

CCDMD FY 24 Service Plan Proposal & FY 23 Service Update

Ther

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TIRZ #3 History

Tax Increment Reinvestment Zone

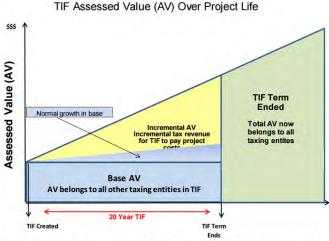
A Place in Poor Condition, Private Development Not Occurring §311.005

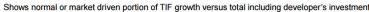
Where New Tax Increment Captured and Reinvested §311.013

Funds can be spent on Planning, Construction, Economic Development Programs & Services, Administration, Operations, "Payments made at the discretion of the governing board of the municipality that the body finds necessary or convenient to the implementation of the project plan." §311.002

Must be identified in City Council Approved Project & Financing Plan §311.011

But, For the TIF subsidy, economic development would not occur at proposed level solely from private investment in the reasonably foreseeable future.







TIRZ #3 History



2006	Downtown Development Report
2008 December	TIRZ #3 Created
2009 April November	Boundaries Corrected, Nueces County Joined Del Mar Joined
2012 March	Term Date Corrected to 2028
2014 January June July September December	New DMD Executive Director Business Liaison Position Filled Downtown Area Development Plan Kicked Off Board Composition Corrected Initial TIRZ #3 Board Meeting
2015. Jan – Jun July August November	Researched Best Practices Presented Concepts to TIRZ #3 Board Updated Project Plan, with Incentives Established Processes (Authorized Board) Secured Del Mar's Commitment through year Contracted DMD for TIRZ Management (<i>Ch 311.010(f)</i>)
2018	DMD Hired Business Liaison Incentive Management Outsourced to DMD

Original 2008 TIRZ #3 Project & Financing Plan

The various types of projects may be implemented in any location within the Zone where the Zone's Board of Directors determines that doing so will enable desired private development. It should be noted that certain areas are likely to be a particular focus for certain types of projects, however. As an example, Shoreline Boulevard could be a major focus of Zone spending on roadway improvements. Generally, it is anticipated that the Zone will contribute to improvements focused on an area considered the core of mixed-use, urban vitality in Downtown. This is where the community can most easily realize the Downtown stakeholders' Vision Statement (see Introduction) from a base of existing development. Exhibit D illustrates the location of this focus area, roughly bounded by Broadway, Twigg, and John Sartain streets and including a central section of Shoreline Boulevard.

Exhibit D – Focus Area for TIF-Aided Improvements





ABOUT THE DMD

VISION & MISSION

The vision of the DMD is to create the most vibrant downtown on the Gulf of Mexico by:

- Instituting a clean safe and <u>beautiful</u> environment;
- Creating a welcoming, well designed, <u>accessible</u> waterfront;
- Developing a robust, sustainable, <u>desirable</u> neighborhood;
- Promoting remarkable, prismatic <u>cultural</u> experiences;
- Growing our team, <u>team mentality</u>, and <u>local</u> capacity to accomplish the vision.



Charleston, SC Population/MSA: 133,762 / 802,000



Savannah, GA Population/MSA: 145,862 / 347,000



Tampa/St Petersburg, FLPopulation/MSA:392,890/3,142,663



New Orleans, LA Population/MSA: 391,144/ 1,275,762

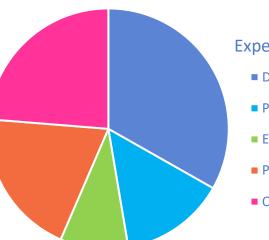
FY 2023 FUNDING MODEL

Expenses	Amount	Percent
District Operations	641,921	33%
Placemaking	273,250	14%
Economic Development	146,700	8%
Promotions	383,400	20%
Organizational Management	488,676	25%
Total Expense	1,933,947	

Revenue	Amount	Percent
DMD Property Owner Levy*	264,443	14%
City of Corpus Christi	364,443	17%
Downtown Reinvestment Zone	765,000	40%
Advisory Council Revenue	200,000	10%
Sponsorship/Membership Revenue	379,000	20%
Total Revenue	1.933.947	

*Most recent certified assessed taxable value of land and improvement in the District

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Expenses by Focus Area

- District Operations
- Placemaking
- Econ Dev
- Promotions
- Organization Management



- DMD Levy
- City of CC General Fund
- TIRZ #3
- Advisory Council Revenue
- Fundraising, Sponsorships, Memberships & Grants





DMD Renewal & Expansion 2033

- DMD Created in 1992, Renewed in 2023
- DMD Recently Wrote 5 Year Strategic Plan (Scalable)



"Clean and Safe

Evolution of Urban Management District

As the urban district management industry grows, member organizations roles evolve from "Clean and Safe" to more advocacy and policy focus, with various levels in between. Depending on the stage of the organization, leadership skills vary.



History of DMD Renewals

Year	Assessment Rate
1993	\$1.25 per \$100 (?)
1994	\$0.75 per \$100
1997	\$0.50 per \$100
2000	\$0.50 per \$100
2003	\$0.30 per \$100 on land value \$0.07 per \$100 on improvements
2008	\$0.30 per \$100 on land value \$0.07 per \$100 on improvements
2013	\$0.30 per \$100 on land value \$0.07 per \$100 on improvements
2014	\$0.40 per \$100 on land value \$0.05 per \$100 on improvements

Figure: Evolution of Urban District Management Organizations by Jim Yanchula.

