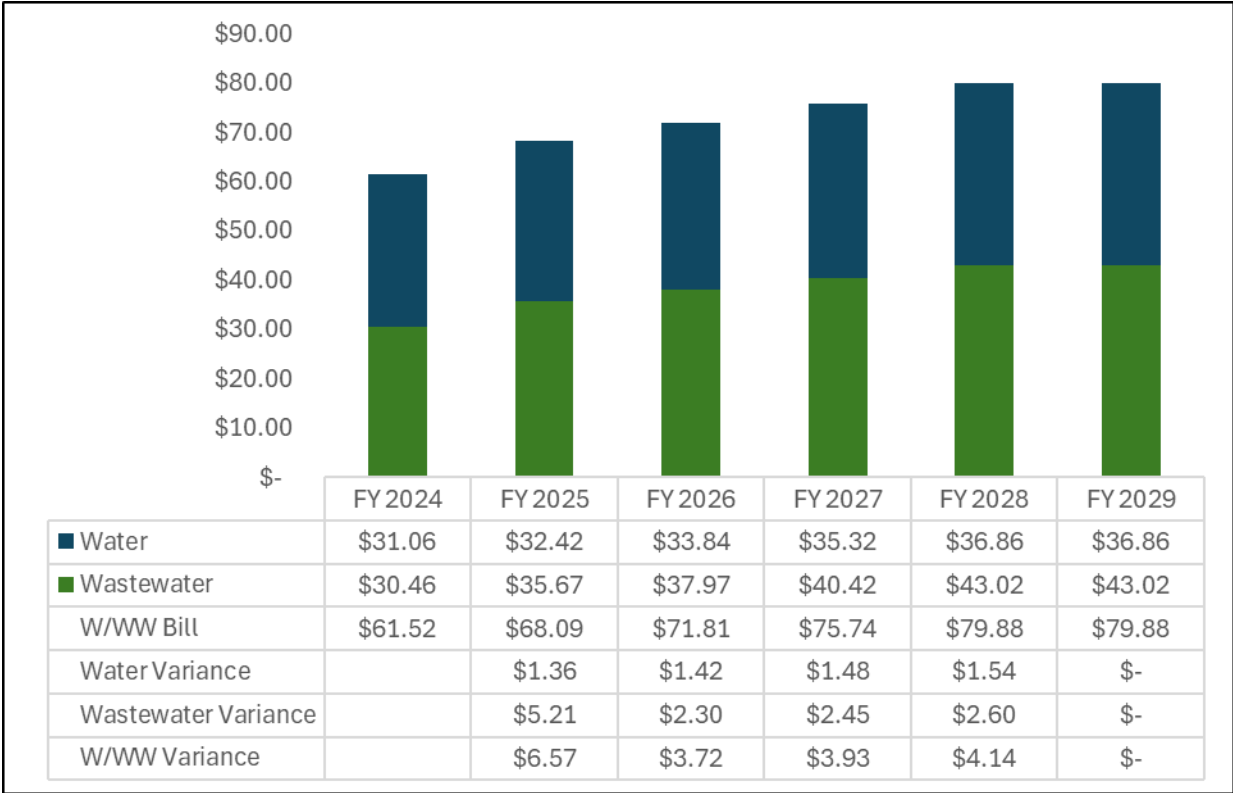
- Scenario 2: Reduce and Smooth Increases

Class	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Water					
Residential & Commercial	14%	4%	4%	4%	4%
Multi-Family & Industrial	25%	4%	4%	4%	4%
Wastewater (All Classes)	16%	16%	10%	0%	1%

Water and Wastewater Residential & Small Commercial Impact- BASE BILL
Last Year City Council approved the Scenario 2 Below:



Water and Wastewater Residential & Small Commercial Impact- BASE BILL 2025-2029 Projections Below:



Bill including Garbage Below:

Residential Only	Current FY 24	Proposed FY 25	Variance
Water	\$31.06	\$32.42	\$1.36
Sewer	\$30.46	\$35.67	\$5.21
Trash	\$25.27	\$27.80	\$2.53
TOTAL	\$86.79	\$95.89	\$9.10

Increases to cover capital projects, required debt service, and reserves.

Water (All Classes)- 4%

Wastewater (All Classes)- 17% (Needed to increase to cover debt service requirements)

Annual Debt Service Payment for Utility Project: 4.8 million

Garbage- Residential 10%; Commercial 5%

Note: This is based on our new contract from GFL.

GFL increased 19% for Residential this year. To reduce the impact on residential—a proposal is made to balance the impact somewhat between residential and commercial.



