

# R/UDAT

## CORPUS CHRISTI



NA9127  
.C79A43

REGIONAL/URBAN DESIGN ASSISTANCE TEAM



# **R / UDAT CORPUS CHRISTI**

- **PLANNING THE FUTURE**
- **JOINING THE TWO CULTURES**
- **THE CORE IN THE REGION**

**PREPARED FOR THE  
CITIZENS R / UDAT OF  
CORPUS CHRISTI, INC.**

**OCTOBER 16, 1978**

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# **1 CITIZENS RIUDAT AND THE FUTURE OF CORPUS CHRISTI**

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## CITIZENS R/UDAT ...

### And the Future of Corpus Christi

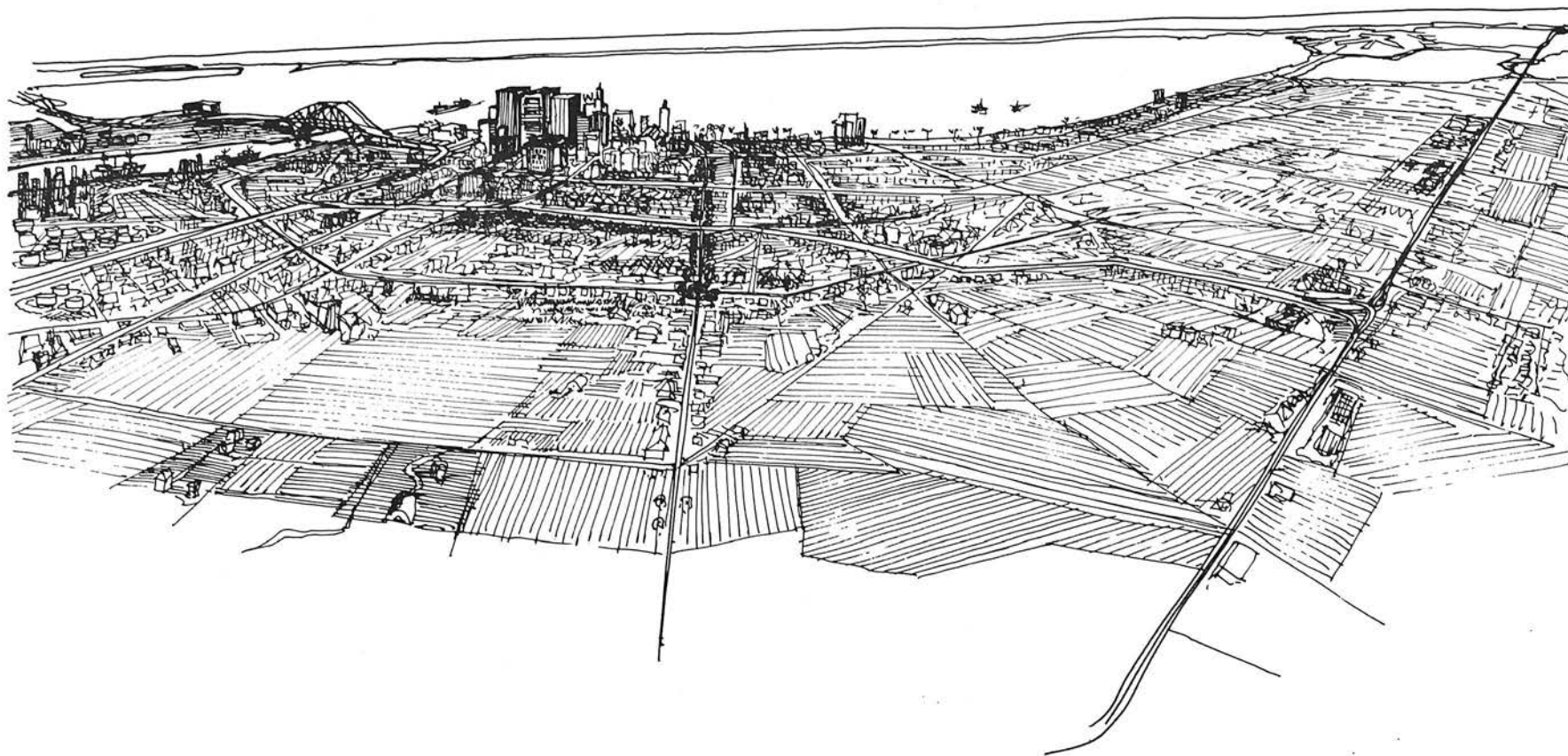
With this report, an eight-member Regional/Urban Design Assistance Team completes a four-day intensive study of Corpus Christi and its future. The team was selected by the American Institute of Architects as part of its R/UDAT program to aid American cities. Team members include architects, urban designers, economists, community planners, political scientists, landscape architects, growth management and real estate consultants.

The team came to Corpus Christi at the request of the Citizens R/UDAT of Corpus Christi, Inc., a non-profit corporation. The charge to the visiting team was to consider the present and projected economic, cultural, political and social conditions of the city and to show how good planning and development strategies would improve the city's future.

In its overall study, the team reviewed past plans and proposals and specifically studied such areas as housing, downtown revitalization, transportation, education and the conservation of the waterfront. It focused its energies on those ideas which seemed to have the most potential for immediate action.

It has set forth recommended procedures to implement the goals outlined. Some are designed for early implementation; others over the long term. The Citizens R/UDAT of Corpus Christi will serve as a catalyst for followup action by interested citizens. It will sponsor conferences among citizens and governmental officials to focus on the team's recommendations. As a tax-exempt corporation (501(c.)(3.)), it will continue to receive funds to help insure implementation of those recommendations. Citizens R/UDAT of Corpus Christi

will also sponsor followup visits by members of the  
AIA R/UDAT periodically to maintain public interest  
in projects for the future of Corpus Christi.



# **2**

## **INEVITABLE CHANGE**

## INEVITABLE CHANGE

Time, energy, talent and money are invested daily in Corpus Christi to foster progress. Both the public sector and private business are involved. Yet when the R/UDAT study began, the citizens and organizations of the city expressed a sense of frustration. Their needs and expectations of change outstrip the reality.

Quite possibly, we have concluded in this study, the reason is that there are crucial problems in the community that have existed for a long time, have been subject to repeated analysis and have not been resolved.

A most striking feature of Corpus Christi is that it has almost totally failed to capitalize on the rich cultural heritage of its Mexican community. In its physical aspects, Corpus Christi almost seems to be renouncing its heritage. The physical setting of Corpus Christi is one of the most dramatic and beautiful in the country. That setting, if it were complimented by a community that celebrated its cultural heritage in its buildings, activities and economic life, could produce one of the most attractive and vital cities in North America. Instead, it is a city of great potential with urban problems it should not have. Vacancies, underutilization of land and inappropriate uses mar the central business district. Major arteries in the city are textbook examples of visual blight.

Despite the presence of a magnificent waterfront area, the city's share of the regional retail and office market has been weakened. There have been energetic efforts to improve the housing stock of the city, but the most recent statistics available indicate that 23% of the housing stock in the city is dilapidated or deteriorated, and in six census





CORPUS CHRISTI BAYFRONT circa 1900

tracts over 50% of the housing is dilapidated or deteriorated.

Our charge from the Citizens R/UDAT Committee, Inc., is to look at those areas that have resisted change and propose solutions and mechanisms to achieve change.

We have studied the reports, interviewed and surveyed the places in question. The general need is to define real alternative strategies for the next generation of development in the city so that they can be evaluated by its citizens and their elected representatives.

We have perceived no effort to evaluate specific development issues with reference to any general plan for the core area of the city. If the specific issues are resolved on an ad hoc basis, the results may well discourage instead of encourage new private investment in the core area. New development in the core area can promote the aesthetic amenities of the central area and enhance its economic life only if they are the product of a carefully thought-out development plan for the core of the city. Such a plan would promote private investment as well by serving to assure prospective private developers and redevelopers that private investment will not be endangered by unanticipated public decisions with respect to public investment or private land use.

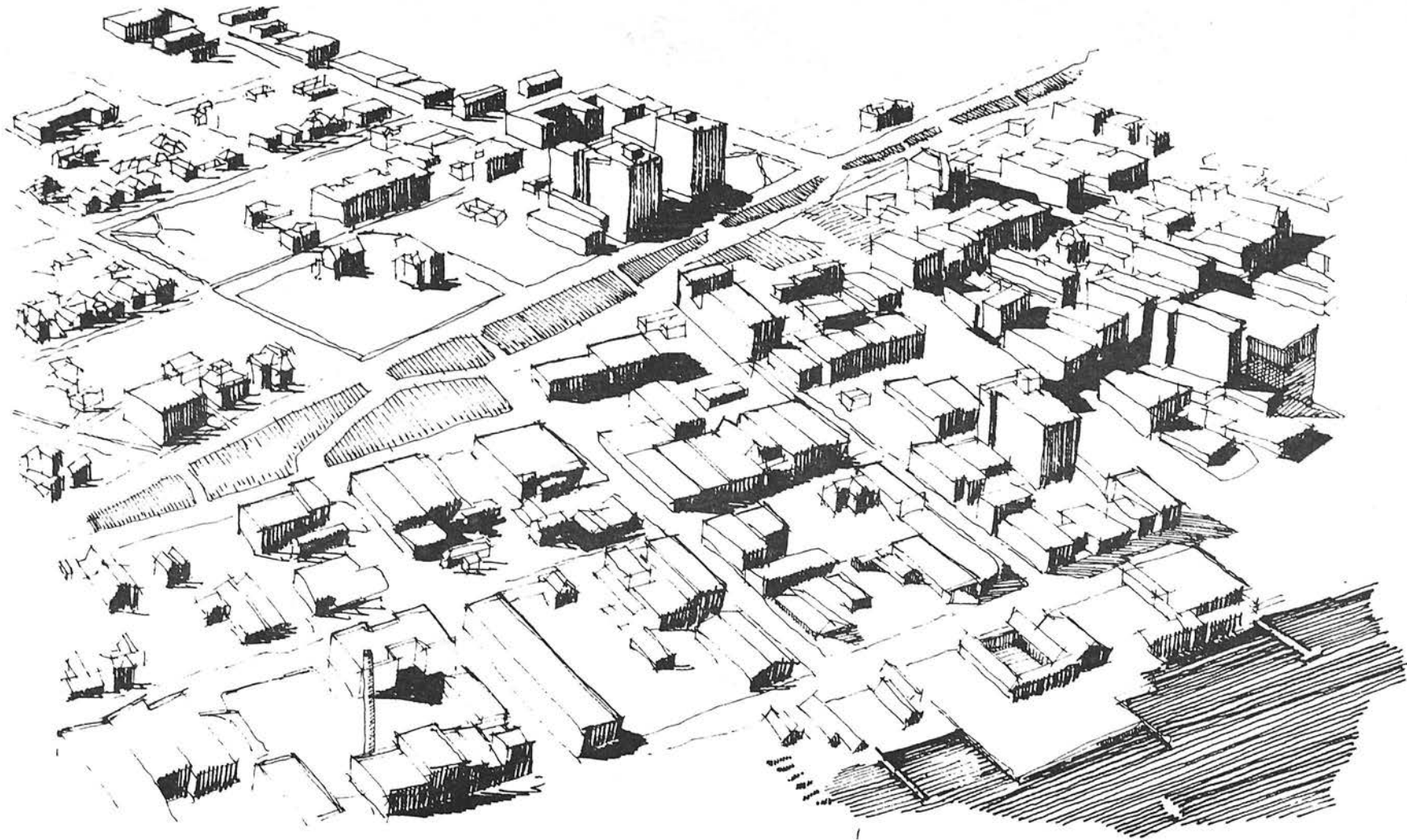
The West Side is a community within a community and as such it symbolizes an era in which the city on the bay turned its back on the barrios from which the bay could not be seen. Here the concerns are different. They center on the quality of housing and the effort of people with little or no financial means to secure safe, sanitary and adequate housing.

Access to educational opportunities that take account of and preserve the bilingual linguistic heritage of the community is a central concern of parents on the West Side. The availability of public transportation in a society dominated by the private automobile is a critical concern for those who cannot afford an automobile. Suffusing all of these concerns is the sense of pride that Chicano residents have in preserving their own cultural and social institutions, their economic autonomy, and the vitality of the commercial facilities that serve the West Side.

We have heard the concerns of the Mexican-American community articulated by its spokesmen and this report has specific recommendations to make with respect to these concerns.

Alternatives have been defined for the Core Area of the City, and for the West Side neighborhoods that constitute the home of the Spanish speaking community. Although many other issues were studied these two seemed to offer the greatest potential to

1. Deal in a symbolic and practical manner with the unification of the two main cultures of Corpus Christi by developing a physical link between them and establishing new economic opportunities at both ends of the link.
2. Establish a set of guidelines for the development and revitalization of the Core to take advantage of perceived growth markets in office construction, tourist and convention activity, townhousing, and specialty retail activity.
3. Expand the concept of the Core to combine "uptown", "downtown", bayside and aquatic areas, Convention and Science Park area, and the Corpus Christi Beach area to insure the city will



CORPUS CHRISTI - A portion of the Core in 1939 - before the  
seawall and Shoreline Blvd.

be organized to capture the growth markets identified above.

4. Research and draft the legal mechanisms necessary to make the proposals for the Core area and the West Side into implementable "packages" - concept plans, locations, assessments of markets and staging, and appropriate inducements for private development.

We believe that real changes can and will occur and that it will be a positive change in the future of Corpus Christi.



# **3**

## **PLANNING THE FUTURE OF A MULTI-CENTER**

## PLANNING THE MULTI-CENTER

Corpus Christi is the center of a 21-town region in 9 counties. Indices of growth and decline for the entire region affect the long range picture of the center city. It is the economic headquarters city of the area. It's economic health determines the long-term future of its region's health. The degree to which it captures new business and new residents, and manages the complex ideation between the natural environment and the man-made environment, determines how well its neighbors will fare. Conversely, the fact that new industry or population locates outside Corpus Christi does not indicate that new income will now flow to the core city.

The city's ability to deal fruitfully with the relationship among its multi-ethnic populations, establishes a precedent for the regional population.

The following material briefly analyzes the dynamics of these relationships between Corpus Christi and its region, and then focuses on the city to define major planning issues that confront it.



CORPUS CHRISTI  
REGION

## NATURAL RESOURCE

The R/UDAT, like every visitor to Corpus Christi, has been enormously impressed and delighted by its natural setting. An urban metropolitan area whose edges define and celebrate its form, the City has attracted residents, tourists and naturalists to share the wealth of the bays, wetlands, barrier islands and the Gulf itself.

This natural resource is a regional attribute, shared by Corpus Christi with Aransas Pass, Port Aransas, Rockport, Ingleside, Portland, and developments along Padre Island.

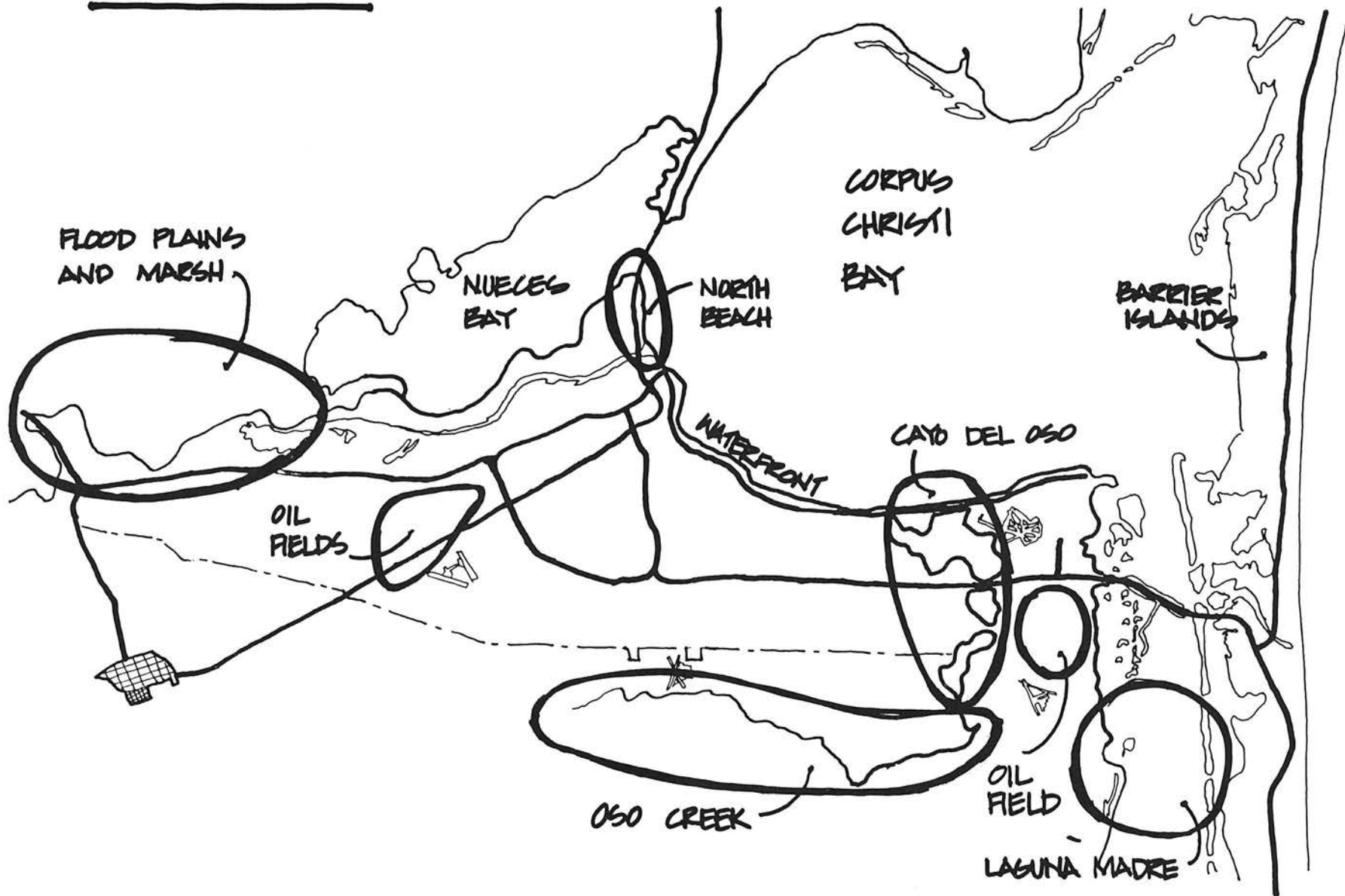
While the present form of development within the City generally respects the Bayshore and, indeed, provides for public access and enjoyment of it, there are some critical areas which have been identified during our visit as requiring careful attention and a studied approach in the near future.

1. North Beach - This area will experience significant development in the near future. It would benefit by zoning provisions which regulate the location of beach access and constrain the type of residential, commercial and visitors housing development that can take place there, as well as providing guidelines for amount of coverage and intensity of use. Another concern in North Beach is the possible blighting influence of the Port related activities that are going on on the spoils area behind the beach. A comprehensive plan for those uses and the future use of Rincon Harbor is necessary.

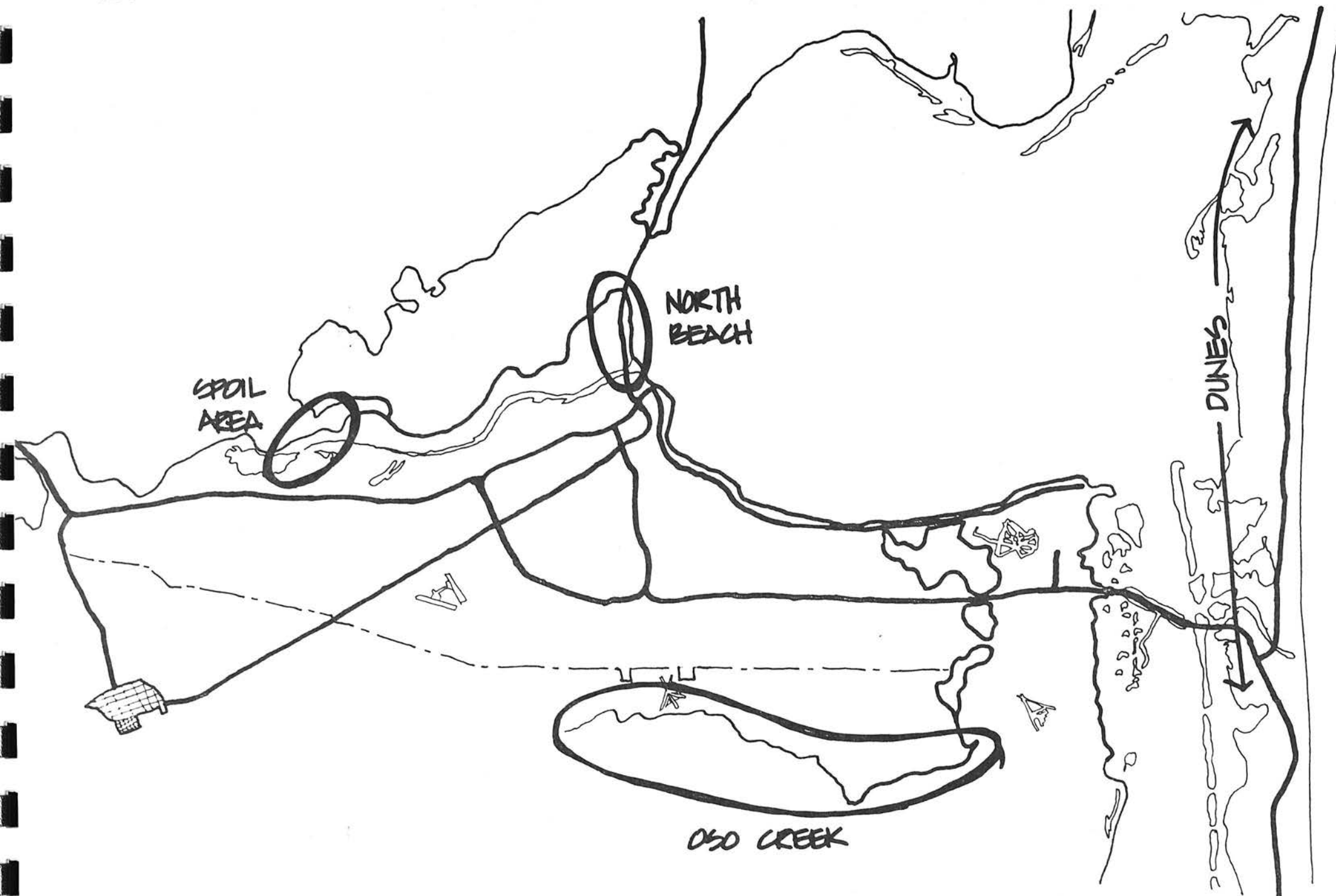
2. Core Area - Planned expansion of visual and physical access to the Bay is necessary as anticipated growth in office and hotel development occur. Recommendations in the Sasaki-



NATURAL RESOURCES  
AND AMENITIES



# CRITICAL AREAS



Walker Associates study and in the R/UDAT study are directed at this issue.

3. Cayo de Oso - New residential and commercial development around the inlet is inappropriate with the preservation of this unique and beautiful habitat for birds. Public access on the remaining open shoreline of the Cayo should be preserved.

4. Padre Island - While there is an effective dune preservation ordinance for this area, the precise location and form of hotels, retail establishments and residential communities should be studied to insure that the inevitable growth of the recreational community complements the environment behind the dunes. The delicacy of the ecology suggests the need for a multi-factor analysis of the area - vegetation, animal life habitats, erosion potential, storm impacts, soils dynamics, microclimate and rain potential - before additional development proposals are evaluated. Even though areas under County jurisdiction are not subject to this type of regulation, it may be that a special district to regulate the barrier islands should be enacted.

5. Flood Plain Management - Corpus Christi has thus far allowed development in any flood plain area at the discretion of the developer. As the city-region continues to grow, these flood plain areas should be set aside for public open space by establishing scenic easements or by fee acquisition to provide needed open space in what will be an extremely large open area.

## POPULATION DYNAMICS

The rapid growth in population in the Corpus Christi SMSA has slowed and, according to the City's Demographic Study, reversed in the past 15 years. On the other hand, the City experienced a net growth in population during the 1960 - 70 decade largely as a consequence of rapid growth in its extra territorial jurisdictions.

