



2018 - 2019 Integrated Downtown Management District and Downtown Reinvestment Zone Service Plan

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.

About this Plan

The DMD has spearheaded tremendous activity in the past few years that will now transition to sustainable and dependable operations. In partnership with City of Corpus Christi, Tax Increment Reinvestments Zone (TIRZ), collaborating organizations and stakeholders, DMD will continue to provide the revitalization services described in this plan to the Marina Arts District and Greater Downtown Area that create a vibrant, attractive environment to invest, locate a business, visit, live, work and play. (The Greater Downtown Area is defined in the TIRZ Scope of Service and generally includes: Marina Arts District, SEA District, Uptown, Water's Edge and the Medial District).

Funding for the services are provided by a public private partnership that includes the Downtown Management District levy, TIRZ, stakeholder investments and memberships, sponsorships, grants and event revenue.

The 2018 – 2019 Service Plan includes \$100,000+ of continued initiatives across our 4 core service priorities which include:

- District Operations
- Development and Improvement
- Communications and Events
- Organizational Management

General Operations and Project Goals

In FY 2019, the Service Plan will separate the General Operations of the DMD and new project goals. This new format will assist with identifying the day to day functions from new initiatives or one-time projects.



FY 2019 Integrated DMD & TIRZ #3 Service Plan

District Operations: Create a cleaner, safer, more beautiful and accessible District and Greater Downtown Area.

A. Improve Cleanliness and Perceptions of Cleaning Strategies:

- Provide an 8-member Ambassador Clean Team to maintain the Greater Downtown Area at a consistently high level of cleanliness (personnel, duties and hours).
- Work with City to improve maintenance and beautification of the Seawall and Miradors.
- Invest in necessary tools, supplies, equipment to maximize effectiveness/impact.

B. Improve Safety and Perceptions of Safety Strategies:

- Provide off duty police bike and walking patrols to address street order and act as customer friendly presence throughout the Greater Downtown Area.
- Proactively address all street order crimes and transient population issues in concert with City and advocate for necessary ordinance tools and aggressive enforcement.

C. Infrastructure Strategies

- Work with City to complete the three Bond 2014 road improvement and streetscape projects with minimal business interruption and maximum impact. *(Not Funded by TIRZ #3)*
- Work with City to Implement Traffic Management Plan.

D. Beautification Strategies:

- Work with City to continue Downtown environmental branding implementation.
- Work with City and Stakeholders to install and maintain landscaping to enhance the Greater Downtown Area.
- Work with City to develop comprehensive wayfinding program for Greater Downtown.

E. Accessibility Strategies

- Advocate for greater downtown connectivity with partner agencies.

Project Goals for 2019:

- G1.** Update Downtown Holiday Decorations and launch Peppermint Lane.
- G2.** Develop Seawall Stewards Program. *(Not Funded by TIRZ #3)*
- G3.** Develop Downtown Wayfinding Initiative.
- G4.** Improve the Cleaning Partnership by recruiting more members throughout Downtown and adopting cleaning standards.
- G5.** Pursue a school-year, weekend express bus service between TAMUCC and Downtown. *(To be presented to TIRZ #3 as a potential project for the Board's review. No TIRZ #3 funds expended until project is approved by the Board.)*
- G6.** Develop a robust volunteer program to provide consistent support for cleanliness projects and to leverage DMD Ambassador Clean Team efforts.
- G7.** Pursue funding/partners to grow Bike Corpus Christi, bike-share program to 100+ bikes in the Downtown.



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

F. Attract New Business Strategies

- Assist with managing TIRZ incentives to attract new investment, redevelop vacant or underutilized property and to improve urban design and infrastructure.
- Assist new businesses with City permitting processes

G. Increase Downtown Occupancy

- Manage real estate recruitment program, incorporating planning initiatives, available properties and market dynamics.
- Keep real estate marketing materials updated to facilitate business and development.
- Support a downtown focused vacant building ordinance and assist with implementation.
- Maintain database of available real estate properties/space on downtowntx.org.
- Host annual Imagine the Possibilities Tour.

H. Manage Main Street Program

- Continue participation in Texas Main Street;
- Help businesses utilize Main Street services and work to preserve historic buildings.
- Complete reporting and organizational requirements to maintain Main Street designation

I. Improve Right of Way Management

- Manage TIRZ #3 Streetscape and Safety Improvement Program.
- Support Right of Way Applications through City permitting process.

J. Facilitate Parking Improvements

- Manage Off Street Parking Improvement Program
- Support Loading Zone improvements and organization.
- Continue to implement Downtown Parking Action Plan to improve parking efficiency and supply.

Project Goals for 2019:

- G8.** Implement Retail Recruitment Strategy and facilitate Holiday Pop Up Initiative.
- G9.** Develop comprehensive market information brochure.
- G10.** Host a real estate round table.
- G11.** Expand sidewalk café program to make downtown an outdoor dining destination.
- G12.** Develop program in coordination with CCREDC, City to retain and attract corporations and office users to Downtown to increase office occupancy.
- G13.** Work with City, private sector and educational institutions to recruit a post-secondary education student presence in Downtown (i.e. TAMUCC, Del Mar), focusing on Entrepreneurial Centers in FY 2019.
- G14.** Create “Historic” initiative that explains historic preservation economics and incentives.



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Communications and Events: Increase sales, visitors and investment in the District and improve DMD visibility through strategic marketing and developing/managing events.

