

TIRZ #3 FY 24 Service Plan Proposed by CCDMD

The table below aligns the CCDMD’s Proposed Services with the adopted TIRZ #3 Project & Financing Plan (9th Amendment). Additionally, amendments are being requested to the Project & Financing Plan. This format has been developed specifically to provide clarity for Staff & the TIRZ #3 Board in management of the Interlocal Agreement.

<p>Financing Plan <i>Estimated Project Cost Description (§311.011 (c) (1) & Kind, Number and Location of TIRZ Improvements §311.001 (c) (2)</i></p> <p><i>TIRZ #3 will participate in projects that support the development and economic activity projected in the DADP. With vast vacancy and deferred maintenance, these public private partnership programs provide frameworks that create a signal for private sector investment. The focus is on street level vibrancy, residential and mixed-use development. Generally, TIRZ #3 will aim to provide under 20% of project cost, but may provide up to 30% for catalytic projects and excessively blighted spaces. Exceptions may be made to the guidelines below for catalytic projects with TIRZ #3 Board approval. The DMD is contracted through interlocal service agreement to manage the programs and initiatives below. Estimated project cost is \$25 million, equivalent to the anticipated revenues. TIRZ #3 will make funding available for five targeted development programs and additional initiatives:</i></p>	
<p>Adopted Programs & Initiatives</p>	<p>FY 24 Proposed Service Plan Activity</p> <p>This column identifies the specific TIRZ Items that are in the adopted TIRZ #3 and CCDMD Integrated Service Plan, which is annually developed by staff and adopted by the CCDMD Board of Directors.</p>
<p>1. Targeted Vacant Property Improvement Grant Program (Created 2016) – This matching grant program will support and encourage private investment in the built environment along Chaparral Street and Mesquite Street. Due to its “Main Street” characteristics and its function of connecting the Marina Arts District and SEA Districts, Chaparral Street is a first phase priority for successful revitalization of TIRZ #3. Due to the vacancy rate and existing building stock along Mesquite, it is a</p>	<p>N. Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.</p> <ul style="list-style-type: none"> • Partner with CCAR and Commercial Brokers, host annual training workshop. • Facilitate the rehabilitation process for key historic properties, like the Ritz Theater, Ward Building, 222 N Chaparral, and Hotel Aria. • Conduct monthly updates to DowntownTX.org with available properties. • Continue to administer TIRZ #3 incentives to activate vacant properties throughout the zone, streamlining online submittal process.

second phase priority. TIRZ #3 will consider a 50/50, on renovation construction costs.

- Facilitate communications during the development process to support existing businesses.
- Support City update of the Downtown Vacant Building Ordinance.

2. Commercial Finish-Out Grant Program (Created 2016) – To create more dining, retail and entertainment venues, TIRZ #3 will agree to reimburse approved new tenants and owner-occupied finish-outs at a maximum rate of \$10 per square foot. For an owner-occupied business to qualify for finish out or remodels, the incentive, they must be established for at least 10-years. Evidence of operation must be provided upon application submission. Qualified finish-out expenses include floor and wall upgrades, HVAC, kitchen equipment, and other permanent, semi-permanent fixtures. Grant is reimbursable to the Tenant, but written approval must come from Landlord in application.

Landlord Policy – Due to severe lack of building maintenance, many buildings require significant mechanical, electrical, or plumbing repairs that cannot be funded by a small business tenant. Thus, 50% of Mechanical, Electrical or Plumbing Costs (Up to \$20,000) will be available to the landlord with a new tenant if that landlord provides a 6-month rent waived lease on first-floor, active street use projects.

Micro Grant Policy - smaller scale, expedited \$10,000 micro-grants can be approved by the City Manager, or his designee, and administered by DMD and City Staff. Approved agreements will be

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

- Administer targeted incentives for chef-led or proven operator’s secondary locations.
- Administer strategy to attract locally owned establishments to downtown.
- Increase mixed beverage sales tax collection by 5% over previous FY.
- Develop trash mitigation and management plan for associated waste from increased food and beverage establishments.
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M. Recruit an attractive and authentic retail mix for resident and tourist audiences.

