

Vision



Draft Objectives

For Each of the Five Planning Dimensions



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ENVIRONMENT



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Natural Resources / Air

OBJECTIVE

Community with safe, clean, breathable outdoor air, that handles the impact of human activities within economic and environmental limits and permits the enjoyment of outdoor/indoor activities by its residents.

LOWER LEVEL OBJECTIVES

1. Want air with minimal odor, visual haziness and other nuisance conditions including ambient noise levels (33%)
2. *Want safe, clean, breathable air that meets air quality standards consistently and uniformly throughout the community (30%)*
3. Want to protect existing air quality levels and air quality carrying capacity to meet future demands (23%)

Natural Resources / Surface Water



OBJECTIVE

Community with safe, clean surface water that supports multiple beneficial uses including aesthetic, recreational, aquatic and terrestrial habitat, water supply and drainage.

LOWER LEVEL OBJECTIVES

1. Want aesthetically pleasing surface water with minimal odor and other nuisance conditions (18%)
2. *Want a well-informed public with respect to surface water issues (17%)*
3. Want surface water to meet fishable and swimmable water quality standards consistently and uniformly throughout the city (17%)

Natural Resources / Ground Water



OBJECTIVE

Community with safe, clean, sustainable groundwater resources that support multiple beneficial environmental and water supply uses.

LOWER LEVEL OBJECTIVES

1. Want a consistent, suitable supply of groundwater to be available and accessible to support the community's and environment's present and future water supply demands (27%)
2. *Want well informed public with respect to groundwater (20%)*
3. Want groundwater to meet environmental standards consistently and uniformly throughout the city (18%)

Natural Resources / Soil

OBJECTIVE

Community with safe, clean subsurface/surface soil, that handles the impact of human activities within economic and environmental limits and supports the agricultural, domestic, and industrial demands of its citizens.

LOWER LEVEL OBJECTIVES

1. Want a well informed public with regards to soil (32%)
2. *Want to protect and continuously improve existing inventory of soil quality levels (29%)*
3. Want soil quality that meets environmental standards consistently and uniformly throughout the community (29%)

Natural Resources

Habitat / Aquatic



OBJECTIVE

Community with abundant natural habitat that supports a diversity of native species.

LOWER LEVEL OBJECTIVES

1. Want a well informed public with regards to aquatic habitat (25%)
2. *Want to consistently protect and continuously improve the quality of the existing inventory of aquatic habitat uniformly throughout the community (25%)*
3. Want ecologically sound and physically stable riparian zones (23%)

Natural Resources Habitat / Terrestrial



OBJECTIVE

Community with abundant native, terrestrial habitat that supports a diversity of native, terrestrial species.

LOWER LEVEL OBJECTIVES

1. Want a well informed public with regards to terrestrial habitat (27%)
2. *Want available terrestrial habitat carrying capacity to meet the community's future aesthetic, recreational and environmental demands consistently and uniformly throughout the community (21%)*
3. Want ecologically sound and physically stable riparian zones (21%)

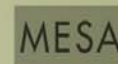
Natural Resources / Aesthetics

OBJECTIVE

Community that is visually attractive and is clean, un-littered and free of visually unattractive surroundings that may negatively impact its citizens.

LOWER LEVEL OBJECTIVES

1. Want a well informed public with regards to aesthetics (28%)
2. *Want a well landscaped, uncluttered visual environment along major thoroughfares, public and open spaces, and commercial establishments (25%)*
3. Want to consistently preserve, at a minimum, the existing inventory of aesthetic/beautification features uniformly throughout the city (23%)



Solid Waste / Recycling

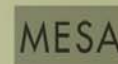


OBJECTIVE

Community with quality delivery of residential/commercial/industrial solid waste collection and disposal system levels of service in a cost efficient, reliable, equitable, affordable, sustainable and effective manner in sufficient quantity to meet user demands

LOWER LEVEL OBJECTIVES

1. Want sufficient, reliable solid waste collection, recycling, and disposal service capacity to meet consumer demand throughout the community (25%)
2. *Want city government committed to a successful recycling program and open to private and public solutions (20%)*
3. We want to increase environmental stewardship throughout the community (20%)



