

City of Corpus Christi Strategic Comprehensive Plan Scope of Services

The City of Corpus Christi, TX, has chosen Goody Clancy & Associates (GCA) to lead a consultant team to prepare a comprehensive plan for the city. As the prime consultant, Goody Clancy will have overall responsibility for writing and producing the comprehensive plan, as well as the content of the public process. Goody Clancy will be involved with all elements of the plan, especially green systems; neighborhoods and revitalization; housing; facilities and services; scenario development; land use, zoning, and urban design; and stewardship and implementation. Goody Clancy will be assisted by Zimmerman/Volk Associates (ZVA), W-ZHA, Peter Kwass Consulting (PKC), TischlerBise, Stantec, and Kailo Communications Studio.

- ZVA will provide an analysis of housing market potential and housing strategies.
- W-ZHA will provide an analysis of commercial market potential and strategies to promote development opportunities
- PKC will provide an economic development analysis and strategies for emerging sectors and workforce development.
- TischlerBise will provide an analysis of cost of services for different types of land use and an analysis of cost of services linked to future scenarios for different types of development patterns.
- Stantec will provide advice and review of utility and infrastructure master plans in the context of best practices and integration with the comprehensive plan.
- Kailo will serve as the coordinator of project communications, outreach and media for public engagement.

All members of the consultant team will contribute to developing the overall strategies for the plan.

A. TIME FRAME

It is expected that the comprehensive plan will be ready for adoption hearings within approximately 13 months of execution of the contract, assuming timely action by the client when needed. Final adoption is anticipated within 15 months but will depend on scheduling of public hearings by the client.

B. FLEXIBILITY IN ALLOCATION OF RESOURCES

Community-based planning projects are responsive to issues that emerge from the community participation process, sometimes requiring rebalancing of activities. In collaboration with the client, Goody Clancy may identify the need to shift resources within the project in order to meet unforeseen needs as the project progresses.

C. PROJECT MANAGEMENT, COLLABORATIVE PROCESS, AND CLIENT RESPONSIBILITIES

The consultant team will collaborate closely with City staff and officials, citizens and other stakeholders. Preparation of the plan will

1. Project Management

Consultant lead. Goody Clancy will have responsibility for management of the entire consultant team and development of the comprehensive plan. Larissa Brown, AICP, will be the project director and manager for Goody Clancy.

Steering Committee. The City will create a Steering Committee of senior staff as a project management group. It is expected that the Steering Committee will meet with the consultant once a month, on average. The actual schedule of meetings may occur more frequently at certain stages of the project. While most meetings will be on site in Corpus Christi, the Committee and the consultant may agree to substitute teleconference meetings if needed. The Steering Committee will provide oversight, guidance and feedback to the consultant team, make departmental staff available as needed, and review and comment on the draft plan.

Monthly progress reports. The consultant will provide monthly progress reports to the City Manager and the Steering Committee.

City project manager. The City will provide a staff person knowledgeable about planning and Corpus Christi who will act as project manager and principal liaison to coordinate all aspects of the project with the consultant team project manager. The lead consultant will expect to meet with the City project manager and other project management staff whenever the lead consultants are in Corpus Christi. There will be regular consultation through email, telephone, and scheduled conference calls. The project manager will:

- Provide access to demographic and socio-economic data, GIS datalayers and map projects, assessor's data, regulations, previous planning documents, stakeholders' contact information, and other information
- Assist in making data and information held by other governmental bodies available to the consultant, as needed
- Assist in making City officials and staff available for interviews and review of draft documents, as appropriate
- Assist in scheduling and providing space for interviews, focus groups and committee/subcommittee meetings
- Assist with logistics for public meetings, including identification of City-owned meeting space
- Attend Advisory Committee and Working Group meetings
- Attend and assist at public forums, workshops, and open houses
- Assist in documenting comments and requests for revisions during public review

Single City contact for media and public information approvals. The team requests the identification of a single contact within the City to work with the team on timely approvals of press releases and other information for the media.

D. PLANNING COMMISSION DECISION SUPPORT

In the first two to three months of the project, the consultant team will perform a rapid reconnaissance of existing plans. The team will then develop an interim comprehensive plan guidance document to assist the Development Services Department and the Planning Commission in cases where they need to provide a consistency review of applications for rezoning or similar purposes. The consultant will provide verbal assistance as requested cases that may arise during the comprehensive planning process. The consultant will not be expected to appear at Planning Commission meetings to present consistency reports.

E. PUBLIC ENGAGEMENT PROGRAM

The public engagement program will include the elements below and include Spanish-language materials. All Advisory Committee and Working Group meetings will be open to the public.

Public and stakeholder involvement

- **Citizens Advisory Committee (CAC).** The consultant team will advise the City on the composition of a Citizens Advisory Committee to be appointed by the City Manager, the Steering Committee, or City Council. The CAC should be approximately 35 persons in size and composed of a broadly representative group of citizens and community leaders to be appointed to work with the consultant team, to serve as a sounding board, and to help shape the plan to reflect the aspirations and needs of city residents. The CAC will review and comment on the draft plan. There will be up to 10 CAC meetings.
- **Working Groups.** For review of draft plan elements, the CAC will be divided into 4 Working Groups to review draft plan elements as they are created. Citizens on the Planning Commission may also serve on these Working Groups. In addition, departmental staff and local persons with acknowledged expertise in the topics covered by the plan elements will be invited to be members of the subcommittees. Each Working Group will meet two times for a total of 8 Working Group meetings.
- **Planning Commission.** The Planning Commission will review milestone elements of the plan, such as the Vision and Principles, in up to 4 meetings with the consultant, and, if members wish, will participate with the CAC in topical Working Groups during the plan development phase of the comprehensive plan process.
- **Interviews with City staff and officials.** Interviews early in the process with City staff and officials will orient the consultant team about Corpus Christi issues, initiatives and expectations. Repeat and additional interviews may be needed at later stages of the project.
- **Interviews and focus groups with key stakeholders.** Interviews and focus groups with community stakeholders, up to a total of 50 individuals or groups, will help the consultant team in updating information and identifying important issues and areas of concern. The City will be expected to assist the consultant team in identifying key people and groups to interview and in setting up the interviews. Stakeholders could include businesses and property owners, faith-based organizations, community development groups, developers, real estate professionals, service organizations, neighborhood leaders, design and engineering professionals, environmental advocates, transportation advocates, and so on.
- **Branding.** The consultant team will develop a name and logo for the project, to be approved by the Steering Committee, with up to three options and two revisions.
- **Public workshops and meetings.** The planning process will include 10 district meetings and open houses to be held in city council districts; 2 citywide forums; and 2 community open houses for comment on planning directions. Up to four focus groups and workshops with groups interested in specific topics, such as housing development, will be held.
- **Public hearings.** The consultant team will present the draft comprehensive plan and be available for up to two public hearings/adoption meetings of the Planning Commission and up to two public hearings at City Council.
- **Draft documents available for public comment.** Draft documents will be posted on the web page and deposited at City Hall and in public libraries to provide opportunities for public comment
- **Public opinion survey.** A brief survey, to be administered to a geographically representative sample of at least 1,000 persons in the City of Corpus Christi by a mail/ telephone methodology, will occur