K. Communications

- Manage website and social media tools. <https://godowntowncc.com/>
- Manage email list and regularly communicate valuable information to stakeholders
- Support local news outlets in development of downtown features and success stories.

L. Brand and Marketing

- Facilitate comprehensive marketing strategy/plan to promote Downtown, the Marina Arts District, businesses and events, to local consumers and target audiences.
- Work with stakeholders to develop new marketing partnerships and keep businesses informed of new marketing techniques.

M. Merchants Association

- Manage Merchant Association membership and benefits.
- Host monthly Merchant Association Meetings that create value for downtown businesses.
- Grow association to mobilize stakeholders and develop programs to increase sales.

N. ArtWalk & BridgeWalk

- Host monthly ArtWalk and BridgeWalk events.
- Facilitate partnership development and collaboration through ArtWalk committee.

O. Special Events

- Create, manage and support DMD and District events to increase Downtown visitors, event attendance and event and business revenue.
- Host a monthly special event – Imagine the Possibilities Tour, Dine Downtown, Quarterly Mixer or a local partner event.
- Support and assist District events and partner with organizations/stakeholders to create new ones (focus on cultural, art, food, health/fitness and water based events).

Project Goals for 2019

- G15.** Work with CCCVB to ensure success of Frontera, the new history festival.
- G16.** Work with TDA to host a successful Downtown Conference. *(TIRZ #3 expenditures will be limited to that portion of the administrative expenditure necessary to cover areas of Greater Downtown outside of the DMD boundary.)*
- G17.** Host an inaugural “State of Downtown” Event.
- G18.** Work with steering committee and stakeholders to implement the Downtown Cultural District Cultural Development Plan.
- G19.** Continue Mural Program by implementing Electrical Box and Planter Murals.
- G20.** Work with City to develop Special Event Standards.
- G21.** Create a “Summer in the City” Initiative that highlights outdoor activities downtown.
- G22.** Launch a Residential Options Initiative, host a Downtown Living Tour.



FY 2019 Integrated DMD & TIRZ #3 Service Plan

Organizational Management: To proactively pursue the DMD mission by building an organization with adequate resources, technology and professional staff and engaged leadership, board members, stakeholders and volunteers. *(TIRZ #3 to be billed for administrative costs only to the extent that such administrative costs are necessary for services provided directly to the TIRZ #3. Administrative costs will be billed based on actual costs to the DMD for administrative services provided to the TIRZ #3. Any expenditures of TIRZ #3 funds found to not comply with state law will be immediately reimbursed on the request of the TIRZ #3 Board.)*

P. Municipal Management District Administration (Not Funded by TIRZ #3)

- Manage Board and committee functions, meetings, minutes and reporting.
- Manage day to day financial operations.
- Create a volunteer, board, stakeholder recognition program.

Q. Service Contracts and Public Private Partnerships

- Manage interlocal agreements, provide clear value to TIRZ #3 for service contract.
- Pursue public private partnerships with regional corporate anchors and philanthropic organizations through Advisory Council.
- Leverage downtown events for new corporate sponsorships.

R. Organizational and Staff Capacity

- Provide professional staff to meet organizational mission and improve effectiveness.
- Partner with local and state agencies to develop strong relationships and accomplish community-oriented initiatives.
- Join professional downtown or economic development organizations that support DMD mission, subscribe to professional journals and provide for staff development through conference attendance or continuing education.
- Submit program, initiatives, businesses and projects for state and national awards.

S. Technology and Facilities

- Upgrade technology resources to maximize organizational effectiveness.
- Provide efficient and professional office facilities to support staff operations.

T. Information Management

- Serve as one-stop resource for information pertaining to current and prospective businesses, property owners, developer and other stakeholders.
- Build and regularly update database of Downtown businesses, collaborating organizations, events, and property owners to improve communications with stakeholders.

Project Goals for 2019:

G23. Complete FY 2018 Annual Report & Audit. *(Not funded by TIRZ #3)*

G24. Finalize decision on office remodel and expansion and complete improvements to meet organizational needs/mission.

G25. Host Innovation Summit Develop new partnerships and collaborations to leverage organizational resources and proactively address and improve greater Downtown area.



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- G26.** Complete 2019 Downtown Perception Survey.
- G27.** Retain revitalization experts to engage leaders and stakeholders in developing a permanent, efficient organizational structure for revitalizing the Greater Downtown Area.
- G28.** Complete FY 20 Service Plan.



Metrics and Benchmarking

- **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
- **Benchmark:** 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



FY 2019 Integrated DMD & TIRZ #3 Service Plan

FY2019 Budget

Revenue

Public Sector	DMD	TIRZ	Total
City Interlocal Agreement	\$300,000		
Tax Increment Reinvestment Zone Agreement		\$530,000	
Private Sector			
DMD District Levy	\$208,913		
Fundraising, Memberships, Sponsorships, Grants	\$247,892		
Event Revenue	\$14,400		
Total	\$771,205	\$530,000	\$1,301,205

Expenses

Services	DMD	TIRZ	Total
Management and Operations	\$368,960	\$232,916	\$601,876
Development and Improvement	\$30,000	\$60,000	\$90,000
Marketing and Events	\$83,390	\$4,924	\$88,314
Organizational Management / Public Private Partnership Development	\$288,855	\$232,160	\$521,015
Total Expenses	\$771,205	\$530,000	\$1,301,205