Emergency Response

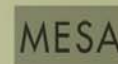
OBJECTIVE

Community with an effective, comprehensive natural disaster preparation and response plan with sufficient resources that adequately protects its citizens, environment, and economy

LOWER LEVEL OBJECTIVES

1. Want to control risk and minimize exposure from natural and man-made risks uniformly throughout the community (35%)
2. *Want sufficient, reliable and qualified natural/man-made disaster preparation/planning and response service capacity to meet current and future demand uniformly throughout the city (30%)*
3. Want a financially sound and well maintained natural/man-made disaster preparation and response system with efficient life-cycle costs (15%)

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Vision



INFRASTRUCTURE



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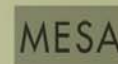
Transportation / Airport

OBJECTIVE

Community with quality delivery of multimodal transportation system levels of service in sufficient quantity to meet user demands

LOWER LEVEL OBJECTIVES

1. Want sufficient and well maintained regional/international, passenger/cargo/general aviation air transportation and commercial leasing service systems capacity (e.g., protected airspace and approaches, parking, customs, baggage handling, runways, land, etc.) that meets community's current and future demands (30%)
2. *Want a conveniently located airport that provides sufficient and redundant flights/carriers to all major regional/national/international destinations safely, hardened against disaster related service interruptions, reliably and conveniently with competitive, expedited and predictable travel times (25%)*
3. Want an airport transportation service system that is an integrated part of an efficient regional/international, multi-modal transportation and logistics system that promotes improved economic development and quality of life (20%)



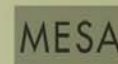
Transportation / Surface

OBJECTIVE

Community with quality delivery of surface transportation sector levels of service

LOWER LEVEL OBJECTIVES

1. Provide for adequate personnel and resources to obtain needed roadway ROW for expansion of the roadway network and addressing congested problems (30%)
2. *Want sufficient and well maintained regional/international, multi-modal surface transportation service system capacity that meets community's current and future demands for domestic and commercial mobility uniformly throughout the community (25%)*
3. Want a multi-modal surface transportation service that is safe, hardened against disaster related service interruptions, reliable, convenient with minimal delays uniformly throughout the community (20%)



Transportation / Port

OBJECTIVE

Community with quality delivery of ports/waterways sector levels of service

LOWER LEVEL OBJECTIVES

1. **Want sufficient and well maintained national/international, multi-modal (liquid, bulk, container, barge, etc.) port system capacity (channel depth/volume, facilities, land, etc.) to meet current and future world market demands (30%)**
2. ***Want a port transportation system with expedited service routes to all major regional/national/international trade centers to be safe, hardened against disaster related service interruptions, predictable, reliable and convenient (25%)***
3. **Want a port transportation service system that is an integrated part of an efficient and comprehensive regional/international, multi-modal transportation and logistics system that promotes improved regional economic development and quality of life (20%)**



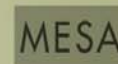
Transportation / Rail

OBJECTIVE

Community with quality delivery of rail transportation sector levels of service

LOWER LEVEL OBJECTIVES

1. Want sufficient, well maintained rail cargo transportation service system capacity to facilitate the flow of high volumes and concentration of goods to, from and through our community and to all major Texas, US and Mexican trade centers (40%)
2. *Want rail cargo transportation system that offers safe (clearly marked crossings), predictable, reliable, convenient and expedited service routes, hardened against disaster related service interruptions, throughout our community and to all major Texas, US and Mexican trade centers (25%)*
3. Want rail shipping fees that are competitive (25%)



Infrastructure / Utilities

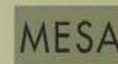
OBJECTIVE

Community with reliable delivery of electrical system levels of service in sufficient quantity to meet user demands

LOWER LEVEL OBJECTIVES

1. Want a reliable electrical system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe electricity with acceptable sector characteristics (stable voltage and frequency) uniformly throughout the community (27%)
2. *Want an electrical system that encourages efficient consumer use, uses alternative sources of energy, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner (23%)*
3. Want a financially sustainable operation with efficient / competitive life cycle costs and maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private / public sectors in an equitable manner (23%)