at approximately the same time as the consultant team seeks public comment through open houses and the web site on the planning directions and strategies emerging in the planning process. This survey will provide broader guidance, as well as legitimacy for strategies supported by the public. The content of the survey instrument will be drafted by the consultant team and reviewed and approved by the Steering Committee

- **Public participation outreach.** The consultant team will use multiple avenues, digital and traditional, to inform the public about the project and public meetings. If possible, the team will work partially through existing city channels, to inform stakeholders about opportunities to participate. The consultant team will also employ outreach methods such as email blasts, notifications through the press and broadcast media, flyers, door hangers, contact with business and other organizations, and so on. Event flyer dissemination to community residents may include school backpacks; church bulletins; business canvassing; neighborhood associations; non-profit community organizations; grocery stores; and employee notices.
- **Digital engagement**
 - **Web site.** The consultant team will design a web site for the comprehensive plan project and provide for an internet host. The project web site will be optimized for mobile use and provide for comments, sign up for notifications and for contacting the consultant team, as well as a calendar of events, and a library of images, video, data and documents for download and comment.
 - **Interactive media.** MindMixer, an interactive online civic engagement tool, will be developed as an element of the website. Textizen, a text-message based engagement tool, will also be deployed to seek public input.
 - **Social media.** The project will also have a Facebook page and a Twitter feed. Social media will be checked daily in order to ensure responsiveness and will be provided with content to keep up public interest.
 - **E-news.** Through the web page, stakeholder groups, sign-ups at meetings, and other methods the consultant team will develop and maintain an email list to inform interested persons about project activities and documents.

Outreach, Communications and Media

In addition to digital outreach and communications, diverse media and communication methods will be used to communicate with the Corpus Christi public about the comprehensive plan and opportunities for public participation. The team will work with the City to develop and agree on media protocols and approvals for the project.

- **Speakers Bureau, "Meetings in a Box" and participation in meetings of existing organizations.** The consultant team will seek opportunities to speak at the meetings of community groups (e.g., Rotary) to publicize the project and seek participation and, later in the process, to seek input. The team will also provide the opportunity for groups and organizations to independently use a set of materials and questions in their own meetings.
- **Information hubs.** Libraries or similar locations will serve as "information hubs" where hard copies of information and, eventually, the draft plan, are deposited for public access.
- **Media.** The team will also perform the following tasks, subject to consultation with the City:
 - Press release drafting and dissemination to media, via web communications and to stakeholders on e-contact list.
 - Earned media strategy, including development of public affairs programming schedule; live interviews on local radio stations etc. to publicize events and provide progress reports.

- Reminder calls to media pre-event and provision of media spokesperson onsite at each event.
- Request for an ongoing “update corner” in major print media and establishment of a link to the comprehensive plan website from all media websites.
- **Spanish language services.** Outreach materials will be provided in Spanish as well as English. At public meetings, people who prefer to participate in Spanish will be able to work with Spanish speaking facilitators. Major summary documents will be made available in Spanish and summaries of other written materials will be made available as needed, based on consultation with the City. Full translation of the comprehensive plan can be provided at additional cost.

Logistics tasks

- **Meeting locations.** In consultation with the City, the consultants will identify and secure appropriate venues (i.e. size, parking, recognizable to cross-section of community, accessible, etc.); and plan and coordinate logistics aspects, including IT, security, layout, logistics with other partners, in advance to ensure smooth deployments. The consultants expect that the City will provide or procure meeting locations free of charge for the comprehensive plan process.
- The consultants will provide suitable food and refreshments at public events and CAC and Working Group meetings.

F. PLAN PHASES, TASKS, AND PRODUCTS

Please note: Although the tasks are presented below in a series, many activities will be undertaken and pursued simultaneously, so phases will sometimes overlap.

Project Management and Meetings

The City and the consultant expect the following project management tasks and meetings:

- **Steering Committee.** The Steering Committee will be made up of executive staff and act as a project management committee. The Committee will meet approximately once a month up to 12 meetings. It is expected that Steering Committee and CAC meetings will typically occur during the same time period when the consultants are in Corpus Christi, in order to reduce travel costs.
- **Monthly reports.** The consultant team will provide monthly progress reports to the Steering Committee.
- **City Project Manager.** The City will designate a project manager knowledgeable about planning and Corpus Christi to work with the consultant team.
- **Citizen Advisory Committee (CAC).** The Citizen Advisory Committee will meet up to 10 times during the course of the project, with meetings concentrated at the beginning and during review of the draft plan. The City’s project manager will attend these meetings. The consultant team will organize and carry out communications with the CAC and provide summary minutes of the meetings. CAC meetings will be open to the public.
- **Working Groups.** For review of draft plan elements, the CAC will be divided into 4 Working Groups to review draft plan elements as they are created. Citizens on the Planning Commission may also serve on these Working Groups. In addition, departmental staff and local persons with acknowledged expertise in the topics covered by the plan elements will be invited to be members of the subcommittees. Each Working Group will meet two times for a total of 8 Working Group meetings. The City’s project manager will attend these meetings. The

consultant team will organize and carry out communications with the CAC and provide summary minutes of the meetings. Working Group meetings will be open to the public.

