

DRAFT

downtown area development plan

CORPUS CHRISTI



AUGUST 15, 2017

EXHIBIT A



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EXHIBIT A

Corpus Christi Marina

1

Introduction

A new era of opportunity in Corpus Christi

The Downtown Area Development Plan (DADP) is an **action-oriented, market-driven** strategy to generate economic growth and quality of life in Corpus Christi over the next 20 years. The DADP builds on past planning efforts and current investment in the city, and is part of the Plan CC Comprehensive Plan initiative. At its heart, the DADP aims to establish Corpus Christi as a premier 21st Century waterfront city in Texas, with safe, vibrant, walkable, and connected districts in which to live, work, learn, and play.

SHAPING THE DOWNTOWN AREA'S FUTURE: A UNIQUE MOMENT

This is an exciting time for Corpus Christi. At a moment when people of all ages across the country are seeking out great urban places to live, work, learn, and play, the Downtown Area is primed to capitalize on its unique strengths—its

The Downtown Area Development Plan emphasizes “how” to get things get done, as much as “what” gets done.

spectacular and accessible waterfront, unique destination attractions, people and neighborhoods, and proximity to jobs and transportation options.

The Downtown Area addressed by this plan is large and encompasses several related areas:

- The Traditional Downtown core—now branded the Marina Arts District—and Uptown
- The SEA (Sports, Entertainment, Arts) District
- Washington-Coles and Hillcrest neighborhoods (note that Hillcrest is in Corpus Christi's Westside Planning Area)
- North Beach

Today, each area has its strengths and weaknesses. But taken together the Downtown Area's districts include many of the ingredients that provide the foundation for successful and vibrant downtowns:

- An attractive waterfront setting that combines beaches, parks and marinas
- An active, walkable district centered along Chaparral Street
- Restaurants and entertainment venues



- Arts and cultural attractions
- Major destination attractions, including the USS Lexington, Texas State Aquarium, Art Museum of South Texas, Corpus Christi Museum of Science & History and several others
- Major convention and meeting facilities at American Bank Center
- Minor League baseball at Whataburger Field

Because of its large size, the overall Downtown Area will continue to develop as a number of distinct areas with their own unique identities, offering complementary attractions and experiences. Over the longer term, these areas will become more strongly connected, while retaining unique identity and character.

Infrastructure and development initiatives that are already completed or in the works open a wealth of possibilities for further investment that will improve Corpus Christi's near- and long-term future. The planned Harbor Bridge relocation creates a once-in-a-lifetime opportunity for the City to work closely with the Texas Department of Transportation (TxDOT), community leaders, and private developers to transform the SEA District, Washington-Coles, Uptown, Downtown and North Beach into more walkable and connected places. Streetscape improvements have made Downtown segments of Chaparral Street and Shoreline Boulevard delightful places to walk. As such, they also invite people to live and work, to enjoy entertainment and tourism,

and explore accessible, welcoming waterfront activities that all support each other. The Downtown Area has always been and remains a key driver of Corpus Christi's identity. It has the greatest opportunity in a generation to become a much deeper source of community life and pride.

CHALLENGES TO OVERCOME

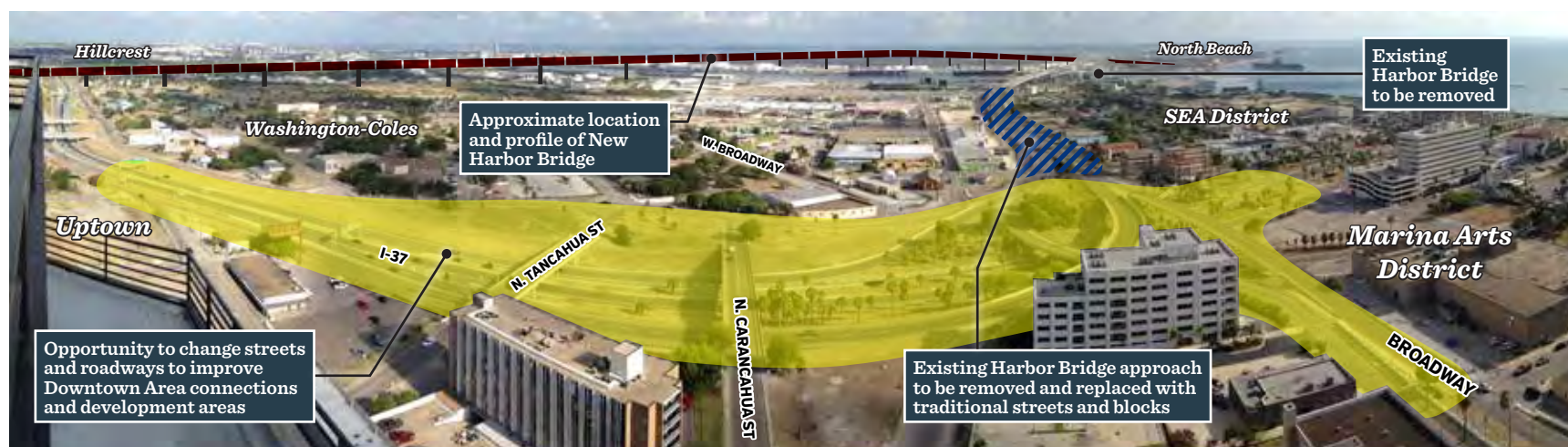
The Downtown Area has notable strengths but it continues to struggle to attract development and businesses due to low foot traffic, a physical environment designed more for cars than people, rent levels too low to justify redevelopment costs, unpredictable status of various infrastructure and development projects, some challenging adjacencies to industrial activity, perceived lack of safety or cleanliness in places, and a traditional office-dominated identity that does not reflect the much more diverse activity and market opportunities available today. While there are signs that residential development (a

major driver of downtown development nationally) is beginning to take root downtown, there is significant work to do to tap the full potential that downtown offers as a housing location. This plan, therefore, focuses on the actions that can most effectively diminish the challenges posed by the Downtown Area and open up investment—particularly private investment—that is naturally attracted by the downtown's assets. Downtowns are inherently complex places, and a plan helps organize the actions of many people around common purposes to draw great value from a downtown's intensity of activity. Downtown Corpus Christi already has many stakeholders who are taking important actions toward well-conceived goals, but who also could achieve more, sooner, through increased coordination of these actions. *Thus the Downtown Area Development Plan emphasizes “how” to get things done, as much as “what” gets done.*

DOWNTOWN AREA DEVELOPMENT OFFERS CITY-WIDE BENEFITS

Downtown Area destinations matter significantly to the local and regional economies—particularly visitor attractions located within the SEA District and North Beach. In 2014, approximately 2,750,000 people flocked to the Texas State Aquarium, USS Lexington, Convention Center, Art Museum, Museum of Science and History, Whataburger Field, and Hurricane Alley, an increase of 47% in just three years. These attractions, together with the Downtown Area's nearly 40% share of Corpus Christi hotel rooms, anchor citywide visitor destination spending that exceeded \$1.2 billion and provided an overall economic impact of over \$1.5 billion for each fiscal year 2012 and 2013. This infusion of outside spending continues to grow. The tourism industry supported almost 29,000 local jobs either directly or indirectly in 2013.¹

¹ Source: Email correspondence with Corpus Christi Convention and Visitors Bureau, March 12, 2015



The planned replacement of the existing Harbor Bridge with a New Harbor Bridge creates opportunities for significant change, including new connections and development opportunities amidst several Downtown Area districts (panoramic view looking north from the Frost Bank Tower).

The Downtown Area offers broader quality of life benefits to Corpus Christi as well. Besides the signature visitor destinations highlighted above, the area's beaches, parks, marina, restaurants, art centers, churches and other amenities enrich life for residents on a daily basis. As the Downtown Area gains a stronger dimension as a neighborhood—while continuing to be a hub of business and tourism—the added residential character will raise the value of the Downtown Area not just as a place to live, but also to work, learn and play. Downtown can offer housing options and a type of neighborhood environment not currently available in other Corpus Christi neighborhoods, helping the city attract and retain a more diverse workforce with a broad range of skills. This will further enhance quality of life and economic opportunity for the whole city.

A MARKET-DRIVEN PLAN: SETTING THE STAGE FOR PRIVATE SECTOR INVESTMENT

A key foundation of the DADP planning process has been an assessment of the downtown's market potential to attract new private sector investment. These analyses have identified significant opportunities for downtown growth and development, provided that some key barriers can be eliminated. The DADP outlines the opportunities and presents strategies to remove the barriers to capturing this growth.

Analyses of Downtown Area's residential, office, hotel, and retail real estate market potential—conducted as part of citywide market analysis for Plan CC—shape the DADP's plan of action. **New housing offers by far the strongest investment opportunity.** This is significant because

growth in downtown housing has been a key driver of downtown revitalization efforts across the country, and the potential for Corpus Christi to benefit from this trend is very strong. The Downtown Area already attracts existing Corpus Christi residents as well as people living outside the city (and region) who are looking to relocate to a downtown setting with high quality of life and walkable destinations. This interest comes from a wide spectrum of household income levels. Yet today there are relatively few good quality options for living in the Downtown Area, whether at market-rate or more affordable rent levels.

- There is market potential in the Downtown Area for **1,850 market-rate apartment and townhouse housing units** over the next five to seven years—primarily multi-family



Shoreline promenade



New grocery on Chaparral Street



Farmer's market at the Art Center of Corpus Christi

units focused in the Marina Arts, Bayshore Neighborhood and SEA District with potential for additional mixed-income housing in Washington-Coles, Uptown and North Beach. This market demand responds to the **Downtown Area's unique appeal as a center of walkability, amenities and character unequaled in the region.**

- > For those 1,850 units, market potential by unit type translates to approximately 1,000 rental lofts or apartments, 500 for-sale lofts or apartments, and 400 for-sale townhouses. These unit types are especially suited to reinforcing a walkable, active character in the Downtown Area; no other part of the city would attract such a strong concentration of multi-family and attached units.
- > Additional demand for single-family detached ownership units may also be present; approximately 20% of households interested in living in the Downtown Area would prefer a single-family unit. Single-family units do not offer sufficient economic value or benefits to walkability to be appropriate in much of the Downtown Area. However, those portions of the area where single-family detached dwellings are traditionally present would be appropriate places to develop new single-family detached ownership housing on compact parcels. These areas principally include portions of Uptown west of Staples and south of Agnes, Washington-Coles west of Staples, and northern portions of North Beach.
- > Younger singles and couples (millennials) make up the primary target markets to fill that new housing (68%), with empty nesters and retirees (19%), and traditional and non-traditional families (13%) comprising

Downtown Area visitor attractions, together with the Downtown Area's nearly 40% share of Corpus Christi hotel rooms, anchor citywide visitor destination spending that exceeded \$1.2 billion and provided an overall economic impact of over \$1.5 billion for each fiscal year 2012 and 2013.



IMAGE SOURCE: CORPUS CHRISTI CALLER-TIMES

The 2017 Fiesta de la Flor attracted 55,000 people to the SEA District, with an estimated economic impact of \$15 million.

- the rest. Total Downtown Area population growth over 15–20 years could exceed 8,000 people, assuming each household contains an average of approximately 1.5 people.
- > This market potential does not always equate to immediate development feasibility. As in many downtowns, public incentive policies will be needed to catalyze new real estate development, providing near-term financial assistance that unlocks strong longer-term returns to the city in terms of tax revenue, Downtown Area vitality and attraction of additional private investment.
- Downtown **office growth** has more modest prospects, as regional office growth is projected mainly in administrative and support industries that are not typically downtown tenants. **Up to 100,000 square feet of Downtown office demand** in the next 10 years is antici-

pated, and could be accommodated by existing vacant space. Downtown's emergence as a lively residential neighborhood will, however, help stimulate Downtown Area business growth by creating a more active, appealing and amenity-rich setting for business, and attracting and retaining valuable workforce.

- **The hotel economy** in Corpus Christi is healthy, particularly in the Downtown Area where tourism and destination visitors are dominant markets. The market has grown by 2.4% per year in the last 10 years. Market analysis conducted in 2015 indicated healthy demand for hotel rooms in the Downtown Area. This outlook was validated by subsequent development proposals for nearly 500 rooms in five new hotels in the Downtown Area, split between the SEA District and Bayshore Neighborhood. Demand for additional hotel rooms

**North Beach****North Beach Gateway**

besides these proposed projects is not anticipated in the near term. However, additional hotel development proposals in the Downtown Area should be welcomed if market demand for them can be demonstrated. A convention hotel supporting the American Bank Center is desired as a strategic resource to expand the visitor economy.

- Downtown Area retail and entertainment offerings have a distinct and deepening market niche. While shopping in Corpus Christi is primarily driven by areas outside the downtown,

such as the South Padre Island Drive (SH 358) and other auto-oriented locations, the Downtown Area offers **Corpus Christi's strongest concentration of dining and nightlife destinations.** Numerous choices for live music and unique, locally-owned venues set the Downtown Area apart as a destination for locals and visitors alike. Growth opportunities include:

- > Small (100-person) and mid-sized (1,000-person) live music venues;
- > Nightlife with an added "twist" such as bowling, dueling pianos or an arcade;
- > Destination dining, especially restaurants that are regionally-based or have just one Corpus Christi location; and
- > Mobile retail, such as food trucks
- A growing residential population will also help diversify Downtown Area retail to include new choices—appealing to residential, worker and visitor markets alike—such as a drugstore, limited-assortment grocer, family restaurant/diner, discount variety store, coffee house, and other specialized services. There is also untapped market potential for several potential destinations that could serve as valuable daytime anchors: an outdoor outfitter, a family-themed amusement destination (in addition to Hurricane Alley Waterpark), and an art supply store (if Texas A&M-Corpus Christi's Master of Fine Arts program locates downtown; see below).
- Relocating the **Master of Fine Arts program of Texas A&M-Corpus Christi** downtown represents another valuable development or tenanting opportunity. This graduate-level program would be particularly well suited to a downtown location because faculty and students can connect with the established arts

community there, downtown offers students an attractive location for studying and living, and the program operates independently of the main campus. The university has explored potential to place the arts program downtown in renovated or leased space in the past, but has not yet acted on this goal due to cost challenges. A collaborative effort between the university, city and/or downtown property owners to overcome these challenges is encouraged, as the program's presence downtown would yield value not only to for the university and its students, but also for downtown as an additional arts partner and daytime center of activity.

Downtown investment in development, programs and infrastructure is happening at its highest level in decades and sets the stage for a substantially higher level of investment capitalizing on the market opportunities described above. Demonstrating Corpus Christi's Downtown Area housing market potential, ongoing or recently completed downtown housing development has added 615 new market-rate units, between the Cosmopolitan, Atlantic Lofts, Nueces Lofts, Bay Vista, and Bay Vista Pointe. Other initiatives in the Downtown Area that reflect market interest include new boat slips at the marina, Bayfront Inn redevelopment and a new hotel on Shoreline Boulevard, additional hotel development planned in the SEA district, the new Corpus Christi Regional Transportation Authority transportation center in Uptown, Texas State Aquarium's \$60 million expansion in North Beach, and community enthusiasm for park improvements along the former Shoreline Boulevard right-of-way and Sherrill and McCaughan Parks.

THE DADP ALIGNS CLOSELY WITH CORPUS CHRISTI'S CITYWIDE PLAN

The Downtown Area Development Plan [DADP] was created in parallel with the Plan CC Comprehensive Plan for all of Corpus Christi, so that both plans, and the community conversations that informed them, shared a common base of information, ideas, priorities and initiatives. The table at right highlights key elements of the Plan CC Vision in the left column, and how the DADP supports these in the right column.

PLAN CC VISION ELEMENT	THE DADP SUPPORTS THE VISION BY:
Our broadly diversified economy provides opportunity for all.	- Supporting Downtown Area business growth with more attractive, walkable settings for tourism, dining, office-inclined industries, and other business activities. - Helping attract and retain skilled workforce by substantially expanding the number and variety of Downtown Area housing options—featuring qualities and amenities not available in other portions of the City.
Modernized city services and systems support growth and vitality in all parts of the city.	- Identifying priority infrastructure investments that can be cost-effectively paced with market-driven real estate development. - Applying updated TIRZ incentive policy to help fund infrastructure investments. - Reconnecting districts and opening up attractive development sites, by restoring the street grid after removal of the old Harbor Bridge from the SEA District and North Beach. - Getting more out of existing streets and parking through new management partnerships and better public information.
High-quality, safe, connected, and diverse neighborhoods provide a variety of living choices.	- Leveraging market opportunity for downtown housing and supportive retail, through cost-effective TIRZ #3 and other development incentives. - Applying building design guidelines to enhancing the quality of properties and public spaces, putting more doors, windows, people and plantings people on the streets. - Creating a more complete set of quality transportation choices—emphasizing walkable sidewalks, safe bike routes, convenient bus services, and improved options for driving routes and parking—to connect the Downtown Area better with other parts of Corpus Christi.
Stewardship of our natural heritage and green-space networks strengthens our unique character and supports resilience.	- Improving access to, and appreciation of, the bayfront and destination parks by filling gaps in the Downtown Area's remarkable park and pathway network - Encouraging sustainable building design and preservation techniques through downtown area development incentives.

DOWNTOWN VISION THEMES

Five major themes, responding to priority goals voiced by community members, guide Downtown Area Development Plan initiatives:



Encourage market-driven development.

The established Tax Increment Reinvestment Zone (TIRZ) is a powerful and underutilized tool that can make new development possible by funding street and utility improvements and short-term tax rebates using the new tax revenue it creates. This well-conceived program can help a wide variety of development projects take advantage of the strong market interest in living in and around Downtown.



Create more housing choices.

While much of the demand for downtown living can be accommodated by the private development industry, assisted in some cases by the TIRZ, proactive effort is needed to expand options for all residents. Households of more limited means will particularly benefit from living amidst the Downtown Area's concentration of jobs, services, transportation choices, and established neighborhood communities.



Complete a waterfront park and trail network.

The Bayfront is the Downtown Area's signature amenity, enhancing quality of life for all city residents and attracting residents and visitors to the region. The Marina, Sea Wall, Shoreline Boulevard, Beachwalk, and other established parks and pathways already provide an impressive level of access to the Bayfront, but would join into a more memorable and convenient network, attracting more residents and visitors, with the completion of a few missing pieces. The New Harbor Bridge project and other planned improvements will make major progress toward this goal.



Reconnect neighborhoods.

Removal of the existing Harbor Bridge creates an unprecedented opportunity to reconnect Uptown, Washington-Coles, the SEA District, Marina Arts District, and North Beach with walkable streets lined with high-quality development. Attractive landscapes and architecture scaled to people will transform the experience of arrival in North Beach, the Downtown Area Bayfront and surrounding districts.



Celebrate this unique place to live, work, learn and play.

An extensive array of visual and performing arts already infuses much of the Downtown Area, and will become a stronger core of Corpus Christi culture as more residents and visitors come to experience them. Corpus Christi's highly successful Marina and downtown will grow together around streets that are active day and night with people living, visiting, learning and working.

The ideas and strategies documented here arose from a **collaborative and community-driven** eight-month process of stakeholder interviews, open houses, walking tours and public workshops in which Corpus Christi citizens and business owners played a central role. Diverse stakeholders have come together to champion an inspiring revitalization of the Downtown Area, investing significant time and offering a wealth of input and insights into the actions that will unlock the city's great potential. See the following pages for more on this community conversation.

A Community Driven Process that Builds on Planning Efforts

The DADP comes out of a City-led, 8-month process of comprehensive and intensive public outreach. Early **interviews** with City leaders and key Downtown Area community stakeholders, neighborhood associations, business owners, land owners, developers, and citizens provided

the foundation of understanding regarding the challenges and opportunities in Corpus Christi. Relevant input from meetings conducted for the broader **Plan CC Comprehensive Plan** was studied. The downtown planning team participated in the **Regional/Urban Design Assistance Team (R/UDAT)** event exploring Harbor

Bridge relocation opportunities and challenges, and met regularly with the local R/UDAT advisory group on an ongoing basis to integrate its goals and ideas with the DADP. A series of **open public meetings** were held in November 2014, February 2015, and April 2015 along with a diversity of **walking tours** and **open houses** in which public input and **discussions** were facilitated and recorded around key topics such as Vision and Strategies, Market and Economics, and Transportation. Information about the meetings was advertised through print and social media outlets as well as the Plan CC website. A Steering Committee and Advisory Committee were formed at the outset to guide the City and its consultants towards the recommendations in this report.

A number of ongoing or earlier plan documents provided a strong foundation for the Downtown Area Development Plan. The DADP builds on these plans while incorporating new thinking around specific implementation actions that will create transformative change.

KEY INPUT FROM CITIZENS OF CORPUS CHRISTI DURING THE DADP PROCESS

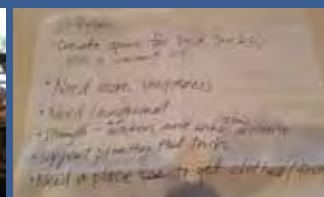
- *The Downtown Area should be safe, vibrant, and connected*
- *Distinctive portions of the Downtown Area should have their own character and identity*
- *The Downtown Area should be walkable and inviting, and represent the heart of Corpus Christi*
- *The Downtown Area Development Plan should focus on enabling real, visible investment.*



NOVEMBER 2014—Presentation of purpose and goals of the study with analysis of opportunities and challenges for the Downtown Areas as well as presentation of residential market potential, followed by breakout groups and report backs on DADP districts, themes, and priorities.



FEBRUARY 2015—Presentation of Draft Vision and Strategies, Office and Hotel Market, Development Economics, and Transportation findings, followed by discussion groups around the presentation topics.



MAY 2015—Presentation of draft DADP recommendations derived from public discussions and stakeholder input to receive final comments in anticipation of creating the final DADP for Corpus Christi City Council review and approval.

- **HARBOR BRIDGE RELOCATION** (ongoing)—The Harbor Bridge relocation is a long-term plan to replace the Harbor Bridge and reconstruction of portions of US 181, I-37, and the Crosstown Expressway to address safety and structural deficiencies as well as navigational limitations for the Port. The redesign will change access routes to/from North Beach, SEA District, the Northside, and Downtown and transform downtown Corpus Christi. This project is one of the key catalysts that drives the need for the DADP.

