

DRAFT 8-3-2016

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Planning Commission Subcommittee Revisions

August 3, 2016

Corpus Christi City Council

- Plan CC Citizens Advisory Committee
- Mayor Nelda Martinez
- City staff members

THANK YOU to the residents, neighborhood and business leaders, community advocates, and stakeholders who participated in creating this Comprehensive Plan by attending public meetings and engaging with one another, by sharing your experience and knowledge of Corpus Christi in interviews and meetings with the planning team, and by expressing your commitment to Corpus Christi's future. Everyone can be part of putting this plan into action!

PLAN CC CONSULTANT TEAM

- > Goody Clancy, *prime consultant*
- > Stantec Urban Group, *technical lead*
- > Peter Kwass Consulting, *economic development*
- > W-ZHA, *commercial market analysis*
- > Zimmerman /Volk Associates, *housing market potential*
- > TischlerBise, *cost-of-services analysis*
- > Kailo Communications Studio, *public outreach*

Ordinance adopting a new comprehensive plan for the City of Corpus Christi titled “Plan CC Comprehensive Plan” and providing for a repealer clause and publication.

WHEREAS, the City of Corpus Christi, Texas (“City”), engaged in a two-year process of developing a twenty-first century comprehensive plan, titled Plan CC Comprehensive Plan (“Plan CC”), which includes policies to guide the physical and economic growth of the City and its extra-territorial jurisdiction and replaces policies adopted in 1987;

WHEREAS, the City invited the public to workshops to give input and help develop a 20-year vision for Corpus Christi; and where the City used this input to develop the vision and principles element of Plan CC;

WHEREAS, City Staff provided guidance and assistance throughout the process and coordinated with various community agencies;

WHEREAS, the City invited community members representing a variety of interests to participate in a Citizens’ Advisory Committee to provide early input on the development of Plan CC and to review the draft document;

WHEREAS, numerous citizens and community organizations have studied Plan CC and presented their written or verbal recommendations for consideration;

WHEREAS, the Planning Commission, from time to time, may recommend amendments to Plan CC and the City Council may approve amendments consistent with the requirements of the City Charter;

WHEREAS, the Planning Commission has forwarded to the City Council its final report and recommendations regarding Plan CC;

WHEREAS, with proper notice to the public, public hearings on Plan CC were held on Wednesday, August 12, 2015, and May 18, 2016, during regular meetings of the Planning Commission, and on Tuesday, October 13, 2015, and [Month Day Year], during regular meetings of the City Council, during which all interested persons were allowed to appear and be heard; and

WHEREAS, the City Council has determined that Plan CC would promote sound development of the City and promote the public health, safety, and welfare of its citizens.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CORPUS CHRISTI, TEXAS:

SECTION 1. It is the public interest to adopt Plan CC Comprehensive Plan (“Plan CC”), a new 20-year comprehensive plan, as a guide for the physical and economic growth of the City and its extra-territorial jurisdiction, said document being attached hereto and labeled Exhibit A.

SECTION 2. The City shall use Plan CC as a guideline to facilitate Area Development Plans, service Master Plans and other plans that the City considers necessary for systematic growth and development.

SECTION 3. In accordance with Article V, Section 5 of the City's Charter, all City improvements, ordinances and regulations, shall be consistent with Plan CC. In the case of a proposed deviation to the adopted plan, or any element or portion thereof, the planning commission shall communicate its recommendations to the council, which may approve or disapprove such deviation.

SECTION 4. The City shall use Plan CC to establish codes and ordinances, as the City Council deems necessary, to promote the sound development of the City and to provide for public health, safety, and welfare of its citizens.

SECTION 5. The City Council declares that Plan CC shall NOT:

- (1) Constitute zoning regulations or establish zoning district boundaries,
- (2) Constitute an enforceable regulation upon any person,
- (3) Constitute cause to deny a plat or the development of land,
- (4) Restrict the City from preparing plans, policies, or strategies,
- (5) Obligate the City to provide any program or regulate any activity,
- (6) Restrict the right of the City to adopt any ordinance not related to the development of land,
- (7) Create any cause of action against the City or any City official, employee, or agent,
- (8) Constitute a defense to the prosecution of any crime, or
- (9) Supersede Federal or State requirements.

SECTION 6. City Staff, Planning Commission, and City Council shall review and amend Plan CC, if necessary, at least every five years.

SECTION 7. All ordinances or parts of ordinances that are in conflict with this ordinance are hereby expressly repealed and the document titled "City of Corpus Christi Policy Statements: An Element of the Comprehensive Plan," an element of the comprehensive plan adopted by Ordinance 19865 in 1987, is repealed.

SECTION 8. Publication shall be made in the City's official publication as required by the City's Charter.

The foregoing ordinance was read for the first time and passed to its second reading on this the _____ day of _____, 20____, by the following vote:

Nelda Martinez	_____	Brian Rosas	_____
Rudy Garza	_____	Lucy Rubio	_____
Michael Hunter	_____	Mark Scott	_____
Chad Magill	_____	Carolyn Vaughn	_____
Colleen McIntyre	_____		

The foregoing ordinance was read for the second time and passed finally on this the _____ day of _____, 20____, by the following vote:

Nelda Martinez	_____	Brian Rosas	_____
Rudy Garza	_____	Lucy Rubio	_____
Michael Hunter	_____	Mark Scott	_____
Chad Magill	_____	Carolyn Vaughn	_____
Colleen McIntyre	_____		

PASSED AND APPROVED this the _____ day of _____, 20____.

ATTEST:

Rebecca Huerta
City Secretary

Nelda Martinez
Mayor

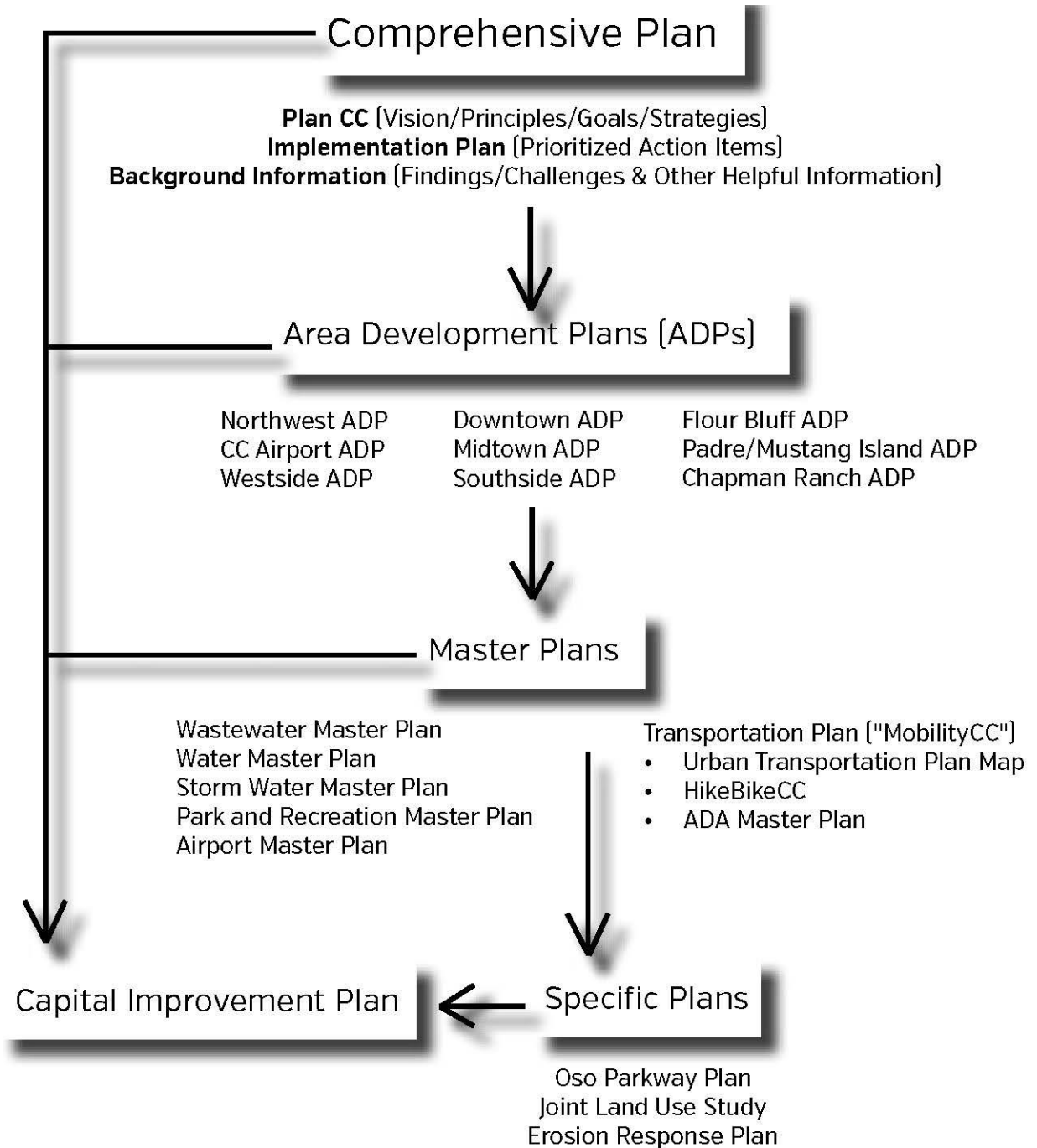
A Vision and Guiding Principles for Corpus Christi's Future

Introduction

Corpus Christi stands poised for a once-in-a-generation opportunity for transformative growth. The city has long experience with the booms and busts characteristic of the energy economy. Recently, the city has enjoyed the benefits of positive growth. For the future, Corpus Christians want to establish long-term, sustainable economic growth and enhance quality of life for everyone.

In the City Charter, the City Council established comprehensive planning as a continuous governmental function in order to guide, regulate, and manage future development and redevelopment within the corporate limits and extraterritorial jurisdiction (ETJ) of the City to assure the most appropriate and beneficial use of land, water and other natural resources consistent with the public interest. Plan CC is a new kind of comprehensive plan for Corpus Christi. It has a 20-year time horizon and includes a vision for the future and goals and strategies for an integrated series of elements that affect decision-making about the physical development of the city. The plan provides direction for the city as a whole and will be followed by area development plans, utility master plans, and, as needed, specific plans (such as neighborhood-level or street corridor plans) that provide more detailed direction for specific parts of the city while reflecting the overall vision and goals of the citywide plan. (See the exhibit on the following page detailing the organization of plans.) As these various plans are created or updated, they shall be harmonized with each other and shall always incorporate best practices.

This comprehensive plan is not a **prediction** of what will happen in the next 20 years, nor is it a **projection** into the future. It is a **plan**. It is designed to guide the city to take advantage of opportunities, invest in the future, and make choices that result in higher quality of life and a more diversified economy.



The Legal Effect of the Comprehensive Plan

The comprehensive plan contains broadly stated goals and policies that can be implemented in several different ways, whether by adopting or amending ordinances, policies or programs. The comprehensive plan's goals and policies themselves are ideas to work towards rather than law. While the City's charter requires that all city improvements, ordinances and regulations be consistent with the comprehensive plan, the comprehensive plan alone is not an enforceable regulation. It does not justify the denial of a plat or the development of land. The comprehensive plan does not obligate the City to provide any program or regulate any activity. While the comprehensive plan is consulted when making decisions about rezonings, it does not establish zoning district boundaries or create zoning regulations, which would require an independent public hearing process. The comprehensive plan does not restrict the City from preparing plans, policies, or strategies. It does not restrict the right of the City to adopt any ordinance not related to the development of land. It does not create any cause of action against the City or any City official, employee, or agent. It does not constitute a defense to the prosecution of any crime. Finally, the comprehensive plan does not supersede Federal or State requirements.

Implementation

According to the City Charter, the comprehensive plan shall be implemented, in part, by the adoption and enforcement of appropriate land development regulations and other ordinances, policies and programs. Following adoption of the Plan CC, City staff will develop an Implementation Plan containing more specific ideas about how the community can implement Plan CC. While the Comprehensive Plan only contains overarching goals and strategies to set the city on a path forward, the Implementation Plan will include actionable items that can incrementally help achieve Plan CC's goals while also prioritizing the actions and identifying which department of the City and/or partnering community organization is responsible for the action item. As is common practice, City staff will also evaluate whether or not the City's land development and municipal codes need to be updated to align with the goals of Plan CC. The community expects that the strategies of Plan CC and actions identified to implement the plan will be further evaluated by City staff and officials for cost-effectiveness and feasibility prior to any actions being taken.

Adopting or updating the City codes, policies, and programs needed to implement Plan CC must be done publicly with opportunity for public input. Specifically, in order to adopt or amend zoning regulations, State law requires the City to hold a public hearing before the Planning Commission and another before the City Council with public notice in the newspaper. Prior to public hearings, the City often if not always solicits input from stakeholders. In all cases, changes to policies, programs and codes are discussed publicly with opportunity for public input.

Amending the Comprehensive Plan

The comprehensive plan is recommended for update and review every five years to ensure it is a current and effective document – a living document. However, the comprehensive plan can be amended at any time and as needed. Any member of the public or City staff can propose a change to the comprehensive plan at any time. In the case of a proposed deviation or change to the adopted plan, the Planning Commission shall communicate its recommendations to the City Council which may approve or disapprove such deviation or change. A change to the comprehensive plan requires a public hearing before both the Planning Commission and the City Council according to the City Charter.

The Vision for 2035 and Guiding Principles

Developing a vision statement is an essential early step in creating a comprehensive plan. Vision statements and accompanying principles focus attention on a community's values, sense of identity, and aspirations. The **vision** statement tells a story and paints a picture of an ideal future in 2035. The **principles** are based on precepts that are important for guiding the comprehensive plan itself and its implementation. In public meetings around the city, interviews, and website commentary, citizens articulated their desires and hopes for an ideal future. The experience of creating the Plan CC vision and principles showed that citizens from different parts of the city and from all walks of life share many values and hopes about the kind of future they want for Corpus Christi.

Plan CC's Vision

In 2035... Corpus Christi is a thriving community with a strong, diversified economy, a high quality of life for individuals and families throughout the city, and a well-protected environment of natural beauty. Our unique combination of Gulf Coast bay and beach attractions, vibrant cultural life, economic opportunity, and a variety of housing choices supports long-established families and makes Corpus Christi a magnet for young professionals, entrepreneurs, retirees and visitors to the most distinctive destination on the Texas Gulf Coast.

> Our broadly diversified economy provides opportunity for all.

While the port, the oil and gas industry, the military bases, and tourism continue as important mainstays of our economy, new sectors are thriving through entrepreneurial start-ups, technology spin-offs from university research, and expanded ecotourism. Our skilled workforce results from a commitment to a strong culture of educational achievement, from pre-school to grad school. Graduates of TAMU-CC and Del Mar College find jobs in Corpus Christi that allow them to stay, grow, and enjoy urban amenities in a Gulf Coast lifestyle.

> Modernized city services and systems support growth and vitality in all parts of the city.

City services, infrastructure, and utility systems—including streets, drinking water supply, wastewater, storm water management, and emergency response services—have been modernized over the last 20 years to ensure that the city can support and maintain urban and industrial growth, employing best practices in a cost-efficient manner.

