

2017-2020 DMD 3YR STRATEGIC PLAN



DO MORE. DO IT BETTER. DO IT NOW!

MARINA
ARTS DISTRICT



SEA
DISTRICT



MANAGERS OF THE CORPUS CHRISTI DOWNTOWN REVITALIZATION INITIATIVE

WHO WE ARE

The Corpus Christi Downtown Management District (DMD), established in 1993, is a professional Downtown management district representing property owners and stakeholders within the area bounded by Kinney Street to I-37, and Lower Broadway to the Corpus Christi Marina L and T-Heads. In 2013, the property owners voted to renew the district through 2023. In 2015, DMD led stakeholders through a branding process naming this destination as the **Marina Arts District** while retaining DMD to refer to the organization and the programs and services we provide.

WHAT WE DO

Our mission is to create a successful, vibrant bayfront/seaside District, rebranded as the Marina Arts District and positively impact the greater Downtown area by proactively and strategically working with our partners to:

- Provide enhanced cleaning, beautification and safety services.
- Develop and Improve the District.
- Market and Promote the District.
- Address critical issues that affect the success of the District and Greater Downtown Area on behalf of our stakeholders and the regional community.

The Tax Increment Reinvestment Zone (TIRZ) Board and DMD Board approved an automatically renewing contract and scope of service for DMD to extend its "revitalization services" into the greater Downtown Area in the 2016-2017 Fiscal Year.

WHAT WE VALUE

Our Staff and Board believe we must value attributes and guiding principles that will make us successful. We call them "The Five B's of Success":

- 1 Be Results Driven and Accountable:**
Do More, Do It Better, Do It Now!
- 2 Be Passionate:** Work Hard, Play Hard; Celebrate the Victories-Large and Small!
- 3 Be Strategic, Proactive, and Creative:**
Think Outside the Box, Make a Positive Difference Every Day!
- 4 Be a Winner, Possess A Can-Do, Winning Attitude:**
Our First Answer is, Yes we can!
- 5 Be Servant Leaders:**
Be of Value and Relevant. Collaborate, Partner, Problem Solve!



VISION

A sparkling Marina Arts District and Greater Downtown area anchored by a beautiful bay front and marina, leading corporations, premier restaurants, hotels and cultural venues, exciting cultural events and festivals, growing residential population and a thriving arts, live music and entertainment scene which attract thousands to visit, live, work and play.

WINNING: WHAT DOES MISSION SUCCESS LOOK LIKE?

- Cleaner, safer and more beautiful Marina Arts District and Greater Downtown Area.
- Attracting a wave of new Marina Arts District and Downtown investments and businesses.
- Improved consumer perceptions of the Marina Arts District and Downtown.
- Attracting new financial resources and regional leadership to support the DMD mission.
- Positively impacting and assisting the revitalization of the Greater Downtown area.

ENGAGEMENT AND PLAN DEVELOPMENT

In June 2017, DMD was nearing completion of its first **Three Year Strategic Plan** which was launched in November 2014. That plan executed by DMD in coordination with The City of Corpus Christi and many collaborating organizations and stakeholders has helped the **Marina Arts District and Greater Downtown Area** reach new heights. Due to its success, there have been significant positive changes and a renewed sense of optimism for Downtown's future.

It is against this back drop that DMD initiated creating the **2017-2020 Three Year Strategic Plan** by hosting a board retreat June 29, 2017 at the Omni Hotel. The goals of the retreat were to create a plan that DMD board and staff have a deep commitment to implement and one which our funders, stakeholders and collaborating organizations share strong buy-in to help us. Key outcomes achieved at the retreat:

- 1. Develop Global View of Downtown:** Understand the many City and DMD Initiatives, new projects and consumer perceptions that will shape our area and help determine the direction of our priorities and programs.
- 2. Set A Challenging But Attainable Agenda:** Develop a strategic plan that stretches our capabilities and what we believe is possible to achieve yet make it reasonably attainable and significantly impactful.
- 3. Increase Commitment to Greater Downtown Revitalization:** The 2014-2017 Three Year Strategic Plan set DMD on a course to help revitalize the Greater Downtown Area. 2017-2020 Three Year Strategic Plan identify steps to create the strategic, long term structure needed and commit resources to determining a path to permanency and stakeholder engagement.
- 4. Identify New Initiatives and Core Services:** Identify transforming new initiatives and bring focus and clarity to the core services DMD provides to revitalize Downtown.

