

## **Corpus Christi Downtown Management Tax Increment Reinvestment Zone (TIRZ) 2016-2017 Service Plan**

### **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, rebranded 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.

### **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 Marina Arts District and Downtown investments and businesses.
- Improved consumer perceptions of the Marina Arts District and Downtown.
- Attracting new financial resources and regional leadership to support the DMD mission.
- Positively impacting and assisting the revitalization of the Greater Downtown area.

### **Our World:**

Downtown is anchored by a bayfront and marina, parks and cultural/entertainment venues and corporate offices. 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 professionals, empty nesters, artists, students and service workers call it home.

### **Outlook**

The Greater Downtown Area is experiencing growing momentum and increased developer and business activity and a growing residential base. Besides the new \$1 billion Harbor Bridge project there are currently more than \$650 million of new projects underway or scheduled that will be completed by 2018 in the greater Downtown area. Major projects include:

- The Cosmopolitan (2017)
- Texas State Aquarium expansion (2017)
- 600 Building Apartments (2018)
- Bond 2014 Infrastructure Projects (2018)
- Broadway Lofts Apartments (2018)
- Clock Tower Apartments (2018)
- Comfort Inn and Homewood Suites Hotel (2018)
- Studio 21 Apartments (2018)
- Spohn Hospital Expansion (2018)
- Residence Inn Hotel project (2018)

### **Vision**

A sparkling Greater Downtown area 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.

### **TIRZ Scope of Service Summary**

The **Tax Increment Reinvestment Zone (TIRZ)** Board and DMD Board approved a scope of service for DMD to extend its “revitalization services” into the greater Downtown Area for the 2016-2017 Fiscal Year.

As stated in the scope of services, DMD agreed to provide the following services to TIRZ #3 utilizing DMD resources and the funding provided by this Agreement in the Zone and adjacent areas to assist in the redevelopment of Downtown Corpus Christi:

- **Management and Operations Services:** Create a cleaner, safer, more beautiful and accessible downtown area comprising the Zone.
- **Development & Improvement Services:** Attract new businesses, development and residences; increase sales activity and street level occupancy and improve existing buildings and urban design.
- **Marketing Services:** Brand and promote the Zone, increase sales, visitors and investment and improve Zone’s image and visibility.
- **Public Private Partnership Development Service:** recruit financial resources to support this Agreement from private sector property owners, businesses and other public sector partners within the Zone outside the DMD area.

The following pages provide the Downtown Service Plan that DMD will use to provide these services and benchmark the results.

**Corpus Christi Downtown Management District 2016-2017 Service Plan  
(Managers of the Marina Arts District)**

**Management and Operations Services**

<p><b>Objective:</b> Create a cleaner, safer, more beautiful and accessible District and Greater Downtown Area.</p> <p><b>Key Downtown Benchmarks:</b></p> <ul style="list-style-type: none"> <li>• Business and consumer perceptions survey</li> <li>• Crime statistics</li> <li>• Visitorship</li> <li>• Business sales</li> <li>• Infrastructure projects</li> </ul>	
<p><b>Improve Cleanliness and Perceptions of Cleanliness</b></p> <ul style="list-style-type: none"> <li>• Utilize DMD’s Street Team Manager and Clean Ambassadors and up to 4 additional Ambassadors to maintain high level of cleanliness by providing litter pick-up, sidewalk and street sweeping, weeding, graffiti removal and curb painting services.</li> <li>• Host intensive Spring clean-up coordinating with City departments and area stakeholders to bring Greater Downtown area cleanliness up to DMD standards.</li> <li>• Invest in necessary tools, supplies, equipment to maximize effectiveness/impact.</li> <li>• Expand Cleaning Partnership (recruit members/adopt standards) into the Greater Downtown Area.</li> <li>• Organize volunteer program to support cleanliness projects.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Clean Team and Cleaning Partnership benchmarks.</li> <li>• Spring Clean-up statistics</li> <li>• Cleaning and Safety Partnership memberships</li> <li>• Stakeholders engaged and partners recruited.</li> <li>• TIRZ and Parking Improvement Fund scopes of services benchmarks.</li> <li>• Volunteer benchmarks.</li> </ul>
<p><b>Improve Safety and Perceptions of Safety</b></p> <ul style="list-style-type: none"> <li>• Expand DMD’s Off-Duty Police Bike patrol to the Greater Downtown area.</li> <li>• Expand Safety Partnership and coordination program into the Greater Downtown Area.</li> <li>• Address all street order crimes and transient population issues in concert with City and stakeholders.</li> <li>• Pursue City ordinance changes to address street order issues.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Off-Duty Police Bike Patrol benchmarks.</li> <li>• Safety Partnership benchmarks.</li> <li>• Street order statistics.</li> <li>• Ordinance changes.</li> </ul>
<p><b>Improve Beautification</b></p> <ul style="list-style-type: none"> <li>• Enhance maintenance of existing placemaking and landscape assets in concert with City and stakeholders in Greater Downtown Area</li> <li>• Implement a mural program.</li> <li>• Develop a beautification master plan and calendar.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Placemaking/Landscape assets maintained.</li> <li>• Participants in beautification plan and calendar.</li> <li>• Murals on buildings and electrical boxes painted.</li> <li>• Streetlights repaired.</li> <li>• Stakeholders engaged and partners recruited.</li> </ul>

