

CORPUS CHRISTI DOWNTOWN AREA DEVELOPMENT PLAN

SCOPE OF SERVICES

The City of Corpus Christi, TX, has chosen Goody Clancy & Associates (GCA) to lead a consultant team to prepare a Downtown Area Development Plan (DADP). The DADP will include the Central Business District, the SEA District, Uptown, the land area made available by the realignment of the Harbor Bridge, Northside, and North Beach. Maximizing and supporting any opportunities for synergy between Texas A&M-CC and the downtown community will also be part of this plan.

As the prime consultant, Goody Clancy will have overall responsibility for project leadership and management, planning, urban design, outreach, and integrating the work of the entire team into a compelling and achievable plan. Goody Clancy will be assisted by Zimmerman/Volk Associates, W-ZHA, MJB Consulting, Stantec, and Kailo Communications. All the members of the team, with the exception of MJB Consulting, are participating in the development of the city's comprehensive plan.

- Zimmerman/Volk Associates (ZVA) will add targeted market analysis of downtown area housing to the overall city housing market analysis prepared for the comprehensive plan.
- W-ZHA will provide targeted market analysis of office, hospitality, and entertainment markets; development feasibility and financing recommendations; and strategies for public-private partnerships.
- MJB Consulting will provide detailed market analysis and strategies for downtown retail development.
- Stantec will provide detailed multimodal mobility and parking strategies for the downtown area.
- Kailo Communications will support the planning project with communications and outreach.

Please note that although phases of the work plan are presented sequentially, in many cases, work in different phases will be underway simultaneously.

A. GENERAL APPROACH

It is expected that the DADP planning process will begin several months after the beginning of the comprehensive planning process, which will allow the team to benefit from knowledge gained from review of existing plans and development of the comprehensive plan. The DADP planning process will be focused on four central objectives:

1. *Create an inspiring vision for downtown that gathers individual districts and assets into a strong and dynamic whole.* Downtowns thrive on the interaction of complementary activities, places and people. Cultivate synergies among elements that are individually strong yet are currently disconnected or isolated.
2. *Craft a practical plan for achieving the vision.* Successful downtowns are built on solid market economics and the opportunity for numerous stakeholders to take individual initiatives that produce shared benefits. Targeting real market opportunities and enabling local entrepreneurship will catalyze progress toward the vision with private initiatives and require a minimum of public investment.
3. *Connect downtown with key constituencies and institutions.* Universities and colleges are increasingly a part of revitalized downtowns--through institutes and programs in downtown locations and providing housing for students. While medical institutions already exist in the downtown area, intensifying the

role that these institutions and their affiliates can play in downtown revitalization will also be a focus of the plan.

4. *Make the case that downtown matters to the whole region.* Downtown’s real estate economics, transportation network, recreational and cultural amenities, and other key elements anchor larger regional systems. Downtown has unique potential to expand innovation and economic value through synergy: a place where multiple business and government enterprises, destination entertainment and tourism, lively pedestrian-oriented retail environments, downtown living, and the waterfront all work together.

B. TIME FRAME

The DADP will begin approximately six to eight months after the beginning of the comprehensive plan and will be reading for adoption hearings within 9-12 months of execution of the contract.

C. FLEXIBILITY IN ALLOCATION OF RESOURCES

Community-based planning projects are responsive to issues that emerge from the community participation process, sometimes requiring rebalancing of activities. In collaboration with the client, Goody Clancy may identify the need to shift resources within the project in order to meet unforeseen needs as the project progresses.

D. PROJECT MANAGEMENT

The consultant team will collaborate closely with City staff and officials, citizens and other stakeholders. As in the comprehensive plan process, Goody Clancy will work closely with the Steering Committee made up of senior staff, a City-designated project manager and contact for public information and media approvals. The consultant will provide monthly progress reports to the City Manager and the Steering Committee.

E. DOWNTOWN ADVISORY COMMITTEE

The consultant team will work with a DADP Advisory Committee to be appointed by the City Manager, the Steering Committee, or City Council. This group should be made up of downtown stakeholders—for example business and property owners, residents, representatives of sports, arts and culture groups and institutions, medical institutions, the Downtown Management District—and should also include representatives of groups with a potential presence in downtown, such as Texas A & M University, Del Mar College, and student groups.

PHASE 1 – DOWNTOWN CONDITIONS AND OPPORTUNITIES

A. Existing conditions and potential development analysis

1. *Analyze existing zoning, design guidelines and related development controls.*
The analysis will build on work already completed for the comprehensive plan but with a focus on the DADP planning area.
2. *Analyze and diagram urban design conditions both current and recommended.*
Conditions will include walkability; active ground-level uses; parks, plazas and open space; land use; building heights; street trees; and other factors.