> High-quality, safe, connected, and diverse neighborhoods provide a variety of living choices.

Corpus Christi's growth has promoted a connected sense of place; revitalized downtown and older parts of the city; created mixed-use centers in key commercial districts resulting in live-work-play neighborhoods; and established new neighborhoods in the south side and northwest areas. Neighborhoods provide housing affordable at every income level for diverse households, the workforce, young and old—singles, couples, families with children, empty nesters, and retirees. People can get around the city by multiple modes of transportation—connected networks of good streets and sidewalks, safe bicycle routes, and excellent public transportation.

> Stewardship of our natural heritage and green-space networks strengthens our unique character and supports resilience.

As the major South Texas city on the Gulf of Mexico, our city offers a distinctive combination of an important port, city and island beach attractions and entertainment, greenways and parks, boating and fishing opportunities, and nature experiences. Good stewardship of natural assets and resources reduces our vulnerability to coastal hazards, and enhances our resilience, preserves resources, reduces our impact on the environment, and keeps our city in attainment of air quality standards. We work to understand and preserve our natural heritage because it is at the foundation of our way of life and our economy. Corpus Christi in 2035 is a unique place to live, work, study and play—prosperous and full of opportunity, well-run and welcoming, livable and affordable, a lively urban center and a waterside playground—one of the most enterprising and forward-looking cities in Texas.

Plan CC's Principles

In order to achieve the vision, we as a community need to:

Be strategic. Strategically integrate public physical, economic, and social investments to leverage private investment and grants in order to create critical mass that supports enhanced choices in housing, transportation, retail and services. This critical mass will then stimulate self-sustaining activities.

Be cost-effective. Establish cost-effective best practices and systems to support ongoing city services and infrastructure.

Act transparently. Promote civic engagement and keep everyone with a stake in the city's future informed about community conditions, options, and opportunities to participate in decision.

Be accountable. Establish action plans with time lines and responsible parties, as well as systems for regular public review of the implementation of the comprehensive plan

Pursue goals through partnerships. City government alone cannot implement the comprehensive plan. Collaborative partnerships with regional groups, agencies, businesses, institutions, nonprofits, and citizens are critical to effective implementation.

Be business-friendly. Establish a climate that attracts new industries and supports business growth and entrepreneurship as well as streamlined regulations that also protect environmental resources and quality of life.

Pursue high-quality development. Make public investments a model of excellent design and function and explore having design standards for private development that result in well-designed connected neighborhoods and built environments. Consistent application of clear standards will

make the city more attractive for people who live here now and attract new residents.

Promote good health. Create policies and physical conditions that promote healthy lifestyles in Corpus Christi through easy access to physical activity, healthy food, and health care.

Prepare students for good jobs by keeping the focus on educational achievement. 21st century jobs increasingly require a post-secondary education, like associate's or bachelor's degrees or a technical credential. A skilled and well-educated workforce will attract new investment.

Support diversity. Establish policies and strategies that support physical, social and economic diversity in individuals, households, business, and living conditions. These will strengthen the city's ability to attract and retain people throughout the life cycle and across the income range and to create environments that support enterprises of all kinds—from micro-businesses and start-ups to major industries.

Enforce codes. Codes are adopted for the purposes of being enforced. Enforcing codes for buildings in disrepair, litter and maintenance, among other things, will help to improve the image of Corpus Christi and will help instill city pride.

Respect private property rights. The City has obligations to many stakeholders to manage development in an orderly fashion for the benefit of the community as a whole and for the environment. However, the City understands an obligation, in compliance with applicable law or regulation, to support private property rights.

A. The Purpose of Community Engagement

Effective master plans are rooted in an understanding of the values, aspirations and concerns of the communities whose future they are intended to guide. Plan CC incorporated a variety of outreach techniques and activities, allowing residents and other stakeholders to participate in ways that worked best for them. Residents provided feedback to the planning team by participating in citywide and district meetings, and contributing comments online through the project website. Some participated in advisory and working groups. The planning team used the community's feedback and guidance to shape all aspects of the plan, from creating the Vision and Principles that reflected the aspirations of the community to the strategies and actions needed to achieve that vision.

Outreach by the Numbers:

- Stakeholder Interviews - 80 (including 20 City staff)
- Working Group Meetings - 8 meetings
- Citizen Advisory Committee Meetings - 6
- Public Meetings/Open Houses - 17 total meetings
- Attendance at Public Meetings/Open Houses - 494 attendees
- Online Forum - 175 participants
- Public Comments - 169 total public comments
- 98 comments submitted on the first draft (the May draft).
- 38 comments submitted on the second draft (the July draft)
- 18 comments made at August 12, 2014 Planning Commission public hearing
- 15 comments made at October 13, 2014 City Council public hearing.

B. Committee Structure

Several committees made up of knowledgeable people from the public, private and nonprofit sectors, including neighborhood representatives, worked with the planning team to provide guidance throughout the planning process.

1. Citizen Advisory Committee (CAC)

Over 70 residents and stakeholders representing a broad array of neighborhoods and interests were invited to be members of the CAC. The purpose of the CAC was to ensure the plan would be grounded in the aspirations and values of the people of Corpus Christi. The CAC's participation was focused on suggestions for attracting public participation; review, discussion, and comment on the Vision and Principles; review and discussion of directions for the land use plan; and review and comment on the entire draft plan. Invited members who did not attend and did not specifically ask to be taken off the membership list remained on the list and were sent all communications, including draft plan documents. Everyone on the CAC membership list was able to comment on the plan whether or not they attended meetings. The CAC met six times.

2. Working Groups

Four Working Groups were organized by broad topic areas to review and discuss the planning team's early drafts of plan elements. Members of the Working Groups included relevant City staff, members of the CAC, and others from the public or private sector who were particularly knowledgeable about the topic areas. Each Working Group met two times, first, to review and comment on initial goals, policies and strategies, and second, to review draft plan elements with more detailed content. There were four Working Groups:

- Transportation and Infrastructure
- Housing and Neighborhoods

- Parks, Open Space, and Resilience
- Economic Development

C. Public Outreach

1. Website

A website, www.plancc2035.com, provided information on the project and the associated Downtown Area Development Plan project, including a calendar and a library of plan documents and resources. An online forum where residents could submit ideas/comments and react to questions posed by the planning team had 175 participants.

2. Library information hubs

Information on the plan, including the draft plan for public review, was deposited in public libraries for consultation by members of the public.

3. Media and community outreach

In advance of the district meetings, open houses, and citywide forums, the team used a variety of methods to get the word out and encourage participation, including:

- Radio advertisements
- Print and digital advertisements
- News releases
- Radio and TV interviews
- E-blasts
- Social media: Facebook, Twitter, digital calendars
- Promotional posters and flyers distributed through senior centers, businesses, and other locations
- Notice in utility bills
- 16 organizations and businesses as promotional partners, including the PTA
- 60 church congregations as promotional partners
- Distribution of promotional materials at city and community events

4. Interviews and meetings

The planning team interviewed approximately 80 people from the public and private sector as part of the outreach and research process.

5. Plan CC Month

June 2014 launched the community engagement component of the Plan CC process with seven district meetings across the city. The kick-off month culminated in a citywide Vision Forum on June 28, 2014. More than 200 residents participated during the month, and their combined input provided the foundation for the plan's vision and strategies.

DISTRICT MEETINGS

Overview

Seven workshops, distributed based on the city's voting districts, took place across the city. Residents were encouraged to come to any of them and to as many as they wanted to attend. Approximately 80 residents attended. The meetings took place as follows:

- June 9, 2014
 - District 1/East at the Oveal Williams Senior Center
 - District 1/West at the Northwest Senior Center
- June 10, 2014

- District 4/East at the Ethel Eyerly Center
- District 4/East at the Garden Senior Center
- June 12, 2014: District 5 at Galilean Lutheran Church
- June 23, 2014: District 3 at SS Cyril And Methodious Catholic Church
- June 24, 2014: District 2 at the Broadmoor Senior Center

What happened at the District Meetings

- Each workshop began with a brief presentation explaining why there is a need for a new comprehensive plan; the important role of community participation; positive and challenging trends in Corpus Christi today; and current conditions within each district. The fact that most Area Development Plans (ADPs) are outdated was addressed, and the planning team explained that the comprehensive plan would guide creation of new ADPs to provide more detailed guidance for specific areas.
- After the presentation, residents worked in small groups at each table. They wrote future headlines for what the big story in their neighborhoods would be in 20 years. Examples include
- “Corpus Christi Reclaims Title of ‘Texas Riviera;’” and “Streets...Done.”
- Following the headline exercise, residents discussed strengths and challenges within their community. These were identified on large table maps and then organized on worksheets into categories:
 1. Housing & Residential Areas
 2. Commercial & Industrial Areas
 3. Transportation, Infrastructure, & Public Services
 4. Environmental & Parks
- The participants discussed challenges and strengths at a district level and specific to certain neighborhoods, but many themes emerged that revealed similarities across the city. Common strengths included the city’s history and historical character; increasing economic growth and job opportunities; the schools; reasonable housing costs; the bus system; and the physical environment. The most common challenges across districts focused on issues related to the poor condition of infrastructure, with an emphasis on street conditions and storm water/flooding problems. Other common challenges included a lack of well-paying jobs; poor maintenance of the park system; not enough bus routes and infrequent schedules; lack of affordable housing; and a need for higher quality retail options.

CITYWIDE VISION FORUM**Overview**

On Saturday, June 28, 2014, approximately 120 residents from a broad range of backgrounds and neighborhoods came together at the American Bank Convention Center for a four-hour community visioning forum. The Vision Forum:

- Provided a place for people who live and work in the city to meet and exchange ideas about their community.
- Provided an opportunity for structured conversation to identify the community’s assets—the best things about Corpus Christi—and challenges. This discussion focused attention on assets that the community can build on as well as problems that need solving.
- Gave residents a chance to think about their personal vision for Corpus Christi’s future and to share that personal vision with participants at their discussion table.

- Offered a chance for residents to work together on a common set of priority elements that should be a part of a 20-year vision and statement of principles.

What happened at the Forum

- *Registration and exhibits.* Participants registered as they came in and were asked to indicate on a map where they lived or worked. Each participant received a folder containing a handout giving an overview of the entire comprehensive plan project; a handout with selected data on current conditions in the city related to issues such as demographics, land use, economic development, and transportation; and several worksheets for individual use during the Forum activities. Residents had the opportunity to view exhibits of analytical maps across the back of the conference hall.
- *Welcome and presentation.* Following introductory remarks by Mayor Nelda Martinez, Assistant City Manager Gustavo Gonzalez, and Del Mar College President Dr. Mark Escamilla (chair of the Citizen Advisory Committee), Larissa Brown, principal of Stantec and leader of the comprehensive planning team, gave a presentation where residents heard results from the District workshops and were provided highlights from the emerging economic development, residential market, transportation, and other analyses taking place in support of the comprehensive planning process .
- *Keypad polling.* To further engage the participants, keypad polling technology was used to gain real-time information on who was in the room, input on neighborhood conditions, and preferences for housing types, retail choices, and other neighborhood amenities. An immediate result of this instant polling exercise identified that the participants favored a diverse set of choices in both housing and neighborhood preferences. Some of the polling results appear beginning on page 2.8.
- *Small group activities.* Participants were randomly seated at tables to maximize the opportunity for people who did not know each other to talk to one another. Each table had a base map of the city, as well as a few worksheets. Participants were first asked to list on one of the individual worksheets the things that they felt represented the best of Corpus Christi and to list the things that presented the most challenges. They also identified places that fit into those two categories on the basemap, using blue for the “best” and red for the “challenges.” Participants then shared and discussed their individual lists.

Participants were then asked to develop the elements of an overall 20-year vision and a statement of principles to guide the plan. First, participants wrote a personal vision for Corpus Christi. After sharing their visions with the people around the table, each group drew up a list on the map of all the elements of the personal visions that everyone could support. Finally, each participant used five dots to choose his or her top priorities among the list of elements. The top five priorities were then transferred to a worksheet, representing the joint work of all the people at each table.

People responded with a powerful outpouring of ideas, thoughts, challenges, inspirations, and insights. Facilitators, both members of the planning team and trained facilitators from the community, assisted the participants at each table. Many rich and thoughtful conversations took place. Through their discussions, participants’ revealed the values that are important to them, such as the physical environment, education, a diverse range of job opportunities, and the history and culture of Corpus Christi. At the end of the meeting, a volunteer from each table reported back to the entire group on the priorities recorded at each table, giving the flavor of the table discussion.

Results

- *The Best and Challenges.* In prioritizing what is best about Corpus Christi, the Bayfront, water, beaches, estuaries, and other aspects of the physical environment consistently ranked highest. These were followed by the city’s downtown, a growing economy, cultural centers including the museum, and the institutions of higher education located in Corpus Christi. Challenges that consistently ranked high included issues with city infrastructure and services (street and

streetscape conditions, sewer, water, park maintenance), traffic congestion, neighborhood blight, resident health issues, and schools (which also appeared as a strength on many lists).

• *Personal vision statements.* The personal vision statements in many respects reflected the preferences and concerns expressed in the lists of the best things about Corpus Christi and the challenges facing the city. While some participants were more eloquent than others, most people wanted the city in 20 years to:

- Build on the economic and population growth taking place
- Have stronger neighborhoods with less blight
- Have a vibrant and thriving downtown
- Be healthier
- Maintain and protect the water and physical environment
- Improve existing green spaces; expand and create new trails and greenspace networks
- Improve schools and graduation rates
- Diversify job opportunities

• *Top priorities.* After sharing their personal visions and discussing common elements, the participants around each table then focused on identifying the top five priorities for the city.

6. Scenario Open Houses

Eight open houses were held around the city in November 2014 to elicit community response to three different growth scenarios in Corpus Christi. Attendance at open houses totaled to 216.

7. Citywide Forum Presenting Draft Plan CC

A Citywide Forum to unveil the draft plan and to solicit feedback was held on May 9, 2015. Attendance totaled 78.

8. Public Review and Adoption

The Citywide Forum initiated the public comment period. Two public comment periods were held. The first public comment period was from May 9 - June 12, 2014, for comments on the first draft of the plan, also known as the "May Draft." The first draft of the plan was about 250 pages and the content included goals, policies, actions and strategies. The draft plan was reduced in content and revised in July 2014. The content of the second draft was reduced to the goals and policies with the actions and strategies being eliminated. A second public comment period was held from July 6 - July 20, 2014, on the second draft of the plan, also known as the "July Draft."

Public hearings were held before the Planning Commission on August 12, 2015, and May 18, 2016, and before the City Council on October 13, 2015, and [insert date]. The City Council requested the plan be reviewed again by the Planning Commission with consideration of comments submitted by City Council members.

Clarification to the Reader:

The terms "support," "promote," "coordinate," "encourage," and "explore" used throughout this document do not commit the City to providing financial or human resources.

- **Support:** To give assistance to, financially or non-financially.
- **Promote:** To further the progress of something, especially a cause, venture, or aim.
- **Coordinate:** To bring the different elements of a complex activity or organization into a relationship that will ensure efficiency or harmony.
- **Encourage:** To help or stimulate an activity, state, or view to develop.
- **Explore:** To inquire into or discuss (a subject or issue) in detail.

