

# Corpus Christi Downtown Management District & TIRZ #3 Integrated Service Plan FY 2023 - 2024

## I. About the DMD

The CCDMD is a professional municipal management district, established in 1992, representing property owners in the Downtown Corpus Christi neighborhood known as the Marina Arts District. Through interlocal relationship with the City of Corpus Christi and Downtown Tax Increment Reinvestment Zone, we facilitate development through the Greater Downtown Area. With the support of our corporate partners on the Downtown Advisory Council and our 501 (C)3 the Downtown Revitalization Alliance, we move revitalization further forward with a focus on economic development, arts and culture.

### A. Vision & Mission Statement

The vision of the Corpus Christi Downtown Management District is to create the most vibrant downtown on the Gulf of Mexico by instituting a clean, safe and beautiful environment; creating a welcoming, well-designed, accessible waterfront; developing a robust, sustainable, desirable neighborhood; promoting remarkable, prismatic cultural experiences; and growing our team, team mentality, and capacity to accomplish the vision.

### B. Values

Values define what an organization stands for. The following values communicate how we function as an organization.

1. Dependable – We want you to know you can count on us!
2. Optimistic – We have a realistic and positive outlook on the future of downtown!
3. Creative – We value outside the box thinking, new solutions, new perspectives!
4. Passionate – We consider more than a job, but a calling!
5. Collaborative – We make an impact with partnerships!
6. Inclusive – We believe Downtown is a place for everyone!

## II. About this Service Plan

This document is an annual statement of work, supplemental to the Downtown Corpus Christi 5 Year Strategic Plan. It is reviewed and approved by the DMD Board, TIRZ Board, City Council & Staff. TIRZ Related Items are indicated with a \*. TIRZ Funds are expended only as allowed by state law.

| Item                                       | What is it?                                       | What does it look like?  | Where is it?          |
|--|---|--|-----------------------|
| <b>Goal</b>                                | Mission Element                                   | Develop robust, sustainable neighborhood.  | 5 Year Strategic Plan |
| <b>Strategy</b>                            | Approach to a accomplish a goal                   | Activate vacant properties and land parcels with adaptive reuse.   | 5 Year Strategic Plan |
| <b>Objective (Programs &amp; Projects)</b> | Measurables, short term step to achieve strategy. | Facilitate rehabilitation process for three vacant properties in partnership with willing property owners. | Annual Service Plans  |

**District Operations - Instituting a clean, safe, beautiful environment.**

**A. Improve cleanliness and perceptions of cleanliness by 5% annually.**

- Provide an 8-member Clean Team to maintain the Greater Downtown Area at a consistently high level of cleanliness (track personnel, duties and hours).\*
- Conduct audit of service levels to identify additional capacity and resource needs for FY 25 and district expansion.
- Implement plan for expanding trash receptacles across Downtown Marina Arts District & Seawall. \*

**B. Elevate standard of care for landscaping and right of way fixtures to create best looking appearance.**

- Conduct three planter change outs & two seasonal park change outs per year. \*
- Foster partnership with Botanical Garden, Native Plant Society & Master Gardner Society for garden approach to Artesian Park. \*
- Maintain in-house skillset and landscaping capacity with Master Gardner Program certification. \*
- Establish schedule for regular curb painting to present best face in high volume season. \*

**C. Create a consistent sense of security for all downtown users at all times.**

- Continue partnership with City & Downtown Bars for Off Duty Police Patrol, growing the number of officers and clarifying operational requirements.
- Work with Police Department to re-establish a Downtown Patrol with visible, round the clock presence on key corridors and public spaces.

**D. Collaborate with the community to mitigate adverse environmental and safety perception impacts of homelessness.**

- Coordinate with newly created City department to establish processes that solve mental health and dependency issues versus criminalizing people experiencing homelessness.
- Connect City Staff with downtown business and property owners in Safety Partnership and Merchant Association monthly.
- Support plans for low barrier drop in shelter for homeless.

**E. Install and maintain lighting throughout downtown to increase safety at night.**

- Continue monthly streetlight audit and expand to include other lighting fixtures. \*
- Identify additional locations to deploy lights throughout the district, on buildings, alleys, etc.\*
- Standardize lighting levels along right of way to the Illuminating Engineering Society standards in the City's Streetscape Overlay Ordinance. \*
- Continue to maintain "guerilla" lighting features, identify operational and maintenance costs, with Illuminando Phase 2 on Downtown Buildings. \*

**Placemaking - Creating a welcoming, well-designed, accessible waterfront.**

**F. Advocate for and support implementation of catalytic infrastructure improvements – especially on the waterfront.**

- Work with City to implement the pedestrian improvements along Shoreline at John Sartain. \*
- Coordinate with City for design of Lower, Middle and Upper Broadway Bluff Rehabilitation to ensure connectivity between districts and historic features. \*
- Coordinate with City to design Water Street Reimagined with streetscape features with funding of construction identified for Bond 2024. \*
- Develop connectivity options for Agnes Laredo entryway. \*

