

**HARBOR BRIDGE**

**LIVABLE COMMUNITY PLAN**

**2014**

**PROJECT TITLE**

HARBOR BRIDGE LIVABLE COMMUNITY PLAN

**PROJECT LOCATION**

THE PROJECT AREA IS LOCATED WITHIN IN THE CITY OF CORPUS CHRISTI, NUECES COUNTY, TEXAS, WITHIN THE 27<sup>TH</sup> CONGRESSIONAL DISTRICT OF TEXAS. (27°48'16.64" NORTH 97°24'01.62" WEST)

**TYPE OF APPLICATION**

TIGER REGIONAL PLANNING GRANT – THE GOAL IS TO LAY THE FOUNDATION FOR AN ECONOMICALLY VIBRANT AND UNIFIED COMMUNITY BY PLANNING FOR ACCESS MANAGEMENT, CORRIDOR REDEVELOPMENT, HOUSING, PUBLIC AND OPEN SPACE, AND ECONOMIC REVITALIZATION WITHIN THE SEA DISTRICT, NORTHSIDE AREA, AND SURROUNDING AREAS.

**APPLICANT ORGANIZATIONAL NAME**

THE CITY OF CORPUS CHRISTI

**APPLICANT ORGANIZATIONAL TYPE**

LOCAL GOVERNMENT

**AMOUNT OF GRANT FUNDS SOUGHT**

THE CITY OF CORPUS CHRISTI IS REQUESTING \$600,000 IN TIGER VI PLANNING GRANT FUNDS.

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- A - Letter of Financial Commitment
- B - Letter of Certification for Required Planning Approval
- C - Letters of Support

## I. PROJECT DESCRIPTION

### I.A. HARBOR BRIDGE LIVABLE COMMUNITY PLAN

The Corpus Christi Harbor Bridge, which is part of U.S. Highway 181 (U.S. 181), opened in 1959 as part of the National Highway System. The Harbor Bridge has since developed structural weaknesses, and federal, state, and local stakeholders have committed over \$700 million to its relocation and reconstruction scheduled to be completed by 2020. Removal of the old structure will create significant abandoned right of way (ROW) and eliminate a barrier that heretofore has



*Figure 1 – Harbor Bridge*

physically and socioeconomically divided the north end of the City of Corpus Christi (City) from the downtown area. Recently renamed the Sports Entertainment and Arts (SEA) District, this area under and around the Harbor Bridge is bordered by the Port of Corpus Christi (Port) and other industrial users, and is in close proximity to pockets of entrenched poverty that are characteristic of the Northside area. These land uses are distinctly different from the east side of the bridge, where proximity to the shoreline has spurred investment in recreational and cultural venues.

A comprehensive approach to redevelopment is needed in the aftermath of the Harbor Bridge replacement. The *Harbor Bridge Livable Community Plan* will focus on balancing and improving the needs of industrial, commercial, and residential constituencies. Without a strategic plan rooted in sustainability, the opportunity to benefit lower income households and businesses, generate positive environmental impacts, and mend a transportation network to become more efficient may be lost. This grant application, if successful, will fund the activities needed to create an integrated plan that will address the needs of the area's diverse users.

The City's goal is to lay the foundation for an economically vibrant and unified area. The *Harbor Bridge Livable Community Plan* will be an important step to realizing this goal by ensuring a comprehensive and coordinated planning process. The Transportation Investment Generating Economic Recovery (TIGER) VI and local funds will be used to develop Access Management, Corridor, Housing, Public and Open Space, and Economic Development sub-plans. The goal of these sub-plans will be to create a community that is attractive to a diverse neighborhood of people, economically productive and environmentally responsible.



## I.B BACKGROUND

The Texas Department of Transportation (TxDOT) and the Federal Highway Administration (FHWA) will replace the Harbor Bridge, an iconic and critical piece of transportation infrastructure that spans the Corpus Christi Ship Channel and provides access to the north shore of Corpus Christi Bay. According to the TxDOT *The US 181 Harbor Bridge Project From Beach Avenue to Morgan Avenue at the Crosstown Expressway Environmental Impact Statement*<sup>1</sup>, “the need for the proposed (Harbor Bridge) project has been identified from underlying transportation deficiencies . . . and safety risks caused by design deficiencies.” Design for the proposed alignment will be underway in summer 2015.

The replacement of the Harbor Bridge will create abandoned ROW, approximately 4,250 feet long and 120 feet wide, about 12 acres of land, and will remove a barrier that has divided the area since 1959. Back in the 1960s, the combination of U.S. 181 and I-37 modified the local streets network such that access to uptown and downtown Corpus Christi, particularly the area north of I-37, was lengthier and less direct. This connection has had the effect of creating a structural barrier to downtown, and may have contributed to the physical and economic decline that is typical of the study area’s neighborhoods.

The bridge replacement will alter the configuration of connecting streets and approaches and affect local streets and land uses. Though the process that TxDOT is following provides ample opportunity for public input regarding the environmental impact of the project, it does not create a broader vision for how the affected areas could seize the opportunities created by the new alignment. While the City has various master plans that involve portions of the study area, none specifically explore the opportunities created by the replacement of the Harbor Bridge.

The *Harbor Bridge Livable Community Plan* is categorized as a regional plan under the TIGER VI program. It will be based on a community- and data-driven process. The plan will consist of a set of related sub-plans that will address five of the most critical issues for the study area:

- **Access Management:** Currently, there is a mix of industrial, visitor, and residential traffic within the study area. A comprehensive Access Management sub-plan is needed to balance traffic growth anticipated with the rise in exporting cargoes from the Port and the new visitor traffic drawn to the SEA District. This sub-plan will explore alternatives to maximize safety and efficiency of the area’s diverse users.
- **Corridor:** The abandoned Harbor Bridge ROW is an opportunity to create a signature corridor that will define the SEA District. This sub-plan will explore alternatives and seek to gain consensus among stakeholders for an approach to corridor development that mends the historic divide that is a remnant of the old bridge.
- **Housing:** The Port and the SEA District both have the potential to shape a bright economic future in the study area. Historically, the residents of the Northside area have not shared in the economic benefits of growth, despite past attempts to address the community’s needs. This sub-plan will explore alternatives to create a community that attracts a mix of incomes and shares the benefits of growth by addressing the housing and employment needs of the area’s current residents.
- **Public and Open Space:** Healthy communities have access to green and open space. The study area has the potential to build on the existing park inventory to create spaces for both residents and visitors to enjoy.

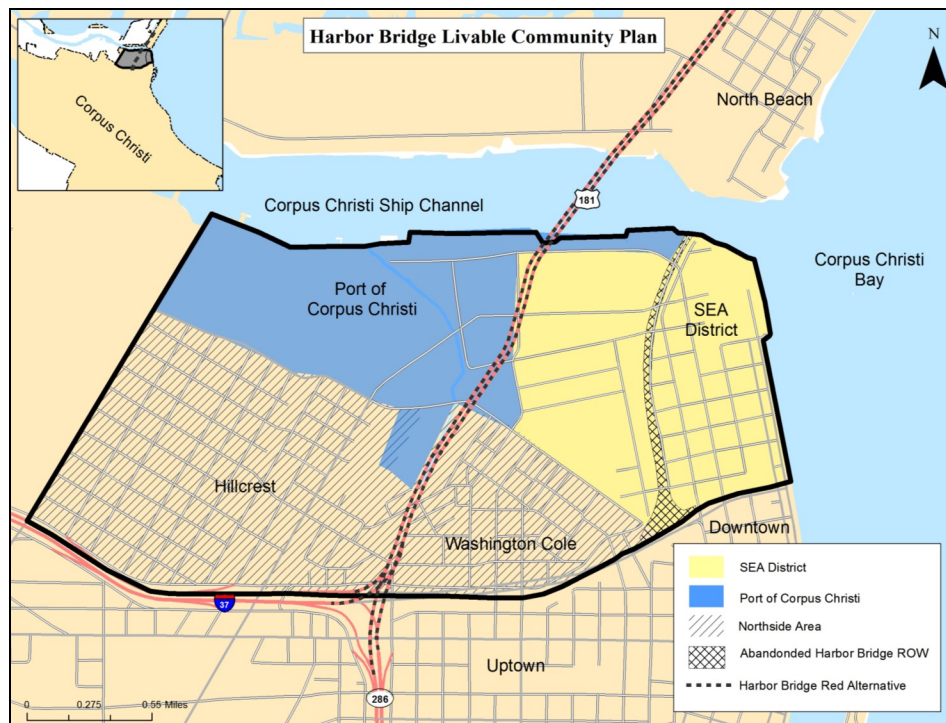
- **Economic Development:** There is an opportunity to attract industries and businesses to create jobs for the Corpus Christi community. The hospitality, dining, retail, and entertainment sectors are examples of the types of businesses that may be drawn to the SEA District. The industrial, freight, and shipping are examples of types of businesses drawn to the Port.