Element 1

Green and Blue: Natural Systems, Parks & Recreation

Natural Systems, Parks & Recreation focuses on the protection and enhancement of natural areas and parks with goals to enhance water quality, preserve natural areas, maintain green corridors, improve green infrastructure and expand public access to diverse, high quality recreation opportunities.

Vision

Stewardship of our natural heritage and greenspace networks strengthens our unique character and supports resilience. As the major South Texas city on the Gulf of Mexico, our city offers a distinctive combination of an important port, city and island beach attractions and entertainment, greenways and parks, boating and fishing opportunities, and nature experiences. Good stewardship of natural assets reduces our vulnerability to coastal environmental hazards and enhances our resilience. We work to understand and preserve our natural heritage because it is at the foundation of our way of life and our economy.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
<i>Natural Systems</i>	
1. Corpus Christi Bay, the Nueces River, Oso Bay, Oso Creek, and other water resources meet or exceed federal and state quality standards, provide environmentally healthy aquatic and wetland habitat, and meet EPA water quality standards for their specific designated uses.	<ol style="list-style-type: none">1. Support initiatives to ensure that water quality at public beaches on the bay and on Padre and Mustang Islands is safe for swimming.2. Support initiatives to improve water quality so that aquatic life can thrive throughout the city's natural water bodies.3. Continue to support programs to manage the balance of fresh and salt water in the estuary. [McIntyre]4. Promote preservation of watersheds and environmentally sensitive land and water using public funds or incentives to developers.5. Promote preservation of land around creeks and drainage corridors to achieve a green network of interconnected parks, multi-use paths, passive and active recreational spaces, and conservation land.
2. Wetland areas are protected or effectively replaced so that there is no net loss of wetlands.	<ol style="list-style-type: none">1. Support initiatives to preserve wetlands in the estuary.2. Support creation of a wetlands mitigation bank, if feasible.
3. Important natural areas are preserved and protected as usable habitat networks with ecological integrity.	<ol style="list-style-type: none">1. Support initiatives for preservation of bird rookeries and similar critical habitat sites.2. Continue to support and protect nature preserves.3. Support ecotourism as a way to encourage and fund preservation of the natural environment and wildlife habitat.

4. The city has a network of green corridors including Oso Creek, drainage ways, medians and street trees, parks, and urban wilds to enhance connections for birds and other wildlife.	<ol style="list-style-type: none"> 1. Give priority to natural, green drainage systems for storm water management. 2. Give priority to strengthening the green character of existing open spaces. 3. Continue to protect the Oso Creek corridor through implementation of the adopted Oso Parkway Plan. 4. Coordinate storm water management with trails and green network projects.
5. Natural barrier-beach environments are protected.	<ol style="list-style-type: none"> 1. Support continued enforcement of regulations that protect barrier beaches.
6. Corpus Christi has reduced air pollution.	<ol style="list-style-type: none"> 1. To reduce air pollution, the City should encourage alternative modes of travel. 2. Support policies to reduce airborne dust. 3. Encourage industrial areas to eliminate industrial odors.
Natural Shade	
7. Native and other trees adapted to the environment provide shade along major streets and in parks and other public spaces.	<ol style="list-style-type: none"> 1. Promote tree preservation and tree planting on public spaces and major corridors. 2. Support creation of “adopt a tree” programs. 3. Give priority to diverse native tree planting along major corridors and other public spaces, with sufficient short-term irrigation to establish trees for long-term, drought-tolerant survival.

Open Space, Parks and Recreation	
7. Corpus Christi has a network of attractive, safe, and well-maintained parks that provide shade and other amenities, are well-used by the public, and meet the diverse needs of the population.	<ol style="list-style-type: none"> 1. Promote strategic implementation of the 2012 ten- year Parks and Recreation Master Plan (PRMP) to support comprehensive plan goals, including periodic updates. 2. When improving parks, ensure that parks are safe and provide sufficient shade.
8. Parks, beaches, recreational areas, and other green public spaces are of high quality and are well-maintained.	<ol style="list-style-type: none"> 3. Support adequate resources for basic maintenance and operation of all parks, beaches, recreational facilities, and other green public spaces, as discussed in the PRMP, and for enforcement of City regulations that protect the quality of these public spaces. 4. Continue to support funding and partnerships to provide enhancements and maintenance of public parks. 5. Encourage sustainable maintenance practices. 6. Encourage the joint construction and use of recreational facilities between governmental entities should be encouraged. 7. Promote public art facilities and programs that reflect cultural heritage in parks.
9. Corpus Christi offers residents an array of opportunities for water-based recreation	<ol style="list-style-type: none"> 1. Continue to support and promote water safety programs and training. 2. Promote public accessibility to all beaches, including those within the Extra-territorial Jurisdiction (ETJ).

Element 2

Resilience and Resource-Efficiency

Resilience and Resource-Efficiency focuses on the issues of resilience and resource efficiency, particularly energy. Resilience is not only the ability to respond to and recover from hazard events but also the ability to anticipate hazards and reduce overall vulnerability by adapting to changing conditions and promoting multiple lines of defense against hazardous events. The section on resource-efficiency focuses on expanding access to renewable energy sources and promoting efficient resource use through sustainable design. Water conservation is treated in the element *Infrastructure, Facilities, and Public Services*.

Vision

Good stewardship of natural assets and resources reduces our vulnerability to coastal environmental hazards, and enhances our resilience, preserves our natural resources, reduces our impact on the environment, and keeps our city in attainment of air quality standards. We work to understand and preserve our natural heritage because it is at the foundation of our way of life and our economy.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
Resilience	
1. Corpus Christi has a holistic community standard of resilience that adapts to changing conditions such as storm hazards, high winds, and sea level rise.	1. Support periodic review of resilience planning and implementa changing conditions. 2. Promote public understanding of risk and the responsibilities of individual households, as well as city, state, and federal governments.
2. The City has a multiple lines-of-defense strategy for protection against flooding from coastal storm surges.	1. Promote implementation of regulations that protect barrier beaches, dunes, and natural or storm-made passes to lessen the erosional impact of tidal surges. 2. Promote implementation of flood-protection measures throughout the city. 3. Support emergency management evacuation plans.
Resource Efficiency	
3. Government operations and buildings are models of resource-efficiency and renewable sources.	1. Continue organizational and operational improvements to maximize energy and resource- efficiency and reduce waste. 2. Give preference to energy-efficient designs, materials and equipment in public facilities and in infrastructure. 3. Support the use of renewable energy sources for City operations and facilities. 4. Support the reuse of water resources, minerals, and energy available as by-products of wastewater treatment and solid waste disposal.

4. Renewable sources of energy, including solar and wind, and other energy-conservation strategies, are available to city households and businesses.	<ol style="list-style-type: none">1. Support programs that make renewable- and clean-energy options available to homes and businesses.2. Raise awareness of the energy options available to residents and businesses.
5. Green building techniques are used in new development and retrofits.	<ol style="list-style-type: none">1. Support residential and commercial green building programs through awards and nonfinancial incentives.2. Support passive design strategies, such as site designs that take advantage of prevailing winds, sunlight, shade trees, etc. to reduce energy consumption.
6. Reinvestment in existing communities conserves resources and sensitive environments.	<ol style="list-style-type: none">1. Encourage clean-up and adaptive reuse of brownfields.2. Encourage the preservation and adaptive reuse of existing structures to reduce construction waste and conserve energy and materials.3. Encourage and promote urban farming and community gardens to promote access to local food.

Element 3

Housing and Neighborhoods

Housing and Neighborhoods focuses on three issues: overall access to a diverse supply of quality housing; investment in the quality of life in established and new neighborhoods; and promoting community identity and sense of place. Housing goals and policies focus on meeting the diverse needs of households at all income levels and all life-cycle stages, reducing chronic homelessness, and ensuring that all housing is in good condition.

Plan CC's Vision

High-quality, safe, and diverse neighborhoods provide a variety of living choices. Corpus Christi's growth has promoted a connected sense of place; revitalized downtown and older parts of the city; created mixed-use centers in key commercial districts resulting in live-work-play neighborhoods; and established new neighborhoods in the south side and northwest areas. Neighborhoods provide housing affordable across the income scale for diverse households, the workforce, young and old—singles, couples, families with children, empty nesters, and retirees. People can get around the city by multiple modes of transportation— connected networks of good streets and sidewalks, safe bicycle routes, and excellent public transportation.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
<i>Housing</i>	
1. Corpus Christi has a comprehensive housing policy to advise the City on development of quality housing for residents of all income levels in all parts of the city.	1. Support a community-based system to develop and implement a housing policy that includes stakeholders from government, the nonprofit sector, and the private sector. 2. Support nonprofit organizations in housing production and explore creation of Community Development Corporations that assist with neighborhood revitalization projects.
2. Quality housing meets the diverse needs of households at all income levels and all stages of the life cycle.	1. Support the planning, regulatory and funding initiatives needed to provide a diversity of housing types—rental and ownership, market-rate and assisted—to meet community needs.
3. Chronic homelessness addressed in an organized and sympathetic manner.	1. Encourage proactive city leadership in planning and implementing homelessness policies. 2. Encourage partnerships among homeless services providers and organizations.
4. Housing is in good condition and code-compliant.	1. Support effective, efficient, and sensitive code enforcement that focuses on compliance.
5. New and redeveloped housing is resource-efficient.	1. Support resource-efficiency in City-assisted housing, whether new or rehabilitated. 2. Promote resource-efficiency in all new housing through financial or non-financial incentives, such as permit streamlining.

<p>6. New cost-effective residential subdivisions are established in high-growth corridors to support the demand for new housing.</p>	<ol style="list-style-type: none"> 1. Support protection of areas in high-growth corridors within the City's ETJ. 2. Promote orderly development with fairness to all tax payers and rate payers while keeping in mind impacts to the affordability of housing.
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<i>Neighborhoods</i>	
<p>7. Corpus Christi sustains and maintains established neighborhoods.</p>	<ol style="list-style-type: none"> 1. Support programs to encourage infill development and rehabilitate housing stock in established neighborhoods. 2. Support preservation and reuse of historically significant buildings, areas, and sites. 3. Support enhanced code enforcement and campaigns to address litter issues. 4. Promote the organization of neighborhood associations and community initiatives to maintain neighborhoods and keep them safe and free from crime. 5. Support exploration of local nonprofit Community Development Corporations, which can assist in revitalizing neighborhoods through affordable housing and commercial development, job creation initiatives, neighborhood planning and advocacy.
<p>8. Neighborhoods are enhanced by investments in "urban villages" to improve quality of life</p>	<ol style="list-style-type: none"> 1. Support public investments—physical, environmental, functional, and social—to be built in areas to support walkable neighborhood commercial and mixed-use districts, including compact centers along major roads. 2. Encourage the location of public facilities, civic, and cultural uses within or adjacent to neighborhood commercial districts to act as anchors where feasible. 4. Support coordination among city departments, the Housing Authority, school districts, county, state and federal agencies on the location of new facilities and the disposition of properties. 5. Support programs and regulations that help create livable communities for the aging population. 6. Support measures to reduce urban blight and evaluate their cost effectiveness.

<i>Community Identity and Sense of Place</i>	
<p>9. The design of new developments promotes a broader sense of neighborhood and community rather than creating isolated subdivisions or apartment complexes developments with a lack of interconnection.</p>	<ol style="list-style-type: none"> 1. Give consideration to regulations, projects, incentives, and guidelines that promote interconnected development, such as developments with a well-connected street network or appropriate connections to neighboring subdivisions, destinations or bicycle/pedestrian facilities. 2. Support making safe pedestrian and bicycle routes available in new and redeveloped areas where appropriate and consider offering financial or non-financial incentives. 3. Encourage appropriate transitions between commercial and residential developments and between high and low-density residential developments.

Element 4

Diversifying the Economy and Strengthening the Workforce

The Economic Development and Workforce goals focus on diversifying Corpus Christi's economy and supporting well-paying jobs by building on existing industries, promoting innovation, and growing new sectors. Key elements to support diversification include retaining and attracting firms, cultivating an "entrepreneurial ecosystem" that supports small businesses, attracting talented professionals, and ensuring that students and unemployed or underemployed workers are adequately prepared to find and maintain employment. In addition to building on important long-time sectors like oil and gas and tourism, this element stresses the potential of assets such as higher education research and military bases to bring entrepreneurial energy and more 21st century jobs to Corpus Christi.

Plan CC's Vision for Economic Development

Our broadly diversified economy provides opportunity for all. While the port, the oil and gas industry, military bases, and tourism continue as important mainstays of our economy, new sectors are thriving through entrepreneurial start-ups, technology spin-offs from university research, and expanded ecotourism. Our skilled workforce results from a commitment to a strong culture of educational achievement, from pre-school to grad school. Graduates of TAMU-CC and Del Mar College find jobs in Corpus Christi that allow them to stay, grow, and enjoy urban amenities in a Gulf Coast lifestyle.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
1. Corpus Christi has a diversified economy of well-paying jobs that builds on existing industry strengths and technological innovation.	<ol style="list-style-type: none">1. Promote the technological strengths of companies in the oil and gas cluster by supporting new product development and expansion into new markets.2. Support market diversification by the tourism industry.3. Promote and protect the natural amenities of the area for ecotourism.4. Support the marketing and expansion of the tourist and convention businesses.5. Promote expansion of public and private research activity in the region that offers the potential for the development of new products and the emergence of new industries.

<p>2. Corpus Christi is able to attract and retain firms because of its competitive assets and supportive business environment.</p>	<ol style="list-style-type: none"> 1. Promote strong lines of communication between local government and businesses to ensure timely response to business needs. 2. Promote financial incentives for business investments that offer the potential for strong catalytic impacts, and structure incentives to provide the maximum public benefits. 3. Encourage the development of a high-quality workforce across a wide range of occupations and skill levels that meets the current and emerging needs of local businesses and makes workforce a positive factor for business prospects. 4. Promote modernization of transportation and utility infrastructure. 5. Promote programs that identify optimal sites for industrial uses.
<p>3. Corpus Christi has a robust “entrepreneurial ecosystem” that supports a thriving small business community.</p>	<ol style="list-style-type: none"> 1. Promote a community culture that recognizes and embraces innovation and entrepreneurship. 2. Support investment of resources and capacity that support new venture startup and growth. 3. Encourage youth to develop entrepreneurial talents. 4. Support the development of partnerships with local colleges/universities, industry, and business organizations to promote and use existing and new entrepreneurial programs.
<p>4. Corpus Christi is a community of choice for talented entrepreneurs and professionals.</p>	<ol style="list-style-type: none"> 1. Encourage in-migration from the surrounding areas, the state, and nation. 2. Promote a community culture that embraces diversity, values new ideas, and welcomes new residents. 3. Encourage the creation of a strong, positive image for Corpus Christi, both internally and externally. 4. Encourage the development of cultural/artistic activities and programs that will promote the city as the cultural center of South Texas. 5. Strengthen community institutions and amenities that provide a high quality of life. 6. Promote an economic environment and quality of life that provides positive incentives for highly skilled individuals who have other locational choices to settle in Corpus Christi to pursue their careers.
<p>5. Unemployed and underemployed workers have access to training and support services that enable them to improve their employment status and qualify for jobs offered by local employers.</p>	<ol style="list-style-type: none"> 1. Encourage responsiveness of career training programs and other workforce development services to changing employer demand. 2. Support an easily accessible and seamless service delivery system for jobseekers, such as through more effective marketing of workforce development services, greater employer engagement, and improved matching of available jobs with qualified job seekers. 3. Support essential services, such as childcare, transportation, and substance abuse counseling that enable workers to seek and maintain employment. 4. Promote a balance between responding to immediate labor force needs and planning for longer-term changes in the labor market.