Population growth within the 1970 City Limits was about 10% and it was largely focused along South Padre Island Drive. Population decline occurred in the inner city area and in the area directly adjacent to the port.

Significantly, the percentage of the Mexican-American population increased in most census tracts while the Anglo population declined.

These patterns of growth are apparently continuing, abetted and accelerated by the recent school busing order which has caused consternation among all ethnic groups in the population.

The move to Flour Bluff (outside CCISD), to the northwest area, and out of the city to Calallen and Portland is occurring at an accelerated rate. Land absorption at a gradual pace in the southern part of the city has not stopped, however.

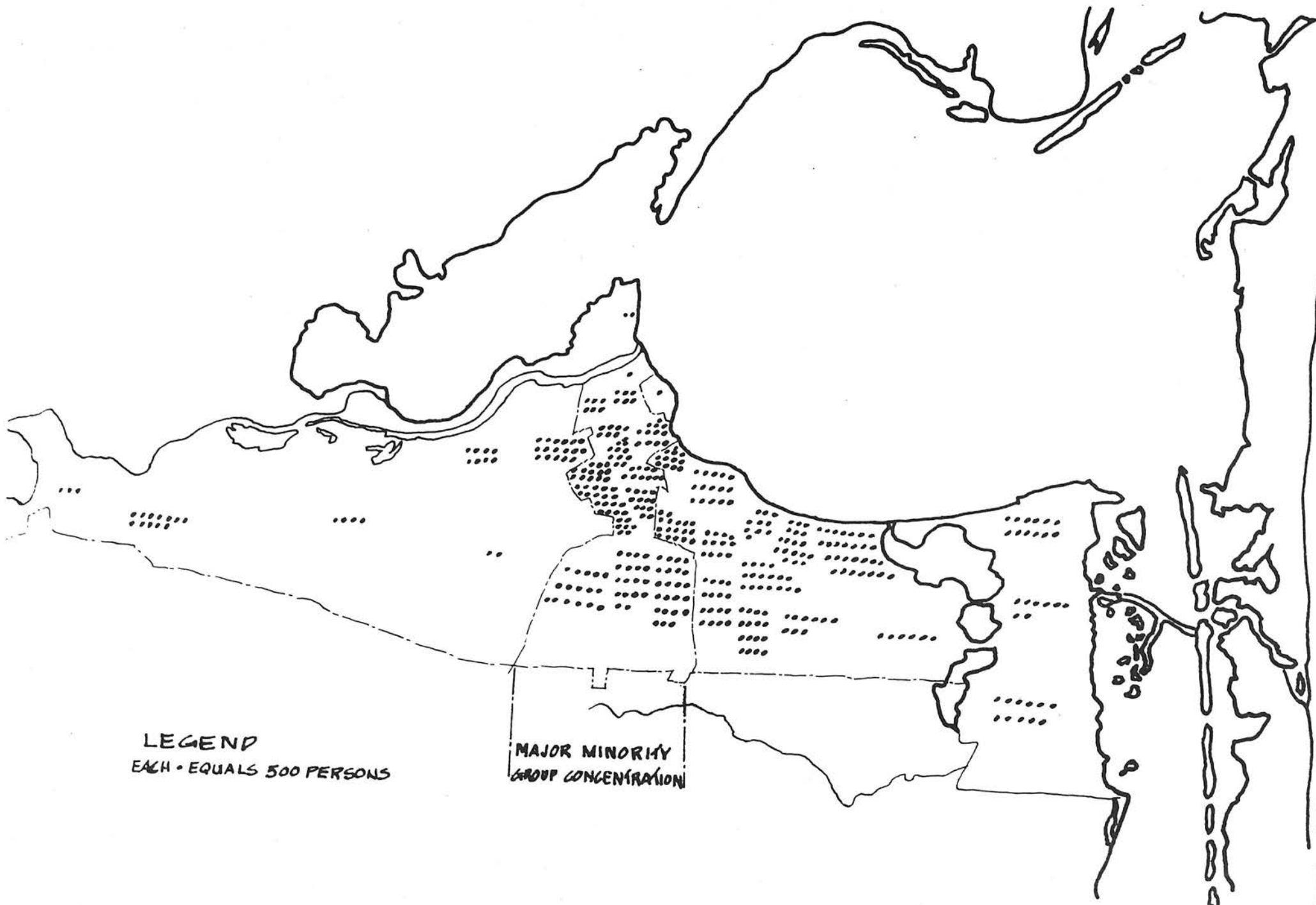
Two points stand out:

1. The growth of population in Portland and Flour Bluff has not had, and does not portend, disastrous consequences for Corpus Christi. The City is still the center of retail, commercial and office activity for the region and can continue in that role if it plans carefully for the expansion of its Core area and subsidiary



LEGEND  
EACH • EQUALS 500 PERSONS

MAJOR MINORITY  
GROUP CONCENTRATION



NORTH BEACH  
NEGATIVE PORT IMPACT

PORTLAND

ACCELERATED POST-BUSING  
GROWTH

SUBSTANDARD WESTSIDE HOUSING  
LIMITED MOBILITY

CORE

NAV. IMPACT  
AREA

← ACCELERATED  
POST-BUSING  
GROWTH

← UNUSED  
INDUSTRIAL  
ZONE  
TULOSO-  
MIDWAY

PORT - AIRPORT  
IMPACT AREA

PRE-BUSING GROWTH

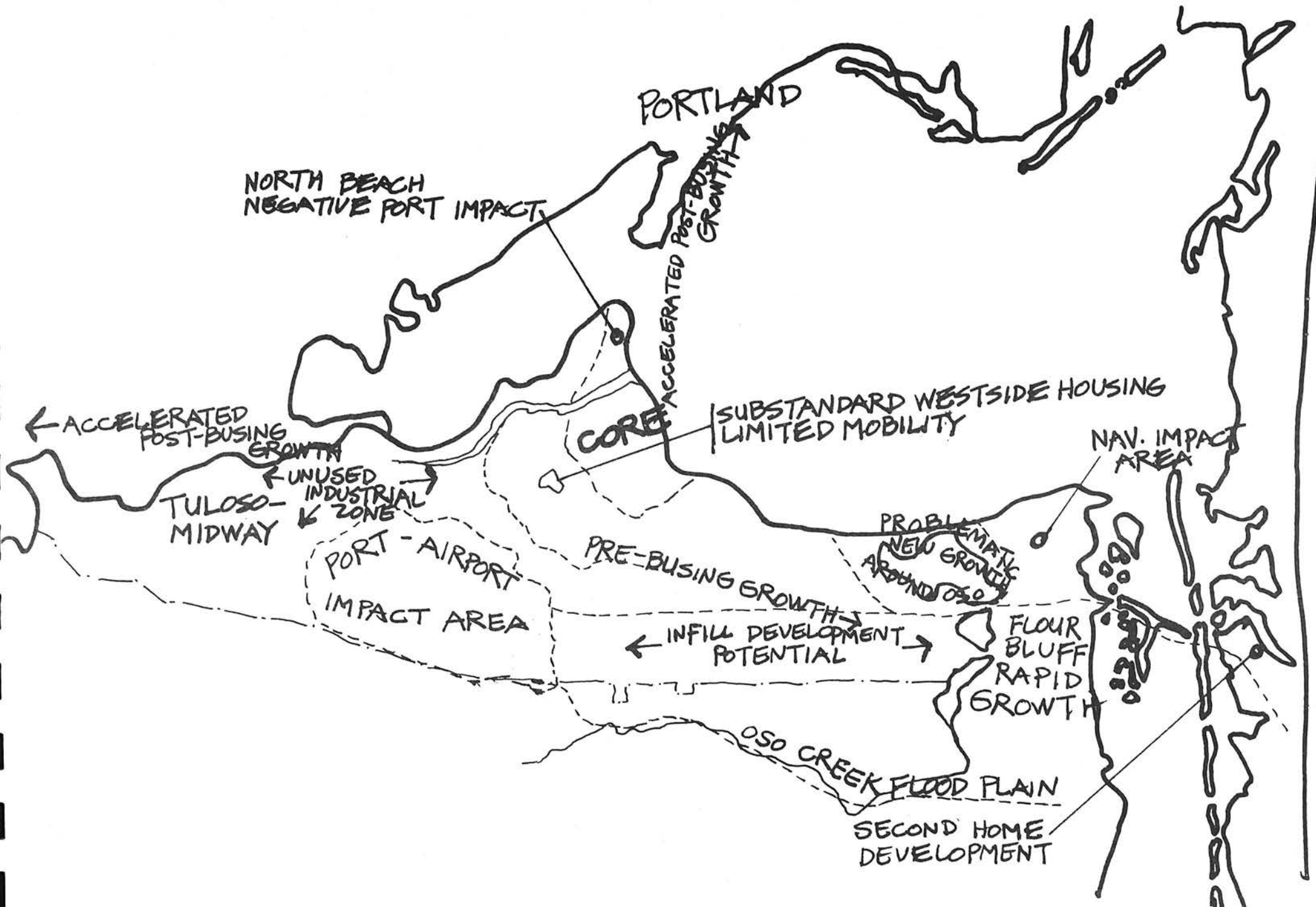
PROBLEMATIC  
NEW GROWTH  
AROUND OSO

← INFILL DEVELOPMENT  
POTENTIAL →

FLOUR  
BLUFF  
RAPID  
GROWTH

OSO CREEK FLOOD PLAIN

SECOND HOME  
DEVELOPMENT



commercial activities.

2. The future accommodation of new households within the city itself should be guided very thoughtfully because much of the land that lies in the path of the next wave of residential growth is in critical environmental area, or will require public investment in new utilities and services. The North Beach (Corpus Christi Beach) area and Cayo del Oso fringes are among the environmentally sensitive areas being, or about to be, impacted by major development. Each has special limitations, and requires careful planned futures, and, in the case of Cayo del Oso, consideration of whether the City should acquire a sufficiently large tract of land to establish a viable wildlife sanctuary.

# RELEVANCE OF REGIONAL ECONOMIC GROWTH

Between 1970 and 1975 adjusted personal income in the Corpus Christi standard metropolitan statistical area increased approximately 20%. During this same period a substantial increase occurred in transfer payments (Social Security, retirement income and welfare payments). In part at least, the economic growth of the region was attributable to the general movement of industry to the sun belt. The table which follows indicates the magnitude of the change in each of seven categories of personal income.

	<u>% of Total Income</u>		<u>% Change in Total Income Derived from each Sector</u>
	<u>1970</u>	<u>1975</u>	
Agriculture & Fishing	6.8%	5.3%	+ 29.0%
Oil & Gas/ Mfg. & Port	37.9%	36.2%	+ 117.7%
Tourism	11.8%	11.5%	+ 62.4%
Government Activity	17.7%	15.8%	+ 48.4%
Military Payroll	9.4%	6.1%	+ 7.2%
Property Income	3.9%	3.4%	+ 45.8%
Transfer Payments	12.5%	21.7%	+188.5%

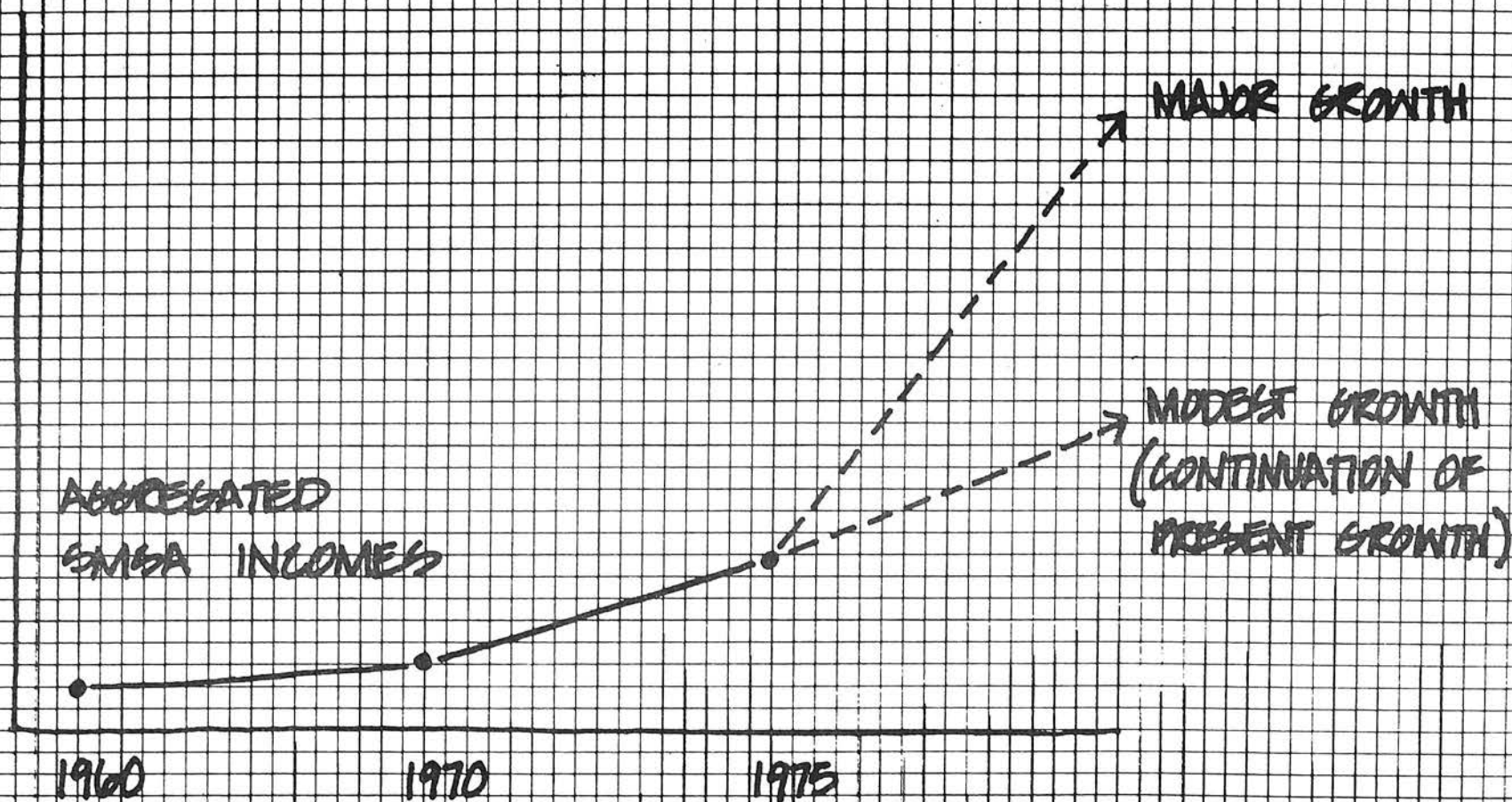
Source: Richards, John M., Corpus Christi - The Critical Years (1978)

The decline in percentage of total income in all sectors but transfer payments is not as significant as has been thought because the very substantial increase in transfer payments has diminished the percentage share of total income represented by the other six sectors. This does not mean that income payments in these sectors have not grown. As the right hand column shows there were absolute increases in all sectors and income from oil and gas/manufacturing and port posted a dramatic gain of 117.7% while income from tourism rose 62.4%.

Planning policies adopted by Corpus Christi should be linked to economic forecasts that are based on the projection of observed income trends into the future. The overall growth rate from 1970 to 1975 was modest but sustained. Even a continuation of the present rate of growth would require that account be taken of growth in developing planning policies.

On the other hand, if there were to be a substantial acceleration in the growth pattern beyond what was experienced between 1970 and 1975, growth would quickly outpace planning policies. Given the emphasis the City puts on attracting new industry to the area and on promoting the tourist industry it is entirely possible that the City and region will be required to accommodate more growth in the coming years than was experienced in the first half of this decade. The planning policies and procedures of the City should be prepared to accommodate that possibility.

# POSSIBLE ECONOMIC FUTURES FOR CORPUS CHRISTI





## RESPECTING CULTURAL DIVERSITY

Corpus Christi is two large communities, one Mexican-American and one Anglo, and a much smaller Black component.

The R/UDAT has found a situation in which the residents have begun to transcend their historic divisions to more freely communicate their perceptions of a community in which the identity of each is maintained. The potential for more equitably distributing the natural, economic and social benefits of living here is being expanded - not without pain.

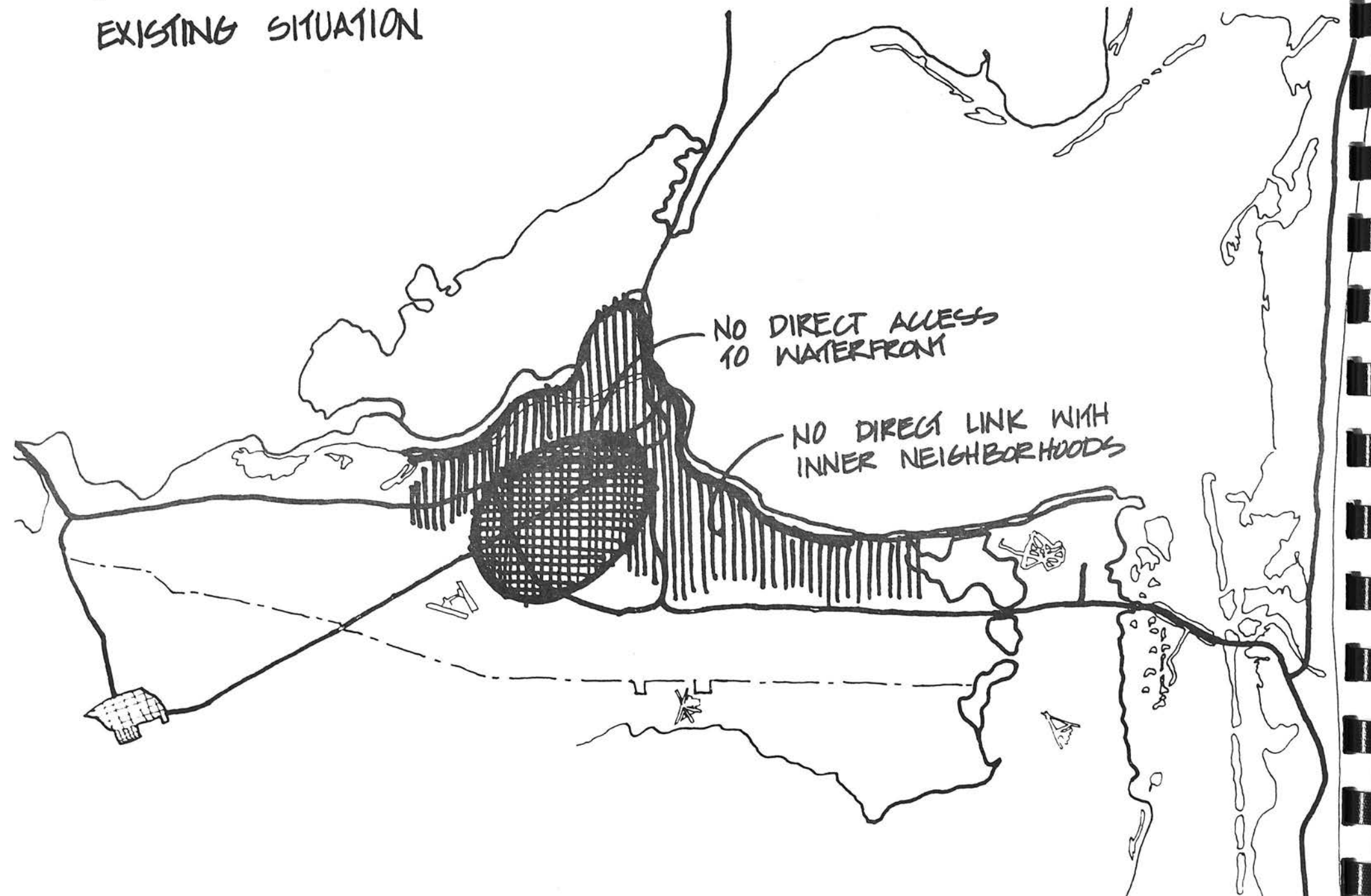
Presently the physical manifestation of the Mexican-American community is that of an isolated and often physically deteriorated island. The rich heritage of music, architecture, food and general quality of life that is so clearly expressed or celebrated in some Texas cities is muted and often invisible in Corpus Christi.

The need is to create a real link for the Mexican-American and Black communities to the Core area, the old symbol of economic vitality, as it is in process of revitalization and growth. At the same time, the physical link should be the opportunity to develop a more visible center for the Chicano culture, and to help resolve some of the frequently expressed problems it has had with making a highly marketable retail commercial core of its own.

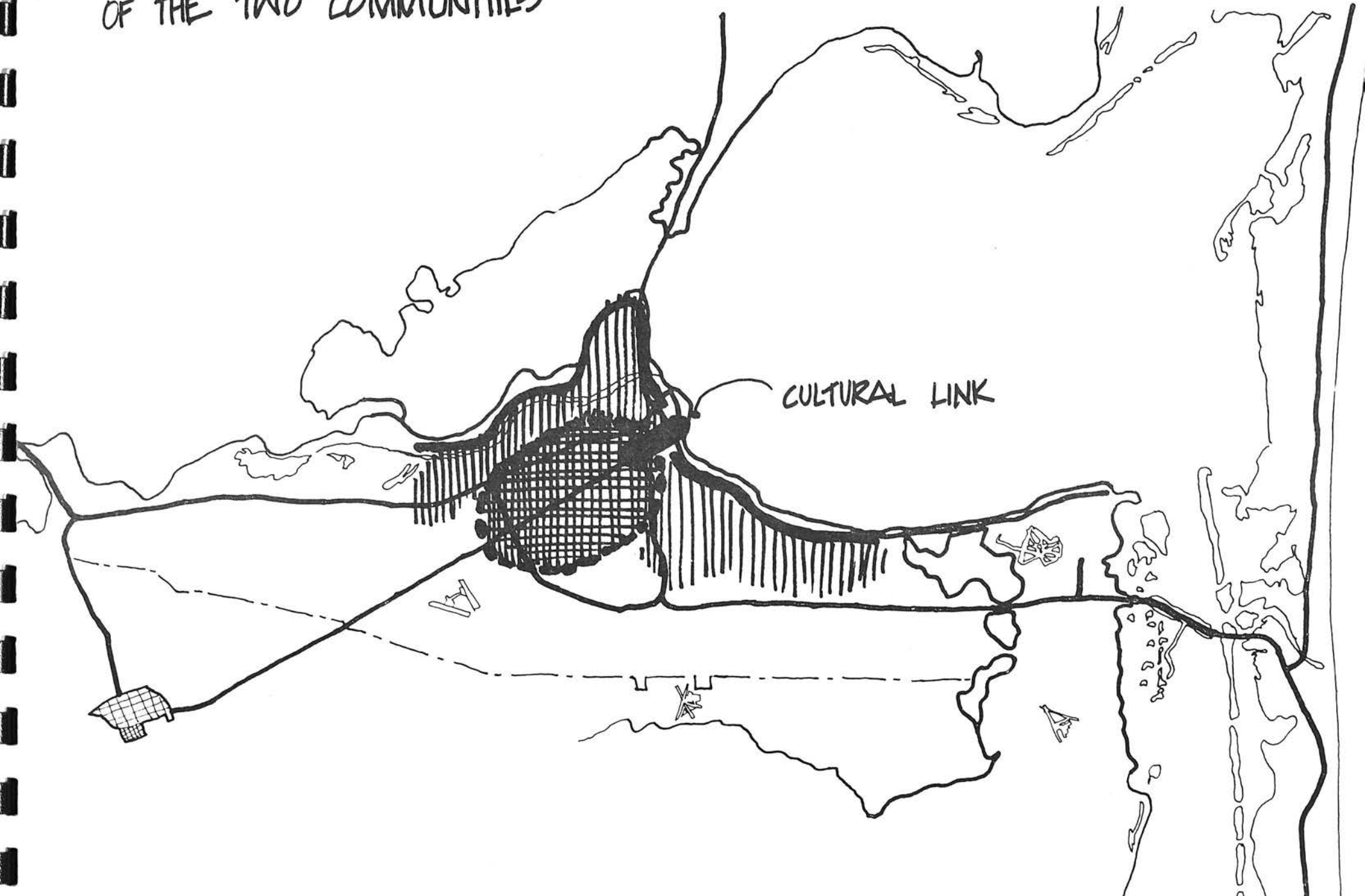
This R/UDAT study proposes to deal with that in the "West Side" chapter.