Together, these sub-plans will define the infrastructure to realize the commercial, office, and residential development potential in the SEA District, Northside area, Port, and surrounding areas. The outcomes of these sub-plans will be:

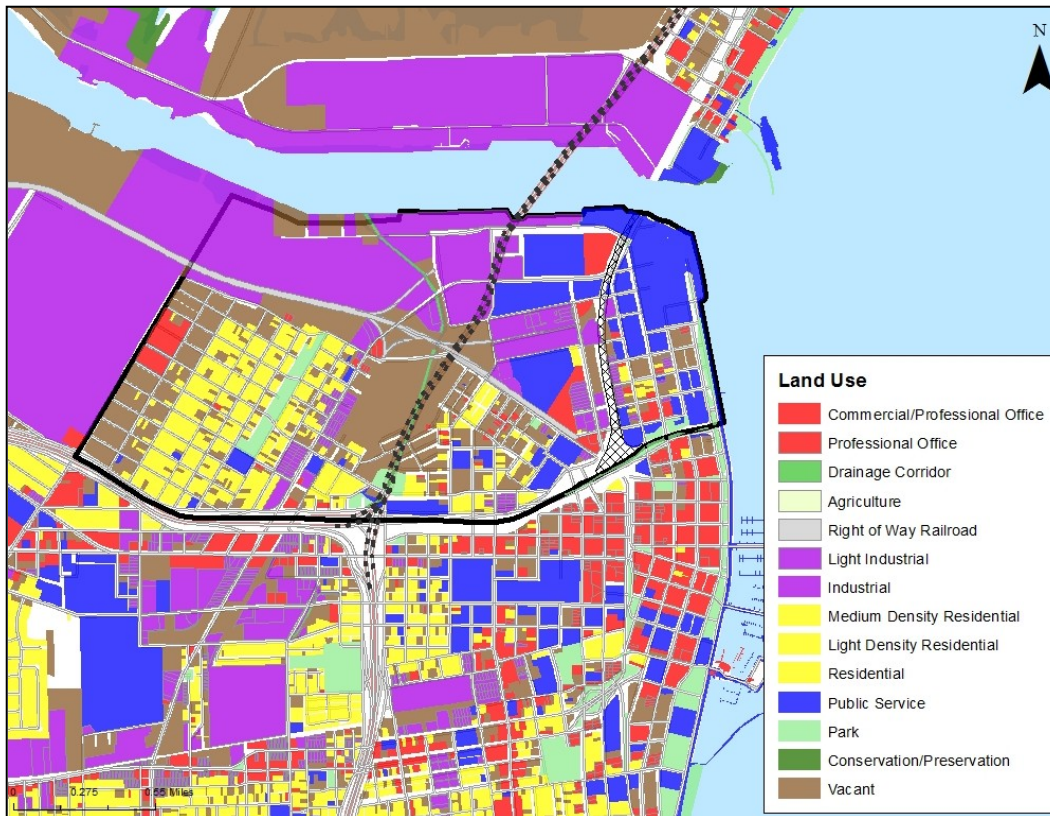
- More diverse housing choices and safer neighborhoods that promote wellness and community among residents;
- Better connections between the Port, SEA District, and Northside area to the greater Corpus Christi area;
- Improved traffic flows to support increased freight movements and to enhance safety;
- Development that is more vibrant, compact, and resource efficient; and
- Economic benefits that extend to lower income households.

## I.C PROJECT LOCATION

The project is located in Corpus Christi, Texas. **Figure 2** provides a graphic of the study area. The geographic coordinates of the study area are approximately 27°48'16.64" North 97° 24'01.62" West.



**Figure 2 – Study Area**



**Figure 3 – Study Area Land Use**

### STUDY AREA LAND USE

The study area is 40,300 acres and is a mix of three distinct areas: industrial, residential, and entertainment/recreational venues. The study area includes:

- **Port of Corpus Christi** is the seventh largest port in the U.S. in terms of tonnage. It is one of the main drivers of the local economy and operates public wharves, transit sheds, open storage facilities and a multipurpose cruise terminal/conference center. The Port adopted its Strategic Plan in 2013 and states strategic land purchases and land management as two of its goals. Coordination with the Port will be critical to the *Livable Community Plan*'s success.
- **Northside area** lies directly south of the Port and the Corpus Christi Ship Channel and north of downtown. The area is bound by West Broadway Street to the north and east, Nueces Bay Boulevard to the west, I-37 to the south and is about 460 acres. It consists of two distinct historic residential neighborhoods, Hillcrest and Washington Coles. Although these two neighborhoods were some of the first to be develop in the City, they have become increasingly impoverished with a low percentage of owner-occupied housing and a high tax delinquency rate that has spurred disinvestment.
- **SEA District** is envisioned as a mixed use, waterfront entertainment district spanning 300 acres. Beginning at I-37 and West Broadway Street, it extends northwest to Sam Rankin Street, north to the Ship Channel, east to the bay front. The SEA District is promoted by a coalition of private property owners and businesses that have organized to

encourage greater tourism, sports, entertainment, food services, retail, and arts activities. Unofficially, the SEA District began with the siting of several City buildings such as the Museum of Science and History and the American Bank Center Convention Center. Today, there are thirteen venues operating in the SEA District, but there is the potential to draw significantly more recreation, retail, dining, office and residential development to the area as evidenced in the City’s Future Land Use Plan, which calls for the area to transition from industrial land uses to commercial and mixed-use land uses.

**1.D DEMOGRAPHIC PROFILE OF STUDYAREA<sup>23</sup>**

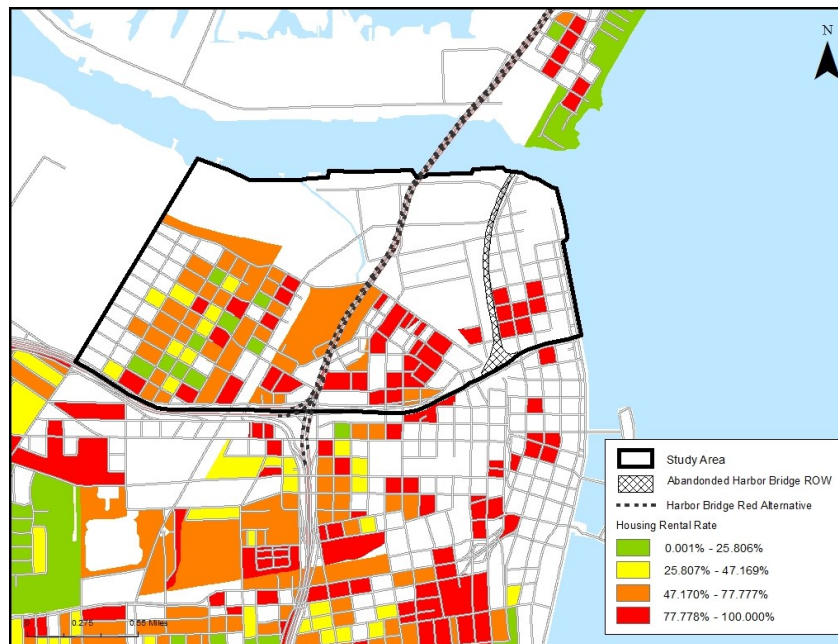
**Population:** The study area is home to approximately 2,700 residents.

**Household:** The study area consists of approximately 1,272 households of which 78% are occupied. The 2012 American Community Survey reports that 73% of the occupied households are renters, which is much higher than the national rental average of 36% and City average of 44%. Only 18% of the owners in the study area own the property free and clear.

*73% Rental Households*

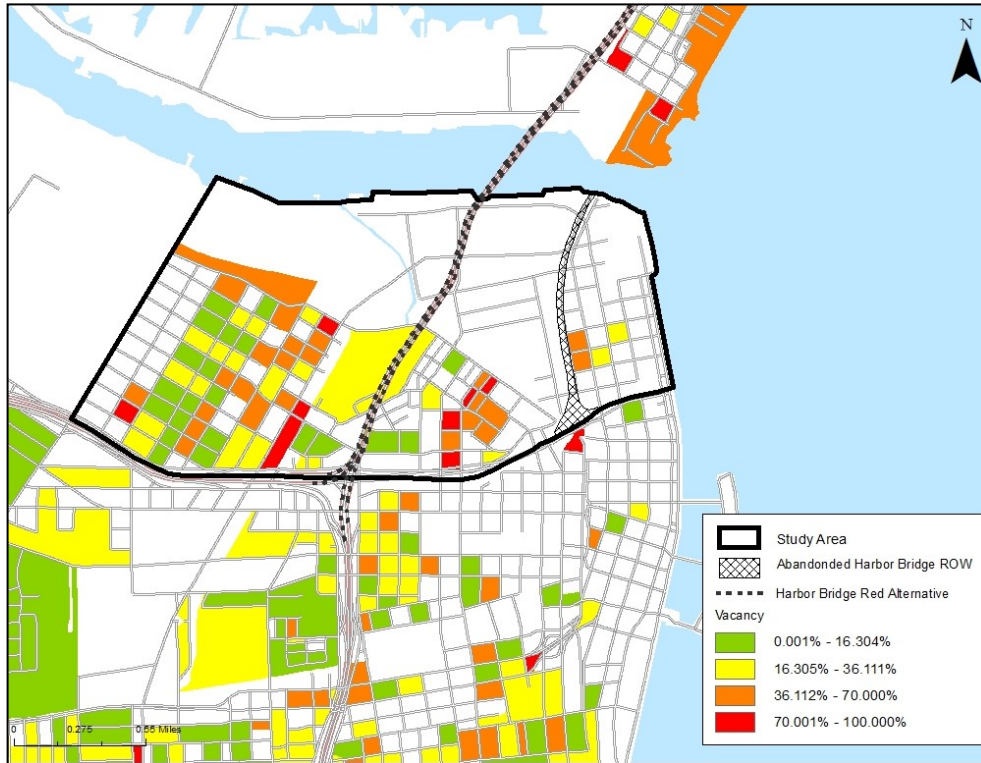
**Table 1 – Housing Statistics**

Geographic Area	Total Households	Occupancy %	Rental %	Own Home Free and Clear %
United States	132,452,246	88%	12%	22%
Texas	10,154,835	88%	12%	24%
Nueces County	141,033	88%	12%	24%
Corpus Christi	126,054	88%	12%	23%
Study Area	1,272	78%	22%	18%