**G. Create beautiful streetscapes and interactive public spaces through urban design.**

- Continue implementations of parklets and sidewalk cafes. \*
- Assess current Urban Design Standards and analyze proposed UDC Amendments. \*
- Leverage \$200,000 of TIRZ #3 Streetscape and Safety funding to produce façade upgrades valued at \$400,000. \*
- Collaborate with city staff on the Wayfinding Plan to ensure brand alignment. Manage seasonal Small Business Wayfinding programs. \*

**H. Ensure all downtown users have a connected, convenient, and safe route to and through downtown.**

- Develop relationship with RTA, identifying bus stop upgrades and partnering to implement upgrades. \*
- Advocate and coordinate with TxDOT for reconfiguration of the Chaparral, Kinney, Agnes intersection to extend pedestrian connectivity across Chaparral Street. \*
- Partner with the City for implementation of the ADA Accessibility Report (Scooter Fund). \*

**I. Enhance the parking system so that public and private parking is available for diverse users when needed.**

- Continue to advocate for implementation of Parking Action Plan. \*
- Work with City to move forward with Parking Meter Updates. \*
- Work with City to move forward with off-street lot improvements for privately owned blighted lots that support operating businesses and pilot pervious parking surfaces. \*

**J. Implement family and tourist oriented placemaking initiatives that make parks and places inviting for all ages through design.**

- Develop and deploy high quality holiday installations throughout the Marina Arts District and into Waters Edge, focusing on right of way and park activations. \*
- Develop a plan for dog-friendly spaces in downtown. \*
- Partner with Art Center, Marina and Visit Corpus Christi to develop and deploy installations along vacated roadway adjacent to the Seawall and other key enhancements at waterfront locations, like destination marquee sign and concrete replacement at Norma Urban Park. \*
- Support the development of public art murals throughout downtown to expand the Downtown Public Art Program. \*
- Deploy park improvements and develop plans for special use parks. \*

**Economic Development** - Developing a robust, sustainable, desirable neighborhood.

**K. Increase the supply, density, and variety of residential options.**

- Support 60-units (North Water) in construction to ensure completion in FY 24. \*
- Support 250-units (the 600 Building, Sea Gulf Villa) to begin construction in FY 24. \*
- Actively seek to get 150-units (Office Building Conversions) committed for development in FY 24. \*
- Foster partnerships with 3 local bank institutions to activate institutional investment for development. \*
- Conduct Annual Multifamily Occupancy Survey.\*

**L. Develop a robust food & beverage ecosystem with diverse offerings.**

- Develop targeted incentives for chef-led or proven operator's secondary locations. \*
- Develop strategy to attract locally owned establishments to downtown. \*
- Increase mixed beverage sales tax collection by 5% over previous FY.
- Develop trash mitigation and management plan for associated waste from increased food and beverage establishments.\*

**M. Recruit an attractive and authentic retail mix for resident and tourist audiences.**

- Recruit targeted retail, local brands with strong online followings or existing operations to vacant bricks & mortar locations. \*
- Continue development and implementation of multi-phased Retail Incubation Strategy, with specific sites targeted for activation. \*

**N. Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.**

- Partner with CCAR and Commercial Brokers, host annual training workshop. \*
- Facilitate the rehabilitation process for key historic properties, like the Ritz Theater, Ward Building, 222 N Chaparral, and Hotel Aria. \*
- Conduct monthly updates to DowntownTX.org with available properties. \*
- Continue to administer TIRZ #3 incentives to activate vacant properties throughout the zone, streamlining online submittal process. \*
- Facilitate communications during the development process to support existing businesses.\*
- Support City update of the Downtown Vacant Building Ordinance. \*

**O. Increase economic strength of the "South Texas Diamond" by leveraging our competitive assets of affordable, existing, waterfront real estate with knowledge and technology economy (Lonestar UAS Center of Excellence and Innovation, Port of Corpus Christi), and entrepreneurship.**

- Build regional coalition with institutional and entrepreneurial ecosystem leaders, conduct feasibility study and secure programming and physical expansion plans. \*
- Partner with City to fund and launch a Co-Working Space. \*
- Establish grant program in partnership with Mayor, CCREDC and City's Type B Program for qualified companies relocating to Downtown Corpus Christi.
- Create strategic communications campaign for LinkedIn.\*

**Promotions - Promoting remarkable and prismatic cultural experiences.**

**P. Strengthen communication channels to educate the public on downtown's unique offerings.**

- Continue post quality content daily, growing Instagram and Facebook by 100 followers per month.
- Prepare and distribute 52 e-newsletters and maintain 35% open rate.
- Conduct monthly updates to website, with three priorities, establishing lifestyle content, sharing information on development projects\* and promoting businesses.
- Continue to produce original video content, to upload to YouTube and social media quarterly and create an Annual Report video.

**Q. Elevate downtown's market position by proactively defining the brand through proactive narrative development using a psychographic strategy.**

- Proactively prepare press releases for story development to increase exposure with one or more story per month on local media channels.
- Complete Bi-Annual Perception Survey, utilize results to craft recruitment, communications and marketing strategies.
- Identify Downtown's market position as a weekend destination and establish strategy for growing specific psychographic segments.
- Integrate momentum created at State of Downtown into ongoing marketing campaign, including annual report "Road Show."