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

<p>reported to TIRZ #3 Board at the next Regular Meeting following award.</p>	
<p>3. Downtown Living Initiative (Created 2016) – The DADP stated that over the next 5 years, 1,850 new units could be absorbed in the greater downtown if the investor return made investment attractive. This figure has been confirmed in subsequent residential demand studies. To stimulate development, TIRZ #3 will provide a \$30,000 per unit reimbursement grant for multi-family developments of over 3 units that meet the required design criteria. Additional per unit funds may be allocated, up to 30% of the per unit development cost for vacant building rehabilitation, office conversion or new construction. Depending on the scale of the project, this may be paid in a lump sum or over a period of several years from increment generated by the project.</p>	<p>K. Increase the supply, density, and variety of residential options.</p> <ul style="list-style-type: none">• Support 60-units (North Water) in construction to ensure completion in FY 24.• Support 250-units (the 600 Building, Sea Gulf Villa) to begin construction in FY 24.• Actively seek to get 150-units (Office Building Conversions) committed for development in FY 24.• Foster partnerships with 3 local bank institutions to activate institutional investment for development.• Conduct Annual Multifamily Occupancy Survey.
<p>4. Project Specific Development Agreement (Created 2016) – In situations where higher development costs create a financing gap, TIRZ #3 can provide assistance to property owners or developers through a Development Agreement for reimbursement of net new tax increment. A pro-forma is required to qualify for up to 75% reimbursement of the new taxes for 10 years if a development is 5,000 sq. ft or creating 25 or more new residential units. If further gap exists, staff will undertake additional third party review to justify any additional reimbursement, based on the “but, for” principle. The qualifying cost elements for this Program include:</p>	<p>See Activities Above</p>

<ul style="list-style-type: none"> • Environmental Remediation/Code Compliance • Historic Preservation • Structured Parking • Urban Design/Landscaping • Public Improvements/Utilities 	
<p>5. Streetscape and Safety Improvement Program (Created 2018) – Following the 2017 Traffic & Planning Analysis, TIRZ #3 created a program to assist with improvements that increased quality of streetscapes and safety in the zone. This includes reimbursement of 50% of costs for exterior façade, patio improvements, parklets, sidewalk and patio cafés, lighting, security, and other items identified as meeting the spirit of the program. Additionally, the roof of a vacant structure will qualify if the scope of work includes activating the property. Smaller scale expedited \$10,000 micro-grants can be approved by the City Manager, or his designee, and administered by DMD and City Staff. Approved agreements will be reported to TIRZ #3 Board at the next Regular Meeting following award.</p>	<p>G. Create beautiful streetscapes and interactive public spaces through urban design.</p> <ul style="list-style-type: none"> • Continue implementations of parklets and sidewalk cafes. • Assess current Urban Design Standards and analyze proposed UDC Amendments. • Leverage \$200,000 of TIRZ #3 Streetscape and Safety funding to produce façade upgrades valued at \$400,000.
<p>6. Site Management & Vacancy Development – TIRZ #3 developed a program to activate vacant properties within TIRZ #3, resulting in the adoption of a downtown vacant building ordinance in 2018. The program will establish minimum requirements for vacant properties and designate registered properties as eligible for incentives or emergency stabilization funding. Funding will be allocated to establish and administer the program.</p>	<p>B. Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.</p> <ul style="list-style-type: none"> • Partner with CCAR and Commercial Brokers, host annual training workshop. • Facilitate the rehabilitation process for key historic properties, like the Ritz Theater, Ward Building, 222 N Chaparral, and Hotel Aria. • Support City update of the Downtown Vacant Building Ordinance.