- **NORTHSIDE LIVABILITY PLAN** (2014–Ongoing)–The Northside Livability Plan is an ongoing initiative being led by TxDOT and supporting Federal agencies HUD and DOT, to ensure that the Harbor Bridge project incorporates mitigation measures for impacted neighborhoods. To-date, a number of public meetings have been held for community input.
- **R/UDAT STUDY FOR THE SEA DISTRICT** (2014)–The Regional/Urban Design Assistance Team (R/UDAT) was an initiation of the American Institute of Architects (AIA) and continues through the work of the local R/UDAT Steering Committee. Recommendations for reconnecting district and streets, adding new street segments, streetscape improvements and walkable infill development were promoted in the R/UDAT plan and are similarly reinforced in the DADP study.
- **UNIFIED DEVELOPMENT CODE** (2011)–Approved in 2011, the UDC is a comprehensive planning and zoning document with overlay districts that replaced the City’s older zoning code and other standards to ensure that growth and development meets certain land use and architectural standards in Corpus Christi. The UDC will play an important role in the rational implementation of development as recommended in the DADP as well as Plan CC.
- **CENTRAL BUSINESS DEVELOPMENT PLAN** (2013)–This work promoted a walkable, mixed-use range of development in the downtown, with an expanded range of accessible affordable housing options. A recreational path and water access network was proposed, similar to updated ideas included in the DADP.
- **MOBILITYCC** (2013, updated 2016)–MobilityCC is the transportation component of Corpus Christi’s comprehensive plan and provides a framework for the interrelated transportation elements of the plan in terms of design, standards, operations, and maintenance. A tool box of features and techniques is presented as well as performance measures and implementation priorities for certain areas of the City. In 2016, the City adopted the Corpus Christi Metropolitan Planning Organization (CCMPO) Strategic Plan for Active Mobility, Phase 1: Bicycle Mobility Plan as a component of Mobility CC to provide an integral plan for the community intended to foster cycling as a meaningful transportation alternative for riders of diverse abilities.
- **CITY’S CAPITAL BOND PROGRAM** (2012–2016)–The City’s capital bond program continues to provide tangible improvements to streets and utilities throughout the city. With over 40 projects in design, bidding, or construction, the Bond program is a visible, voter approved program that has shown results both within the DADP focus area and beyond. The DADP suggests future recommendations and priorities to focus public dollars and aims to leverage these public investments to catalyze private development initiatives wherever possible.
- **NORTH BEACH DEVELOPMENT PLAN** (2011)–Major themes in the North Beach plan included a beach walk and restoration of natural areas, including a native, water receiving landscape for the Surfside/Timon Boulevard median, all themes that are reflected in the DADP. A focus of the DADP is to ensure integration and connectivity between North Beach, the SEA District, and Downtown with the future Harbor Bridge relocation project.
- **TAX INCREMENT REINVESTMENT ZONE (TIRZ)** (2008–Ongoing)–The TIRZ district #3 specifically geared to Downtown was established in 2008 as part of a broader range of Tax Increment Financing Districts (TIF). The zone includes approximately 856 acres and captures the SEA District and Downtown as far west as Tancagua Street and as far south as Morgan Avenue. The primary revenue source for the zone will be funds contributed from property tax collections of the City, County, and Del Mar College on the taxable property value increment within the zone.
- **CORPUS CHRISTI DOWNTOWN VISION PLAN** (2008)–The Downtown Vision Plan focused on housing and retail along walkable streets along Chaparral, Peoples and Schatzel. Chaparral, marina, and hotel connectivity was emphasized. The DADP promotes a similar approach to the Downtown district, with specific priority development parcels and public policy incentive approaches to implement the recommendations.
- **CORPUS CHRISTI DOWNTOWN MANAGEMENT DISTRICT (DMD) THREE-YEAR STRATEGIC PLAN** (2015)–This plan leverages new leadership and partnerships to expand the DMD’s success in making Downtown a better place to visit, do business and live. It charts clear priorities and initiatives supporting cleanliness, business recruitment and support, development, community events, and other elements critical to making the most of all Downtown has to offer.
- **IMPLEMENTATION PLAN FOR THE HILLCREST/WASHINGTON-COLES REDEVELOPMENT PLAN** (2009)–This plan illustrates vision goals expressed by the Hillcrest community.
- **TRANSIT PLAN 20/20**–CCRTA’s Five-Year Transit Plan, was completed in October 2016 for the dual-purpose of evaluating current bus service performance and formulating bus service improvements through year 2020. The plan includes prioritized short-term bus service recommendations to increase ridership while meeting the needs of the Coastal Bend region. Phase 1 recommendations, which included six new bus routes, 12 modified routes, and one discontinued route, was implemented in January 2017. Additionally, an in-depth analysis of CCRTA fares under five phased scenarios was completed to further increase public transportation options and sustainability.

CURRENT PLANNING EFFORTS

Influenced by the development of the Downtown ADP the City has engaged in several follow-through studies:

- The **DOWNTOWN PARKING MANAGEMENT STUDY AND STRATEGIC PLAN** will guide implementation strategies for the next three years (2017).
- The **NORTH BEACH REDEVELOPMENT INITIATIVE** engaged the North Beach community for input to outline redevelopment concepts. The plan details capital improvement projects and programs that will catalyze economic development and promote infill opportunities while capturing momentum from the realignment of the Harbor Bridge (Included as an appendix to this document).
- The **TIRZ #3 INTEGRATED TRAFFIC AND PLANNING STUDY** will respond to the Harbor Bridge replacement project creating an urgent need to enhance connectivity between downtown and the new freeway and an opportunity to establish synergy between the TIRZ #3 districts and nearby neighborhoods. This planning effort will identify opportunities to develop linkages and connectivity of destinations within and among the SEA District, the Marina Arts District, and other surrounding neighborhoods and districts. This findings from this study will guide public investment and incentives for the next decade (underway).

TAKING INITIATIVE TO SEIZE THE OPPORTUNITY

The Corpus Christi community has clearly defined its goals for the Downtown Area. Ten initiatives utilize available leadership and resources to achieve those goals:

REAL ESTATE REINVESTMENT

1 Utilize TIRZ #3 to unlock market-driven development with flexible, effective options serving the different incentive needs of different projects. Take advantage of the flexibility of TIRZ funds by offering projects the incentives that suit them best. For some projects this could be a tax rebate; for others this could be street and utility improvements; and still others could use a combination of such investments. Projects seeking higher levels of incentive should demonstrate how they would be financially infeasible without it.

2 Target tax abatement and other incentives to reinforce neighborhoods with new job and mixed-income housing development. Focus tax abatement along major corridors like Staples, Agnes, Laredo, and Leopard Streets where new businesses and development will be most likely to succeed and have the most visible impact. Use Type A funds to support multifamily, mixed-income housing development serving Corpus Christi's workforce.

3 Proactively encourage redevelopment of well-located underutilized properties. Make owners of prominent vacant properties aware of available market interest, incentives and plan guidelines that all encourage reinvestment. The City and partners like Nueces County and the Port of Corpus Christi can set an example by selling their underutilized parcels for projects that advance DADP goals. Focus on sites that are in marketable locations, encourage private investment in nearby sites by enhancing their market position, and/or are large enough to support a significant critical mass of development.

INFRASTRUCTURE

4

Focus infrastructure investments to maximize leverage of private sector investment.

Coordinate improvements closely with known development projects—when and where necessary. Corpus Christi has invested in high-quality street and park infrastructure along Shoreline Boulevard and Chaparral Street. Before undertaking other large infrastructure projects, focus on enabling the development that has been attracted by past investments.

5

Organize parking at district scale to increase convenience and efficiency.

The Downtown Area needs enough conveniently located parking to satisfy market demand, but not so much that the land and funding needs of parking get in the way of high-value development. Make the most of every parking space through parking management that lets an office worker's daytime parking space serve a resident, hotel guest or concertgoer in the evening or weekend.

6

Actively manage event traffic.

During major events, some streets are clogged with traffic while others are underutilized. Provide audiences more information on access route options, and add reasons to come early and stay late, to spread out traffic over more area and time, ensuring convenient access for all.

7

Transform old Harbor Bridge infrastructure to connect districts and the bay with walkable development and access.

Removal of obsolete highway infrastructure will enable new streets and development to connect Uptown, Washington-Coles, SEA District and Marina Arts District in ways that create more cohesive sense of place, greater market opportunity and a more connected community. Install street trees, pathways and signage to create much more welcoming approaches to North Beach.

GREAT PLACES FOR PEOPLE

8

Intensify destination arts and retail programming.

The Downtown Area is the heart of Corpus Christi's cultural and culinary scene. Raise the profile of this amenity with additional, and more visible, programming of arts, music, food, recreation and other activities serving the city and its visitors.

9

Fill missing links in Corpus Christi's signature waterfront park and path network.

Take advantage of the New Harbor Bridge project and several smaller, near-term opportunities to knit together Corpus Christi's Bayfront Marina, parks and paths into a highly accessible system serving residents, workers and visitors.

10

Create clean, safe, welcoming places.

Maintain streets, parks and other public places to be consistently clean and attractive. Expand partnership between the City, property and business owners, residents, and district management to encourage good stewardship of downtown's public places.

WORKING TOGETHER

Corpus Christi's Downtown Area is building momentum, seeing new vibrancy and activity emerging from market opportunity, existing assets, and the dedicated efforts of a wide variety of residents, business owners, institutions, public officials and other stakeholders. The following chapters of this document provide stakeholders and partners direction, tools and guidance to work together toward shared goals. This coordination of effort around mutual goals will do the most to unlock greater levels of opportunity in Corpus Christi.

- **CHAPTER 2** focuses on the key **priority policy initiatives and implementation strategies** that will make the five vision themes tangible and visible in the Downtown Areas. The downtown plan's **relationship to Plan CC vision, goals and strategies** is described, as well as its roots in thoughtful past planning.
- **CHAPTER 3** is devoted to a detailed look at each of the six Downtown Area districts—the Marina Arts District, Bayshore Neighborhood, Uptown & Surrounding Neighborhoods, Washington-Coles, SEA District, and North Beach—as well as Hillcrest—through a series of **reinvestment priorities**. (See diagram on facing page.)
- **CHAPTER 4** provides a set of **development guidelines** that will achieve high-quality, people-scaled design for buildings, streets and landscapes.
- **CHAPTER 5** explores key **transportation** topics that shape improved ways that residents and visitors can move about the city. Analysis and recommendations for IH-37, for SEA District access, for public transit, and for parking are included.







Ongoing housing and retail development, together with pedestrian-friendly paving, trees and signage recently installed at the corner of Chaparral and Lawrence Streets, provide strong momentum to spur additional actions that will further enhance the Downtown Area.

2 Priority Policy Initiatives and Implementation

How to build the Downtown Area vision

Downtowns, more so than other development patterns, enable many different people to engage in many different activities that support each other, creating a place that is greater than the sum of its parts. Achieving compelling results from a downtown plan requires a structure to ensure stakeholder actions are indeed mutually supportive. Without this, efforts and resources may be dispersed in ways that lack synergy. The ten priority initiatives in this chapter provide such a structure. The initiatives emphasize themes that appeal to a broad range of stakeholders, and actions that do the most to catalyze further actions and investments that build toward big results. Maps following these initiatives indicate key places they should influence in the study area.



The Downtown Management District, one of the Downtown Area's major community organizations, held this open house in November 2014 to highlight its priority goals and actions for the next three years. Events like this help achieve the Downtown Area vision by publicizing and coordinating opportunities for the area's many stakeholders to work together toward common goals.

VISION THEMES AND POLICY INITIATIVES

To achieve DADP plan goals, the City and partner stakeholders should focus on 10 main initiatives that will produce results serving the five vision themes.

INITIATIVES		Encourage market-driven development.	Create more housing choices.	Complete a waterfront park and trail network.	Reconnect neighborhoods.	Celebrate this unique place to live, work, learn and play.
REAL ESTATE REINVESTMENT	1 Utilize TIRZ #3 to unlock market-driven development with flexible, effective options serving the different incentive needs of different projects.	✓	✓			
	2 Target tax abatement and other incentives to reinforce neighborhoods with new job and mixed-income housing development.	✓	✓			
	3 Proactively encourage redevelopment of well-located underutilized properties.	✓	✓		✓	✓
INFRASTRUCTURE	4 Focus infrastructure investments to maximize leverage of private sector investment.	✓	✓	✓	✓	✓
	5 Organize parking at district scale to increase convenience and efficiency.	✓	✓			✓
	6 Actively manage event traffic.					✓
	7 Transform old Harbor Bridge infrastructure to connect districts and the bay with walkable development and access.			✓		✓
GREAT PLACES FOR PEOPLE	8 Intensify destination arts and retail programming.			✓		✓
	9 Fill missing links in Corpus Christi's signature waterfront park and path network.			✓	✓	✓
	10 Create clean, safe, welcoming places.			✓		✓

REAL ESTATE REINVESTMENT

initiative

1

Utilize TIRZ #3 to unlock market-driven development with flexible, effective options serving the different incentive needs of different projects.

KEY ELEMENTS

- Complete and apply a project plan for TIRZ #3 that requires applicants to demonstrate financial need and consistency with DADP goals, and offers incentives in several forms that can be tailored to specific project needs. These different forms should include tax rebates of variable duration, and infrastructure including utilities and street improvements. See also TIRZ #3 funding priorities under Initiative 4.
- Assess project financial need through third party professional evaluators. Establish a means for discussing project financial need and appropriate incentive packages with applicants in confidence (using real estate finance professionals not on city staff or the TIRZ board), and then providing recommendations to the TIRZ board for review and approval.
- Develop and adopt design guidelines for new projects in TIRZ #3. Examples of such guidelines are included in Chapter 4 of the Downtown Area Development Plan. These reasonable design standards provide investors a predictable context for project review, and help ensure continued design quality across the TIRZ area as additional projects are developed. This helps to maintain and increase value of all properties.
- Once an efficient, effective means of managing TIRZ #3 is in place, consider creating additional TIRZ area in the downtown study area in places where redevelopment is especially desired. As a first priority, consider extending TIRZ #3 to include the Agnes and Laredo Street corridors, to promote reinvestment along these important downtown gateways. Establishing a North Beach TIRZ should also be considered.
- Suspend use of the city's established tax abatement program in the TIRZ #3 area, where it undermines TIRZ resources. Instead, focus the tax abatement program in areas outside TIRZ #3, where it will offer greater value (see Initiative 2). Inside TIRZ #3, TIRZ-funded tax rebates can offer equal or greater value to development projects than the tax abatement program.

RESPONSIBILITY

City Business Liaison, TIRZ #3 board

RESOURCES

Established City operations, TIRZ revenues

TIMEFRAME

Policy updates were completed within one year.
Implementation ongoing

MOMENTUM

- > *TIRZ #3 Project Plan updated and implemented*
- > *Nine projects have advanced in 18 months thanks to TIRZ #3 incentives.*

TIRZ #3

DADP Study Area



EXHIBIT A

REAL ESTATE REINVESTMENT

initiative

2

Target tax abatement and other incentives to reinforce neighborhoods with new jobs and mixed-income housing.

KEY ELEMENTS

- Explicitly expand tax abatement eligibility to non-convention center hotels, multi-tenant office buildings, and full tax abatement levels for small businesses with as few as 20 employees.
- Focus tax abatement and other non-TIRZ incentives (such as fee waivers, Type A funds, Affordable Housing Trust funds, or sale of surplus public land at reduced cost) on areas outside of TIRZ #3, to avoid redundancy or conflicts. (TIRZ #3 can independently fund tax rebates—equivalent in effect to tax abatement—and targeted infrastructure improvements to support eligible development within its boundary.)
- To leverage the greater impacts possible with revitalization projects that are concentrated within compact areas, prioritize provision of tax abatement to projects in areas that are highly visible, accessible, and include a number of large parcels with revitalization potential and multiple owners.
- A base level of tax abatement may be offered to any proposed project consistent with DADP goals, but higher levels of tax abatement should be offered only to applicants demonstrating financial need for it. Determine financial need through the approach recommended for TIRZ #3.
- Consider applying the Downtown Area Development Plan's Design Guidelines to any project receiving tax abatement incentives. As for the TIRZ #3 area, applying design guidelines will make the project approval process more predictable, and will encourage quality development throughout the study area, help maintain and increase property value over time.
- Utilize additional resources to help make possible the development, renovation and preservation of affordable/workforce housing serving a broad spectrum of incomes. Current and potential resources include:
 - > **Type A funds.** Continue to utilize Type A funding to help create new multifamily housing options at below-market rates to address demand from households. As one potential use, consider funding property acquisition for new housing construction, in coordination with Initiative 3.
 - > **Corpus Christi Affordable Housing Trust.** This new lending entity would utilize Corpus Christi Finance Corporation Bonds to provide low-interest financing and permit fee waivers to affordable/workforce housing development projects.
 - > **Neighborhood Empowerment Zones.** These zones may be created as priority areas to offer tax abatement, fee waivers and/or other development incentives.

RESPONSIBILITY

City manager's office, with support from EDC and Type A board

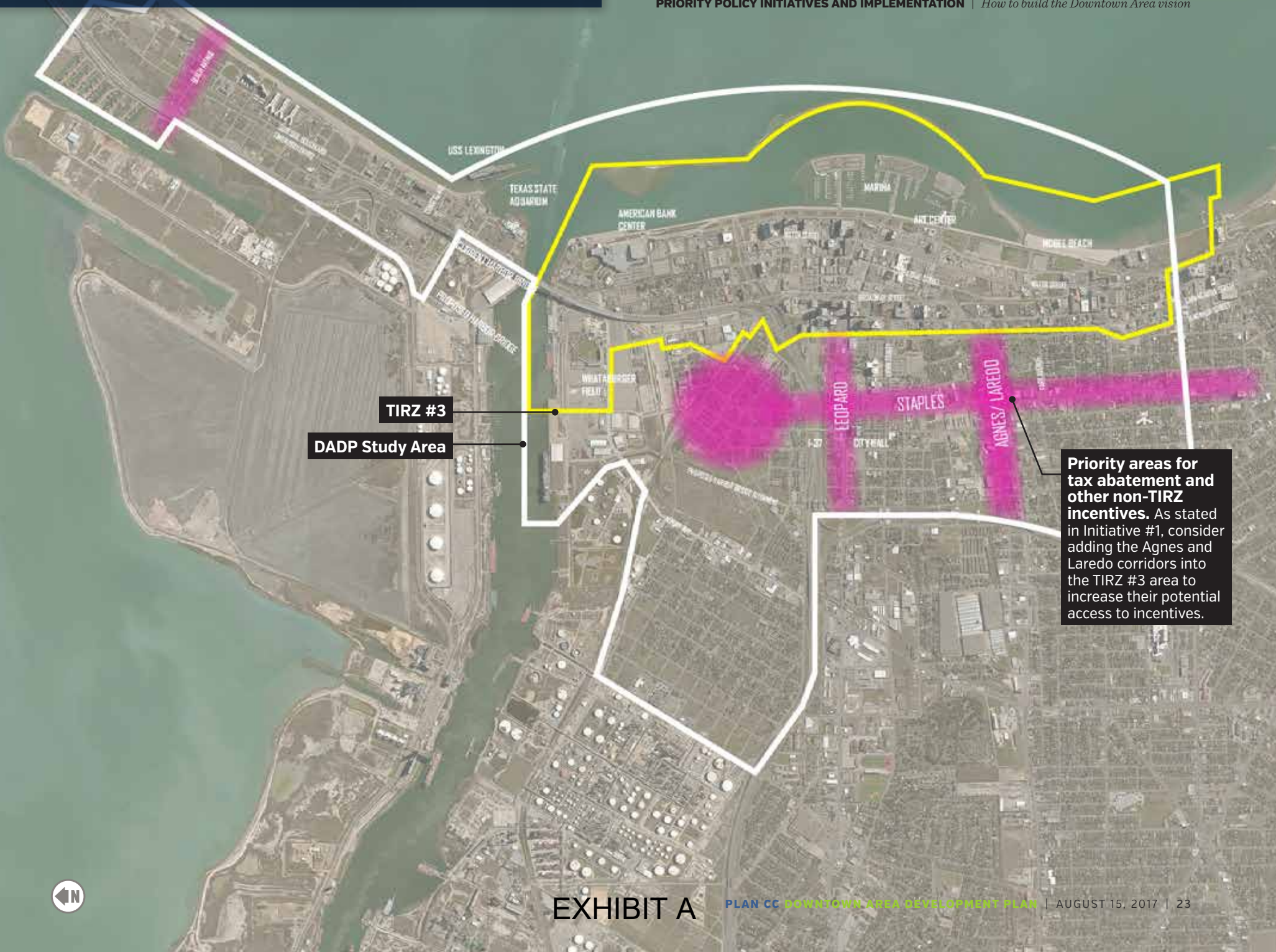
RESOURCES

Established City operations

TIMEFRAME

Apply updated policy within one year

- Update and consolidate information on development incentives, to make the full range of policies and choices clear to developers, property owners and others interested in making investments. This should begin with a collaborative effort between the City and the Corpus Christi Regional Economic Development Corporation to update information available online, and to designate a single, consistent point of contact for comprehensive information. It should also extend to partnerships with local community organizations (such as the Uptown Neighborhood Initiative and Downtown Management District) and other entities who can help connect potential developers with these resources.



TIRZ #3

DADP Study Area

Priority areas for tax abatement and other non-TIRZ incentives. As stated in Initiative #1, consider adding the Agnes and Laredo corridors into the TIRZ #3 area to increase their potential access to incentives.



REAL ESTATE REINVESTMENT

initiative

3

Proactively encourage redevelopment of well-located underutilized properties.

KEY ELEMENTS

Target privately-owned property by proactively contacting property and business owners to highlight market potential, incentive policies, recent and planned public infrastructure improvements, and other DADP elements that establish a more predictable and beneficial setting for investment. To the extent possible, task DMD, UNI or other locally-focused agents to conduct this outreach to maximize impact.

- Target underutilized publicly-owned property by offering it for sale to private developers for development of specific projects that support DADP goals. Time these sales to when development is favorable due to market conditions, completed infrastructure improvements, or other factors.
- Encourage reinvestment in privately-owned vacant buildings or lots in prominent areas. Inform owners of real estate market analysis findings, TIRZ #3 incentives, and the predictable framework provided this plan and its guidelines. Encourage property sale or partnering to tap developer expertise with new market opportunities.
- Establish Vacant Building Registry to assist with identifying opportunities for investment.
- Where extended vacancy is anticipated, seek opportunity for temporary “pop-up” programming of vacant lots and storefronts, by arts or recreation organizations or other entities.
- Explore opportunities to expand Heritage Park and other areas as an opportunity to improve our Convention market reach with outdoor programming space and to protect the viability of existing public facilities and investments.

RESPONSIBILITY

City Business Liaison, with support from DMD, UNI and/or other area improvement entities for outreach to private property owners, and from REDC, city-affiliated housing corporations or other appropriate entities for strategic land acquisition, holding and sale.

RESOURCES

Operations through established funding streams for City staff and area improvement entities; property acquisition through Type A funds or other strategic economic development sources (and ultimately revolving funds through sale of parcels).

TIMEFRAME

Apply updated policy within 1 year.

MOMENTUM

Nueces County has attracted a development proposal for restoration and adaptive reuse of the former Nueces County Courthouse. Bringing this prominent vacant building back to life with an appropriate use would benefit the entire Downtown Area, as a demonstration of smart real estate reinvestment at an important gateway.

LEGEND

Privately-owned, potential sites of development

 Privately-owned

Highlighting of private properties on this map is not intended to compel redevelopment on those sites, nor prevent redevelopment on other sites. The highlighted sites were selected as being relatively strong prospects for redevelopment on basis of relatively large size, proximity to other potential redevelopment sites, and having little or no existing built development.

Publicly-owned, potential sites of development

-  Port of Corpus Christi
-  TxBOT
-  City of Corpus Christi
-  Nueces County

Existing Harbor Bridge

Future Harbor Bridge alignment

INFRASTRUCTURE
initiative

4

Support new development with infrastructure investments that are timed and located together with private investment.

KEY ELEMENTS

- Pace City investment in streets, parks, utilities, parking and other infrastructure in parallel with private development projects. See pages 48–49 for priority infrastructure investments in the downtown study area. Integrate appropriate priorities and concepts developed by stakeholders such as the Downtown Management District. Include North Beach water service upgrades where needed. Unless there is clear immediate need or benefit for improvement, begin infrastructure project investment only when private development that will benefit from the infrastructure improvement is moving forward.
- Top priority use of TIRZ #3 funding should be for investments that directly enable development projects, such as gap financing, utility connections, sidewalk or street tree improvements, or other general street improvements/upgrades directly related to the project. Remaining TIRZ funds may then be invested in broader improvements serving the district. Larger scale infrastructure like street extensions and parking structures may require funding from other sources such as the City's biannual capital funding bonds paid through its general budget, or grants such as have been used to improve Downtown Area street lighting.
- Continue to work closely with the Texas Department of Transportation to confirm design and funding for new bridge, street, multi-use path and park infrastructure (associated with the New Harbor Bridge and areas where the existing Harbor Bridge and its approach streets will be removed) to ensure these investments fully support DADP goals. See also Initiative 7.
- Minimize any adverse impact on area properties and businesses from infrastructure construction by:
 - > Designing and phasing projects to reduce time and area of impact,
 - > Enforcing performance criteria for contractors (such as incentives for timely project completion),
 - > Investing in “we’re open for business” campaigns that highlight operations and access during construction through supplementary signage or other publicity, and
 - > Involving local stakeholder organizations such as DMD, UNI, SEA District and NBCA in planning and applying these impact mitigation strategies.