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Infrastructure / Water

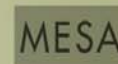
OBJECTIVE

Community with reliable delivery of water system levels of service in sufficiently safe and clean quantities to meet user demands

LOWER LEVEL OBJECTIVES

1. Want a reliable water system, hardened against service interruptions due to natural and manmade disasters, that delivers environmentally safe water at sufficient pressures with acceptable sector characteristics uniformly throughout the community (27%)
2. *Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees/tax rates that distribute life cycle costs among private and public sectors in an equitable manner (23%)*
3. Want a water system that encourages efficient consumer use, uses alternative sources of water, recovers and reuses natural resources and complies with environmental regulations in a sustainable manner (23%)

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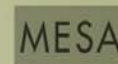
Infrastructure / Water

OBJECTIVE

Community with reliable delivery of wastewater system levels of service in sufficient capacity to meet user demands

LOWER LEVEL OBJECTIVES

1. Want a reliable wastewater treatment system, hardened against service interruptions due to natural and manmade disasters, that discharges environmentally safe wastewater and sludge uniformly throughout the community (27%)
2. *Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, and with competitive, affordable user fees that distribute life cycle costs among private and public sectors in an equitable manner (23%)*
3. Want a wastewater system that recovers / reuses wastewater, residuals and natural resources, and complies with environmental regulations including the compliance of commercial and industrial user discharges in a sustainable manner (23%)



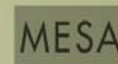
Infrastructure / Drainage

OBJECTIVE

Community with proper design and quality delivery of drainage system levels of service in sufficient quantity to meet user demands

LOWER LEVEL OBJECTIVES

1. Want a financially sustainable operation with efficient and competitive life cycle costs that maximizes external funding sources, has competitive, affordable user fees/tax rates dedicated to drainage, and distributes life cycle costs among private and public sectors in an equitable manner (27%)
2. *Want a comprehensive drainage management system that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development (25%)*
3. Want drainage management approaches that incorporates structural and non-structural measures that produce multiple benefits (e.g. drainage, environmental, aesthetic and recreational) (23%)



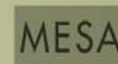
Infrastructure / Telecommunication

OBJECTIVE

Community with quality delivery of telecommunication system levels of cost efficient and affordable service in sufficient quantity to meet user demands

LOWER LEVEL OBJECTIVES

1. Want diverse providers which provide sufficient and well-maintained telecommunication services capable of meeting current and future consumer demands throughout the community (33%)
2. *Want a reliable telecommunications system, hardened against service interruptions due to natural and manmade disasters, that has acceptable sector characteristics (sufficient band width, clarity, minimal dropped signals, etc.) distributed throughout the community (30%)*
3. Want a comprehensive telecommunication management entity that encourages collaborative and consistent approaches among different service providers, and promotes and supports the community's overall quality of life and economic development (17%)



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SOCIAL



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Education

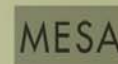
OBJECTIVE

Want an outcome based and accountable local educational system that is ranked among the best in the country, and is committed to providing its residents with quality delivery of education services from pre-K through post-graduate levels as well as vocational training, uniformly throughout the community, and provides them with the knowledge, skills, competencies and attitudes to become civic, cultured, productive and engaged members of the community.

LOWER LEVEL OBJECTIVES

1. Want every high school graduate to be bilingual, bi-literate, civically engaged and an employable life-long learner (19%)
2. *Want every high school student to graduate (15%)*
3. Want sustainable increases in the percentage of our Brownsville residents to enter college and graduate (15%)

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Healthcare

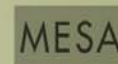
OBJECTIVE

Healthy community whose residents have accessible, quality, comprehensive, affordable, cost effective healthcare and support services that are integrated, convenient, and culturally sensitive.