Downtown Districts in Texas

City	District Size	2022 Property Valuation Levy Rate (per \$100)		2021 Levy Collection	HQ Team Size + Clean Team
Corpus Christi	0.24 sq mi*	\$190,157,511	\$0.07 Improvements, \$0.30 Land	\$225,004	9 + 8
Arlington (BID)	1.00 sq mi	\$346,791,593	\$0.16	\$554,867	4
Austin (PID)	1.00 sq mi	\$10,700,000,000	\$0.10	\$8,256,771	20 + 75
Dallas (PID)	1.63 sq mi	\$6,512,156,420	\$0.129	\$9,440,761	20
El Paso (MMD)	0.25 sq mi	\$402,845,177	\$0.12	\$483,414	5
Fort Worth (PID)	0.88 sq mi	\$3,500,000,000	\$0.115	\$2,600,000	9 + 30
Downtown Houston (MMD)	1.80 sq mi	\$13,600,000,000	\$0.14	\$17,132,374	13 + 115
Midtown Houston (MMD)	1.19 sq mi	\$2,701,374,785	\$0.118	\$3,190,323	17 + 8
San Antonio (PID)	0.91 sq mi	\$3,060,875,000	\$0.15 commercial; \$0.09 residential	\$4,507,000	14 + 120



Most Big City Downtowns have a combination PID/MMD and Reinvestment Zone.

Key Findings:

- Smaller Size
- Lower Property Valuation
- Higher Levy
- Smaller Budget
- Smaller Team Size

Downtown Districts in Texas

Name	City Dept	MMD / PID / BID	TIRZ	501 (c) 3 Non-Profit	501 (c) 4 Social Welfare	501 (c) 6 Business League	Park Foundation / Conservancy	BBB
Corpus		Х	Х	Х				Х
Christi								
Downtown		Х	Х	Х		Х	Х	Х
Houston								
Midtown		Х	Х				Х	
Houston								
Dallas		Х		Х		Х		
Centro San	X CCDO	Х	Х		Х			Х
Antonio								
Downtown		Х		Х			Х	Х
Austin								
Alliance								
Fort Worth		Х	Х	Х		Х		X
El Paso		Х	Х					
Arlington		Х	Х	Х				





OWNTOWN





DOWNTOWN

EL PASO



CentralHouston



Boundary Expansion Options





- Currently, only property owners in the Marina Arts Boundary contribute to the DMD Levy funding maintenance.
- Expanding the levy would bring Corpus Christi to align with best practices (Downtown Houston, Midtown Houston, Fort Worth, El Paso)
- Funding Model based on Levy Rate Scenarios

Current Name	Target Year	# of Blocks Land Area	Square Miles	Estimated Cleaning Costs (2022)*
Marina Arts District	current	41	0.25	\$497,000
South Downtown	2024 / 2025	16	0.10	\$193,950 \$55,000
SEA District	2025 / 2026	75	0.36	\$909,146
Uptown	2026 / 2027	36	0.22	\$290,925
TOTALS		168	1.00	\$2,036,487

Boundary Change

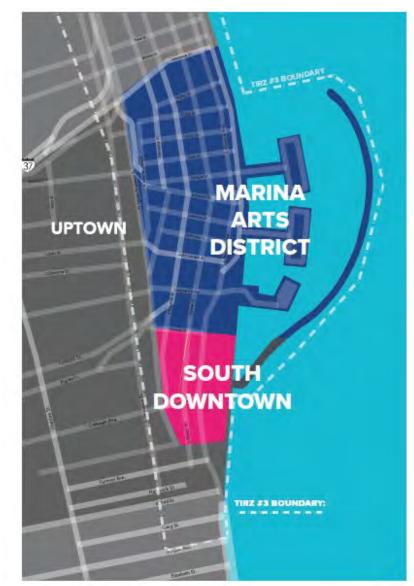
Renewed DMD Services with 65%

Secured 30% of South Downtown Expansion Area

MARINA ARTS UPTOWN DISTRICT TIRZ #3 BOUNDARY:

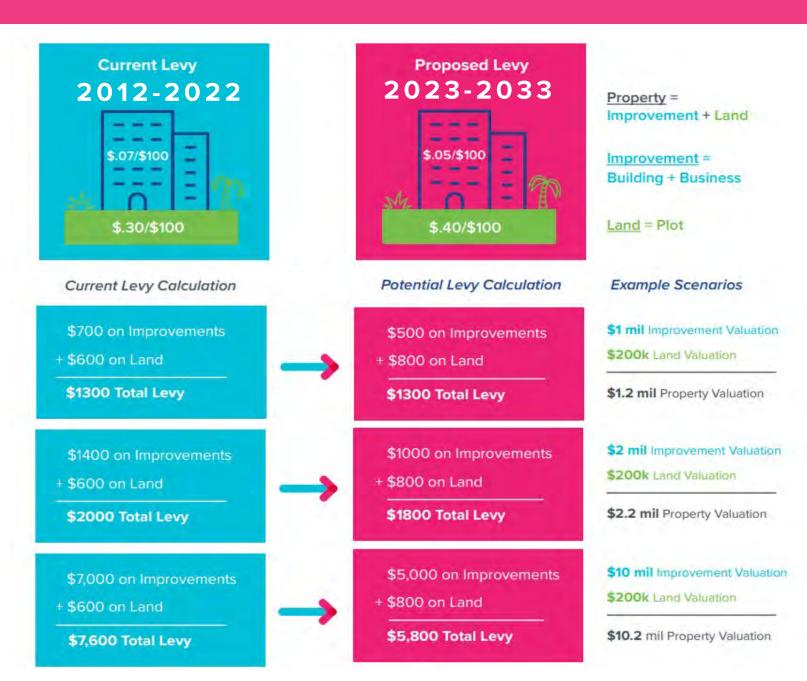
1992-2023

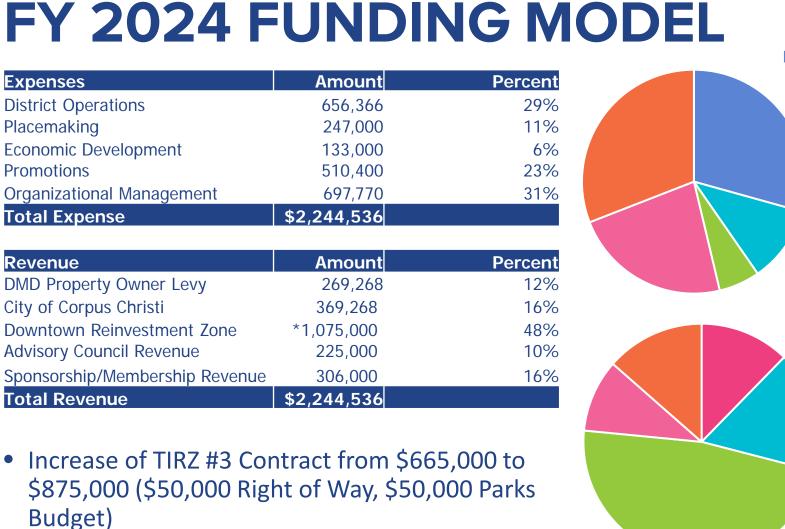
2024-2033



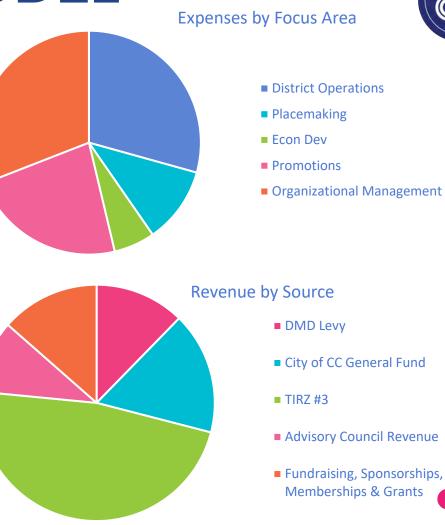
Levy Change

We are <u>lowering the</u> <u>cost</u> to do business and promoting <u>downtown</u> <u>development!</u>





*Two One Time Projects – Website & Office





Revenue

New TIRZ Initiatives for FY 2024

	Amount	Ch 311.002	Project Plan	DMD Contract Funding Increase?
Norma Urban Park Improvements	\$200,000	A) Capital Costs	8	
Dog Friendly Plan	\$50,000	D) Professional Services	8	
Agnes Laredo Connectivity	\$50,000	D) Professional Services	8	
Trash Mitigation	\$80,000	I) Cost of Operations	8	
Construction Mitigation*	\$10,000	A, I, G) Capital Cost, Cost of Operations, Implementing	1, 2, 3, 4, 5, 6	\checkmark
Build New Website – Project Features & Project Portal *	\$50,500	I) Cost of Operations, Implementing	1, 2, 3, 4, 5, 6	
Office/ Permanent Office Location *	\$19,600 \$55,000	F) Relocation, K) Costs of Political Subdivisions	6, Last Paragraph	
Cost of Living, Raises, Retirement, Healthcare, Partial Funding for Communications & Exec Assistant Position	\$153,094	E) Administrative Costs, I) Cost of Operations, L) "Convenient to Implementation."	Last Paragraph	\checkmark

*Adjustments to the Project Plan or TIRZ Interlocal may be necessary for city staff comfort levels.

Additional Items not TIRZ Funded:

- ADA Accessibility (Scooter Fund)
- Phase 2 of Expansion Plan

FY 23 Service Plan Summary Update

25%

• 5 Mission Elements

- 25 Strategies
 - 92 Objectives, Programs, Policies

CONTRACTOR OF THE OWNER OWNE

Completed & Established 57% Initiated 33%

Initiated

Rolled to FY 24

	Mission Element	Complete	Initiated	Roll to FY 24	
	District Ops (17)	10	6	5	
	Placemaking (19)	9	7	8	
	Econ Dev (20)	8	11	4	
	Promotions (20)	14	4	4	1
-	Org Mgmt (15)	11	2	2	11152
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DISTRICT OPERATIONS

Instituting a clean, safe, and beautiful environment.



Strategies

- A. Improve cleanliness and perceptions of cleanliness by 5% annually.
- B. Elevate standard of care for landscaping and right of way fixtures to create best looking appearance.
- C. Create a consistent sense of security for all downtown users at all times.
- D. Collaborate with the community to mitigate adverse environmental and safety perception impacts of homelessness.
- E. Install and maintain lighting throughout downtown to increase safety at night.