- **Community engagement management and coordination.** The consultant team will provide a community engagement plan, manage and coordinate the process, and provide monthly reports on community engagement activities as part of the overall monthly progress reports.

PHASE 1 | PROJECT INITIATION AND RESEARCH/ANALYSIS

A. Project kickoff meetings and finalization of work plan

The consultant will attend kickoff meetings with the Steering Committee and the Planning Commission to discuss the project work plan, community engagement plan, and the project schedule. After these meetings, the consultant will finalize the work plan, community engagement plan, and project schedule. In addition, the consultant will provide a memorandum on the type of representation suitable for the membership of the Citizen Advisory Committee (CAC) and a draft appointment letter.

B. Brand, logo, website, and social media

The consultant will develop up to three options for a project name or brand and corresponding logo for approval by the Steering Committee or designee, with up to three revisions.

The consultant will design and develop content for an interactive project website, to be approved by the Steering Committee or designee. The website will include optimization for mobile phones and will be hosted and managed by the consultant for up to 18 months.

In addition to the website, the team will set up two interactive elements: MindMixer and Textizen. MindMixer is an interactive idea-sharing “electronic town hall” site connected to the project website. Textizen is a text-messaging civic engagement application.

C. Data collection and analysis

1. *Data collection and organization.* The consultant team, with the assistance of the City’s project manager, will collect information and data including existing plans, GIS data and map projects, socio-demographic data, economic data, City ordinances and regulations, and so on. Data collection will include use of purchase of proprietary information when needed, such as ESRI, Claritas, and EMSI economic data.

2. *Rapid reconnaissance of existing comprehensive plan and interim consistency guidance.* The team will perform a rapid review of existing comprehensive plan documents and develop an interim guidance document for the Planning Commission to use in evaluation of applications for rezoning that require a statement of consistency with the comprehensive plan.

3. *Interviews.* In coordination with the Steering Committee and the city project manager, the team will develop a list of key staff and stakeholders to interview individually or in focus groups. In person interviews and focus groups will take place early in the process. Assistance from the city project manager will be needed to provide an interview space in City Hall and in scheduling. A summary of interview results will be provided to the Steering Committee.

4. *Field visits and photo documentation.* Over the course of the initial trips to Corpus Christi, the team will visit all parts of the city to take photos and gain an understanding of different parts of the city.

5. *Data and information analysis.* The team will analyze the data and information to identify and map conditions and trends in the city.

6. *Begin market and economic analysis.* Subconsultants ZVA, W-ZHA, and PKC will begin their work on housing market analysis and potential, commercial market potential, and economic development. This work will include analysis of data and interviews. Preliminary analysis results will be available for discussion in the first round of public meetings. See Phase 3 tasks for more detail on this work, which will be integrated into the comprehensive plan elements.

7. *Begin transportation and utility analysis.* Subconsultant Stantec will review existing local and regional transportation (including transit, bicycle and pedestrian) plans, including CC Mobility and utility master plans, and interview City staff on existing condition, plans, integration with land use planning. They will identify potential issues, best practices, and opportunities for integration into the comprehensive plan. Preliminary analysis results will be available for discussion in the first round of public meetings.

8. *Cost of land use fiscal analysis.* Subconsultant TischlerBise will perform a cost of land use analysis that will inform the comprehensive planning process. This analysis will provide the full cost and revenue allocation for each residential and nonresidential land use. It is expected that this fiscal analysis will be available in time for the key results to be presented at the first citywide forum.

- Tasks are anticipated to include:
 - Meet with the Steering Committee and relevant staff and assess any additional information needed beyond demographic and land use information already provided or obtained by the team
 - Identify and collect additional data and documents relevant to the analysis, including budgets and relevant planning documents
 - Identify any major relevant policy issues
 - Define Land Use Prototypes for Cost of Land Use Analysis with the Goody Clancy team and City staff. This will involve identifying which residential and nonresidential land uses [units of measure] should be included in the evaluation and defining various characteristics of each land use such as assessed/taxable value, scale of use, density, vehicle trip generation rates, trip adjustment factors, road frontage, sales per square foot, and other appropriate demand indicators.
 - Develop cost of land use fiscal factors
 - Determine Level of Service, Cost and Revenue Factors: determine the fixed, variable, and semi-variable operating and capital costs for all relevant services and facilities; the major demand indicators for each land use type; levels of service for each department or service: the service relationship to each land use type in terms of costs and revenue factors.
 - Calculate Preliminary Fiscal (Cost of Land Use) Results:
 - Develop a cost of land use fiscal impact model specific to this assignment with the fiscal impact results by prototype land use.
 - Prepare a draft report for the Steering Committee and relevant staff to review
- Finalize cost of land use fiscal analysis

- Refine the draft report after feedback from staff
- Final Cost of Land Use Analysis will discuss the full cost and revenue allocation for each residential and nonresidential land use. The residential results will be presented on a per unit basis and the nonresidential on a per 1,000 square foot basis. It is anticipated the Report will include the following sections:
 - Executive Summary
 - Annual Fiscal Results
 - Major Revenue Findings
 - Major Capital Cost Findings
 - Major Operating Expense Findings
 - Level of Service, Cost & Revenue
 - Assumptions Appendix

This work will result in two technical memoranda—one discussing and defining Land Use Prototypes and one draft Level of Service, Cost & Revenue Factors—and a Final Cost of Land Use Analysis Report. After acceptance by the Steering Committee, the Cost of Land Use Analysis Report will be made available to the CAC and posted on the project website. If desired, the consultants will make a presentation of this report to city staff and the City Council.

9. *Draft “Understanding Corpus Christi Today” document and summary.* Based on interviews, field visits, and analysis of data, information and plans, the consultant will draft an existing conditions element for the comprehensive plan—“Understanding Corpus Christi Today”—as well as a summary document “Corpus Christi At A Glance.” The summary will be used for distribution at public meetings, on the web, and so on. The draft element will be provided to the Steering Committee and the CAC for review.