**R. Facilitate micro-communities (like Business Association, Downtown Run Club, and residents) of downtown interest groups to maximize collaboration amongst co-creators and businesses.**

- Maintain Business Association meeting participation of 30 attendees, increase engagement on seasonal promotions, establish on seasonal promotions, improve access to business support resources.
- Continue to grow Run Club as a health focused programming activation, expand fitness and health.
- Identify quarterly opportunities to drive business or benefit downtown with the momentum of a coordinated neighborhood group.

**S. Program and support signature experiences that amplify our unique culture and assets.**

- Support 21 signature cultural events as sponsor, co-promoter or co-producer and track attendance utilizing PlacerAI.\*
- Increase ArtWalk attendance by 5% per month, curate partnership opportunities that enhance programming, secure sponsorships to fund growth.
- Continue to improve and expand holiday event series to generate activity and business in the months of November and December.
- Partner with corporations and media groups to establish coordinated communications strategies or sponsorships.

**T. Foster opportunities for the creative class to shine.**

- Produce 3<sup>rd</sup> Annual Mural Fest, providing artist hospitality and collaboration opportunities for selected national and local artists.

- Maintain Cultural District designation and seek financial support for music- and art-related programming.
- Submit two Texas Commission for the Arts applications to gain funding for the creative class installations throughout the district.
- Continue and expand plan for performance art and live music promotion throughout the district.

**Organizational Management - Growing our team's capacity to accomplish the vision.**

**U. Provide effective administration of complex governance structure while optimizing entities and programs.**

- Continue monthly Board Management, daily financial operations, annual reporting and annual service plan development.
- Complete implementation of Phase 1 Expansion, Conduct Phase 2 of DMD Expansion for deployment in FY 2025.
- Update bylaws to reflect current, professional operational structure.

**V. Collaborate with partners to diversify funding and foster "teamwork" mentality towards revitalization.**

- Manage interlocal agreements, provide clear value to TIRZ #3 for service contact. \*
- Continue to grow and expand funding partners through Downtown Advisory Council, identify opportunities to partner in additional manners.
- Expand recognition for stakeholders, businesses and volunteers to extend "team" mentality beyond the office.

**W. Recruit, retain and develop motivated, dedicated staff to implement vision and expand organizational capacity.**

- Expand awareness of industry best practices and professional networks by sending team to annual International Downtown Association Conference. \*
- Continue pursuit of professional certifications as needed to increase team's capacity by requiring one professional development milestone for each team member.
- Maintain and expand membership with professional and industry trade organizations, (Main Street America, International Downtown Association, Texas Downtown Association, International Economic Development Council and Urban Land Institute). \*
- Conduct familiarization trips with comparative set cities to ensure team is operating from firsthand experience and bringing inspiration and new ideas back to the community. \*

**X. Evolve software, technology, and facilities to provide professional best in class working environment.**

- Identify and establish a permanent office location, considering future expansions. \*
- Upgrade hardware and software as needed to conduct business and manage information, including a new website. \*

**Y. Establish a culture in which information is readily shared.**

- Maintain record of business inquiries, identify customer relationship management software.
- Respond within one business day to email requests.
- Serve as one-stop resource for information pertaining to current and prospective businesses, property owners, developer, and other stakeholders.

### III. FY2024 Budget Summary

| Revenues by Source                             | FY 22 Budget       | FY 23 Budget       | FY 24 Proposed     |
|--|--------------------|--------------------|--------------------|
| DMD District Levy                              | \$225,004          | \$264,443          | \$278,422          |
| City Interlocal Agreement                      | \$317,226          | \$325,004          | \$378,422          |
| Tax Increment Reinvestment Zone Agreement      | \$765,000          | \$765,000          | \$1,075,000        |
| Advisory Council                               | \$200,000          | \$200,000          | \$225,000          |
| Fundraising, Memberships, Sponsorships, Grants | \$160,200          | \$379,500          | \$306,000          |
| <b>Total Revenue</b>                           | <b>\$1,667,430</b> | <b>\$1,933,947</b> | <b>\$2,262,844</b> |

| Expenses by Goal          | FY 23 Budget       | FY 24 Budget       | DMD              | City GF          | TIRZ               |
|---------------------------|--------------------|--------------------|------------------|------------------|--------------------|
| District Operations       | \$641,921          | \$656,366          | \$12,100         | \$375,754        | \$268,512          |
| Placemaking               | \$210,000          | \$247,000          | \$40,000         |                  | \$207,000          |
| Economic Development      | \$11,000           | \$133,000          |                  |                  | \$133,000          |
| Promotions                | \$178,000          | \$510,400          | \$453,300        |                  | \$57,100           |
| Organizational Management | \$892,326          | \$716,078          | \$306,690        |                  | \$409,387          |
| <b>Total Expenses</b>     | <b>\$1,933,947</b> | <b>\$2,262,844</b> | <b>\$812,090</b> | <b>\$375,754</b> | <b>\$1,074,999</b> |