DISTRICT OPERATIONS

Clean Team Benchmarks

Clean Team Benchmarks	2023 Q1-Q3	2022	±75% of Year
	YTD Total	Total	
Bags of Debris Collected	24,441	39,695	62%
Planters Maintained	9,187	12,364	74%
Block Faces Swept/Cleaned	42,054	65,693	64%
Block Faces Weeded	1,114	1,828	61%
Cigarette Butlers Emptied	1,124	1,366	82%
Trashcans/Fountain cleaned	13,108	11,985	109%
Graffitti Removed/Reported	909	1,429	64%
Bio Hazard Removal	2,287	3,705	62%
Pressure wash gallons	8,381	12,491	67%
Street Team - Hours	11,704	16,782	70%
Sweeper Operation - Hours	99	207	48%

Summary

- Several Projects Featured by Block by Block Corporate
- Brought Landscaping In House, along with On-Site Plant Growing
- Clean Team Manager Selected to attend IDA Conference

Homeless Assessment Key Points

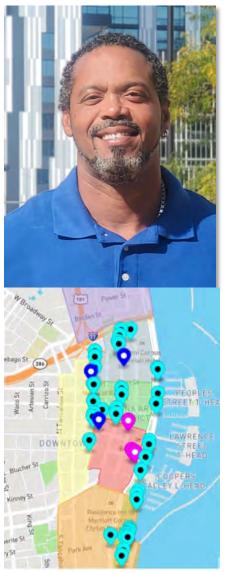
Summary

- Chico Lockhart Conducted Assessment in November 2022
- BID was very clean and felt safe
- Very few panhandlers, all of which were not aggressive Not necessary at this time to implement outreach ambassadors in the Marina Arts District.

Hot Spots

- Upper Broadway
- Shoreline Miradors
- McGee Beach

Most of the homeless found in our BID were at Artesian Park to charge their cell phones. There were no camps set up and they seemed to be just passing through.



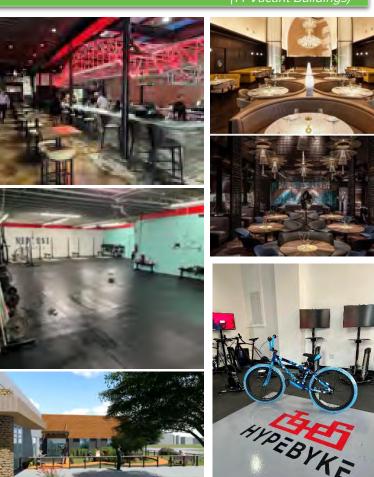
ECONOMIC DEVELOPMENT

Developing a robust, sustainable neighborhood.

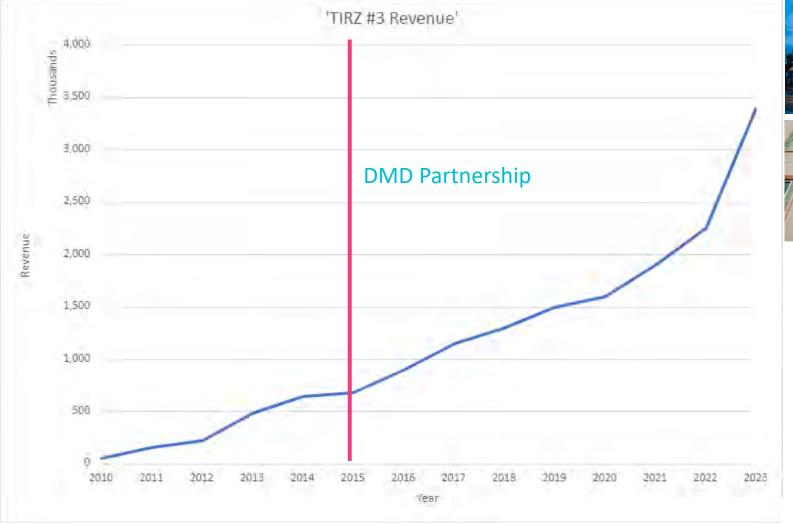
Where We Are Now			
	2016	2020	2023
TIRZ #3 Property Increment Value (Increase from Base Value)	\$50,564,486	\$104,734,591	\$280,741,530
Number of Business Openings	4	12	18+
Vacant Storefronts	19	22*	7 (14 Vacant Buildings)

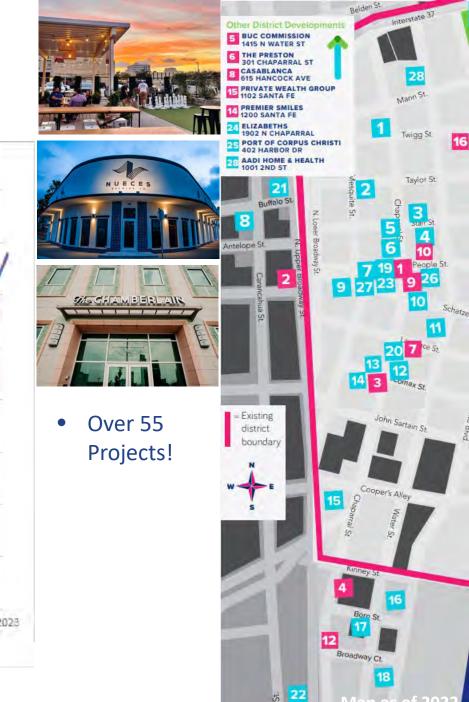
Strategies

- A. Increase the supply, density, and variety of residential options.
- B. Develop a robust food & beverage ecosystem with diverse offerings.
- C. Recruit an attractive and authentic retail mix for resident and tourist audiences.
- D. Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.
- E. Increase economic strength of the "South Texas Diamond" by leveraging our competitive assets of affordable, existing, waterfront real estate with knowledge and technology economy (Lonestar UAS Center of Excellence and Innovation, Port of Corpus Christi), and entrepreneurship.