Given the large scale of work anticipated with construction of the New Harbor Bridge and removal of the Existing Harbor Bridge, work closely with the Texas Department of Transportation, its contractors, and community stakeholders to avoid adverse impacts.

RESPONSIBILITY

City Business Liaison, TIRZ #3 board, City Engineering Department, and City Planning staff with support from area stakeholder organizations such as DMD, and community organizations; and from partner agencies building and using infrastructure including the Texas Department of Transportation, CCRTA and Port of Corpus Christi.

RESOURCES

TIRZ #3 funds; City and grant-sourced capital improvement funds; Federal and state transportation funding associated with the New Harbor Bridge, port improvements and other projects; Type A funds and/or Marina revenues for appropriate waterfront projects.

TIMEFRAME

Confirm conceptual design and funding of New Harbor Bridge-related projects. Build development project-related infrastructure in parallel with development. Complete a construction management plan with affected stakeholders at least two months before starting any infrastructure project.

MOMENTUM

- > *Reconstruction and relocation of Shoreline Boulevard in the Bayshore Neighborhood, enhancing access to the Downtown Area and creating improved waterfront park area.*
- > *Comprehensive reconstruction of Staples Street, encouraging business and property investment in this important corridor linking the Downtown Area with Southside.*



Capital investments have enhanced the Downtown Area as a place to invest and visit. Recent initiatives include Shoreline Boulevard reconstruction (left), a new playground at the Corpus Christi Museum of Science & History (center), and extension of Chaparral Street streetscape and utility improvements to Taylor Street (right). See pages 48–49 for recommended future improvements.

INFRASTRUCTURE
initiative

5

Organize parking at district scale to increase convenience and efficiency.

KEY ELEMENTS

Encourage sharing of parking spaces by uses with different demand peaks (such as daytime office worker demand and evening/weekend resident demand) through private agreements and/or district parking policy. This will help minimize cost and land area needed for new parking, while providing new revenue to existing property owners. Contact current owners of underutilized parking to confirm potential interest in leasing spaces to others. Connect development applicants to these parking owners.

- Over the longer term, directly and/or indirectly create public parking shared by multiple users to enable additional development projects. A direct approach would involve proactive acquisition of land suitable for structured parking, in areas of known development interest. An indirect approach would encourage development applicants to incorporate shared parking in their projects by committing to fund some or all of a parking structure with City capital funds, TIRZ revenues and/or other appropriate, available sources. See Development Guidelines chapter for design guidelines explaining how structured and surface parking should be designed to enhance walkability and safety.
- Design and install clear, consistent signage for parking facilities open to the public. Coordinate

pricing of publicly accessible on- and off-street parking, with prime on-street spaces priced higher to encourage more frequent turnover.

- Rationalize public on-street parking by establishing a consistent meter policy in the Marina Arts District, Uptown, North Beach and any future areas designated for metered parking. The policy should determine appropriate meter pricing and time allowances for meters on each street, calibrated to characteristics of nearby destinations. Conduct an inventory of supply and demand to inform policy approach. Coordinate with planned relocation of some on-street parking spaces as part of Chaparral Street improvements.
- Enhance the Parking Advisory Committee with additional professional parking expertise, through its membership and/or staff resources.
- Reinvest parking proceeds into maintaining and building additional parking, maintaining or improving sidewalk facilities, and/or other priority needs in the parking districts.
- In North Beach, ensure adequate parking for visitors to the beach and other attractions.

RESPONSIBILITY

CCPD Parking Control Division, with support from Parking Advisory Committee, City Business Liaison, DMD, and other appropriate stakeholders. Coordinate with street operations and capital projects.

RESOURCES

Fund management through current parking meter revenues. Fund new parking structures through the City's capital improvement program or other available sources, with possible supplemental funding from TIRZ #3.

TIMEFRAME

Update Marina/Downtown/Uptown parking policy within 1 year. As developers apply for development projects, discuss with them the potential for inclusion of public parking on their sites, and connect them with owners of available parking. As part of Action 3, contact owners of sites suitable for potential longer-term public parking structures within 2-5 years to determine interest.

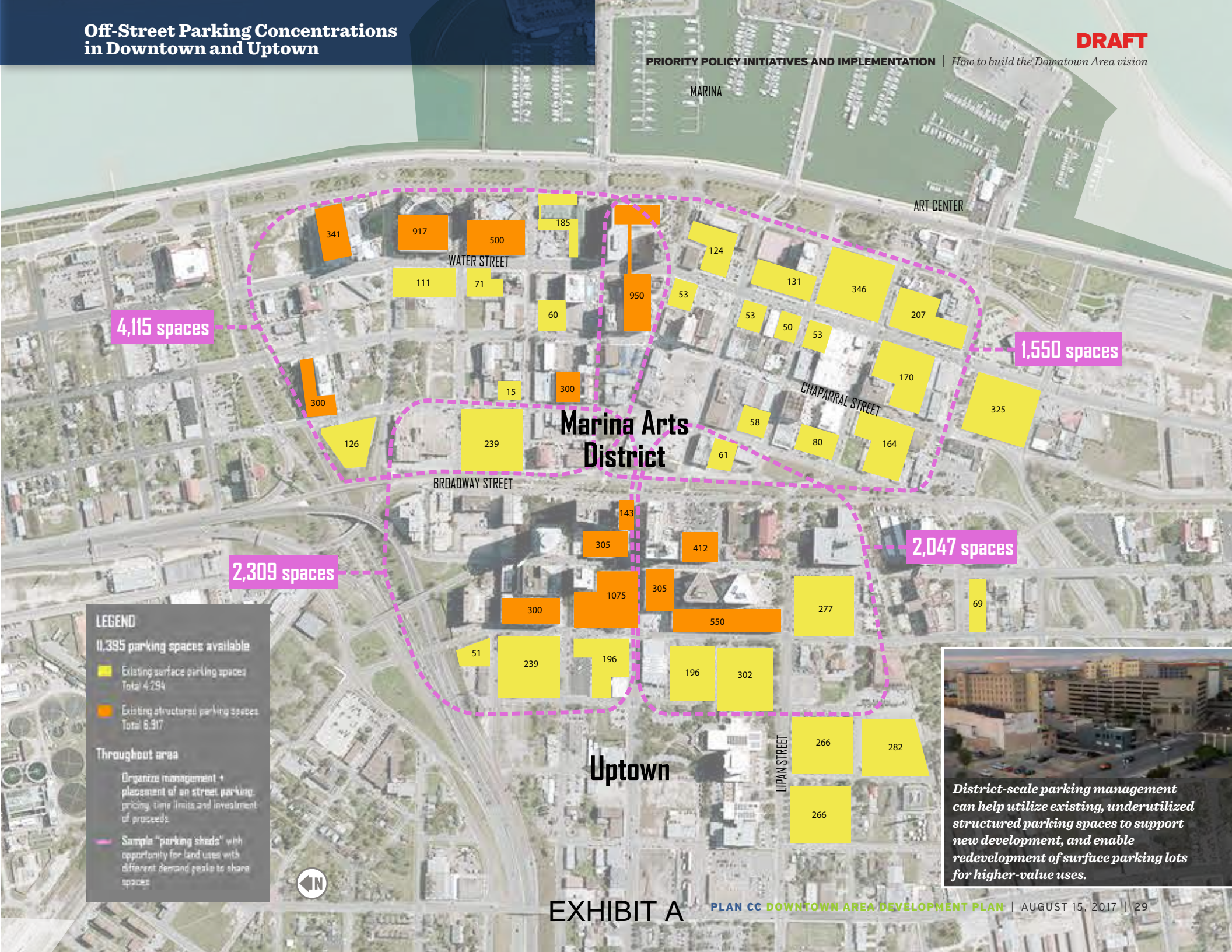
MOMENTUM

> *TIRZ #3 Downtown Parking Study led to adoption of the Downtown Parking Study Action Plan that will guide implementation strategies for the next three years, including an improved parking pricing and management approach*

Off-Street Parking Concentrations in Downtown and Uptown

DRAFT

PRIORITY POLICY INITIATIVES AND IMPLEMENTATION | How to build the Downtown Area vision



District-scale parking management can help utilize existing, underutilized structured parking spaces to support new development, and enable redevelopment of surface parking lots for higher-value uses.

INFRASTRUCTURE
initiative

6

Actively manage event traffic.

KEY ELEMENTS

- Establish a working group responsible for planning and implementing traffic and parking management in the Downtown Area. Include participation by Corpus Christi Convention and Visitor's Bureau, Corpus Christi Street Operations Department, Corpus Christi Police Department, CCRTA, DMD, and other stakeholders as appropriate, under leadership of the CCCVB. Determine typical levels of management intervention needed depending on size/attendance of events.
- Consider these strategies, among others, to improve access to and from large events in the SEA District and other portions of the Downtown Area:
 - > Provide people driving to events directions, via real time street signage and through advance notice, that disperse traffic to and from different events across multiple routes such as Port Avenue.
 - > Use signage and consistent pricing to direct drivers to parking efficiently, preventing drivers from having to travel additional blocks seeking parking.
 - > Minimize pedestrian/vehicle movement conflicts near venues by temporarily limiting vehicular access within one block or other appropriate distance from venue.
 - > For events large enough to merit park-and-ride shuttles, temporarily designate dedicated lanes to serve shuttles to ensure efficient movement. Offer ferry service in addition to buses.
 - > Provide additional programming, dining or other activities before and after major events to spread driving trips over a longer period of time and reduce traffic peaks.
- Help advance supportive infrastructure investments like improved walks between Shoreline Boulevard, Chaparral and Brewster Streets, Port Avenue and area parking facilities, and potential vehicular traffic connection from Shoreline Boulevard at the Art Museum of South Texas to Port Avenue.
- To manage event-related traffic and parking in other portions of the study area, set up similar working groups and apply successful coordination techniques used in the SEA District.

RESPONSIBILITY

CCCVB, DMD, with support from Corpus Christi Street Operations Department, Parks & Recreation Department, and Police Department, CCRTA and other stakeholders as appropriate.

RESOURCES

Shared support from SEA District, City departments, CCRTA and/or other involved stakeholders.

TIMEFRAME

Establish working group within 3 months.



Concept for walking path and street alongside the Water Garden, connecting Shoreline Boulevard and Chaparral Street and creating additional arts and event programming opportunities.

INFRASTRUCTURE
initiative

7

Transform old Harbor Bridge infrastructure to connect districts and the bay with walkable development and access.

KEY ELEMENTS

- Study and confirm preferred street network connections to replace the current interchange at IH 37 and the US 181/Harbor Bridge approach at Broadway Street.
- Rebuild IH 37 from the Crosstown Expressway to Mesquite Street as a boulevard with lower traffic speeds, a landscaped median, sidewalks east of Staples Street, and opportunity for development adjacent to the right of way.
 - > Consider restoring the original street name for this corridor, Aubrey.
 - > Create street connections that maximize development opportunity on adjacent sites, create safe walking and biking conditions, distribute traffic via multiple routes across a gridded street network, and have moderate maintenance costs.
 - > Consider a roundabout at the intersection of Aubrey and Broadway as a signature gateway to Corpus Christi and the bayfront.
 - > Consider one or more additional intersections between Carancahua and Waco Streets offering improved vehicular, pedestrian and bike connections between Uptown, Washington-Coles, SEA District and regional highways.
 - > Maintain communication and keep up to date on the Harbor Bridge Project construction process with Texas Department of Transportation (TxDOT).
- Restore east-west street connections across the old Harbor Bridge approach in the SEA District, and create a new grade-level street along the approach, utilizing new Harbor Bridge project funding. Similarly, in North Beach, extend Timon Boulevard and cross streets where the existing bridge will be removed. Design streets to be safe and inviting for walking. Discuss new street alignment and design with area property owners to ensure new streets support development opportunity.
- Ensure convenient use of multiple access routes to the SEA District, including Port Avenue and the potential future Staples Street extension to Fitzgerald, as well as Broadway and existing streets to the east of the current bridge.
- Ensure the project enhances Downtown and Uptown connections at key intersections along I-37 between Port Avenue and Shoreline Boulevard, and via Agnes and Laredo Streets. Ensure the project enhances North Beach access with convenient, attractive access at Beach Avenue connecting to Surfside and Timon Boulevards.
- Ensure that all major highway approaches have programmable signage that can be used to provide access instructions for events and tourist destinations.

RESPONSIBILITY

City Planning & ESI Department, City Engineering Department, with support from TxDOT

RESOURCES

New Harbor Bridge funding for specific projects. Supplemental city capital funding for areas beyond the scope of the Harbor Bridge project.

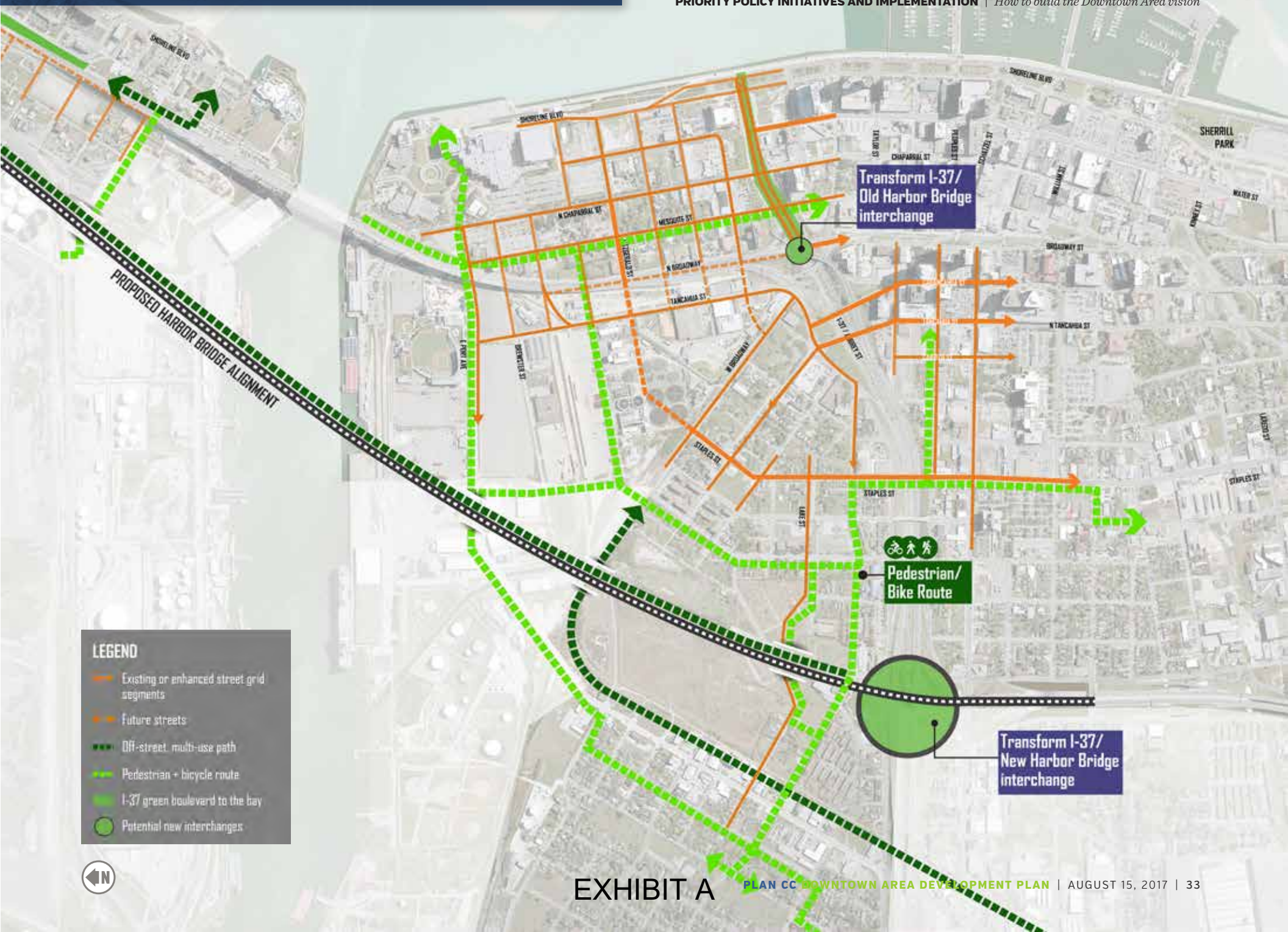
TIMEFRAME

Timed with the Harbor Bridge Project.

Transforming obsolete Harbor Bridge approach highways into walkable city streets

DRAFT

PRIORITY POLICY INITIATIVES AND IMPLEMENTATION | How to build the Downtown Area vision



LEGEND

- Existing or enhanced street grid segments
- Future streets
- Off-street multi-use path
- Pedestrian + bicycle route
- I-37 green boulevard to the bay
- Potential new interchanges



EXHIBIT A

PLAN CC DOWNTOWN AREA DEVELOPMENT PLAN | AUGUST 15, 2017 | 33

GREAT PLACES FOR PEOPLE

initiative

8

Intensify destination arts and retail programming.

KEY ELEMENTS

- Develop and apply a coordinated approach to Downtown and Marina branding, building on branding efforts by the DMD and Corpus Christi Marina.
- Coordinate branding and marketing efforts to visitors among the DMD, Marina, SEA District, CCCVB, American Bank Center, Texas State Aquarium, USS Lexington, hotels and other visitor industry stakeholders
- Add regular dining, recreation and/or other destination activities along Shoreline Boulevard to highlight and expand synergies between the Marina, Bayfront, Downtown and adjacent areas. Enable expansion of the Art Center of Corpus Christi's restaurant/café space with outdoor dining as part of transformation of former Shoreline Boulevard right of way into park space. Program Shoreline Boulevard median space near Lawrence and/or Peoples Street with dining, starting with mobile vendors and exploring potential for more permanent restaurant facilities. Require building development and major renovation projects in this area to include active ground floor uses facing Shoreline Boulevard, preferably including restaurants or shopping.
- Create a working inventory of available downtown retail space to assist marketing to potential retail business tenants. To the extent possible, focus retail uses within one block of Chaparral Street to create synergy.
- Create a stronger presence of the arts along or within one block of Chaparral Street. Replace prominent vacancies with galleries, studio space and/or other arts-related programming. Install public art (preferably on a rotating basis) along improved sections of Chaparral, La Retama Park and/or other key public spaces. Engage the Art Gallery of Corpus Christi, TAMU Department of Art, Art Museum of South Texas, gallery owners and/or other arts stakeholders in programming and publicity.
- Relocate graduate programs in the Department of Art of Texas A&M University Corpus Christi (TAMU-CC) to Downtown.

RESPONSIBILITY

DMD and Corpus Christi Marina for Downtown/Marina branding and marketing; CCCVB with support from other stakeholders noted above for broader branding and marketing; DMD, Marina and Art Center for Shoreline Boulevard programming; DMD, Art Center and other arts organizations and stakeholders for arts programming; Corpus Christi City Council, TAMU-CC and DMD for downtown graduate arts facility.

RESOURCES

DMD funding from public improvement district and City; contributions from stakeholder organizations; potential TIRZ #3 funding; TAMU-CC.

TIMEFRAME

Update branding and marketing for the Downtown/Marina and broader Downtown Area by end of 2017. Expand Shoreline Boulevard programming during summer 2018; add more permanent dining opportunity by 2019. Fill at least five vacant downtown retail spaces by end of 2019. Open downtown TAMU-CC graduate arts facility within 5 years.

MOMENTUM

- > *Marina Arts District branding conceived and launched*
- > *Broader downtown area branding initiative under way*

Concept for expanded outdoor dining, walking, seating and Marina/bay observation areas occupying former roadway between the Art Center and the Shoreline promenade.



GREAT PLACES FOR PEOPLE

initiative

9

Fill missing links in Corpus Christi's signature waterfront park and path network.

KEY ELEMENTS

- Complete reconstruction of the Marina's boat slips south of Coopers Alley.
- Complete design and construction of Shoreline Boulevard park improvements between Furman Avenue and Coopers Alley, using funding previously dedicated.
- Design, fund and implement Phase II Shoreline Boulevard walkability and streetscape improvements between I-37 and Lawrence Street. Add crosswalks across Shoreline Boulevard at any cross streets where they are absent, such as Schatzell, People's (north side), Starr, Taylor and Twigg Streets. Include curb bump-outs, signage or other devices to promote traffic speeds at or below 25 mph.
- Complete design and construction of North Shoreline Boulevard promenade from the Texas State Aquarium ferry dock to Bridgeport Avenue and the Beachwalk, using funding previously dedicated.
- Connect the new Harbor Bridge multi-use path to neighborhoods and the bay with a new multi-use path extending west to Hillcrest, East to Shoreline Boulevard via Washington-Coles and the SEA District, and south to Uptown. Include the Solomon Coles Recreation center and historic Old Bayview Cemetery as part of the route.
- Connect the new Harbor Bridge multi-use path to North Beach and the bay with a new multi-use path extending along Beach Avenue to the Beachwalk, and along Timon and Surfside Boulevard to the Texas State Aquarium ferry dock.
- Build the planned birding park in North Beach north of Beach Avenue, utilizing new Harbor Bridge required wetlands mitigation.
- Connect Uptown to the bay with improved pedestrian lighting and walks along Leopard, Peoples and Lawrence Streets, Cooper's Alley, and along Park Avenue from South Bluff Park to McGee Beach. Include bike infrastructure as prescribed in the adopted Bicycle Mobility Plan. Include sidewalk, crosswalk and accessible ramp improvements at the bluff along Broadway to enhance Uptown-Downtown connections.
- Explore opportunities for pedestrian-only corridors throughout the Downtown planning district.
- Recruit ferry service provider or similar service with stops at the SEA District (at Ortiz Center dock) and increased service frequency (30 minutes) by replacing the previous model of a single ferry with multiple smaller boats. Explore private and public-private models.

RESPONSIBILITY

City Planning & ESI Department, Engineering Services Department, Parks & Recreation Department, CCRTA bus service

RESOURCES

Dedicated and future capital project allocations; CCRTA for bus service, TxDOT mitigation requirements

TIMEFRAME

Complete Shoreline Boulevard crosswalk improvements, Leopard/Peoples Street lighting improvements and marina boat slips within 3 years. Complete park and path improvements along Shoreline Boulevard and Park Ave. within 4 years. Complete North Beach birding park and Timon/Surfside path within 5 years. Complete new Harbor bridge path connections in conjunction with the bridge completion.

- Inaugurate a Bayfront shuttle service along the Shoreline Boulevard corridor between the SEA District and downtown. Brand the service differently from standard public transportation services, and proactively market service to visitors (as well as the Corpus Christi community).
- Consider opportunity to connect waterfront paths to Westside neighborhoods with multi-use trails along former rail corridors.

LEGEND

- Off-street multi-use path
- Pedestrian + bicycle route
- Pedestrian promenade
- Future ferry service
- Park area



GREAT PLACES FOR PEOPLE

initiative

10

Create clean, safe, welcoming places.