**Figure 4 – Percent Renter Occupied Housing**

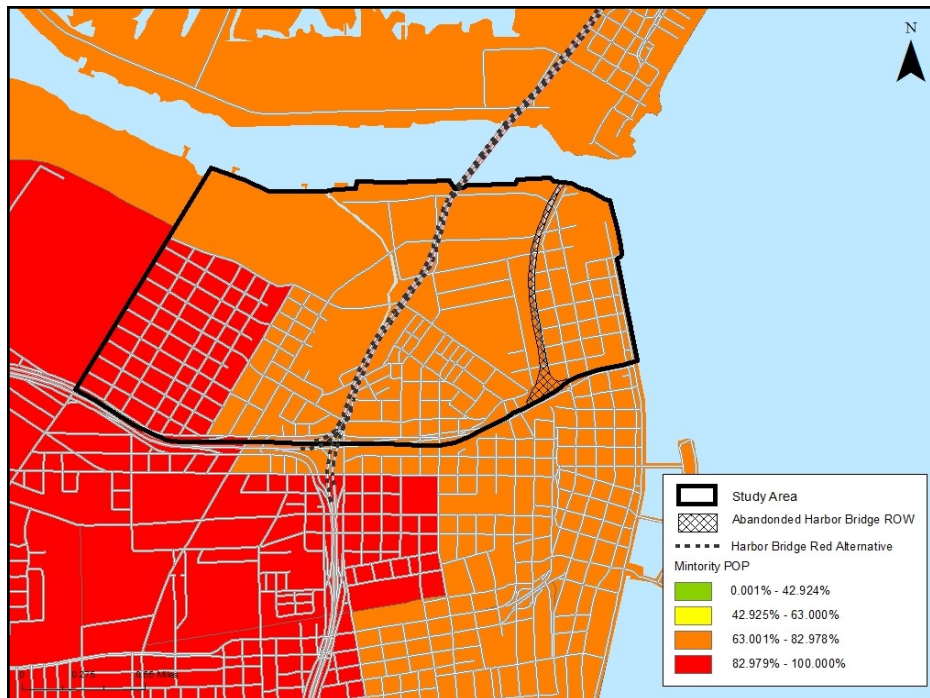




**Figure 5 – Percent Vacancy Rate**

**Race, Ethnicity and Language:** According to the 2012 American Community Survey, most

Corpus Christi residents identify themselves as Hispanic or Latino (about 60%), with about 33% identifying as White, 4% identifying as Black or African-American and about 2% identifying as Asian. The percentage of residents in the study that identify as minority is considerably higher than in the rest of the city, which is approximately 90%.



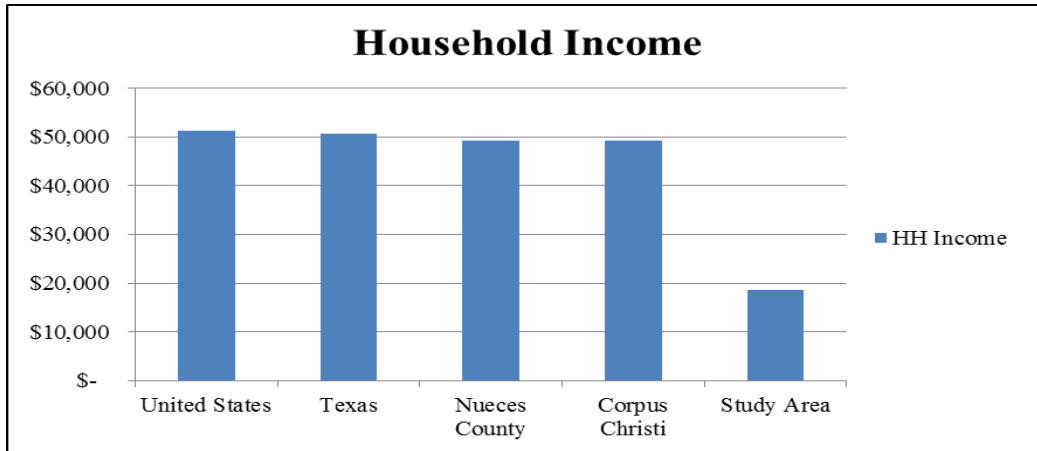
**Figure 6 – Percent Minority Population**

Over 44 % of the residents identified themselves as Spanish speakers. Of these, over 15% speak English “less than very well.”



**Income:** Residents of Corpus Christi have a lower median household income than the state average and the City reports a slightly higher percentage of people living below poverty level. As defined by FHWA, low-income means a household income at or below the U.S. Department of Health and Human Services poverty guideline, which is \$23,550 for a family of four in 2013. The average household income in the project area is \$18,600, significantly lower than the United States, State of Texas, Nueces County, and Corpus Christi average, which is approximately \$50,000.

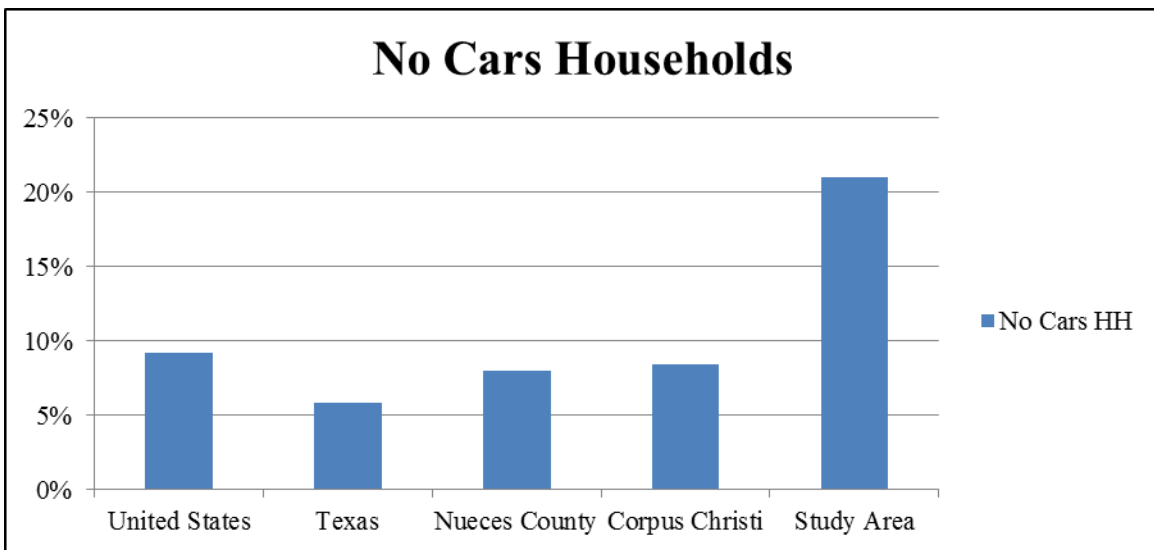
*Average Household Income—\$18,600*



*Chart 1 – 2012 Average Household Incomes*

**Transportation:** While income is an indirect measure of mobility needs, auto availability is a direct measure of transportation resources. Households without an automobile must rely on transportation alternatives to travel any distance. The 2012 American Community Survey reports that 21% of the study area does not own a vehicle, significantly higher than the United States, State of Texas, Nueces County and Corpus Christi average, which is approximately 8.5%.

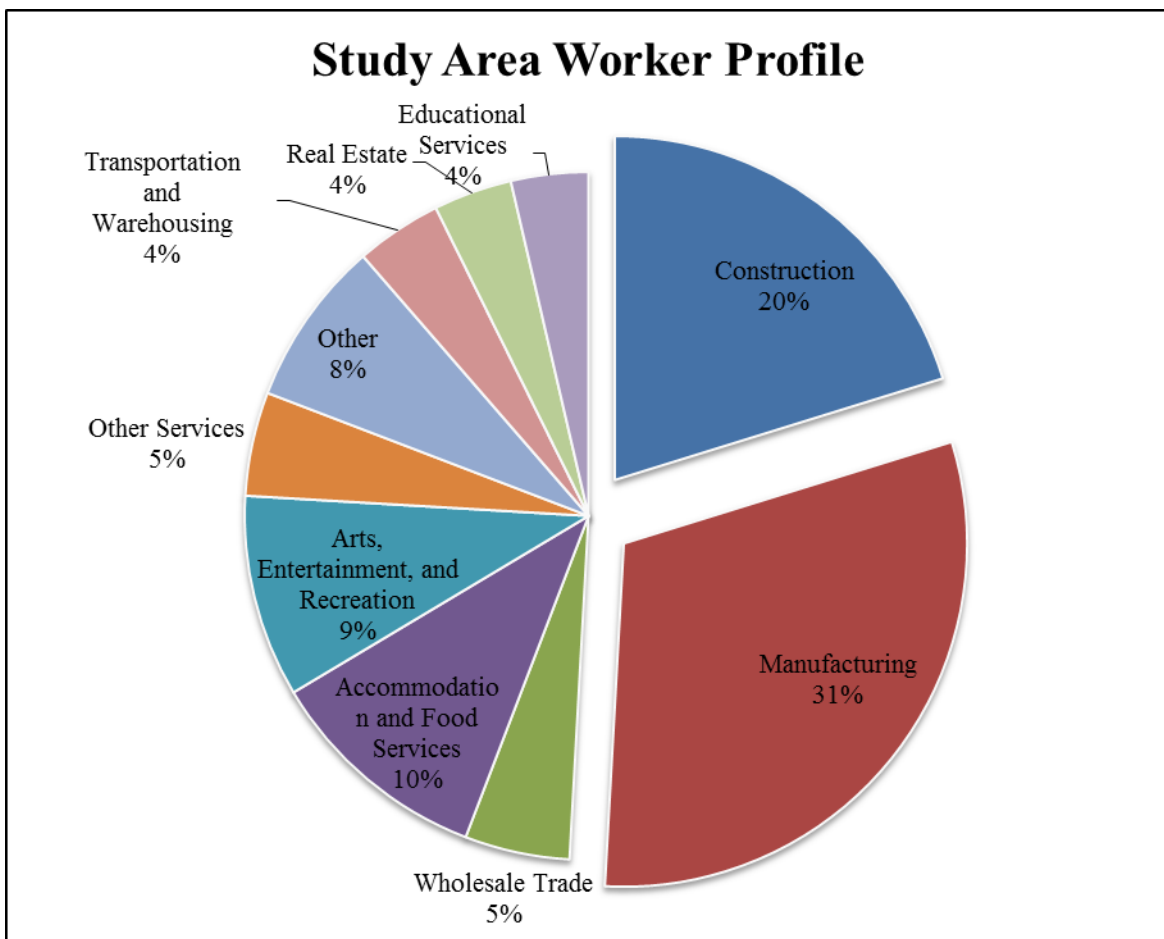
*21% Do Not Own a Vehicle*



*Chart 2 – Percent of Households with No Vehicles*

**Employment:** To analyze the worker profile (Employment Destinations) for the study area, data from the 2011 U.S. Census Longitudinal Employer-Household Dynamics (LED) database was used.<sup>4</sup> The LED program is a unique U.S. Census Bureau program that compiles census data, surveys, quarterly workforce indicators, and other administrative records to examine workers profile in a chosen study area. The program allows the user to examine demographic and employment information about workers employed in an area and worker living in an area.