CITY OF BAY CITY
1901 FIFTH STREET
BAY CITY, TEXAS 77414
(979) 245-2137
FAX: (979) 323-1626

AGENDA ITEM SUBMISSION FORM

Any item(s) to be considered for action by the City Council, must be included on this form, and be submitted along with any supporting documentation. Completed Agenda Item Submission forms must be submitted to the City Secretary's Office no later than 4:00 p.m. on the Monday of the week prior to the Regular Council meeting.

Requestor Name: Denbow, Samantha **Date Submitted:** 9/11/2024
Last, First *MM/DD/YYYY*

Requestor Type : City Staff **Meeting Date:** 9/17/2024
Citizen/City Staff/Council Member *MM/DD/YYYY*

Position Title Communications and Cultural Arts Director
For City Staff Only

Agenda Location: Presentation
(e.g.: Consent Agenda/ Discussion Item/ Public Hearing/ Executive Session/ Presentation)

Agenda Content:

Presentation: ~ Discuss, Consider, and adopt the Tourism department's strategic plan for FY2025-2027.

Executive Summary of Item:

As part of the City Strategic Planning process with Opportunity Strategies LLC, the Tourism staff and members of the Tourism Advisory Council met on May 8, 2024 for a planning meeting.

Six Goals were identified through the meeting and input from community meetings, focus groups, and the community survey.

- Goal 1 To review and revise tourism organizational structures.
- Goal 2 To re-establish the Visitor Center Kiosk.
- Goal 3 To create and execute a Marketing Plan.
- Goal 4 To enhance tourism collaboration.
- Goal 5 To support and promote Matagorda County events.
- Goal 6 To increase the presence of public arts and culture.

On September 9, 2024, the Tourism Advisory Council voted to recommend the 2025-2027 Tourism Strategic Plan to City Council for adoption.

Staff recommends the adoption of the 2025 - 2027 Tourism Strategic Plan.



Bay City Tourism Advisory Council & Matagorda County Eco-Tourism Partnership FY 2025-2027 Joint Strategic Plan

In March 2024, the Bay City Tourism Advisory Council (TAC) and the Matagorda County Eco-Tourism Partnership (MCETP) embarked on a joint strategic planning process to develop the strategic priorities for Fiscal Year 2025 through 2027. The following is the process used to reach the conclusions for the joint Strategic Plan.

On May 8, 2024, the Bay City Tourism Manager, Darve Smith, the Bay City Tourism Advisory Council, and the Matagorda County Eco-Tourism Partnership Board of Directors met at the Beachside Clubhouse in Palacios, Texas for a strategic planning workshop to begin planning for fiscal years 2025 through 2027. Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC served as their facilitator throughout this process.

During the Strategic Planning Retreat, the participants received the feedback from the attendees of the Bay City Tourism/Hospitality Focus Group discussion held on March 21, 2024, at the USO Service Center.

Following the Focus Group feedback review, the participants engaged in two exercises. The first was a SWOT Analysis where the group brainstormed the strengths, weaknesses, potential opportunities, and potential threats facing the Tourism industry in Bay City and Matagorda County. The second was an exercise called Start-Stop-Accelerate where the facilitator asked the participants to list what both organizations needed to start doing, stop doing, and accelerate their efforts to achieve.

Midway through the Strategic Planning Retreat, both organizations welcomed the Associate General Counsel of the Texas Hotel & Lodging Association to present the most recent updates to the laws in Texas regarding Hotel Occupancy Taxes including the legalities around HOT monies collections, administration, and expenditures.

The following is the joint group's FY 2025-2027 Strategic Plan.

Bay City Tourism Advisory Council

Mission Statement

Bay City TAC promotes and develops tourism and awareness of our beaches, birds, thriving arts and downtown culture.

Vision Statement

The Vision Statement is to be a nationally recognized as the Birding capital and finest family destination in North America.

Bay City Tourism Advisory Council

Participated:

- Darve Smith, Tourism Manager
- DC Dunham
- Amanda Garcia
- Jessica Shepard

Unable to Attend:

- Celeste Cash
- Octavio Fernandez
- Whitney Milberger
- Nicasio Perez

Matagorda County Eco-Tourism Partnership

Participated:

- Alyssa Dibbern
- DC Dunham
- Pam Oliver

Unable to Attend:

- Elizabeth Abels
- B Balboa
- Fred Beck
- Laurie Beck
- Zeinab Ghais
- Leslie Hartman
- Sara Huebner
- Tina Israel
- Melissa Laux
- V Martinez
- Kelly Penewitt
- Wilson Tarkington
- Mitch Thames
- Stacy Zahn