# TWO COMMUNITIES

## EXISTING SITUATION



A CONCEPT FOR UNIFICATION  
OF THE TWO COMMUNITIES



## ZONING OR PLANNING?

The Corpus Christi Zoning Ordinance is a well-organized, modern zoning ordinance. The principal deficiency is that, with one or two exceptions, the residential and business zones are cumulative. In fact, the business zones accumulate the use provisions of the residential zones as well.

The zoning district regulations are quite complex, because the ordinance makes provision for 22 distinct zones. With such a large number of zones, it should be possible to eliminate much of the accumulation of uses from one zone to the next.

The procedures employed give the council substantial flexibility. Planned development procedures are available. The council may also, when a specific proposed use is involved, treat the application as one for a special use permit which would allow the use of the property only for the particular use sought by the developer. The frequency with which such special permits are reported to have been authorized suggests that the zoning ordinance needs review. It may be possible to discern patterns which suggest that some uses should be categorized in the ordinance as special uses subject to particular standards.

A more serious deficiency in the zoning ordinance is that it supplies no controls or development guidelines for coastal wetlands within the city. Some of these coastal lands could easily become development sites. Cayo del Oso, which is an important wetland that shelters migratory and native birds, is especially threatened by the development. Here, acquisition by the City of a fee simple interest or a conservation easement is probably the only method of protecting these environmentally sensitive lands from development. Zoning restrictions that require

coastal or inland wetlands to be preserved in their natural condition have been upheld in Wisconsin, New Hampshire and Connecticut, but no Texas decision has accepted a similar rule.

Protection of the environmental quality of the barrier beach is not possible through zoning controls at this time because the county has no zoning authority and Corpus Christi may not extend its zoning controls into the unincorporated area. The failure of the Texas Coastal Zone legislation to include land use control authority has made it difficult for citizens' environmental groups to influence the use of land beyond the jurisdictional area of the city. Notwithstanding the inadequacies of the present law, Corpus Christi must begin to formulate a policy for the coastal areas because it has some control over development there through its subdivision regulations and control of utility lines.

Beyond the zoning issue, the City does not seem to engage in much long range planning, or even short term district planning, of a kind that would enable it to anticipate the character of certain types of development activity or to lay the groundwork to attract certain others.

Dismal strip commercial streets like Everhart, which have begun to blight and congest both the retail development about to occur and the residential neighborhood around it, are an example of the consequences of such a reactive posture.

R/UDAT believes the City staff is extremely able, but overburdened with zoning administrative issues and hence unlikely to produce the type of development plan included in this report.

# **4**

## **JOINING THE TWO CULTURES**



## JOINING THE TWO CULTURES

Based on what the R/UDAT has seen and been told at meetings and public hearings we have come to believe that many members of the Mexican-American community perceive that barriers exist, limiting their participation in the life of Corpus Christi. The general objective of this Chapter is to consider what some of those barriers are and to make suggestions for their eventual elimination. We do not pretend that our discussion of those barriers is in any way exhaustive nor do we contend that our suggested solutions are, in themselves, adequate. Rather we hope to touch upon some of the important sorts of barriers and propose initial steps designed to alleviate them.

The Mexican-Americans of Corpus Christi represent over 50% of the population of the city. Theirs is an old and rich culture, firmly rooted in both the Old and New Worlds. Factors decreasing the involvement of this community in the life of Corpus Christi work to the detriment of Anglo as well as Mexican-American. Corpus Christi should take advantage of its ethnic diversity by giving economic, political, social and physical recognition to the predominant cultures. Steps taken to recognize the Mexican culture will enrich the city, both materially and culturally, while it strengthens and energizes the Mexican-American community itself.

We cannot address ourselves to the history and reasons behind the existence of barriers between the Mexican-American and Anglo communities. For Corpus Christi the important thing is that the city contains many farsighted citizens who understand that for both moral and practical reasons the future of the city can only be assured by mutual respect, and cooperation in problem solving.

In this section, the R/UDAT is proposing some recommendations and areas for action that promote harmony and cooperation among the prevalent cultures.

We have identified three areas which members of the Mexican-American community feel to be critical. In each of these areas the city of Corpus Christi can take concrete actions designed to remove existing barriers between the Anglo and Mexican-American communities.

Because Mexican-Americans in Corpus Christi tend to be poorer, on the average, than their Anglo co-citizens they depend more heavily on public transportation. We believe that the present bus lines and schedules could be altered to better serve not only Mexican-Americans but all low income citizens.

Housing is a pressing concern among the Mexican-Americans of Corpus Christi. For this reason we consider the present state of housing among Mexican-Americans and urge an even more active search for solutions to the problems which so clearly exist.

Lastly, education is a matter of great importance to the Mexican Americans in the city. We believe that there are hopeful signs that the mistakes of the past in this area will not be repeated in the future and that rather than a source of divisiveness, educational issues will become a focus of joint problem solving. We make some recommendations designed to further that end.

The issues of transportation, housing and education are obviously far too complex and broad for us to exhaustively deal with here. We do not aspire to do so. Rather we chose these issues because

they appeared to present areas in which Corpus Christi could act to improve the participation of its Mexican-American citizens in its life. Steps taken in these areas would have impacts which transcend their immediate substantive effects. These are matters of great importance to Mexican-Americans. Sincere efforts on the part of the city as a whole would constitute a clear signal to that community that their importance to Corpus Christi is recognized and appreciated. Equally important it would clearly demonstrate to Mexican-Americans that they can play an active role in shaping the future of this city. People can only be expected to share the responsibility for a future that they help make.

It seemed important to the R/UDAT that the redevelopment of the Core of the city not tend to exacerbate the barriers which already separate the Anglo and Mexican-American community. Indeed, it seemed to us that in the growth of Corpus Christi lay an opportunity for bringing these communities into closer cooperation. In the R/UDAT's judgment the Mexican-American community has an important contribution to make toward the success of Corpus Christi's development as a tourist and convention center.

To obtain the full benefit of that contribution, the development of a center of commercial development on the West Side is proposed near the center of the present Mexican-American commercial district. We have called that center, for convenience only, "Plaza de las Flores". In our plan, this Plaza is intended to serve several functions. It is to act as a gateway to the City, as a social gathering point and commercial center for the Mexican-American community, as a tourist attraction, and as a park and open space to be enjoyed by all the citizens of Corpus Christi.

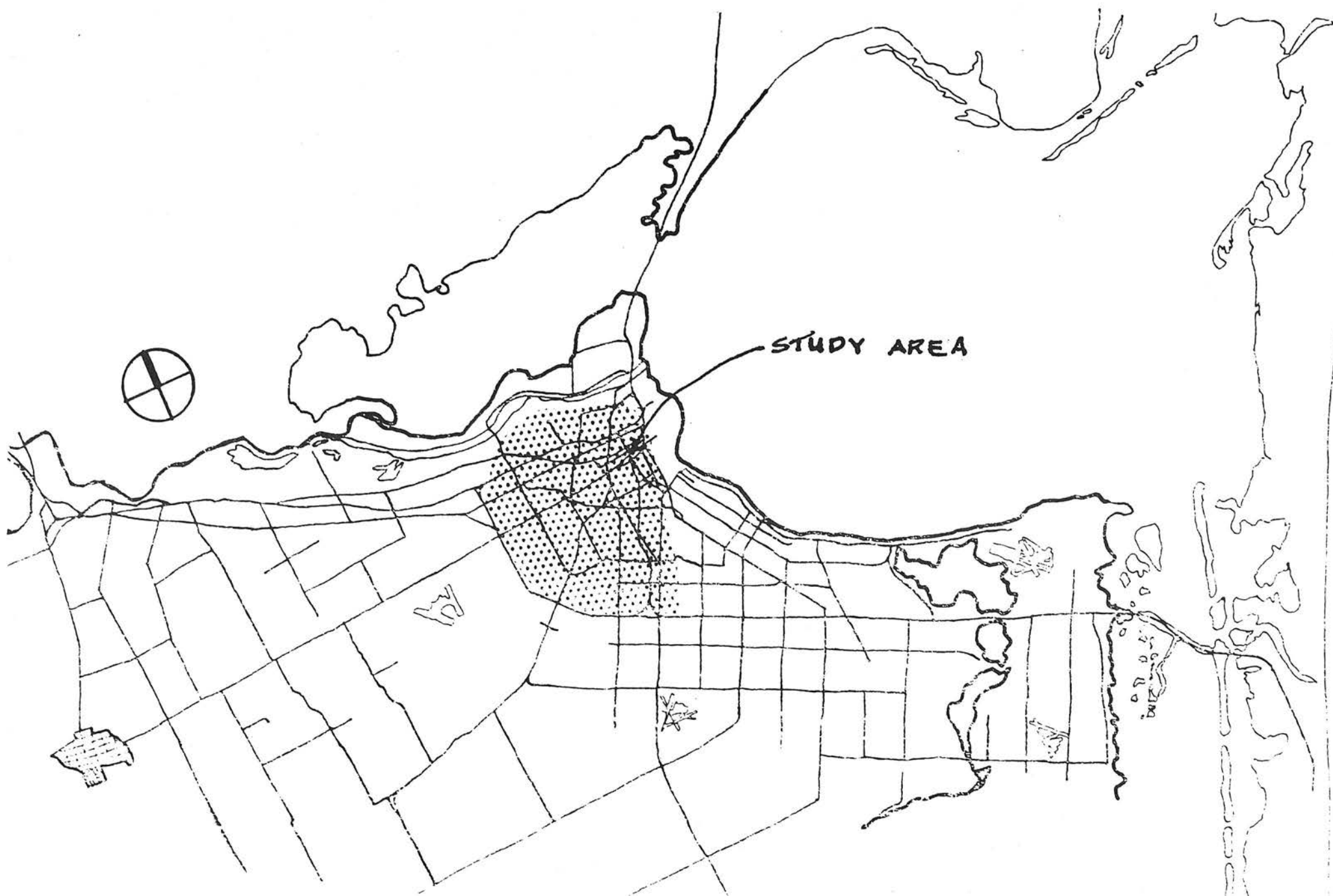
## THE STUDY AREA: THE WEST SIDE

The accompanying map delineates the area we are loosely calling the West Side. The exact boundary of any neighborhood is almost always a disputable matter. But the existence of a West Side in Corpus Christi is universally agreed upon - even if its precise limits are unclear.

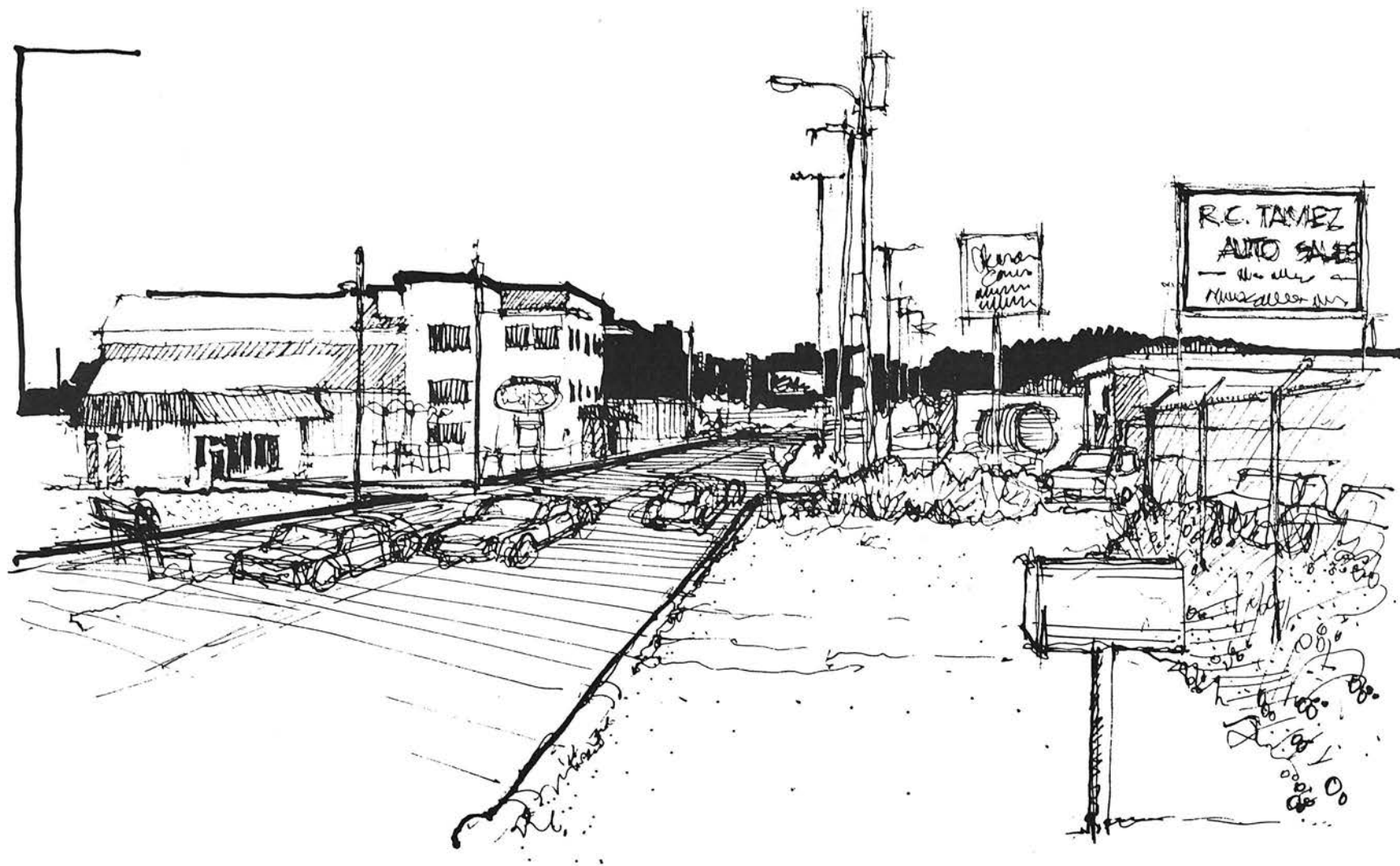
In very rough geographic terms the West Side is commonly held to consist of that area between Padre Island Drive, Ayers Street, Staples Street and Interstate 37 - although in the north those parts of census tracts 4 and 5 north of the Interstate are generally included. But it must be clear that such geographic delimiters are primarily tools for the convenience of map makers. Just as a path is made by people walking on it, so is a neighborhood made by people living in it; and it is the Mexican-American neighborhoods of the "West Side" with which we are concerned.

When we speak of the West Side in this report we mean to refer to an area defined by the intersection of widespread poverty and the dominance of Mexican-American culture and language. This means that we are referring to a section of the city very similar to the "ordinary language" West Side but different from it in some important ways. The difference of greatest significance is that our discussions will tend to pass over the Black population which resides there. We do not mean to imply by this that the barriers to Black participation in the political, social and economic life of Corpus Christi are any less imposing or distressing than those that the Mexican-Americans encounter. Indeed, we have reasons to suspect that the Black population of the city faces problems every bit as grave and, in many ways perhaps graver, than the Mexican-American. When we speak of the problems

# BASE MAP



of housing, transportation and education, much of what we say can be applied to both the Black and the Mexican-American communities. Yet the two cannot always be treated together. We have chosen to concentrate on the Mexican-American community for simple reasons. Time is limited and there are almost seven times as many Mexican-Americans in Corpus Christi as there are Blacks. We can only remind the other citizens of Corpus Christi, both Anglo and Mexican-American, that the relatively small numbers of Black Corpus Christians tends to exacerbate the problems they face rather than ameliorate them.





## TRANSPORTATION

The public transportation system in Corpus Christi is comprised of 17 routes of which 12 originate or go through downtown. In 1975, a ridership survey indicated that more than 50% of riders had a monthly family income of \$500 or less.

These current characteristics must also take into account the steady decrease of ridership since 1950 when there were 114 trips per capita to 1975 when there were eleven trips per capita. This marked decrease is a direct result of the private automobile. Nevertheless, public transit continues to be the only means of mobility for a portion of elderly, low and moderate income persons as well as youth.

The level of service in terms of frequency appears to exacerbate the problem of low ridership. In a total of 17 routes, the headway is distributed as follows:

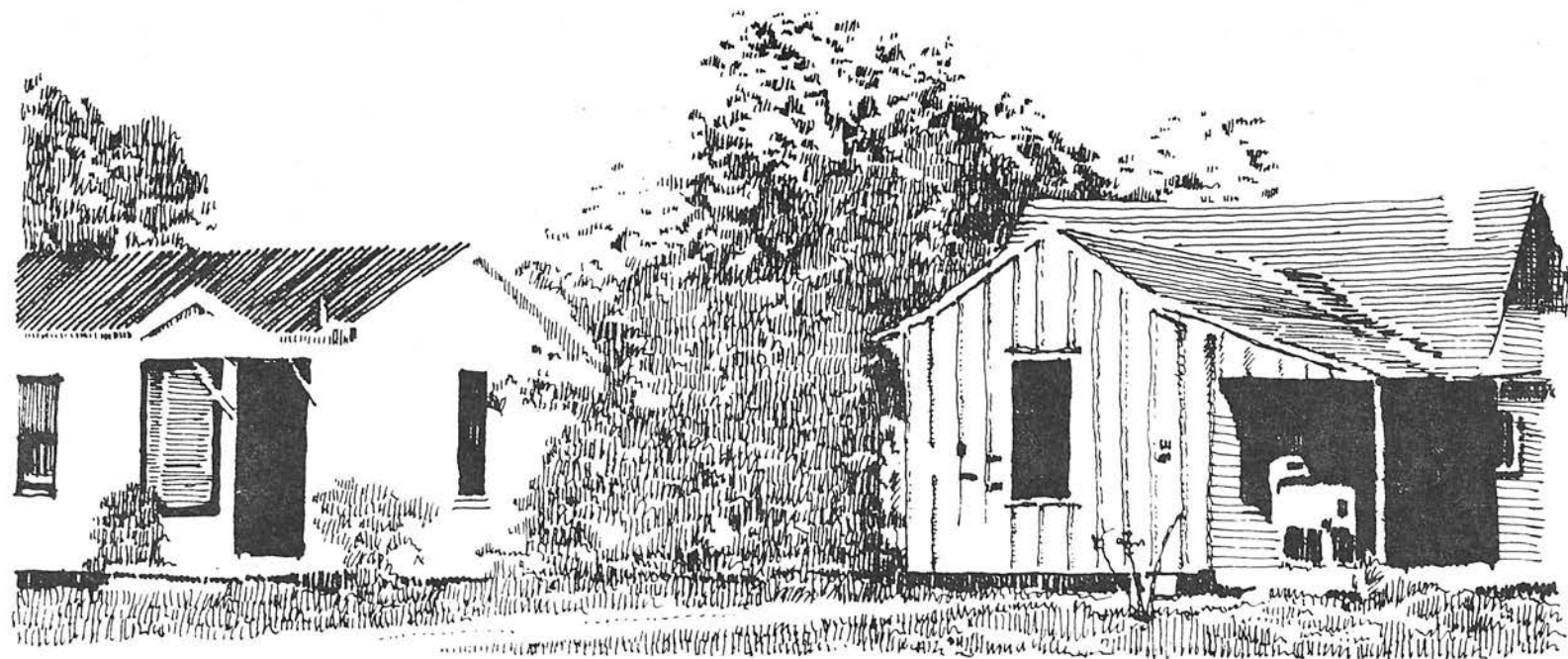
<u>Number of Routes</u>	<u>Headway Time</u>
1	15
6	30
8	60
2	70

Admittedly, the route that currently has the highest ridership also has the most frequent headways. But what must be addressed is the relationship between the low ridership routes and the reasons for the situation. A public transit system must be convenient if it is to attract more riders. It would appear that the infrequency of service might be cause for opting to ride the private vehicle.



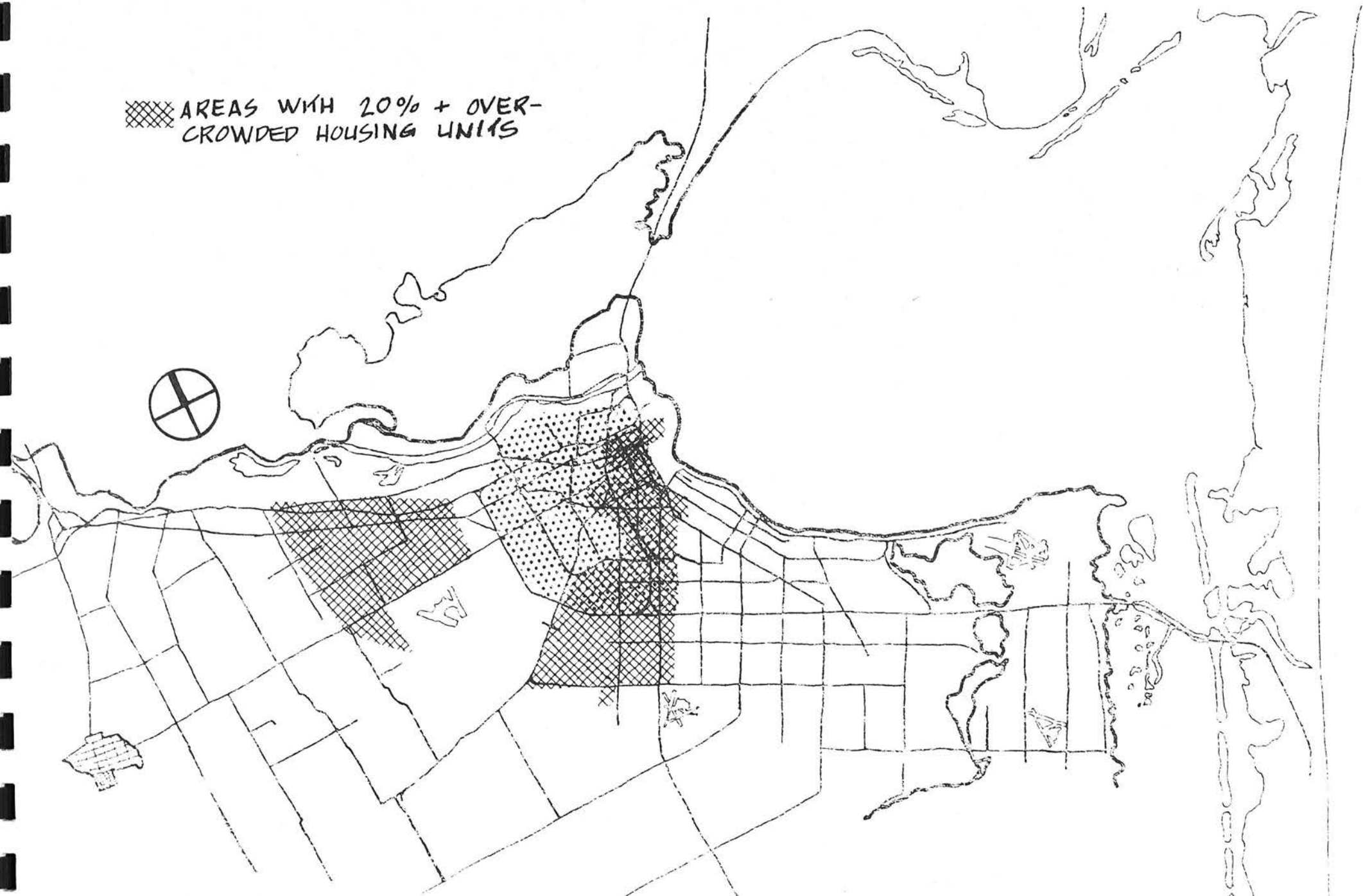
Recommendation:

It would be in the interest of the City to attract more riders since the system is currently a financial burden. This would require a detailed analysis of the effectiveness of the present bus route system in getting people where they want to go. Additionally, a public relations and information campaign should be launched to entice new riders. One specific area for bus route analysis should be the Greenwood Avenue corridor where there is concentration of educational, recreational, and health facilities as well as social service agencies.