Following the retreat, DMD hosted a public open house attended by more than 120 stakeholders and civic and corporate leaders to obtain strong buy-in and support. Attendees were invited to help us chart our course by reviewing the work accomplished at the retreat and providing feedback, ranking priorities and offering additional suggestions. The results of the board retreat and open house are summarized in this **2017-2020 Three Year Strategic Plan**.



NORTH BEACH

35

Ship Channel

18

SEA DISTRICT

On the edge.
At the center.

37

UPTOWN

**MARINA
ARTS
DISTRICT**

**WATER'S
EDGE**

**MEDICAL
DISTRICT**



SEA
DISTRICT



MARINA
ARTS DISTRICT



GLOBAL VIEW OF DOWNTOWN

OUR WORLD:

The Marina Arts District and the Greater Downtown Area is anchored by a bayfront and marina, large office towers, parks and cultural venues. Residents, office workers and visitors enjoy local restaurants, vibrant night life and music scene, art galleries and many water activities. Special events and cultural festivals draw thousands annually. It's central location with easy access by highway or local streets and close proximity to the airport make it easy for office workers, residents and visitors alike to access. Leading corporations and many artists, young professionals, empty nesters, students and hospitality workers call it home.

OUTLOOK

Since 2014, when the 2014-2017 Strategic Plan was launched the Marina Arts District and Greater Downtown Area has seen significant growth:

\$110+ Million of recently completed projects highlighted by:

- Prosperity Bank branch
- Texas State Aquarium Caribbean Journey Exhibit
- Chaparral St. Phase I
- Corpus Christi Regional Transportation Authority Customer Service Center
- Bay Vista Pointe Apartments

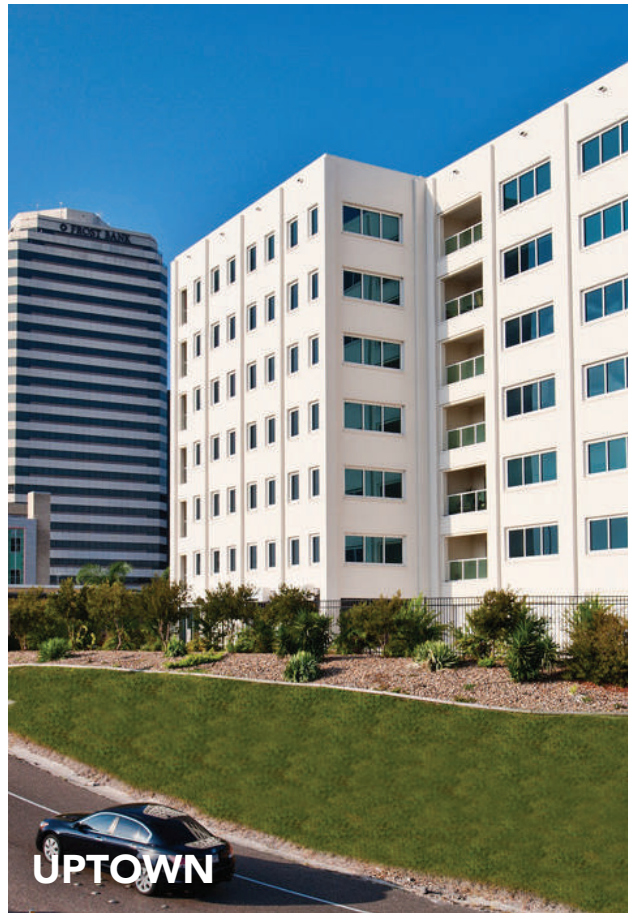
30+ New restaurant, bar and entertainment business openings highlighted by:

- Bella Luna
- Blimpie's
- The BUS
- Citrus Bistro
- The Exchange
- The Gold Fish
- Kahala Coffee
- Mesquite St. Pizza and Pasta Company
- Rockit's Whiskey Bar and Saloon
- Shoreline Sandwich
- Surf City Squeeze
- The Surf Museum
- Urbana Market and Deli

The velocity of growth will accelerate transforming Downtown over next three years highlighted by:

- \$40 billion of new investment at the Port of Corpus Christi
- \$1 billion Harbor Bridge
- \$665 million of new Downtown projects including:

• 13 road and infrastructure projects:	\$115 Million
• 5 residential projects containing 528 apartments	\$115 Million
• 2 hotel projects containing 297 hotel rooms	\$45 Million
• 2 Hospital projects	\$360 Million
• 1 Corporate Headquarters	\$30 Million



MARINA ARTS DISTRICT

UPTOWN



SEA DISTRICT



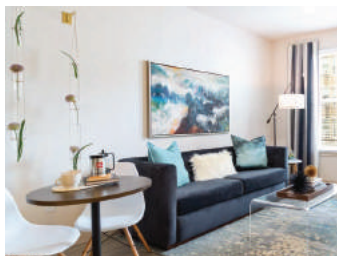
WATER'S
EDGE



NORTH
BEACH



MEDICAL DISTRICT



UNDERSTANDING OUR LOCAL CUSTOMERS

In 2015 and 2017 DMD, utilizing Gentleman McCarty Associates, conducted a two-county perception survey of local residents to determine their Downtown usages and perceptions. The information is used to determine how to improve the product of Downtown, marketing, and DMD programs and services. The survey will continue to be conducted every two years.

Survey Goals:

- Understand the Downtown Customer/User and Downtown Non-User.
- Identify use and patronage patterns.
- Test programming and new initiatives.
- Determine how locals get information on leisure activities
- Benchmark results over time to measure progress.

Survey Results

DEMOGRAPHICS

- Downtown Users have higher incomes and are younger than Non-Users.

DOWNTOWN CUSTOMER/USER

Benchmark	2017	2015
Average Age	42.2	44.7
Average Income	\$72,000	\$70,900

DOWNTOWN NON-USER

Benchmark	2017	2015
Average Age	58.7	52.7
Average Income	\$61,500	\$57,700

PATRONAGE BY DOWNTOWN CUSTOMER/USER

Survey asked why the Downtown Customer/User comes Downtown in an open-ended question and from a list of activities. The results are as follows:

Reason for Visit (open question)

- Significantly increasing number of Downtown visits in a 6-month period by residents.

DOWNTOWN CUSTOMER/USER

Benchmark	2017	2015
Residents who visited in previous 6 months	73%	74%
Number of visits in 6 months	29.1	25.8
Primary Reason for visiting		
• Dining	33%	27%
• Bike/Run/Walk/Seawall	16%	10%
• Work or have a meeting	14%	10%
• Attend special event	8%	3%

Reason for Visit (listed activities)

- Dining most cited reason for visit which is also combined with other activities.
- Seawall usage significantly increased (may be due in part to bike share launched in August 2016 as 54% of users are local residents).

Benchmark: Reason for	2017	2015
Reason for visit from list		
• Dining	75%	53%
• Combined dining + other activity	63%	48%
• Seawall	55%	34%
• Cultural center	49%	52%
• Live music	45%	30%
• Bar/night club	35%	18%

SPENDING AND PERCEPTION BY DOWNTOWN CUSTOMER/USER

Survey asked about Downtown Customer/User spending and perceptions of Downtown. The results show customers are:

- Spending more and staying longer each trip.
- Believe Downtown is convenient and parking is affordable.
- Believe Downtown is getting cleaner and safer, but more improvement is needed.