<p>6. Every student completes his or her education, whether high school, technical school, or college, with the skills needed to enter a well-paying career.</p>	<ol style="list-style-type: none"> 1. Encourage school completion as a high civic priority with broad community support and engagement. 2. Promote partnerships and encourage integrated early childhood services—incorporating cognitive, intellectual and emotional development, health, and family social services—to ensure that children entering school are ready to learn. 3. Promote provision of a range of age-appropriate career exploration and experience opportunities for children, beginning at the elementary level. 4. Promote alignment of education, including school boards and workforce development agencies, with the needs of local industry.
<p>7. The Port of Corpus Christi continues to be a major economic engine for Corpus Christi.</p>	<ol style="list-style-type: none"> 1. Encourage improvements of the port area and its facilities according to the Port of Corpus Christi's Strategic Plan. 2. Support the expansion of port activities and consider land use compatibility. 3. Encourage coordination with the Port and trucking industry to establish designated truck routes and to minimize delays on truck routes and seek funding mechanisms to maintain and operate truck routes.
<p>8. Corpus Christi has maintained a harmonious relationship with the military and seen growth in military facilities.</p>	<ol style="list-style-type: none"> 1. Make Corpus Christi an attractive place for military installations. 2. Encourage the adoption of regulations consistent with the recommendation of the Joint Land Use Study. 3. Support the development of a contingency plan to allow for the expansion and contraction of military activities. 4. Support the South Texas Military Facilities Task Force, which is a consortium of governmental entities and industry partners dedicated to preserving military missions and facilities in the South Texas Region and sponsored by the Corpus Christi Chamber of Commerce.
<p>9. The tourist and convention industry has become an important part of the local economy and the City has encouraged the development of this industry by protecting natural amenities and by promoting, where appropriate, man-made developments that will attract and serve the tourist/conventioneer.</p>	<ol style="list-style-type: none"> 1. Promote the natural amenities of the area, including the beautiful central-city area and the 93-mile stretch of beautiful beaches along Mustang and Padre Islands. 2. Support the preservation of the natural state of public lands. 3. Preserve nature to promote ecotourism for its contribution to economic development, for education, and in trust for future generations. 4. Support the marketing of the tourist business through the continued implementation of strategic planning for promoting natural and man-made amenities to potential and existing tourists. 5. Support the marketing of the convention business through strategic planning and continued implementation for promoting the development of meeting facilities in the area and for the most cost effective use of the Convention Center, meeting facilities, and cultural facilities. 6. Recognize the value of the Texas State Aquarium and the USS Lexington Museum, which are great tourist attractions and valuable assets to local residents, and take efforts to encourage success of these organizations.

Element 5

Getting From Here to There: Transportation and Mobility

Transportation and Mobility focuses on improving Corpus Christi's transportation infrastructure and systems, including expanding mode choices to encourage biking, walking, and public transportation while maintaining the roadway system for long-term effective use. Integrating land use and transportation planning, along with support for aviation, rail freight and shipping from Corpus Christi, are key goals for the future.

Plan CC's Vision for Transportation and Mobility

People can get around the city by multiple modes of transportation—connected networks of good streets and sidewalks, safe bicycle routes, and excellent public transportation. City services, infrastructure and utility systems—including streets—have been modernized to ensure that the city can support and maintain urban and industrial growth, employing best practices in a cost-efficient manner.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
1. Corpus Christi has an efficient and safe transportation network, including bicycles, pedestrians, public transportation, aviation, shipping, trucks and automobiles, that is integrated with land uses and promotes transportation choice, healthy lifestyles, sustainable development patterns, and economic development.	<ol style="list-style-type: none">1. Support a multi-modal transportation network that is integrated with land uses, where destinations are easily connected by accessible paths.2. Support compliance with transportation design standards.3. Support the development of mode-choice corridors for bicycles, pedestrian and public transportation.4. Support and coordinate with the Corpus Christi Metropolitan Planning Organization's projects, plans, and initiatives.5. Encourage planning effectively for future streets and highways capable of carrying projected traffic flows and protect future street right-of-ways from being obstructed with development.6. Provide convenient access to industrial areas.7. Special routes leading away from the city and isolated from major activity centers should be designated for the transport of hazardous materials.8. Truck loading facilities, which often produce traffic congestion, noise, and road wear, should be properly located and designed to prevent conflicts with other land use activities.9. Encourage governmental partnerships to upgrade and construct streets serving storage and shipping terminals at the Port of Corpus Christi to accommodate demand.10. Promote desirable patterns of development consistent with the Urban Transportation and Future Land Use Plans.11. Support the improvement and aesthetics of major thoroughfares and city entrances.

2. Corpus Christi's street system is designed, constructed, and maintained to standards for long-term effective and safe use.	<ol style="list-style-type: none">1. Support a long-term program to repair existing streets and regularly maintain the system to minimize life-cycle costs.2. Support adequate and balanced funding sources for long-term operation and maintenance of the street network.3. Support the integration of transportation and neighborhood planning with utility infrastructure planning.4. The City should periodically review its street cleaning and paving policies to insure that all city streets are as clean as possible and to reduce airborne dust.5. Support the utilization of road improvements to stimulate redevelopment and orderly growth.6. Support appropriate vehicular speeds and bicycle/pedestrian use on neighborhood streets.
3. Corpus Christi has a convenient and efficient public transportation system.	<ol style="list-style-type: none">1. Support the partnership with the Corpus Christi Regional Transportation Authority to increase ridership and reduce single-occupancy vehicle use while helping to reduce air pollution.2. Support an operations plan to increase the efficiency and lower the life-cycle costs of the public transportation system.3. Support transit-oriented development (TODs) near public transportation stations.4. Support the extension of transit services to all areas of the city to provide universal access to employment, social and recreational opportunities.
4. Corpus Christi International Airport is the aviation gateway to the Coastal Bend and supports economic development.	<ol style="list-style-type: none">1. Support implementation of the Airport Master Plan.2. Support enhancements to and expansion of airline service.3. Encourage development of areas adjacent to the Corpus Christi International Airport in compliance with the Joint Land Use Study in order to minimize the impact on the airport and its operations.
5. Support and enhance continuing national freight rail service from Corpus Christi.	<ol style="list-style-type: none">1. Support enhancements to rail service essential to the city's economic success.2. Support minimizing delays and improve safety at at-grade railroad crossings.
6. Access to, from, and around Padre Island is safe and accommodates growth both in residential and tourist populations.	<ol style="list-style-type: none">1. Promote and support a plan for a second access on and off Padre Island.

Element 6

Community Infrastructure, Facilities and Public Services

Infrastructure, Facilities, and Public Services focuses on the improvement of long-term water supplies, water security, wastewater treatment, solid waste disposal, storm water and drainage systems, and emergency response services through cost-effective and environmentally sustainable initiatives. The City has to balance the needs of residents, commercial users, rate payers, and the environment. The systems are expensive to expand, maintain, and compensate for prior underinvestment. The City must support a strategic approach to providing adequate water, wastewater-treatment and storm drainage infrastructure to support redevelopment and new development. Proposed improvements focus especially on long-term planning that integrates management strategies to meet or surpass regional and state goals and standards.

Plan CC's Vision for Infrastructure, Facilities and Public Services

Modernized city services and systems support growth and vitality in all parts of the city. City services, infrastructure and utility systems—including streets, drinking water supply, wastewater, storm water management, and emergency response services—have been modernized to ensure that the city can support and maintain urban and industrial growth, employing best practices in a cost-efficient manner.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
1. Corpus Christi has an integrated, sustainable water-resource management program that provides a long-term supply of the right water for the right use—drinking water for residents and processed water for business and irrigation— while ensuring the integrity of environmental systems.	<ol style="list-style-type: none">1. Support the development of integrated water-management strategies considering surface, reuse, conservation, groundwater, aquifer storage and recovery and desalination.2. Support a water supply master plan to meet current and future demand.3. Encourage the continued implementation of the city's water-conservation plan.4. Support efforts to find a regional solution to the water supply.
2. Corpus Christi has a water treatment and distribution system that meets or exceeds state water quality requirements.	<ol style="list-style-type: none">1. Support the operation of a safe, efficient, and sustainable water supply, treatment, and distribution system in an environmentally sound manner.2. Support the maintenance and improvement of existing water infrastructure, including the incorporation of innovative and cost-effective technologies where appropriate.3. Support a strategic approach to providing adequate water infrastructure to support redevelopment and new development.4. Support improvements to the water distribution system to accommodate adequate pressure and flow for fire protection in existing and developing areas.5. The City must update and harmonize its Utility Master Plans as well as incorporate the best practices available from current technology and meet projected land uses.6. Support adequate water infrastructure for infill, redevelopment and new development.

3. Corpus Christi has a cost-effective and environmentally sustainable wastewater-treatment system that supports existing development and accommodates future growth.	<ol style="list-style-type: none">1. Support the updating and revising of the wastewater master plans, taking into account current conditions, anticipated future growth, and compatibility with land uses and environmentally sensitive areas.2. Support improvements to meet state and federal standards where applicable.3. Support an approach that establishes priorities for the replacement and correction of existing facility deficiencies and for meeting future needs.4. Promote existing and alternative uses of recycled wastewater.5. Support adequate wastewater infrastructure for infill, redevelopment and new development.
4. Corpus Christi has a storm water and drainage system that is environmentally and economically sustainable.	<ol style="list-style-type: none">1. Support the updating and revising of the storm water master plans, taking into account current conditions and anticipated future growth.2. Promote natural drainage approaches ("green infrastructure") and other alternative non-structural and structural best practices for managing and treating storm water.3. Promote reduction of pollutants and litter through the use of best management practices.4. Promote economic development by reducing potential losses due to flooding and water-quality degradation.5. Support the incorporation of changes to FEMA flood zones and regulations and their impacts on storm water and land use planning.6. Support the creation of a more equitable billing system for storm water services.7. Support adequate storm water infrastructure for infill, redevelopment, and new development.
5. All residences and businesses have a dependable, environmentally safe means to dispose of solid waste.	<ol style="list-style-type: none">1. Support the continued operation of city and regional waste-management services.2. Support recycling that meets or exceeds state and regional goals in order to maximize landfill capacity.3. Support the planning for new solid waste facilities far in advance of need and identify locations that are compatible with adjacent land uses or environmentally sensitive areas.

Element 6

Infrastructure, Facilities & Public Services

6. The City maintains all municipal buildings and facilities for long-term use.	<ol style="list-style-type: none">1. Support investment in an asset-management system.2. Continue to invest in best practices for long-term, life-cycle energy and resource efficiency in improvements, renovations, or new facilities.3. Support the identification and obtainment of adequate sources of funding for the development and maintenance of public services and facilities.4. Support the proper maintenance of public facilities.5. Support construction of new public facilities at optimal sites.6. Support the maximization of the use of public facilities through cooperative and joint use agreements.7. Encourage active citizen participation as public facilities are planned, constructed, and maintained.8. Encourage voluntary contributions and City support in planning creative financing solutions for cultural/public facilities needing maintenance and repair.
7. New or renovated buildings, facilities and open spaces that are required to comply with ADA (Americans with Disabilities Act) standards do comply.	<ol style="list-style-type: none">1. Support programs to meet all outstanding ADA deficiencies in public facilities.2. Support making ADA accessibility information available to the public.
8. Corpus Christi has state-of-the-art broadband and telecommunications services.	<ol style="list-style-type: none">1. Support continued state-of-the-art high-speed Internet and telecommunications access to all City departments and services.2. Support continued cooperation with telecommunications providers through franchise agreements to allow access to the City's public right-of-way in order to provide state-of-the-art services to residents and businesses.

Element 6
Infrastructure, Facilities & Public Services

9. The city's electric grid is protected and resilient.	<ol style="list-style-type: none">1. Encourage cooperation with electric service providers to harden the electric grid to increase resiliency-2. Promote the installation of underground electric distribution lines whenever practical and financially and operationally feasible.
10. All areas of the city receive equal access to emergency services and public safety is improved.	<ol style="list-style-type: none">1. Explore revenue strategies for providing an equal level of service to all parts of the city.2. Consider a systematic method to fairly evaluate existing police and fire stations and the need for new stations.3. Building codes should be reviewed periodically to include the latest cost-effective fire prevention devices.4. Evaluate options to curb abusive use of the emergency transport facilities.5. Every effort must be made to increase public understanding of crime trends in Corpus Christi, such as through local media, and to encourage citizen involvement in crime prevention, such as "Crime Stoppers" and "Neighborhood Watch."
11. In order to provide for orderly growth to new development areas, expansion of capacity to existing infill development, or reorganization of existing facilities, the City must plan for and purchase property or easement rights.	<ol style="list-style-type: none">1. Encourage the identification and acquisition of sufficient right-of-way or easements for proposed drainage and utility infrastructure in accordance with Area Development Plans and appropriate Master Plans in advance of development.

Element 7

Future Land Use, Zoning, and Urban Design

Every comprehensive plan contains an element on future land use and a future land use map. The **Future Land Use, Zoning, and Urban Design** element sets forth the policy framework for the physical development of Corpus Christi over the next 20 years. It is the guide for decision makers on the pattern, distribution, density and intensity of land uses that, over time, will help the city achieve the community's vision for the future. The future land use map is not a zoning map but provides the foundation for zoning. It guides land-use decision makers when they are called upon to exercise their discretion in making rulings on rezoning and similar issues.

Plan CC's Vision for Land Use, Zoning & Urban Design

From the Vision

Corpus Christi's growth has promoted a connected sense of place; revitalized downtown and older parts of the city; created mixed-use centers in key commercial districts resulting in live-work-play neighborhoods; and established new neighborhoods in the south side and northwest areas.