KEY ELEMENTS

- Continue and expand the highly successful public/private partnership and volunteer efforts led by the Downtown Management District (DMD) promoting cleanliness, safety, and a welcoming environment in the Marina Arts District. These efforts include presence of uniformed “Clean Team” staff who perform dual roles: 1) maintaining downtown public places, and 2) serving as tourism ambassadors providing people information and assistance. They also include periodic volunteer events for cleaning, painting and other maintenance of public streets and parks.
- Consider applying similar initiatives in other portions of the Downtown Area.
- Continue the DMD’s partnership with the City to manage the bike patrol program, which contracts off-duty police officers to ride downtown streets, providing additional security.
- Encourage regular use of parks, include the recently rebuilt park spaces at La Retama Park and along Shoreline Boulevard, through regular maintenance. Maintain facilities supporting daily use, and program periodic events, to leverage the parks’ amenity value and to promote safety.
- Address issues associated with public nuisance complaints and transient populations. This includes ongoing efforts by the DMD, and other stakeholders as applicable, to communicate with social service providers.
- Continue the mural painting programs that have been applied in the Marina Arts District and SEA District for buildings as well as electrical boxes and other infrastructure. Engage local arts and business organizations to provide artwork that celebrates distinctive qualities of the Downtown Area.
- In coordination with Initiative 8, develop a plan for signature architectural lighting and signage in the Marina Arts District and/or other areas.

RESPONSIBILITY

DMD, other area service organizations, City Business Liaison, Parks & Recreation Department, Police Department.

RESOURCES

City and private-sector funding.

TIMEFRAME

Ongoing.

MOMENTUM

> *Implementation of new street cleaning equipment*



Downtown Management District staff and volunteers help maintain curb markings. New murals include one covering the Corpus Christi Caller Times building.

DOWNTOWN AREA FRAMEWORK:

BAYFRONT PARK & TRAIL NETWORK

This **comprehensive park and recreation trail system** links the waterfront, public parks, neighborhoods, and Downtown Area districts of Corpus Christi through new multi-use paths and walkable, bikable recreation loops. A newly marked path along Shoreline Boulevard and the waterfront connects to interior paths at Park Avenue, Peoples Street, I-37 (transformed into a green Boulevard after the Harbor Bridge relocation) and Port Street. The trail network extends to North Beach via a reinstated and expanded water ferry service from the marina and SEA District, connecting to the existing North Beach “beachwalk” and new pathways on Beach Avenue, Surfside and Timon, and along the proposed Harbor Bridge. The path from the new Harbor Bridge would link through the Hillcrest and Washington-Coles neighborhoods connecting both to the SEA District and the bay. The recreation trail would be comprised of wider sidewalks, dedicated bike lanes, and/or shared bike lanes along existing streets, with beach trails and bridge treatments to complete the network.



LEGEND

- Off-street, multi-use path
- Pedestrian + bicycle route
- Pedestrian promenade
- Future ferry service
- Park area

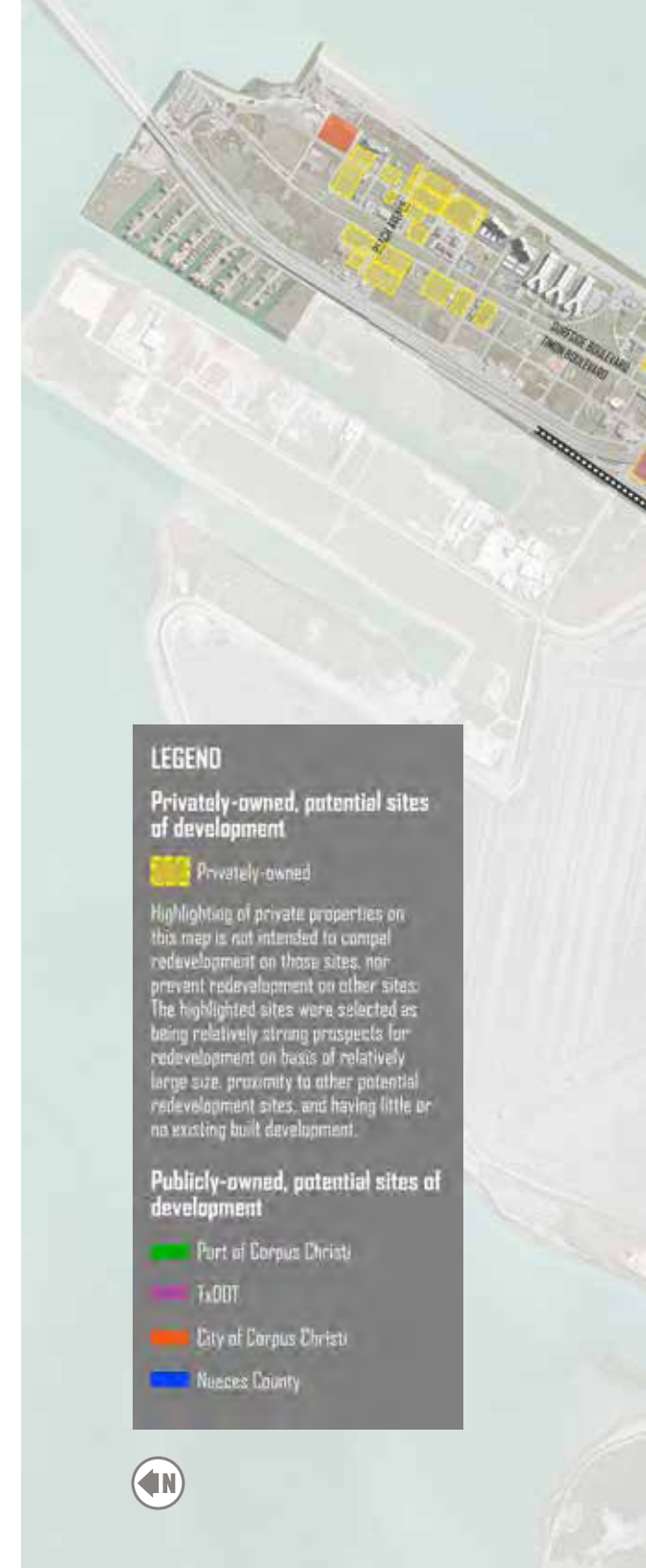




DOWNTOWN AREA FRAMEWORK:

POTENTIAL REDEVELOPMENT SITES

Significant **development opportunities** exist in Corpus Christi based on an analysis of publicly- and privately-owned land parcels that appear vacant or underutilized. Criteria for noting these parcels—color coded according to ownership by the Port, TxDOT, City, or County—include large, open surface parking lots, vacant or underperforming buildings where redevelopment value exceeds current value, and reclaimed land that will be made available with the relocation of the Harbor Bridge. The diagram does not suggest a proposal for specific development on specific sites. Instead it is meant to focus discussion on the possibility of redeveloping key parcels through public/private partnerships, that would have significant positive impacts on their related districts and neighborhoods. Note that the majority of City owned sites are located in the SEA District, while privately owned sites are distributed throughout the Downtown Area districts.





DOWNTOWN AREA FRAMEWORK:

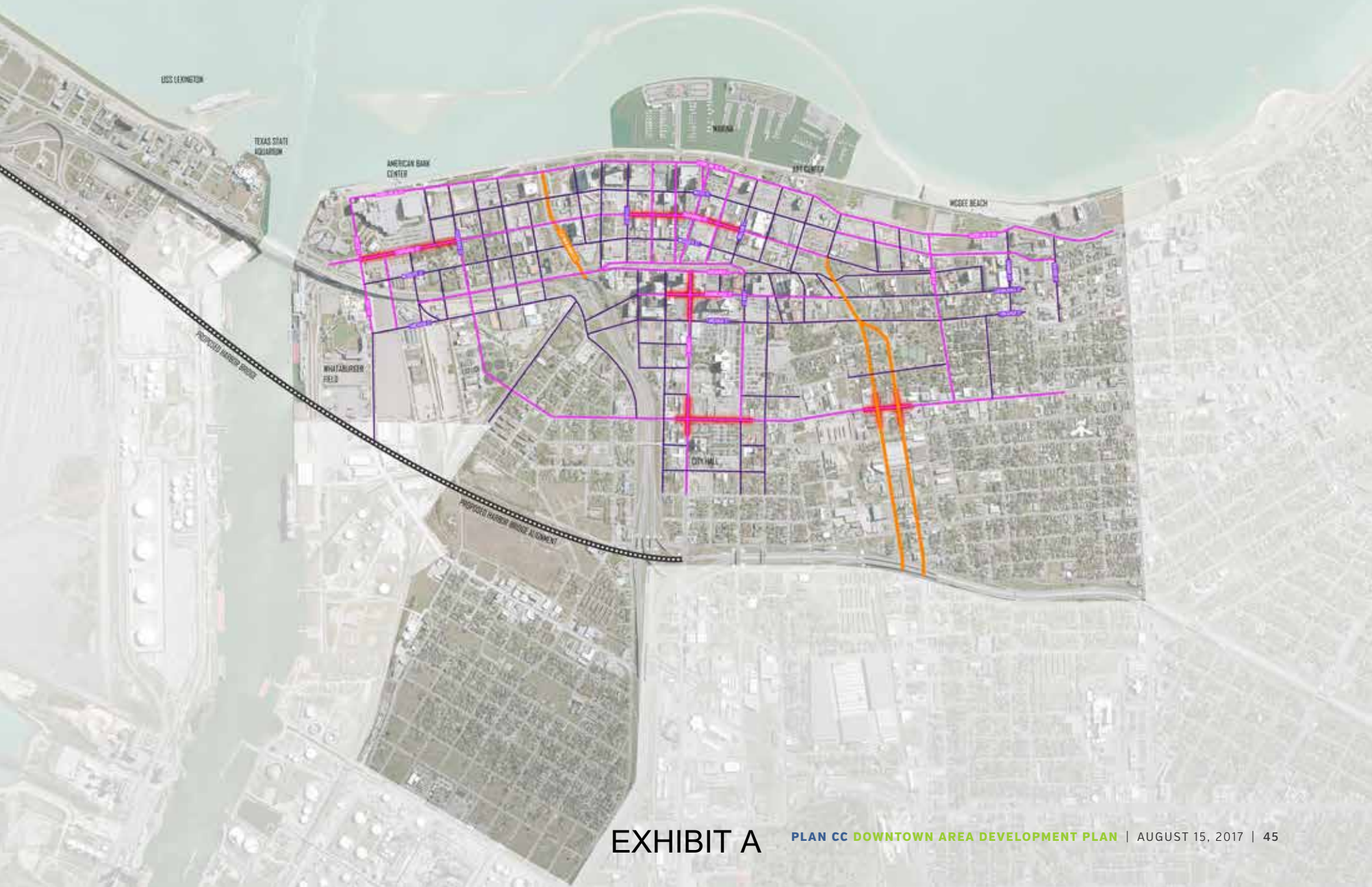
STREET CHARACTER

This diagram highlights the network of streets of different types that serve the Downtown, SEA District, Bayshore Neighborhood, and Uptown and surrounding neighborhoods. Taken together, this **street character framework** defines appropriate design approaches for development on each type of street. Chaparral Street between William and Taylor is logically a primary walking street and priority retail location given its recent streetscape improvement program. This model could also be followed on Leopard Street between Broadway and Tancagua and eventually in the SEA District as well on Chaparral between Fitzgerald and Port Street. Shoreline Boulevard and Broadway Street are emphasized as primary walking streets, while Water and Mesquite Streets are denoted as flexible access streets, meaning they primarily serve a transportation function although integration of commercial and/or residential uses is possible. Gateway Streets and Boulevards complete the network and feature additional attention to landscape and pedestrian facilities, combined with convenient vehicle access.

LEGEND

- Priority retail location
- Primary walking street (SEE PAGE 92)
- Flexible access street (SEE PAGE 93)
- Gateway street or boulevard (SEE PAGE 94)

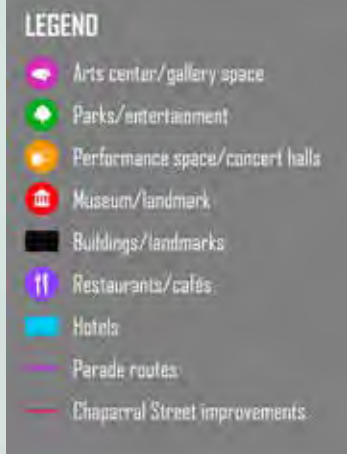
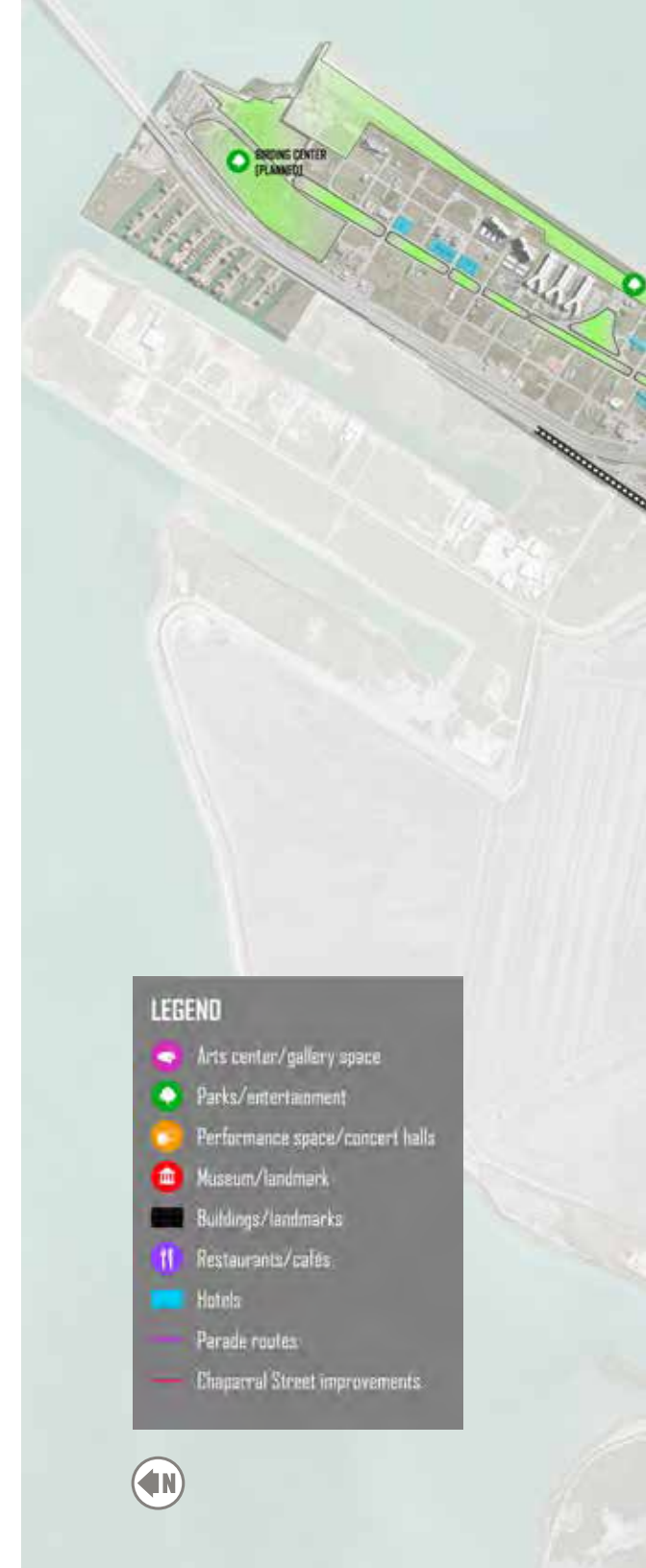




DOWNTOWN AREA FRAMEWORK:

ARTS & CULTURE FRAMEWORK

The arts play a significant role in the life and activity of Corpus Christi's Downtown Areas. Bracketed by the Art Museum of South Texas to the north and the Corpus Christi Art Center on Shoreline Boulevard to the south, a diversity of arts offerings and programs are already available to residents and visitors alike. A variety of other facilities expand available cultural experiences to include festivals, community history, marine science, architecture, and more—all close to a spectrum of culinary experiences. The **Arts & Culture Framework** diagram ties these locations and programs together to create a connected and clear network of arts related facilities that can promote synergies and other complementary arts offerings. These can range from outdoor, temporary programs along the waterfront—particularly on the former Shoreline Boulevard right-of-way at the Art Center and farther south near McGee Beach—as well as more potential permanent locations for galleries or a “school for the arts” in the Marina Arts District. The framework suggest ways that area organizations such as the Art Museum of South Texas, Art Center, Harbor Playhouse, Corpus Christi Museum of Science & History Museum, Instituto de Cultura Hispánica de Corpus Christi, Texas State Museum of Asian Cultures, TAMU-CC, the Downtown Management District (DMD), and others can promote an integrated arts and culture fabric as a key driver of downtown activity and identity.



NORTH BEACH

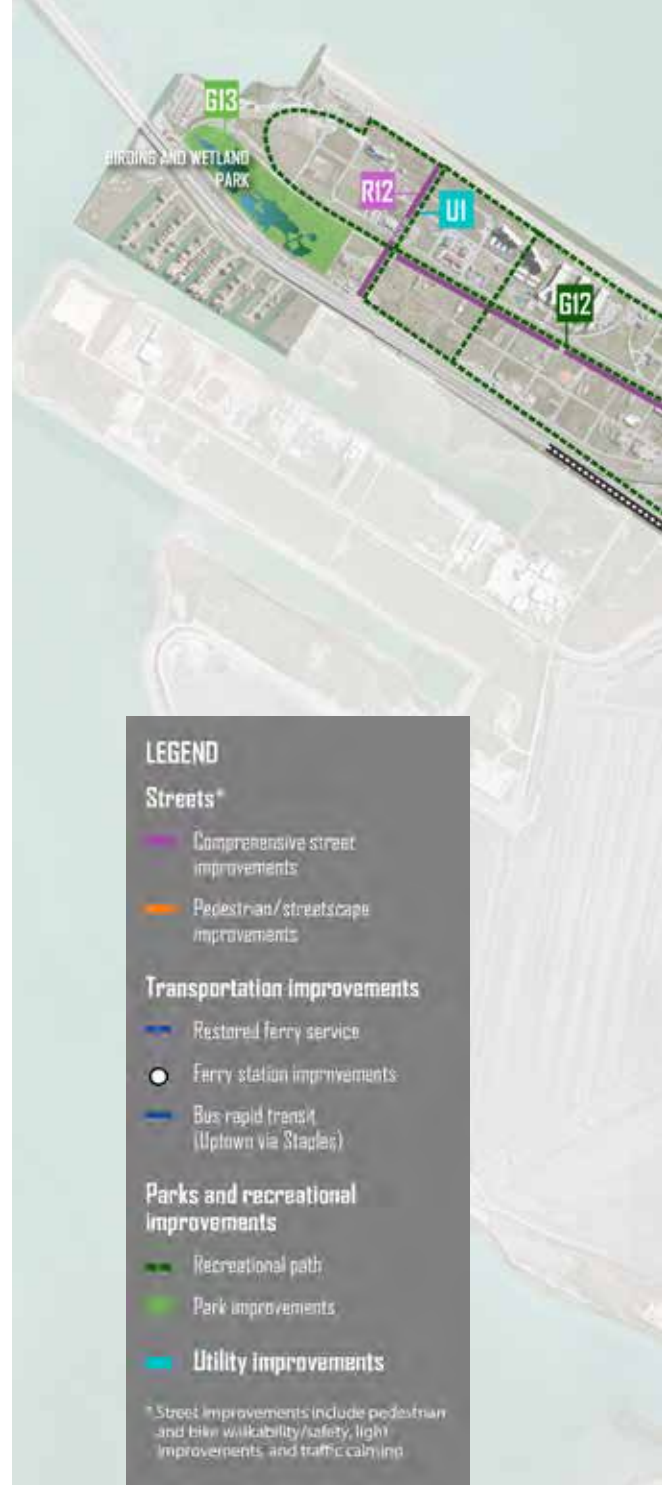


INFRASTRUCTURE INITIATIVES

PARKS AND PATHS	
G1	Landscape & paving improvements–La Retama Park. COMPLETED
G2	Park improvements–Water's Edge Park. COMPLETED
G3	Artesian Park–upgrade irrigation, landscaping, gazebo. COMPLETED
G4	Park improvements–H. J. Williams Park
G5	Shading, streetscape, food truck plaza–Shoreline Boulevard at Arts Center and/or Lawrence
G6	Park improvements–South Bluff Park.
G7a	Bike/ped improvements–Antelope from Staples to Broadway; Peoples from Broadway to Shoreline [3,920 lf]
G7b	Mesquite St bike boulevard (Cooper's Alley to I-37–3,330 lf)
G8a	Waterfront bike/ped improvements–Art Museum to Art Center [6,930 lf]
G8b	Bike/ped improvements–waterfront between Art Museum and ferry dock/Ortiz Center [1,500 lf]
G8c	Bike boulevard–Ortiz Center to I-37 on Mesquite [3,700 lf]
G9a	Cycle track & transitional bike boulevard–Hillcrest Park to Mesquite via Winnebago, Sam Rankin, N Sam Rankin, Resaca [11,000 lf]
G9b	Bike boulevard–Port Ave from Mesquite, W Broadway, Lexington, Minton, Kennedy, Koepke, Van Loan, Noakes to Nueces Bay Blvd [7,730 lf]
G10a	Cycle track–Winnebago, Staples, Comanche, Alameda
G10b	Cycle track, bike boulevard, Blucher Park path–Comanche from Culbertson, Blucher Park, Cooper's Alley
G11a	South Chaparral and Coleman bike boulevards [4,920 lf]; Park Ave cycle track [930 lf]
G11b	Buford and 3rd St Cycle tracks [3,850 lf]; 6th St Bike boulevard to Morgan [1,000 lf]
G12	Recreation Trail–Aquarium to Dolphin Park along existing Beachwalk to New Harbor Bridge; along Timon and Surfside median [8,000 lf]
G13	Birding and wetland park

PARKING	
P1	Parking supply/demand, placement and pricing study
P2	Parking structure A (assumed north, I-37 or other appropriate SEA District location); 600± space structure, with occupied space along any adjacent street edges
P3	Parking structure B (assumed south of Lawrence, or other appropriate location); 600± space structure, with occupied space along any adjacent street edges
STREETSCAPE	
S1	Streetscape improvements
S2	Streetscape improvements
S3	Streetscape improvements
S4	Pedestrian improvements–Leopard Street at Broadway: stop signs, crosswalks
S5	Pedestrian improvements–Accessible ramps from Upper to Lower Broadway
S6	Light Up CC–Peoples Street
S7	Uptown Neighborhood Initiative lighting–Leopard Street
S8	Phase 1: Brewster from Tanchua to Chaparral; sidewalks/shared ped/vehicle street
S9	Phase 2: Brewster/Mesquite/Chaparral/Hirsch
S10	Phase 3: Chaparral to Whataburger Field and Brewster
S11	Street/ped improvements–Shoreline Boulevard
S12	Street/ped improvements–Coopers Alley–Shoreline Blvd to Broadway
S13	Street/ped improvements–Lawrence Street–Shoreline Blvd to Broadway
S14	Street/ped improvements–Hillcrest–Kennedy Ave., Peabody Ave., Van Loan Ave., Hulbert St., Minton St., Neuces St., John St.