3. *Identify existing catalyst development projects.*
Determine conceptual program, design parameters and development finance considerations of projects that would strategically advance a variety of downtown vision goals. The focus will be on private-sector initiatives, with recommendations for complementary public actions to the extent necessary.
4. *Create overall conceptual downtown development program.*
This program will comprehensively synthesize analysis and opportunities in the areas of market demand, transportation and urban design. It will address magnitude, mix and location of key land uses, as well as conceptual development sequence and critical mass over a 20-year timeframe.

B. Potential development opportunities

1. *Translate market opportunities into potential building types.*
Identify appropriate approaches to siting, street relationship, massing, parking, mixed-use, and sustainable design,
2. *Visualize opportunities for the public and built realms.*
Create 6-8 rendered perspectives for discussion; evolve these into final images describing plan goals.
3. *Demonstrate relevant alternatives and new approaches to downtown development, management and urban design.*
Provide examples and analogues from other communities.

Deliverables:

- Diagram of current development envelopes.
- Summary opportunities and constraints diagram addressing the full range of issues: economic, urban design, cultural etc. –; individual diagrams of urban issues
- Existing catalyst projects: documentation of key program, location, financial and design considerations for each project
- Conceptual downtown development program with table of program opportunities addressing use, location, magnitude and timing
- Graphically rich, concise yet comprehensive presentation of the vision, embodying market analysis, fiscal responsibility and transit-supportive environment synergies
- Three to six potential catalyst sites: illustrated development/ design guidelines
- Illustrated memo on appropriate building prototypes
- Conceptual development illustrations - 6-8 rendered perspectives in preliminary and final versions.
- National precedents for discussion and potential selection as models in an illustrated memo, powerpoint or poster of alternatives and approaches

PHASE 2 MARKET ANALYSIS

A. Housing market analysis and opportunities

ZVA will build on the citywide analysis done for the Comprehensive Plan and perform targeted analysis for downtown.

B. Office, hospitality, and entertainment market analysis and opportunities

W-ZHA will analyze office, hospitality and entertainment market demand to predict the configurations, magnitudes, location preferences, parking needs and other critical considerations for spaces these uses would need.

C. Retail market analysis and strategy

MJB Associates will analyze retail market demand using psychographic analysis, that is, population groups based on values, attitudes, interests, and lifestyles, to produce recommendations on retail niches, floor plates, magnitudes, location preferences, clustering, parking needs and other critical considerations. Strategy sessions with retail landlords and brokers will be included.

Deliverables:

- Housing Market Technical Memorandum
- Non-residential Market (except retail) Technical Memorandum
- Retail Market Technical Memorandum

PHASE 3 COMMUNITY ENGAGEMENT

A. Publicize the DADP planning process.

1. *Add a special downtown section to the Comp Plan website and MindMixer/Facebook.*
2. *Publicize the Downtown planning process in social media, speakers bureau meetings to DADP organizations, media and other appropriate vehicles*
3. *Review downtown-related community and interviews from the comprehensive plan process*

B. Identify downtown stakeholders, activists and volunteers.

1. *Conduct up to 30 individual or group interviews (including re-interviewing persons from the comp plan process, as appropriate)*
2. *Work with organized groups, such as the Downtown Management District, the SEA district, and groups in Northside and North Beach.*

C. Create events to encourage participation and document conditions.

1. *Create walking tours for groups.*
Walking tours in the CBD, Uptown, SEA District, Northside, and North Beach will provide a fine-grained understanding of conditions at the human scale and discussion of challenges and opportunities.
2. *Create a picture documentation event for volunteers.*
Volunteers would be encouraged to photograph the good, the bad and the ugly in the downtown planning area over the course of two weeks. The pictures would be uploaded to the MindMixer website for discussion

C. Prepare and organize DADP public meetings

1. *Downtown planning and design charrette*
The team will organize and prepare for a downtown planning and design charrette. It will include a presentation on challenges and opportunities, including examples from other cities, as

well as brief presentations from the team’s experts in housing, commercial, and retail markets and transportation. Through interactive exercises participants will help develop a strategic vision and framework for development opportunity sites, urban design, connectivity, programming, and public investment.

2. *Downtown open house on vision and conceptual downtown development plan*

After the downtown charrette and further development of the downtown vision and a conceptual downtown development plan and program with rendered perspectives, the team will organize a downtown open house to gather feedback. These materials will also be posted on the website for review and, if possible, left in a downtown location such as a storefront with opportunities for comment through written questions or the Textizen cellphone app used in the comprehensive plan process.

3. *Draft plan presentation in a public meeting*

After completion of the draft plan, the team will present it in a public meeting and then post it on the web site and make it available for public review in hard copy at City Hall and in locations in Northside, North Beach, and the Central Business District.