Benchmark:	2017	2015
Average customers spending	\$73.46	\$67.35
Average amount of time spent per trip (minutes)	138	124
Percentage of customers who drive Downtown	91%	89%
Percentage of customers who believe		
• Parking is affordable	86%	88%
• Prefer on street parking	71%	65%
• Downtown is clean	56%	45%
• Downtown is safe	48%	42%

PERCEPTION OF DOWNTOWN NON-USER

Survey asked Downtown Non-Users about their perceptions of Downtown in an open-ended question and from a list. The results show:

- Downtown needs to improve its product and experience to attract the Non-Users.
- Non-Users are deterred from coming Downtown due to
 - Belief that there is traffic congestion which increased significantly possibly due to road construction.
 - Significantly increasing number that say panhandling deterred them from visiting.

Perceptions (open question)	2017	2015
Benchmark:		
Don't go Downtown		
• No reason to make the trip	48%	33%
• Too far	9%	3%
• Traffic congestion	7%	2%
• Parking	3%	4%

Perceptions (List)	2017	2015
Benchmark:		
Don't go Downtown		
• Traffic congestion	55%	36%
• Homeless/Panhandlers	53%	43%
• Unfamiliar w/shop/dine options	44%	44%
• Parking expensive	43%	31%
• Isn't safe	40%	31%
• Too far	39%	17%
• Don't know where to park	36%	45%

DMD AND DOWNTOWN PROGRAMS

Respondents were asked to indicate what programs, initiatives or amenities should be developed or continued to improve Downtown and what might make them come Downtown more often.

- Creation of Downtown website and mobile app rank very high.
- Cleanliness and safety programs rank very high.
- Downtown can attract more customers with more outdoor dining options.
- Creation of wayfinding ranks high and will help direct customers to places of interest.
- Enhanced transportation service to Downtown and within Downtown will bring more customers and increase sales.
- Bike share program should be expanded. It's an attraction and moves customers around Downtown.

Benchmark:	2017	2015
Programs/Initiatives customers want		
• Downtown website	89%	N/A
• Downtown mobile app	82%	N/A
• Clean Ambassadors	87%	89%
• Off-Duty police bike patrol	87%	89%
• Outdoor dining	87%	89%
• Wayfinding	81%	70%
• Shuttle service between districts	79%	68%
• Express bus from TAMUCC campus	75%	64%
• Bike share	68%	50%

CURRENT CITY INITIATIVES

DMD Board members and open house attendees provided strong support for current City planning initiatives, projects and ordinance changes underway to improve Downtown. Over the next three years DMD will work alongside the City and our stakeholders to finalize and implement these plans and projects maximizing their positive impact on Downtown. The initiatives include:

- 1. PARKING MANAGEMENT IMPLEMENTATION PLAN:** Developing a parking management plan was a priority in DMD 2014-2017 Three Year Strategic Plan. Its goal is to increase turnover and supply; improve efficiency and customer experience.
- 2. COMPREHENSIVE WAYFINDING:** Developing and funding a comprehensive Downtown wayfinding program was a priority in DMD 2014-2017 Three Year Strategic Plan. The program will make it easier for customers to find their destination and place of interest in their car or while walking or biking.
- 3. TRAFFIC PATTERN ANALYSIS:** Consultants will analyze current traffic flow and future development and make recommendations on road configurations to support development.
- 4. DOWNTOWN AREA DEVELOPMENT PLAN (DADP):** The plan is part of the City's Comprehensive Plan (Plan CC 2035) and will guide planning and development efforts over the next 20 years. DMD will facilitate its implementation.
- 5. STRONGER VACANT BUILDING ORDINANCE:** In 2017, DMD Board passed a resolution in support of the ordinance which seeks to address the long-term blight and public safety issues caused by chronically vacant buildings and negligent property owners.
- 6. MONTGOMERY WARD BUILDING REDEVELOPMENT:** The City and Corpus Christi Housing Finance Corporation (CCHFC) purchased the Montgomery Ward Building in 2014 and have been working to sell the property to a developer who would renovate the building. Downtown's momentum and new TIRZ incentives will make this a more attractive investment opportunity over the next three years.