ROADWAY CHANGES AND/OR OTHER MAJOR STREET IMPROVEMENTS	
R1a	Leopard Street Phase 1: Broadway to Tanchua completed
R1b	Leopard Street Phase 2: Tanchua to Josephine completed
R2	Staples Street from Morgan to I-37 (Bond 2012). COMPLETED
R3	Street extension–Shoreline Boulevard extension
R4a	Staples Street pedestrian and bike improvements/safety, traffic calming–I-37 to West Broadway [2,000 lf]
R4b	Roadway and sidewalk improvements–miscellaneous streets [3,000 lf]
R5	Road diet–6 to 4 lanes–Shoreline Blvd Phase II roadway improvements (Cooper's Alley to I-37–3,250 lf); convert 2 lanes to parking and/or public space
R6a	Study and confirm street plan replacing 37/Harbor Bridge/Broadway interchange
R6b	I-37 Traffic Circle at Broadway
R7	Street extensions–Power, Palo Alto, Fitzgerald, Resaca & Hughes from Tanchua to Mesquite replacing Harbor Bridge approach [5 @ 720 lf = 3,600 lf]; Rebuild Broadway [3,600 lf]
R8	Street extension–Staples to Fitzgerald/Tanchua connector [1,500 lf]
R9	Water Street pedestrian and bike improvements/safety, traffic calming–Kinney to Furman [2,500 lf]
R10	Park Avenue pedestrian and bike improvements/safety, traffic calming–Tanchua to Shoreline Blvd [1,600 lf]
R11a	Timon overlay–Coastal Ave. to Sandbar Ave. [6,000 lf]
R11b	Surfside overlay–Coastal Ave. to Reef Ave. [5,400 lf]
R12	Beach Avenue from Bridge to Beach access [1,300 lf]
UTILITY/INFRASTRUCTURE	
U1	Utility upgrades–Water main line upgrade/extension. ONGOING
TRANSIT	
T1	New marina docks. COMPLETED
T2	Recruit ferry service/station
T3	Bus rapid transit–Staples Street





3 District Framework and Reinvestment Priorities

Targeted priorities for a vibrant and connected Corpus Christi

INTRODUCTION

The District Framework and Reinvestment Priorities chapter begins with an overview of the Downtown Area districts, highlighting their unique qualities alongside opportunities for targeted reinvestment. The analysis of market-based development potential described in Chapter 1 sets the foundation for these recommendations, as do recent infrastructure initiatives taking place in the Downtown Area—most importantly the Harbor Bridge relocation, recent Chaparral streetscape implementation, and Shoreline Boulevard reconfiguration.

For each of the districts, a list of reinvestment priorities is presented that identifies where the most proactive efforts promise the most transformative, catalytic, and cost-effective impacts—development of priority land parcels, improved streets for pedestrians and bicyclists, and/or new programs for parks, for example. District recommendations are also provided for land use, urban design, transportation and streets/public realm which present a range of specific public and private actions that would bring both near-term and long-term improvements.



Marina Arts District

“Leveraging infrastructure investment and filling the gaps with live/work/learn/play”

Bayshore Neighborhood

“Connecting neighborhoods and people to the Bay and destination parks”

Uptown and Surrounding Neighborhoods

“Expanding choices for housing, jobs, and transportation”

Washington-Coles

“Strengthening an established neighborhood with connected streets and housing”

Hillcrest

“Providing housing options and opportunities for current residents”

SEA District

“Promoting vibrant and accessible destinations within a walkable setting”

North Beach

“Beach and attractions”

Downtown Study Area and Districts



Marina Arts District

IDENTITY

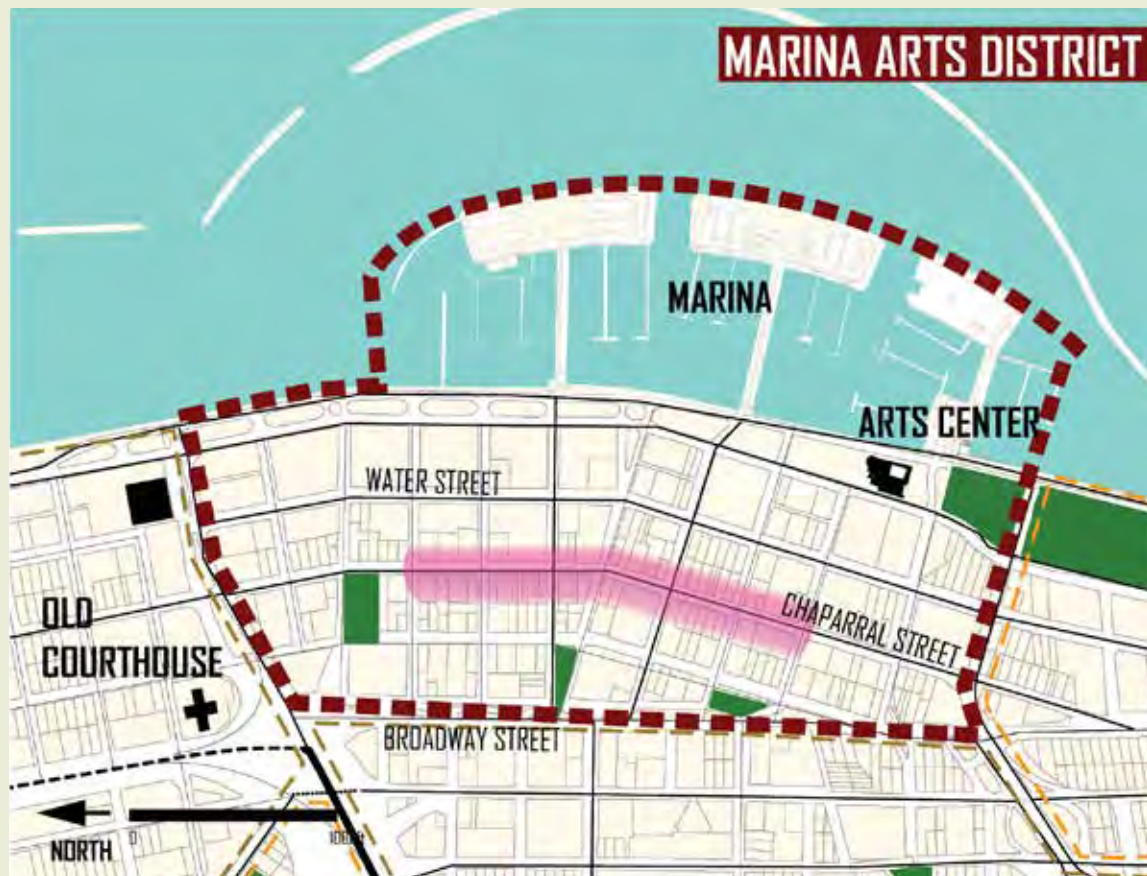
“Leveraging infrastructure investment and filling the gaps with live/work/learn/play”

Great strides have been made in recent years to promote vibrancy in the Marina Arts District. The City has made important investments in the primary transportation corridors of Chaparral Street and Shoreline Boulevard. Work by the Downtown Management District (DMD) continues to spur action through focused efforts on district operations and cleanliness, development initiatives and filling vacant storefronts, marketing and events, and organizational management. The Marina has upgraded boating facilities and collaborated with the DMD on branding. There are several important and immediate opportunities to further leverage and sustain these efforts, capturing the powerful potential of the Downtown Area’s core as a strong generator of economic growth and community identity.

- **Downtown and the waterfront are inextricably linked** and deserve strategic investment to be better connected. The ongoing Marina Arts District branding initiative and anticipated programming, public space and development improvements along Shoreline Boulevard will help the Downtown, Marina and shoreline parkland all succeed better as interconnected places.
- **Downtown’s compact, connected, walkable environment is a core asset.** This character can be reinforced by encouraging

KEY THEMES

- > Branding and walks that connect the Marina and traditional downtown
- > Buildings that benefit from, and help create, walkable streets
- > New housing that makes the district a lively, cohesive neighborhood
- > Great dining, arts, waterfront, and other attractions drawing people from near and far



redevelopment of large surface parking lots and other underutilized land parcels with occupied, active, high-value buildings and public spaces.

- **Housing development offers the strongest opportunity by far** to capture market-driven investment opportunity and produce a wide variety of visible, transformative benefits. New housing can take advantage of the dramatic ongoing improvements to Chaparral Street, joining the Cosmopolitan, the Atlantic Lofts, the Buena Vista and other recent downtown housing development to create a true neighborhood.
- Downtown should continue to be **a place where visitors gather** to experience Corpus Christi's stunning waterfront and marina as well as inviting destinations for the arts, dining and shopping. Additional events programming, public art, retail recruitment, and shuttle services will help Corpus Christi draw greater benefit from its strongest concentration of hotel rooms and destinations that appeal to residents and visitors alike.

LAND USE AND URBAN DESIGN

The priority goal for land use in the Downtown should be to **attract a permanent residential population through new housing construction on available sites**. This recommendation is supported by a detailed DADP residential market analysis that anticipates potential demand for up to 1,850 new housing units in the next 5 years. Simply put, this means that Downtown could absorb approximately ten new developments the size of the 165-unit Cosmopolitan by 2020.

POTENTIAL



EXISTING



Shoreline Boulevard in front of the Art Center looking north with new food offerings, arts, and activities.

Development should be targeted to sites near or on Chaparral Street with vacant, single-story buildings, large underperforming parcels with single ownership, and/or other underutilized sites such as large surface parking lots. With over 11,000 existing off-street parking spaces in the Downtown, there is ample opportunity to use existing parking—particularly structured parking—more efficiently among uses like housing and office that have peak demands at different times. This would enable redevelopment of

existing surface parking lots with housing or other higher-value uses, while minimizing the significant costs of providing parking for new development. Rehabilitation of existing structures can also play a role in new housing—potentially leveraging historic tax credits as an important funding mechanism—with vacant multi-story and well-designed buildings like the former Montgomery Ward structure at the corner of Chaparral and Peoples as prime candidates. Future residents will in turn increase demand for

existing retail and help support additional retail, dining and cultural offerings.

The **retail market** analysis shows that the Marina Arts District possesses the Downtown Area's best established cluster of destination retail and entertainment destinations, and some of its best opportunities to reinforce this cluster with more and larger venues. Live music and unique dining destinations are prime strengths, with opportunity to grow their share of market demand. The

DEVELOPMENT PROGRAM MARINA ARTS DISTRICT	
Building Type/Density	Multifamily residential with structured parking, office, hotel
Typical Height Range	3-5+ stories
Range of Development Quantity (in SF)	1,000,000 sf
Unit Counts	1,500-2,000 residential units, 150,000-200,000 sf office space



district's established role in tourism and emerging role as a neighborhood will strongly benefit from and contribute to a stronger retail and entertainment presence.

The Marina Arts District is well known for its array of hotels along Shoreline Boulevard facing the waterfront which welcome tourists and visitors. The **hotel market** is performing well and continues to deserve a major presence in the Downtown. Active hotel proposals have focused

on the SEA District (two hotels) and Bayshore Neighborhood (one hotel), but the Marina Arts District remains an appropriate place for potential additional hotels and upgrades to existing hotels.

Prospects for office space growth are less strong, as the office-inclined financial services, information and professional & business services sectors play only about half as much a role in Corpus Christi's underlying economy as they do in the

average Texas city. That said, demand for up to 100,000 square feet of additional downtown space for administrative and support industries is projected over the next 10 years. There is enough existing vacant office space in Downtown Corpus Christi to accommodate this. Trends in other downtowns like Corpus Christi's that are seeing an influx of residents indicate that mixed-use downtowns particularly support the establishment and growth of small businesses,

POTENTIAL



EXISTING



Chaparral Street at Artesian Park, looking south with new residential development and streetscape.

which together contribute more to job growth than large businesses.

Having a variety of uses present on or near all blocks—keeping streets active day and night, weekday and weekend—will help expand market potential for development. Improved walking connections between the concentration of office uses on the bluff west of Broadway, and the greater mix of retail, office, hotel and housing activities east of Broadway, could effectively improve the integration of land uses. This would enhance the emerging residential character present on parts of the bluff, and reinforce Chaparral Street retail by harnessing demand from more daytime workers.

Urban design in the Marina Arts District should be geared towards creating **an inviting, memorable, and walkable street and block pattern**. Downtown already offers the city's best environment for walkable mixed-use development—owing to its frequently spaced streets, human-scaled streets and sidewalks, and variety of established, interdependent land uses. These qualities are principally responsible for the recent attractiveness of downtown as a place to invest in new housing. To maintain and expand these qualities, and the investment that comes with them, any development incentives offered through TIRZ #3 or other means should be conditioned on building design that supports these goals. With each development project, this approach will enhance the quality and value not only of one parcel but of the streets and properties around it as well. See chapter 4 for more detail on appropriate development guidelines. To leverage its traditional walkable character, the Marina Arts District deserves special

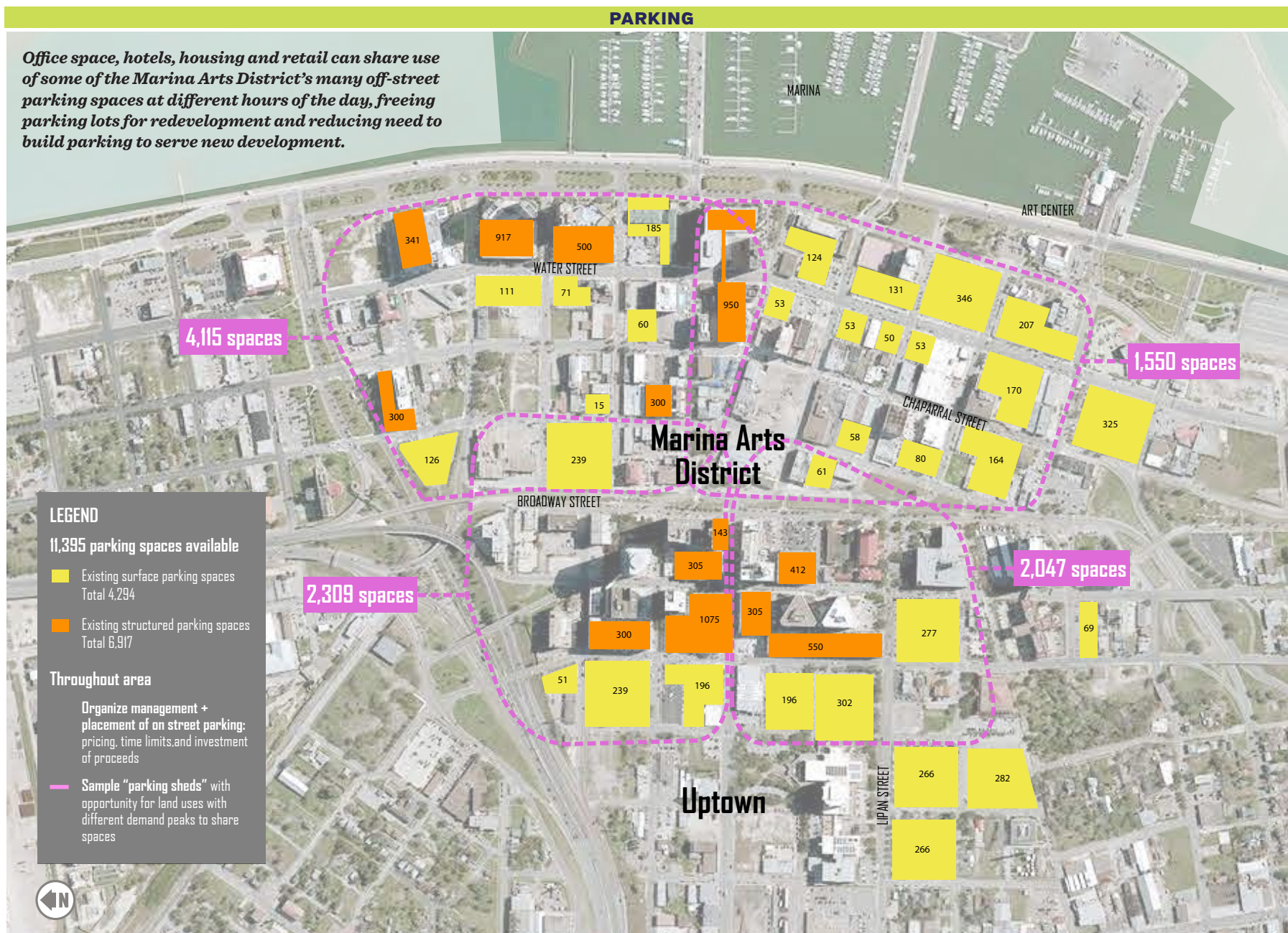
emphasis on providing active ground floor uses like retail wherever possible, and particularly along established retail corridors. Active ground floor uses also deserve priority along Shoreline Boulevard, which lacks retail today but offers important opportunity for it with signature walks attracting tourists, workers and residents alike, and connections to the Marina.

TRANSPORTATION AND PARKING

The existing street grid has inherent advantages that enhance access capacity and convenience: walkable, bikeable scale; a density of destinations that makes walking, transit and biking access convenient; and multiple driving routes that prevent bottlenecks. Moving forward, transportation policy for the district should maintain and enhance this set of qualities, with particular emphasis on prioritizing walkability amidst the balance of transportation modes. Inviting people to walk or bike instead of drive through safe, convenient sidewalks, transit service and bike routes in Downtown will calm traffic, ease parking demand, and create still safer streets for pedestrians and bicyclists. Specifically, transit improvements should take the form of a branded circulator for visitors (and others) that would run between the Art Center and the SEA District on Shoreline Boulevard linking the two districts. Similarly, recruiting a water ferry or similar service between the Marina, the SEA District (with re-established service) and North Beach would link all three districts efficiently while highlighting Corpus Christi's signature bayfront. Established bus routes serving workers, residents and the general public should be improved with simplified

routes and improved information. Continued linkage to the new RTA center on Leopard Street is essential and could be integrated within an improved Leopard Street (see Streets and Public Realm below). Convenient service to North Beach is also essential and must be integrated with street pattern changes associated with the new Harbor Bridge.

With over 11,000 parking spaces in private garages and surface lots in the Downtown (including the two blocks west of Upper Broadway to Tancahua Street), there is **an abundant supply of parking** that can be leveraged as an asset for future development. **Focus on increasing utilization of existing parking by establishing district-scale parking management that enables uses with different demand peaks to share spaces during the course of a day or week.** In the near-term, surface lots can potentially serve new development nearby, while large surface lots themselves—particularly between Shoreline Boulevard and Water Street and along Chaparral—may be prime candidates for redevelopment. In those instances, new parking could be contained on site within the new development (as in the Cosmopolitan) or be accommodated in nearby garages if applicable. Over time and with development momentum, **additional structured parking** utilizing public funds or through public-private partnerships might be considered in strategic locations. For further detail, see the Transportation Chapter on page 101 and the map of potential shared parking opportunities on page 59.



STREETS AND PUBLIC REALM

While there should be current focus on leveraging private investment and incentivizing housing, this development should be supported with targeted public investments in specific street and public realm improvements. For instance, the former northbound **Shoreline Boulevard right-of-way** between William Street and Furman Avenue offers a unique and timely opportunity to focus new arts, dining, and recreation programming tied to nearby uses

(Art Center, YMCA) that will promote vibrancy on the waterfront. New or improved **Shoreline Boulevard crosswalks** at every intersection between Lawrence and Mann Streets should be implemented through wide paint striping, pedestrian controlled walk signals, ADA accessible curb cuts, and landscape treatments to calm traffic and create a seamless integration between interior streets and the waterfront. In addition, “pedestrian and bicycle-only” days might be considered through the closing of Shoreline Boulevard northbound and southbound lanes

to traffic on summer Sundays from sunrise to sunset. **Phase 2 Chaparral Street improvements** will be supported through dedicated City funding, but based on the Phase 1 precedent it is critical that construction processes emphasize unimpeded pedestrian and vehicular access to existing businesses, to minimize disruptions to these establishments. This can be accomplished through sequenced construction staging, public media alerts, and other forms of public information sharing. Improvements to Leopard Street and Upper and Lower Broadway are recommend-



Proposed pedestrian improvements connecting Upper and Lower Broadway

ed, including improved landscape, paving, and lighting in the near term and pedestrian ramps in the long term to strongly connect Uptown and Downtown (see diagram on page 60).

DMD programming of **La Retama Park and Artesian Park** should be continued to contribute to a lively, community-building atmosphere. Both of these public spaces could be connected to the waterfront through a new **multi-purpose recreational trail** for pedestrians and bicyclists that ties into a larger network and links a variety

of Corpus Christi public spaces and districts. The recreation trail could be extended into the marina T-heads at Peoples and Lawrence as a clear wayfinding route that welcomes people into the marina environment and provides access to the easternmost edge facing the bay. The trail should be defined by clear, consistently designed signage, shade, water fountains, benches and lighting, as well as opportunities for public art.



Potential promenade replacing former roadway at the Art Center of Corpus Christi



As in these examples of rides led by Ride Texas and the Downtown Management District, portions of Shoreline Boulevard or other roadways could be closed to traffic on weekends or at other times of low traffic demand, to allow biking, walking and in-line skating.



Bayshore Neighborhood

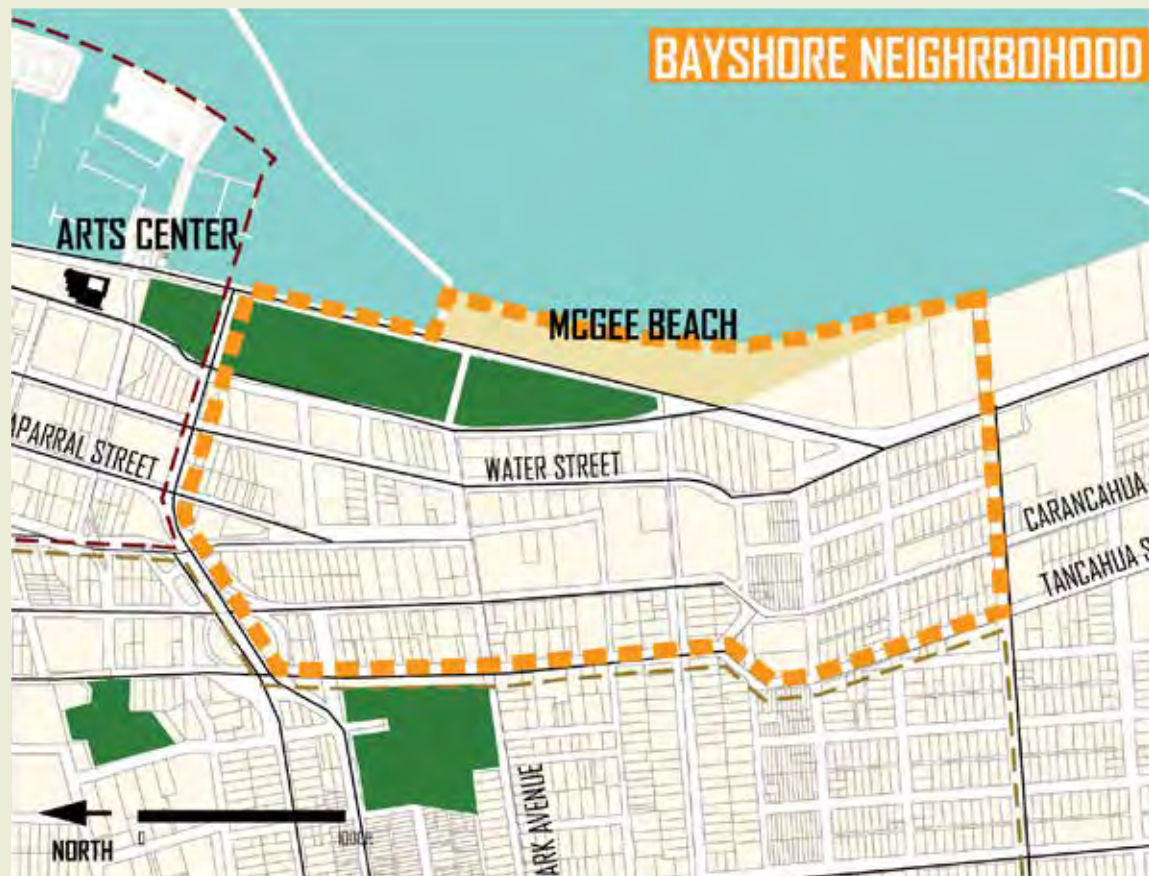
IDENTITY

“Connecting neighborhoods and people to the Bay and destination parks”

The Bayshore Neighborhood is defined by two main features—the parks along the waterfront and Corpus Christi Bay itself. Recent reconstruction of Shoreline Boulevard, Sherrill Park, Water’s Edge Park (formerly known as Bayshore or McCaughan Park), and the McGee Beach bathroom/concession pavilion have dramatically enhanced the area’s appearance and opportunity for enjoyable activities near the water. Between this signature public space and established neighborhoods on the bluff to the west, there is an attractive opportunity to transform vacant lots into a mixed-use district that celebrates its connections to the waterfront, to the Marina Arts District, and to other neighborhoods. Water and Park Streets are well-located to play important roles as principal streets in the district. Water Street is a wide, vehicle dominated corridor with narrow sidewalks and few street trees. New residences would create an inviting, active street with the potential for focused retail activity. Park Avenue is currently an auto-oriented street with narrow sidewalks. A new approach would recognize this street’s potential as a gateway to the Bay from Uptown, with exceptional views to the water along the top of the bluff. Together, these changes will make the Bayshore Neighborhood a gracious,

KEY THEMES

- > The attractive, welcoming southern gateway to the Downtown Area
- > Signature waterfront parks
- > An established place to live that can grow into a waterfront neighborhood
- > Active hotels, churches, and neighborhood services



connected, visitor- and family-oriented community steps from the Bay. An opportunity exists for the City to initiate a stakeholder process to develop an identity for the neighborhood.