DELIVERABLES:

- Finalized work plan, community engagement plan, and schedule
- Memorandum on CAC membership and draft appointment letter
- Brand and logo
- Website and social media set up
- Rapid reconnaissance summary and interim consistency guidance
- Data collection list
- Interview summary
- Cost of Land Use Fiscal Analysis technical memoranda and final report
- Understanding Corpus Christi Today document
- Corpus Christi At A Glance document

City activities:

- Identification of staff and stakeholder interview subjects
- Identification of CAC membership and official appointment of members
- Assistance in procuring data and information
- Assistance in development of the Cost of Land Use Analysis Report
- Responses to draft documents

PHASE 2 | COMMUNITY ENGAGEMENT

A. Publicity and outreach

Working in collaboration with Goody Clancy and the City, subconsultant Kailo Communications Studio will have the primary responsibility for publicity and outreach. This work will include:

1. *Agreement with the City on media protocols.* Kailo will draft media protocols for discussion with the City. The Team requests that a single person on City staff be identified who can provide approvals for press releases and similar items, in order to keep the project moving forward in a timely manner.
2. *Speakers' Bureau.* Kailo will seek opportunities for members of the team to go to meetings of community groups and organizations in Corpus Christi with information about the comprehensive plan process. This outreach will likely include both brief presentations with invitations to participate and, at a later time in the process, presentations on the emerging plan with opportunities for input.
3. *Information hubs.* Community locations such as libraries will be identified to serve as information hubs for deposit of hard copies of comprehensive plan information and documents.
4. *Outreach for public meetings.* Kailo will use digital and traditional methods for the 10 district meetings and the 2 citywide forums. There will be one direct mail postcard to all city residential addresses as well as print and radio media buys to promote public meetings and other ways to participate (website, etc.)
5. *Social media.* Kailo will set up Facebook and Twitter accounts, provide content in collaboration with Goody Clancy, and manage social media over the course of the project to keep up activity and interest in the sites.
5. *Earned media.* Kailo will seek opportunities for interviews of the consultant on public affairs programming, radio talk shows, and similar opportunities.

B. Corpus Christi Futures Month Meetings

1. *Preparation for meetings.* The consultant team will prepare handouts, maps, exhibit boards, PowerPoint presentations and similar materials for distribution, display and use at five district meetings and a citywide meeting during the fourth month of the planning process. In addition to consultant team staff, volunteer facilitators who participated in previous public events, such as those for Destination Bayfront, will be invited to participate and will be trained for the comprehensive plan events. All materials will be posted on the website.
2. *Five district workshops.* The consultant team will organize and implement five interactive district workshops in each of the city's council districts. The workshops will take place for approximately 2-1/2 hours on weekday evenings over the course of two weeks. As appropriate, each of the workshop districts will also be divided into sub-areas based on pre-existing community identities or neighborhood types. Exhibits and handouts will be provided at each event. During the workshops, participants will have the opportunity to discuss and identify on maps the issues and priorities specific to these subareas. At each workshop there will be a brief presentation on existing conditions in that area, along with information on relevant aspects of previous planning or regional vision items. Participants will work in small groups with facilitators and then report back to the group as a whole, with a final opportunity to rank overall issues and opportunities.

3. *First citywide forum.* The consultant team will organize and implement an interactive citywide forum to be held on a Saturday after the district meetings .The Forum will begin with brief presentations, including from subconsultants working on market, economic, and fiscal issues to set the context for the comprehensive plan process and the challenges and opportunities that face the city and may include exercises with keypad polling that give participants the opportunity to see real-time responses by the group as a whole. This will then be followed by small group activities with facilitators. The exercises will involve discussion of the results of the district meetings, review of the regional vision results, and identification of the most important issues that the city needs to resolve. Each participant will also be asked to write his or her personal vision for the city. The small groups will present their priority results to the whole and then all participants will have the opportunity to indicate their top priorities from among all the small group results. The public

3. *Public meeting reports.* The consultant will prepare reports on the results of the public meetings to be submitted to the Steering Committee and the CAC and to be posted on the website.

D. Draft Corpus Christ Vision and Principles

Based on the outcomes of the public meetings, committee discussions, and online comment, the consultant team will prepare a draft Vision and Principles statement for review by the Steering Committee and CAC. The consultant team will make revisions, if needed. The Vision and Principles will be presented in a miniposter in the form of an 11 x 17 one-page document with graphics showing the statement on one side and summarizing the process that led to the statement on the other side of the handout. This document will be placed on the website and at the information hubs for public review, with outreach to encourage comment.

E. Endorsement of the Vision and Principles by the Planning Commission.

After committee and public comment and approval by the CAC and the Steering Committee, the Vision and Principles will be presented to the Planning Commission for endorsement as the official guiding framework of the comprehensive plan and the planning process.

DELIVERABLES:

- Media protocols
- Media products such as press releases
- Social media sites, management and content
- Outreach materials including direct mail, print and radio
- Information hub set up and materials
- Exhibits, handouts, PowerPoints for public meetings and to post on the website
- 5 District Meetings
- 1 Citywide Meeting

City activities:

- Review of materials
- Assistance with venues, if needed
- Attendance and assistance at public meetings

PHASE 3 | PLAN DEVELOPMENT

A. Housing market analysis

As part of the Goody Clancy team, subconsultant Zimmerman/Volk Associates (ZVA) will prepare a stand-alone housing market potential analysis by tenure, household type, and building configuration, including specific recommendations for unit sizes, rents/prices, and projections of absorption within the local housing market. The results of this analysis will be integrated into the comprehensive plan element on housing.

The analysis is based on a proprietary target market methodology that determines the depth and breadth of the potential market derived from the housing preferences and socio-economic characteristics of households in a defined draw area, even in locations where no close comparables exist. ZVA has identified 41 target market groups with median incomes that enable most of the households within each group to qualify for market-rate housing. Another 25 groups have median incomes such that most of the households require housing finance assistance.