# HOUSING CHARACTERISTICS

▣ AREAS WITH 20% + OVER-  
CROWDED HOUSING UNITS



## HOUSING

The health and vitality of residential areas are essential to the successful functioning of the city. The condition of residential areas affects the sense of community and may breed apathy, resentment, and frustration. In Corpus Christi, as in every other American city, there are concentrations of substandard housing. The majority of these structures lie within the study area.

In the ensuing paragraphs, there will be a brief discussion of the characteristics and issues related to both market and public housing, and a description of existing housing programs, local and federal, designed to improve housing opportunities for low and moderate income families.

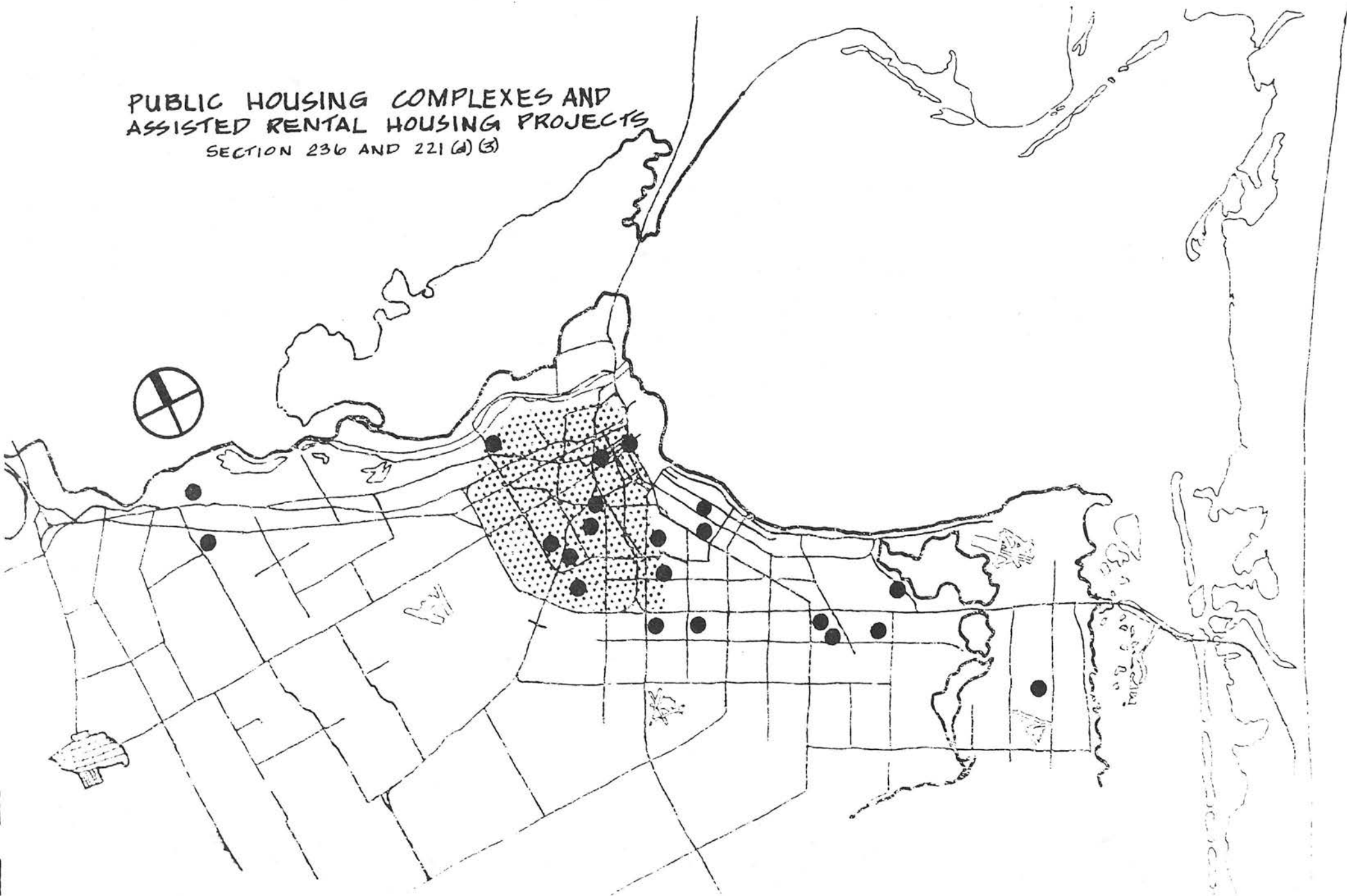
### Market Housing

Market housing as defined in this study are those residential structures which are freely bought and sold through real estate transactions. The only indicators and statistical measures of the housing market available come from the 1970 U.S. census. Although these are obviously outdated, they serve to give a sense of the relative condition of housing values.

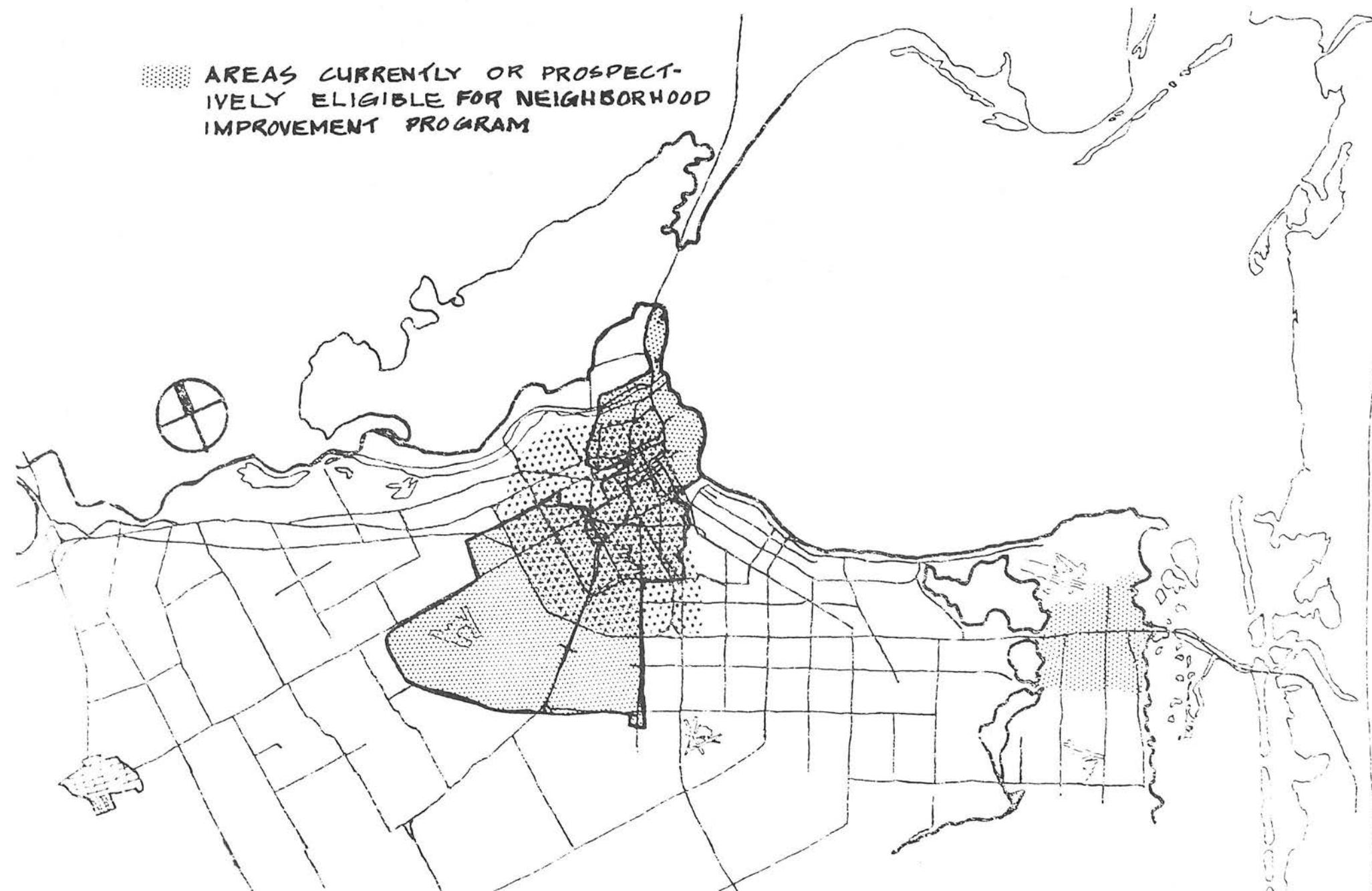
In 1970, 31% of all housing units were located in the study area. The median value of owner-occupied units was \$6,500, while the corresponding value for the city was \$11,900. Fifty-seven percent of all overcrowded units (see table on the following page) were in this area as well as 61% of all units with inadequate plumbing facilities. Additionally, 51% of all structurally deficient units in the city were located in the study area. The three indicators stated above (overcrowding, inadequate facilities and structural deficiencies)



PUBLIC HOUSING COMPLEXES AND  
ASSISTED RENTAL HOUSING PROJECTS  
SECTION 236 AND 221 (d) (3)



AREAS CURRENTLY OR PROSPECT-  
IVELY ELIGIBLE FOR NEIGHBORHOOD  
IMPROVEMENT PROGRAM



define housing condition.

Realizing that the predominant concentration of "problem" housing stock is in the west side, the city of Corpus Christi has taken an active role in securing federal funds for the implementation of housing programs aimed at improving low and moderate income housing units and has pursued an effective code enforcement program. As a part of the program, Corpus Christi has invested substantial public funds in areas of deteriorated housing for the construction of curbs, gutters, sidewalks and other public improvements.

These programs, administered by the Neighborhood Improvement Division, presently include:

Section 312 Rehabilitation Assistance: This program makes available 3% interest loans for the rehabilitation of owner-occupied structures. The term of the loan may be as long as 20 years with a maximum amount of \$17,400. In the last two years, the average amount of loan issued under this program has been \$10,000. In cases where the participant needs to refinance a contract for a deed, the average loan has been \$12,000. In the last three years, approximately one million dollars per year in Section 312 loans have been made. One of the deterrents to more comprehensive involvement of eligible participants has been that the ostensible owners are in fact in possession under a contract for a deed. The city has had some success in overcoming this problem by allowing homeowners to refinance the contract for a deed, thus removing this limitation.

CDBG Revolving Loan Fund: This program has two main purposes: 1) to supplement Sec.312 loans; and, 2) to provide a deferred, interest-free loan payable upon sale of the property. In order to qualify for the second purpose, the applicant must be a SSI recipient. During the previous two years, the average loan under this program has been for \$6,500, with a high loan of \$15,500. The maximum allowable amounts are \$17,400, of which \$5,000 can be applied toward refinancing a contract deed. Of the one million dollar revolving fund that has been established, over half has already been committed and pending applications could result in commitment of much of the remainder in the next 12 months. An increase in the total amount of the revolving fund is needed. CDBG funds are not now being used for grant-in-aid payments.

Other programs which affect the supply of low and moderate income units in the market are the available Section 8 categories for new construction or substantial rehabilitation units and set-asides for existing subsidized projects that require additional financing, usually to meet increased maintenance costs. Since February of 1977, 518 units of new construction or substantial rehabilitation have been completed under Section 8. Areas currently eligible and prospectively eligible for Section 312 and Revolving Loan Fund are depicted on the following page.

There are presently 1,856 conventional housing units in Corpus Christi that are owned and operated by the Housing Authority. These units are located throughout the city, and appear to enjoy good management and maintenance. The occupancy

level is estimated to be 95-98%, and there is currently a waiting list for public housing units. (Figure of public and subsidized units on next page.)

The Housing Authority also administers 700 units of Section 8 rental assistance. This program allows eligible families to individually find suitable units throughout the city and the Housing Authority will pay the difference between the asking rent and 25% of the family's income. The rental supplement is paid to the property owner by the Housing Authority while the family also pays its share directly to the landlord. There is also a waiting list for this program.

The problems of adequate housing in Corpus Christi whether market or public involve two considerations:

The reduction of the number of substandard units

The availability of more housing within the reach of low income families.

### Recommendations

The housing needs of low and moderate income families need to be continually addressed by encouraging home ownership when feasible and desirable as well as by increasing the supply of subsidized rental units. The latter is more important because it meets the need of those families with less cash-on-hand.

Some families in Corpus Christi have no reasonable prospect of ever qualifying for a loan program. If dilapidated and substandard housing occupied by such families is ever to be rehabilitated, it will have to be through a grant program. Corpus Christi should have, among its highest housing priorities, the establishment of a housing rehabilitation grant-in-aid program with community

development block grant funds. In addition, the amount of money in the revolving fund should be increased substantially.

## EDUCATION

The education of its children is of great importance to any community. Education represents the best opportunity a community can offer its children to become prosperous and contributing members of society. Understanding this, citizens often are deeply concerned to the quality and nature of education in their communities. When they are dissatisfied with that education and encounter obstacles in their attempts to change it, it is inevitable that discontent and even hostility should result.

The history of school desegregation in Corpus Christi illustrates all too clearly the cost to the entire city of the erection of barriers to the full participation of the Mexican-American community in its life. On the evils of school segregation little remains to be said. The nation's courts and her legislative bodies have spoken of that matter. For Corpus Christi the more immediate lesson in the desegregation cases lies in the way a solution finally came about. Court ordered school busing is widely recognized as being a cumbersome and costly solution to school desegregation. Moreover, it is one which engenders very strong and hostile emotions. It is imposed on communities only because no other solution to the problem has been found to serve. How did it come about that Corpus Christi was unable, over a period of more than ten years, to find a solution of its own?

The R/UDAT believes that part of the answer lies in the absence of effective Mexican-American participation in the decision-making apparatus of the Corpus Christi Independent School District until the problem has become too polarized to permit an amicable and timely solution. Mexican-American students have been a substantial part of the school



population in CCISD for many years, yet rarely has that community had more than minimal representation on the school board or among the higher levels of school administration. This absence of Mexican-American representation has caused all of Corpus Christi to suffer in terms of the quality of education, in terms of its control over its own destiny and in terms of the quality of political and social climate.

#### THE NEXT CHALLENGE - BILINGUAL EDUCATION

As long ago as 1971 the relationship between school desegregation and bilingual education was widely recognized in Texas. An article in the Texas Law Review in that year concluded by stating that the failure to deal with the issue of bilingual education in the course of ending school desegregation could lead to barring discrimination based on ethnic considerations, while leaving unrestrained separation based on language difficulties. If this occurs, it went on to say, segregation of Mexican-American children will continue and perhaps even be exacerbated. (Birnberg, Gerald, Texas Law Review, Vol. 49, Jan. 1971). It is clear that the CCISD must address the issue of bilingual education in a progressive and creative way or the sad experience of school desegregation will be repeated. Already in June of this year the first intimations of externally imposed solutions could be seen when the U. S. Office of Education briefly cut off Emergency School Aid Act funds. In addition, it was clear to the R/UDAT that this is an issue of great importance to the Mexican-American community.

The R/UDAT believes that mechanisms must be developed by the CCISD to become responsive to the concerns of the Mexican-American community as an important part of a general effort to remove the barriers dividing the Mexican-American and Anglo communities of Corpus Christi. The recent election of three minority representatives (two Mexican-Americans and one Black) to the CCISD board, we believe, indicates Corpus Christi's willingness to avoid the mistakes of the past. We believe that a further step which ought to be given serious consideration is the implementation of Recommendation 5 of the May, 1977 Texas Advisory Committee Report which urged that the electoral system of the CCISD be restructured to along single member district lines. Such a system would insure that all communities in Corpus Christi would have their voices heard on educational issues. In such a forum of free discussion we are confident that the citizens of Corpus Christi could develop their own solutions to pressing educational problems. At the same time this step would dramatically demonstrate to the Mexican-American community the seriousness of the Anglo community's commitment to equality and joint problem solving. As an interim measure we suggest that the present CCISD board form a bi-cultural committee to recommend efficacious ways of implementing the Texas Bilingual Education Act in CCISD.

## PLAZA de las FLORES

The barriers that are apparent between the Mexican and Anglo communities are common also to the Black community. The following proposal, while it initially addresses the problems associated with Mexican people, can be applied as well to the Black segment of the west side population, with appropriate adaptation.

We propose a tangible gesture be extended, to the Mexican community, to anchor it to the city fabric. The proposal is twofold:

1. To widen, improve and extensively landscape an "avenida" from the downtown Core area to the heart of the Mexican-American community, creating a physical symbol of continuity between the center of Corpus Christi and the West Side.

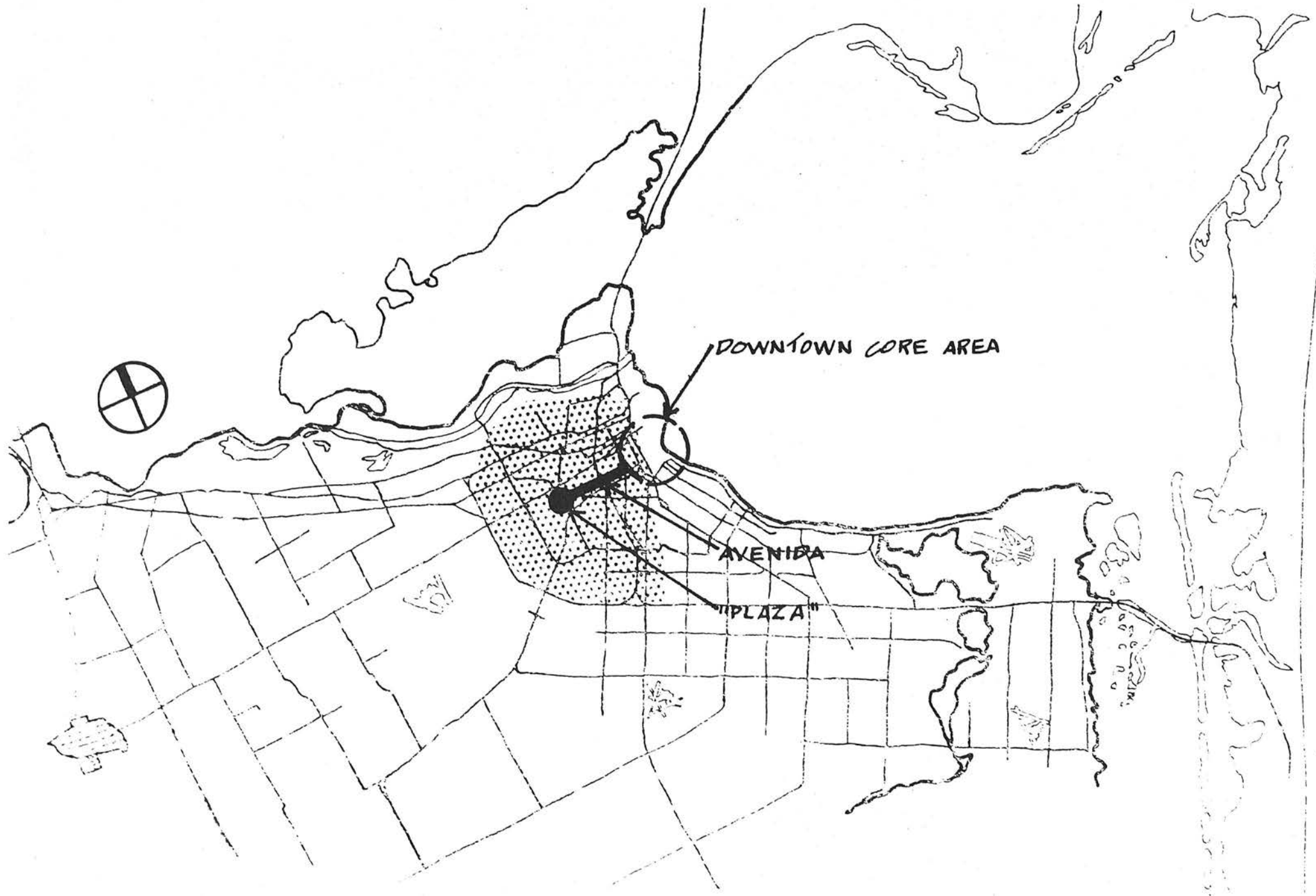
The avenida beside serving a symbolic purpose, would serve the concrete function of making the West Side an entrance to the Core area and a connector to the bayshore.

2. To create, at the west end of that avenue, a focal point, distinct and unmistakably an expression of Mexican-American culture; symbolic of the meeting place for the Spanish speaking community, a "plaza", and open air "espacio central".

A plaza celebrates a convergence of activity. It is, in the literal sense of the word, a meeting place with amenities, including paved and landscaped walkways, complete with a "fuente". The espacio central should be surrounded by shops and restaurants offering services reminiscent of the culture it reflects.