LAND USE AND URBAN DESIGN

Current **land use** in the Bayshore Neighborhood is characterized by a mix of multifamily residential, small office, and retail in the vicinity of Water Street. Other residential and institutional uses, including the YMCA and a number of churches, some with associated schools, are found farther to the south and west along the corridors of Broadway, Chaparral, Carancahua, and Tancagua—eventually connecting with Uptown to the west and the Spohn Shoreline hospital area to the south. New privately-led development on underutilized land along Water Street will add two hotels and a health care facility. Other parcels offer excellent potential for new housing, with easy access and views to Water’s Edge and Sherrill Parks and the Bay to the east. This would complement and create a critical mass with new



Water Street looking toward Downtown



Bay Vista Apartments from Carancahua Street

DEVELOPMENT PROGRAM BAYSHORE NEIGHBORHOOD

Building Type/Density	Multifamily residential with surface parking, multifamily residential with structured parking, hotel
Typical Height Range	3-5 stories
Range of Development Quantity (in SF)	860,000 sf
Unit Counts	1,000-1,500 residential units

residential land uses already taking shape at Bay Vista apartments (169 units) and Bay Vista Pointe apartments (181 units). There are also opportunities to strengthen land use connections with infill development between Bay Vista and the Spohn Shoreline Hospital, including housing, medical and other professional offices, and/or improved streets.

In terms of **urban design**, view corridors are particularly important in the district, with long views to the Bay from the upper bluff. These views can be strengthened through improved streetscape and trees that define sidewalk edges and promote wayfinding. New buildings should front onto Water Street with limited setbacks to create a more intimate walkable environment that still allows generous sidewalks, on-street parking, and vehicle traffic lanes (see potential street section diagram). At the same time, those buildings should have façades that address Shoreline Boulevard, Sherrill and Water's Edge Parks, and the water to the east through key primary entries, balconies, and window treatments. Development should be at a scale that creates a comfortable walking environment with engaging ground floor uses (possibly retail, small office, and/or transparent residential entries) while integrating building forms that highlight the intersection of Park Avenue and Water Street as a memorable district center.

TRANSPORTATION

Public transit connectivity between the Bayshore Neighborhood, the Marina Arts District, Uptown, and the SEA District, as well as points to the south should be clear, efficient, and accessible. This can logically take the form of improved public bus routes along primary north/south corridors such as Tancahua, Carancahua, Chaparral, Water, and Shoreline Boulevard. Future connectivity should be considered through the dedicated Shoreline Boulevard circulator route that is being analyzed by the RTA and is one of the key recommendations in the DADP. The

Shoreline circulator could ultimately connect to Spohn Hospital as well as Cole Park to link these destinations to the Marina Arts and the SEA Districts.

STREETS AND PUBLIC REALM

Improving Park Avenue and Water Street to make them inviting to pedestrians and bicyclists and to promote ongoing and future development deserves priority, as does repurposing the former Shoreline Boulevard right-of-way into an active, public space destination. The Shoreline Boulevard paving could be simply re-painted to



Proposed street section for Water Street, featuring shade trees and ground level plantings separating pedestrians from traffic, and narrower lanes to reduce vehicle speed

indicate places to exercise or sit, with new shade structures or other play-related elements. A dedicated bike lane as part of the larger recreation trail network for the Downtown Area could be included at low cost, connecting to the Art Center and points farther north in the Marina Arts and SEA Districts. Improved food concessions—particularly at the terminus of Park Avenue and the water—should be integrated as well as landscape zones for shade trees or palms that would tie in directly with adjacent Sherrill and Water’s Edge Parks. Dedicated funding and improvement plans by the City Department of Parks and Recreation already in place for these two family parks are critical and should be implemented as a priority initiative as soon as possible.



Conceptual Plan of re-stripping and programming of abandoned Shoreline Boulevard at McGee Beach.

POTENTIAL



EXISTING



A view on Park Avenue looking east toward the bayfront with new streetscape and infill housing.

Uptown and Surrounding Neighborhoods

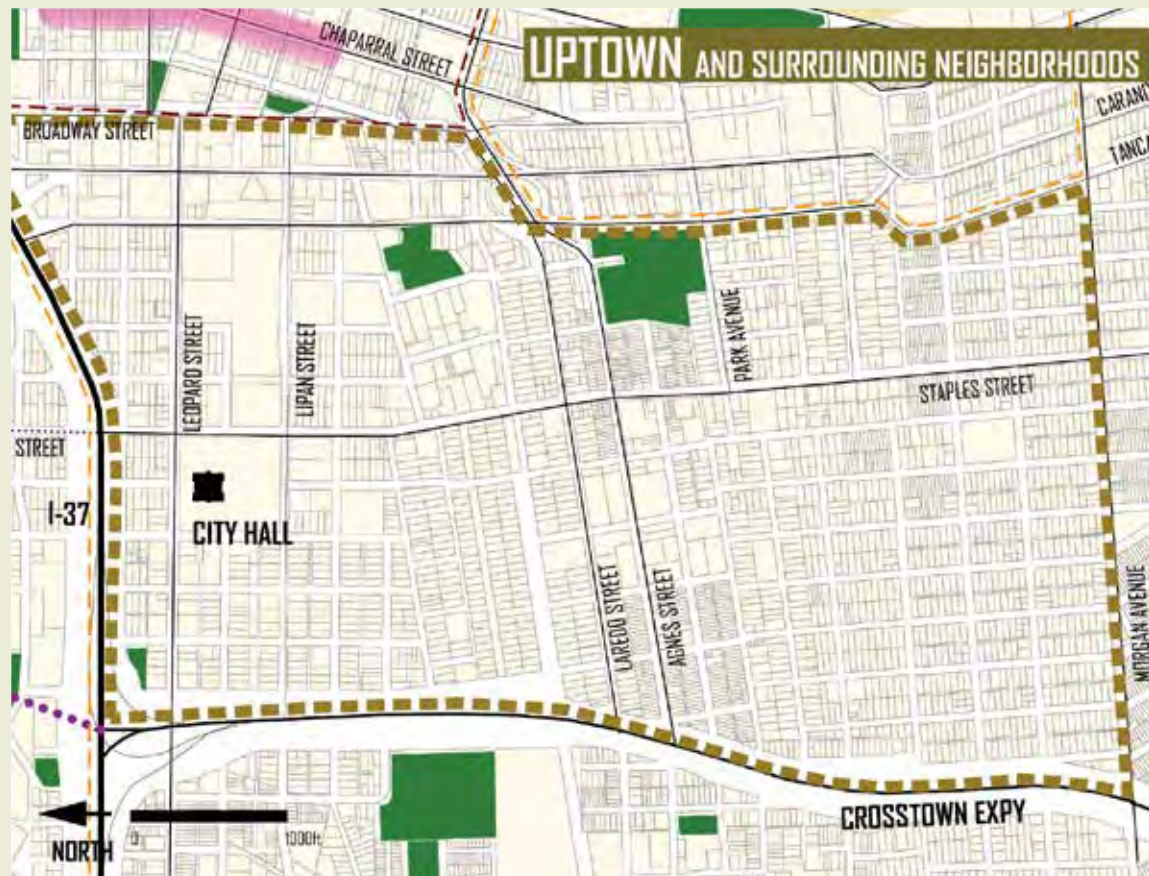
IDENTITY

“Expanding choices for housing, jobs, and transportation”

KEY THEMES

- > The attractive, welcoming western gateway to the Downtown Area
- > Safe, vibrant, walkable corridors for living, working, and shopping along Staples, Leopard, Laredo, Agnes
- > New mixed-income housing opportunities
- > Variety of excellent transportation options

Uptown is the focus of municipal life in the city with City Hall positioned strategically at the corner of Leopard and Staples Streets, and the Nueces County Courthouse complex nearby. Uptown is also a place of offices, small businesses and the new RTA transit hub for the city, at Staples and Leopard Streets. **Established residential neighborhoods** are arrayed to the west and south, and additional housing is present just to the east, including the Trinity Towers senior housing at Carancahua Street and Coopers Alley, and Atlantic Lofts at Carancahua and Winnebago Streets. At the same time, Uptown lacks sufficient cohesiveness to feel like a place of consistent identity and quality. As in the Marina Arts District and Bayshore Neighborhood, however, housing can be a catalyst. **There is potential to bring new market-rate and affordable housing to selected areas of Uptown and the surrounding neighborhoods**, building neighborhood cohesion and leveraging the presence of jobs and transportation. The Leopard, Staples, Agnes and Laredo Street corridors offer particular need and opportunity for this investment. The significant visibility, accessibility and development gaps of these corridors enhance development opportunity, and the high visibility of potential new development would in turn have



an outsized impact benefiting the area's image and market position. Ongoing reconstruction of Staples Street will help provide a better climate for investment in all these corridors. The private sector, City, Uptown Neighborhood Initiative and other stakeholders can produce visible change for the better in a variety of different ways.

LAND USE AND URBAN DESIGN

Market-rate development opportunities exist along the eastern edge of Uptown closer to the Marina Arts District, particularly in the vicinity of the Atlantic Lofts condominium building. New development here would create a concentration of residential units at the top of the bluff which might leverage existing parking structures while creating more pedestrian vibrancy in Uptown. To complement this potential, **key parcels on Leopard Street between Broadway and the new RTA center should be redevelopment priorities.** Several underutilized sites or large surface parking areas have the potential to be redeveloped in this location to bring vitality to Leopard Street. As an example, portions of the City's own parking lots serving City Hall should be considered as potential de-

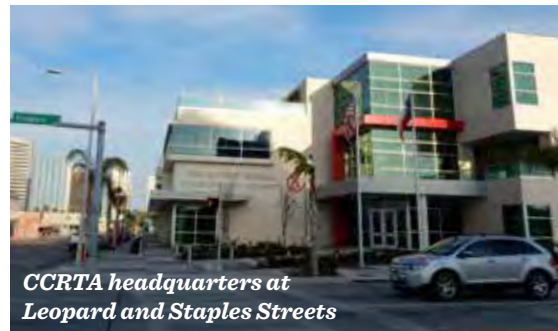
DEVELOPMENT PROGRAM UPTOWN	
Building Type/Density	Single-family residential. Multifamily residential with surface parking, hotel, office
Typical Height Range	2-5 stories
Range of Development Quantity (in SF)	1,250,000 sf
Unit Counts	500-1,000 residential units, 25,000-75,000 sf, office space



Public/private partnerships and incentives for business development and affordable and workforce housing in Uptown south of Leopard Street are needed. Focusing established tax abatement tools, along major corridors like Agnes, Laredo, Staples, and Leopard, and expanding eligibility for small businesses can help.



velopment sites. Making arrangements to accommodate infrequent peak city hall parking needs on nearby blocks could free up enough space for new housing at the corner of Leopard and Staples Streets, extending south along Staples to complement the new RTA building, making a powerful statement about new housing and development opportunities in Uptown. Staples Street still retains the character of a mixed-use corridor with potential for housing, retail, and small businesses. South of Lipan Street, the **historic corridors**



CCRTA headquarters at Leopard and Staples Streets



of Agnes and Laredo need particular attention as prominent entrance and exit points from the Marina Arts District (becoming more so with the coming of the new Harbor Bridge), and could provide a focus for affordable housing and diverse businesses. Public spaces such as South Bluff Park and Blucher Park provide important public space options for existing neighborhoods and potential new housing.

TRANSPORTATION

The **CCRTA Staples Street Center** at the intersection of Leopard Street is a new Uptown landmark. The \$22 million facility provides a strong center of activity and use in the heart of Uptown,

helping create a more marketable setting for real estate investment on surrounding blocks. This location allows efficient access and connectivity to Uptown and the Marina Arts District east along Leopard and Lipan Streets and north along Staples Street to Washington-Coles. The DADP recommends **extending Staples Street into the SEA District** thereby creating even greater connectivity and access opportunities between Uptown and the waterfront.

Uptown also presents important opportunities to create a network of convenient, safe bike routes serving the Downtown Area. Bike lanes parallel to Leopard on Antelope Street, and parallel to Staples on Alameda Street, deserve priority to serve major Uptown destinations and connect



Proposed street section: Leopard Street

to Westside and Downtown. Connection to the new Harbor Bridge's planned recreational path will open a direct off-street biking connection to North Beach. From the southern end of the New Harbor Bridge, east-west bike routes should connect with Park Avenue to access Shoreline Boulevard parks and trails.

STREETS AND PUBLIC REALM

Beyond the Staples Street improvements already underway, **Leopard Street improvements deserve first priority to improve walkability and bikability in Uptown.** Possibilities include

reducing the number of vehicle lanes from four to three, expanding space for sidewalks, street trees, and occasional landscaped medians. A lighting initiative for increased pedestrian lighting—focusing on public safety for intensively used pedestrian zones along Leopard Street (extending into the Marina Arts District along Peoples Street)—is already underway and should be fully coordinated and integrated with Leopard Street redesign (see potential street section, page 68). These improvements can complement new development to make Leopard Street an attractive and economically strong gateway to the city. Critical improvements are also needed to make Staples Street, Agnes Street, and Laredo Street

more walkable and inviting. Future infill development will help fully reinforce these corridors as active mixed-use destinations for residential, retail, and businesses.



Leopard Street looking east towards Downtown with improved streetscape and infill development.

Washington-Coles

IDENTITY

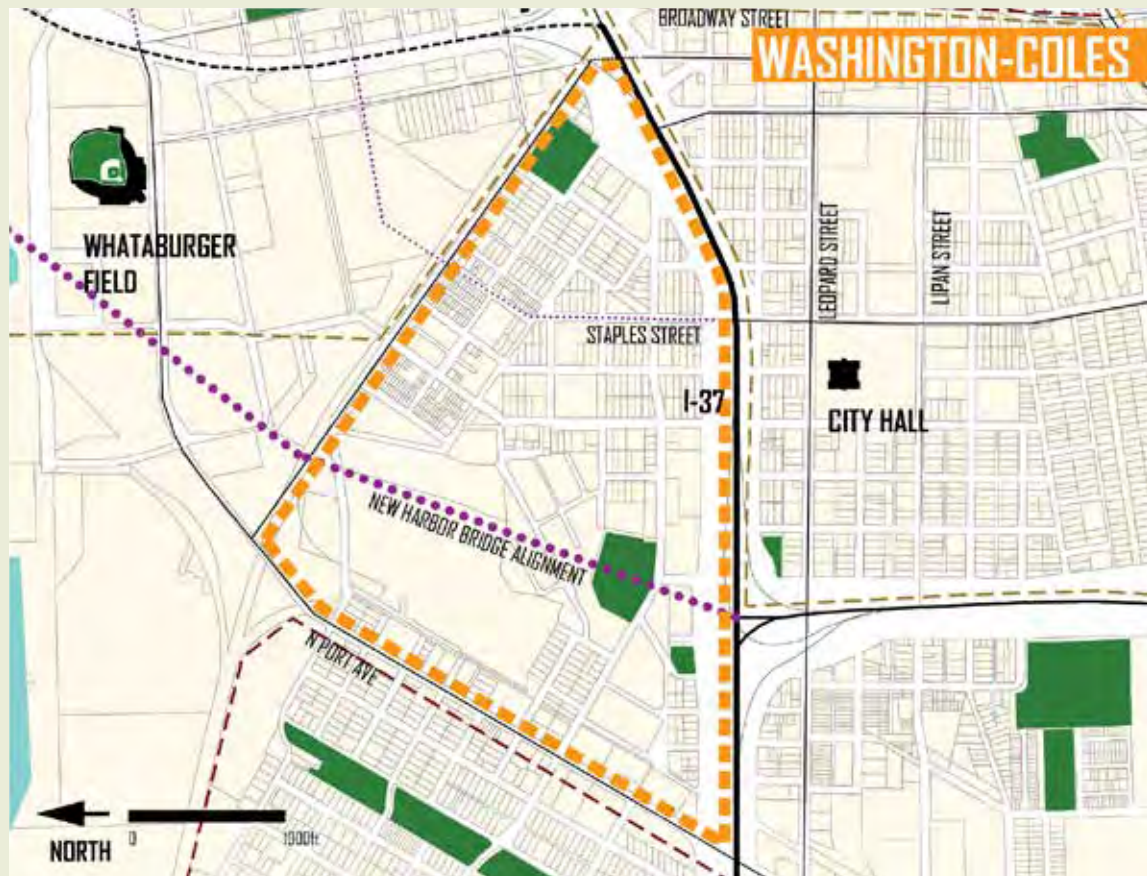
“Strengthening an established neighborhood with connected streets and housing”

KEY THEMES

- > Transformative reconnection to the waterfront and Uptown along new streets and recreational paths
- > Expression of a long, strong community history
- > New mixed-income housing opportunities

Washington-Coles is an established, historic neighborhood in Corpus Christi, defined by modest single-family homes, residential streets and blocks, historic churches and landmarks such as the Old Bayview Cemetery and Coles High School and Educational Center. Historically confined by the West Broadway rail tracks and Harbor Bridge to the east and I-37 to the south, Washington-Coles has long felt disconnected from the Marina Arts District, the SEA District and the waterfront. Largely as a result of these barriers, the neighborhood has seen little market-driven investment in decades, and contains numerous vacant properties.

The Harbor Bridge relocation project will dramatically lessen those barriers, opening **new opportunities for connectivity and reinvestment in the neighborhood.** Principal new street connection opportunities include the extension of Staples Street to the SEA District, a rebuilt “Nuevo Aubrey Street” to the Bayfront in the place of I-37, more direct connections to Tancahua and Carancahua streets, and ramp access to the new Harbor Bridge. **Improved access and ample underdeveloped land present many opportunities for new residential and commercial development** that can reinforce



neighborhood qualities and open up economic development. Several opportunities are present to rebuild Washington-Coles with development of mixed-income workforce housing:

- aggregating vacant and underutilized properties for redevelopment,
- designating the neighborhood a priority area for tax abatement incentive,
- re-using vacant city land such as the former Booker T. Washington School site (and eventually, possibly highway right of way vacated by TxDOT) for housing, and
- partnering with workforce housing providers.

Affordable multi-family housing and affordable single-family ownership housing on compact lots could be focused within a couple blocks of **Staples Street** and on vacant parcels near **West Broadway, Tancahua, and Carancahua Streets**. These areas will open up as the closure of the Harbor Bridge link here will allow I-37 to be redesigned from a highway to a boulevard east of Carancahua Street. With focused attention and dedication over time, Washington-Coles can be repositioned as an attractive neighborhood once again, close to amenities in the Marina Arts District, SEA District and Uptown, and offering flexibility for job-intensive development as well.

LAND USE AND URBAN DESIGN

Current land use in Washington-Coles includes housing, three churches—St. Matthew, Holy Cross, and St. Paul—the Solomon-Coles community center, and several light industrial properties near I-37. These uses are largely dispersed, with many vacant or underutilized properties between them, leaving no strong perception of a neighborhood or district. With future land use



DEVELOPMENT PROGRAM WASHINGTON-COLES

Building Type/Density	Multifamily residential with surface parking
Typical Height Range	2-5 stories
Range of Development Quantity (in SF)	1,680,000 sf
Unit Counts	1,000-1,500 residential units



Washington-Coles could contain a variety of housing types such as these single- and multi-family housing examples.

POTENTIAL



EXISTING



Staples Street has the opportunity to become a focus of affordable, workforce housing to strengthen the established Washington-Coles neighborhood.

emphasis an open question, renewing housing as the neighborhood's primary land use deserves special emphasis for several reasons. It will leverage market opportunity, leverage city-owned and other vacant land with redevelopment potential, fit with the existing neighborhood-scale street network, and revive a neighborhood with important history, particularly as a center of Corpus Christi's African-American community. Portions of the neighborhood along I-37 can also be appropriate for office or other

job-intensive uses benefiting from visibility and accessibility. Staples Street can be extended through to the SEA District across disused portions of the Broadway sewage treatment plant, making this a more visible and attractive corridor for business investment. One block to the west, the former Northside Manor property has been closed following relocation of its affordable housing units to the Palms at Leopard, and the property is up for sale. Depending on the purchaser, this too might provide possibilities for

new workforce housing in a band of development near Staples Street. East of Washington-Coles, the I-37 and Harbor Bridge interchange will be transformed, enabling an at-grade intersection at Broadway that will improve connection to the Marina Arts District. With these changes new development opportunities will emerge between the Old Bayview Cemetery, I-37 and West Broadway facing the bayfront and well connected to the Marina Arts, Uptown and SEA Districts.

Repurposing the former train depot building in this area, alongside new development, could bring activity and some amount of retail or dining options to serve the community.

TRANSPORTATION AND PUBLIC REALM

The **extension of Staples Street** to the SEA District will transform the street network of Washington-Coles, making Staples a focus of pedestrian and bike improvements in concert with future development. Extension of Belden Street to intersect West Broadway should also be considered to add a third route connecting the neighborhood with the SEA District; this would require truncating the existing railroad spur to the former railroad station. Contingent on available funding, rerouted public transit should take advantage of these new connections. A new east-west pedestrian and bicycle route, located along neighborhood streets and park space where available, would provide another important new spine in Washington-Coles. Portions of this have been proposed as part of the Harbor Bridge project; to be fully effective, the route should extend east to Shoreline Boulevard and west to Hillcrest, with connections to the Harbor Bridge



The proposed pedestrian and bicycle network would be routed through Washington-Coles along Lake Street connecting west to Hillcrest, east to the waterfront and south to Uptown.

and Uptown. The proposed route would tie into the larger DADP pedestrian and bicycle network and greenway recommendation connecting to the Bay, Uptown, Hillcrest, and North Beach via the new Harbor Bridge.

Hillcrest

IDENTITY

“Providing housing options and opportunities for current residents”

Hillcrest has been a cherished residential neighborhood in Corpus Christi for generations. Hillcrest now faces a number of challenges that compromise its long-term future. The new Harbor Bridge will create a significant barrier to the east, while surrounding port and industrial facilities to the north and west have long had negative impacts on the neighborhood. Over the past two to three decades, industrial entities have followed a consistent pattern of acquiring residential properties and removing any buildings on them, generally west of Palm Drive. Some light industrial uses are present on blocks adjacent to the oil refinery to the west, while blocks adjoining remaining residential properties are generally vacant. Blocks to the east that remain residential have a mixture of occupied and vacant properties. Houses vary in their state of repair; some are in good condition, while others need repair or are abandoned. Of the 700 parcels in the neighborhood, there are approximately 400 housing units. Approximately 235 units are inhabited. Some are owner-occupied, while others are rental properties. Blocks at the center of the neighborhood are occupied by Hillcrest Park, Bayview Cemetery and the abandoned, fire-damaged Crossley Elementary School.