The stand-alone report includes answers to the following types of questions:

- Where will the residents of new and existing housing units in the City of Corpus Christi be likely to move from (e.g., within the city, the state of Texas, the rest of the US, outside the US) and how many households have the potential to move within and to the city each year?
- Who are the households that represent the potential market for new and existing units?
- What are their housing preferences and what is the range of affordability?
- How many new units can be supported in the city each year?
- What are the broad rents and prices supportable by the target market households (by different building formats and including market rate and below market rents/prices)?
 - Target Groups for New Multi-Family For-Rent
 - Target Groups for New Multi-Family For-Sale Units
 - Target Groups for New Single-Family Attached For-Sale Units
 - Target Groups for New Single-Family Detached For-Sale Units

This work will include field investigation and interviews, as well as data analysis. Initial findings will be presented at the first citywide forum. A draft of the stand-alone document will be provided to the Steering Committee and the CAC for review. The final document will be posted on the website.

B. Non-residential market analysis

As part of the Goody Clancy team, subconsultant W-ZHA will prepare real estate market analysis technical memoranda based on direction by Goody Clancy and other members of the team, in consultation with the Steering Committee and/or the CAC, focusing on office, retail and mixed-use development locations and opportunities. Analysis of specific locations and desired uses will include:

- Office Market
 - Market context: share of metropolitan office supply
 - Office location criteria: key amenities for different types of tenants
 - Assets and challenges for potential office locations
 - Office potential: range of square feet and location
- Retail Market
 - Context: existing and likely commercial nodes

- Competitive landscape: existing and planned supply
- Likely trade area and demographic characteristics and projections
- Neighborhood and regional retail potential: store mix, location, square feet
- Big box analysis: competitive locations, trade area and development potential
- Mixed-Use Opportunities
 - Context: existing and logical new locations
 - Likely mix of land uses: range of square feet

This work will result in one or more technical memoranda with elements incorporated into the economic development and future land use elements of the plan.

C. Develop goals, policies, strategies, and actions for comprehensive plan topical elements.

The expected general organization of the plan is shown below, but changes in focus, emphasis or organization may occur during the planning process as the planning team works with the City, the CAC, other stakeholders, and the public. Each element will include a set of goals and policies for decision makers, a set of findings and challenges with a brief summary of relevant current conditions, a summary of community priorities as gathered through the forum and workshops, and a set of strategies and actions to achieve the goals. Each element will also end with a brief “Getting Started” matrix of short-term and relatively inexpensive actions to begin the implementation process. Best practices in urban design, sustainability and resource-efficiency, and equity considerations will be integrated throughout the planning process and the plan, as well as having more detailed discussion in particular elements.

The consultant team will evaluate and build on existing plans and initiatives in order to ensure a strategic and coordinated approach to achieving a 20-year vision. Recent work such as the regional vision for the Coastal Bend, the sustainability plan, recent area development plans, the parks and recreation master plan, the draft mobility plan, and existing utility and infrastructure plans, will all be reviewed carefully and integrated into the comprehensive plan...

The consultant team will work closely with City departments and staff, as well as other knowledgeable people in Corpus Christi. Drafts of plan elements will be distributed for review and discussion. The CAC will be divided into 4 Working Groups for the topical sections of the plan with additional members from the Planning Commission and invited members from City staff and other community members who are knowledgeable about the Working Group topics. Each subcommittee will have between 12 and 20 members. These four subcommittees will cover each of the multi-element parts of the comprehensive plan as follows:

- Green Systems
- Housing, Neighborhoods and Revitalization
- Prosperity and Opportunity
- Strengthening City Systems and Networks

The Working Groups will meet up to 3 times with members of the consultant team to comment on draft multi-element parts of the plan as they are developed. The consultant team will manage the organization, scheduling and notifications needed for the subcommittees and they will be included in the website calendar.

Comprehensive Plan sections and elements. The introduction to each of the six parts of the plan (including 15 elements) will provide a summary of the main recommendations of each part and its relationships to other sections of the comprehensive plan. These summaries, as well as the Executive Summary, will also be provided in Spanish. The first five parts of the comprehensive plan are listed below (Part VI of the plan is discussed in Phase 6 later in this document):

➤ **Executive Summary**

The Executive Summary will be an 11" x 17" mini-poster produced in English and Spanish.

➤ **How to Use This Plan**

➤ **Part I. Setting the Stage**

▪ *Element 1 – Vision and Principles*

This element provides context for the comprehensive plan project and presents the overall Vision and Principles developed to guide the planning process and the plan.

▪ *Element 2 – The Community Speaks*

This element will describe the public process, including the workshops, forums, open houses, committee structure, public hearings, and adoption.

▪ *Element 3 – Understanding Corpus Christi Today*

This element focuses on socio-demographic and land use existing conditions and trends as a baseline for the comprehensive plan process.

➤ **Part II. Green Systems**

This section of the plan will build on existing plans, including the Parks and Recreation Master Plan and the Integrated Community Sustainability Plan to focus on natural resources and environmental constraints; the open space, parks and recreation system; and sustainability issues such as resource efficiency and conservation, green building, and planning for climate adaptation. With the framework provided by these plans, the comprehensive plan may be able to provide more detailed implementation guidance.

▪ *Element 4 - Natural Resources and Environmental Constraints*

This element will describe the city's natural heritage, landscape, and environmental assets and constraints.

Issues to be discussed include:

- Inventory of natural resources and systems, including landscape and topography, hydrology, species and habitat, coastal environments
- Greenways, blueways, beaches, bird flyways
- Environmental constraints, including floodways and floodplains
- Impacts of development on green infrastructure and waterways
- Natural resource preservation
- Best practice and regulatory recommendations

▪ *Element 5 – Open Space, Parks and Recreation*

This element will build on the recently completed Parks and Recreation Master Plan.

Issues to be discussed include:

- Review level of service measures, goals, and strategies for the park and recreation system.
- Maintenance and emerging recreation needs based on demographic or other changes;
- Park development design principles.
- Recreational potential and expansion of public access.
- Best practice and regulatory recommendations

▪ *Element 6 - Sustainability and Green Practices*

This element will build on the Corpus Christi Integrated Community Sustainability Plan (ICSP) focusing especially on energy- and resource-efficiency, climate adaptation, integration of natural systems into development, and more detailed implementation guidance.