The LED data set reports that an estimated 1,944 persons living in the study were employed in 2011. Over half of those workers are employed in the construction and manufacturing industry. Of the 1,994 persons living in the study area and employed, 48% are Hispanic or Latino. Over 30% of the study area workforce has a high school level education or less. Males compromise over 75% of the study area workforce, which is much higher than the State of Texas, Nueces County, and Corpus Christi average male workforce of 50%.



*Chart 3 – Study Area Worker Profile*

## II. PROJECT PARTIES

### *City of Corpus Christi*

<b>Primary Contact:</b>	Dan Biles, P.E., Director of Engineering Services
<b>Primary Phone:</b>	(361) 826-3729
<b>Email Address:</b>	danb@cctexas.com
<b>Organization Address:</b>	1201 Leopard St., Corpus Christi, TX 78401

## III. GRANT FUNDS AND SOURCES/USES OF PROJECT FUNDS

With a total project cost of \$1,000,000, the City is requesting \$600,000 from the TIGER VI planning program. The City has committed \$400,000 in local funds to implement the Harbor Bridge Livable Community Plan, representing 40% of the total project cost. The City requests that the TIGER VI planning program provide 60% of the total project cost. The budget will be allocated to activities as shown in *Table 2*.

*Table 2 – Project Budget*

Tasks	Project Components	Estimated Cost	Percentage of Cost	TIGER VI Dollar Request	TIGER VI Share	City Dollars	City Share
1	Award Acceptance	\$5,000	0.5%	\$0	0.0%	\$5,000	100.00%
2	Project Administration	\$75,000	7.5%	\$0	0.0%	\$75,000	100.00%
3	Public Participation Plan	\$80,000	8.0%	\$52,000	65.0%	\$28,000	35.00%
4	Harbor Bridge Livable Community Plan						
4A	<i>Access Management Plan</i>	\$200,000	20.0%	\$132,000	66.0%	\$68,000	34.0%
4B	<i>Corridor Plan</i>	\$175,000	17.5%	\$113,750	65.0%	\$61,250	35.0%
4C	<i>Housing Plan</i>	\$190,000	19.0%	\$123,500	65.0%	\$66,500	35.0%
4D	<i>Parks and Open Space Plan</i>	\$150,000	15.0%	\$97,500	65.0%	\$52,500	35.0%
4E	<i>Economic Development Plan</i>	\$100,000	10.0%	\$65,000	65.0%	\$35,000	35.0%
5	Sub-Plan Integration	\$25,000	3.0%	\$16,250	65.0%	\$8,750	35.0%
	<b>Total</b>	<b>\$1,000,000</b>		<b>\$600,000</b>	<b>60.0%</b>	<b>\$400,000</b>	<b>40.0%</b>



## IV. SELECTION CRITERIA

### IV.A. PRIMARY SELECTION CRITERIA

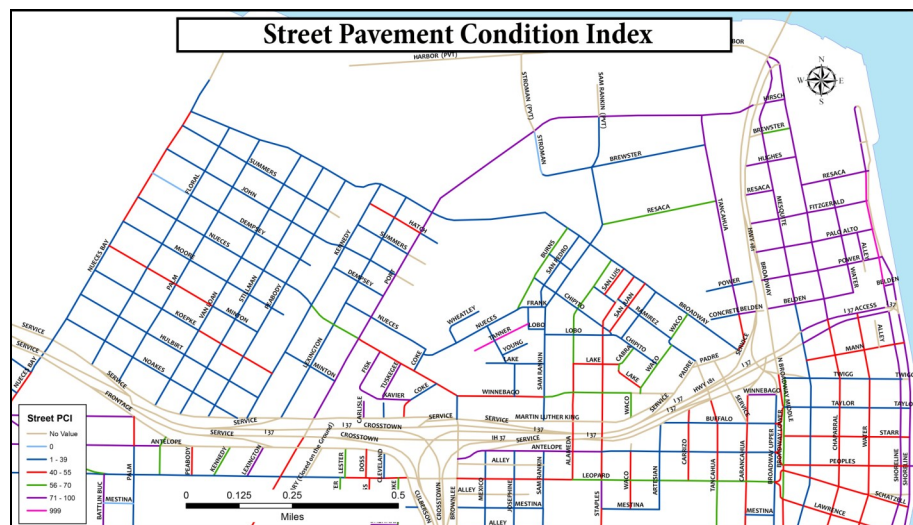
Information provided in this section addresses the primary selection criteria identified in the TIGER VI discretionary grant program’s Notice of Funding Availability (NOFA) and the five separate long-term outcomes desired as a part of the grant award and implementation. The outlined planning project will have significant long-term benefits for the City, Nueces County, State of Texas, and the United States.

#### *IV.A.i. State of Good Repair*

The study area is defined by three different, and potentially conflicting, uses. The Port is located to the north and it is dominated by industrial and shipping land uses. The Port anticipates a bright economic future as it poises itself to respond to the Eagle Ford Shale boom in oil and gas extraction. The SEA District is located to the east and is home to many of the City’s sports, recreation, and entertainment venues. The Northside area, which is in the west and central portion of the study area, is an impoverished residential area that continues to languish and fall into dilapidation.

The street network is in poor condition (low pavement condition index) for much of the study area. In order to respond to the anticipated growth in diverse street users (Port, SEA District, residential, and visitor), a comprehensive assessment of the transportation network’s state of good repair is needed to ensure continued safety and efficiency.

The *Livable Community Plan* will provide a comprehensive assessment of conditions, and related implementation plans to minimize life cycle costs and improve the resilience of the road infrastructure. A qualified and experienced team of professionals will create



**Figure 7 – Street Pavement Condition Index**

an Access Management sub-plan to address the state of good repair for key access points in the study area. The team will gather data on the condition of the existing transportation network for each of the sub-areas including the environmental footprint, existing materials, design, and condition. Using data and information developed to identify current and future land uses, a comprehensive access management plan will be developed to address the needs of the multiple types of users to maximize the cost-efficiency and safety of the study area’s transportation network. The Access Management sub-plan will

use tools such as field observation, City records, and software programs that provide life-cycle cost analysis between various street and access designs.

#### **IV.A.i.(1) Consistency with Relevant Plans**

The City has completed plans that touch on the *Livable Community Plan* study area. This planning effort will review and compare previous planning recommendations to identify potential conflicts and compatibilities. Stakeholder engagement from each of the planning constituencies will be important to forming a strong coalition willing and capable of following through on plan recommendations.

The *Livable Community Plan* will consider and draw upon previous planning work completed in the study area. For example, the Harbor Bridge Replacement has taken into account previous studies done by the City and other stakeholders, such as the Port and TxDOT. Other studies have identified needs for the SEA District and its surrounding areas, including affordable housing, parklands, and transportation connectivity and options.

##### *TxDOT Harbor Bridge Feasibility Study (December 2013)*

The TxDOT Harbor Bridge Feasibility Study examined five alternatives for the relocation of the Harbor Bridge, including the preferred alternative labeled as “Red.” The Red alternative relocates the Harbor Bridge (U.S. 181) north for better connection between S.H. 286 and U.S. 181 and requires the purchase of more ROW than other alternatives. This would remove through-traffic on U.S. 181 and I-37, improving community cohesion in the project area and traffic control on both sides of the current streets

This *Livable Community Plan* will be developed in concert with the replacement of the Harbor Bridge. For the abandoned ROW, TxDOT holds fee simple rights to the future abandoned ROW. Upon the bridge replacement in 2020, the Texas Transportation Commission will sell the land as surplus with two exceptions of reversionary right to original property owner or owner of record and leasehold interest held by tenant. No land use plans were listed for the project area.

##### *Port of Corpus Christi Strategic Plan (December 2013)*

The Port of Corpus Christi’s mission is “to serve as a regional economic development catalyst while protecting and enhancing its existing industrial base.” The Port identified the Harbor Bridge replacement in their Strategic Plan as a project that could impact their freight and rail connectivity as well as the potential new vertical clearance for access to their Inner Harbor. The Port Commission has passed a resolution voicing support for the “Red” alternative and the Port Authority has pledged \$15 million and the necessary ROW for the project.

The Strategic Plan acknowledges that the Red alternative will provide new ROW in zones adjacent to the SEA District and the Corpus Christi Metropolitan Planning Organization (MPO) discussion regarding a potential regional parkway to better address traffic issues to the area. The Port also expressed concern about protecting their productive assets from potential encroachment by the bridge replacement. These concerns will have to be considered in the livable community planning process.

