

2015-2016 DISTRICT SERVICE PLAN



DOWNTOWN
MANAGEMENT
DISTRICT
CORPUS CHRISTI

DO MORE. DO IT BETTER. DO IT NOW!

MARINA
ARTS DISTRICT

MANAGED BY CORPUS CHRISTI DOWNTOWN MANAGEMENT DISTRICT

WHO WE ARE

The **Corpus Christi Downtown Management District (DMD)**, established in 1993, is a professional Downtown management district representing property owners and stakeholders within the area bounded by Kinney Street to I-37, and Lower Broadway to the Corpus Christi Marina L and T-Heads. In 2013, the property owners voted to renew the district through 2023. In 2015, DMD led stakeholders through a branding process naming this destination as the **Marina Arts District** while retaining DMD to refer to the organization and the programs and services we provide

WHAT WE DO

Our mission is to create a successful, vibrant bayfront/seaside District, branded as the Marina Arts District and positively impact the greater Downtown area by proactively and strategically working with our partners to:

- Provide enhanced cleaning, beautification and safety services.
- Develop and Improve the District.
- Market and Promote the District.
- Address critical issues that affect the success of District and greater Downtown area on behalf of our stakeholders and the regional community.

The 2015-16 Service Plan provides budget and program details for the 12 month fiscal period from October 1, 2015 through September 30, 2016.

WHAT WE VALUE

Our Staff and Board believe we must value attributes and guiding principles that will make us successful. We call them **"The Five B's of Success"**:

- 1 Be Results Driven and Accountable:**
Do More, Do It Better, Do It Now!
- 2 Be Passionate:** Work Hard, Play Hard; Celebrate the Victories-Large and Small!
- 3 Be Strategic, Proactive, and Creative:**
Think Outside the Box, Make a Positive Difference Every Day!
- 4 Be a Winner, Possess A Can-Do, Winning Attitude:**
Our First Answer is, Yes we can!
- 5 Be Servant Leaders:**
Be of Value and Relevant. Collaborate, Partner, Problem Solve!

WINNING:

WHAT DOES MISSION SUCCESS LOOK LIKE?

- Cleaner, safer and more beautiful Marina Arts District.
- Attracting a wave of new investments and businesses to the Marina Arts District and Downtown.
- Improved consumer perceptions of the Marina Arts District and Downtown.
- Attracting new financial resources and regional leadership to support the DMD mission.

BOARD OF DIRECTORS



Front Row From left to right: Brad Lomax, Tim Heuston, Raymond Gignac, Janet Maxwell, Cecil Johnson. **Back Row from left to right:** Ajit David, Jonathan Richter, Wayne Lundquist, Glenn Peterson, Casey Lain, Dee Dee Perez, Harold Shockley.
Not pictured: Tray Bates, Lexi Buquet, Cherylyn Boyd

DMD STAFF



From left to right: Terry Sweeney, Executive Director; Hannah Shaw, Merchant and Special Events Coordinator; Sierra Shamblin, Arts Coordinator; Alan Albin, Finance and Operations Manager.

OURWORLD

The Marina Arts District is anchored by a bayfront and marina, parks and cultural venues. Residents, office workers and visitors enjoy local restaurants, vibrant night life and music scene, art galleries and many water activities. Special events and cultural festivals draw thousands annually. It's central location with easy access by highway or local streets and close proximity to the airport make it easy for residents and visitors alike to access. Many artists, young professionals, empty nesters, students and service workers call it home.

OUTLOOK

The Marina Arts District and Greater Downtown Area is experiencing growing momentum and increased developer and business activity and a growing residential base. There are currently more than \$1 billion of new projects underway or scheduled that will be completed by 2020 in the greater Downtown area.

MAJOR PROJECTS INCLUDE:

- The Cosmopolitan (2015)
- Regional Transit Authority Customer Service Building (2016)
- Bond 2014 Infrastructure Projects (2017)
- Aquarium expansion (2017)
- Courtyard & Residence Inn Marriott Hotel project (2017)
- New Harbor Bridge (2020)

VISION

A sparkling Marina Arts District by the sea anchored by a beautiful bay front and marina, leading corporations, premier restaurants, hotels and cultural venues, exciting cultural events and festivals, growing residential population and a thriving arts, live music and entertainment scene which attract thousands to visit, live, work and play.



On the edge.
At the center.



DISTRICT OPERATIONS

OBJECTIVE:

CREATE A CLEANER, SAFER, MORE BEAUTIFUL AND ACCESSIBLE DISTRICT AND GREATER DOWNTOWN AREA.

37.9%

OF OVERALL BUDGET

BENCH MARKS

IMPROVE CLEANLINESS AND PERCEPTIONS OF CLEANLINESS

- Provide 4 person DMD Clean Team (personnel, duties and hours) to maintain high level of cleanliness.
- Invest in necessary tools, supplies, equipment to maximize effectiveness/impact.
- Build Cleaning Partnership (recruit members/adopt standards).
- Organize volunteer program to support cleanliness projects.
- Replace outdated/deteriorated trash cans and increase cigarette butlers in concert with City and utilizing Bond 2014 money.