<p>In order to activate strategically located properties, TIRZ #3 may place properties under option and work towards developing proposals for development, then assist in acquisition and development of the properties. Additionally, TIRZ #3 may purchase properties outright for redevelopment and dispose of properties, if approved by the Board.</p> <p>Under this initiative, funding may also be expended for stabilization or redevelopment of public, cultural and/or historic properties. Target properties include:</p> <ul style="list-style-type: none"> • The Ritz Theater (1929) • The Montgomery Ward Building (1936) • Blacknall Auto Dealer (built 1912) 	
<p>7. Parking Development– In 2016 TIRZ #3 conducted a study to develop a strategic approach for parking in the Downtown and fund implementation steps. TIRZ #3 will continue to fund implementation of this study, as well as further analysis to develop the parking system into a functional business model. This includes improving public parking facilities such as on-street spaces or off-street lots and structures. Additionally, TIRZ #3 may support any efforts for appropriate parking management infrastructure such as meters, lot improvements, structured garages, and occupancy monitoring systems.</p>	<p>I. Enhance the parking system so that public and private parking is available for diverse users when needed.</p> <ul style="list-style-type: none"> • Continue to advocate for implementation of Parking Action Plan. • Work with City to move forward with Parking Meter Updates. • Work with City to move forward with off-street lot improvements for privately owned blighted lots that support operating businesses and pilot pervious parking surfaces.
<p>8. Public Space, Right of Way & Streetscape Development – In 2017, TIRZ #3 conducted a study to strategically approach traffic patterns and movement throughout the zone. TIRZ #3 may contribute to implementation of the study,</p>	<p>B. Elevate standard of care for landscaping and right of way fixtures to create best looking appearance.</p> <ul style="list-style-type: none"> • Conduct three planter change outs & two seasonal park change outs per year.

infrastructure (repaving, repair, widening, redesign), traffic management infrastructure (signals, signs), and beautification (landscaping in medians, special lighting, etc.). Additionally, pedestrian accommodations and streetscapes will be a priority. Funds may also be expended on implementation of infrastructure improvements, as listed below:

- Artesian Park & La Retama Park Rehabilitation - \$150,000 in FY 20 and \$50,000 Annually for new improvement projects.
- Special Purpose or Pocket Parks, Including Norma Urban Park, Sherrill Park, and Spohn Park.
- Two Way Street Conversions - \$400,000 in FY 21
- Right of Way Maintenance - \$100,000 Annually
- Broadway Bluff Balustrade Maintenance and Repair Assessment
- Water Street Reimagined - \$25,000 in FY 21, Additional Funding for Implementation
- Agnes Laredo Entrance Reimagined
- Lighting Improvements
- Pedestrian Improvements

- Foster partnership with Botanical Garden, Native Plant Society & Master Gardner Society for garden approach to Artesian Park.
- Maintain in-house skillset and landscaping capacity with Master Gardner Program certification.
- Establish schedule for regular curb painting to present best face in high volume season.

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

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

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

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

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

- Collaborate with city staff on the Wayfinding Plan to ensure brand alignment. Manage seasonal Small Business Wayfinding programs.

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

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

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

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

9. Technology, Innovation, and Startup Ecosystem Development – TIRZ #3 contains over 3,000,000 square feet of office space that has maintained a high level of vacancy since the late 1980’s. TIRZ #3 will support the development of an ecosystem

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

where technology, innovation, startups, and entrepreneurs may launch new enterprises and contribute to the economic development of the downtown area. Specific projects may include Wi-Fi expansion, a co-working space, business incubator, and other platforms, in partnership with the DMD, CCREDC, Texas A&M University Corpus Christi, Del Mar College, and other innovation-oriented institutions.

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

Finally, TIRZ #3 will compensate the City and the DMD (subject to an interlocal agreement between the TIRZ #3 and the DMD) for the costs of ongoing administration of TIRZ #3, including but not limited to accounting, legal services, consulting services, document production and maintenance, and other administrative costs. Staff plans to strategically engage outside resources to evaluate revenue projections and continue to develop innovative, effective programs.