Historic TIRZ Revenues



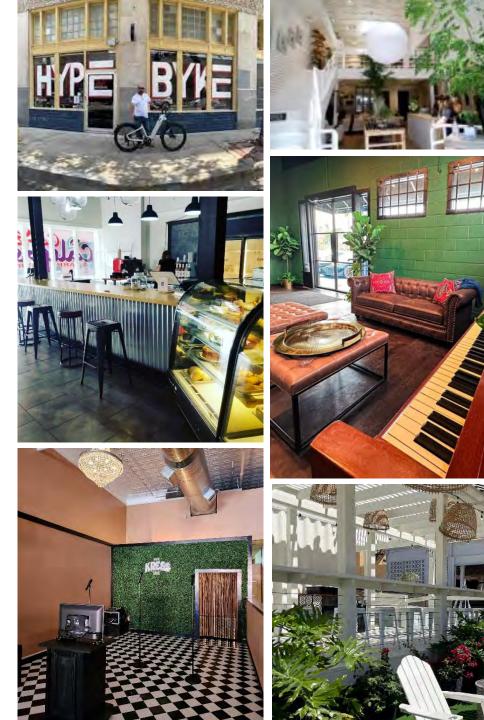


Map as of 2022

New Business Openings 1) Blue Shore Pedal Lounge

- 2) VNP Gallery*
- 3) Art Castle
- 4) UBEO
- 5) Retro
- 6) Café Calypso
- 7) Produce Bar Co **
- 8) Central Kitchen
- 9) The Annex
- 10) PKK **
- 11) BUS Tasty Bites
- 12) Wildflowers Emporium *
- 13) Neptune Fitness
- 14) HypeByke
- 15) Old Kress Live **
- 16) Full Send Barbeque*
- 17) Lazy Beach Tap Room
- 18) The Mariner *

*Private Sector Only **Previous TIRZ Location







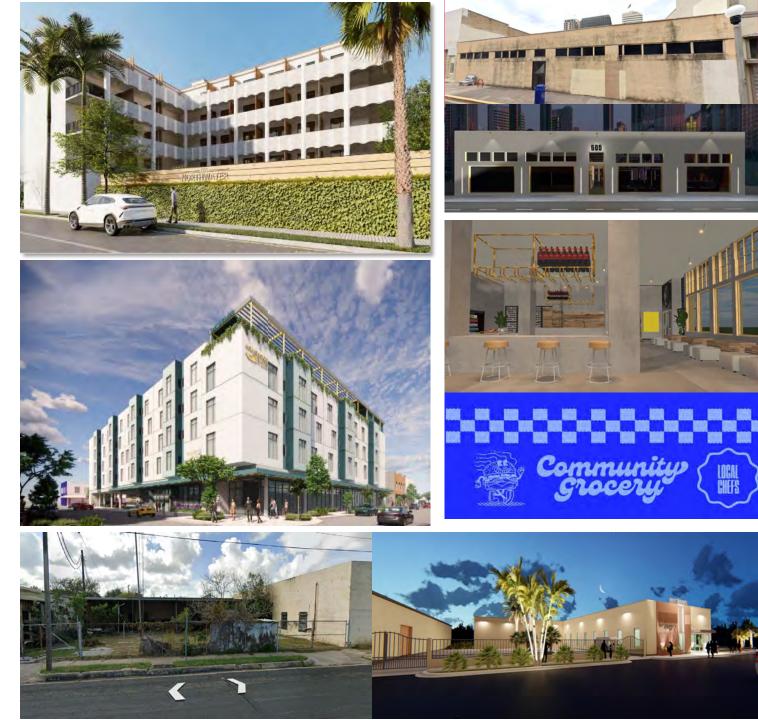


Projects In Construction

- 1) 600 Building***
- 2) North Water Apartments
- 3) Sabal Dental
- 4) Community Grocery
- 5) Gallery 41 at the Art Center
- 6) Ok Hi-Fi Japanese Whiskey Lounge*
- 7) Buccaneer Commission HQ
- 8) 605 Elite
- 9) Homewood Suites
- 10) TAMUCC Building***

11) El Camino**

*Private Sector Only **Previous TIRZ Location ***Large Scale Project, In Development



Value of Downtown Study

• Designated Corpus Christi as Emerging Downtown







The Value of U.S. Downtowns and Center Cities

INSPIRED LEADER

CALCULATING THE VALUE OF DOWNTOWN CORPUS CHRISTI, TEXAS A 2022 IDA STUDY

PUBLICATION ORATIO W

Employment 2019

rimary Jobs	13,705	126,846	165,884
	-	11%	8%
	-	11%	8%
	11,917	782	93
	14%	2%	9%
	22%	8%	13%
	rimary Jobs Downtown share of primary jobs Downtown share of private jobs imployees per quare mile trimary Employment Growth 2010–2019 trivate Employment Growth 2010–2019	Downtown share of primary jobs – Downtown share of private jobs – imployees per quare mile 11,917 frimary Employment 14% Srowth 2010–2019 2000	Downtown share of primary jobs – 11% Downtown share of private jobs – 11% Imployees per quare mile 11,917 782 Primary Employment Growth 2010-2019 14% 2% Private Employment Strowth 2010-2019 200/ 09/