- Clean Team and Cleaning Partners benchmarks
- Stakeholders engaged and partners recruited
- Trash cans replaced and cigarette butlers installed

IMPROVE SAFETY AND PERCEPTIONS OF SAFETY

- Manage Downtown Ambassador Program to provide customer friendly presence during high visit times.
- Manage Off-Duty Police Bike patrol in partnership with City providing 4,000 patrol hours.
- Build Safety Partnership and coordination program.
- Address all street order crimes and transient population issues in concert with City and stakeholders.

- Downtown Ambassador benchmarks
- Off-Duty Police Bike Patrol benchmarks
- Safety Partnership benchmarks
- Street order statistics

IMPROVE BEAUTIFICATION

- Enhance maintenance of existing placemaking and landscape assets in concert with City and stakeholders.
- Develop a beautification master plan and calendar.
- Work with City to enhance and redefine right of way and gateways utilizing Bond 2014 money.
- Implement mural painting program for electrical boxes and buildings.
- Assess lighting and develop plan to enhance safety and to make architectural lighting and signage a signature element.
- Begin a Marina Arts District banner program utilizing Bond 2014 or TIRZ money.

- Placemaking/Landscape assets maintained
- Participants in beautification plan/calendar
- New gateways created and maintained
- Murals and electrical boxes painted
- Lighting plan, project and participants
- Stakeholders engaged and partners recruited

IMPROVE ACCESSIBILITY, INFRASTRUCTURE AND CONNECTIVITY (MULTIMODAL MOBILITY).

- Provide construction mitigation services to City as per contract to minimize adverse effects of construction in the greater Downtown area.
- Create and begin implementation comprehensive wayfinding program for the Marina Arts District and greater Downtown area in concert with City and stakeholders utilizing HOT tax/Bond 2014/TIRZ money.
- Work with City to retain consultant to develop parking management plan for greater Downtown area and begin parking partnership.

- Construction Mitigation Service contract benchmarks
- Wayfinding Program
- Parking Management Plan
- Parking Partnership



DEVELOPMENT & IMPROVEMENT

7.7%
OF OVERALL BUDGET

OBJECTIVE:

ATTRACT NEW BUSINESSES, DEVELOPMENT AND RESIDENCES;
INCREASE SALES ACTIVITY AND STREET LEVEL OCCUPANCY
AND IMPROVE EXISTING BUILDINGS AND URBAN DESIGN.

BENCH MARKS

ATTRACT NEW BUSINESSES AND DEVELOPMENT AND INCREASE STREET LEVEL OCCUPANCY

- Work with City to manage Tax Increment Reinvestment Zone (TIRZ) to attract new development and businesses and revitalize vacant buildings.
- Develop and print recruitment materials and implement business and developer recruitment plan.
- Work in coordination with Corpus Christi Regional Economic Development Corporation (CCREDC) and City to retain and attract corporations and office users to Downtown to increase office occupancy.

- Implementation of TIRZ and number of projects supported
- Development of recruitment plan and recruitment materials and number of prospect contacts
- Number of properties redeveloped, vacancies filled and new business openings
- Office Occupancy Rate
- Develop a list of City-owned property

ORGANIZE AND SUPPORT BUSINESSES AND IMPROVE URBAN DESIGN

- Manage Merchants Association to mobilize stakeholders and develop programs to drive business.
- Manage property improvement grant program to incent businesses to invest in their property.
- Develop sidewalk café program to make Downtown Corpus Christi's outdoor dining destination.
- Review all Downtown permits and work to enhance project designs.
- Pursue cultural district designation and research/develop incentives and business support programs for artist and galleries (art centered district).
- Participate in Texas Main Street program.

- Merchants Association program statistics
- Property improvement grant program statistics
- Number of sidewalk cafés
- Permits reviewed and facilitated
- Cultural District designation
- Participation in Texas Main Street program

PROMOTE DOWNTOWN RESIDENTIAL

- Organize an annual Downtown Living Tour program to drive business.
- Promote Downtown living options on website and other DMD tools.
- Research the feasibility of creating a Community Development Corporation to provide mixed-income and affordable housing.

- Website statistics
- Downtown Living Tour statistics
- Creation of Downtown Community Development Corporation





MARKETING AND EVENTS

12.7%

OF OVERALL BUDGET

OBJECTIVE:

INCREASE SALES, VISITORSHIP AND INVESTMENT IN THE DISTRICT AND IMPROVE DMD VISIBILITY THROUGH STRATEGIC MARKETING AND DEVELOPING/MANAGING EVENTS.