Issues to be discussed include:

- Energy efficiency, renewable energy benefits and impacts, and practices such as cool roofs programs and other green building opportunities
- Best landscape practices
- Climate adaptation planning
- Best practice and regulatory recommendations

➤ ***Part III. Housing, Neighborhoods and Revitalization***

This section will include analysis and recommendations on housing, neighborhoods, and neighborhood commercial districts. It will also focus on neighborhood revitalization strategies, including identification of “opportunity sites” or “opportunity neighborhoods” for strategic priority investment.

▪ *Element 7 – Neighborhood Character and Historic Preservation*

This element provides an analysis of neighborhood types and form, including neighborhood commercial districts and neighborhood character, and recommendations for future development. The “Destination Nodes” identified in the ICSP will be reviewed and evaluated, in light of the market analysis and other factors. The chapters will also incorporate historic preservation issues and revitalization, including best practices in anti-blight strategies, capacity building, innovative uses of vacant properties, and identification of priority redevelopment areas.

Issues to be discussed include:

- Analysis of development patterns and neighborhood form, including neighborhood anchors such as schools and community institutions, gateways, patterns of blight and vacancy
- Identification of issues and opportunities around preservation, protection, rehabilitation, infill development, new neighborhoods and/or connectivity
- Review of existing historic preservation initiatives and identification of preservation priorities
- Blight elimination and vacant land redevelopment strategies
- Environmental justice locations and strategies

- Evaluation of market strengths and weakness within commercial areas and corridors outside downtown and opportunities and strategies for improvement based on W-ZHA market analysis
 - Compact growth and connectivity concepts and strategies
 - Strategic approach to preservation and revitalization of existing neighborhoods and design of future neighborhoods.
 - Recommendations on sequence of Area Development Plan updates
 - Best practice and regulatory recommendations

▪ *Element 8 -- Housing*

The housing discussion will include a discussion of the housing market and demand and supply based on the analysis by ZVA; forecast of future housing needs; and provision of housing choice for households of all types and across the income spectrum.

Issues to be discussed include:

- Analysis of housing stock inventory and trends in location, type, tenure and character of new housing development
- Evaluation of housing market, including market rate housing trends, affordable housing need, extent and performance of subsidized housing
- Housing policies and strategies for market rate and affordable housing development
- Public realm, subdivision design, and housing design strategies
- Blight elimination, code enforcement and housing redevelopment strategies
- Environmental justice locations and strategies
- Best practice and regulatory recommendations

➤ ***Part IV - Prosperity and Opportunity***

This section of the plan focuses on economic development, building on the work of the Corpus Christi Regional Economic Development Corporation. Special attention will be paid to economic development opportunities linked to the university as it expands its research agenda and capacity and to support for knowledge industries and a culture of entrepreneurialism. Subconsultant Peter Kwass Consulting will have primary responsibility for these elements.

▪ *Element 9 - Growing Economic Base Industries and Reinforcing the Building Blocks of the Economy*

This element will build on existing information and initiatives to provide strategies and actions on maintaining the city’s economic base, strengthening emerging sectors and identifying future economic opportunities—both in terms of businesses and jobs. In addition, this element will focus on the conditions necessary for Corpus Christi’s economy to thrive, retain and attract talent by opening up opportunities to individuals and entrepreneurs: education, workforce development, small business and entrepreneurial supports, regulatory streamlining, land availability, quality of life.

Issues to be discussed include:

- Analysis of existing, emerging and potential base industries and strategies for strengthening, promoting, and diversifying these industries and creating jobs

- Analysis of potential economic opportunities and talent attraction through emerging university research and growing an entrepreneurial base.
- Analysis and strategies for reducing economic disparities and promoting small and micro-business success
- Strategies for economic development policymaking and implementation
- Best practice and regulatory recommendations

▪ *Element 10 – Sustaining Greater Downtown*

This element will focus on policy recommendations for an area including the Central Business District, the SEA District, Uptown, and North Beach, with an emphasis on its existing and potential economic role within the city and the region as whole, including creating greater synergy between downtown and other assets, such as the university. This will provide a foundation for a more detailed approach to downtown revitalization.

Issues to be discussed include:

- Analysis of current economic role of this area within the city and regional context
- Review and evaluation of existing initiatives and current plans
- Identification of opportunities for the university, as well as other synergies with institutions
- Enhancing arts, culture and tourism economic benefits downtown
- Economic potential of land use opportunities resulting from the Harbor Bridge realignment
- Implications of citywide economic development opportunities for this area
- Recommendations to strengthen the economic development role of this area

➤ **Part V. Strengthening City Systems and Networks**

This section of the plan focuses on the systems and services that support residential life and economic activity in Corpus Christi and connect it to the region and the nation: transportation and mobility and public facilities, services and infrastructure. Subconsultant Stantec will have primary responsibility for the element on transportation and sections on other major infrastructure facilities and services, while Goody Clancy will have primary responsibility for other municipal facilities and services.

▪ *Element 11 - Getting From Here to There: Transportation and Mobility*

The transportation element will build on existing plans and initiatives, such as the 2010 Urban Transportation Plan, the MobilityCC Plan and the Corpus Christi Metropolitan Planning Organization’s 2010-2035 long range plan, to analyze and make recommendations for all travel modes at a variety of scales. The proposed mobility improvement methods and locations in the Mobility Plan will be evaluated, as will the “Destination Nodes” in the ICSP, which will also be evaluated in the Neighborhoods element. The project will not include new traffic engineering work but will focus on policy issues

Issues to be discussed include:

- Review of existing transportation plans and current roadway system, capacity, and congestion assessment, level of service and mitigation options
- Implications of current plans for the emerging future land use plan
- Freight (including port) and inter-city air and rail options

- Connecting important activity centers, land uses, and development plans for housing and commercial districts to multi-modal transportation systems, including pedestrian and bike trails. This will include connecting the university and student-oriented residential areas with downtown.
- Establishment of Multi-Modal Level of Service Standards and a Mode Priority Streets Plan to integrate plans for transit, bicycling routes, pedestrian routes, and freight routes.
- Complete streets, road diet, traffic calming, and similar best practices recommendations

▪ *Element 12--Supporting Public Facilities, Services and Infrastructure*

The element on public facilities, services and infrastructure will build on existing plans and analyze implications for land use, making recommendations on best practices and integrating infrastructure/utility plans with the emerging future land use plan. This element will also include a review of and recommendations on public services and facility needs. Like the transportation element, this element will be focused on policy and strategy.