KEY THEMES

- > Improved neighborhood streets and parks
- > New recreational path connections to the New Harbor Bridge, waterfront and other neighborhoods
- > Options for living in or out of the district



Current residents and property owners have varied opinions on the best future for the community. Some desire to continue to inhabit Hillcrest, due to their long term connection to the place and its people. Other residents and property owners acknowledge the neighborhood's significant challenges, and envision an ongoing transition whereby residents move to other sustainable neighborhoods, and residential properties are sold to capture their value as industrial or commercial real estate.

A 2009 City-sponsored design charrette with Hillcrest residents resulted in a vision plan for neighborhood revitalization supported by some current residents. The plan maintains existing vacant, industrially-owned properties west of Palm Drive as a buffer from industrial uses, while reinforcing residential blocks to the east with rehabilitation of existing homes and construction of new ones on vacant lots amidst them. New multi-family housing replacing the school and around the park would restore a neighborhood center. To date, no action has been taken on implementing the plan.

There are two ongoing initiatives focusing on the Hillcrest neighborhood. The Livability Plan, an initiative led by the Texas Department of Transportation to mitigate impacts of the new Harbor Bridge, will identify strategies to enhance quality of life for residents who remain in Hillcrest. City Planning staff is actively participating in this Livability Planning Process with the community and remain committed to working on capturing the vision for the neighborhood. The Voluntary Acquisition & Relocation Program, managed by



Del Richardson and Associates, Inc. and currently under way, offers current residents opportunity to sell their property, or receive rental assistance, and move to an alternative neighborhood, if they wish to do so.



Hillcrest is home to more than 200 families



Industrial uses serve as a backdrop to the Hillcrest neighborhood



The former Crossley Elementary School building, damaged by a 2013 fire



Charrette concept and illustration of Hillcrest redevelopment vision from 2009 community charrette. To-date, implementation has not occurred of the plan envisioned.

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SEA District

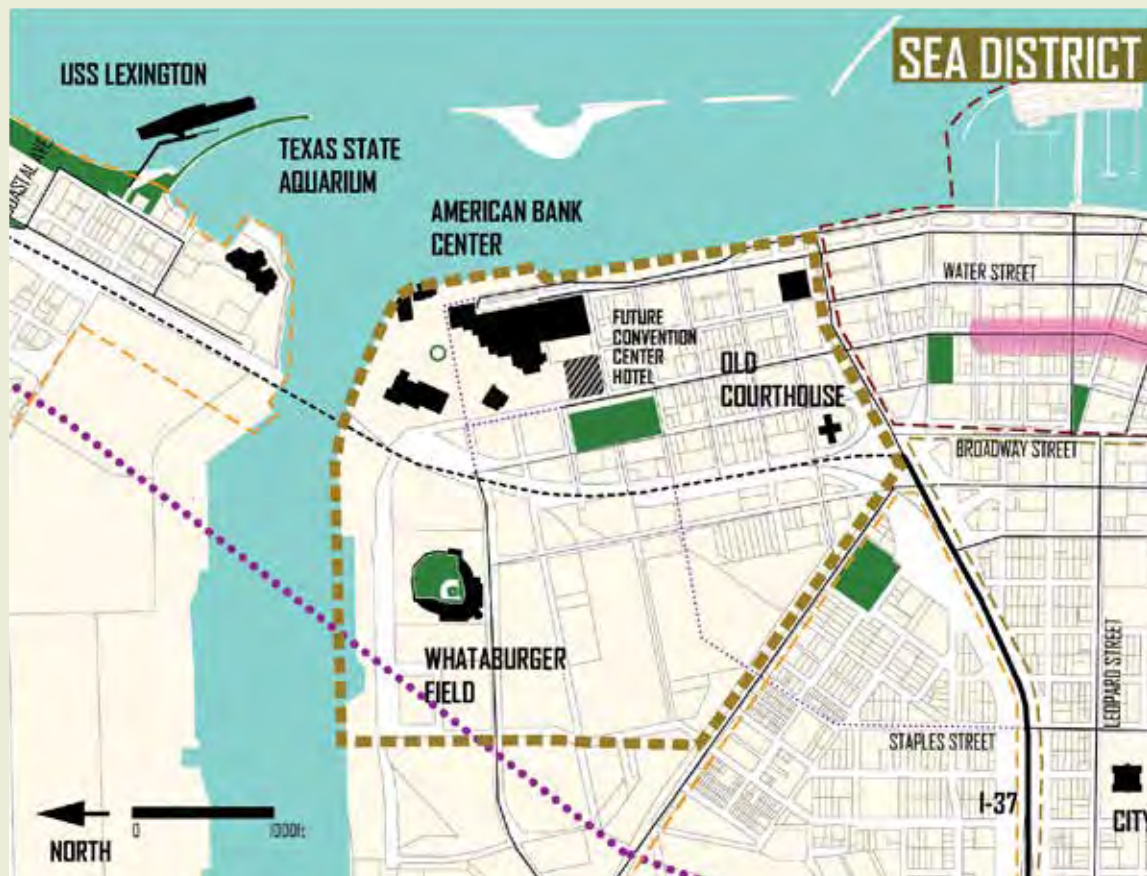
IDENTITY

“Promoting vibrant and accessible destinations within a walkable setting”

The SEA District is Corpus Christi’s premier sports, entertainment, and arts destination serving an ever-growing local and regional population. Planning for the SEA District’s future in light of the forthcoming Harbor Bridge relocation has been an intensive, ongoing process, driven by the 2014 Regional Urban Design Assistance Team (R/UDAT) study. With the relocation of the Harbor Bridge, the SEA District stands to evolve from an auto-oriented destination area, separated from the Marina Arts District by I-37, to a more connected, accessible, and walkable setting. Key street and sidewalk improvements within the district, and pedestrian street improvements and public transit to and from the area are critical and should be implemented as soon as possible. In addition, there are significant development opportunities between the Convention Center and Federal Courthouse which would add needed housing in areas facing Shoreline Boulevard and the waterfront and bring added vitality to both.

KEY THEMES

- > Corpus Christi’s premier sports, entertainment and arts destination
- > Exciting new places to play, work, and live
- > Attractive, walkable public streets, waterfront, and gathering places
- > New street and recreational path connections to the Marina Arts District, Washington-Coles and North Beach



LAND USE AND URBAN DESIGN

Current land use in the SEA District is focused on entertainment uses to the north along the Bay and shipping channel. Opportunity exists to tie these destinations together through clear walkable connections particularly between Whataburger Field, Brewster Street Ice House, the Museum of Science and History, Harbor Playhouse, the Art Museum and Convention Center. Excellent expansion opportunities for the Convention Center exist on surface parking parcels to the west of the facility (following a R/UDAT recommendation), while more residential mixed-use opportunities are possible on underutilized or vacant lots between the Convention Center and I-37. This is especially important in creating an active built environment of streets and buildings internally along Chaparral and Water Streets, as well as having a formal built edge along Shoreline Boulevard with ground floor entries and other active uses that take advantage of the new Shoreline Boulevard park zone and waterfront. Similarly, available land parcels could be developed north of I-37 between the old and new Courthouse buildings adding much needed vitality along this street segment. Land uses along North Broadway (old US 181 right-of-way) figure prominently for future parking and will be a focus of arrivals with walking and transit connections to facilities for events.



DEVELOPMENT PROGRAM SEA DISTRICT

Building Type/Density	Multifamily residential with structured parking, office, hotel
Typical Height Range	3-5+ stories
Range of Development Quantity (in SF)	1,590,000 sf
Unit Counts	2,500-3,000 residential units, 50,000-100,000 sf office space, Convention Center hotel desirable

TRANSPORTATION

Three key enhancements are recommended in the SEA District to improve the transportation and pedestrian network:

- **Adding an extension of Shoreline Boulevard** between the Convention Center and Art Museum past the Water Gardens and connecting to Port Street will complete the Shoreline loop and tie the SEA District to the Marina Arts

District and waterfront. A generous pedestrian promenade should be included along the new street segment, which could be closed during special events such as Ride-In movie nights.

- **Extending Staples Street** past West Broadway through Washington-Coles to Fitzgerald Street is recommended. Promoting this important access link from the west once the Harbor Bridge is relocated would relieve traffic during events and connect Uptown, Washington-Coles, and the SEA District.

- The current **I-37 and old Harbor Bridge highway interchange can be transformed** once the bridge is relocated. A new gateway and traffic circle have the potential to allow for more clear and efficient wayfinding to the SEA District, the Marina Arts District, and Uptown while offering better pedestrian connectivity across the I-37 corridor. The current south approach to the bridge can be rebuilt as North Broadway Street, which existed here prior to bridge construction, and cross-streets linking

POTENTIAL



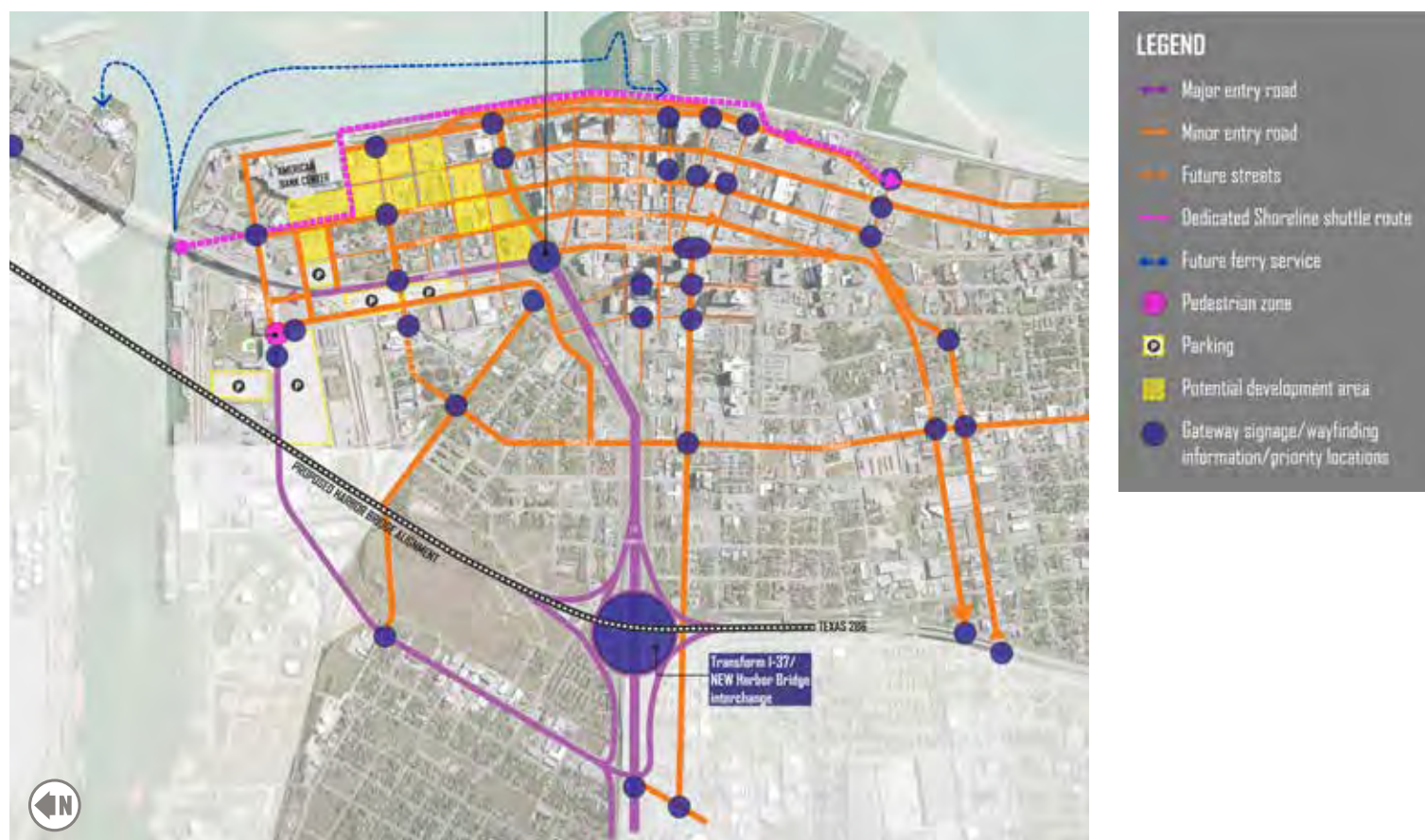
A roundabout concept replaces the highway interchange where I-37 today meets the current Harbor Bridge—this would create efficient traffic flow and a new gateway to Corpus Christi.

Tancahua to Mesquite and other north/south streets. Broadway can connect directly into the south leg of the traffic circle, improving links to Uptown and the Marina Arts District.

Port Street can also take on added significance as a way to enter the SEA District from the west—the street has already been improved to accommodate high traffic volumes generated by events and industry. The primary north/south local streets of Chaparral and Mesquite should incor-

porate pedestrian and bike improvements across the I-37 corridor to improve access and wayfinding from the Marina Arts District. Programmatically, an “event traffic management” plan should be put into place that coordinates the work of the City, TxDOT, RTA, and event hosts, along with event signage and other directional assistance to parking and event facilities. Public transit in the form of a dedicated Shoreline Boulevard circulator and recruiting a water ferry or similar service

with a station at the Solomon Ortiz Center complete the SEA District access network.



STREETS AND PUBLIC REALM

Street and walkability improvements should be an immediate priority in the SEA District. Making the district more walkable and connected through good streets and shaded, well-lit sidewalks will improve the identity of the SEA District as a place to stroll and circulate between attractions, creating dynamic synergies between uses as opposed to a series of stand-alone facilities. Streetscape work should focus first on both sides of Brewster Street between the Ice House and the Convention Center (Tancahua to Chaparral), followed by both sides of Chaparral to Hirsch, and finally Hirsch and Mesquite Streets. The recreation trail concept in the DADP should be integrated with recent park improvements along Shoreline Boulevard between I-37 and Resaca Street. A new promenade around the Convention Center and Art Museum and reaching to a new ferry stop at the Solomon Ortiz Center extends the trail and is recommended to allow for ferry transit connectivity and a place for visitors to get close to the water (leveraging exceptional views to the USS Lexington and Texas State Aquarium across the channel). Mesquite Street becomes part of the recreational trail network as well between Heritage Park and the Marina Arts District, with a dedicated bike lane or shared bike lane as space allows, alongside enhanced landscape, lighting, and signage. I-37 should become a unique landscaped gateway to the Bay, tying into a new traffic circle at the former I-37 and old Harbor Bridge interchange, while the recreation trail would be integrated along Belden Street between Washington-Coles and the waterfront.



POTENTIAL



EXISTING



The area between the Convention Center and Art Museum of South Texas, looking towards the new Harbor Bridge and showing an activated space with arts and Shoreline Boulevard connection to Port Street.

North Beach

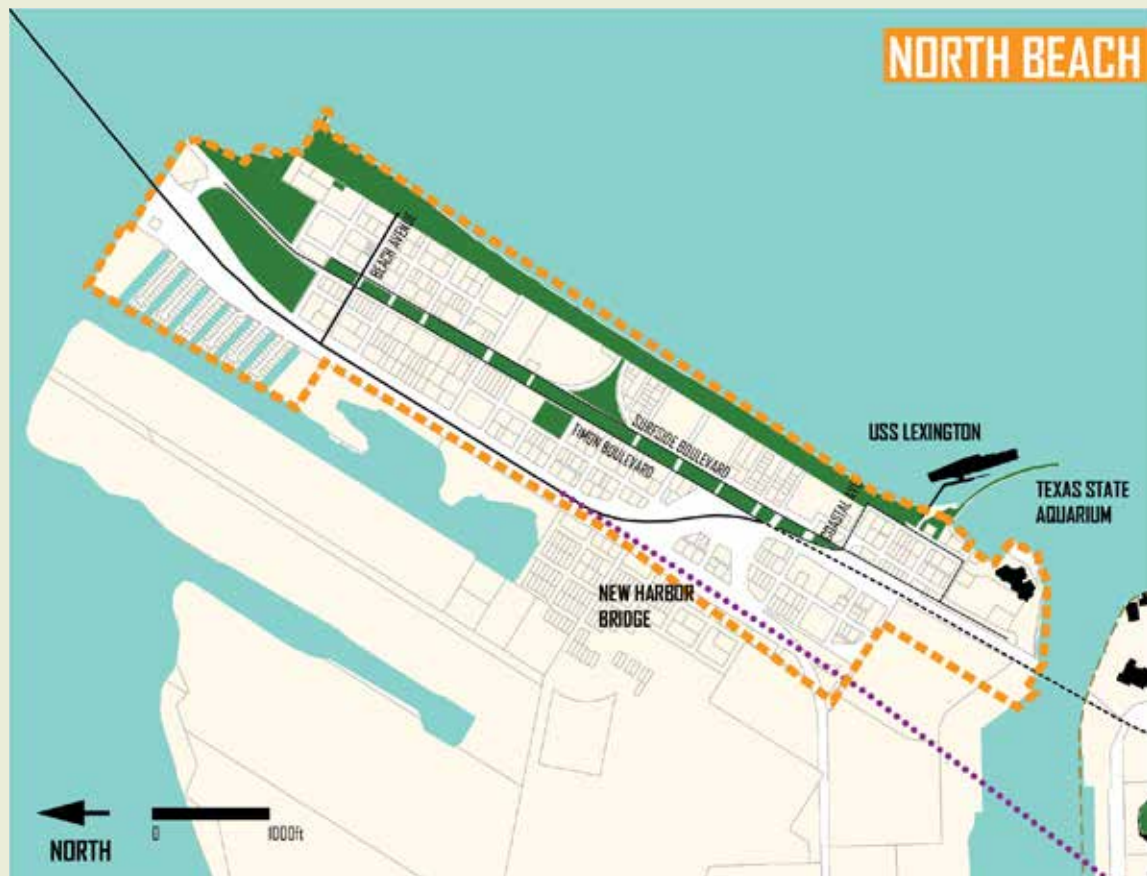
IDENTITY

“Beach and attractions”

North Beach is a tourist destination and beachfront residential community with a mixture of single family homes, condominiums, and hotels extending north from the Texas State Aquarium and USS Lexington along Corpus Christi Bay. Distinct from the SEA District and Marina Arts District, yet still connected to them by the Harbor Bridge, North Beach is a unique place in the City to experience long, uninterrupted expanses of sand, the distant horizon line of the Bay, the open sky, and the water’s edge. Recent renovations to waterfront hotels and restaurants, new single family residential construction to the north—with raised first floors and other flood prevention design elements—and projects such as the Aquarium expansion and improvements to North Shoreline Boulevard in front of the Lexington are changing the face of North Beach. **The biggest change will come through the relocation of the Harbor Bridge** which will transform the circulation patterns between North Beach and the Downtown area. Relocation of on/off ramps will free up land previously occupied by highway infrastructure that can be re-purposed or possibly redeveloped. Recognizing the previous planning efforts and extensive community input embedded in the North Beach Development Plan (2011) and the North Beach

KEY THEMES

- > Easy access to spectacular beachfront
- > Exciting opportunities to explore nature and history
- > A unique dining, shopping, and hotel destination
- > A connected neighborhood community





Redevelopment Initiative (2017), strategic initiatives are recommended to promote continued connectivity and to **reinforce the identity of North Beach as a livable, inviting, “can’t-miss” local and regional destination**. Both North Beach Plans, available separately, should be used to help guide these initiatives.

LAND USE AND URBAN DESIGN

North Beach development along and off the waterfront is a reflection of the land’s proximity to the bay and vulnerability to flooding and storm events. Raised first floors, parking underneath, and other flood mitigation approaches are a common sight, and future development should carefully-follow City zoning, standards, and guidelines. Development opportunities exist in the northern area of North Beach near Beach Avenue, where recent single-family cottage development can expand further. Additional sites in the central and southern portions of the district will become available for potential development when the current Harbor Bridge infrastructure is removed. Opportunities here could include hotels, other tourism-related uses, and surface parking serving the beach and other visitor destinations. The DADP does not recom-



DEVELOPMENT PROGRAM NORTH BEACH

Building Type/Density	Multifamily residential units and hotels with surface parking (some below buildings)
Typical Height Range	2-5 stories
Range of Development Quantity (in SF)	1,860,000 sf
Unit Counts	1,000-1,500 residential units



Native coastal plantings in the median of Timon and Surfside Boulevard can help to create a new “North Beach Boulevard” with other pedestrian and bike improvements.

mend future development in sensitive lands west of the Harbor Bridge along the interior canal in order to encourage natural landscape and water retention areas, and to focus any development in areas with existing structures and infrastructure. Portions of that infrastructure have been upgraded, and additional improvements will be needed to accommodate growth.

TRANSPORTATION, STREETS, AND PUBLIC REALM

First among these will be the creation of a welcoming **Beach Avenue gateway** at the new point of entry to North Beach off the Harbor Bridge. Beach Avenue should be improved with new pathways, destination signage, plantings,

and lighting to ensure a bold and recognizable entrance point. Sculptural elements that reflect the Texas State Aquarium and Lexington could also be located here within the median of Timon and Surfside Boulevard for wayfinding. **A new “North Beach Boulevard”** should also be created, through the redesign of existing Timon and Surfside Boulevards with street upgrades, a new wide multi-purpose path for pedestrians and bicyclists (as part of the larger city-wide pedestrian and bicycle trail network), and planting the center median with a rich palette of native, coastal plant species. The Harbor Bridge recreational trail can tie into this greenway at Gulf-spray Avenue. A ferry or similar service should be established to connect North Beach to the SEA District and downtown marina. Pedestrian

improvements are planned along North Shoreline Boulevard to link the existing North Beach Beachwalk to the ferry dock, USS Lexington, Texas State Aquarium and other visitor destinations. This in turn will link to the Beach Avenue improvements, extending to new wetlands, bird watching park, and beach access in the northern portion of North Beach and to the recreation trail along the new Harbor Bridge. As funding allows, public transit bus service from North Beach to Downtown and other employment centers should be maintained and upgraded as part of the Harbor Bridge construction.



EXISTING



A new “Beach Avenue Gateway” would welcome visitors from the proposed Harbor Bridge on/off ramp and provide an exciting orientation point as well as a recreational link to the beach.

