



Corpus Christi Downtown Management District



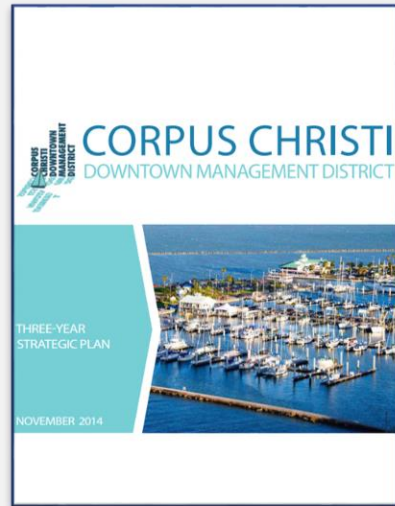
FIVE YEAR STRATEGIC PLAN

TIRZ #3 Meeting
July 27, 2021



THREE YEAR STRATEGIC PLAN & SERVICE PLANS

2014-2015



2015-2016



2016-2017



2017-2018



2018-2019



2019-2020



2020-2021





INTRO

Vision Statement (Old)

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 attracts thousands to visit, live, work, and play.

Mission Statement (Old)

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

- Create a Cleaner, Safer, More Beautiful and Accessible Downtown
- Develop and Improve the District
- Market and Promote the District
- Build and Manage an Effective, Dynamic Organization



Corpus Christi, TX

Population/MSA: 326,586 / 448,351



Charleston, SC

Population/MSA: 133,762 / 802,000



New Orleans, LA

Population/MSA: 391,144/
1,275,762



Savannah, GA

Population/MSA: 145,862 / 347,000



Tampa/St Petersburg, FL

Population/MSA: 392,890/3,142,663



Chattanooga, TN

Population/MSA: 180,557 / 528,143



FIVE YEAR STRATEGIC PLAN



- **Intro**

(Pg 1 - 2)

- Vision & Mission Statement
- Values
- About the DMD

- **About the Plan**

(Pg 2-3)

- **Analysis**

(Pg 3-6)



- **Strategic Framework**

(Pg 7 – 12)

- District Operations
- Placemaking
- Economic Development
- Promotions
- Organizational Management

- **Implementation Framework (August)**

- Phasing
- Funding Model
- Year 1 Service Plan



INTRO

Vision & Mission

The vision of Downtown Corpus Christi is to become the most vibrant downtown on the Gulf of Mexico by:

- Instituting a clean and safe environment;
- Creating a welcoming, well-designed, waterfront;
- Developing a robust, sustainable neighborhood;
- Promoting remarkable, prismatic experiences; and
- Growing our team's capacity to accomplish the vision.



ABOUT THE PLAN

Methodology

1) Identified Previous Studies & Plans

2) Engagement

- Co-Creator Workshop
- Internal Workshop
- DMD Board Retreat
- Online Survey
- Meetings to Review Draft Plan

3) Online Survey

- 793 Responses

What is the most important element that you would consider to be a vibrant downtown?

Clean & Safe Environment	27%
Robust Food Scene	12%
Quality Outdoor Spaces	9%
Family Friendly Activities	9%
Robust Retail Scene	9%