LOWER LEVEL OBJECTIVES

1. Want health care services to be affordable by maximizing number of residents who are appropriately insured and/or have access to subsidized services (36%)
2. *Want sufficient primary and preventative (medical home), secondary and tertiary healthcare facilities, personnel and support services to meet current and future demand in an appropriate, convenient and reasonable setting (33%)*
3. Want sustainable improvements in health outcomes (i.e., mental health, substance abuse and addiction, diabetes, obesity, high risk O.B. care, cancer (i.e., breast, liver, cervical, colon and prostate)) to be distributed uniformly and equitably to all residents (31%)

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Equity

OBJECTIVE

Community whose residents enjoy low poverty rates and greater economic assets uniformly throughout the community

LOWER LEVEL OBJECTIVES

1. Want sustainable increases in the number of individuals and families earning a living wage (25%)
2. *Want equal access to affordable housing (22%)*
3. Want equal access to low cost banking/financial services (18%)

Land Use / Housing

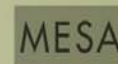
OBJECTIVE

Community with an ample, adequate and affordable supply of quality rental and non-rental housing.

LOWER LEVEL OBJECTIVES

1. Want to preserve and protect the character of existing neighborhoods by increasing well-maintained owner occupied housing uniformly throughout City, but especially downtown (38%)
2. *Want housing to meet at least minimal standards, including applicable city codes, and minimal lot and livable space requirements uniformly throughout the City (37%)*
3. Want sufficient and dependable supply of housing units to meet community's demand through the City's residential zones (13%)

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Land Use / Neighborhoods

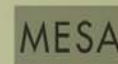
OBJECTIVE

Community with available livable neighborhoods consisting of a balanced mix of uses, accessible via pedestrian friendly and livable streets and boulevards, connected with other compatible land uses, with preserved, linked open/green spaces that provide multiple recreational, environmental and drainage benefits.

LOWER LEVEL OBJECTIVES

1. Want to increase the supply of livable, master planned, neighborhoods uniformly throughout the City that have a balanced mix of compatible land uses connected within accessible (i.e., walking or biking) distances by clean, safe, pedestrian-friendly streets and boulevards (29%)
2. *Want to preserve and protect the character of existing neighborhoods by having well maintained public infrastructure and enforcing planning and zoning regulations as well as city ordinances (28%)*
3. Want to preserve and protect existing green spaces and waterways especially resacas (15%)

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Land Use / Commercial

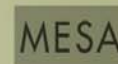
OBJECTIVE

Community with available commercial and industrial land use areas sufficient to support the production/sale of goods and services and the community's economic development in a manner compatible with other land uses.

LOWER LEVEL OBJECTIVES

1. Want industrial uses that are clustered with other compatible land uses and integrated with supporting utility and transportation infrastructure, and that do not negatively affect incompatible land uses (50%)
2. *Want sufficient commercial/industrial zoned land with well maintained infrastructure to meet current and future demand as specified in a land use plan that is consistent with and implemented in coordination with City's economic and infrastructure development strategies (33%)*
3. Want property tax revenues to be sufficient to cover the cost of providing (non-user fee based) city services and maintaining public and internal (non-user fee based) infrastructure improvements (17%)

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Downtown

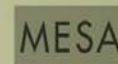
OBJECTIVE

Community with a thriving, clean and safe, pedestrian friendly, distinct town center that values, celebrates and preserves its historic resources, provides varied and quality cultural entertainment opportunities, and a sense of community identity.

LOWER LEVEL OBJECTIVES

1. Want a vibrant downtown with a dynamic creative community that is the preeminent cultural, entertainment and educational destination in the Valley for regional, national and international visitors and economic investment (34%)
2. *Want to expand the diversity, quality and sustainability of cultural and entertainment based employment, professions, enterprises, programs and events and that achieve international recognition (33%)*
3. Want to cultural and economic development to capitalize on Brownsville's heritage landscape by protecting and conserving historic structures, neighborhoods and districts (33%)

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Public Safety / Fire

OBJECTIVE

Community with low preventable loss of life due to life fire and EMS threatening situations and that operates a fire/EMS departments that delivers quality levels of service uniformly throughout the City.

LOWER LEVEL OBJECTIVES

1. Want sufficient, reliable, rapid-response Fire/EMS resource capacity (e.g., ambulances, fire trucks, dual facilities, etc.) to reduce related loss of life and property damage uniformly throughout the City (56%)
2. *Want a safe, stable (minimal employee turnover), qualified (trained and certified), sufficient workforce per capita to match facility requirements (34%)*
3. Want to prevent fire/EMS related loss of life and property damage by increasing public's awareness of safety and building codes, and by conducting building inspections, fire investigations and enforcing building codes (6%)

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Public Safety / Police

OBJECTIVE

Community with low preventable property crime and traffic accident rates and that operates a police department that delivers quality levels of service uniformly throughout the City.