4. *Public review, public hearings and adoption*

The draft plan will be available for public review and all public comments will be documented with a consultant response. Goody Clancy will be available to present the plan at up to two public hearings.

Deliverables:

- Downtown sections for website, MindMixer, Facebook, etc.
- Publicity campaign
- Interviews and stakeholder meetings
- Walking tours
- Picture documentation event
- Downtown charrette
- Downtown open house
- Draft Plan presentation
- Public hearings

PHASE 4 – MULTIMODAL TRANSPORTATION AND PARKING ANALYSIS

The DADP will build on MobilityCC and other existing relevant transportation plans. Subconsultant Stantec will have primary responsibility for the transportation analysis, working closely with Goody Clancy and other team members to ensure full coordination with the vision and development framework for downtown districts, including real estate market opportunities, urban design proposals, and systems to connect and integrate the subdistricts of the DADP.

A. Existing downtown transportation conditions assessment

The team will map and analyze pedestrian and bicycle systems, transit services, safety, typical vehicle speed and capacity, on- and off-street parking performance, and overall street network configuration in relation to existing land uses and potential opportunities.

B. Multi-modal recommendations

The team will build on existing plans, policies developed for the comprehensive plan, and best practices to provide recommendations for all transportation modes, including designation of mode priority streets (for example, streets where pedestrian travel will have priority). Options for enhancing multi-modal connections from other parts of the city, such as the university and student-oriented housing areas, will also be included. These recommendations will foster an integrated approach to transportation and land-use planning and urban design, supporting economic opportunities and the DADP vision.

C. Transit plan

The plan will identify key activity centers and recommended levels of service for the proposed downtown trolley and ferry. The potential for university shuttle routes, enhanced bus service to downtown from elsewhere in the city, and tourism connections will be analyzed. Recommendations for the longer-term potential for transit will also be provided.

D. Parking plan

The team will develop a parking plan to encompass existing parking, additional parking needs resulting from the success of the downtown plan, and recommendations on how to accommodate parking will be provided.

Deliverables:

- Technical Memorandum – Assessment and multimodal recommendations
- Parking Plan

PHASE 5 – DADP GOALS AND STRATEGIES FRAMEWORK

A. Articulate vision goals and objectives.

The team will translate community and stakeholder input and technical analysis into a clear, concise set of goals and objectives to guide the DADP through conceptual and detailed development.

B. Articulate vision strategies framework.

The team will translate the vision goals and objectives into a clear, concise framework of no more than ten core strategies to organize plan recommendations.

Deliverables

- Technical Memorandum – Goals and Strategies Framework

PHASE 6 - IMPLEMENTATION

A. Development feasibility and finance

1. Development finance feasibility analysis.

W-ZHA will work with Goody Clancy on an iterative basis to assess the economic feasibility of six potential catalyst projects. The team will use stakeholder feedback to optimize the value of catalyst projects.

2. Recommendations on development financing tools and incentives.

W-ZHA will assess the performance of current financing tools and incentives, and provide recommendations on appropriate mechanisms for catalyst and other projects stemming from the downtown vision. Recommendations will also address potential future modifications of these mechanisms over time.

B. Implementation plan

1. Market and financing strategies and program

Goody Clancy will work with ZVA, W-ZHA, and MJB Consulting to integrate their work into an overall implementation plans that includes:

- Resident retention/attraction plan
- Retail recruitment and tenanting strategy
- Office, hospitality, entertainment and cultural program plan
- Revenue generation plan

2. Detailed project design concepts

Goody Clancy will develop detailed design concepts for opportunity sites and the public realm to be integrated into the implementation plan. These will include:

- Targeted streetscape and public space plans
- Detailed design guidelines and zoning change recommendations

Deliverables:

- Feasibility, Financing and Implementation Plan

E. Final reports, documents, presentations

1. Draft DADP

Goody Clancy will prepare the Draft DADP for review by the Advisory Group and the Steering Committee. The draft will include an 11" x 17" executive summary poster.

2. Presentations

Goody Clancy will present the Draft DADP, as requested, to stakeholder groups, such as the Downtown Management District, representatives of SEA District institutions, Northside groups, and North Beach groups.

3. Revisions and final DADP

After adoption, Goody Clancy will make any needed revisions and produce an electronic version of the plan in PDF and editable format; hard copies for the Steering Committee, the Planning Commission, and the City Council; 500 11"x17" summary posters; GIS data in ArcView format; and one digital copy of illustrations, diagrams, maps, boards, PowerPoints and similar materials.

Deliverables:

- Draft DADP
- Presentation materials
- Final DADP