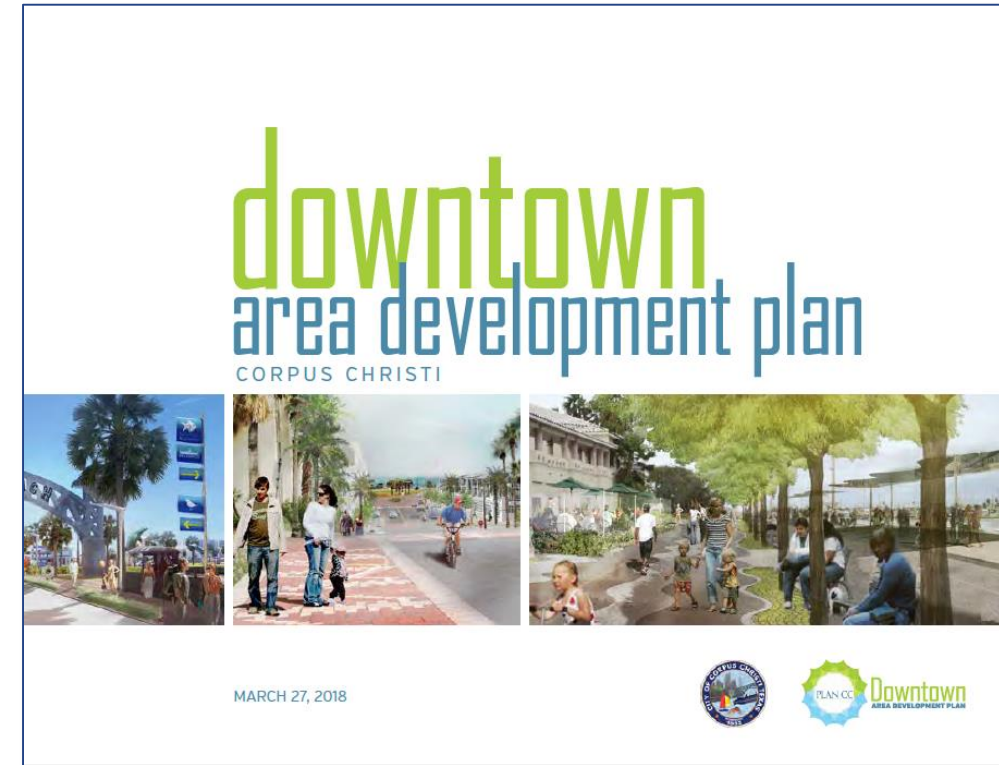
The background is a photograph of a city street, likely Los Angeles, featuring a prominent cylindrical skyscraper (US Bank Tower) in the distance. The image is covered with a semi-transparent blue filter. Various colorful geometric shapes are overlaid: a yellow and pink diagonal bar in the top left; a pink L-shape with a green arrow in the top right; a large white arrow pointing right in the bottom left; and a cyan and green diagonal bar with a small green dot in the bottom right. The word "ANALYSIS" is centered in white, bold, sans-serif capital letters.

ANALYSIS

IMPLEMENTATION OF DADP

- 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.

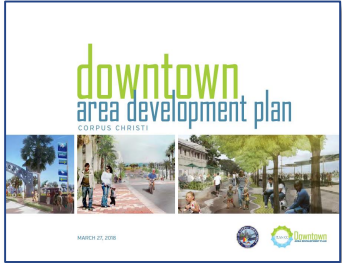
At its heart, the DADP aims to **establish Corpus Christi as a premier 21st Century waterfront city** in Texas, with safe, vibrant, walkable, and connected districts in which to live, work, learn, and play.



Five Vision Themes

- 1) Encourage Market Driven Development
- 2) Create More Housing Choices
- 3) Complete a Waterfront Park & Trail Network
- 4) Reconnect Neighborhoods
- 5) Celebrate this Unique Place to Live, Work, Learn & Play

DOWNTOWN AREA DEVELOPMENT PLAN ANALYSIS



STEP 1

Identify **DMD Led**, **City Led – DMD Support**, and **City Led** Initiatives

	Initiatives	Responsibility	% Initiated
1	Utilize TIRZ #3 to unlock market-driven development with flexible, effective options serving the different incentive needs of different projects.	DMD Led	100%
2	Target tax abatement and other incentives to reinforce neighborhoods with new job and mixed-income housing development.	City Led	Not Tracked
3	Proactively encourage redevelopment of well-located underutilized properties.	DMD Led	50%
4	Support new development with infrastructure investments that are timed and located together with private investment.	City Led – DMD Support	50%
5	Organize parking at district scale to increase convenience and efficiency.	City Led – DMD Support	16%
6	Actively manage event traffic.	City Led – DMD Support	11%
7	Transform old Harbor Bridge infrastructure to connect districts and the bay with walkable development and access.	City Led	Not Tracked
8	Intensify destination arts and retail programming.	DMD Led	63%
9	Fill missing links in Corpus Christi's signature waterfront park and path network.	City Led – DMD Support	11%
10	Create clean, safe, welcoming places.	DMD Led	71%