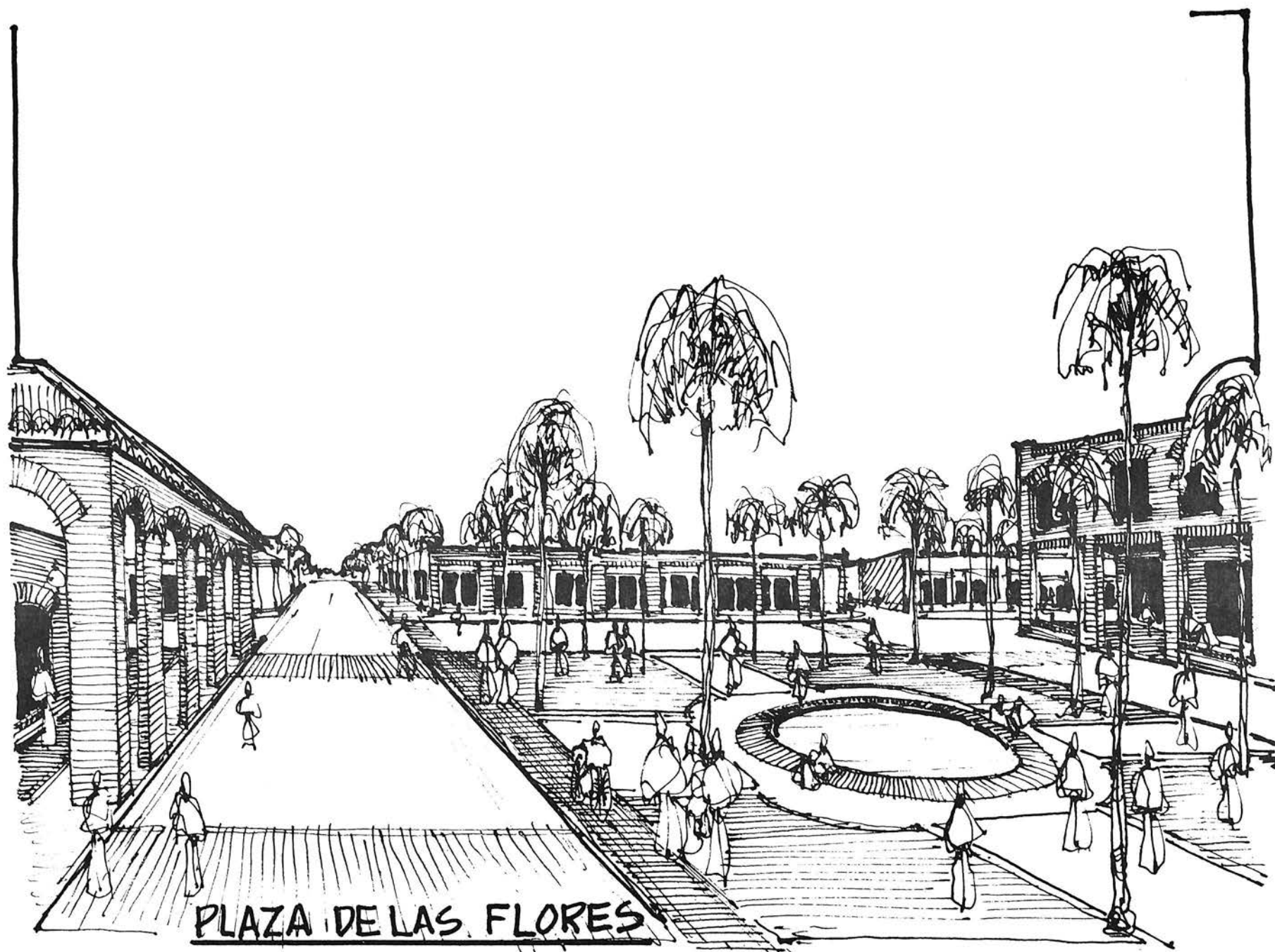


# JOINING THE TWO CULTURES



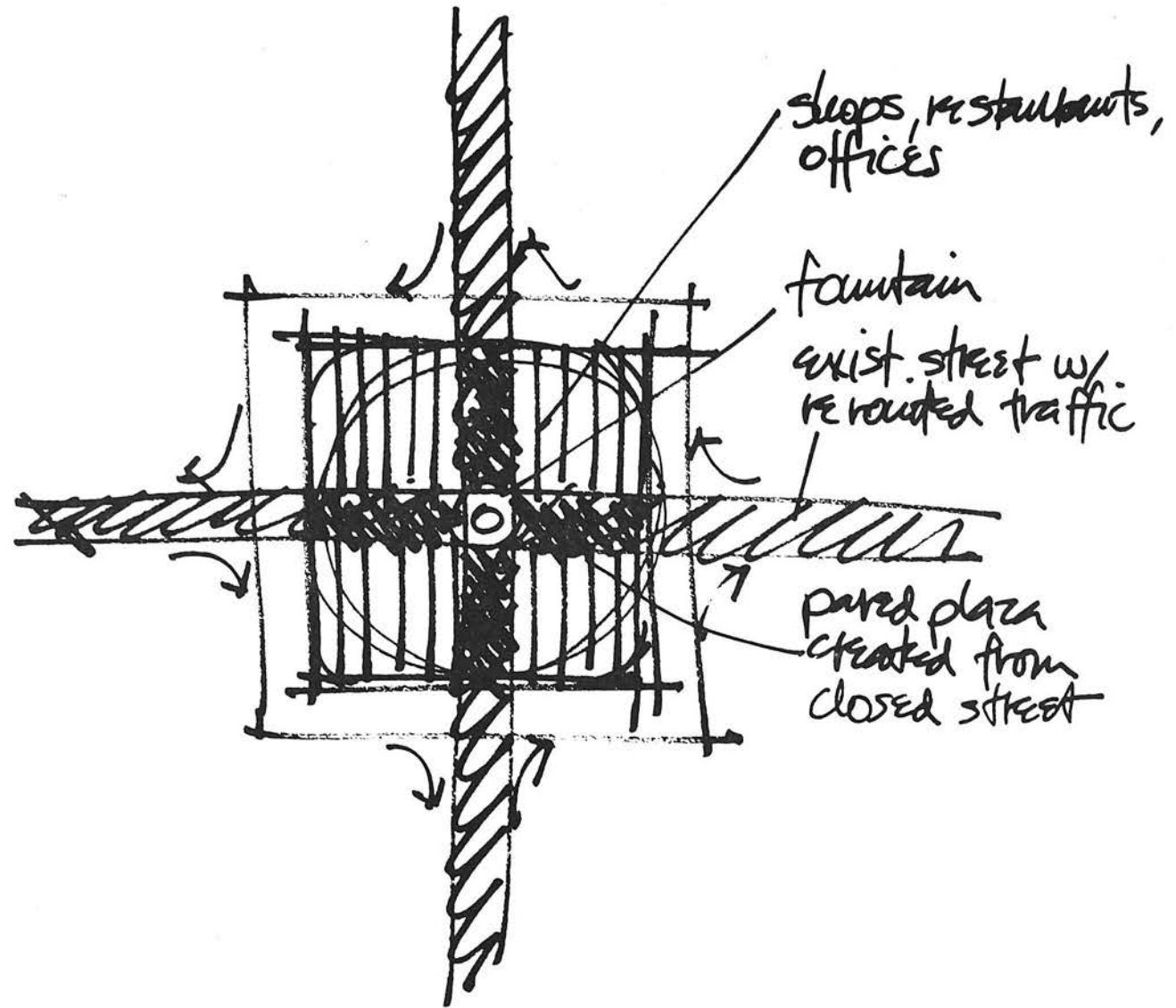


VIEW DOWN AVENIDA



## THE PLAZA

The diagram on the following page illustrates the prototype plaza development plan. At or near selected intersections, streets separating a 4-block area would be closed off creating a larger block. The abandoned streets become paved pedestrian plazas complete with landscaping. Existing buildings remaining in good condition would comprise all or part of the fabric of buildings surrounding the plaza.



PLAZA DE LAS FLORES  
DIAGRAMMATIC PLAN

## APPLICATION

Agnes Street is a major approach from the airport directly connected to the downtown core area. A significant intersection along its length occurs at Port Avenue. Being prototypical, however, the plaza really can occur anywhere. We propose the initial plaza be constructed at or near Port and Agnes. We also recommend that the program be necessarily considered a single-time application. Prototypes are prolific in that they can multiply and adapt to a number of situations. The following strategic locations should also be considered as possible additional sites:

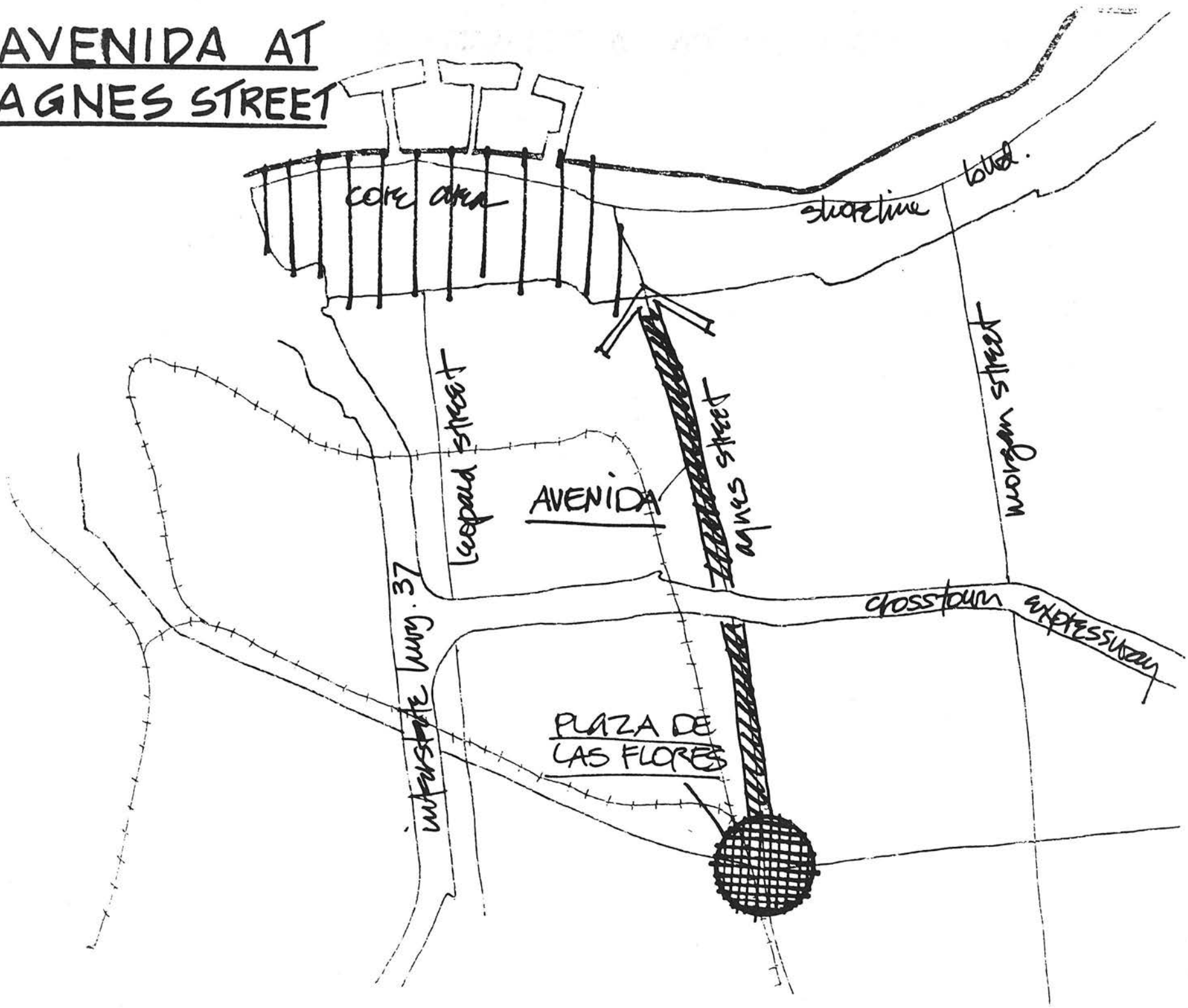
Port Avenue and Morgan Avenue

Port Avenue and Leopard Street, and possibly

Portions of the area between Laredo Street and Agnes Street west of the Crosstown Expressway.

A network of nodes, or foci of commercial and cultural activity, can develop relative to people's needs and desires.

# AVENIDA AT AGNES STREET





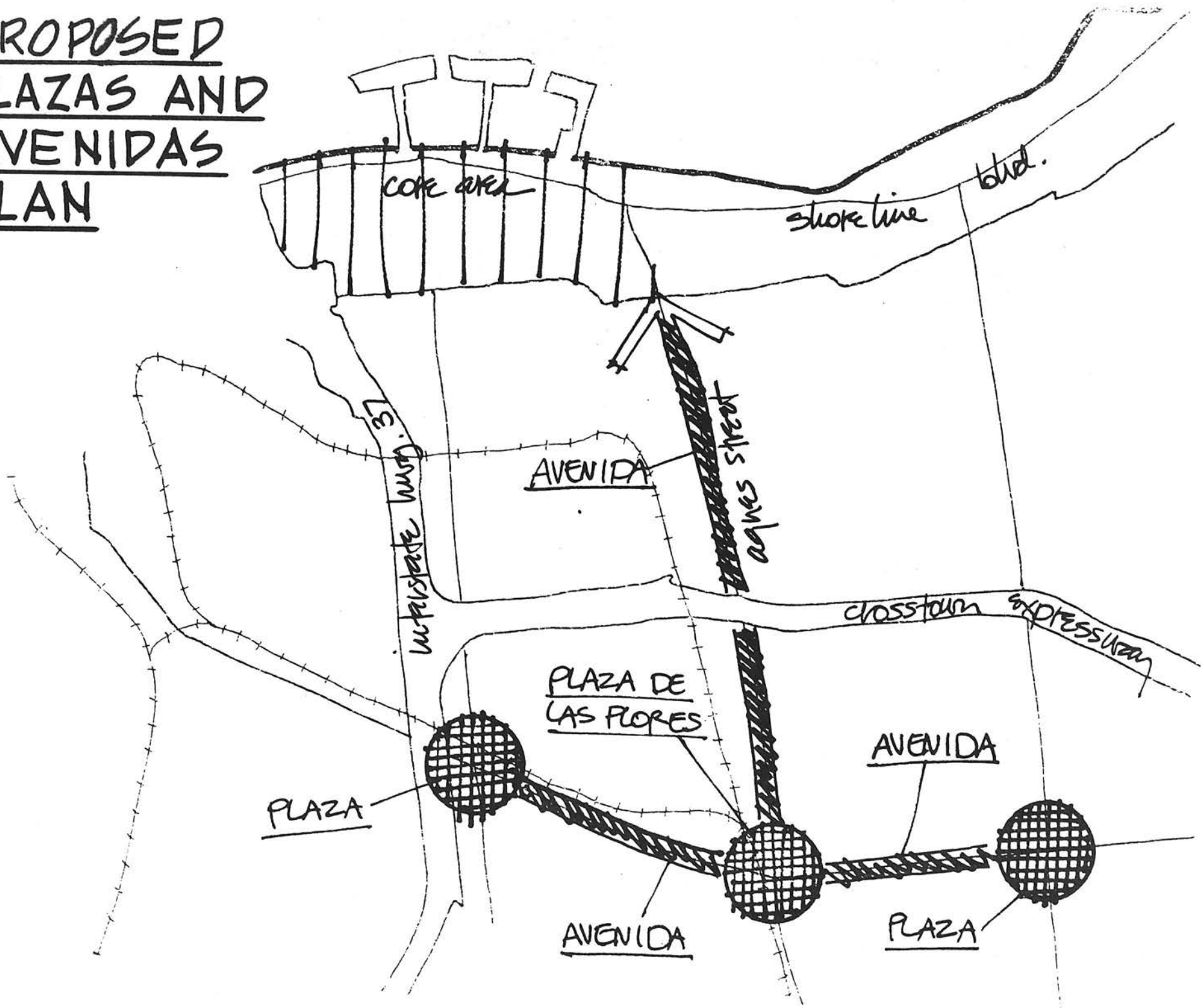
## IMPLEMENTATION

The R/UDAT believes that the timely development of the Plaza de las Flores is in the interest of the entire city of Corpus Christi. We expect it to play a role in improving the desirability of Corpus Christi as a tourist center and in providing a node for commercial development in the west side.

At the same time the R/UDAT believes that the Plaza is an important step toward the eradication of the physical and psychological separation between the Mexican American and Anglo communities. From the point of view of physical design the Plaza is intended to act as the west side "anchor" of the "Avenida" development connecting the west side to the "Core Area". The connection is intended to facilitate interactions and access, in both directions, between these two civic focal points. Furthermore, we believe that the city's involvement in this celebration of Hispanic culture will demonstrate the entire city's awareness of, and pride in, the contribution of Mexican American culture to the unique strength and charm of Corpus Christi.

Last, but in no way least, the development of this Plaza should have positive effects on the Mexican American community directly. The commercial advantages are substantial. The present "strip" commercial development on the west side will be strengthened and stabilized by the provision of "nodal centers". The Plaza and its shops should draw tourist dollars into the local economy. Equally important, the traditional nature of this Plaza with its open space and pleasant surroundings will provide a social and cultural gathering

# PROPOSED PLAZAS AND AVENIDAS PLAN



ground in which local residents can take pleasure and pride. It will be a place for traditional fiestas and informal gatherings as well as for commercial activity.

In order for this Plaza to achieve its economic, social and symbolic goals, we advise that it be organized as a joint effort between city government and local businessmen and residents. We believe that the City Council should form an Advisory Committee of five members, drawn from the Mexican American community, to direct the development of the Plaza de las Flores. If necessary, this committee should have a staff specifically hired to aid it in its deliberations. In our view the committee's responsibilities should include the following:

- To develop, in consultation with the Mexican American community, detailed site plans for this Plaza and to recommend to the City Council approval of that plan.

- To review and make estimates of proposed cost of the development of this Plaza and make recommendations with respect to financing the same.

- To develop a general policy with respect to the types of commercial establishments to which the city should lease space in this Plaza; with the primary goal that all shops should be compatible with the role of the Plaza as a celebration of the contribution Mexican American culture has made and will continue to make to Corpus Christi.

In the judgment of the R/UDAT team, no new city ordinances are required to permit the development of the Plaza de las Flores and the appointment of the Plaza de las Flores Advisory Committee. Under Articles 1175(15) and 1176, Title 28 of Vernon's Annotated Civil Statutes, we believe that this project can be advanced as a public square and

pleasure ground in which the leasing of some space for accessory commercial uses would be sanctioned. Of course, if the City Council determines otherwise, then enabling legislation should be promulgated.

For reasons of creating economic credence for the development of plazas in the West side, a possible cost tabulation follows:

PLAZA de las FLORES

Pro Forma Budgets

Capital Cost

Land (\$3 sf)	\$1,000,000
Building (½ new, ½ remodel existing)	1,350,000
Plaza & landscape	40,000
Parking	60,000
Sub Total	\$2,450,000
Arch. & Engin. (5%)	122,500
Sub Total	\$2,572,500

Financing Expense

Interim interest	141,500
Commitment fee	56,000
Legal & closing	30,000
Project administration	60,000
Sub Total	\$2,860,000
Contingency	100,000
Total	\$2,960,000

PRO FORMA

Income Statement

Gross Rentals (Total G.L.A. @ 65¢ per sqft/month)	\$468,000
Vacancy 10%	46,800
Operating Expense	
Maintenance & cleanup	12,000
Insurance	16,200
Management	13,400
Net Cash Available	379,600
Debt Service	369,600
Cash Flow	\$ 10,000

# **5 THE CORE IN THE REGION**

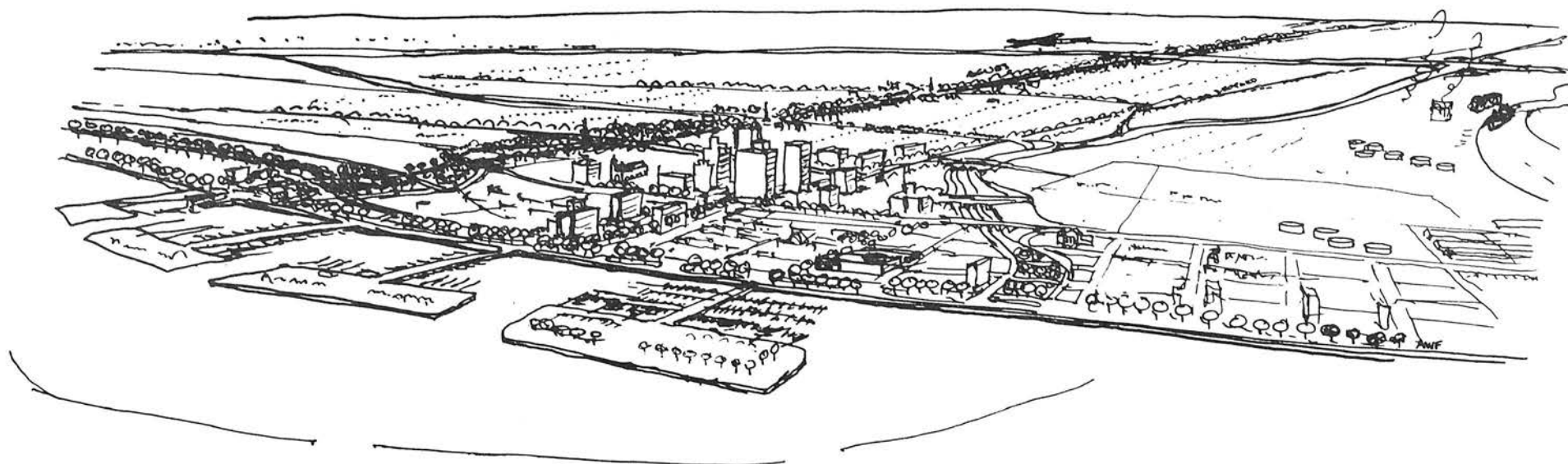
## CORE AREA

The Core Area of the City is its activity area, and is the symbol of financial and commercial recreational activity for an entire region. Against a background of deterioration and abandonment, the core survives as the best opportunity for large scale commerce and diverse, specialized environments for many activities. The Core is as large as the network of activity that supports it, and that activity has grown in recent years.

We believe that past building programs and capital investment have set the stage for new growth and change. This area, and by extension, the business and government center atop the bluff and North Corpus Christi across the bridge, form the core of the Coastal Bend region. The region has always attracted tourists but the core must now prepare the plans and organizational structures that will be necessary to compete successfully in the highly sophisticated and demanding convention and tourism markets of the 1980s and later decades. In the future, Corpus Christi may be competing for international tourist dollars. So half measures will not suffice.

We have proposed physical and image changes, new functional relationships and implementation measures that will make effective competitiveness possible. Too often a community, in spite of evidence to the contrary, is so lulled by its own beauty or satisfaction with the status quo that it is unwilling to make changes or prepare for the future. Change is inevitable; but the type of change is a choice the people of Corpus Christi have to make.

CORE AND ENTRY ALONG AVENIDA AGNES





## AVENIDA AGNES

The center of the city has become increasingly isolated from both the southwestern and western portions of the city. It is important that these areas be physically, visually, symbolically reconnected to the central core. A major feature of Corpus Christi today is its Shoreline Drive connecting the southern portion to the downtown. No such major avenue exists to the west. The entrance approach from the airport creates an extremely negative impression upon arriving visitors. Therefore, we recommend that a major avenue be created connecting the center to the west by significantly upgrading Agnes Street. This new avenue should be wide, attractively landscaped with double rows of major trees, and punctuated at appropriate intersections by obelisks, sculpture, fountains, or other major symbolic visual elements. To the degree that city thoroughfares, as part of the infrastructure, reflect the attitude of the city toward its people, this major avenue will have a significant impact upon the life of the city.

## REVIVING THE CORE

The historic downtown area of Corpus Christi is scarred by commercial vacancies created by the movement of retail stores to outlying shopping centers. The range of merchandise available in the downtown area has steadily declined. Over twenty years ago, Richard Nelson demonstrated, in The Selection of Retail Locations, that retail stores prosper when they are located close enough so that they interchange pedestrian traffic freely and naturally.

When the opportunity for interchanging customers exists, all stores enjoy better sales levels than any one could enjoy alone. The reverse is also true. When inharmonious uses, vacant lots, and empty stores are interspersed in retail areas, then the natural flow of customers is interrupted and the remaining stores suffer declining revenues. Declining revenues persuade additional merchants that the time to flee has arrived and the cycle of vacancies and deterioration gains speed.

Downtown Corpus Christi is already in such a downward cycle and it literally threatens the economic life of the central business district. Twenty to twenty-five stores already stand vacant below the bluff between Starr on the north and Cooper on the south. North of Starr, the core area is pockmarked with taverns, topless joints, and "adult" bookstores that give a sleazy ambience to the north portal of the business district; decay is obvious and, unless arrested, will ravage the core of the community.

We see little prospect that the downtown area can

be restored to its former status as the regional shopping center for the metropolitan area. The outlying malls have pre-empted that role. So the challenge in the core is to redevelop land for uses that are both desirable and feasible. We cannot stress too strongly that vigorous efforts to arrest the decline of the downtown area must be commenced immediately if there is to be a reasonable prospect of success.

The picture in downtown Corpus Christi is not entirely bleak. In the face of decline there has been some encouraging private investment. The development of Peoples Alley and the re-use of the Medical Arts Building for elderly housing, as well as new hotel and office construction, offer some reason for hope. But private investment cannot be counted on to accomplish the entire task. There must be public cooperation and public investment as well. It did not aid the downtown area for the city to permit the redevelopment of centrally located parking for a drive-in bank with a net loss of off-street parking spaces. In a vehicular society, lack of adequate, convenient parking deters shoppers.

The city must be prepared to accept and employ a full range of modern governmental redevelopment weapons. Corpus Christi can no longer afford the luxury of defeating urban renewal referendums. Urban renewal authority will be essential to a successful redevelopment effort. Without such authority, the city will be stymied in any effort to remove blighted and substandard structures and provide for private redevelopment of the land. Such private redevelopment could be by private developers or not-for-profit corporations.

The redevelopment effort must have the undivided attention of appointed commissions with a generous mandate and a commitment to deal exclusively with the problems of the core. To this end, we urge the creation of two new advisory commissions, one for the bayside and one for the core area.

New residential development in the core area must be encouraged for persons with a broad range of income levels. The diversity of low cost elderly housing, townhouses for middle income families, and high rise condominiums will contribute to the vitality of the core area after the close of the business day and will stimulate the establishment of convenience shopping and restaurants for the new residents of the core area. Such new construction can be encouraged by providing, in the zoning ordinance, for bonuses and incentives to encourage new residential construction in the core.

Growth in the attractiveness of the core for tourists can be stimulated by new Marina facilities and by encouraging the establishment of the accessory commercial facilities that tourists require.

New shopping facilities will not, and should not, be confined to convenience shopping. We remarked early in this report that the city has not taken full advantage of its heritage. By encouraging specialty shopping facilities in the core area that emphasize the traditional arts, crafts, and wares of the Mexican American community, the city can create a magnet for tourists and local shoppers. In a smaller way, this city can have its own version of Ghiardelli Square. Indeed, the Multi-cultural Center that has been subject of so much discussion could be the focal point for such

new development.

The opportunity of Corpus Christi to reverse the steady decline of its core area exists and it can be reversed. But the task cannot be undertaken with timidity and hesitation. Boldness and confidence and the joint enthusiastic efforts of the two communities are essential to success.

#### TEAM FINDINGS WITH RESPECT TO CORE AREA

Shoreline Drive is extremely attractive, but it is poorly equipped for pedestrian use both along the water edge and crossing Shoreline Blvd.