NEW DMD INITIATIVES

In partnership with City of Corpus Christi, Tax Increment Reinvestment Zone (TIRZ), collaborating organizations and stakeholders, DMD will pursue new initiatives to help improve the cultural and entertainment experience, attract more visitors, incubate new retail and provide amenities designed to make the Marina Arts District and Greater Downtown Area a great place to live, work and play.

STRATEGIC MARKETING

- **Sustain and Grow Greater Downtown Revitalization Initiative.** Beginning in 2017, DMD, in partnership with the TIRZ extended its revitalization services to the Greater Downtown Area. DMD will retain revitalization experts to engage leaders and stakeholders in developing a permanent, efficient organizational structure for revitalizing the Greater Downtown Area.
- **Implement Downtown Cultural Development Plan:** Downtown Corpus Christi was designated a Texas Cultural District by the Texas Commission on the Arts (TCA) on September 6, 2017. DMD will lead the effort to implement the Downtown Cultural Development Plan packaging and marketing Downtown's unique and compelling collection of cultural venues and activities to drive sales and tourism! DMD will be eligible to apply for grants from TCA to support implementation of the plan.

STRATEGIC MARKETING

- **Develop and Implement Strategic Marketing Plan:** Utilizing the Downtown Perception Survey results, DMD will develop and implement a strategic marketing plan to drive local customers Downtown which features recently completed Downtown website and social media tools and new marketing partnerships with Downtown businesses and venues.

REAL ESTATE DEVELOPMENT

- **Attract Post-Secondary Education presence.** Young talent and students are vital to a successful Downtown. Having a student population located directly in Downtown will be an economic catalyst. DMD will engage Texas A&M University Corpus Christi (TAMUCC) and Del Mar College to explore the possibility of locating a school and student housing in Downtown.
- **Attract Entrepreneurial Centers:** Downtown is seeing a surge in young entrepreneurs opening businesses downtown and interest in co-working space. DMD will work with City, TIRZ, Corpus Christi Regional Economic Development Corporation (CCREDC) and developers to explore creating co-working, entrepreneurial spaces and creating business support programs for start-ups.
- **Create Retail Recruitment Initiative:** Downtown currently lacks a critical mass of shops and galleries to meet resident and visitor demand. DMD will pursue creating a Pop-Up Retail Incubator program and other support programs to attract new retail.
- **Create and Manage Downtown Residents Association:** Over the next 26-48 months, more than 500 new apartments will open Downtown. To support this growth and to proactively address Downtown living issues, DMD will create an association that will meet regularly to keep residents engaged and informed regarding Downtown.
- **Provide Comprehensive Market Information:** To help attract new businesses and development and help fill vacant storefronts DMD will use the Downtown website to promote available real estate and publish a quarterly New Projects List.

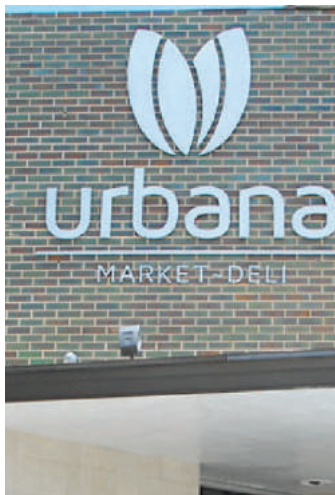
- **Create and Grow Events to Make Downtown a Great Place to Work and Live:** Downtown is the location of leading corporations and the highest concentration of young professionals. DMD will pursue providing music in the downtown core during lunch and grow its monthly mixers launched in Spring of 2017 as an amenity and retention tool for the Downtown workforce and to help attract more residents to live Downtown.

PLACEMAKING AND BEAUTIFICATION PROGRAMS

- **Improve Seawall Maintenance, Beautification and Programming.** As one of the main Downtown attractors, the seawall, miradors, steps and adjacent bay need to be maintained at a significantly higher level. Additional ways to beautify these assets will be explored. Programming and customer engagement needs to be improved to attract more visitors and inform them of the nearby businesses and venues.
- **Improve Beautification, Branding and Landscaping:** Bond 2014 Road Projects will create new gateways, landscaping and environmental branding predominantly in the Marina Arts District. DMD will explore ways to fund/create/maintain additional gateways, landscaping and environmental branding throughout Downtown.