DOWNTOWN 2020 IMPLEMENTATION ANALYSIS

	Initiatives		Progress
1	Sustain and Grow Greater Downtown Revitalization Initiative.	Strategic Marketing	Ongoing
2	Implement Downtown Cultural Development Plan	Strategic Marketing	Ongoing
3	Develop and Implement Strategic Marketing Plan	Strategic Marketing	Ongoing
4	Attract Post-Secondary Education presence	Real Estate Development	In progress
5	Attract Entrepreneurial Centers	Real Estate Development	Ongoing
6	Create Retail Recruitment Initiative	Real Estate Development	In progress
7	Create and Manage Downtown Residents Association	Real Estate Development	In Progress
8	Provide Comprehensive Market Information	Real Estate Development	Ongoing
9	*Create and Grow Events to Make Downtown a Great Place to Work and Live	Real Estate Development	Change in Direction
10	Improve Seawall Maintenance, Beautification and Programming	Placemaking and Beautification Programs	Ongoing
11	Improve Beautification, Branding and Landscaping	Placemaking and Beautification Programs	Ongoing
12	Grow Bike Share program to 100 bikes	Multimodal Transportation and Accessibility	Eliminated
13	Explore Reinstating Ferry Service	Multimodal Transportation and Accessibility	Rollover
14	Pursue Bus Service Partnerships to Attract Customers	Multimodal Transportation and Accessibility	Rollover