From the Principles

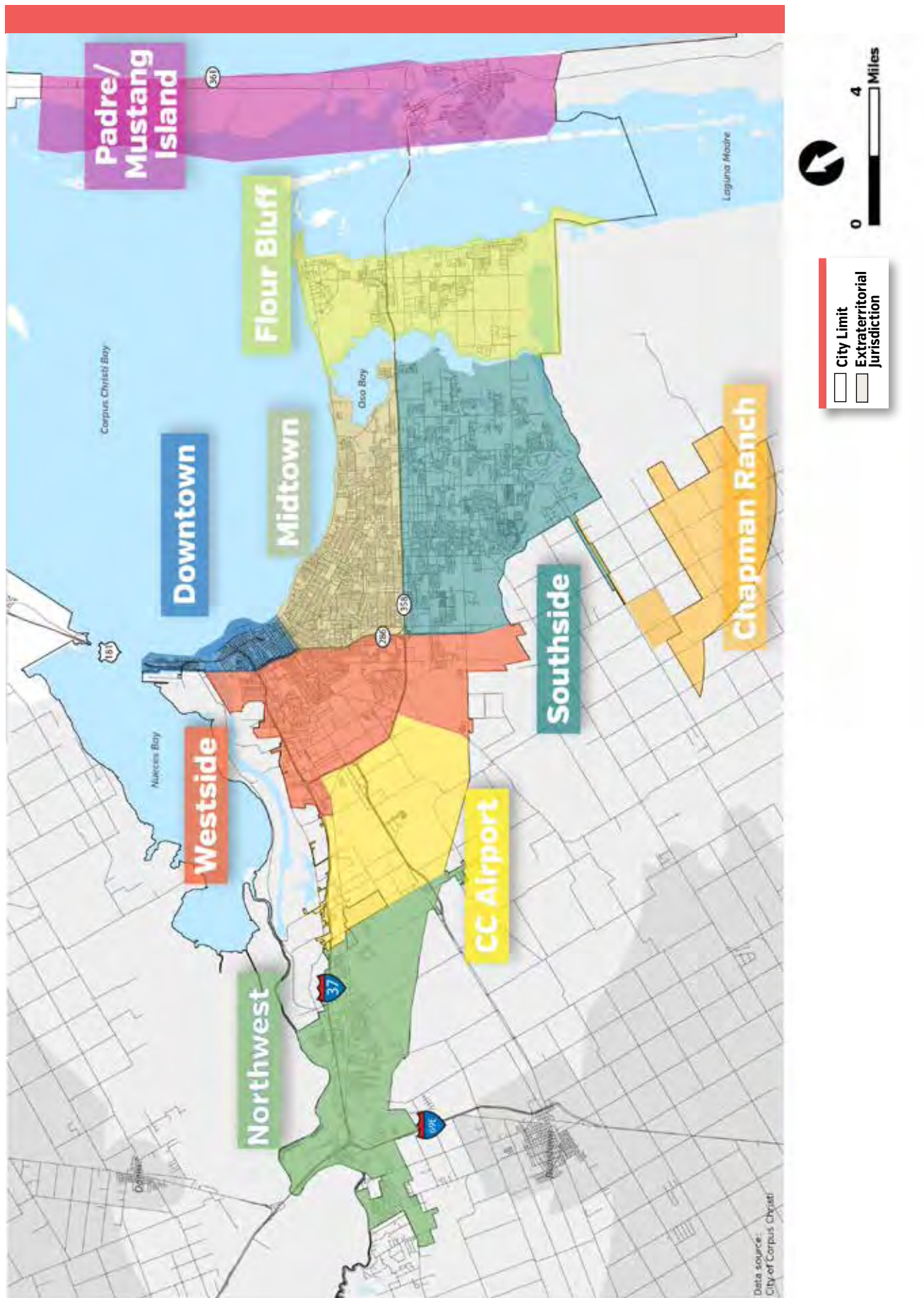
- **Pursue high-quality development.** Make public investments a model of excellent design and function and explore having design standards that result in well-designed connected neighborhoods and built environments. Consistent application of clear standards will make the city more attractive for people who live here now and attract new residents.
- **Be strategic.** Strategically integrate public physical, economic, and social investments to leverage private investment and grants in order to create critical mass that supports enhanced choices in housing, transportation, and retail and services. This critical mass will then stimulate self-sustaining activities.

Goals and Strategies

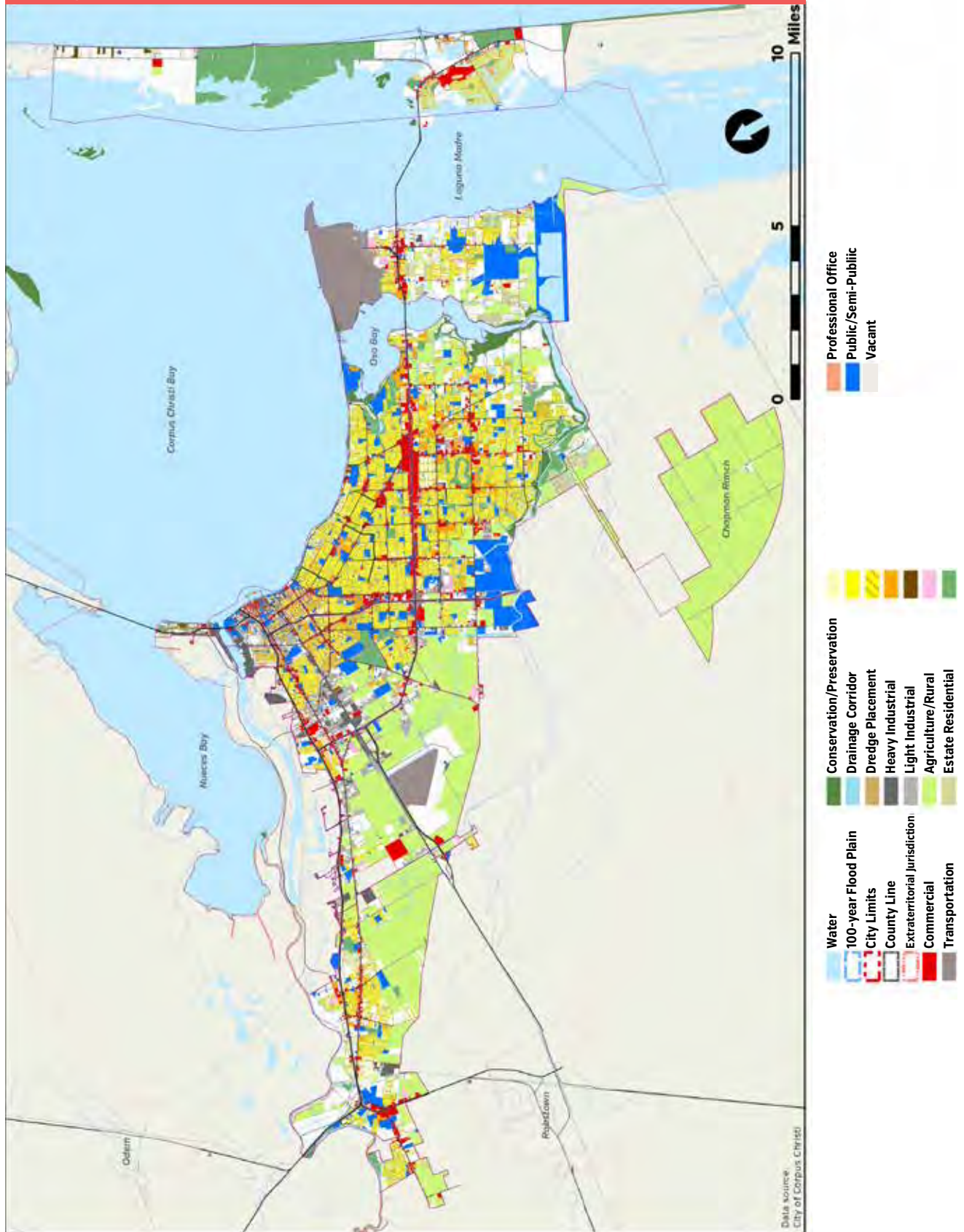
GOALS	STRATEGIES FOR DECISION MAKERS
1. Corpus Christi development patterns support efficient and cost-effective use of resources and high quality of life.	<ol style="list-style-type: none">1. Encourage the protection and enhancement of residential neighborhoods.2. Promote the stabilization, revitalization and redevelopment of older neighborhoods.3. Explore the creation of a City redevelopment authority or similar agency.4. Encourage orderly growth of new residential, commercial, and industrial areas.5. Promote a balanced mix of land uses to accommodate continuous growth and promote the proper location of land uses based on compatibility, locational needs, and characteristics of each use.6. Promote the monitoring of current development to identify infrastructure capacity deficiencies in advance of future development.7. Promote and incentivize with both financial and non-financial incentives the location of new residential developments adjacent to and connected to existing development.

2. Downtown and mixed-use urban and neighborhood villages provide walkable environments and new housing options.	<ol style="list-style-type: none">1. Support planning to explore the idea of creating urban and neighborhood villages at major intersections as identified by the mixed-use category in the Future Land Use Map.2. Promote residential and mixed-use development downtown.3. Promote compact and walkable mixed-use urban villages that concentrate retail and services within walking distance of neighborhood residences and where they could support improved public transportation service, such as expected major bus stations and future stops for bus rapid transit, creating “transit-ready” locations.4. Promote neighborhood villages consisting of smaller mixed-used areas to concentrate neighborhood-serving retail and services along with some residential development.
2. Corpus Christi has well-designed neighborhoods and built environments.	<ol style="list-style-type: none">1. Encourage and incentivize, with both financial and non-financial incentives, design standards that result in high quality built environments.2. Support having a stakeholder committee to develop design standards and policies for areas of the city where deemed appropriate.3. Encourage residential infill development on vacant lots within or adjacent to existing neighborhoods.4. Promote interconnected neighborhoods with appropriate transitions between lower-intensity and higher-intensity land uses.5. Support the separation of high-volume traffic from residential areas or other noise-sensitive land uses.6. Encourage direct arterial access for high-density apartments or interior access from a street designed specifically to collect the apartment traffic and distribute it directly to an arterial without passing through a lower density residential area.7. Encourage convenient access from medium-density residential development to arterial roads.8. Promote medium density activities, such as apartments or office uses around commercial centers of high density, and the remaining area by low density use such as single-family dwellings.9. Encourage compact as opposed to linear form commercial centers to provide for a grouping of activities. Such grouping of activities generally permits more effective traffic management, i.e., left turn conflicts can be minimized, entryways/exits can be designed to serve several businesses and right turns onto major streets can be encouraged.10. Encourage the design of commercial centers in a manner that minimizes the impacts of automobile intrusion, noise and visual blight on surrounding areas.11. Screening fences, open space or landscaping can provide an essential buffer between shopping and residential areas.

3. Regulations to protect military and civilian airfield and airport use are in place.	<ol style="list-style-type: none"> 1. Adopt appropriate regulations consistent with the recommendations of the Joint Land Use Study. 2. Continue to consider the compatibility of proposed uses with military airfield operations when making decisions on rezoning requests. 3. Avoid development that is incompatible with the operation of military airfields and the airport.
4. Transitions from residential enclaves to non-residential uses have occurred in industrial and aviation special districts.	<ol style="list-style-type: none"> 1. Support city involvement in setting up a fair transition process.
5. Annexation plans provide for orderly growth and industrial agreements in the ETJ (Extra-territorial jurisdiction). Orderly Development: Development that occurs and is managed by local government according to adopted land use plans and utility master plans, thereby providing cost effectiveness and land use compatibility.	<ol style="list-style-type: none"> 1. Support policies and regulations that ensure orderly development in annexed areas, as rapid unordered growth can cause numerous urban problems that include traffic congestion and the inability to meet infrastructure needs. 2. Support an orderly and prioritized annexation program to insure an adequate supply of developable land. 3. Support a policy of annexation of land at the periphery of the city to protect the city from urban growth that is incompatible with the developmental objectives of Corpus Christi and to achieve orderly growth. 4. Land should be annexed so that all structures are constructed in accordance with building, plumbing, electrical, and other City codes, which are designed to ensure the public health, safety, and welfare. 5. Annexation should occur so that impacted areas may benefit from public health programs, zoning laws, police and fire protection, and so that new developments may be planned and linked to the municipal water supplies, wastewater, and storm drainage systems. 6. Support the evaluation of the use of industrial district agreements in lieu of annexation for industrial areas of the city and ETJ. 7. Use annexation powers combined with minimum lot size in zoning and infrastructure policy and strategic City investments in infrastructure to promote orderly and efficient development in the ETJ. 8. Adopt master utility plans to facilitate orderly development.



Existing Land Use



RURAL USES***Agriculture/Rural Enterprise***

This category includes farms and other enterprises that serve the rural population, such as convenience retail and gas stations, agricultural suppliers, and so on. Uses include:

- Single-family homes on very large lots or associated with rural enterprise uses
- Agricultural uses
- Vacant land that has not previously been developed
- Small business clusters that serve a rural population

RESIDENTIAL USES

The predominant residential land use in the City of Corpus Christi is the single-family dwelling at a range of densities. Plan CC designates density levels for single-family housing, duplexes, townhouses, multifamily development, and mixed-use development, which can include housing. The purpose of this approach is to show multifamily housing locations. All residential categories also include schools, churches, and neighborhood-serving public uses. Where small enclaves of residential uses are surrounded by existing or planned light-industrial or intensive commercial uses, rezoning should not perpetuate or enlarge these enclaves.

Single-Family

- Low-density residential: up to 4 3 units per acre
- Medium-density residential: 4 to 13 units per acre (including two-family dwellings)
- High-density residential: more than 13 units per acre

Multifamily

- Multifamily development can range from small apartment buildings with three or four units and townhouse developments to large apartment buildings.
- Smaller buildings of no more than three stories can coexist with neighborhoods of predominantly single-family housing, preferably located at intersections or on collector streets.

- Preferred locations for larger buildings include downtown and downtown-adjacent areas, locations within a walkable distance of urban village cores, and transportation and transit corridors.

COMMERCIAL USES

Commercial land uses include retail and office uses that are typically open to the public at large. Other commercial uses, such as wholesale and distribution businesses, are included in the light industry category because they have similar impacts, such as high volumes of trucking. In Corpus Christi, 60 percent of retail development is located in the SH 358/South Padre Island Drive corridor. The concentration of retail and other commercial businesses in this corridor is unlikely to change, particularly because so much of it is located on frontage roads to the highway. The desired change is for redevelopment and transformation of this commercial area into higher-value and more attractive development with higher design standards. Schools, churches, and neighborhood-serving public uses can be included in commercial land use areas. Zoning can distinguish among different types of commercial development including:

Neighborhood Commercial

- Areas for neighborhood retail and services that meet the day-to-day needs of residents and workers of surrounding neighborhoods (typically within a 3-mile radius) with a range of uses such as smaller grocery stores, banks, restaurants and services such as small professional and health offices, barber/beauty shops, dry cleaners, and so on.
- These areas are accessible by automobile with sufficient parking, but also should be designed to accommodate pedestrian and bicycle access.

General Commercial

- Commercial areas serving a citywide or regional trade area, including shopping and entertainment centers that offer a range of retail and service establishments, including large supermarkets, department stores, movie theaters, big box stores, and supporting retail and professional services.

- Office buildings or office uses on upper stories.
- Leisure and entertainment uses.
- General commercial areas are generally accessed by auto, but these properties should be designed to accommodate pedestrians and bicyclists, provide interior circulation between properties, and use appropriate landscaping to counter heat island and storm water-management impacts.

INDUSTRIAL USES

Most of the industrial uses within the city limits of Corpus Christi are light industrial; heavy industry is located in the ETJ industrial districts.

Light Industrial

- Light industrial and office uses, potentially in “business park” settings, and typically near major transportation routes and services including highways, railroads, and airport facilities.
- Light industrial uses typically produce consumer or end-user goods, require limited amounts of raw materials and energy, and are small- to medium-scale in size. Examples include food processing, furniture manufacture, and consumer electronics.
- Small- to medium-sized warehouse and distribution uses.
- Urban agriculture to produce a mixture of foodstuffs for sale
- Supporting uses, such as minor retail and services that support the major uses.