*City of Corpus Christi Parks Master Plan and Bicycle and Pedestrian Plan (October 2012)*

The City updated its Parks Master Plan in 2012. While the Parks Master Plan does not specifically address the Harbor Bridge replacement, the Plan does address the project area. Two of the four goals of the Parks Master Plan are to increase recreation opportunities and activities and to acquire new parkland for future development in a strategic manner over the next ten years. These objectives are compatible with the improvement of parks and open spaces within the study area.

In the Parks Master Plan, the study area is listed as a park sustainability node area in the hike-and-bike trail map. Developed by the Corpus Christi MPO, the Bicycle and Pedestrian Plan will meet the American Association of State Highway and Transportation Officials (AASHTO) “Guide for the Development of Bicycle Facilities.”

*City of Corpus Christi Urban Transportation Plan (March 2010)*

The Urban Transportation Plan does not specifically address the Harbor Bridge replacement or study area, but establishes overall goals for the City’s transportation system. Multiple objectives that can be achieved through the bridge replacement and the development of ROW include improved quality of life, access and mobility, economic vitality, equity, and transportation and land use goals that improve safe and efficient access to jobs, services and housing in the region.

*City of Corpus Christi Future Land Use Plan (March 2010)*

The Future Land Use Plan defines the land use policies the City will use to shape and guide its future development. The document speaks to efficient development, the expansion of industrial or commercial uses into residential areas, the preservation of natural assets, infill development and other policies of which will help shape the *Livable Community Plan*.

*Integrated Community Sustainability Plan (2010)*

The Integrated Community Sustainability Plan examined the potential impact of the Harbor Bridge replacement to downtown and the SEA District. The realignment creates an opportunity to establish a greenway that builds upon the ideas in the “Downtown Vision Plan, the Bayfront Master Plan, and the Destination Bayfront proposal to yield a cohesive, vibrant, 24-hour mixed use urban center that is both defined by and inextricably connected to the waterfront.” This greenway plan is different from the MPO parkway plan in the Port of Corpus Christi Strategic Plan; however, it does reinforce the goals of the Parks Master Plan.

The Integrated Community Sustainability Plan includes plans for a Downtown Circulator Concept which incorporates the ideas expressed in the Urban Transportation and Comprehensive Plans. The goal of the Downtown Circulator is to become a “pedestrian accelerator” to promote livable community activities and Downtown area trips to key destinations, including SEA District attractions.

*Consolidated Plan (2008)*

The Consolidated Plan explores the need for affordable housing in the Corpus Christi area. The Consolidated Plan states that “the Housing Authority of Corpus Christi



operates 1,690 public housing units in 15 developments and manages 1,153 vouchers, all but one of which is tenant-based. The agency also owns three apartment complexes built utilizing tax credit financing with 100 percent project-based Section 8 rental assistance, with a total of 438 apartment units. The average annual income of their public housing residents is just over \$8,000 and almost \$12,000 for their voucher holders.”

The Consolidated Plan describes economic development opportunities that would attract companies and generate jobs, such as, commercial land acquisition and infrastructure development, economic development assistance, micro-enterprise assistance as well as other activities.

#### **IV.A.i.(2) Transportation Network Efficiency**

The lack of a coordinated approach to developing and maintaining the transportation network in the study area may hinder the economic development of the SEA District and impede the economic progress of the Port.

The Harbor Bridge has formed a divide since its construction in 1959. Within the old footprint of the bridge, there is an opportunity to unite the SEA District into a cohesive area with an entertainment and recreation focus. Failing to capitalize on this opportunity to develop the ROW in manner that will support the SEA District’s economic vision will harm the district’s potential growth and, therefore, harm a potential citywide community asset.

The Port needs to ensure that its ability to capitalize on its growth in cargo exports is protected. The Port is experiencing an economic boom as a result of major oil and gas discoveries in the Eagle Ford Shale, located west of Corpus Christi. Historically, the Port has been a net import facility, bringing crude oil to a battery of refineries that line the Ship Channel. With the extraction from the Eagle Ford Shale, the Port has recently become a net exporter of crude oil. Ensuring transportation efficiency for the Port’s goods out of Corpus Christi will be a critical component of the *Livable Community Plan*.

The Access Management sub-plan will address connectivity and safety issues by inventorying access points, intersections, street networks, and transit-pedestrian infrastructure within the study area with a goal to maximize the efficiency and safety of the network, given the expected growth in visitor and industrial traffic.

The Corridor sub-plan will focus on the development opportunity presented by the abandonment of the bridge ROW. Corridor planning will play an important role in the future of the SEA District and will help to re-define this area with a focus on quality of life. The Corridor sub-plan will explore the transportation network efficiency as well as efficiencies in the location of goods and services. The sub-plan will identify development alternatives through a process of public input supported by technical and design expertise. Corridor alternatives will each be measured against their ability to meet multiple objectives, including financial feasibility. Both the Access Management and Corridor sub-plans will seek to improve the transportation network efficiency and, thereby, the movement of people and goods both into and within the study area.

#### **IV.A.i.(3) Capitalization and Asset Management**

Physical redevelopment of the study area will be a long-term effort that will rely on the financial investment of both public and private stakeholders. Within each of the sub-

plans, cost estimates and sources of revenue will be identified for recommended capital improvement projects. The plan's recommended public investments, or capital improvements, will be prioritized so as to maximize the early participation of private investment. This approach will ensure that capital is employed in the most efficient manner. The plan will explore the potential to create entities such as management districts or Tax Increment Financing (TIF) zones to support capital costs through value capture.

The Access Management sub-plan will include an analysis of life cycle costs for alternative roadway improvements. This data will enable decision makers to weigh the costs of alternatives over their useful life.

#### **IV.A.i.(4) Sustainable Sources of Revenue**

Within the Access Management, Corridor, Housing, and Public and Open Space sub-plans, the maintenance and life-cycle costs of major infrastructure components will be assessed. Feasible solutions will be those that are sized appropriately to the City's and other stakeholders' financial constraints. Financial feasibility will be a key criteria for sub-plan alternatives. For example, an alternative developed during the public participation and stakeholder involvement process may be to create community gardens along the entire length of the corridor. Prior to moving forward with a community garden, the team will need to identify sustainable sources of revenue for both the capital and most importantly ongoing operating expenses.

The study will consider the feasibility of establishing value capture and special assessment districts, such as a TIF zone or management districts, to fund capital and operating expenses.

#### **IV.A.i.(5) Enhances Ability to Withstand Major Disaster**

Given its proximity to the shoreline, the study area is at risk for hurricanes and other tropical weather events, and standing water flooding. The potential for hazardous material spills and environmental contamination stems from adjacent petrochemical sites and other industrial uses. The potential for environmental contamination is a concern particularly acute for the residential Northside area. The Access Management, Corridor, Housing, and Public and Open Space sub-plans will include an assessment of the potential disaster threats in its recommendations for capital improvements.

### ***IV.A.ii. Economic Competitiveness***

#### **IV.A.ii.(1) Improve Movement of Workers or Goods**

The Access Management sub-plan will identify alternatives to enhance the ingress and egress of major trip generators, such as the Port, American Bank Center Convention Center and Whataburger Baseball Stadium, thereby reducing travel time for workers and goods. Reducing traveling time will have a positive impact on the region's air quality and the economic development in the study area. One of the primary focuses of the Access Management sub-plan will to develop solutions to improve the efficiency for Port export-traffic and safety.

#### **IV.A.ii.(2) Improved Productivity of Land**

The *Livable Community Plan* will focus on opportunities to increase the economic

productivity of the residential and commercial property within its study boundaries. Within the SEA District area, there are 93 parcels of vacant land, representing 1.3 million square feet. Within the Northside area, 33% of the housing units in the Hillcrest neighborhood and 21% of the housing units in the Washington Coles neighborhood were reported as vacant in the 2010 U.S. Census.<sup>3</sup> There are abandoned industrial properties, such as a tank farm adjacent to the Northside area, that pose ongoing environmental concerns and serve to dampen investment in the area.

The Economic Development sub-plan will gather detailed economic information that will serve as the basis for the recommended course of action for the planning area. The Economic Development sub-plan will include a shift-and-share analysis that will



*Figure 8 – Residence in Hillcrest Neighborhood<sup>5</sup>*

focus on how the recent natural gas boom has affected the regional economy including the study area. The sub-plan will examine the tax structure of the community, regional access to markets, goods and services, private investment patterns, and zoning code. The Economic Development sub-plan will seek to provide recommendations that will enhance the overall productivity of land that is underutilized and in poor condition.

The Corridor sub-plan will address the best and highest use of the abandoned ROW. Use of and improvement to the ROW is not restricted to a new street. Alternative uses such as the conservation of green space, storm water mitigation, transit/hike/bike pathways, and mixed use development are just some of the different uses that could benefit the overall productivity of the area. The Housing sub-plan will address solutions that encourage integration of the community by providing safe and affordable housing choices that are close to jobs, transportation, and services. The Public and Open Space plan will identify areas that residents, workers, and visitors can access various parks and opens spaces in the study.

#### **IV.A.ii.(3) Long-Term Job Creation**

The study has the potential to support long-term job creation by planning for the infrastructure improvements required for economic success. The vision of the SEA District Association is to create a premier destination for visitors attracted by a wide variety of sports, entertainment, recreation, cultural and arts venues. For this vision to come to fruition, improvements to the transportation network, gateway corridors, and parks and open space are needed. By investing in a quality environment, the SEA District will be more competitive in its bid to attract more members of the hospitality industry. Compared to many industries, the hospitality industry has relatively low



barriers to entry for many of its jobs. The ability to spur investment in the lodging, dining, and retail sectors within the SEA District will create employment opportunities that can benefit the Northside area residents as well as Corpus Christi residents as a whole.