Issues to be discussed include:

- Inventory of municipal facilities such as police and fire stations, libraries, solid waste and recycling, public works facilities and policies, and principles for locating and improving future facilities
- Evaluation of programs (e.g., community policing, 311, recycling, etc.) to enhance services, such as public safety (police, fire, EMS), public works, libraries, and youth services.
- Review of utility and infrastructure master plans, such as the Water Master Plan, Draft Storm Water Master Plan
- Implications of current plans for the emerging future land use plan
- Recommendations on best practices

➤ **Part VI. From Plan to Action**

The final section of the plan brings together the planning recommendations from previous elements. It includes and ETJ and Annexation Plan, a Future Land Use Plan accompanied by zoning and urban design recommendations and examples, and a final element on stewardship and implementation

▪ *Element 13—ETJ and Annexation Plan*

This element will provide recommendations for the ETJ, identify areas that should remain in the city's ETJ and develop an Annexation Plan identifying areas recommended for annexation.

Issues to be discussed include:

- Review of trends and opportunities in the ETJ consistent with the Future Land Use Plan
- Identify potential impacts on development of annexed areas of potential wind farms or other industrial installations inside or adjacent to the ETJ
- Identify fiscal issues based on the cost of land use analysis by TischlerBise
- Preferred development form in potential annexation areas

➤ *Element 14--Future Land Use, Regulations and Urban Design*

The development of the Future Land Use Plan will include a set of three scenario (existing trends continued plus two options) for public comment and review, after which a preferred scenario will be developed. The Land Use element will include a policy map, showing plan policies as they

affect land uses, and a GIS-based Future Land Use Map. The generalized Future Land Use Map will be based on the results of the other elements to indicate the distribution of general land use categories including residential, commercial, industrial, open space and recreation, transportation and other purposes, including mixed use areas. Zoning and other regulatory changes needed to reflect the Future Land Use Map will be identified and urban design principles consistent with the Future Land Use Map will be recommended.

Issues to be discussed include:

- Future land use principles
 - Future land use policy map/diagram
 - Future land use map (GIS) with generalized land use categories and densities shown for all parcels of land
 - Graphic concept plans or scenarios illustrating up to 8 exemplary opportunity sites
 - Urban design principles and general guidelines
 - Review of existing zoning and zoning best practices
 - Best practice and regulation recommendations
- *Element 15--Stewardship and Implementation of the Plan*
The Stewardship and Implementation element will provide a system for ensuring that the plan remains a living document through use by city government and regular public review, a matrix of implementation actions, including capital improvements, keyed to the goals and strategies in the plan elements, and a discussion of resource needs and funding opportunities. The stewardship recommendations to make the plan a living document will include provisions for responsible parties to monitor a phased implementation timeline, as well as recommended standards for compliance with plan policies, and procedures for plan amendments, revisions and regular updating. Indicators will also be identified to enable the City of Corpus Christi to measure progress in achieving its goals and objectives over time.

Issues to be discussed include:

- Methods to monitor implementation of the plan, including continued citizen participation
- Methods to ensure consistency of the capital improvement plan with the comprehensive plan
- Systems for annual public review of implementation progress, plan amendment, and regular public engagement to review/renew the vision and goals of the plan
- Recommendations on best practices, systems and institutions to promote efficient and transparent implementation of the comprehensive plan, such as a redevelopment authority, an online municipal data warehouse, and so on.
- Matrix of implementation actions

D. Fiscal Reports

A Fiscal Impact Report on three future land use scenarios and a Financing and Revenue Strategies Report will be prepared as stand-alone documents and incorporated into the draft comprehensive plan. Presentations on these reports will be made to the CAC, Steering Committee and staff, and City Council.

1. *Fiscal Impact Report*. During the Plan Development phase, subconsultant TischlerBise will complete analyses to assist in evaluation of the future land use scenarios and to provide revenue strategies for the preferred strategy.

- Expected tasks area as follows:
 - Definition of Fiscal Analysis Zones:
 - Formulate criteria (land use character, development intensity, potential for intensification, etc.) to be used to delineate fiscal analysis zones (service areas) for analysis of alternative scenarios.
 - Forecast of future development by land use type for each scenario, including applicable service areas
 - Development of land use profiles for each scenario
 - Develop assumptions for each land use type, informed by the already completed Cost of Land Use Study
 - Residential land uses: for example, persons per household, lot size, assessed value, street frontage, vehicle trip and trip adjustment factors, average trip length, income and discretionary spending.
 - Nonresidential land uses: employment densities, vehicle trip generation rates and adjustment factors, trip lengths, sales per square foot for retail uses, street frontage, etc.
 - Factors may vary by scenario and will serve to refine the costs and revenue factors by scenarios and geographic location.
 - Levels of Service, Cost and Revenue Factor Interviews
 - Identify cost drivers for specific services that can vary due to unique characteristics
 - Agree on methodologies for forecasting future demand for services and facilities
 - Alternative approaches:
 - Direct entry of information, if it is known through the CIP that the facility will be constructed and will partially or fully serve new growth.
 - Use the fiscal impact model designed for this assignment to calculate the need for new capital facilities as a function of the existing available capacity
 - Level of Service and Cost and Revenue Factor Memorandum
 - Design Fiscal Impact Model
 - Prepare Draft and Final Fiscal Impact Report, expected to include the following sections with findings for the three different scenarios:
 - Executive Summary
 - Cumulative Fiscal Results by Scenario
 - Annual Fiscal Impact Results By Scenario
 - Average Annual Fiscal Impact Results By Scenario
 - Major Revenue Findings
 - Major Capital Cost Findings
 - Major Operating Expense Findings

The Fiscal Impact Report will be incorporated into the scenario materials presented at the five open houses and will inform the recommendations of the Future Land Use Plan and other elements of

the comprehensive plan. The consultants will present the report to the CAC, Steering Committee, staff and the City Council, and will be posted on the web site.