Heavy Industrial

- Heavy manufacturing and large warehousing and distribution facilities.
- Heavy industry is capital-intensive and generally sells to other industries rather than to final consumers.
- Uses that require significant truck traffic and/or
- Supporting uses such as minor retail, services, and offices connected to the industrial use or serving an industrial park.
- Certain public uses, such as landfills, that have an industrial character and impact.

Special Aviation Transition District

The Special Aviation Transition District is also a district for transition from residential to nonresidential uses, but for a different reason. NAS-CC and the City prepared and adopted a Joint Land Use Study (JLUS) in 2013 that called for land use changes to ensure compatibility with military and civilian aviation. For NAS-CC, this means avoiding residential land uses and other concentrations of people between the military installation and South Padre Island Drive. Implementing this recommendation of the JLUS is particularly important for NAS-CC, one of the most important employers in Corpus Christi. The federal government is expected to begin another evaluation of potential base closings in 2017, and efforts to implement the JLUS will help secure NAS in Corpus Christi.

The Aviation Transition District is home to a low- and moderate income population of owner-occupants and tenants and the transition process is likely to take many years.

MIXED-USE AREAS

Mixed-use centers, ranging from vibrant downtown environments to active urban villages, include residential, retail, and office uses. Mixed-use centers are pedestrian-friendly and provide concentrated population and activity centers that can support enhanced transit. The mixture can be vertical, with uses on different floors of a building, and horizontal, with different uses side by side, and include multifamily, townhouse, cottage and small-lot single-family residential, retail and services, offices, hotels and live/work structures. Buildings should be oriented to the street, with active ground-floor uses that provide easy pedestrian access. Parking should be located in the rear of the lot or to the side where lots are shallow, or in parking structures. Shared parking districts can make parking more efficient and benefit the entire district. Uses that require large amounts of trucking are not suitable for mixed-use areas. Churches, schools and public uses are included in mixed-use areas.

Plan CC has one mixed-use land use designation that includes three types of mixed-use districts, which can be distinguished through zoning or overlay districts:

- **Downtown:** Downtown is the largest center of pedestrian-oriented, mixed-use activity, with both vertical and horizontal mixture of uses, including housing, offices, ground-floor retail, services, restaurants and entertainment, cultural amenities, and so on. The mixture of uses creates a vibrant 18- to 24-hour, 7-day-a-week live-work-play environment.
- **Urban Village:** Urban Villages are medium-sized walkable centers that cover multiple blocks, include ground-floor stores and restaurants and upper-story offices, and typically have public transportation stops or stations. The types of stores, restaurants, and other amenities serve residents in the surrounding neighborhood and attract people from other parts of the city.
- **Neighborhood Village:** Neighborhood Villages are smaller, walkable, mixed-use villages that can be as small as a few blocks around an intersection. They primarily serve the surrounding neighborhoods with retail and services.
- A “**collegetown**” is a type of Urban Village, with retail, services, entertainment, and (often) housing, that is oriented toward the needs of students and located near a university or college or student-oriented housing.

INSTITUTIONAL

Hospitals, colleges, universities, and similar institutions, whether public or private, are designated as separate land uses because of their campus-like character, which requires special attention to edges and relationships with adjacent areas.

GOVERNMENT

Government uses include federal, state, county, regional and municipal government facilities and installations, except for government-owned institutions.

PERMANENT OPEN SPACE

Parks and playgrounds, recreational fields and facilities, greenways, and other green areas managed for public access and recreation

FLOOD PLAIN CONSERVATION

Lands within the 100-year flood plain, preferably preserved for environmental reasons. The flood plain conservation designation should be updated when new FEMA maps are adopted to better represent which lands are impacted by flooding.

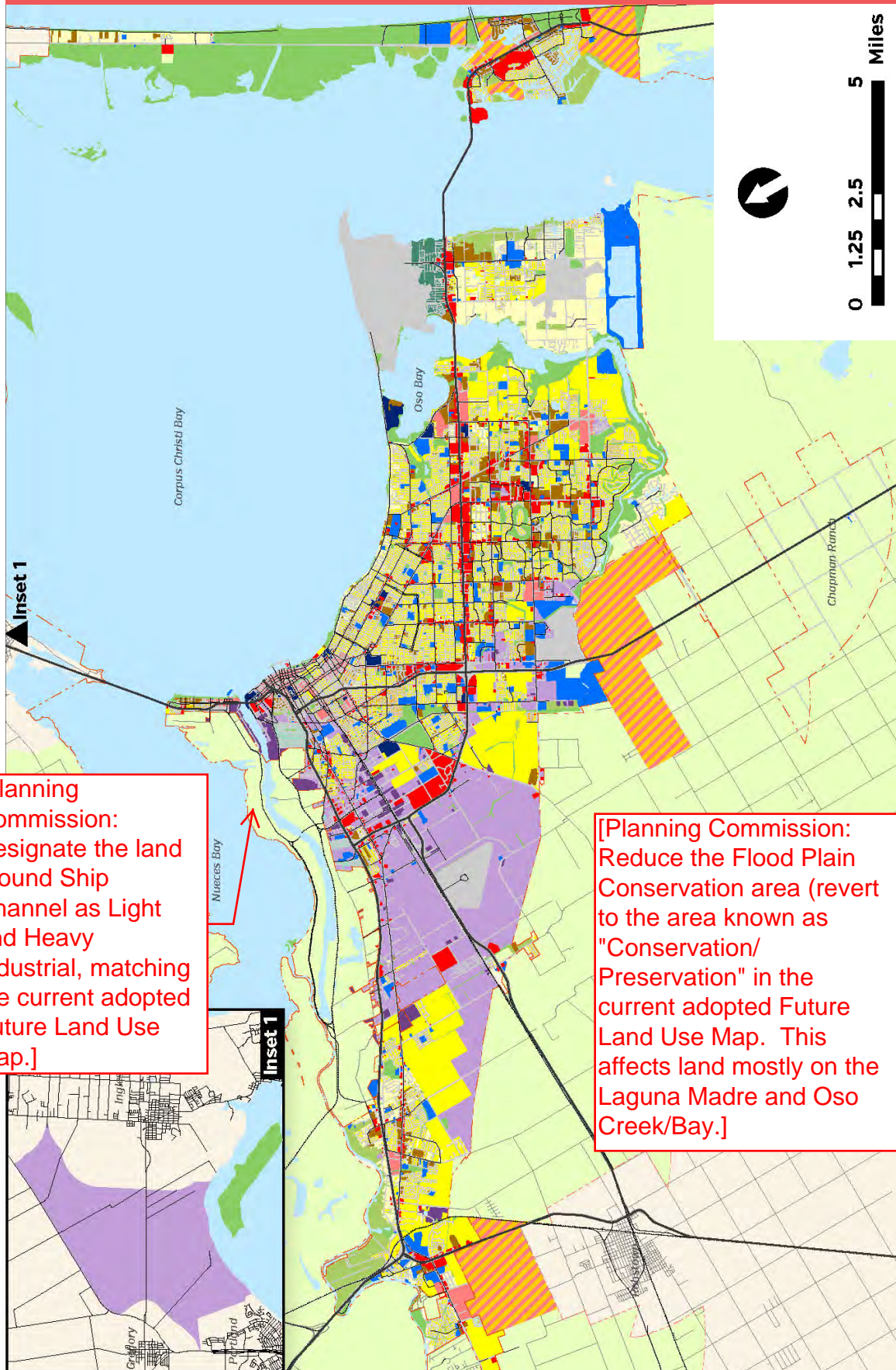
TRANSPORTATION

Airports, railroads, highway and interstate rights-of-way.

PLANNED DEVELOPMENT AREAS

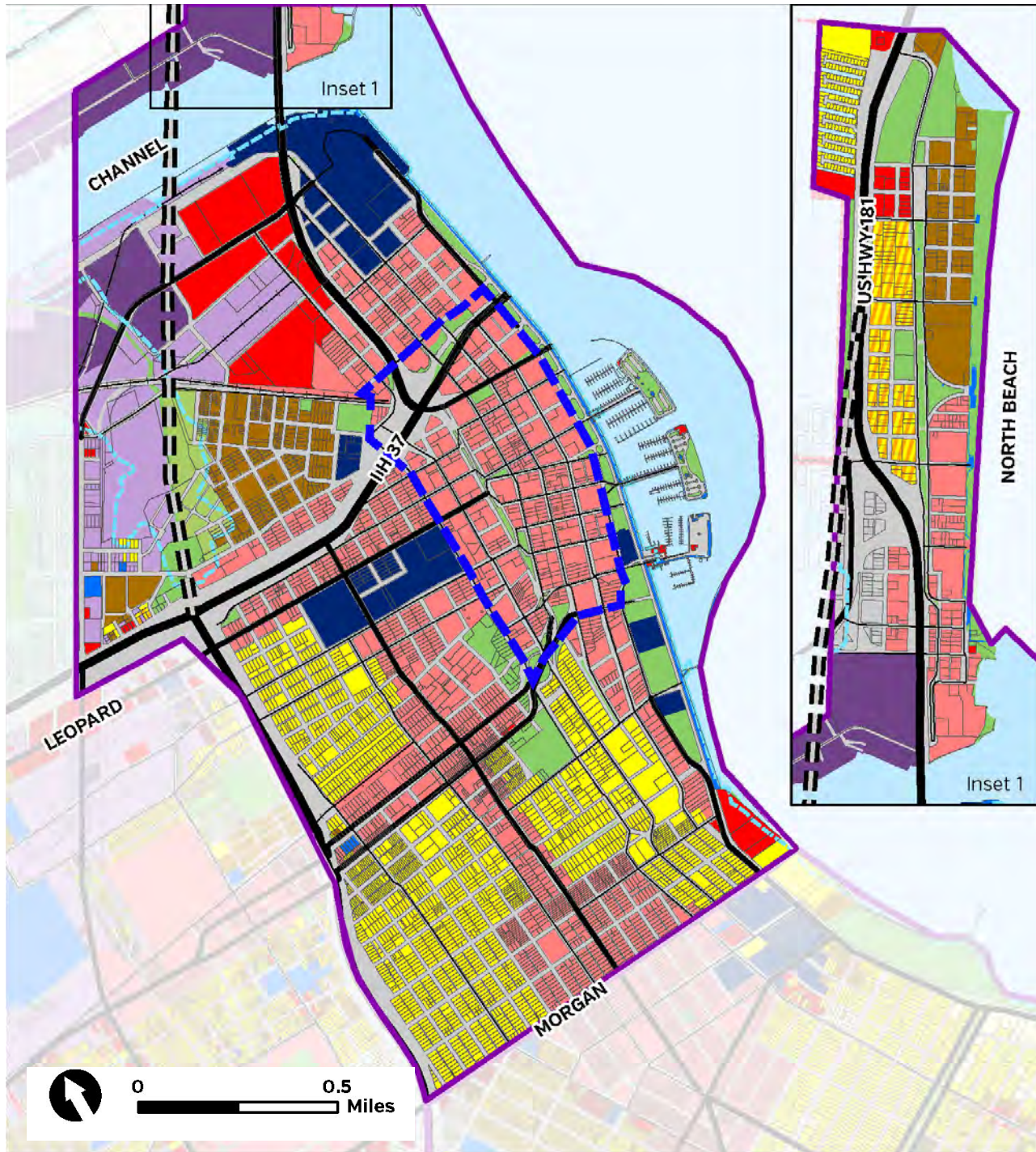
Planned development areas are lands that are currently undeveloped or underutilized but may be suitable in the future for a variety of uses, taking into account environmental and other constraints. Designated on Padre and Mustang islands and in the potential annexation areas, planned development areas are expected to require a rezoning tied to a master planning process or an Area Development Plan process

Future Land Use



Downtown

Future Land Use



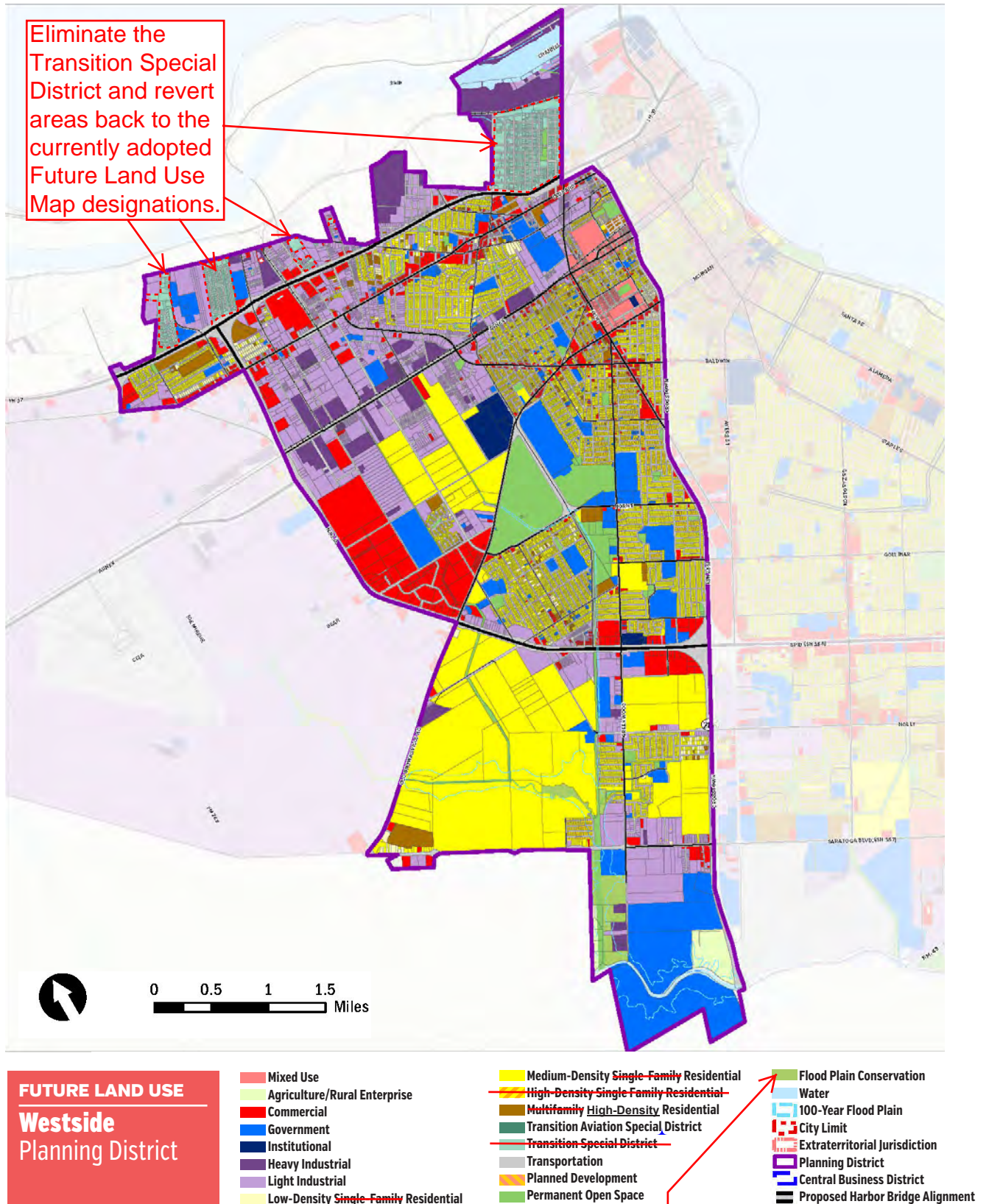
FUTURE LAND USE Downtown Planning District