POTENTIAL

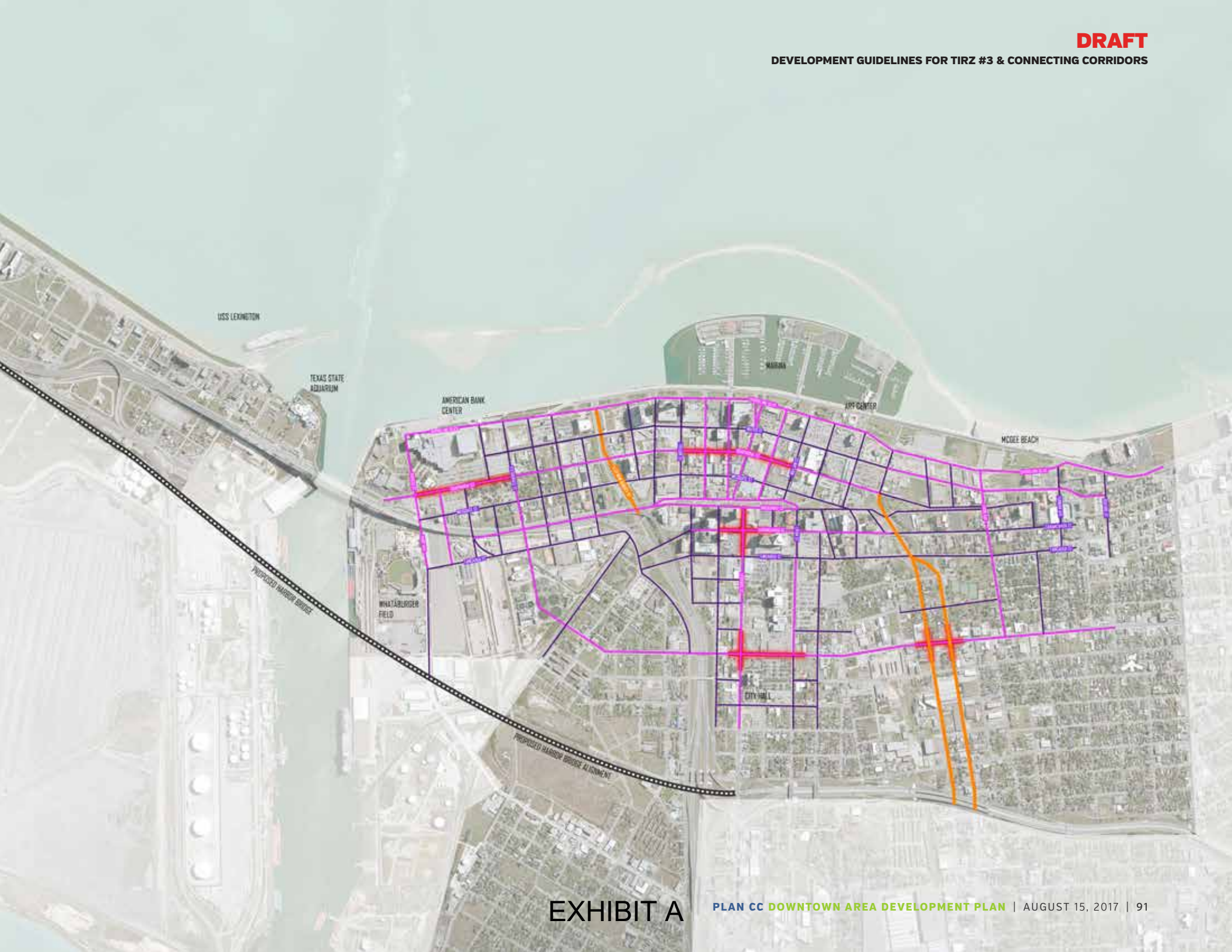


4 Development Guidelines for TIRZ #3 & Connecting Corridors

This chapter provides a framework for future design guidelines for new development focused in TIRZ #3, but expanding to other high-traffic areas. The design concepts are intended to promote high-quality new development that promotes a walkable, attractive, mixed-use environment and maximizes value for new projects and properties around them. These concepts build off guidelines adopted by the TIRZ #3 Board as part of incentive requirements and emphasize walkability and human scale. The guidelines vary according to three distinct types of streets that occur in the TIRZ, that have different implications for program, design and vehicular access for properties that face them. The diagram at right indicates street type, and the following pages explain the design concepts for each type, with visual examples.

**LEGEND**

- Priority retail location
- Primary walking street (SEE PAGE 52)
- Flexible access street (SEE PAGE 52)
- Gateway street or boulevard (SEE PAGE 54)



Primary Walking Street

priority location for retail, other active ground floor uses, and a safe and inviting walking environment; vehicular access and parking should be discouraged

KEY STREETS & SEGMENTS

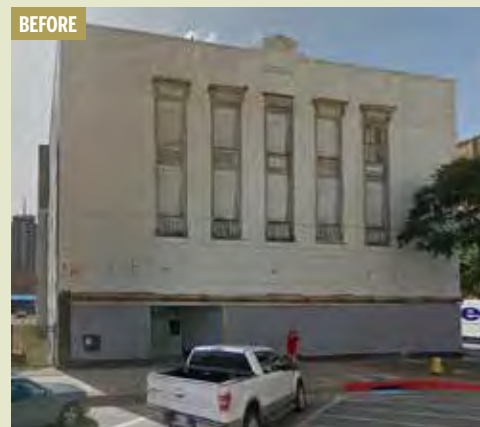
- Chaparral from Kinney to Hirsch
- Leopard from Staples to Upper Broadway
- Shoreline from Park to Hirsch
- Starr, Peoples, Schatzell, and Lawrence

DESIGN CHARACTER CONCEPT: PEOPLES STREET



FAÇADE IMPROVEMENT CONCEPT: CHAPARRAL STREET

BEFORE



AFTER



Flexible Access Street

desirable location for occupied commercial and/or residential buildings featuring a regular occurrence of windows and doors, with flexibility to include some vehicular access for parking or service

KEY STREETS & SEGMENTS

- Most east-west streets downtown
- Chaparral from Kinney to Park
- Water Street from Resaca to Kinney
- Mesquite from Brewster to Cooper's Alley
- Tanchua from Port to Padre, then from Buffalo to Furman

DESIGN CHARACTER CONCEPT: KINNEY STREET



FAÇADE IMPROVEMENT CONCEPT: WILLIAM STREET



Gateway Street or Boulevard

desirable location for occupied commercial and/or residential buildings featuring a regular occurrence of windows and doors, enhanced by prominent landscape plantings; vehicular access absent or minimal

DESIGN CHARACTER CONCEPT: SHORELINE BOULEVARD & I-37



KEY STREETS & SEGMENTS

- New Aubrey (former IH 37) east of Carrizo
- Agnes and Laredo



GENERAL GUIDELINES

BUILDING FAÇADE PLACEMENT

Building façades—especially façades with primary building entrances—should be located near the sidewalk of ad-joining streets. The façade should generally be located at or within ten feet—or other dimension typical of adjacent traditional buildings—of the back of sidewalk or property line for most of its length (up to fifteen feet may be appropriate along a Gateway Street or Boulevard). Façades at or close to the sidewalk are generally preferred where retail or other active, publicly accessible uses occur at ground level. Deeper setbacks of up to ten feet are appropriate where housing occurs at ground level. Site area between the façade and the sidewalk should be landscaped with plantings and/or paved walking/seating areas as appropriate to building use. Parking should not be located between the façade and the street, particularly along Primary Walking Streets.

BUILDING FAÇADE TREATMENT

Ensure that all façades are attractive and well proportioned through the placement and detail-



ing of all elements, including bays, fenestration, and materials, and any patterns created by their arrangements.

Avoid large blank walls along visible façades wherever possible. Where expanses of blank walls, retaining walls, or garage façades are unavoidable, include uses or design treatments at the street level that have human scale and are designed for pedestrians. These may include features like landscaped areas or display windows. Building materials should be able to withstand the salt and moisture that is present in the air due to downtown's Bayfront location.

OFF-STREET PARKING AND VEHICULAR ACCESS

Off-street parking should be located and designed to have minimal presence, if any, along streets and other public spaces. Where a parcel abuts two or more streets of different types, vehicular access and parking should preferably be located on a Flexible Access Street or Gateway Street or Boulevard, rather than a Primary Walking Street.

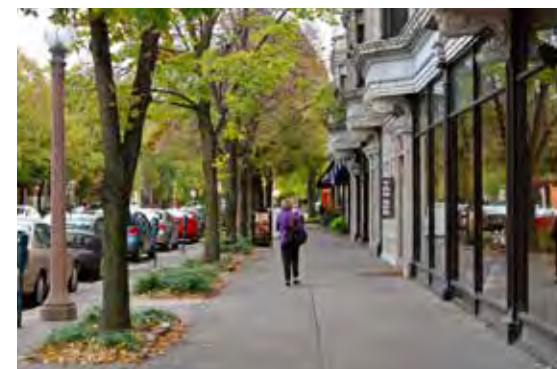


TREES AND ENVIRONMENT

Incorporate on-site natural habitats and landscape elements such as: existing trees, native plant species or other vegetation into project design. Consider relocating older trees and vegetation if retention is not feasible. The planting of native shade trees throughout the district is encouraged and will create a comfortable public realm.

SIDEWALKS

Sidewalks along Primary Pedestrian Streets should aim to include at least 8 feet of clear width available for walking, in addition to street trees, planting strips and paved access to on-street parking. Additional paved area along building façades may be used for outdoor dining, retail sales or other use related to adjacent buildings.



5 Transportation

HARBOR BRIDGE OPPORTUNITIES

The Harbor Bridge Relocation Project opens up significant opportunities to reconnect streets, add new streets, and promote better bicycle and pedestrian connectivity between districts and neighborhoods. In particular, I-37 between the Crosstown Expressway (SH 286) and the waterfront can be reimagined as a landscape city arterial street, given that previous traffic volumes will be greatly reduced along this corridor. Similarly the previous I-37/Old Harbor Bridge interchange will no longer be needed. This old interchange has the potential to become a new roundabout and gateway that links together Downtown, Uptown, Washington-Coles, and the SEA District. In this scenario, North Broadway connects the roundabout and Whataburger Field along the old Harbor Bridge corridor with local linkages (Belden, Power, Resaca) being made across the former right-of-way. An extension of Staples to meet Fitzgerald Street would open up another important new connection to and from the SEA District. Finally, a recreation trail can also be accommodated on the new bridge, linking Downtown areas to North Beach.

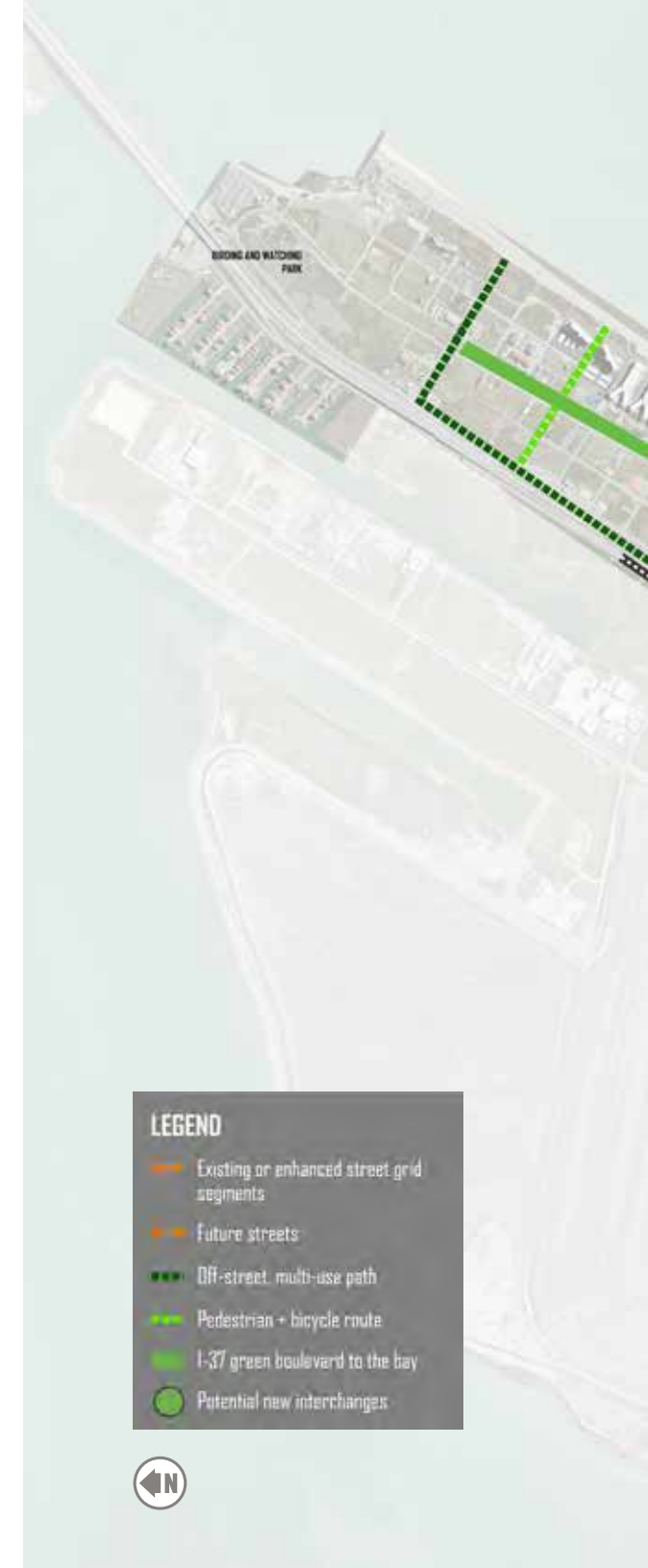




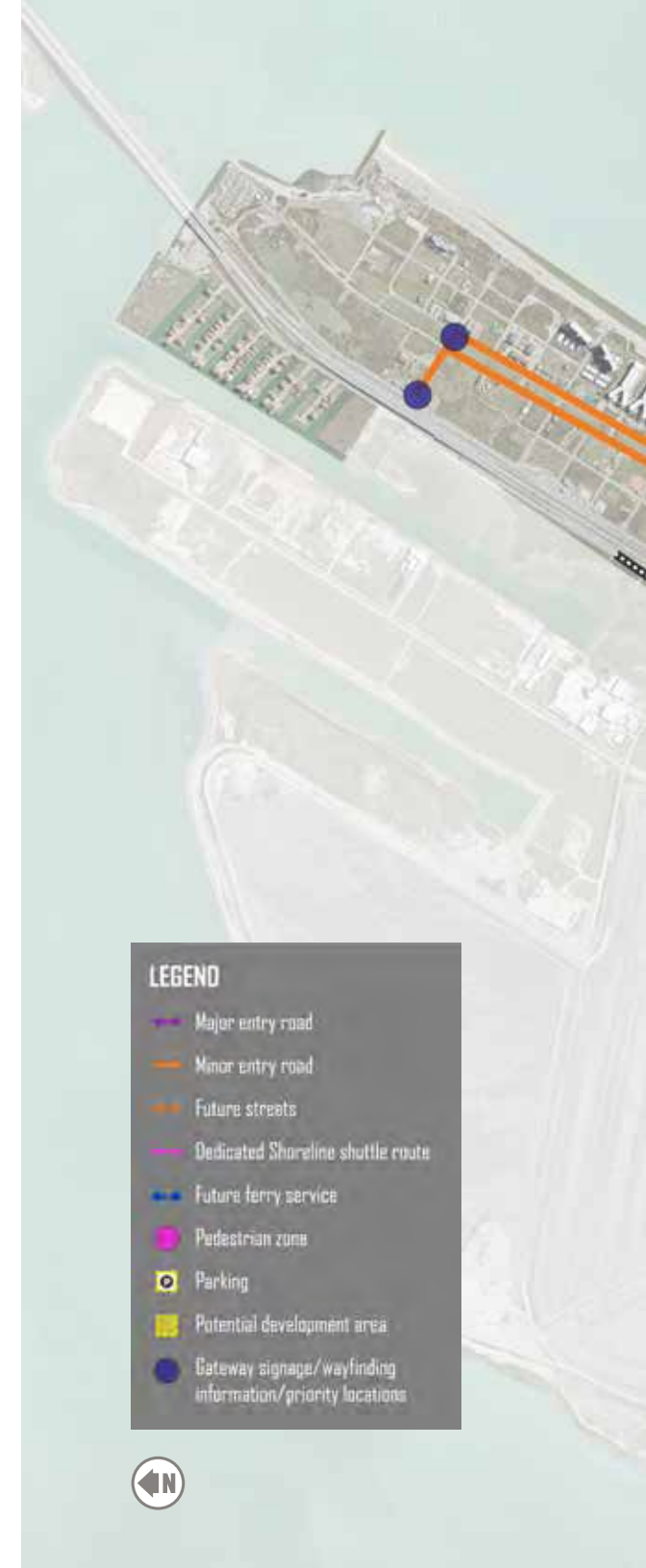
EXHIBIT A

DOWNTOWN AREA ACCESS IMPROVEMENTS

Access to the SEA District, Downtown, Uptown, North Beach, Washington-Coles, Hillcrest, and other areas can be greatly improved with the relocation of the Harbor Bridge and other complementary strategies. Port Avenue could take on added significance as a way to enter the SEA District from the west. This street has already been improved to accommodate high traffic volumes generated by special events and industry. Staples Street could be extended past West Broadway and into the SEA District connecting to Fitzgerald Street once the former sewage treatment facility is completely vacated. Agnes Street (as an entrance route) and Laredo Street (as a departure route) deserve special emphasis as important gateways to Uptown, Downtown and adjacent areas today and, more so when the new Harbor Bridge is in operation. Streetscape and signage improvements, as well as incentives for reinvestment in adjacent real estate, are warranted to enhance the transportation and land use functions of this gateway corridor.

Chaparral and Mesquite should work together as extensions of Agnes and Laredo, to connect the Crosstown Expressway with both the Marina Arts District and the SEA District. Chaparral and Mesquite should also function as welcoming walking and biking connections between the Marina Arts and SEA Districts. Critical pedestrian and bike facility improvements within the SEA District itself would greatly enhance circulation between these activity centers. Priority streets include Brewster Street, Chaparral, Hirsch, and Mesquite. North Beach will lose its Burlinson Street bridge access with Harbor Bridge relocation, and connect to the bridge solely at Beach Avenue. Thus improvements are needed to Beach Avenue, and Timon and Surfside Boulevards from Beach Avenue to Breakwater Avenue, for vehicles as well as pedestrians and cyclists.

Programmatically, an “event traffic management” plan should be put into place that coordinates the work of the City, TxDOT, CCRTA, and event hosts, along with event signage and other directional guidance to parking and event facilities. Strategies to complete the SEA District access network include public transit in the form of a dedicated Shoreline Boulevard circulator, and establishing a public or public-private water ferry or similar service.





TRANSIT ALTERNATIVES

Public transit in Corpus Christi will play a key part in enhancing the Downtown areas. A dedicated circulator shuttle along Shoreline Boulevard should be added to link hotels and visitor destinations. Existing north/south and east/west bus routing should be enhanced to be more clear and efficient. In addition, a water ferry or similar service should be established between the Marina, SEA District, and North Beach to improve connectivity. The diagram at right indicates where these networks might intersect and where stations can be located for access and transfers. The corridors of Chaparral, Tancahua, Carancahua, and Staples are the primary north/south routes, while Leopard and Lipan provide the primary east/west routes between Uptown and the Marina Arts District. The new Harbor Bridge alignment also accommodates an important bus route linking North Beach and Downtown area destinations. As funding permits, bus operation hours should be extended to accommodate workers and visitors traveling to and from hospital-ity and dining destinations.





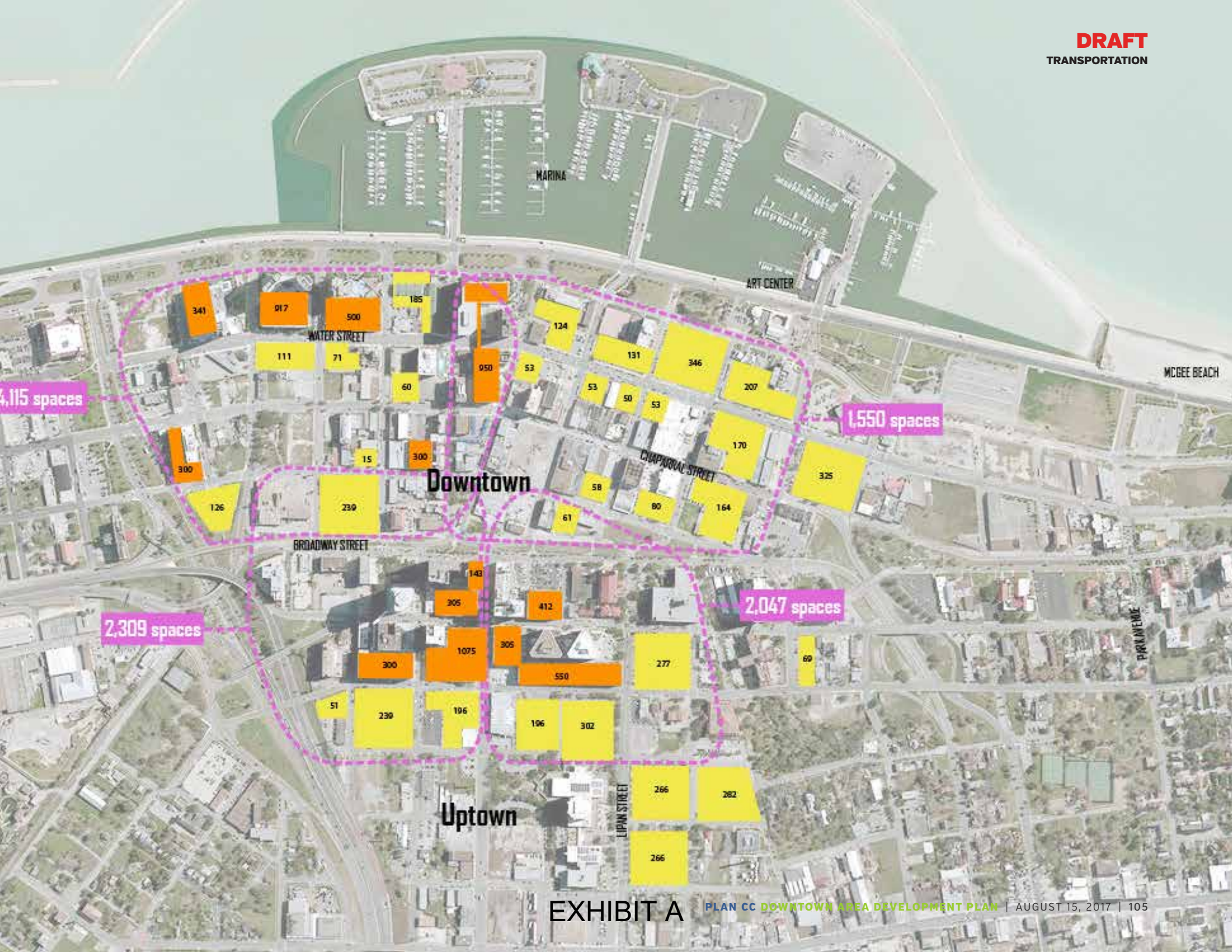
PARKING MANAGEMENT

With nearly 16,800 parking spaces—including 4,337 on-street spaces and 12,642 off-street spaces in private garages and surface lots in the Uptown District, Marina Arts District, Bayshore Neighborhood, and SEA District—there is an abundant supply of parking that can be leveraged as an asset for future development. In the near-term, some surface lots can potentially serve new development nearby, while others may be prime candidates for redevelopment. In those instances, new parking could be contained on site within the new development (as in the Cosmopolitan Apartments) or be accommodated in nearby garages. Other key strategies include:

- Sharing of parking by uses with different demand peaks (such as daytime office worker demand and evening/weekend resident demand) through private agreements and/or district parking policy
- Rationalizing the public on-street parking system by establishing a consistent metering policy
- Enhancing the Parking Advisory Committee with additional professional parking expertise
- Reinvesting parking proceeds into maintaining and building additional parking as needed

On North Beach, enhance the visitor experience with improved parking options serving the beach and other attractions.





Abbreviations used in this document

CCCVB	Corpus Christi Convention & Visitors Bureau
CCRTA	Corpus Christi Regional Transportation Authority
DADP	Downtown Area Development Plan
DMD	Downtown Management District
NBCA	North Beach Community Association
REDC	Corpus Christi Regional Economic Development Corporation
SEA District	Sports/Entertainment/Arts District
TAMU-CC	Texas A&M University–Corpus Christi
TIRZ	Tax Increment Reinvestment Zone
TxDOT	Texas Department of Transportation
UNI	Uptown Neighborhood Initiative