MARKET THE MARINA ARTS DISTRICT AND BUSINESSES

- Implement comprehensive marketing strategy/plan to promote the District and businesses to local consumers.
- Create and maintain Downtown database and publish e-newsletter.
- Implement and manage earned media campaign.

CREATE, MANAGE AND SUPPORT DMD AND MARINA ARTS DISTRICT EVENTS

ART WALK BRIDGE WALK MASTERPIECE IN-A-DAY

- **Grow Events:**
 - ArtWalk
 - BridgeWalk
 - DINE Downtown
 - Masterpiece In A Day
- **Support District events including:**
 - Downtown Farmer's Market
 - Dia de los Muertos Festival
 - St. Patrick's Day Block Party
 - 4th of July Big Bang Celebration
- Pursue hosting Fringe Festival.
- Support new events to drive sales of Downtown businesses, attract customers and create an art centered district.

BENCH MARKS

- Consumer Perception Survey and District Business Survey (conducted every two years)
- Marketing Plan and dollars spent and leveraged
- Website and social media statistics
- E-newsletter
- DMD Database
- Earned media statistics

- DMD events benchmarks
- District events benchmarks
- New event benchmarks
- Fringe Festival benchmarks



2015-2016 DMD SERVICE PLAN BUDGET

The 2015-2016 DMD Service Plan and Budget was developed based upon the DMD Strategic Three Year Plan approved at the August 14, 2014 DMD Board meeting. The 2015-2016 DMD Service Plan Budget was approved at the September 11, 2015 DMD Board meeting and the Service Plan was approved at the October 8, 2015 DMD Board meeting.

The 2015-2016 DMD District Service Plan summarizes the services and budget for the fiscal year which runs from October 1, 2015 through September 30, 2016.

INCOME

Assessment Income	\$195,000
City Interlocal Agreement Income	\$195,000
Construction Mitigation Service Contract	\$50,000
Safety Programs Service Contract	\$105,000
Fundraising and Resource Recruitment	\$200,000
Sponsorships	\$45,000
Memberships/Merchants Association	\$20,000
Investment Income	\$175
Grants	\$25,000
Merchandise	\$3,500
Non-Sponsorship Event Income	\$40,000
Total Income	\$878,675



ORGANIZATIONAL MANAGEMENT

38.8%
OF OVERALL BUDGET

OBJECTIVE:

TO PROACTIVELY PURSUE THE DMD MISSION BY BUILDING AN ORGANIZATION WITH ADEQUATE RESOURCES, TECHNOLOGY AND PROFESSIONAL STAFF AND ENGAGED LEADERSHIP, BOARD MEMBERS, STAKEHOLDERS AND VOLUNTEERS.

BENCH MARKS

ATTRACT MORE FINANCIAL AND LEADERSHIP RESOURCES TO SUPPORT DMD'S MISSION

- Obtain and manage interlocal agreements and service contracts.
- Recruit and manage Advisory Council of regional corporate anchors.
- Develop new partnerships and collaborations to leverage organizational resources.
- Attract sponsors to support operation of organization and events.

- Interlocal agreements and service contracts
- Advisory Council statistics
- New partnership statistics
- Sponsorship statistics

BUILD DMD'S ORGANIZATIONAL CAPACITY

- Upgrade technology resources to maximize organizational effectiveness.
- Begin search for visible office location that meets organizational needs/mission.
- Participate in professional Downtown or economic development organizations. Provide training to staff.
- Create a volunteer, board and stakeholder recognition program.

- Staffing
- Permanent office location
- Professional affiliations, staff training
- Recognition program statistics

IMPROVE DMD'S RELEVANCE AND RECOGNITION

- Pursue hosting 2017/2018 Texas Downtown Association (TDA) Conference.
- Serve as one-stop resource for information pertaining to current and perspective businesses, property owners, developer and other stakeholders.
- Publish annual report and host annual meeting of stakeholders.
- Submit DMD and District programs for awards and recognition.

- DMD database statistics
- Annual Report
- Awards and recognition
- Selected to host TDA Conference

EXPENSES

District Operations (37.9%)	\$333,000
Develop and Improve (7.7%)	\$67,600
Marketing and Promotion (12.7%)	\$112,000
Organizational Management (38.8%)	\$340,720
Capital Reserve (2.9%)	\$25,355
Total Expenses	\$878,675

Note: At the September 11, 2014 DMD Board meeting, the Board also approved a \$145,000 Capital Budget to fund the purchase of the following goods, equipment and services.

- Consumer Perception Survey and Business Survey
- Website and brand design services
- Bikes and Segways for Bike Patrol and Security Ambassadors
- Street Sweepers
- Consultant to determine best practices for Downtown revitalization

A portion of these funds have been expended to date.



Matthew Guzman
Bank Officer and
Commercial Lender

Harold Shockley Jr.
President & CEO

Gus Barrera
Senior Vice President

YOUR *Community* BANKERS

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