The bay and the Marina are visually spectacular, but there is silting in some areas and additional Marina capacity is needed.

Views of the Bay are becoming blocked by new building placements and lack of sign control.

There is a lack of a good pedestrian connection from the top of the bluff and thru center of Core to the Bay.

There are an excessive number of deteriorating buildings, and under-utilized land and structures.

The lack of viable street life and a generally unplanned environment creates unattractive and unsafe conditions.

There is a lack of support for remaining retail shopping area.

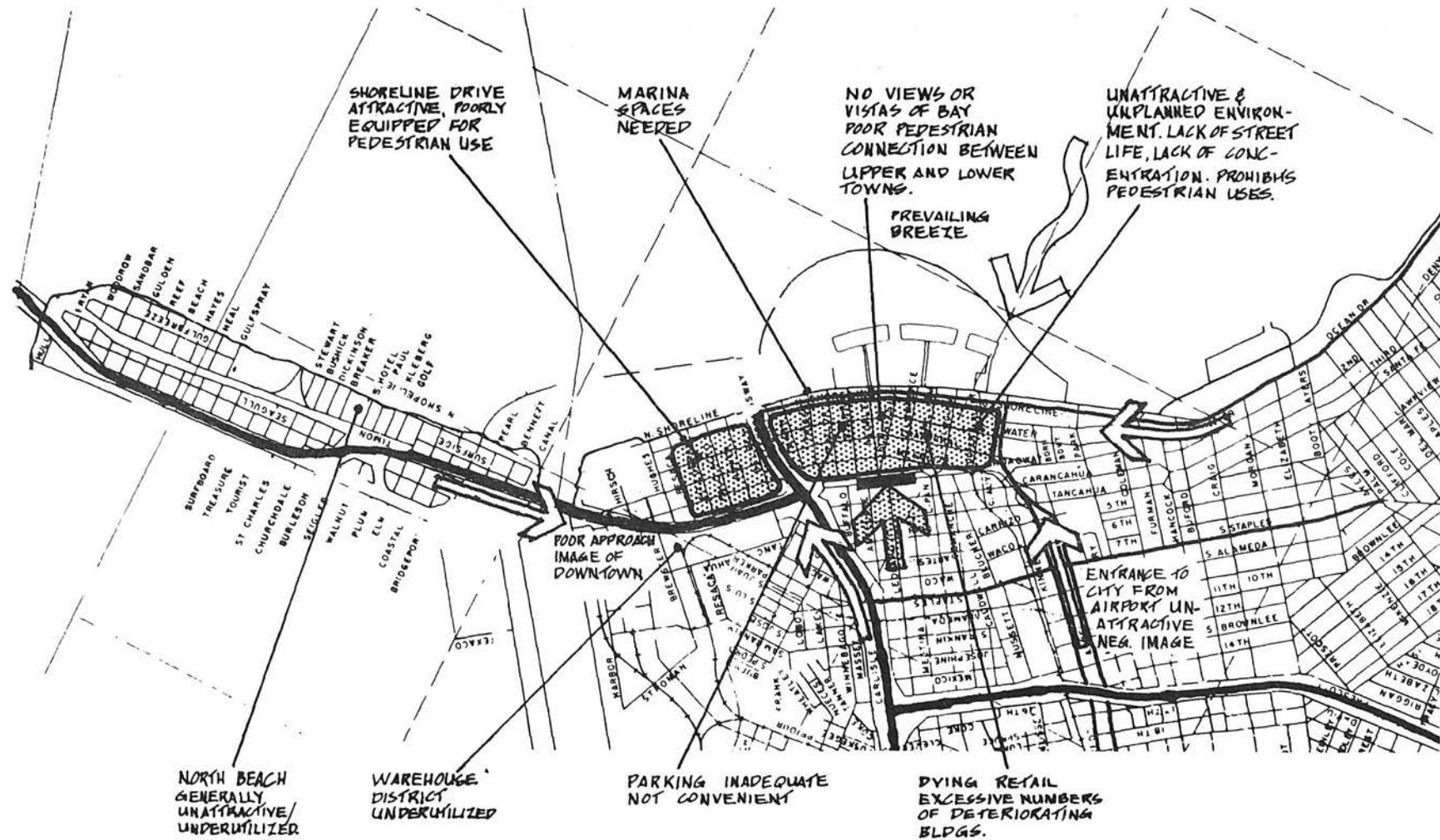
The Arts and Science Center is disconnected from the center of the Core.

The remaining historical structures require additional protection. Noteworthy structures should be relocated in historic/low use housing area.

Traffic patterns are outdated in some areas.

Parking is badly placed and will not be adequate for future development.

## FINDINGS





## CORE AREA CONCEPTS

Revitalize and upgrade the area to maintain and enhance a strong business environment, an attractive tourist center and a pleasant residential area.

Use hotels to provide the action and revenue producing base. Reserve the best sites (i.e., along Shoreline Drive) for hotels. (But restrict the size and placement of the towers to preserve the views through to the water!)

Build a strong connection and create a pleasant, easy and interesting walkway from Leopard Street on top of the bluff down Peoples Street to the Bay.

Encourage and assist well-conceived rehabilitative efforts in appropriate locations, especially between Lower Broadway and Water Streets. Provide pedestrian access and interior spaces within block when possible.

Provide a system of parking structures to encourage appropriate and timely development and to serve public needs in commercial and Bayfront areas.

Expand the Marina for greater local service capacity and to encourage visiting boaters to visit the city. (Continue to screen all parking areas from shore view and prohibit large structures in the water. More appropriate and less expensive sites for commercial use are available on shore. This will preserve the view of the Bay as a purely blue water and boat experience.)

Housing should be encouraged in a variety of types and higher density forms. Increasing the number of hotel rooms will create services attrac-

tive for housing, and new housing will in turn support additional services at higher levels of quality.

The hotels should generally be on Shoreline Boulevard with the best views. Occasionally a public facility should be on a full block facing Shoreline but built very low with extensive landscaping. This indented block adds variety, plus gives significant additional view opportunities to the blocks behind for hotels with Bay view protection.

An Aquarium featuring Gulf aquatic bird, fish, and animal life would be a logical and appropriate facility to generate additional tourist interest and would be an asset to the region. We understand consideration of this facility is underway and commend it. A location has been suggested herein at the foot of Twigg Street.

Other attractive recreation and tourist facilities should be added as financial capacity expands.

During the expansion of hotel and housing activity, the transportation systems along Shoreline in particular should be expanded to meet service demands. Such expansion can easily be done on an incremental basis but needs to be carefully monitored to maintain high service quality. Water taxi services should also be tried, perhaps on an experimental or licensing basis with private operations.

A cultural park should be located at the south end of Avenida Agnes. This could include the city hall, library and multi cultural center.

[illegible]

UPGRADE AGNES ST.  
TO MAJOR AVENUE, &  
EXTEND TO WATER-  
FRONT.



## IMPLEMENTATION STRATEGIES

Several alternatives exist to build the new face of Corpus Christi on the Bay.

1. Allow natural forces to operate without direction.
2. Guide development by creative zoning concepts and provide direct economic incentives to attain desired results.
3. Create governmental or joint public/private development entities to take charge of directing and producing desired results.

The first concept has proven too weak in Corpus Christi to achieve viable core shopping or even maintenance of a downtown residential or tourist services environment. It is highly unlikely that adequate, well placed and efficient services will occur with total reliance on "natural forces."

Alternative two is possible but will take very extensive change in the current planning and zoning function of the city and timely involvement by city agencies in each private project, as well as occasional financing for necessary capital improvements or costs to seek out or provide studies or guarantees for first class hotel operators. Additional staff and expenditures within the city budget would be required and the responsibilities of the city would increase.

Alternative three suggests the creation of a Development Commission that functions as the agent of the City Council to manage the development and redevelopment efforts. This agency will use public funds but also has the opportunity to recover public investment by direct participation through land lease or fee ownership of land or structures.

Neither the Bayside Protection and Development Commission nor the Core Area Development Commission will enjoy public support or function properly unless they represent all interested citizen groups. The health of the physical and economic environments are both at risk. Unless economic vitality and a continuing planned process of improvement and renewal is created, the influx of first class hotels and good quality tourist facilities will not occur.

The intent is not to eliminate or downgrade the past efforts and current members of Marina, Park or Planning Commissions, but rather to invite these individuals to create stronger and more effective roles in new agencies that will be stronger because they will be created by the charter and derive their powers from it. The new challenges are very real, and the two sketches of the Bayfront circa 1900 and 1939 show dramatic change. The stage is set for additional dramatic change over the next ten years. But will the result resemble the Szaki-Walker image or will the "natural" process produce a Shoreline Boulevard replay of the strip commercial development, uneconomic land use and missed opportunities typical of the development along freeways and streets such as Everhart. (Remember that the strips along Agnes and Port were fresh and bright years ago).

The decisions made and the techniques chosen now will set the pattern for many years to come.

## IMPLEMENTING THE CORE AREA RECOMMENDATIONS

In 1975, the Corpus Christi electorate approved Proposition Six, an amendment to the Corpus Christi City Charter which created the Corpus Christi Improvement District. Although the charter amendment specified that the city was to provide for the manner in which the district would be governed, an implementing ordinance has yet to be adopted. The powers conferred on the City Council by Proposition Six do not appear to have been as broad as Texas law would permit and the geographic area in which these powers may be exercised is not large enough to permit the problem of the core area to be dealt with comprehensively.

Implementation of the core area recommendation will require substantial revisions in the charter and the creation of new agencies to carry out the specific recommendations made in this report. There are significant legal constraints on the freedom of municipalities to act even when they are Home Rule cities as is Corpus Christi. We have endeavored to confine our recommendations to those that do not appear to be plainly legally deficient; however, actual implementation of these recommendations can only be carried out following a determination that the suggested actions are in accord with Texas law. With that caution, we believe that effective implementation of the policy recommendations in this report for the core area requires the following governmental framework:

### 1. Procedure

A charter amendment discarding the present, unimplemented provision for the Central Corpus Christi Improvement District, clarifying and ex-

panding the powers of the City Council and replacing the Corpus Christi Improvement District with two new charter agencies - The Bayside Protection and Development Commission (Bayside Commission) and the Core Area Redevelopment Commission (Core Area Commission).

## 2. Jurisdictional Boundaries

The Bayside Commission would be responsible for the Bayside Protection and Development Zone which would include the area east of Water Street between Park and Fitzgerald and east of U. S. Route 181 between Fitzgerald and Corpus Christi Beach on the north.

The Core Area Commission would be responsible for the Core Area Redevelopment Zone which would include the area between Water Street on the east, Park Avenue on the south, Staples on the west and Fitzgerald on the north.

## 3. Powers of City Council Under Charter Amendment

Approve all development or redevelopment plans for Bayside or Core Area Zones.

Acquire, manage, convey, lease or otherwise dispose of real and personal property pursuant to an approved development or redevelopment plan.

Designate areas for clearance to eliminate or prevent slum or blighted areas, and exercise the power or eminent domain to acquire such areas or properties there. (Requires passage of urban renewal referendum.)

Apply for and accept capital grants and loans from United States and State of Texas or any instrumentality of United States or the State or a privately-funded foundation.

Borrow funds and issue revenue bonds (or if possible general obligations bonds).

Contract with public and private persons, firms and agencies, including not-for-profit corporations in aid of execution of development or redevelopment plan.

Sell, trade, lease or improve real estate acquired in connection with a development plan.

Acquire, construct, regulate, protect, maintain off-street parking facilities and provide for the management of same by agents of the City.

Expend such public funds as may be necessary to plan, implement and execute provisions of development and redevelopment plans.

## 4. Composition, powers, duties of Bayside Commission under Charter Amendment

Agent of city to implement development and redevelopment plan for Bayside Zone.

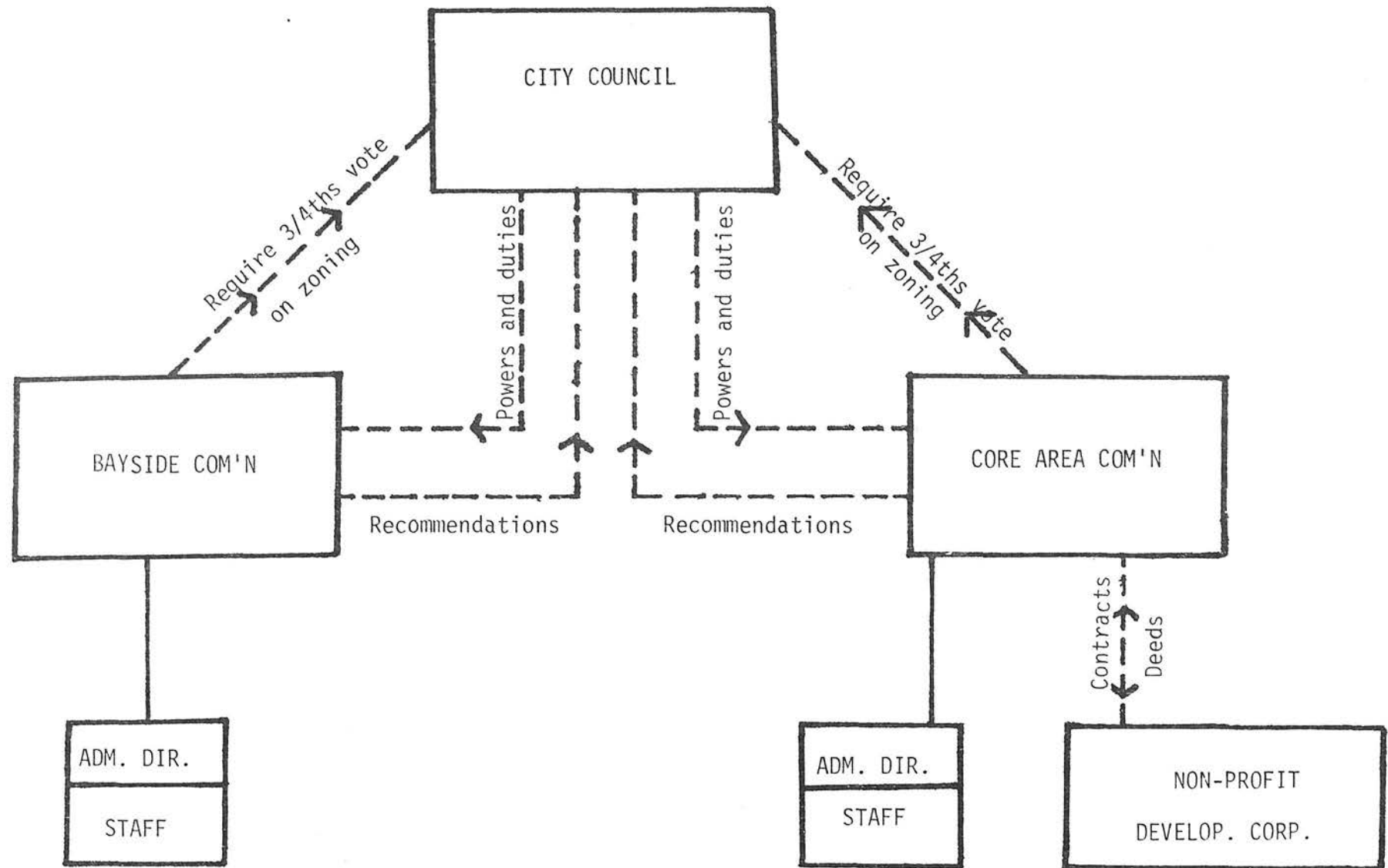
Composed of five members appointed by council for a definite term. Selects own officers.

Prepare plan for development of Bayside Zone.

Review site and other development plans and make recommendations to the City Council with respect to approval or disapproval of such plans.

Make recommendations with respect to proposed zoning changes in Bayside Zone, and initiate proposed zoning changes. A three-fourths vote of council would be necessary to override adverse recommendations.

# DEVELOPMENT MANAGEMENT ORGANIZATION



Recommend to council tracts to be acquired and developed.

Secure appraisals of land to be acquired pursuant to development plan.

Review and make estimates of proposed cost of all proposed development plans and projects and make recommendations with respect to method of financing the same.

Manage the Marina and other public recreational facilities in the Zone.

Retain consultants and employ staff, including an administrative director.

Adopt rules and regulations for its governance.

5. Composition, Powers and Duties of Core Area Commission under Charter Amendment

Agent of the city to implement development and redevelopment plans in Core Area Zone.

Composed of five members appointed by Council for a definite term. Selects own officers.

Prepare plan for redevelopment of Core Area Zone.

Review site and other development plans and make recommendations to the Council with respect to approval or disapproval of such plans.

Review and make recommendations with respect to all proposed zoning changes in the Core Area Zone, and initiate proposed zoning amendments. A three-fourths vote of the Council would be necessary to override adverse recommendations.

Recommend to Council tracts to be acquired and

developed or redeveloped.

Secure appraisals of land to be acquired pursuant to development or redevelopment plan.

Review and make estimates of proposed cost of all proposed development or redevelopment plans and projects and make recommendations with respect to methods of financing the same.

Manage or provide for the management of off-street parking facilities in Core Area Zone.

Manage or provide for management of the proposed multi cultural center.

Retain consultants and employ staff, including an administrative director.

Adopt rules and regulations for its governance.

## PRIORITIES - PHASING

### Private Development

1. Hotels (assumes 1500 new rooms by 1985 - say five hotels @ 300 rooms each, or aggressively 2100 rooms by 1985)
2. Rehabilitation of existing buildings for reuse, expand service and tourist opportunities. Develop People's Alley and other pedestrian arcades.
3. Restore Old Courthouse into social meeting hall.
4. High rise housing priced for mid to upper income families.
5. Low rise and low density housing for moderate to mid income families.
6. Low density and low rise apartment/hotels or time shared condominiums.
7. Street Market (warehouse district).

### Public Development

1. Plaza and Peoples Street Esplanade
2. Parking facilities
3. Aquarium
4. Marina Expansion
5. Multi culture Center
6. Upper Broadway Landscaping

7. Street furniture and amenities along Shoreline Drive

Public Transportation Systems

Improvement of Shoreline Shuttle

Water Taxi and/or commuter system

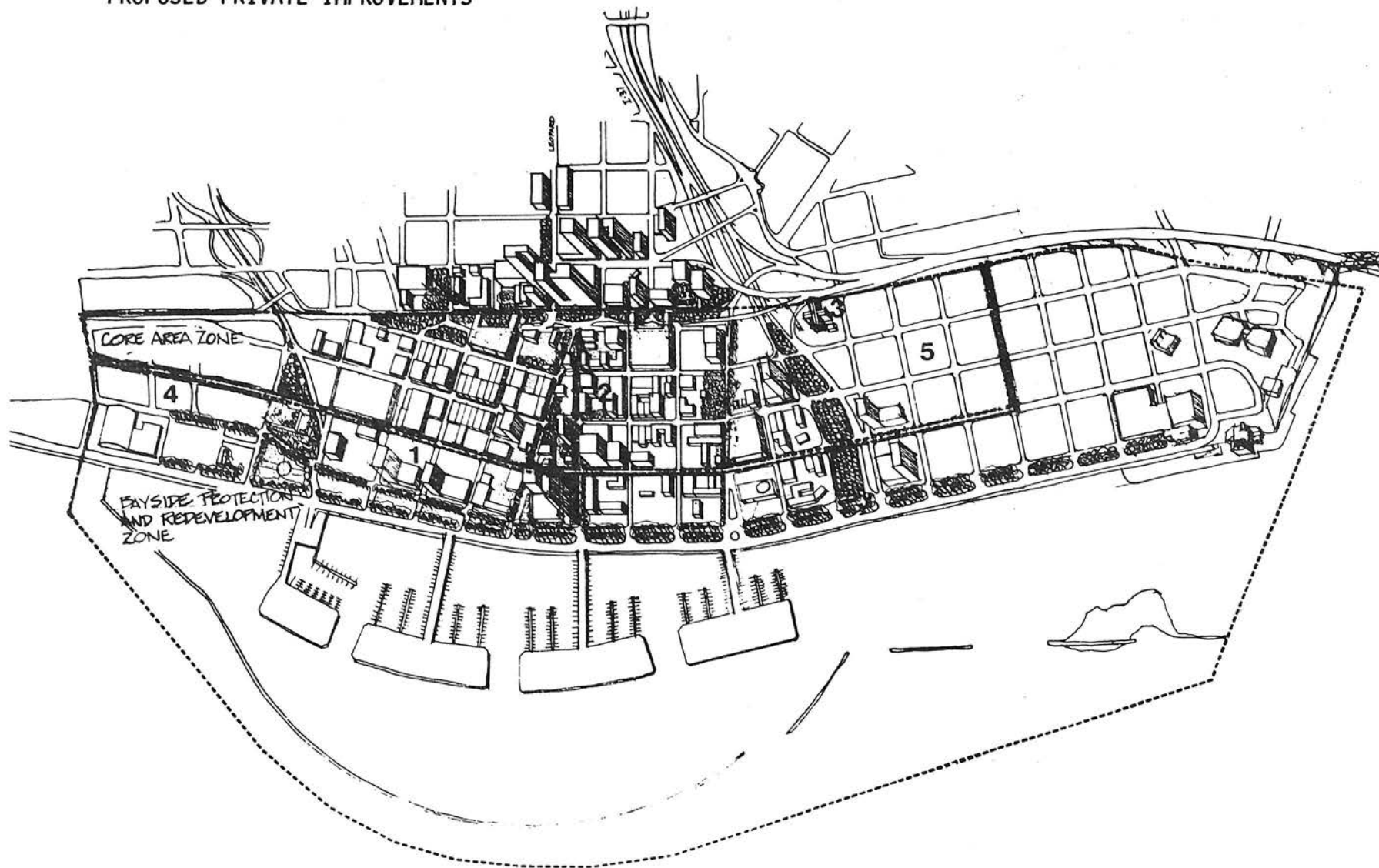
Key To Proposed Private Development

1. Hotels (assumes 1500 new rooms by 1985 - say five hotels at 300 rooms each, or aggressively 2100 rooms by 1985).
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7. Street Market (warehouse district)

\* Projects are shown in approximate locations.



IMPLEMENTATION ZONES/  
PROPOSED PRIVATE IMPROVEMENTS

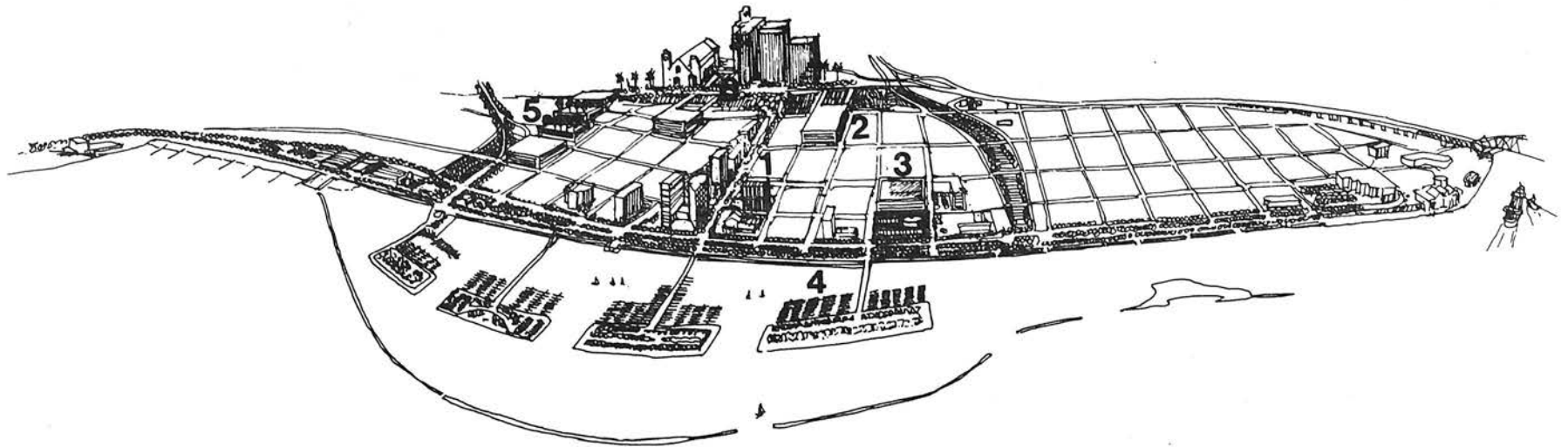


Key To Proposed Public Improvements

1. Plaza and Peoples Street Esplanade
2. Parking facilities
3. Aquarium
4. Marina Expansion
5. Multi culture center
6. Upper Broadway Landscaping
7. Street furniture and amenities along Shoreline Drive
8. Surfing Pool

\* Projects are shown in approximate locations.