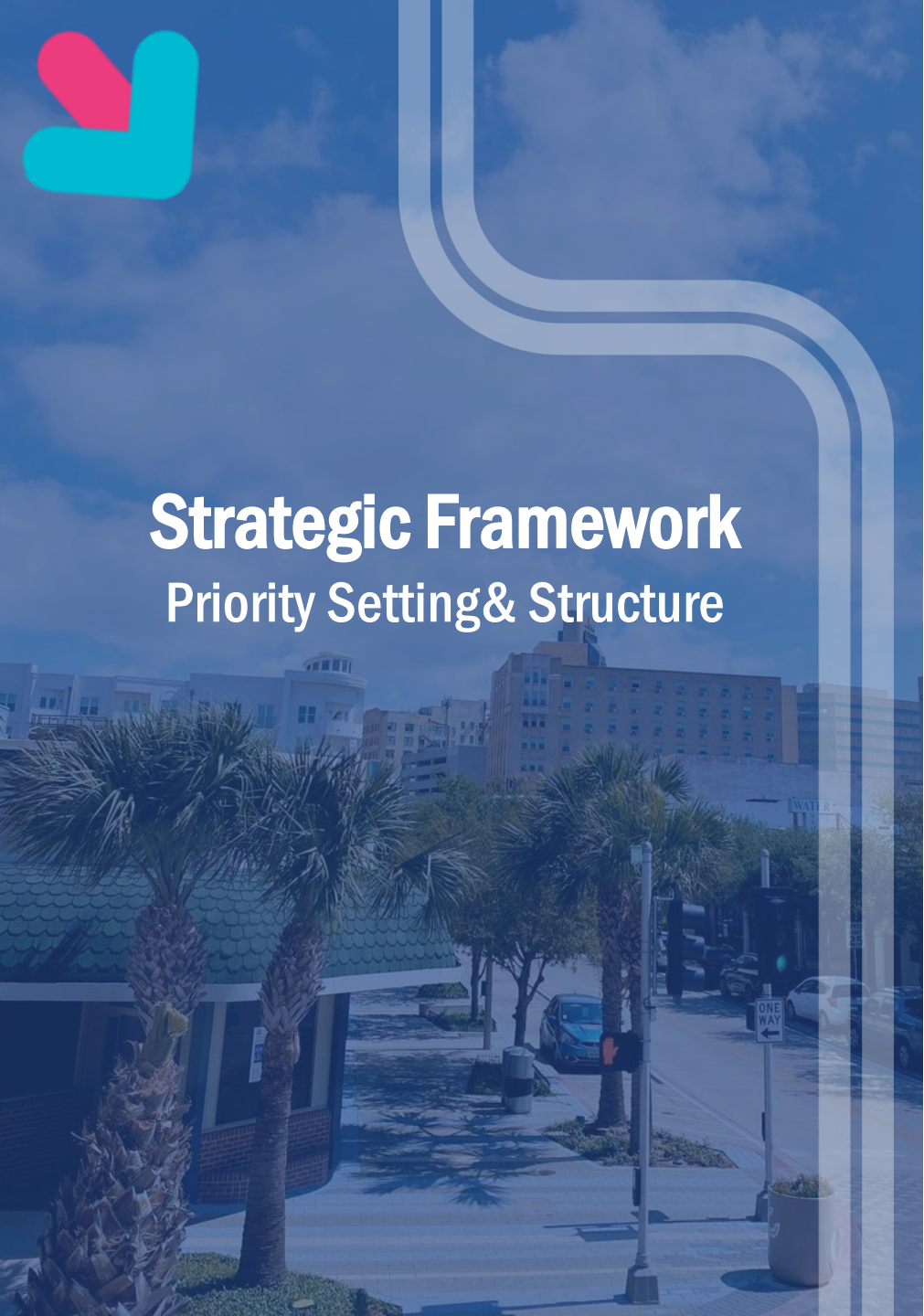
DOWNTOWN 2020 IMPLEMENTATION ANALYSIS



City Supported Initiatives Rolled From 2014-2017 Plan		Progress
1	Parking Management Implementation Plan	Corrected Meter Hours
2	Comprehensive Wayfinding	-
3	Traffic Pattern Analysis	Implementing Projects, Mostly In Order
4	Downtown Area Development Plan	Adopted in 2018
5	Stronger Vacant Building Ordinance	Adopted in 2018
6	Montgomery Ward Building Redevelopment	Ongoing

The background is a photograph of a city street, likely Los Angeles, featuring a prominent cylindrical skyscraper (US Bank Tower) in the distance. The image is covered with a semi-transparent blue filter. Decorative elements include: a cluster of yellow, pink, and red diagonal bars in the top-left; a large pink L-shaped graphic with a green arrow pointing down-right in the top-right; a large white arrow pointing right in the bottom-left; and a cluster of cyan and green diagonal bars in the bottom-right. A white double-line graphic curves along the bottom edge.

Strategic Framework



Strategic Framework

Priority Setting& Structure

Item	What is it?	What does it look like?	Where is it?
Goal	Mission Element	Develop & Improve Downtown	This Plan
Strategy	Approach to a accomplish a goal	Get University Presence, will increase value proposition	This Plan
Objective	Measurable step to achieve strategy, quantitative, short term	Increase new business openings by 30% from previous FY.	This Plan, with measurements established in Service Plan
Tactic	Qualitative, how we accomplish objective.	Utilize TIRZ Incentives to recruit. Conduct Downtown Development 101 Workshops monthly.	Service Plan



District Operations

Instituting a clean and safe environment.

Where We Are Now						
Benchmark	2021	2019	2017	2015	National	
Clean	60%	47%	56%	45%	48%	TX 86%
Safe	56%	47%	48%	42%	45%	TX 67%

Strategies:

1. Improve cleanliness and perceptions of cleanliness,
2. Coordinate with City to elevate standard of care for greenery and right of way fixtures to create best looking appearance.
3. Create a consistent sense of security for all downtown users at all times.
4. Advocate to establish processes that mitigate adverse environmental and safety perception impacts of people experiencing homelessness with compassion.
5. Continuously install and maintain lighting throughout downtown to increase safety at night.