2. *Finance and Revenue Strategies.* TischerBise will evaluate dedicated capital revenue/expenditure needs: short term (5-year) and long-term (10-20 year) forecasts of capital improvement expenditures and revenue projections for short-term (5-year) and long-term (10-20 year).

- Expected tasks include the following
 - Evaluation of Dedicated Capital Revenue/Expenditure Needs
 - Prepare Capital Expenditure Projections
 - Short term and long forecasts of capital improvement expenditures by infrastructure category, likely funding sources and expenditure time frame
 - Two to three expenditure scenarios including one fiscally constrained projection and one with higher levels of service for certain categories
 - Analysis and assessment of financing alternatives
 - Description of financing options
 - Financial requirements and limitations of financing options
 - Legal requirements and limitations of financing options
 - “Appropriateness” and applicability of financing options – non-legal, non-financial factors such as public acceptance, administrative feasibility, cost of implementation, and technical ease
 - Preparation of draft and final Infrastructure Financing Strategy Report
 - Three possible funding scenarios will be included
 - The report will include:
 - Executive Summary
 - Summary of Development Projections
 - Projections of Dedicated Revenues
 - Estimate of Infrastructure Needs
 - Analysis and Assessment of Infrastructure Financing Options
 - Estimate of Funding Gap and Presentation of Funding Scenarios
 - Recommended Funding Strategies
 - Next Steps

E. Public open houses and surveys on scenarios and planning directions

As the goals and strategies are developed for the comprehensive plan elements, the consultant team will organize and manage five public open houses in the five council districts to solicit public feedback on the planning directions that are emerging during the plan development process. These open houses will be drop-in events held in the evening during two weeks. At these events stakeholders can come to view, give their opinions and discuss the strategies emerging in the topic-based comprehensive plan elements. These events will be organized with display boards showing the planning directions; self-directed exercises for participants to rank priorities; and the opportunity to speak one on one with members of the planning team to give their thoughts about the emerging plan. The materials will also be posted on the web site with opportunity for comment and at information hubs.

At the same time, a public opinion survey of 1,000 geographically representative residents using mail/telephone methodology is recommended in order to reach a broad group of residents who might otherwise not attend meetings, visit the website, or otherwise participate in the process. This survey

will inform the planning team and provide greater legitimacy to the plan’s content to the extent that it supports the planning directions or the team makes changes to reflect indications of lack of support for any of the planning directions.

DELIVERABLES

- Plan element outlines with goals and strategies
- Working Group meetings
- Market and economic analyses incorporated in draft plan
- Transportation and utility/infrastructure analyses incorporated in draft plan
- Fiscal report and Finance and Revenue Strategies stand alone reports and incorporation into the plan
- Three land use scenarios
- Complete draft plan elements with goals, strategies, actions, narrative, and graphics – digital and hard copies for the Steering Committee and CAC
- Outreach and publicity for public open houses
- Materials for open houses
- Five district open houses
- Public opinion survey
- Web and public information hub updates, as needed

City activities:

- Response to meeting results and topic reports
- Attendance at Working Group meetings and comment on plan element outlines
- Attendance at public open houses

PHASE 4 | PLAN REVIEW

A. Review by Steering Committee and CAC

The Steering Committee and the CAC will review the draft plan and provide comments. The full draft will be sent to committee members and review will take place in several meetings to provide for discussion and consensus on comments

B. Revisions and creation of adoption draft

The consultant will make requested revisions and create a Final Draft for the adoption process. Copies of this draft will be put on the website and at the information hubs.

C. Preparations for second citywide forum

A second citywide forum will be organized in order to present the Final Draft of the plan to the public. The team will prepare exhibits, a presentation, possibly a video, and exercises to elicit responses from the public. Digital, traditional and media outreach will be used to inform the public.

D. Second citywide forum and one month public review

At the public forum, the consultants will provide exhibits in the form of graphic presentation boards on the plan elements and present the plan with a power point. Participants, seated at tables, will be asked to complete exercises to respond to the major directions of the draft comprehensive plan – both individually, and together as a group at the table. The group exercise will require participants to exchange perspectives with one another as they consider the draft plan. The forum will also provide an opportunity for questions at the event and to write down questions to be answered on the web site.

This event will start a one-month public review period for the Final Draft plan. It will be made available to the public for review on the web site, in public libraries and City Hall, with outreach to encourage review and comment.

E. Documentation of public comment

All comments received through the web site or by any other means, will be documented and the consultant will provide a response and a recommendation. This documentation will be posted on the web site and provided to the Steering Committee, Planning Commission, and City Council.

DELIVERABLES:

- Revisions responding to Steering Committee and CAC comment
- Final Adoption draft
- Materials for second citywide forum
- Second citywide forum
- Documentation of public comment

City activities:

- Review and comment on draft
- Attendance at forum

PHASE 5 | FINAL ADOPTION, PRODUCTION, AND TRAINING

A. Public hearings

The consultants will be available for one public hearing presentation to the Planning Commission and one public hearing presentation to the City Council. The presentation will include discussion of public comments received and consultant recommendations on these comments.

B. Revisions as needed

The consultants will revise any components of the comprehensive as directed by the Planning Commission and/or the City Council after the Commission and the City Council have considered it.

C. Production of final plan after approval

The consultant team will produce an electronic version of the plan in PDF and editable format; hard copies for the Steering Committee, the Planning Commission, and the City Council; 1,000 11x17 summary posters with Spanish translation; GIS data in ArcView format; and one digital copy of maps, boards, PowerPoints and similar presentation materials.

D. Training

The consultant will provide training on the new comprehensive plan to the Planning Commission, Development Services staff, and other city staff, in up to two trips to Corpus Christi.

DELIVERABLES:

- Public hearing presentation
- Final electronic and hard copies of the plan
- Transfer of map, boards, presentations and similar files to the City.
- Training events

City activities:

- Scheduling of public hearings
- Scheduling of training events