- Mixed Use
- Agriculture/Rural Enterprise
- Commercial
- Government
- Institutional
- Heavy Industrial
- Light Industrial
- Low-Density ~~Single-Family~~ Residential

- Medium-Density ~~Single-Family~~ Residential
- ~~High-Density Single-Family Residential~~
- ~~Multifamily High Density Residential~~
- Transition Aviation Special District
- ~~Transition Special District~~
- Transportation
- Planned Development
- Permanent Open Space

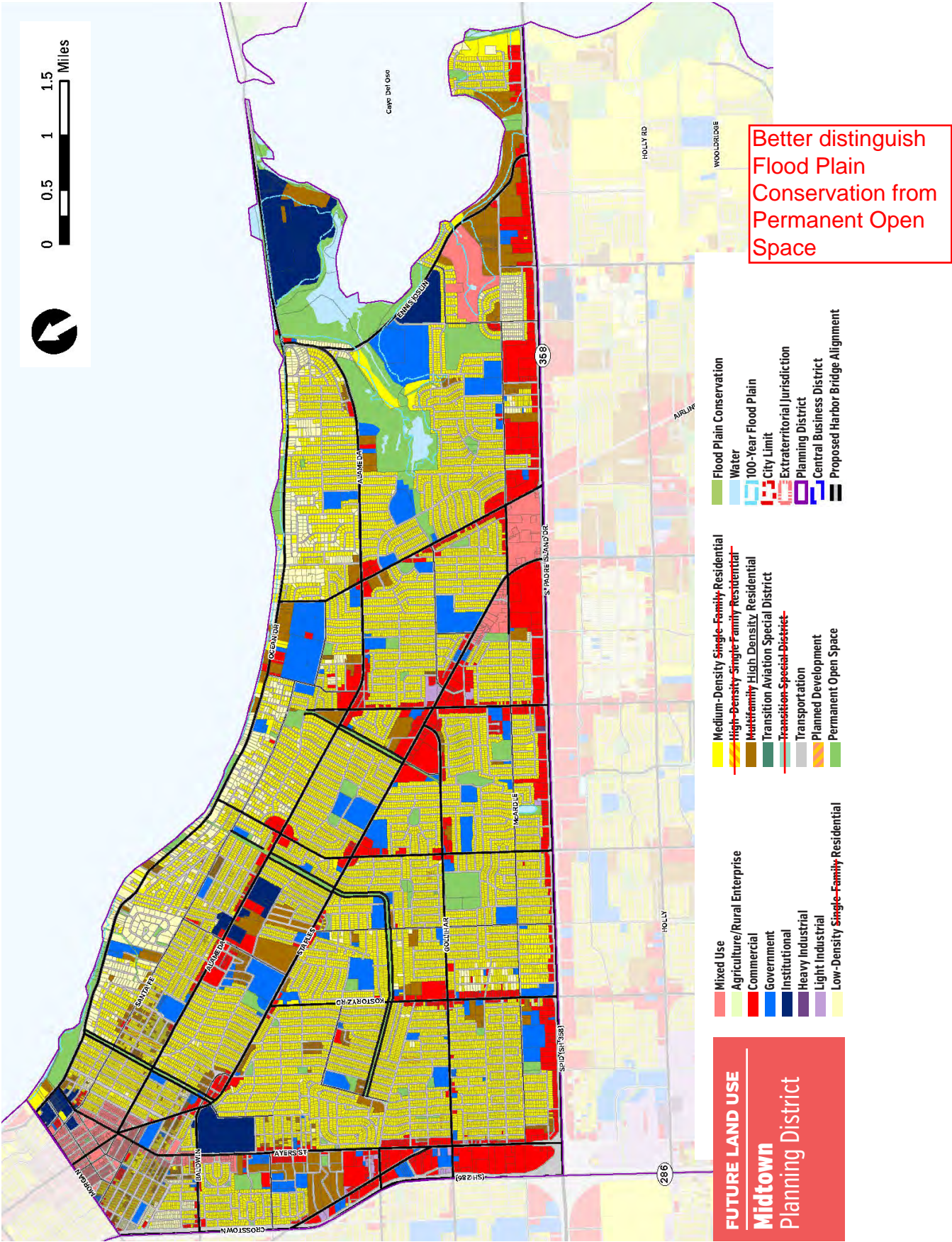
- Flood Plain Conservation
- Water
- 100-Year Flood Plain
- City Limit
- Extraterritorial Jurisdiction
- Planning District
- Central Business District
- Proposed Harbor Bridge Alignment

Westside Planning District

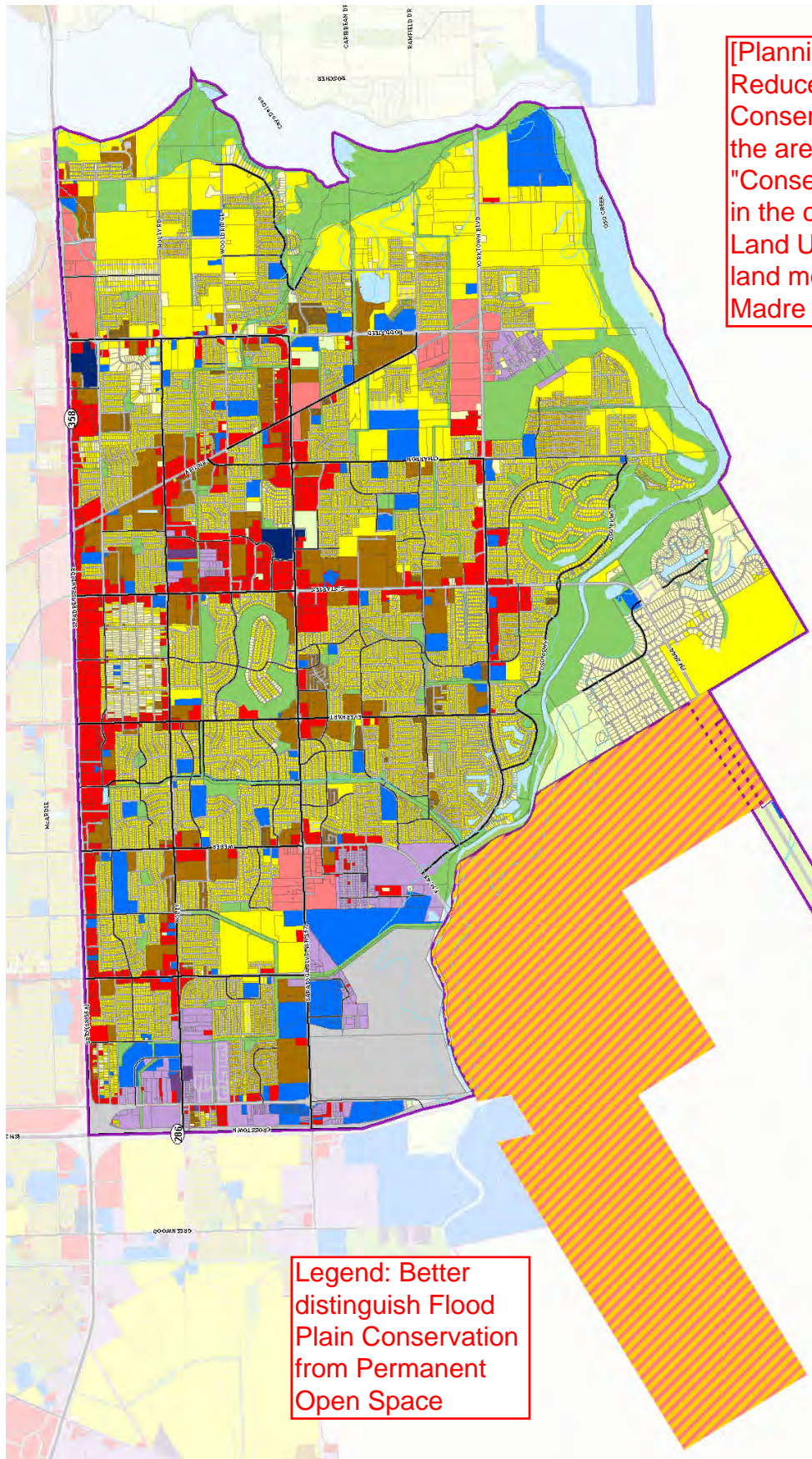


Better distinguish Flood Plain Conservation from Permanent Open Space

Midtown Planning District Future Land Use

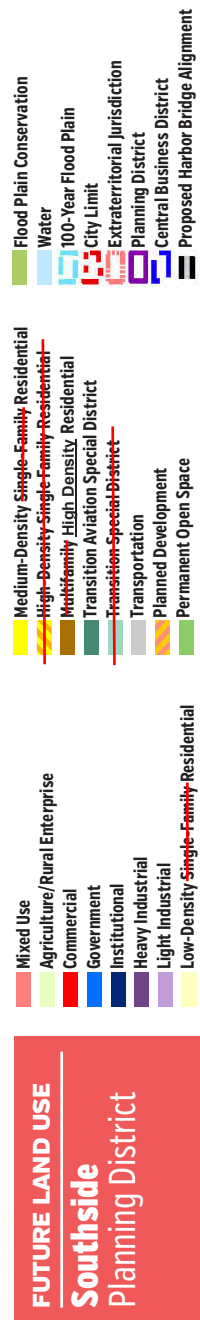


Southside Planning District **Future Land Use**

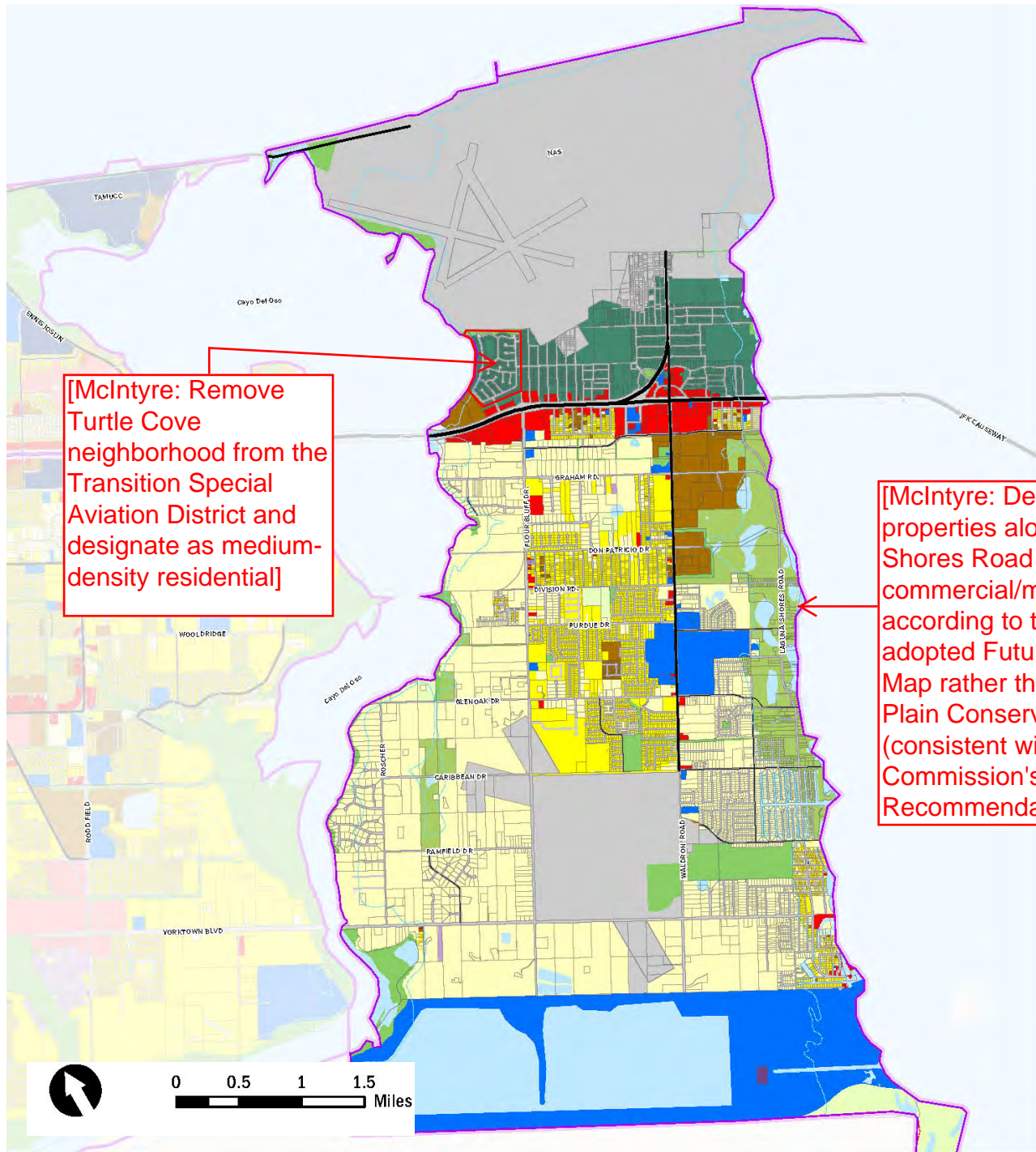


[Planning Commission: Reduce the Flood Plain Conservation area (revert to the area known as "Conservation/Preservation" in the current adopted Future Land Use Map. This affects land mostly on the Laguna Madre and Oso Creek/Bay.)]