In addition to the growth potential of the SEA District, the Port anticipates strong growth in exports, which, in turn, will create jobs. However, the transportation needs of the SEA District and Port are different, and each will need to be balanced against the other to ensure economic growth objectives are supported for both areas. The Economic Development sub-plan will evaluate the potential for long-term job creation of competing alternatives. The goal will be to identify a strategy that balances the needs of different users so economic potential is maximized.

#### **IV.A.ii.(4) Improve Economic Mobility through Enhanced Multimodal Connections**

The *Livable Community Plan* will improve economic mobility by improving connections to centers of employment, education, and services. The *Livable Community Plan* study area has been isolated from downtown Corpus Christi since the construction of the limited access highways (I-37 and U.S. 181). These highways have served to cut off much of the area, particularly the residential Northside area, from the rest of the City, making it easier for the area to fall into neglect. The *Livable Community Plan* will assess employment, education, and services within the study area in order to improve access, especially for lower-income residents. One alternative to achieving improved access may be the more efficient location of affordable housing such that access to transportation, education, and services is enhanced.

#### **IV.A.iii. Quality of Life**

Improving the quality of life is an important outcome for the *Livable Community Plan*. Currently, the study area does not reflect a good quality of life for many of those that live in the Northside area. Plagued by isolation and deteriorating housing stock, and struggling to protect itself from the consequences of adjacent industry, a way forward for Northside area residents is desperately needed. The City has recognized this problem, and various planning efforts have been made to address the conflict between residential and industrial uses, dating back to 1992. The various plans have focused on different areas of Northside and have suggested a variety of future goals for the area. However, due to difficulties in gaining consensus in the community and uncertainty about plans of neighboring refineries, few of the objectives of these plans have been carried out.

Addressing the long-standing problem of providing quality affordable housing will be one of the main challenges for the *Livable Community Plan*. The planning process will study affordable housing options, and access to transportation and transportation efficient development patterns will be one criterion used to identify preferred strategies. The opportunity to leverage additional funding through the Housing and Urban Development (HUD) Regional Planning Grants and the Environmental Protection Agency (EPA) Brownfield Area-Wide Planning Pilot program will be explored.

Furthermore, the *Livable Community Plan* will address challenges embodied in the Sustainability Principles. Within each of the sub-plans, Access Management, Corridor, Housing, Public and Open Space, and Economic Development, data and information will

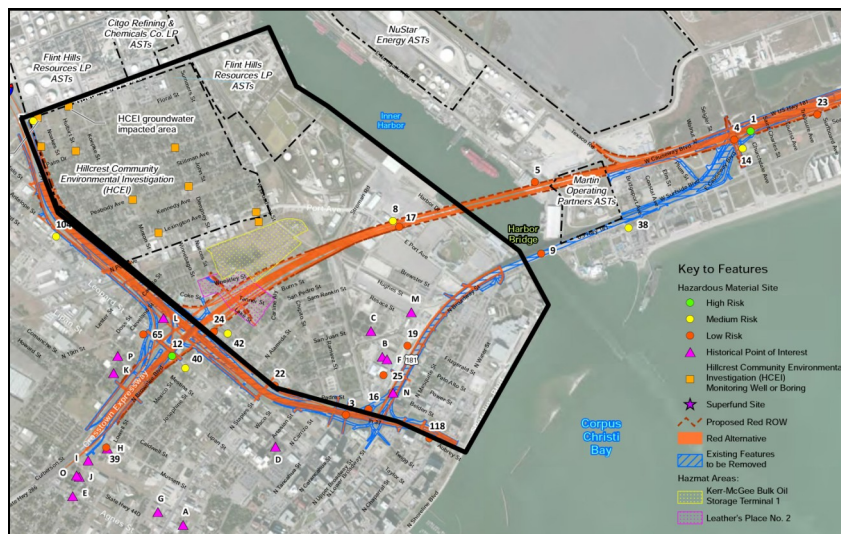
be gathered to measure “livability” or quality of life impact for competing solutions. When feasible, these livability benefits will be quantified and monetized to reflect the long-term impact to health, safety, air and environmental quality, etc.

#### IV.A.iv. Environmental Sustainability

##### IV.A.iv.(3) Provide Environmental Benefits (Brownfield Redevelopment)

The environmental character of the study area is shaped by its proximity to the Corpus Christi Bay, its history of land uses, and the general conditions which affect the entire City. For example, the environmental condition of the western portion of the study area has been negatively impacted by its history of use by petro-chemical and other industries. The *Harbor Bridge Project Environmental Impact Statement*<sup>1</sup>, which is being developed to support the bridge’s reconstruction, describes the existing conditions for water, air, soil, and hazardous materials (among other elements) within Corpus Christi, including the study area. A review of this document highlights a potential concern regarding hazardous materials within the study area. The risk of hazardous materials is a constraint to the future residential and related development for the Northside and adjacent areas.

Storm water and its management are another concern. Parts of the study area are located



**Figure 9 – Hazardous Material Sites<sup>1</sup>**

in the 100-year floodplain, and the containment and removal of excess water is a concern for businesses and property owners in the SEA District. SEA District Association members have discussed the need for improved storm water management, and discussions have focused on the potential to leverage

the abandoned ROW to achieve this goal. In the Corridor sub-plan, ideas such as this may be explored to see if they are feasible and can deliver multiple environmental benefits.

An understanding of the environmental risks and benefits is needed in order to craft an implementation plan that is feasible given the study area’s industrial characteristic. While the proposed *Livable Community Plan* is not an environmental study, but one that has implementation as its goal, each of the sub-plans will develop an assessment of competing alternatives using environmental outcomes as criteria. The process will measure each alternative’s capacity to reduce energy use and/or air and water pollution; protect existing air and water quality; and provide benefits like Brownfield redevelopment. During the study process, the environmental benefits of chosen

alternatives will be quantified and monetized.

#### ***IV.A.v. Safety***

Safety is improved by the project's ability to foster a safe, connected, accessible, transportation system for the multimodal movement of goods and people. The mixing of different uses within the *Livable Community Plan* study area can create a potential safety issue if there is a mix of visitor (SEA District) and local traffic (Northside area), with industrial (Port) traffic. The Access Management and Corridor sub-plans will address the segregation and movement of traffic within the study area. Improvements to safety will be quantified and monetized to demonstrate the efficacy of alternatives.

### **IV.B. SECONDARY SELECTION CRITERIA**

#### ***IV.B.i Innovation***

The *Livable Communities Plan* will explore innovative financing solutions to achieve its capital goals. Different organizational structures will be assessed to identify those with the best potential to generate, leverage, and maximize local and federal funding. For example, cities can benefit by funding infrastructure costs and a major portion of operating costs from land-value capture by taxing or assessing a portion of the additional value of adjacent properties that result from transit accessibility. Within the State of Texas, the types of special districts include public improvement districts (PIDs) and management districts.

A municipal management district allows commercial property owners to enhance a defined business area. The district has the power to levy an ad valorem property tax to fund wastewater, drainage, street, pedestrian, or transit improvements. Management districts are political subdivisions of the State. As such, they can be created without the concurrence of the local jurisdiction and do not rely on the "full faith and credit" of the local jurisdiction. One difference to the management district structure is that, as political subdivisions, they are eligible to become additional federal grantees for Federal Transit Administration (FTA) funding. When paired with a TIF, the management district may take advantage of the local revenue captured to by the TIF to leverage federal funds.

A TIF can finance the development of unimproved or blighted land by capturing and dedicating the incremental increase in real estate property taxes to be generated by the built project to the repayment of principal and interest on TIF bonds. TIFs can only be created with the concurrence of the local jurisdiction. As such, its bonding is usually backed by the full-faith and credit of the City, and there is a level of oversight that the City will generally provide.

TIF District #3 was formed in 2009 and lies within the SEA District and downtown. Its plan reflects \$57.8 million in infrastructure improvements. Planned improvements include "widened and rebuilt sidewalks, decorative paving, benches, trash receptacles, kiosks, way-finding, enhanced crosswalks, and pedestrian-oriented lighting." The TIF District #3 plan states that it does not anticipate that all improvements will be funded through the district but that other local, state, and federal sources will be pursued and that improvements will be made on a "pay as you go" basis.

Another innovative financing approach is a Letter of No Prejudice (LONP), which



confers pre-award authority to an eligible FTA grantee upon meeting certain requirements. Using pre-award authority under a FTA-approved LONP is a valuable strategy to a FTA grantee. Under an approved LONP, advance local expenditures for an eligible capital project can be protected for federal reimbursement for up to five years. This tool allows local governments and transit authorities to advance project activities with local funds, build “local share” toward the overall project, and allow for subsequent reimbursement should federal funds become available. To receive a LONP and protect its local investments, a project sponsor must meet FTA environmental clearance and advanced planning requirements, obtain approval of the LONP by the FTA Regional Office, and meet all FTA requirements for procurement of design, engineering, and construction, as well as comply with all appropriate federal contractual clauses. The *Livable Community Plan* will assess the applicability of an LONP as a tool to further project construction in advance of federal funding.