Residential Growth			
2015–2020		city 3%	Region -3%
2010–2020		7%	0%
2000–2020		18%	13%

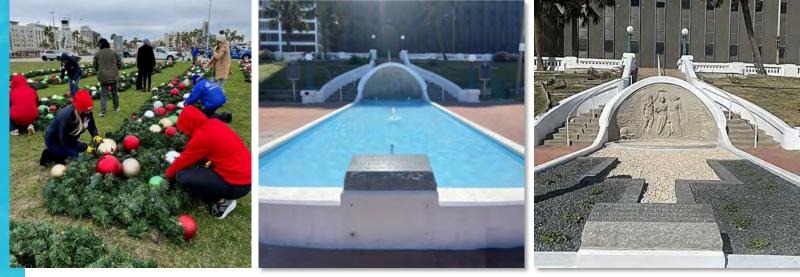
urce: American Community Survey 5-Year Estimates (2016–2020)

0	DOWNTOWN CORPUS CHRISTI	EMERGING DOWNTOWNS
% CITYWIDE RETAIL SALES	2.5%	5.6%
RETAIL SALES PER SQUARE MILE	\$105K	\$204K

HOTELDOWNTOWN
CORPUS CHRISTIEMERGING
DOWNTOWNSHOTELS812HOTEL ROOMS1,7952,192

SUSTAINABL	E COMMUTE		
	DOWNTOWN CORPUS CHRISTI 20%	EMERGING DOWNTOWNS 21%	EMERGING CITIES 6%
WALK SCORE	DOWNTOWN CORPUS CHRISTI	EMERGING DOWNTOWNS	EMERGING
BIKE SCORE	52	79	41
TRANSIT SCORE	48	67	47
	35	44	23

Creating a welcoming, well-designed, accessible waterfront.



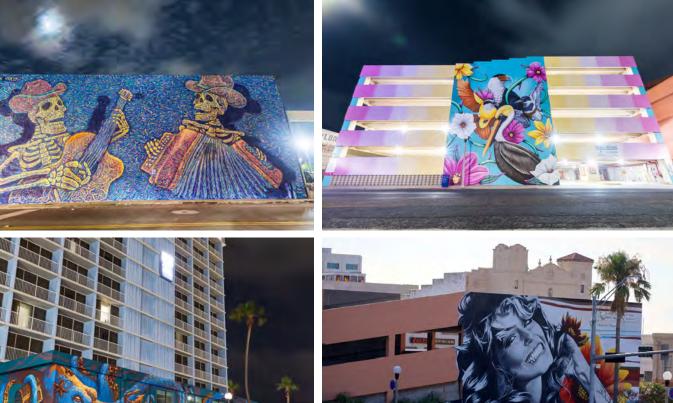
- A. Advocate for and support implementation of catalytic infrastructure improvements especially on the waterfront.
- B. Create beautiful streetscapes and interactive public spaces though urban design.
- C. Ensure all downtown users have a connected, convenient, and safe route to and through downtown.
- D. Enhance the parking system so that public and private parking is available for diverse users when needed.
- E. Implement family and tourist oriented placemaking initiatives that make parks and places inviting for all ages through design.



2023 Mural Fest Sponsored by Valero June 2-3, 2023

• 4 national artists

- Eric Karbeling Honolulu, HI
 - Where Music Meets the Bay
- Ivan Roque Miami, FL
 - Feathers Upon the Shore
- Kiptoe Los Angeles, CA
 - The Opalescent Octopus
- Krystal Cooke Flint, MI
 - Sweet Farrah
- 18,800 attendees at ArtWalk x Mural Fest
- Great community support, local news coverage, social media engagement



Norma Urban Park Summer Activation

• 120 volunteers over 4.5 days helped transform park

• Elements:

- 14,400 sq. ft. ground mural
- CCTX Signage
- Better Block in a Box (shipping container) •
- Hammocks •
- Crochet art •
- Shade trees
- Vendor Stalls
- Lighting •
- Seating
- High-vis crosswalks
- June Attendance in Norma Urban Park
 - 2017-2019: Insufficient Data

 - 2020: 2,600 visits
 2021: Insufficient Data
 - 2022: 1,600 visits
- 2023: 5,200 visits
 Shared info on hosting events in park via social media.