- P. Strengthen communication channels to educate the public on downtown’s unique offerings.**
 - Update website and conduct monthly updates to website, sharing information on development projects.
- S. Program and support signature experiences that amplify our unique culture and assets.**
 - Support 21 signature cultural events as sponsor, co-promoter or co-producer and track attendance utilizing PlacerAI.
- W. Recruit, retain and develop motivated, dedicated staff to implement vision and expand organizational capacity.**
 - Expand awareness of industry best practices and professional networks by sending team to annual International Downtown Association Conference.
 - Conduct familiarization trips with comparative set cities to ensure team is operating from firsthand experience and bringing inspiration and new ideas back to the community.
- V. Collaborate with partners to diversify funding and foster “teamwork” mentality towards revitalization.**
 - Manage interlocal agreements, provide clear value to TIRZ #3 for service contact.
- X. Evolve software, technology, and facilities to provide professional best in class working environment.**

	<ul style="list-style-type: none"> • Identify and establish a permanent office location, considering future expansions. • Upgrade hardware and software as needed to conduct business and manage information, including a new website. <p>N. Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.</p> <ul style="list-style-type: none"> • Provide mitigation services for adverse business impacts during redevelopment.
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Notes: The 9th Amendment aimed to streamline the Project & Financing Plan but removed “Revitalization Services” which was one of the original intents of the DMD Interlocal Agreement. Below are amendments proposed to the Project & Financing Plan for FY 24, one to restore “Revitalization Services” and the other to propose a new program.

<p>Proposed Project Plan Amendments</p>	<p>FY 24 Proposed Service Plan Activity</p>
<p>11. Other Revitalization Services – <u>The DMD will also provide revitalization services to the zone. These services will include operations – such as cleaning, beautification, landscaping and seasonal improvements; as well as activities that improve business operations and climate, as allowed by Chapter 311; as well as activities approved by the Board that are found to be convenient for improving implementation of the project and financing plan. The DMD will propose an annual list of one-time projects but may include re-occurring services in the Interlocal Agreement with the annually approved Service Plan. Examples include – micro mobility (previously Bike Share), district wide branding, website development, construction mitigation and other items that provide a unified front door for TIRZ #3.</u></p>	<p>A. Improve cleanliness and perceptions of cleanliness by 5% annually.</p> <ul style="list-style-type: none"> • Provide an 8-member Clean Team to maintain the Greater Downtown Area at a consistently high level of cleanliness (track personnel, duties and hours).* • Conduct audit of service levels to identify additional capacity and resource needs for FY 25 and district expansion. • Implement plan for expanding trash receptacles across Downtown Marina Arts District & Seawall. * <p>Q. Elevate downtown’s market position by proactively defining the brand through proactive narrative development using a psychographic strategy.</p> <ul style="list-style-type: none"> • Complete Bi-Annual Perception Survey, utilize results to craft recruitment, communications and marketing strategies.

12. Rooftop Activation Program - In many waterfront downtowns, rooftops are utilized as patios to create unique experiences that highlight the views. Historically, there have been challenges with the cost of meeting codes required to create these spaces in Corpus Christi. By making incentives available to downtown businesses and buildings for this feature, we may expand the availability of these types of businesses. In this program, TIRZ #3 will agree to reimburse an approved existing or new business' rooftop patio improvements, as well as rooftop access. Qualified rooftop patio and accessibility expenses include: floor and wall upgrades, lighting, security cameras, signage, bar build out, restrooms, mechanical/electrical/plumbing costs, roof repair, structural roof support, rooftop safety, permanent seating, awnings, rooftop accessibility costs, and other permanent fixtures. An owner or tenant can qualify for up to 50% of the overall eligible costs, but payout will not exceed \$500,000 per year.

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

- Administer incentives for rooftop developments.