#### ***IV.b.ii Partnerships and Public Participation***

The *Livable Community Plan* will include a stakeholder engagement plan that focuses on organizations with an interest in the study area. The goal of the plan will be to develop a strong coalition that will marshal the plan forward to implementation. Partners may include:

- **Federal Sustainability Partners (DOT, HUD, EPA):** DOT, HUD, and EPA created the Partnership for Sustainable Communities, which is dedicated to supporting more livable and sustainable communities and establishing livability principles while promoting equitable development and environmental stability. Coordination with local federal offices will be part of the overall livable community planning process.
- **TxDOT:** TxDOT is responsible for the planning and reconstruction of the Harbor Bridge. TxDOT holds the fee simple rights to the future abandoned ROW. Upon the bridge replacement in 2020, the Texas Transportation Commission will sell the land as surplus. Coordination with TxDOT regarding the ultimate disposal of the property will be critical.
- **Port of Corpus Christi Authority:** As one of the major landowners, the input and support of the Port Authority will be critical to the success of the any redevelopment effort.
- **Local Property Owners and Business Owners:** The SEA District Association is composed of local business property owners. It is moving forward with its efforts to promote entertainment and recreation activities within its boundaries. The livable community planning process will be an opportunity to explore the potential to form public-private partnerships to fund needed infrastructure improvements that will enhance the redevelopment potential of their area.

The *Livable Community Plan* will include a robust public participation plan. The plan cannot be imposed by technical experts; instead it must come from the needs and vision of the community itself if it is to have any real chance of moving forward. The role of the expert is to provide technical information and guidance to craft feasible solutions and to seek consensus for a preferred alternative. However, the public participation process will be challenged to address and reconcile deep community divisions and to reach “hard

to reach” communities. There may be the need to acknowledge and respond to “public participation fatigue” that may be present as the result of unrealized progress from previous planning efforts, and the lack of continued engagement and interest once the planning process is over.

Public participation strategies will be tailored to meet the needs of different audiences. For example, online outreach can only go so far in reaching residents who lack the means or the capabilities to engage in this way. For the Northside area residents, strategies that are effective with low-income households will need to be adopted. This may include more face-to-face interviews; smaller community meetings held at local community centers at varied times of day; and identifying and networking through community leaders. Furthermore, a thoroughly bilingual approach will be required. Within the study area, 44% of residents speak Spanish, and of these, over 15% report speaking English “less than well.”<sup>2</sup>

#### **IV.b.ii(1) Disciplinary Integration**

The *Livable Community Plan* is intended to reflect a coordinated approach. It will require the participation and the involvement of the City’s Housing, Economic Development, Development Services, Parks & Recreation and Public Works departments.

### **IV.C. PROJECT READINESS**

The applicant will issue a request for proposal that meets all federal, state, and local procurement requirements within 90 days of TIGER grant availability for the *Harbor Bridge Livable Community Plan*.

#### ***IV.C.i Technical Feasibility***

The City has performed due diligence and is confident that the project is feasible. In addition, the City has successfully managed federal grants and has a professional financial staff that has proven to meet or exceed all federal grant reporting and administrative requirements. The City is confident that the procurement and planning work can be completed within 24 months of TIGER grant obligation.

#### **IV.C.i.(1) Work Plan**

The City will complete planning activities within 24 months of grant execution.

Project Activities include the following tasks:

##### **Award Acceptance**

- Accept award from DOT
- Review grant agreement (legal)
- Establish separate account for project activities

##### **Coordinate Project Administration**

- Procure primary consultant or consultant team (U.S. DOT procurement requirements)
- Establish City project team

Establish a technical advisory committee

Establish a community advisory committee

### **Develop Public Participation Plan**

Establish public participation goals

Establish community contacts

Draft, review and finalize public participation plan

Conduct outreach activities in association with each sub-plan

Prepare community surveys and workshop materials for community input

Ensure Spanish translation of all public materials

Plan for face-to-face interviews; block meetings; and community meetings.

### **Develop Sub-plans for *Harbor Bridge Livable Community Plan***

#### **Access Management**

*Inventory transportation network:* Review and analyze existing conditions and trends in the study area, including traffic flows, attractors and generators, networks and routing for industrial import/export, visitor and recreational, and local traffic flows. Review and analyze future conditions including a forecast of future import/export, visitor and recreational flows and local traffic flows and movements. The evaluation should reflect future land use policies and the Livable Community economic and development plans and consider how these multiple users may affect one another.

*Establish access management goals and objectives:* Develop the guiding access management goals and objectives.

*Develop and analyze alternatives:* Identify and analyze route and network alternatives that meet the objectives for different types of traffic flows (import/export freight, visitor/recreation, residential/local).

*Measure benefits and costs of preferred alternative:* For recommended routes and networks, measure the benefits and costs, including the economic impact stemming from improved freight movement from the Port.

*Recommend a preferred alternative:* Develop policies, strategies, and guidelines to facilitate the implementation of the plan

#### **Corridor planning for Harbor Bridge Abandoned ROW**

*Define problem statement:* Conduct a stakeholder visioning session with technical and public advisory committees to determine the issues that need to be addressed within the abandoned ROW. The problem statement should focus on the core community values that combine the historic, industrial, commercial, tourist and low-income housing make-up of the

study area. The visioning session will seek to develop methods used to solve the problem. The problem statement will be the foundation to establish the goals and objectives for the ROW.

*Establish goals and objectives for ROW:* Facilitate participatory planning methods, such as visioning sessions, focus groups and charrettes to ensure goals and objectives are established from citizens of the community and decision makers.

*Develop and analyze alternatives:* Identify development alternatives. Alternatives should be a limited to financially feasible alternatives that have the highest market potential, job creation, and private investment opportunities. Facilitate follow-up meetings with key stakeholders to share and refine findings, and gather feedback and input regarding alternatives.

*Measure benefits and costs of preferred alternative:* Preferred alternative will be identified through the collaborative stakeholder process and considerate of financial feasibility and quality of life benefits. Analyze and measure the benefits and costs of the preferred alternative, including the “livability” metrics and long-term job creation.

*Recommend preferred alternative:* Prepare implementation strategies and action items to achieve preferred alternative. Prepare renderings of preferred alternative.

## **Housing**

*Inventory existing conditions and housing trends in the region:* Assess the condition of the Hillcrest and Washington Coles housing. Measure the potential to stabilize and improve the neighborhoods. Analyze the potential for and barriers to neighborhood revitalization.

*Conduct Needs and Market Analysis:* Measure the need for housing in the study area, including the need for affordable housing and market rate housing. In coordination with the economic development plan, project future housing needs that will be stimulated by redevelopment. Identify housing products that are likely to be competitive for the study area and region.

*Develop affordable housing strategies:* Research the barriers to affordable housing development within the study area and incentives and strategies to encourage its development that are appropriate for the study area. This may include strategies such as land banking to promote ownership, location efficient mortgages, developer incentives or commercial linkage fees. Develop recommendations for policies and practices that will enable affordable housing goals.

*Develop housing plan:* Facilitate workshops with neighborhood residents and key stakeholders to establish plan goals and objectives. Facilitate meetings with key stakeholders to share and refine findings, and gather feedback and input regarding strategies and alternatives. Identify



preferred housing alternatives.

*Measure benefits and costs of preferred housing alternatives:* Using data generated from the study, measure the impacts of the preferred plan. Analyze the alternative against “livability” metrics to quantify the plan’s impact on transportation, environmental, health, etc. costs.

*Recommend preferred housing plan:* Provide strategies and recommend policies that will enable to the recommended housing plan to succeed.

## **Public and Open Space**

*Inventory all public and open space in the study area:* Create a database with park classifications, recreation activities and open-space standards (National Recreation and Park Association’s (NRPA) Parks, Recreation, Open Space and Greenway).

*Project the existing and future demand for public and open space:* Use NPRPA’s level of service guidelines to determine existing public and open space level of service for the study area.

*Review existing and future land uses:* Review and identify parcels/sites that are likely to change uses that could include open-space. Review vacant and underutilized properties to identify sites of opportunity with the highest potential for redevelopment that could include parks and/or open space.

*Establish goals and objectives for the study area:* Facilitate participatory planning methods, such as visioning sessions, focus groups and a charrette to ensure public and open space goals and objectives are established from citizens of the neighborhoods and decision makers.

*Develop and analyze alternatives:* Identify public and open-space alternatives. Alternatives should be a limited to financially feasible alternatives that have the serve the existing and future needs of the community. Facilitate follow-up meetings with key stakeholders to share and refine findings, and gather feedback and input regarding alternatives.

*Measure benefits and costs of preferred alternative:* Preferred alternative will be identified through the collaborative stakeholder process and considerate of financial feasibility and quality of life benefits. Analyze and measure the benefits and costs of preferred alternative, including the long-term health, economic, safety, and civic benefits.

*Recommend preferred alternative:* Prepare implementation strategies and action items to achieve preferred alternative. Prepare maps and renderings of key locations.

## **Economic Development**

*Examine the existing economic conditions in study area and region:* Conduct a targeted analysis of the hospitality/recreation/entertainment sector to identify types of products that are regionally competitive and

appropriate for the SEA District. Conduct a more general market study to identify other viable economic sectors that will generate jobs for residents of the study area and the City.

*Review existing and future land uses:* Review and identify parcels/sites that are likely to change uses. Review vacant and underutilized properties to identify sites of opportunity with the highest potential for redevelopment.

*Infrastructure needs:* Determine potential infrastructure needs and improvements that will be critical to attracting and growing targeted sectors. This may include improved roads, pedestrian and bike ways, green space, storm water management, and utility improvements.

*Public participation:* Facilitate workshops with key stakeholders to identify strengths and weaknesses of the study area, development trends, and establish goals and objectives.

*Identify re-development alternatives:* Alternatives should be a limited number of key sites within the study area that have the highest market potential, job creation, and probability of success. Facilitate meetings with key stakeholders to share and refine findings, and gather feedback and input regarding alternatives.

*Develop preferred redevelopment alternative for key sites within the study area:* Preferred alternative will be identified through the collaborative stakeholder process and considerate of site suitability and market potential. Analyze and measure the benefit and cost of preferred alternative, including the “livability” metrics.