# PROPOSED PUBLIC IMPROVEMENTS



# ASSUMED PROJECT IMPLEMENTATION SCHEDULE

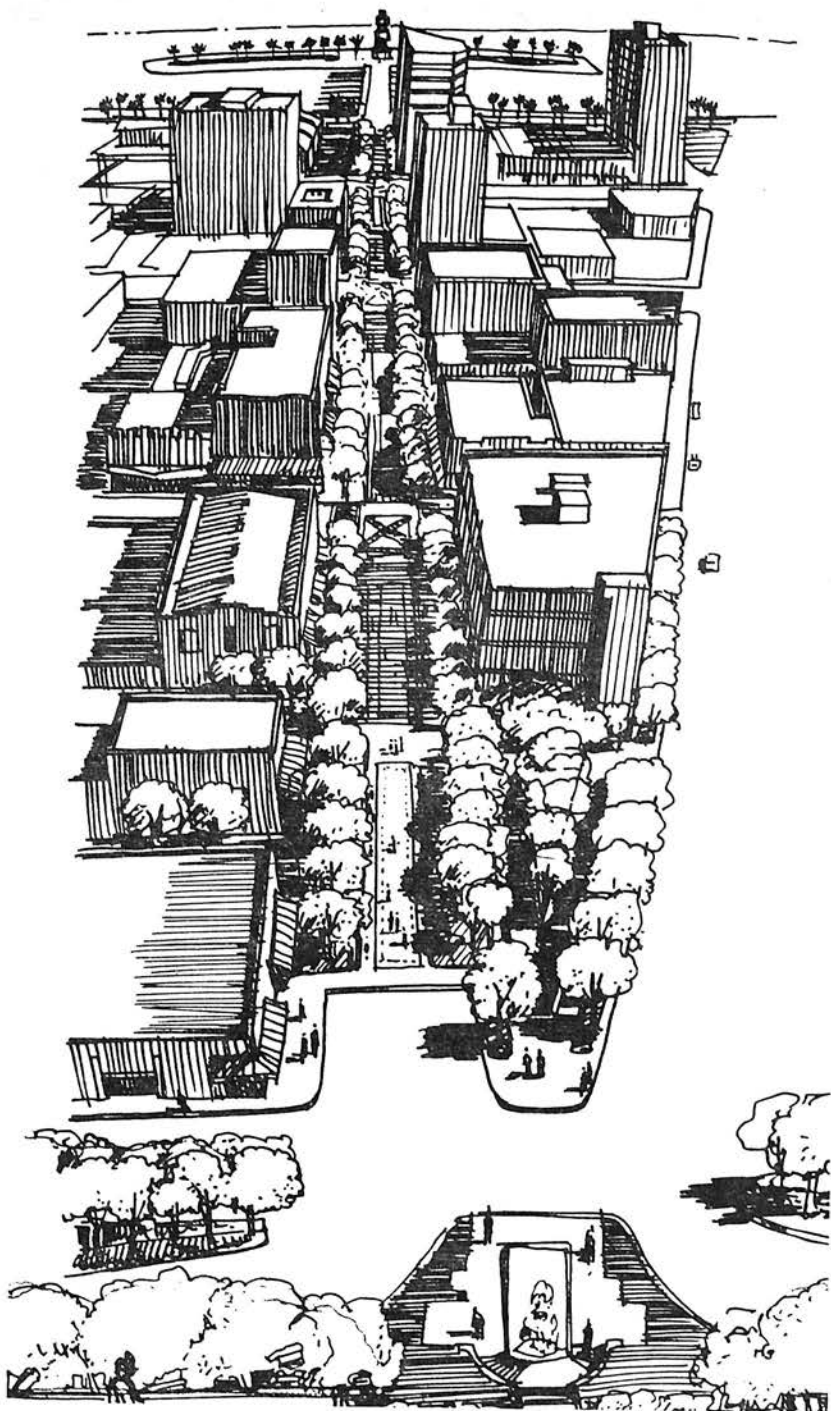
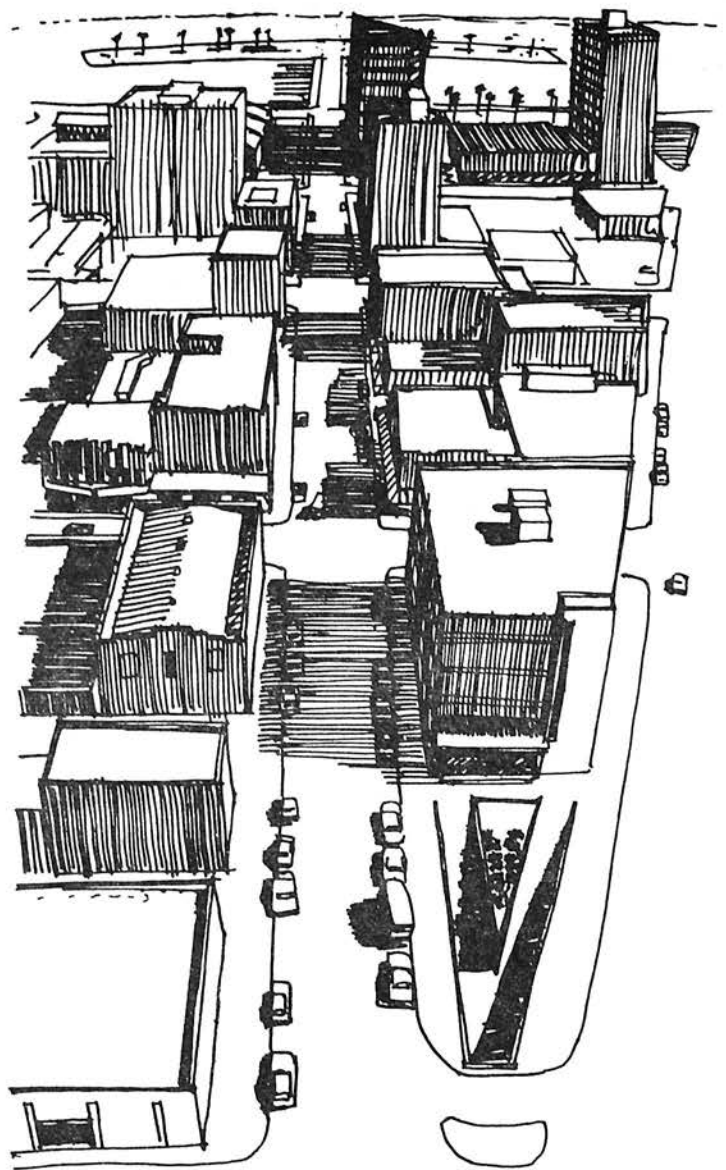
<u>PROJECT</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>
<u>Private</u>							
1. Hotels	300	300	300		300	300	rooms
2. Rehabs	----- continues -----						
3. High rise housing	100 units			200	200		
4. Low rise housing			100	100	100	100	units
5. Street Market							
6. Apartments/Hotel				100	200	200	units
<u>Public</u>							
1. Plaza & peoples St.							
2. Parking	480	480	480	480	480	480	spaces
3. Marina		150 slips					
4. Aquarium			x				
5. Other recreation facilities						x	x
<u>Public Transport</u>							
1. Shoreline Shuttle	x						
2. Water Taxi			x				

#### THE PEOPLES STREET WALKWAY FROM UPPER BROADWAY

This is the linkage to the Bay, that finally completes the movement of Leopard Street and its movement from the west. This completes the concept of that street.

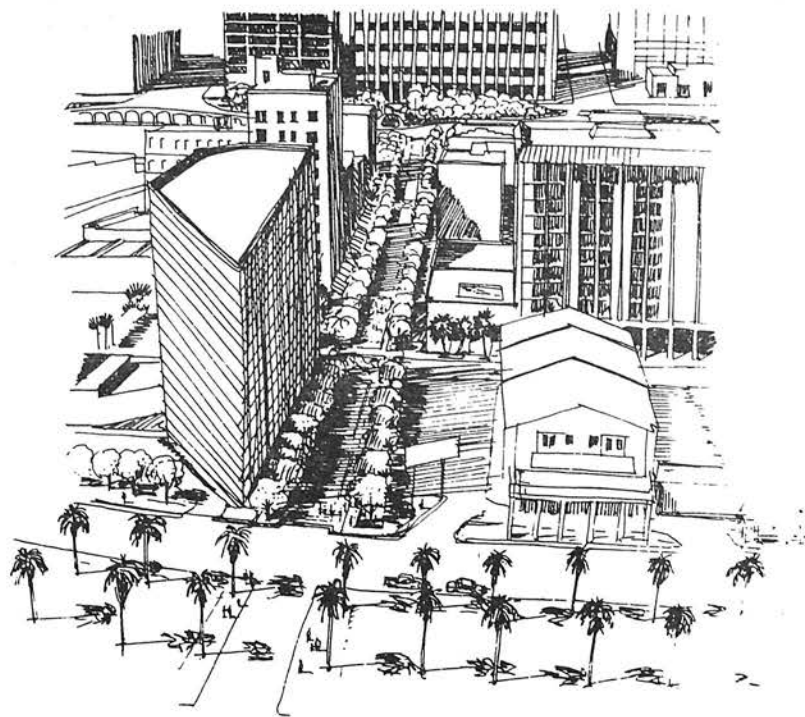
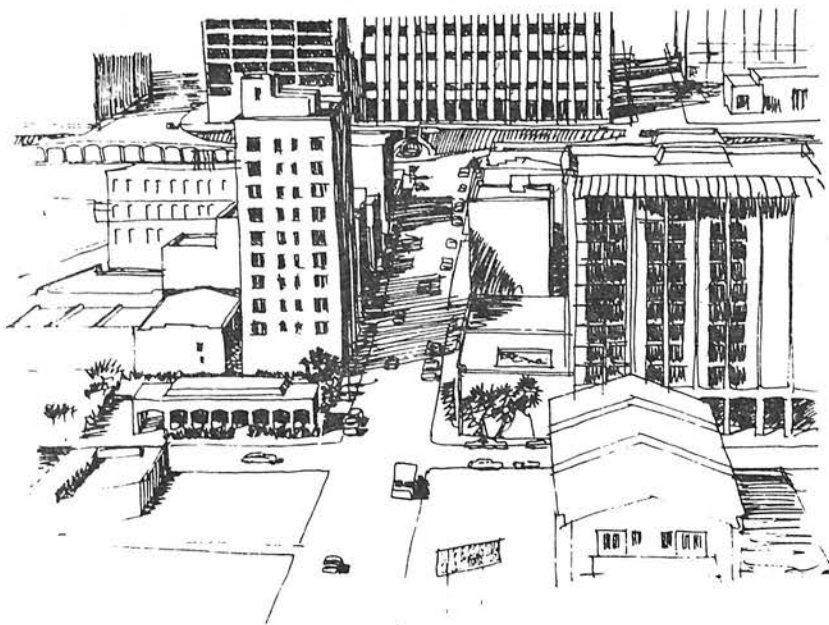
The expected connection below the bluff is a more finished statement that helps to organize the lower area. The quality of materials will add an experience of movement thru this corridor and a new sense of use.

The qualities of the materials enhance the pedestrian experience and discourages auto traffic. Landscaping completes the treatment.



THE PEOPLES STREET WALKWAY FROM THE BAY





(above) EXISTING VIEW PEOPLES STREET WALKWAY  
FROM THE BAY

(right) PROPOSED VIEW

## PARKING SYSTEM

A substantial part of a Development Commission's activities could be the provisions of off-street parking. This program envisions the creation of several 2 to 4 deck parking structures in the area. These parking structures would serve local businesses as well as tourist visitors. Some would be entirely public while other structures would be dual use facilities.

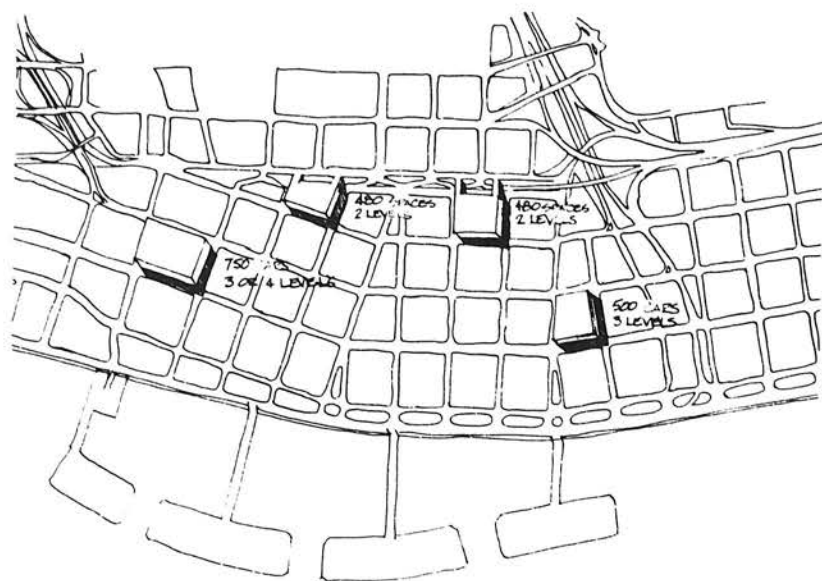
In order to accelerate and expand the hotel market, as well as to provide needed public parking, some parking structures should be built in conjunction with hotels and a portion of the spaces leased to the hotels on a long term basis. The lease payments would cover all or a major portion of the garage debt service, and should provide that the ground level parking is to be reserved for the general public or for adjacent public attractions.

Assuming a single 300 room hotel on a full 300' x 300' block, the garage might cover half the block or be, say, 130' x 300' in size. If there were two double loaded aisles with 10' wide parking spaces this would produce about 120 spaces per floor or 480 in a 4 level structure. Assuming reservation of the ground level for the public, 360 spaces would be available for hotel lease.

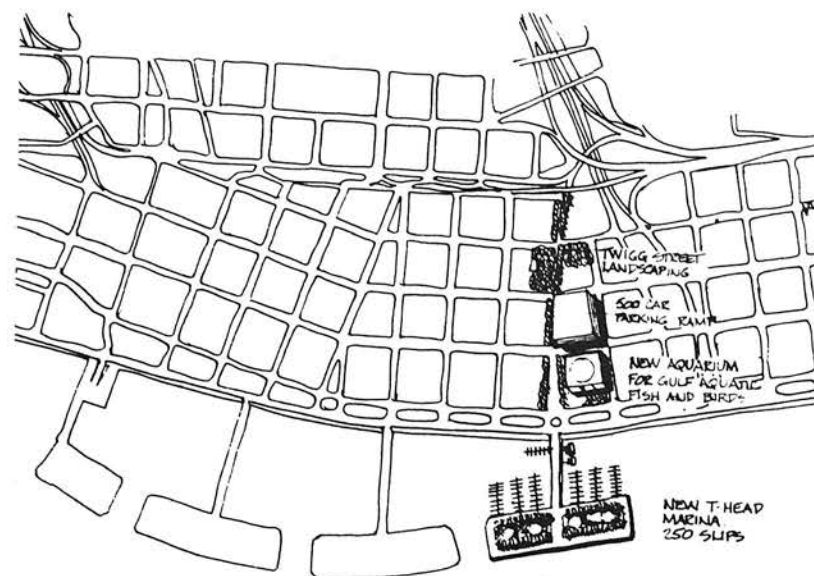
The costs of land and construction will be passed on to the hotel operator and will affect room rates. A lower initial rent will increase as the hotel reaches higher occupancy levels. The desire of the hotel operator to expand his capability to build more or sooner and the Development Commission's desire to increase total tax revenue, create jobs and solve parking problems should create benefits for both sides.

In addition, areas on top of parking structures may be used for amenities. For example, convenient, indoor, air conditioned and lighted tennis courts could be an attractive adjunct to downstairs clubs and an additional amenity for the hotels.

# PARKING FACILITIES



# AQUARIUM & MARINA DEVELOPMENT





## FINANCIAL IMPACTS OF HOTEL CONSTRUCTION

We have attempted to measure the likely impacts of the potential hotel growth on the local economy. We believe that a program that would tend to broaden and quicken the creation of the hotel sector would be very beneficial to convention programs and tourism in general. The studies by Laventhos, Krikstein, Horwath & Horwath recommend an additional 1,500 rooms to serve the conventions by 1985. We have used their general program and date and modified or updated where appropriate.

TABLE I

### Hotel Program

1500 rooms by 1985

### Hotel Real Estate Tax Generation

<u>Year</u>	<u>Hotel Rooms Available</u> <u>per year</u>	<u>Available</u> <u>Total</u>	<u>Assessed Value</u> <u>@ \$30,000/rm.1.</u>	<u>Yearly Real Estate</u> <u>Tax Revenue 2.</u>
1980	300	300	\$ 9 million	\$ 72,000
1981	300	600	18 million	144,000
1982	300	900	27 million	216,000
1983	--	900	27 million	216,000
1984	300	1200	36 million	288,000
1985	300	1500	45 million	360,000

1. Assumed construction cost which includes public spaces.
2. Using a tax rate of \$.80 per \$100 and assessed valuation which is 100%.

TABLE II

Hotel Lodging Tax Generation

\$30 per day @ 70% Occupancy Rate

Year	Rooms	Gross Revenue	3% Lodging Tax
1980	300	\$ 2,299,500	\$ 68,985
1981	600	4,599,000	137,970
1982	900	6,898,500	206,955
1983	900	6,898,500	206,955
1984	1200	9,198,000	275,940
1985	1500	11,497,500	344,925

Tables I and II suggest that if bonds were issued by the city and all hotel real property tax and the 3% lodging tax revenues were to be dedicated to debt service, then, at an 8.6% debt service constant (6% bonds on a 20 year schedule), the \$360,000 + \$345,000 would support \$8,200,000 in bonds.

TABLE III

Tourist Sales Tax Generation

	Gross Sales*	Sales Tax @ 1%
1979	--	--
1980	\$ 3,525,900	\$ 35,259
1981	7,051,800	70,518
1982	10,577,700	105,777
1983	10,577,700	105,777
1984	14,103,600	141,036
1985	17,629,500	176,295



TABLE IV

Non-Hotel Real Estate Tax Generated  
by New Retail & Service Facilities  
Created by Hotel Visitor Spending

	<u>Gross Sales*</u>	<u>Assuming \$85/sq.ft.) Retail Space</u> <u>Retail Product</u>	<u>\$35/sq.ft.</u>	<u>R.E. Tax</u> <u>Production</u>
1980	\$ 3,525,900	41,481 sq.ft.	\$1,451,835	\$11,614
1981	7,051,800	82,962	2,903,670	23,229
1982	10,577,700	124,443	4,355,505	34,844
1983	10,577,700	124,442	4,355,505	34,844
1984	14,103,600	165,925	5,807,375	46,459
1985	17,629,500	207,405	7,259,175	58,073

\*includes Restaurants, Retail, Entertainment & Other  
 at 50% within Corpus Christi City Limits.

However, the tourist activity will by 1985 produce gross sales at \$17,600,000 retained in the community and \$176,000 of additional sales tax revenue. Assuming this increment produces new retail construction, an additional \$58,000 of additional real estate tax is possible.

Total tax production would then amount to \$939,000 or revenues sufficient to support \$10,918,000 in bonds.

Tables V through VIII trace the same data but assume a more aggressive pursuit of hotels, 600 additional rooms, and an effort put into amenities that will attract more visitors and retain them longer. An overall occupancy in the new hotels of 85% would result from such a program.

The net result would be total comparable tax revenues of \$1,587,000 which would allow a total of \$17,300,000 in bonds or an increase of \$6,400,000 in bond capacity.



To achieve this revenue level occupancy of rooms by 67,000 additional visitors per year for the current average stay of 4 days would be required by 1985. Assuming 2,000,000 visitors in 1978, over 6 years the number of visitors would need to rise by 3%.

An aggressive and well formulated program of hotel production, promotion and additional amenity features should be able to achieve such a level of increased activity.

The real benefits would be the opportunities to increase employment in the community, create more housing, and upgrade the physical environment. An aggressive hotel and development program could support itself to a level of \$4,000,000 to \$7,000,000 in additional bonding capacity while benefitting an extensive area. This is a way to leverage the concentrated investment of the Convention Center.

Additional leverage would come from real property taxes as the following tables demonstrate.

Table V

Hotel Program

2100 Rooms by 1985

Hotel Real Estate Tax Generation

<u>Year</u>	<u>Hotel Rooms Available per year</u>	<u>total</u>	<u>Assessed Value @ \$30,000/Rm.</u>	<u>Yearly Real Estate Tax Revenue</u>
1980	300	300	\$9 million	\$72,000
1981	300	600	18 million	144,000
1982	300	900	27 million	216,000
1983	300	1200	36 million	288,000
1984	400	1600	48 million	384,000
1985	500	2100	63 million	504,000

TABLE VI

Hotel Lodging Tax Generation

\$30 per day @ 85% Occupancy Rate

<u>Year</u>	<u>Rooms</u>	<u>Gross Revenue</u>	<u>3% Lodging Tax</u>
1980	300	\$2,792,250	\$83,767
1981	600	5,584,500	167,535
1982	900	8,376,750	251,302
1983	1200	11,169,000	335,070
1984	1600	14,892,000	446,760
1985	2100	19,545,750	586,372

TABLE VII

TOURIST SALES TAX GENERATION

	<u>GROSS SALES*</u>	<u>SALES TAX @ 1%</u>
1980	\$4,281,450	\$ 42,815
1981	8,562,900	85,629
1982	12,844,350	128,444
1983	17,125,800	171,126
1984	22,834,400	228,344
1985	29,970,150	299,702

TABLE VIII

NON-HOTEL REAL ESTATE TAX GENERATED  
BY NEW RETAIL & SERVICE FACILITIES  
CREATED BY HOTEL VISITOR SPENDING

	<u>Gross Sales*</u>	<u>Assuming \$85/sqft Retail Production</u>	<u>Retail Space \$35/sqft</u>	<u>R. E. Tax Production</u>
1980	\$4,281,450	\$ 50,370	\$1,762,950	\$ 14,104
1981	8,562,900	100,740	3,525,900	28,207
1982	12,844,350	151,110	5,288,850	42,310
1983	17,125,800	201,480	7,051,800	56,414
1984	22,834,400	268,640	9,402,400	75,220
1985	29,970,150	352,590	12,340,650	98,725

\*included restaurants, retail, entertainment and other at 50% within Corpus Christi city limits

## THE MULTIPLIER EFFECT

The tourist industry already plays an important role in the Corpus Christi economy, but this role will be enlarged as the convention center develops. More visitors will mean more money and more job opportunities in Corpus Christi. Many new jobs will become available in the hotels, restaurants, and shops. However, the number of total jobs created will be far greater as a result of the "job multiplier".

The term "job multiplier" is used to show that new jobs in one industry will give rise to more new jobs in other parts of the city. New workers will need to go to other sectors of the community to acquire goods and services. The size of the multiplier varies with the particular sector of the economy. The multiplier for each individual industry is unique because of the different level of wages and productivity for each industry group.

The lowest job multipliers exist in the retail trade and service industries because of the relatively low wages. A multiplier of 1.27 is found in the service industries in Corpus Christi. This means that it will take approximately four new jobs in the hotel industry to create one new job in another part of the city. On the average, each new job created in the Corpus Christi SMSA will create a cumulative total of 2.05 jobs.

The "job multiplier" is not the only multiplier to come into play. There is also a "multiplier effect" on the monies that are spent by travelers to the city. Money spent by the visitor does not benefit just the owners of the hotels, restaurants, and shops. Additional spending in the form of consumer purchases, wages, taxes, etc., spreads

the economic benefits to other sectors of the community. The degree to which this re-spending occurs is what is called the "multiplier effect". The multiplier varies from one community to another and is dependent upon several factors, including the economic self sufficiency of the area and the extent to which money earned stays in the community.