<ul style="list-style-type: none"> <li>• Implement mural program for electrical boxes and buildings.</li> <li>• Conduct monthly assessment of street lighting and report to AEP for necessary repairs.</li> </ul>	
<p><b>Improve Accessibility, Infrastructure and Connectivity (Multimodal Mobility).</b></p> <ul style="list-style-type: none"> <li>• Manage and grow bike share program throughout Downtown.</li> <li>• Assist with developing comprehensive wayfinding program for Greater Downtown area in concert with City and stakeholders utilizing HOT funds or TIRZ money.</li> <li>• Work with City and stakeholders to complete parking management plan for greater Downtown area and begin implementation.</li> <li>• Develop Parking Partnership and promote parking options for Downtown.</li> <li>• Engage Flatiron Dragados and stakeholders in Harbor Bridge project planning and design.</li> <li>• Investigate, develop and/or invest in programs (in partnership with City and Regional Transit Authority) to move customers within the greater Downtown area.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Bike Share statistics.</li> <li>• Construction mitigation service contract benchmarks.</li> <li>• Wayfinding program.</li> <li>• Parking Management Plan development and execution.</li> <li>• Parking Partnership.</li> <li>• Transportation partnerships.</li> </ul>

**Development and Improvement**

**Objective:** Attract new businesses, development and residences; increase sales activity and street level occupancy and improve existing buildings and urban design.

**Key Downtown Benchmarks:**

- Business and consumer perceptions survey
- Visitorship
- Business sales
- New projects, businesses and investments
- Real estate market benchmarks

<p><b>Attract New Businesses and Development and Increase Street Level Occupancy</b></p> <ul style="list-style-type: none"> <li>• Implement business and developer recruitment plan and promote real estate and development opportunities through recruitment materials, website and social media tools.</li> <li>• Create and publish Quarterly Downtown Project List.</li> <li>• 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.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Downtown real estate recruitment tools, plan and communications statistics and number of prospect contacts.</li> <li>• Project pipeline statistics.</li> <li>• Office retention and occupancy rate.</li> </ul>
<p><b>Organize and Support Businesses and Improve Urban Design</b></p> <ul style="list-style-type: none"> <li>• Expand Downtown Merchants Association to mobilize stakeholders and develop programs to drive business.</li> <li>• Create and promote property improvement program to incent businesses to invest in their property.</li> <li>• Advocate for a new vacant building ordinance to help address blighted, vacant buildings and for an ordinance that requires parking lots to be permitted and meet minimum design, wayfinding and operational standards.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Downtown Merchants Association program statistics.</li> <li>• Property improvement grant program statistics.</li> <li>• Permits reviewed and facilitated.</li> <li>• Ordinance changes.</li> </ul>
<p><b>Promote Downtown Residential</b></p> <ul style="list-style-type: none"> <li>• Promote Downtown living options on website and other DMD tools.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Website statistics.</li> <li>• Creation of Downtown Community Development Corporation.</li> </ul>

## Marketing and Events

**Objective:** Increase sales, visitorship and investment in the District and improve DMD visibility through strategic marketing and developing/managing events.

### Key Downtown Benchmarks:

- Business and consumer perceptions survey
- Visitorship
- Business sales
- New projects, businesses and investments
- Real estate market benchmarks

### Market The Greater Downtown Area and Businesses

- Conduct a consumer perception survey to benchmark consumer preferences and downtown usage.
- Conduct business survey to benchmark downtown market.
- Lead stakeholders through a Downtown brand development process.
- Create Downtown Corpus Christi website to be the front door for information and marketing.
- Develop and begin implementation of a strategic marketing plan which may include electronic, print, social media, radio and TV mediums.

### DMD Benchmarks

- Consumer perception and business survey (conducted every two years).
- Marketing Plan and dollars spent and leveraged.
- Downtown website and social media statistics.
- Earned media statistics.

**Public Private Partnership Development**

**Objective:** To recruit financial resources to support this Agreement from private sector property owners, businesses and other public sector partners within the Zone outside the DMD area.

**Key Downtown Benchmarks:**

- All downtown benchmarks
- Additional dollars leveraged.
- Number of new partners supporting the initiative.

<p><b>Educate and Engage stakeholders</b></p> <ul style="list-style-type: none"> <li>• Host a series of meetings to brief stakeholders on the TIRZ scope of service and public private partnership.</li> <li>• Host quarterly update meetings with TIRZ Board and stakeholders to update implementation progress.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Stakeholder engagement meetings.</li> <li>• TIRZ Briefings.</li> </ul>
<p><b>Create Partnership and Recruit Partners</b></p> <ul style="list-style-type: none"> <li>• Recruit geographic stakeholders to invest in the plan/initiative.</li> <li>• Develop fundraising levels and recognition benefits for investing stakeholders.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Stakeholder Investments.</li> <li>• Fundraising recognition program.</li> </ul>
<p><b>Develop Permanent, Long Term Structure and Renew Public Private Partnership</b></p> <ul style="list-style-type: none"> <li>• Research best practices for strategic downtown organizational structure and long term funding.</li> <li>• Work with DMD Board and Advisory Council and City leadership to begin developing permanent structure for the public private partnership.</li> <li>• Renew interlocal agreements.</li> </ul>	<p><b>DMD Benchmarks</b></p> <ul style="list-style-type: none"> <li>• Best practices and organizational recommendations.</li> <li>• Renewed interlocal agreement.</li> </ul>