Board & Committee Effective Engagement – Keys to Success

1. Commitment Form
2. Proper Onboarding
3. Board Development Training
4. Strategic Plan



SWOT Analysis

The facilitator engaged the participants in an exercise to brainstorm and list the strengths and weaknesses of the Bay City Tourism Advisory Council and Matagorda County Eco-Tourism Partnership, as well as the current and/or potential opportunities and threats facing the organizations. The facilitator shared the aggregated responses with the whole group and discussed the comments collected. The results of the SWOT are listed here:

Strengths

- Blank Slate
- Environment
 - Weather
 - Wildlife
 - Water
- Motivated
- Diverse
- Open-minded
- History
 - Home of La Belle Heritage
 - Matagorda - 3rd oldest city in Texas
- Governmental
 - Backing
 - Collaboration
- Location
- Waterfront
- Fishing
- Birding
- Willingness for change

Weaknesses

- Organization of Committee
- Staffing
- Volunteers/Commitment
- Dedicated members
- Budget information
- Collaboration with other cities and local
- Lack of eating establishments
 - Variety?
- Tour guides for birding
- Wayfinding signs
- Lack of Aquatic Center
- Geographically challenged
 - Spread out
- Public education and communication
 - Who we are
 - Assets we have
- Seasonal opportunities
 - Winter void
 - 100°+ void
- Market Day \$

Opportunities

- Other funding
 - City general funding
 - County budget
 - Greater percentage of existing funding
- Create a Unique Tourist Draw/Attraction
 - Like Sulphur Springs' Mirrored Bathrooms
- Roundabout
 - Sculpture
- Cottonwood Creek
- Seafood industries
 - Celebrate and support
- Educational
 - Kids
 - Adults
- Diversity
 - Culture
- Need seafood restaurant
- Culinary
- Artists
- Collaborations
 - Marketing and organization
 - Countywide
 - Social Media
 - Event coordinator
- Harbor
 - Captive audience
- On water experiences
- Outdoor experiences

- Birding
- Beach
- Fishing
- Nature Center and more
- Unique tours
- Adopt-A-Spot
 - Litter pick-up
 - Taste of Palacios
 - Seafood Market

Potential Threats

- Shrimping industry
- HOT tax management
- Taking on too much too soon
- Beach erosion/management
- Lack of participation - Apathy
- Lack of community collaboration
- Communication
- Turnover
- Other tourism attractions - Competition
- Weather – Hurricanes

Start – Stop – Accelerate

The facilitator engaged participants in a group exercise called Start – Stop – Accelerate which divides participants into small groups and has them offer feedback on what the Bay City Tourism Advisory Council and Matagorda County Eco-Tourism Partnership need to start doing, stop doing, and accelerate efforts to do.

These are individual recommendations and not necessarily agreed to by all participants. The responses are as follows:

Start

- Hotel roundtables
- Budget and staff support
- Support TAC
 - Organize TAC
- ID target audience/diversity
- Arts sub-committee
 - Festival/events

Stop

- Organizational chaos
 - Apathy
 - Vague expectations

Accelerate

- Signage
 - Wayfinding
- Tourist Itineraries
- Arts - support projects
- Eco-tourism sub-committee
- Advisory Council expectations/roles
- Kiosk project
- More staff

The organizations joined together to create the following Goals.

Goal #1: Organizational Structure

To review and revise tourism organizational structures.

Goal #2: Visitor Center

To re-establish the Visitor Center Kiosk.

Goal #3: Marketing and Data

To create and execute a Marketing Plan.

Goal #4: Build Relationships

To enhance tourism collaboration.

Goal #5: Events

To support and promote Matagorda County events.

Goal #6: Art/Culture

To increase the presence of public arts and culture.



**Bay City Tourism Advisory Council &
Matagorda County Eco-Tourism Partnership
FY 2025-2027 Joint Strategic Plan**

Goal 1

Organizational Structure

To review and revise tourism organizational structures.

Goal 4

Build Relationships

To enhance tourism collaboration.

Goal 2

Visitor Center

To re-establish the Visitor Center Kiosk.

Goal 5

Events

To support and promote Matagorda County events.

Goal 3

Marketing and Data

To create and execute a Marketing Plan.

Goal 6

Art/Culture

To increase the presence of public arts and culture.

Goal 1 Organizational Structure

To review and revise tourism organizational structures.