LOWER LEVEL OBJECTIVES

1. Want sufficient police per capita and a safe, stable (minimal employee turnover), qualified (trained and certified) workforce to match facility requirements (54%)
2. *Want sufficient, reliable, rapid-response Police department resource capacity (e.g., central facilities, substations, equipment, etc.) to reduce violent and property crime rates (e.g., car thefts, sexual assault, crimes against children, family violence assaults, juvenile delinquency, robberies) uniformly throughout the City, but especially in high priority areas (e.g., schools, large commercial centers) (33%)*
3. Want to prevent crimes by increasing public's awareness of police department resources and capabilities and prevention techniques (6%)

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ECONOMIC



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Private Sector

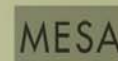
OBJECTIVE

Community with a vibrant, diverse, productive and growing private sector with the capacity of creating employment, and sustaining and growing the local economy.

LOWER LEVEL OBJECTIVES

1. Want affordable and competitive commercial utility rates, local taxes, and lower production costs (21%)
2. *Want to minimize turnover of firms due to non-competitive local factors (having "shovel-ready" sites) (18%)*
3. Want consistent growth in number of high productivity/value firms in growing and sustainable sectors and in integrated and emerging industrial clusters that produce and export diversified products and services (13%)

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Public Sector

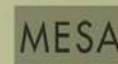
OBJECTIVE

Community with a public sector working in partnership with the private sector and households to provide the social overhead capital and public sector services needed to promote economic development and sustainable growth.

LOWER LEVEL OBJECTIVES

1. Want positive and increasing net tax transfers with state and federal governments (e.g., increase federal and state funding) (22%)
2. *Want a public sector that creates and utilizes local resources and conditions conducive to the strengthening of existing firms, and the recruitment of new employers for new local job creation (18%)*
3. Want all public sector services and capital improvements to be delivered and maintained in a sustainable, reliable and cost effective manner, and distributed fairly and equitably (12%)

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Households

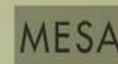
OBJECTIVE

Community with an active, employed, productive labor force, characterized by good paying jobs and high income/purchasing power.

LOWER LEVEL OBJECTIVES

1. Want consistent net growth in formal quality jobs with benefits created from sustainable and growing industrial sectors to accommodate population growth and be uniformly distributed throughout the community (consistent reduction in unemployment) by district and demographics (33%)
2. Want a better educated, bilingual workforce with more diverse skills (27%)
3. Want to minimize "Brain Drain" (13%)

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Vision

CIVIC



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Inter-Institution Cooperation

OBJECTIVE

Enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions.

LOWER LEVEL OBJECTIVES

1. To enhance the value and benefits of public services and improve productivity and utility of public-serving entities in Brownsville by causing high order inter-entity cooperation and collaboration among all 'public' institutions (100%)

Individuals

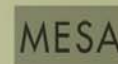
OBJECTIVE

An engaged, informed and civically responsible community whose residents volunteer and participate effectively in civic affairs working toward a shared vision of the community's sustainable development.

LOWER LEVEL OBJECTIVES

1. Improve and sustain the number, quality and diversity of effectively engaged individuals working together to improve the quality of life and economic development of the community (38%)
2. Engage well-informed individuals (e.g., voters, volunteers) committed to participation and action, who are empowered with a sense of ownership, accountability and responsibility in the community (33%)
3. Increase the number, frequency and awareness of opportunities for engagement while reducing the cost, time and effort to develop and retain engaged individuals (29%)

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Leadership

OBJECTIVE

Community with committed leaders that empower and inspire individuals, institutions and governmental entities, working toward a shared vision.

LOWER LEVEL OBJECTIVES

- 1. Dedicate the resources to develop and retain quality and effective leadership (34%)**
- 2. To have elected and volunteer leaders knowledgeable, ethical, open minded, cooperative and accountable (32%)**
- 3. Engage the community to support and encourage our leaders (20%)**