It is estimated that the following revenues would be generated by one new 300 room hotel at a 70% occupancy rate:

<u>Room Rate</u>	<u>Average Daily Total Expenditure per Room</u>	
\$30	\$76	
<u># of Rooms</u>	<u>Revenue</u>	<u>Revenue with Multiplier of 3.5</u>
210	\$5,825,400	\$20,388,900

## ADDENDUM

### BONDING CAPACITY

Based on assessed valuation  
(100% of Market Value) \$2,350,950,000

The debt management goal of the City is to keep the net direct and overlapping debt below 10% of assessed value of taxable property.

Limit would be  
 $10\% \times \$2,350,950,000 = \$235,000,000$

- Total Direct and  
Estimated Overlapping  
Bonded Debt 123,000,000

Debt Margin \$112,000,000

The City could possibly hold a bond election for \$30-35 million in bonds which would represent a three year bond program. Each 1¢ increase in the present tax rate of 80¢ would result in increased revenue to the City of \$235,000.

Recent bond elections were held in the City in 1972, 1976 and 1977. The bond election of 1976 was for one item only, the convention center, while the elections of 1972 and 1977 were major bond elections. The City's experience in past years has been that bond proposals which did not pass were not adequately justified. Good solid propositions have had little trouble winning voter approval.

# **6 THE PARTICIPANTS**





Corpus Christi R/UDAT  
Team Members  
October 12-16, 1978

---

Jerry Goldberg, A.I.P.  
Skidmore, Owings & Merrill  
1 Maritime Plaza  
San Francisco, Calif. 94111  
415/981/1555

Team Chairman  
Architect/Urban Designer

Alfred W. French, III, A.I.A., A.I.P.  
314 Cliffton Avenue  
Minneapolis, Minnesota 55405  
612/871-3650

Architect/Urban Designer

James Bock, A.I.P.  
3953 Richmond  
Houston, Texas 77027  
713/960-9890

Real Estate Investor/Planner

Lydia Mercado  
Wallace, Floyd, Ellenzweig,  
Moore, Inc.  
65 Winthrop Street  
Cambridge, Massachusetts 02138  
617/864-3500

Community/Urban Planner

Jeffrey Prottas  
Harvard University  
Department of City and Regional  
Planning  
Gund Hall, Room 331B  
Cambridge, Massachusetts 02138  
617/495-4531

Political Scientist



Corpus Christi R/UDAT  
Team Members  
October 12-16, 1978  
Page 2

---

Giuliano Fiorenzoli  
7 Harrison Street  
New York, New York 10013  
212/431-7091 (Home)  
201/645-5004, Ext. 5541

Architect

R. Marlin Smith  
Ross, Hardies, O'Keefe,  
Babcock & Parsons  
One IBM Plaza, Room 3100  
Chicago, Illinois 60611  
312/467-8300

Growth Management

Roger B. Lujan A.I.A.  
Fernandez & Trujillo  
2720 Carlisle Blvd., NE, Suite D  
Albuquerque, New Mexico 87110  
505/268-3395

Architect

Johnny Cotten, A.I.A.  
Cotten/Landreth Architects  
Bank and Trust Tower #43  
Corpus Christi, Texas 78477  
512/884-3295

Local R/UDAT Coordinator



## Student Team Members

---

Sue Brittan  
4325 Biltmore  
Corpus Christi, Texas 78413  
512/853-1152

Del Mar Tech  
Architectual Drafting

Dolores Dominguez  
3507 - 21st Street  
Lubbock, Texas 79410  
806/797-2220

Texas Tech  
Architecture

Eric Eisenhaer  
3201 Millbrook  
Corpus Christi, Texas 78418  
512/937-4291

C.C.S.U.  
Management, Finance

Mark Gunderson  
3323 - 21st Street  
Lubbock, Texas 79413  
806/792-3931

Texas Tech  
Architecture

Tom Kollaja  
P. O. Box 9233  
College Station, Texas 77840  
713/639-4055

Texas A & M  
Architecture

Tommy Kosarek  
3926 Panama #145  
Corpus Christi, Texas 78415

Architect-In-Training

Diane Seibel  
614 Lynn  
Corpus Christi, Texas 78418  
512/937-4251

Del Mar Tech  
Architectual Drafting

Student Team Members

Page 2

---

William Skrobarczyk  
6922 Pharaoh  
Corpus Christi, Texas 78412

C.C.S.U.  
Urban Economics

Robert Steinbomer  
4919 Bull Creek Road  
Austin, Texas 78371

University of Texas  
Architecture/Preservation

## Task Force

Johnny Cotten  
Co-Chairman  
Steering Committee

#43 Bank & Trust Tower, 78477

Senator Carlos Truan  
Co-Chairman  
Steering Committee

2315 Agnes, 78405

Bill Berry  
Task Force Coordinator

1606 Guaranty Bank Plaza

Lynn Mahaffey  
Secretary

409 Grant, 78411

Larry Tucker  
Treasurer

C. C. National Bank, 78401

Public Affairs and Entertainment  
Roberto Tijerina, Chairman  
Alpha Patterson, Vice Chairman

4518 Essex, 78413  
318 Katherine, 78404

Finance  
Alice Sallee, Chairman  
Jorge Rangel, Vice Chairman

202 Bayside, 78411  
P. O. Box 2446, 78403  
150 Southern, 78404

Equipment and Supplies  
George Clower, Chairman  
Ruben Lerma, Vice Chairman

321 Laurel, 78404  
4410 Dillon, Suite 41, 78415

In Kind Services  
Mercedes Eugenio, Chairman  
Cynthia Gutierrez

6008 Ocean Drive, 78412  
411 North Shoreline, 78401



Task Force  
Page 2

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At Large

Olga Gonzales  
Rosa Eva Gutierrez  
Bruce Collins, Jr.  
Gene Peeples

1809 Yale, 78416  
1315 Bright, 78405  
241 Montclair, 78412  
310 Palmetto, 78412

Student Coordinating Committee Chairman

John Wright

R/UDAT Attendance and Mailing List

---

Donald Greene  
Bill Holland  
Dave Wilson  
Joe A. Montoya  
Tony Juarez, Jr.  
Ernest Briones  
Roland Garcia  
Diana Garza  
John M. Olson  
W. T. Neyland  
Francisco B. Rodriguez  
Alicia Benavidez  
Garth Carroll  
Rosa Eva Gutierrez  
Rosa Riojas  
Josie Saveedra  
Berney Sandoval  
Frank Rodriguez  
Dan Mares  
Victor Gonzalez  
Rep. Hugo Berlanga  
Elbert Ocanas  
Epigmenio Gonzalez, Jr.  
Hector T. Morales  
Dr. Hector P. Garcia  
Josie Lozano  
Rosie Garza  
Mr. Harry L. Marks  
Mrs. Dick Swantner  
John Chapman  
Terrance F. Wood  
Mrs. Ronald C. Stubing  
Mrs. Thomas Patterson  
John Nugent  
Mrs. June Wilkerson  
Bill Sweetland

Johnny Cotten  
Carlos F. Truan  
Dean Sanders  
Ricardo Gonzalez  
James Rome  
Lynn Mahaffey  
Gene Peeples  
Stanley J. Martinez  
Jose Noe Mendez  
L. J. "Larry" Tucker  
Joy Yates  
Don Cox  
Sylvia Gulley  
Jesus Arroyo Leija  
Ron W. Foster  
John R. Wright  
Alice Sallee  
George Clower  
Bettie Wittner  
Pat Sullivan  
Benny Benavides  
Arnold Gonzales  
Romeo Garcia  
Robert Tijerina  
Olga Gonzalez  
O. A. Prather, Jr.  
Robert A. Jung, II  
Ben Cannon  
Bert Haas  
Eduardo E. DeAses  
Joe E. Canales  
Ruben Bonilla  
L. B. Mabrey  
William H. Berry  
Dr. James Tyree

Stern Feinberg  
Madelin Olds  
Sam Allen  
Fred W. Heldenfels, Jr.  
Cecil Childers  
Brian A. Chapman  
Mrs. Joseph D. Cable  
Ralph Durden  
John E. Nisbet  
Richard Durham  
Fred W. Heldenfels, III  
Bob White  
Bill McDonald  
Van Kennedy  
Mrs. A. F. Sweringen  
Lawrence Wood  
Ms. Josephine Sparks  
Mrs. Edwin Prichard  
Ed Sample  
Marvin King  
Mrs. Harold Thomas  
Gabe Lozano, Sr.  
Robert Dupuy  
Betty Hancock  
Mary Helen Dinnson  
Mary Hayes  
Ruth Gill  
Roy Garcia  
Joe Holt  
Judge Robert Barnes  
Gabe Lozano  
Dr. Clotilde Garcia  
Olivero Everett  
Oscar Garza  
G. Rudolph Garza

Dr. Rudy Barrera  
David L. Perry  
T. Frank Smith  
Eric Menger  
Walter Nobles  
Victor Lara  
Manuel Davila  
Luis Alonzo Munoz  
Ruben Lerma  
Jan Weimer  
Margaret Ramage  
J. R. Muzzy  
John Buckner  
Cynthia Gutierrez  
Mercedes Eugenio  
Robert Aguilar  
Jack Solka



## City and Educational Groups

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Rita Potter	Corpus Christi Classroom Teachers Association
Margaret J. Casey	Education, Training/System Analyst
B. Alan Sugg	Corpus Christi State University
Larry H. Wenger	Chief Planner, City
Rudy G. Gonzalez	Administrative Assistant
Richard Hartman	Transit Planner, City
Harry Bennett	Park Planner, City
Gerald Smith	Chief Engineer, City
John Gould	Del Mar College
Marvin Townsend	City Manager
David Dias	City Council
Ruth Gill	City Council
Tom Utter	Housing & Neighborhood Improvement Director, City
Michael Gunning	City Planner, City

Business and Advisory Groups  
10/13/78  
2:30 p.m.

---

<u>Name</u>	<u>Affiliation</u>
Allen O. Shelton	1810 Archdale Drive
A. G. Mejia	1628 - 18th Street
Mary Lou Huffman	Park Board Chairman
Virginia Aranda	Mexican Chamber of Commerce
William Skrobarczyk, Jr.	6922 Pharaoh Drive
Leslie Simon	C. C. Chamber of Commerce
W. A. Sky-Eagle, Jr.	Marina Board
John P. Buckner	Coastal Bend Council of Governments
David M. Wilson, A.I.A.	C. C. Chamber of Commerce
	Board of Directors
Bob Conwell	Convention & Tourist Bureau
Gene Peeples	C. C. Chamber of Commerce
H. C. Heldenfels	Area Development Committee
Mary Anderson	Caller-Times
Jimmy Lyles	C. C. Chamber of Commerce
Josephine Sparks	C. C. Chamber of Commerce
	Board of Directors
Jane Flato	C. C. Chamber of Commerce
	Board of Directors
Jim Borden	322 Barracuda
Francis I. Gandy, Jr.	Marina Board
Robert E. Beggs	Marina Board Member
John Stensland	Marina Board
Robert L. Gross	Marina Board Chairman &
	Area Development Committee Member
Marshall Boykin	C. C. Chamber of Commerce
Guiliano Fiorenzoli	Architect, N.Y.C.
Jim Bock	Houston, TX
E. L. Holt, M.D.	Memorial Medical Center
R. D. Cantu	Mexican Chamber of Commerce
Frank Cervera	Mexican Chamber of Commerce
John A. Gould	Del Mar College

Business Groups  
10/14/78  
8:00 p.m.

<u>Name</u>	<u>Address</u>	<u>Telephone</u>
Garry W. Pettis	418 Cape Hatteras	992-3677
Billy Sweetland	409 Peoples Street	884-9862
Martha Ferguson	317 Peoples Alley #606	884-9861
Ralph Shepard	410 Peoples Street	884-9862
Sam W. Main	1653 - 10th Street	883-9209
William A. Skrobarcyk	Student	
Philip M. Hall	140 Guaranty Bank Plaza	883-6223
Jerry Wheeler	3529 Columbine	882-6533
Buzz Merritt	1401 North Shoreline	882-6181
Ben D. Marks	P. O. Box 6406, 78411	992-8281
Eduardo De Ases	P. O. Box 13, 78403	883-7286
Gene Peeples	310 Palmetto	854-1015
Duane Orr	P. O. Box 1541	882-5634
Marvin Townsend	4425 Bluefield Drive	852-0895
Robert G. Kipp	1305 North Shoreline	882-9311
Steve Morales	1321 South Port	883-8585
R. D. Cantu	4614 Orchid Lane	992-8553
Alan Doty	Cornerstone Properties, Ltd.	

Public Meeting  
Moody Auditorium  
10/15/78  
2:00 p.m.

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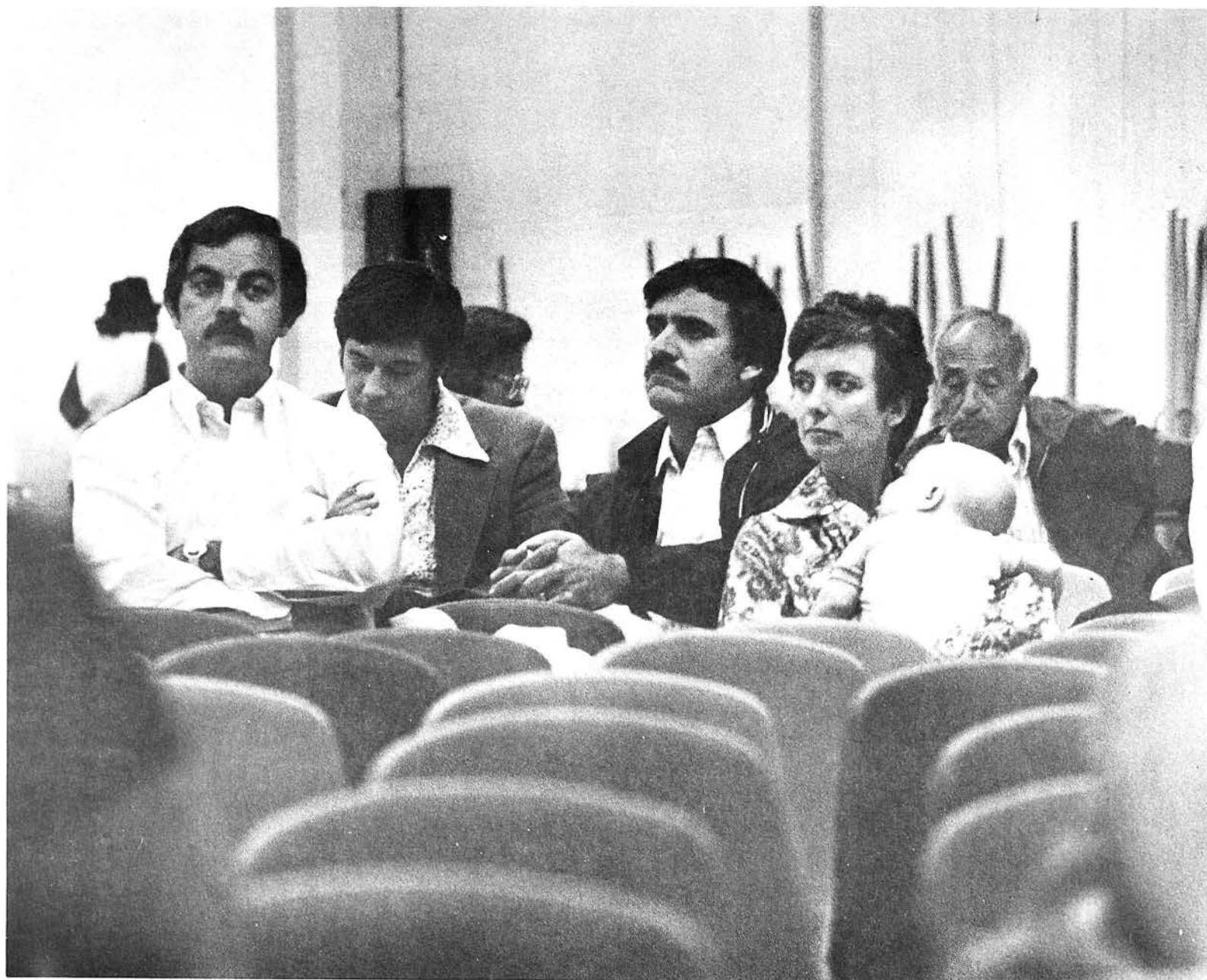
Name

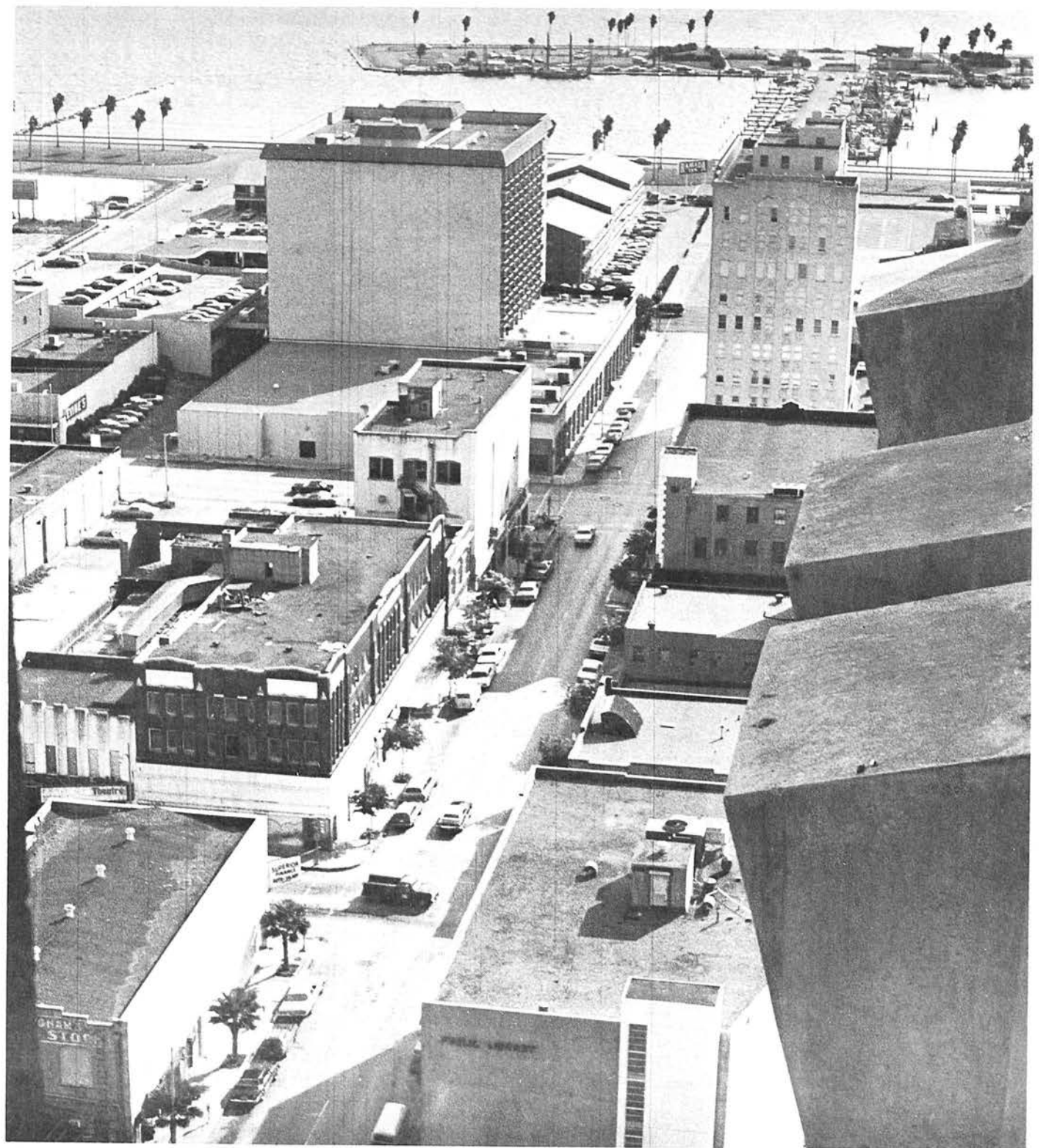
Paul Martinez  
Pete Martinez  
Bunny Tinker  
Virginia Brown  
Roberto Aguilar  
Elena Ortiz  
Johnnie Grey, Jr.  
Marge Brown  
Martha Conwell  
Marge Greene  
Benny Benavides  
Noe P. Jimenez  
Bert Haas  
Irene Moore  
Clay Moore  
Mr. & Mrs. Alberto Guajardo, Sr.  
P. B. Mahaffey  
Victor Lara  
B. T. Lopez  
Jeaneen McMasters  
Manuel M. Garcia  
Anthony L. Feher  
Jo Vann Triplett  
Ruth Gill  
Elroy Suey  
Richard Jones  
Guy B. Dore  
Diane Sanchez  
W. M. Wape  
Jose V. Martinez  
Raul Torres

Gene Peebles  
Paul Malone  
Philip M. Hall  
Reed Greene  
Guadalupe R. Segovia  
Mrs. Tomasita R. Baltazar  
Zelma Cross  
Adela Jimenez  
Eleanor Mortensen  
Amelia Medina, Ph.D.  
Jim Villane  
Mary Lou Marly  
Virginia Vega  
Libertad Longoria  
John M. Olson  
Jose N. Mendez  
Agnes Horn  
Gerald J. Pascader  
Wilbur Venatt  
Tom Brown  
Susan Brown  
Donald M. Taft  
Tom Patterson  
Mrs. Vanilla Guy  
Senator Carlos Truan  
Doug Tinker  
Mrs. Mercedes Eugenio  
George E. Clower  
Johnny Cotten

William H. Berry  
Ann Berry  
Lynn Mahaffey  
Alice Sallee  
Jorge Rangel  
Bruce Collins  
John Wright  
Alpha Patterson  
Paul M. Gray, M.D.  
Jack Solka  
Aurora Jalomo  
Mrs. Alex Weil  
Hans A. Suter  
William V. Sargent  
Olga Gonzales  
Mary Lou Martinez  
Eloy Suarez









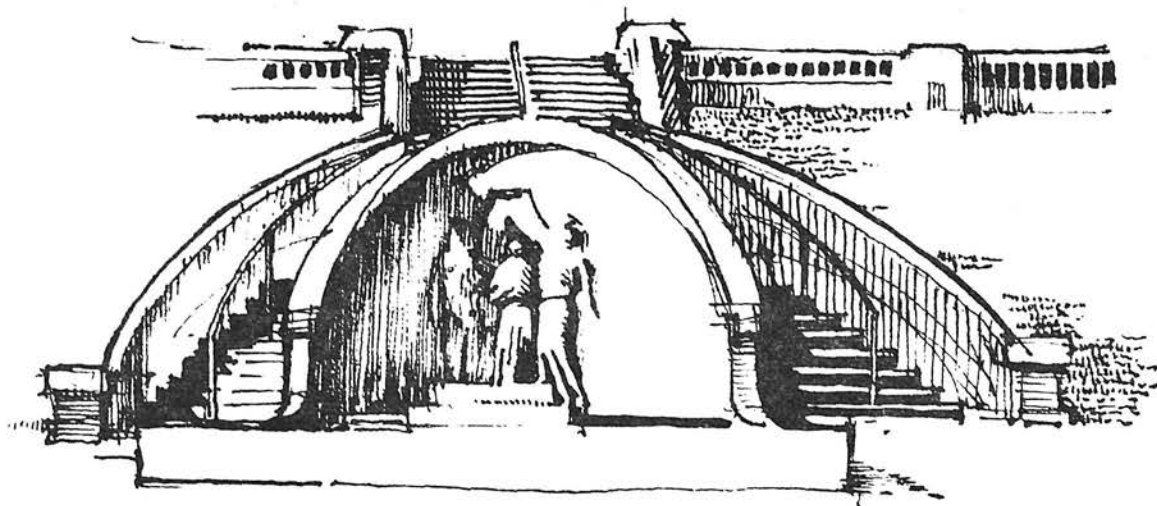


## Acknowledgements

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The R/UDAT team's visit was financed by contributions from local businesses, civic organizations, and individuals. Many individuals also volunteered their time prior to and during the R/UDAT visit.

Additional funds will be necessary for the continuing work of the local R/UDAT organization in implementing this report and for a future follow up visit by the A.I.A. R/UDAT team.



**R/UDAT**

**1978**