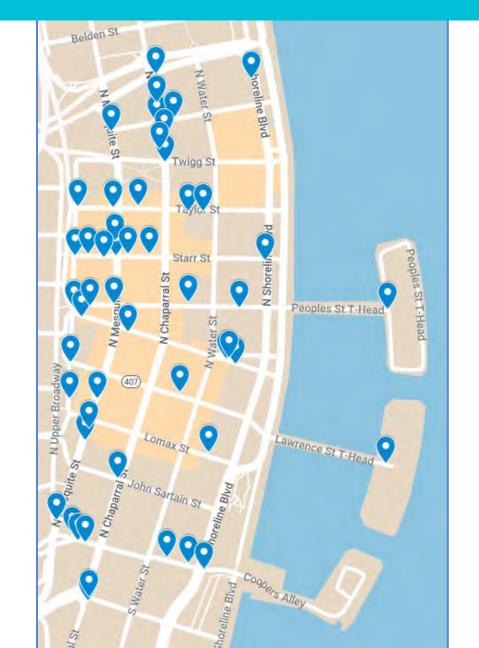






ADA Accessibility

- Conducted audit of downtown streets & sidewalks for ADA accessibility in April.
- 50 instances of streetscape out of compliance.
- Met with residents of Trinity Towers on 6/16 to conduct community engagement.
- City has agreed to allow use of scooter funds to address problem areas.
- DMD is working on a report to submit to the City with findings and recommendations.



Creating a welcoming, well-designed, accessible waterfront. The role of the CCDMD is to champion, facilitate, and maintain key infrastructure projects.

FY 24 Proposed Projects include:

- Water Street Reimagined
- Shoreline Pedestrian Connections
- Agnes & Laredo Gateway
- Upper & Lower Broadway Bluff
- Dog Friendly Development Plan
- Pervious Parking Improvements



Water Street Reimagined PROJECT SCOPE & INSPIRATION



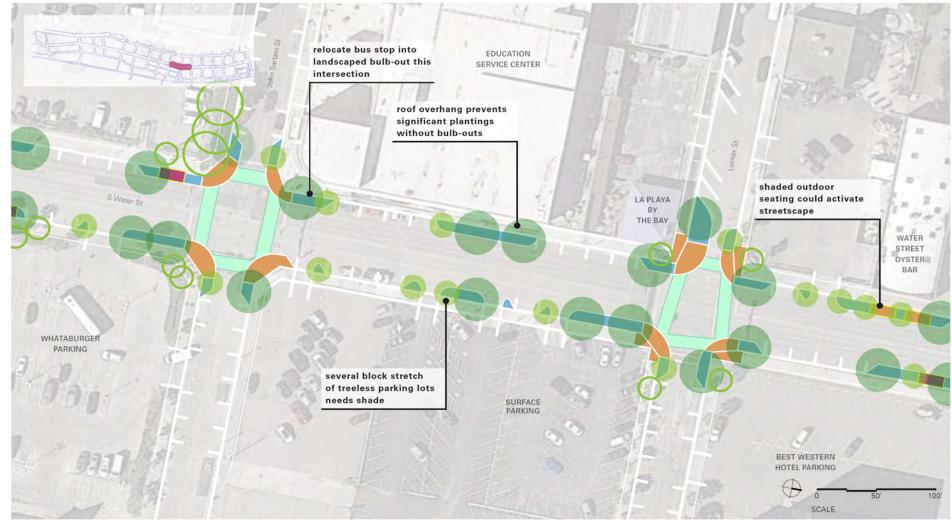








Water Street Reimagined CONCEPT DETAIL





20-26% decreased crosswalk walking distance

121
- 1

67% proposed shade canopy crosswalk walking distance



20% potential increase in property value in 5 years

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70% potential active frontage



180 or 80% maintained & improved on-street parking spaces

Shoreline Pedestrian Improvements





Agnes/Laredo Entryway

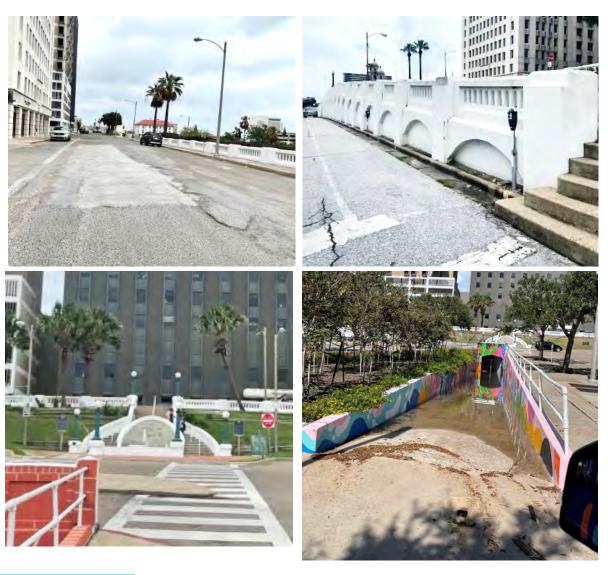
- Only remaining one-way block on Chaparral Street
- No Pedestrian Crosswalks
- Narrow Sidewalks
- High Speed
- Conceptual Redesign of Entrance



Upper + Lower Broadway Bluff



- Built in 1914, Expanded 1929
- Rehabbed 1988
- \$2 Million approved for design in Bond 2022
- A/E Selected



Promoting remarkable, prismatic cultural experiences.



- A. Strengthen communication channels to educate the public on downtown's unique offerings.
- B. Elevate downtown's market position by proactively defining the brand through proactive narrative development using a psychographic strategy.
- C. Facilitate micro-communities (like Business Association, Neighborhood Association, Downtown Run Club) of downtown interest groups to maximize collaboration amongst co-creators and businesses.
- D. Program and support signature experiences that amplify our unique culture and assets.
- E. Foster opportunities for the creative class to shine.