Strategies	Who's Responsible?	Complete Year	Metric/KPI
1.1 Solidify names of council and sub-committee	Tourism Manager	2025	<input type="checkbox"/>
1.2 Create board/council commitment forms	TAC & Tourism Manager	2025	<input type="checkbox"/>
1.3 Create onboarding binder	TAC & Tourism Manager	2025	<input type="checkbox"/>
1.4 Schedule board/council training	Tourism Manager	2025	<input type="checkbox"/>
1.5 Determine Tourism staffing needs <ul style="list-style-type: none"> • Event Coordinator/Social Media (see 5.1) • Marketing and Research • Destination Services (See 3.4) 	Communications and Cultural Arts Director	2025	<input type="checkbox"/>

Goal 2 Visitor Center

To re-establish the Visitor Center Kiosk.

Strategies	Who's Responsible?	Complete Year	Metric/KPI
2.1 Turn on power/new door lock/clean	Tourism Manager	2025	<input type="checkbox"/>
2.2 Establish regular hours and consider special event hours	Tourism Manager	2025	<input type="checkbox"/>
2.3 Gather updated materials	TAC, MCETP & Tourism Manager	2025	<input type="checkbox"/>
2.4 Market Visitor Center to local entities	Tourism Manager	2025	# of other entities: _____
2.5 Monitor materials in kiosk	Tourism Manager	2025	# of percentage used: _____

Goal 3 Marketing and Data

To create and execute a Marketing Plan.

Strategies	Who's Responsible?	Complete Year	Metric/KPI
3.1 Gathering of data <ul style="list-style-type: none"> • Gather prices on purchasing cell phone data • Gather Hotelier data (see Goal 4) • Research the Brazoria County Avatar(s) • Select a vendor to provide data 	Tourism Manager	2025	<input type="checkbox"/>
3.2 Create tourist/visitor avatars <ul style="list-style-type: none"> • Identify target audience for tourism ads 	Tourism Manager	2025-2026	<input type="checkbox"/>
3.3 Create Marketing Plan <ul style="list-style-type: none"> • Website update • Visitor Guide Creation • City-owned Tourist Destination Support • Explore and purchase additional billboard(s) 	TAC & Tourism Manager	2025	<input type="checkbox"/>
3.4 Build itineraries for Tourists <ul style="list-style-type: none"> • Identify what to include in itineraries • Create 1-day, 2-day, & 3-day itineraries 	TAC & Tourism Manager	2025-2027	# of itineraries: _____
3.5 Diversify advertising - web based	Tourism Manager	2025-2026	<input type="checkbox"/>

Goal 4 Build Relationships

To enhance tourism collaboration.

Strategies	Who's Responsible?	Complete Year	Metric/KPI
4.1 Foster and grow local tourism/hospitality relationships			<input type="checkbox"/>
<ul style="list-style-type: none"> Identify and contact hoteliers and other tourism contacts 	TAC & Tourism Manager	2025-2027	<input type="checkbox"/>
<ul style="list-style-type: none"> Schedule annual tourism roundtables 	TAC & Tourism Manager	2025-2027	<input type="checkbox"/>
<ul style="list-style-type: none"> Collaborate and exchange ideas/data 	Tourism Manager	2025-2027	<input type="checkbox"/>

Goal 5 Events

To support and promote Matagorda County events.

Strategies	Who's Responsible?	Complete Year	Metric/KPI
5.1 Consider creating an Event Coordinator position (paid) to: <ul style="list-style-type: none"> • Coordinate Social Media • Create event checklist for processes 	City & Tourism Manager	2026	<input type="checkbox"/>
5.2 Promote Day of the Dead, Artwalk Series, Matagorda Bay Birdfest, Camofest, Seafood Festival, Van Vleck Mud Races, and other main tourist events	TAC, MCETP & Tourism Manager	2025-2027	# of promoted events: _____
5.3 Utilize Bay City digital signs to promote events	Tourism Manager	2025-2027	<input type="checkbox"/>

Goal 6 Art/Culture

To increase the presence of public arts and culture.

Strategies	Who's Responsible?	Complete Year	Metric/KPI
6.1 Develop an Arts Committee to leverage diversity and culture through art events	Tourism Manager	2025	<input type="checkbox"/>
6.2 Invest in more public art displays. Create a process to: <ul style="list-style-type: none"> • Have an idea/identify location • Commission artist(s) • Review completion of artwork 	TAC & Tourism Manager	2026	# of displayed visual art: _____
6.3 Create visually appealing wayfinding signs using this process: <ul style="list-style-type: none"> • Research award-winning wayfinding signs • Identify the location of signs • Contact sign companies for bid • Select company and manage installation 	TAC	2026	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>