*Prepare implementation strategies and action items to achieve preferred alternative.*

### **Integrate the five sub-plans into the master *Livable Community Plan***

#### ***IV.C.ii Financial Feasibility***

The TIGER VI and City’s funds are the final funding components needed to complete the financial plan for the project; there is minimal risk that the proposed project will not move forward due to insufficient project funding. The City will contribute \$400,000 (40%) as local match. No contingency funds are budgeted; project budget will be constrained by contracted amount. (*Attachment A - financial commitment documentation.*)

The detailed project budget is presented in **Table 3**.

**Table 3 – Project Budget**

<b>Tasks</b>	<b>Project Components</b>	<b>Estimated Cost</b>	<b>Percentage of Cost</b>	<b>TIGER VI Dollar Request</b>	<b>TIGER VI Share</b>	<b>City Dollars</b>	<b>City Share</b>
<b>1</b>	Award Acceptance	\$5,000	0.5%	\$0	0.0%	\$5,000	100.0%
<b>2</b>	Project Administration	\$75,000	7.5%	\$0	0.0%	\$75,000	100.0%
<b>3</b>	Public Participation Plan	\$80,000	8.0%	\$52,000	65.0%	\$28,000	35.0%
<b>4</b>	Harbor Bridge Livable Community Plan						
<b>4A</b>	<i>Access Management Plan</i>	\$200,000	20.0%	\$132,000	66.0%	\$68,000	34.0%
<b>4B</b>	<i>Corridor Plan</i>	\$175,000	17.5%	\$113,750	65.0%	\$61,250	35.0%
<b>4C</b>	<i>Housing Plan</i>	\$190,000	19.0%	\$123,500	65.0%	\$66,500	35.0%
<b>4D</b>	<i>Parks and Open Space Plan</i>	\$150,000	15.0%	\$97,500	65.0%	\$52,500	35.0%
<b>4E</b>	<i>Economic Development Plan</i>	\$100,000	10.0%	\$65,000	65.0%	\$35,000	35.0%
<b>5</b>	Sub-Plan Integration	\$25,000	3.0%	\$16,250	65.0%	\$8,750	35.0%
	<b>Total</b>	<b>\$1,000,000</b>		<b>\$600,000</b>	<b>60.0%</b>	<b>\$400,000</b>	<b>40.0%</b>

***IV.C.iii Project Schedule***

Procurement for consultant services is expected to begin no later than 45 days following execution of the grant agreement. The development of the Public Participation Plan and Harbor Bridge Livable Community Plan is expected to last approximately 18 months. A detailed project schedule is presented in **Table 4**.

**Table 4 – Project Development Schedule (By Month)**

Tasks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>Award Acceptance</b>																								
Accept award from DOT	█																							
Review grant agreement (legal)	█	█																						
Establish separate account for project activities		█																						
<b>Project Administration</b>																								
Procure primary consultant/team			█	█	█																			
Establish City project team		█																						
Establish a technical advisory committee					█	█	█																	
Establish a community advisory committee					█	█	█																	
<b>Public Participation Plan</b>																								
Establish public participation goals								█	█															
Establish community contacts								█	█															
Prepare community surveys								█	█															
Create marking materials for community input								█	█															
Draft Public Participation Plan								█	█															
<b>Harbor Bridge Livable Community Plan</b>																								
<i>Access Management Plan</i>																								
Inventory transportation network										█	█	█	█											
Establish goals and objectives												█	█	█	█	█								
Develop and analyze alternatives															█	█	█	█						
Measure benefits and costs of preferred alternative																	█	█	█	█				
Recommend preferred alternative																					█	█	█	
<i>Corridor Plan</i>																								
Define problem statement											█	█	█	█										
Establish goals and objectives for ROW													█	█	█	█								
Develop and analyze alternatives																█	█	█	█					
Measure benefits and costs of preferred alternative																		█	█	█	█			
Recommend preferred alternative																						█	█	█
<i>Housing Plan</i>																								
Inventory local existing condition and housing trends in the region											█	█	█	█										
Conduct needs and market analysis													█	█	█	█								
Develop affordable housing strategies																█	█	█	█					
Develop housing plan																		█	█	█	█			
Measure benefits and costs of preferred alternative																						█	█	
Recommend preferred alternative																								█



**Table 4 – Project Development Schedule (By Month) (Continued)**

Tasks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
<i>Parks and Open-Space Plan</i>																									
Inventory all public and open space																									
Project the existing and future demand for public and open space																									
Establish goals and objects for the study area																									
Develop and analyze alternatives																									
Measure benefits and costs of preferred alternative																									
Recommend preferred alternative																									
<i>Economic Development Plan</i>																									
Examine the existing economic condition																									
Review existing and future land uses																									
Identify infrastructure needs																									
Develop and analyze alternatives																									
Measure benefits and costs of preferred alternative																									
Prepared implementation strategies to achieve alternative																									

***IV.C.iv Assessment of Project Risks and Mitigation Strategies***

***Table 5*** presents the risks and mitigation strategies for the proposed project:

<b>Table 5 – Project Risks and Mitigation Strategy</b>		
<b>Tasks</b>	<b>Task Risk</b>	<b>Mitigation Strategy</b>
<b>Award Acceptance - No Risks Identified</b>		
<b>Project Administration</b>		
Procure primary consultant or consultant team	Consultant will not bid within the project budget.	Project budget was established based on market rates for the 5 sub-plans
Establish a community advisory committee	An EIS statement was just completed for Harbor Bridge. Energy and time for new participation may be low.	This planning effort is focused on planning for implementation not meet NEPA requirements, which may be refreshing to committee members. Ensure meetings are will planned in advanced, focused, with clear goals.
<b>Public Participation Plan</b>		
Establish public participation goals	Establishing goals in participatory planning always poses a time delay risk.	Project team will set clear timelines and establish a clear planning vision.
Conduct Outreach Activities in Association with each sub-plan	Community engagement may be challenging due to lack of progress from previous planning efforts	Tailor strategies for individuals and small groups. Encourage continued engagement after the planning process.
<b>Harbor Bridge Livable Community Plan</b>		
<i>Access Management Sub Plan</i>		
Establish goals and objectives	Establishing consensus in participatory planning process can poses a time delay.	Project team will set a timeline and establish a clear planning vision.
Recommend preferred alternative	Building and maintaining a local consensus can be one of the most challenging and time-consuming components of any planning effort.	Project team will work to foster consensus on a preferred alternative.
<i>Corridor Sub Plan for Abandoned Right of Way</i>		
Establish goals and objectives for right of way	Establishing goals in participatory planning can pose a time delay. Reaching consensus among a diverse group of stakeholders is challenging.	Project team will set clear timelines and establish a clear planning vision.
Recommend preferred alternative	Building and maintaining a local consensus can be one of the most challenging and time-consuming components of any planning strategy	Project team will work to foster consensus on a preferred alternative.
<i>Housing Plan</i>		
Establish housing goals and objectives	Establishing goals in participatory planning can pose a time delay risk.	Project team will set clear timelines and establish a clear planning vision.
Develop housing plan	Addressing affordable housing for the Northside area has been the focus of past studies. Due to lack of progress, residents may be skeptical of process and resist participation.	Developing trust with the community will require extended engagement with the community beyond the study phase
Recommend preferred housing plan	Building and maintaining a local consensus can be one of the most challenging and time-consuming components of any planning strategy	Project team will provide bi-annually project status updates to the City Council.
<i>Parks and Open-Space Plan</i>		
Establish goals and objectives for the study area	Establishing goals in participatory planning always poses a time delay risk.	Project team will set clear timelines and establish a clear planning vision.
Recommended preferred alternative	Building and maintaining a local consensus can be one of the most challenging and time-consuming components of any planning strategy	Project team will work to foster consensus on a preferred alternative.
<i>Economic Development Plan</i>		
Establish economic goals and objectives for the study area	Establishing goals in participatory planning can pose a time delay.	Project team will set clear timelines and establish a clear planning vision.
Develop redevelopment alternatives	Building and maintaining a local consensus can be one of the most challenging and time-consuming components of any planning effort.	Project team will work to foster consensus on a preferred alternative.

## V. PLANNING APPROVALS

The proposed Project will be amended to the Transportation Improvement Plan and Unified Planning Work Program if awarded funding. A copy of the letter from the MPO is included in *Attachment B*.

## VI. FEDERAL WAGE CERTIFICATION

The City has signed the federal wage rate certification stating that it will comply with Subchapter 31 of Title 40 of the United States Code.

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<sup>1</sup> Texas Department of Transit, Corpus Christi Division. *The US 181 Harbor Bridge Project, From Beach Avenue to Morgan Avenue at the Crosstown Expressway Nueces County, Texas*. Final Environmental Impact Statement. Nueces County, Texas: TxDOT, 2013. <http://ccharborbridgeproject.com/eis/>

<sup>2</sup>U.S. Census Bureau; American Community Survey, 2012 American Community Survey 3-Year Estimates, Tables DP-04, B01003, B16001, S1901, B25044 ; American FactFinder; <<http://factfinder2.census.gov>>; (10 April 2014).

<sup>3</sup> U.S. Census Bureau; Decennial Census, 2010 Decennial Census, Tables QT-H2, QT-H3, H1, ; American FactFinder; <<http://factfinder2.census.gov>>; (10 April 2014).

<sup>4</sup>U.S. Census Bureau. 2013. OnTheMap Application. Longitudinal-Employer Household Dynamics Program. <http://onthemap.ces.census.gov/>

<sup>5</sup> Cole, Rachel. (July 30, 2013) "\$500k in Grants Up for Grabs in Hillcrest Neighborhood". *KRISTV*. Retrieved April 17<sup>th</sup>, 2014 <http://www.kristv.com/news/500k-in-grants-up-for-grabs-in-hillcrest-neighborhood/>