Downtown Area Development Plan Alignment

Vision Themes

- Encourage Market-driven Development.

Priority Initiatives

- Proactively encourage redevelopment of well-located underutilized properties.
- Focus infrastructure investments to maximize leverage of private sector investment.
- Create clean, safe, welcoming places.



Placemaking

Creating
a welcoming, well-
designed, waterfront.

Downtown Area Development Plan Alignment

Vision Themes

- Encourage Market-driven Development.
- Create More Housing Choices.
- Celebrate this Unique Place to Live, Work, Learn, and Play.
- Complete Waterfront Park & Trail Network

Priority Initiatives

- Focus infrastructure investments to maximize leverage of private sector investment.
- Organize parking at district scale to increase convenience and efficiency.
- Proactively encourage redevelopment of well-located underutilized properties.
- Create clean, safe, welcoming places.

Strategies:

1. Advocate for and support implementation of catalytic infrastructure improvements – especially on the waterfront.
2. Create beautiful streetscapes and interactive public spaces through urban design
3. Ensure all downtown users have a connected, convenient, and safe route to and through downtown
4. Enhance the parking system so that public and private parking is available for diverse users when needed.
5. Implement Family-Oriented placemaking initiatives that make places inviting for all ages through design.



Economic Development

Developing a robust,
sustainable neighborhood.

Where We Are Now			
	2015	2018	2021
TIRZ #3 Property Values	\$15,838,522	\$19,578,696	\$58,920,685
Number of Business Openings	13	9	14
Vacant Storefronts	N/A	28	34

Strategies:

1. Increase the supply, density, and variety of residential options.
2. Develop a robust food ecosystem with diverse offerings.
3. Recruit an attractive and authentic retail mix for residential and tourist audiences.
4. Return vacant properties and land parcels to the market for development.
5. Increase downtown office occupancy with tech and innovation uses.

Downtown Area Development Plan Alignment

Vision Themes

- Encourage Market-driven Development.
- Create More Housing Choices.

Priority Initiatives

- Utilize TIRZ #3 to unlock market-driven development
- Proactively encourage redevelopment of well-located underutilized properties.
- Intensify destination arts and retail programming.

Promotions

Promoting remarkable,
prismatic experiences.

Where We Are Now

	2018	2019	2020	2021
Facebook Followers	17,659	19,416	22,059	24,447
Instagram Followers	3,649	8,973	15,045	20,600
Newsletter Subscribers	5,874	5,886	5,886	5,994

Strategies:

1. Leverage communication channels to educate the public on downtown's unique offerings.
2. Elevate downtown's market position by proactively defining the brand as a regional treasure and economic powerhouse.
3. Facilitate micro-communities of downtown interest groups to maximize collaboration amongst co-creators.
4. Program and support signature experiences that amplify our unique culture and assets.
5. Foster opportunities for the creative class to shine.

Downtown Area Development Plan Alignment

Vision Themes

- Celebrate this Unique Place to Live, Work, Learn, and Play.

Priority Initiatives

- Intensify destination arts and retail programming.



Organizational Management

Growing our team's capacity to accomplish the vision.