MULTIMODAL TRANSPORTATION AND ACCESSIBILITY

- **Grow Bike Share program to 100 bikes.** Bike Corpus Christi bike share program just completed its first year of operation recording 16,000 trips by 5,000 members. DMD will work with the City, collaborating organizations and potential sponsors to grow and develop long term, stable funding for this program.
- **Explore Reinstating Ferry Service:** Work with City, Corpus Christi Regional Transportation Authority (CCRTA) and other ferry service providers to fund and provide ferry service to North Beach and explore high speed service to Port Aransas.
- **Pursue Bus Service Partnerships to Attract Customers:** Work with City, CCRTA, TAMUCC and potential sponsors to create weekend express bus service between TAMUCC and Downtown and link with nighttime shuttle service between Downtown districts.



CORE SERVICES

DMD will work to revitalize the Marina Arts District and the Greater Downtown Area with funding from the Downtown Management District levy, Tax Increment Reinvestment Zone, stakeholder investments, sponsorships, grants and event revenue. DMD will provide core services that create a vibrant, attractive environment to invest, locate a business, visit, live, work and play. The core services include:

MANAGEMENT AND OPERATIONS: Create a cleaner, safer, more beautiful and accessible Downtown.

DEVELOPMENT AND IMPROVEMENT: Attract new businesses, development and residences; increase sales activity and street level occupancy and improve existing buildings and urban design.

TRAFFIC PATTERN ANALYSIS: Consultants will analyze current traffic flow and future development and make recommendations on road configurations to support development.

MARKETING AND EVENTS: Increase sales, visitorship and Downtown investment and improve DMD visibility through strategic marketing and developing/managing events.

ORGANIZATIONAL MANAGEMENT: Build the Public Private Partnership which funds the Greater Downtown Revitalization Initiative. Proactively pursue the DMD mission and implement the TIRZ scope of service by building an organization with adequate resources, technology and professional staff and engaged leadership, board members, stakeholders and volunteers.

METRICS

DMD will track economic indicators that reflect the health of Downtown including:

- Business and consumer perceptions survey
- Crime statistics
- Business sales
- Visitorship
- New projects, businesses and investments
- Real estate market benchmarks
- Office workers and residents benchmarks
- Infrastructure projects

BENCHMARKS

DMD will track our services benchmarks and achievements designed to impact the Downtown metrics and make a successful Downtown:

- Cleanliness
- Safety Program
- Beautification
- Accessibility
- Real Estate Services
- Business Support
- Residential
- Marketing
- Event
- Organizational Management
- Public Private Partnership

Three Year Budget

Revenue

Public Sector

	FY 2018	FY2019	FY2020
City Interlocal Agreement	\$305,000	\$310,000	\$320,000
Tax Increment Reinvestment Zone Agreement	\$395,000	\$450,000	\$475,000
Total	\$700,000	\$760,000	\$795,000

Private Sector

	FY 2018	FY2019	FY2020
DMD District Levy	\$205,000	\$210,000	\$220,000
Fundraising, Memberships, Sponsorships, Grants	\$360,000	\$445,000	\$500,000
Event Revenue	\$35,000	\$40,000	\$55,000
Total	\$600,000	\$695,000	\$775,000

Total Revenue

\$1,300,000	\$1,455,000	\$1,570,000
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Expenses

	FY 2018	FY2019	FY2020
Management and Operations	\$625,000	\$670,000	\$715,000
Development and Improvement	\$65,000	\$85,000	\$100,000
Marketing and Events	\$161,000	\$191,000	\$225,000
Organizational Management / Public Private Partnership Development	\$449,000	\$509,000	\$530,000

Total Expenses

\$1,300,000	\$1,455,000	\$1,570,000
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223 N Chaparral St., STE A | Corpus Christi, TX 78401 | P: 361-882-2363

marinaarts.com