Communication Channels

- The Downtowner Newsletter
- Social Media
- GoDowntownCC.com
- Press Releases & Media Partnerships



72,400+ total followers 1,700,000+ annual reach







YOUR WEEKLY GUIDE to everything in **DOWNTOWN** SEE, DO, EAT, DRINK, SHOP, EXPLORE LIVE, STAY, PLAY:



Para la fair by The Josef

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It's getting hot in Downtown CC! Make sure to stay cool all summer long with refreshments, events, and so much more. Scroll to see info on REFRESHMENTS, PRIDE, JUNETEENTH, FATHER'S DAY, 4TH OF JULY, and MORE DOWNTOWN EVENTS.

godowntowncc.com

Marketing Position & Accolades

- Campaigns & Slogans
 - The Most Vibrant Downtown on the Gulf of Mexico
 - Hub for Creativity, Business, & Culture in South Texas
 - SEA-sonal promotions / "There's always something to celebrate in #DowntownCC"
- Accolades
 - "From most potential to most promising" Article by Austin-American Statesman
 - '22 AAF Addy Awards
 - Gold Addy: Mural Fest Recap Video
 - Silver Addy: DMD Impact Report
 - Bronze Addy: Mural Fest Graphic Suite
 - Local's List Winner: ArtWalk
 - Certificate of Special Congressional Recognition
 - Congressman Michael Cloud
 - Produced A Decade Downtown
 - Trailer and mini documentary directed by Knightstorm Production



Here are 10 reasons why Corpus Christi is the most promising city in Texas





 Heading are defaulty in practice to Copils Childs, with its anicultate shoeting, devices and neighborhoods, and with social feeling that is more point, more table, more conform These particular JWy 4 beauties exploded over a recent Big Bang Calebration on Copius Childs Bay, Casey Jackson/Calebr-Timez

CORPUS CHRISTI - Right now, the most exciting city in Texas is Corpus Christi

For the same reason that this South Texas metro of 400,000 citizens has been periodically praised over the course of more than 180 years.

Because of its future.

That is not a back-handed compliment.

Wandering the streets of downtown during a recent four-day stay, my road-trip buddy and I registered repeated surprise at the changes to this former no-go zone: Excellent but unstufy and reasonably priced exteries; clubs that offered varied entertainment late into the evening; and, especially on weekend nights, the miracle of street life spilling out from the compact central district and onto the immaculate shoreline and nearby T-head jetties and beaches.



"A Decade Downtown" TRAILER



Micro Communities

- DBA Members
 - 51 businesses in '22-'23
 - 1st Year FREE
 - Base + Marketing Boost
- DBA Mission
 - PROMOTE + ENGAGE + CONNECT
- Monthly Meetings & Mixers
 - 20-55+ attendees
 - Revolving locations
 - Resourceful Speakers







Micro Communities

• Downtown Run Club

- Promotes fitness and wellness
- Revolving Happy Hours at DBA bars
- 100-150 runners per month to 200-290 in less than a year
- 420 total active runners
- 4 Team Members
 - Chair + 3 Ambassadors







An **AEP** Company





Signature Experiences – Co-Produced

• First Friday ArtWalk

- Monthly Event, 13 Years
- 15,000 29,000 attendees per month in Marina Arts District
- 35-57 vendors to 60-144 from '22-'23
- # Vendors
- # Stages
- # Indoor Venues















Signature Experiences

Downtown Holiday Series – NOV '22

- Deck Downtown Presented by Nueces Electric Co-Op
- The Port of Corpus Christi Holiday Tree
- Artesian Park Presented by Advisory Council
- Holiday Market on Peppermint Lane Presented
 by Corpus Christi Medical Center

Downtown Holiday Series – DEC '22

- Mayor's Merriest Décor Contest Presented by AEP Foundation
- H-E-B Christmas Tree
- Illuminated Boat Parade Presented by Port of Corpus Christi

State of Downtown & Awards – March

Mixers & Pub Crawls – Quarterly

Mural Fest – JUNE

Summer Kick-off Party – JUNE





















Signature Experiences – Co-Promoted

- Beach to Bay Relay
- Buc Days / Pirate Pub Crawl
- Mayor's Big Bang Celebration
- Día de los Muertos Festival
- Pride Parade
- Corpus Christi Beer Festival
- Peoples Street Music & Film Festival
- Surftoberfest
- Texas Oyster Round-up
- ArtRageous
- St. Paddy's Day Festival
- Heart Walk
- Music Symposium
- Concerts:
 - Brewster Street, House of Rock, American Bank
 Center, Concrete Street, Surf Club, etc.
- And more!



PIRATES

DOWNTOWN CORPUS CHRIS











Creative Class

- ArtWalk & Mural Fest
 - Musicians
 - Artisan Vendors
 - National and local artists

• Partnerships

• Videographers, photographers, influencers, media consultants

• Grants

- Texas Commission on the Arts
- Arts & Cultural Commission
- Film & Music Commission









Organizational Management Growing our team, team mentality and local capacity to accomplish the vision.

- A. Provide effective administration of complex governance structure while optimizing entities and programs.
- **B.** Collaborate with partners to diversify funding and foster "teamwork" mentality towards revitalization.
- C. Recruit, retain and develop motivated, dedicated staff to implement vision and expand organizational capacity.
- D. Evolve software, technology, and facilities to provide professional best in class working environment.
- E. Establish a culture in which information is readily shared.





Questions about 2023 or 2024?



THANK YOU

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