Legend: Better distinguish Flood Plain Conservation from Permanent Open Space



Flour Bluff Planning District



[McIntyre: Remove Turtle Cove neighborhood from the Transition Special Aviation District and designate as medium-density residential]

[McIntyre: Designate properties along Laguna Shores Road as commercial/multifamily according to the current adopted Future Land Use Map rather than as Flood Plain Conservation (consistent with Planning Commission's Recommendation)]

FUTURE LAND USE Flour Bluff Planning District

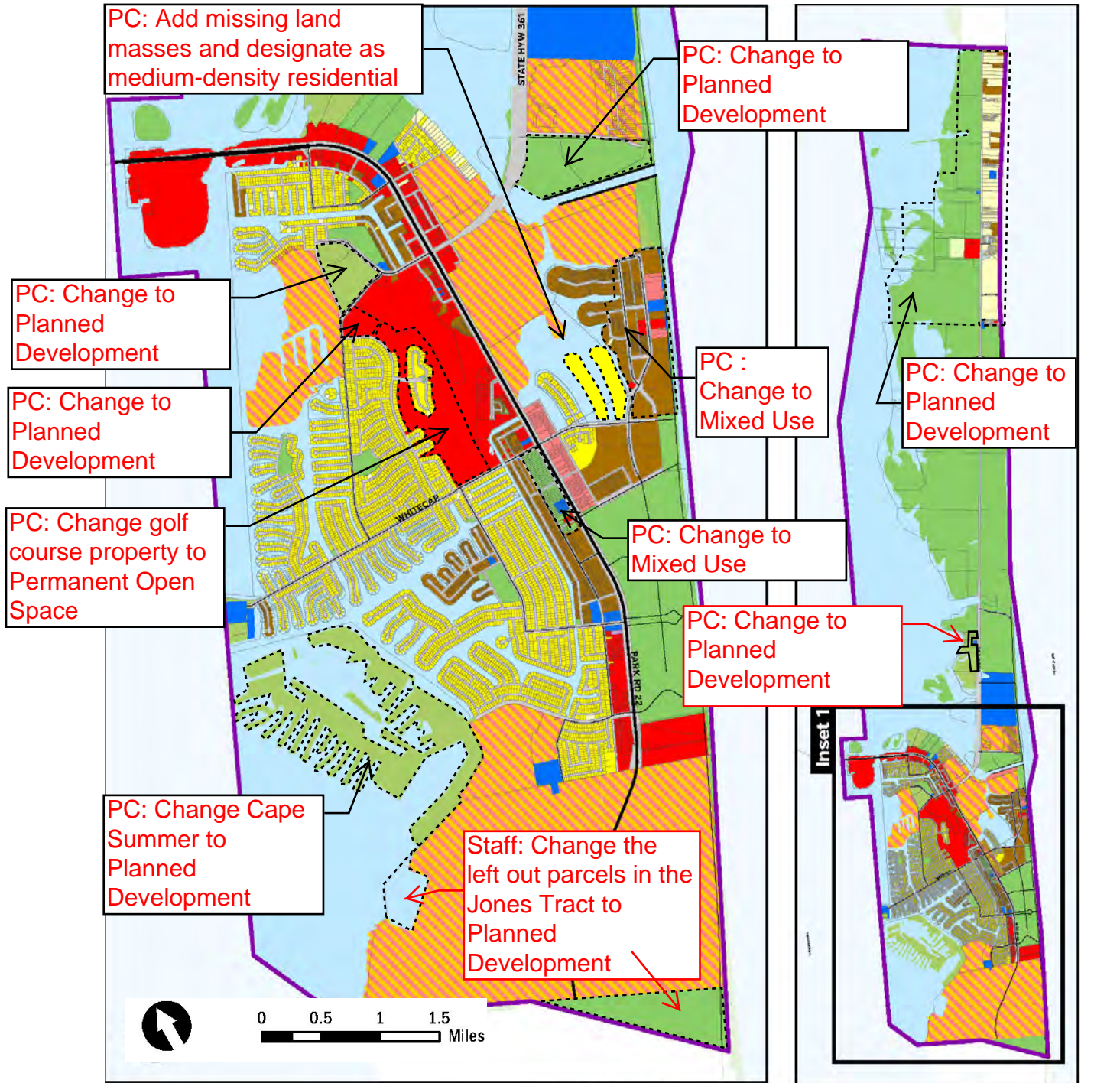
- Mixed Use
- Agriculture/Rural Enterprise
- Commercial
- Government
- Institutional
- Heavy Industrial
- Light Industrial
- Low-Density Single-Family Residential

- Medium-Density Single-Family Residential
- High-Density Single-Family Residential
- Multifamily High-Density Residential
- Transition Aviation Special District
- Transition Special District
- Transportation
- Planned Development
- Permanent Open Space

- Flood Plain Conservation
- Water
- 100-Year Flood Plain
- City Limit
- Extraterritorial Jurisdiction
- Planning District
- Central Business District
- Proposed Harbor Bridge Alignment

[Planning Commission: Better distinguish Flood Plain Conservation from Permanent Open Space]

Padre/Mustang Planning District Future Land Use



FUTURE LAND USE

Padre Island/ Mustang Island Planning District

Mixed Use
 Agriculture/Rural Enterprise
 Commercial
 Government
 Institutional
 Heavy Industrial
 Light Industrial
 Low-Density Single-Family Residential

Medium-Density Single-Family Residential
 High-Density Single-Family Residential
 Multifamily High-Density Residential
 Transition Aviation Special District
 Transition Special District
 Transportation
 Planned Development
 Permanent Open Space

Flood Plain Conservation
 Water
 100-Year Flood Plain
 City Limit
 Extraterritorial Jurisdiction
 Planning District
 Central Business District
 Proposed Harbor Bridge Alignment

Better distinguish Flood Plain Conservation from Permanent Open Space

Legend:

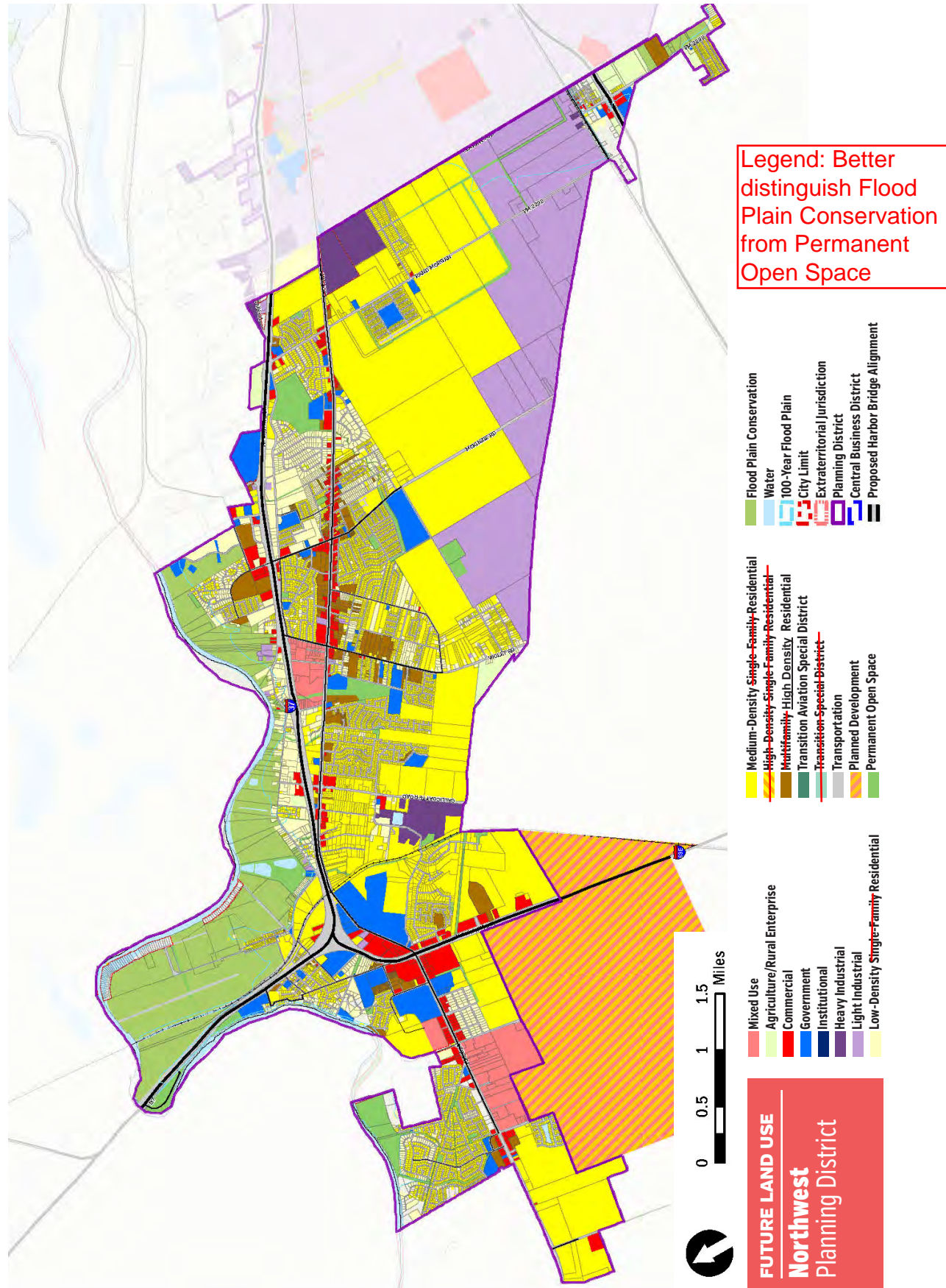
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- Agriculture/Rural Enterprise
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- Heavy Industrial
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- Medium-Density ~~Single-Family~~ Residential
- High-Density ~~Single-Family~~ Residential
- ~~Multifamily~~ High Density Residential
- Transition Aviation Special District
- ~~Transition Special District~~
- Transportation
- Planned Development
- Permanent Open Space
- Flood Plain Conservation
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- 100-Year Flood Plain
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FUTURE LAND USE

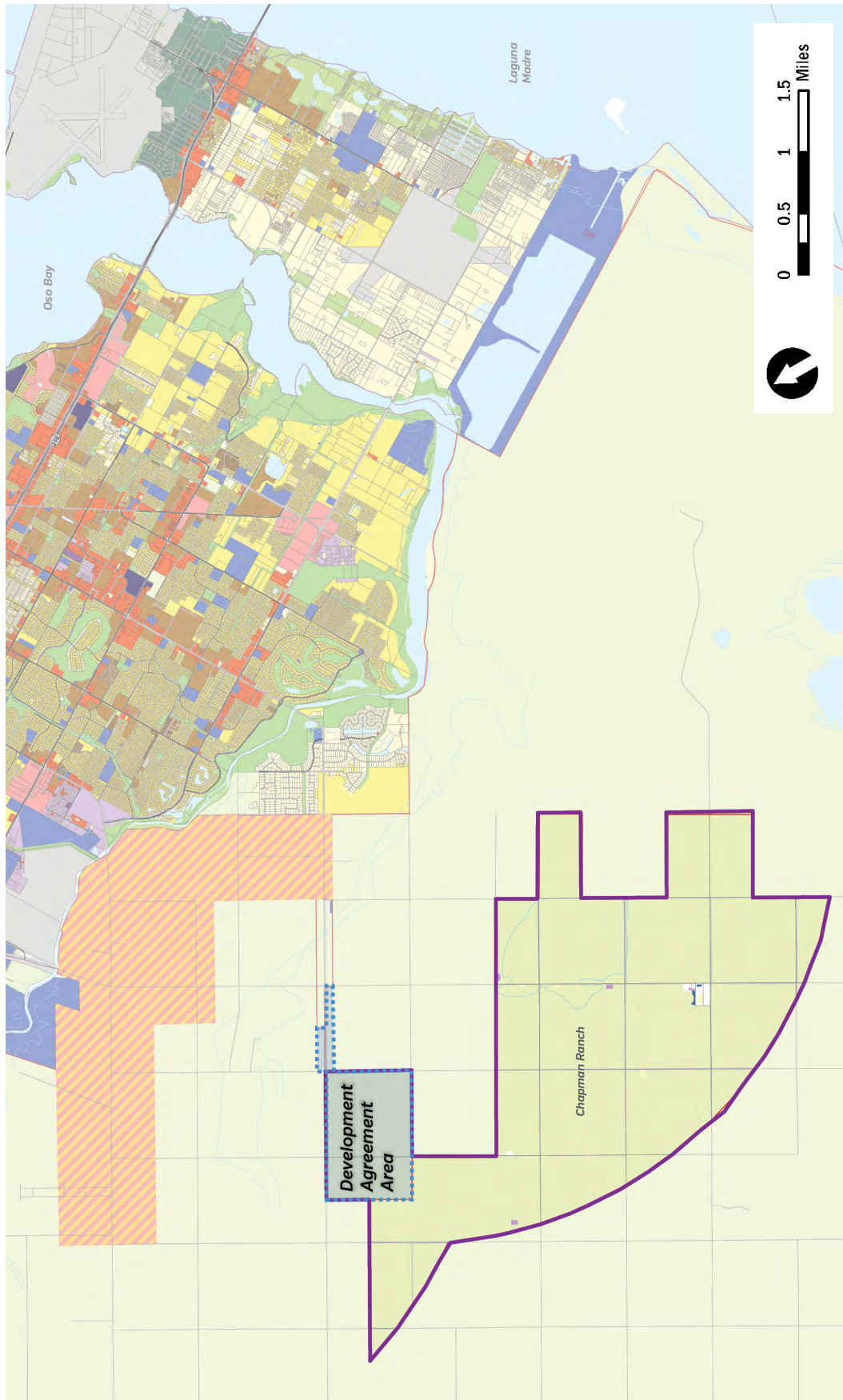
CC Airport

Planning District

Northwest Planning District **Future Land Use**



Chapman Ranch Planning District **Future Land Use**



Legend: Better distinguish Flood Plain Conservation from Permanent Open Space

- | | | |
|---------------------------------------|--|----------------------------------|
| Mixed Use | Medium-Density Single-Family Residential | Flood Plain Conservation |
| Agriculture/Rural Enterprise | High-Density Single-Family Residential | Water |
| Commercial | Multifamily High Density Residential | 100-Year Flood Plain |
| Government | Transition Aviation Special District | City Limit |
| Institutional | Transition Special District | Extraterritorial Jurisdiction |
| Heavy Industrial | Transportation | Planning District |
| Light Industrial | Planned Development | Central Business District |
| Low-Density Single-Family Residential | Permanent Open Space | Proposed Harbor Bridge Alignment |

FUTURE LAND USE
CC Airport
 Planning District

This is a placeholder for the draft FEMA maps.



Element 8

Stewardship and Implementation of the Plan

This element focuses on **implementation of the plan**. The first focuses on how to make Plan-CC a “living” plan that is used, implemented, monitored and-regularly updated, including organizational and incentive-strategies to advance implementation. Although there is more focus on goals that the City of Corpus Christi government can accomplish, many goals will also need the participation of private-sector partners.

Goals and Strategies

GOALS	STRATEGIES FOR DECISION MAKERS
1. A new, long-range planning system is in place.	<ol style="list-style-type: none">1. Establish a comprehensive plan system based on a twenty-year time horizon.2. Require that Area Development Plans and Specific3. Plans reflect the vision and goals of the overall comprehensive plan.4. Amend planning ordinances to reflect the new type of comprehensive planning system.
2. The comprehensive plan, area development plans, utility and transportation master plans are subject to regular public review of progress.	<ol style="list-style-type: none">1. Establish public review of progress in implementing the plan.2. Review and update the plan on an annual basis, identifying short-, medium-, and long-term goals with specific objectives.
3. A new Planning Department is in place.	<ol style="list-style-type: none">1. Give the Planning Department a proactive role in coordinating initiatives to implement comprehensive and other plans.
4. The City has enhanced and new tools to implement the plan.	<ol style="list-style-type: none">1. Make City programs and resources consistent with implementation of Plan CC.2. Use incentives strategically to create a critical mass of improvements in designated areas.
5. Implementation of the comprehensive plan is incorporated in decision- making at multiple levels.	<ol style="list-style-type: none">1. Use the plan in preparing and approving other planning and implementation activities by City agencies.
6. The City has expanded funding options to achieve the goals.	<ol style="list-style-type: none">1. Use the funding approach that fits the goal.2. Consider new revenue strategies to meet capital and operational needs in the future.3. Build relationships with government funders and philanthropies.4. Actively pursue grants to assist in implementation of the comprehensive plan.