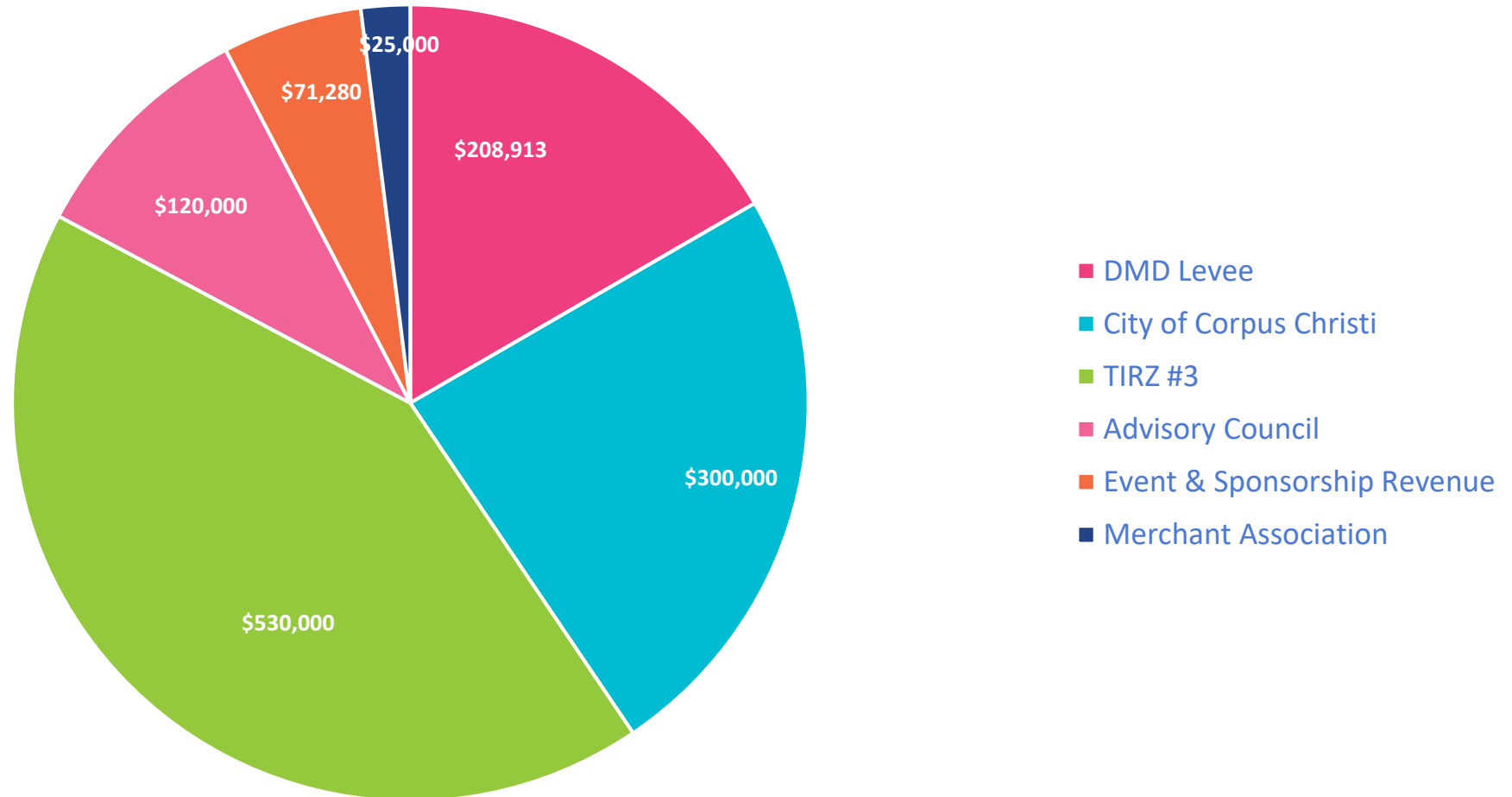
Where We Are Now

	2014	2015	2016	2017	2018	2019	2020	2021
Budget (K)	\$364	\$699	\$786	\$1.1	\$1.1	\$1.2	\$1.3	\$1.6
Revenue								
Expenditure	\$420	\$735	\$797	\$1.1	\$1.1	\$1.2	\$1.3	
Staff Size	2	4	3	3	3	5	6	7
Contractors		4	4	6	6	8	8	8

Strategies:

1. Maintain and optimize governance structure through complex evolution.
2. Collaborate through service contracts and public private partnerships to diversify and stabilizing funding, grow “team” mentality of revitalization.
3. Recruit, retain and develop motivated, dedicated staff to implement vision and expand organizational capacity.
4. Evolve technology and facilities to provide professional best in class working environment.
5. Establish a culture in which information is readily shared.

DOWNTOWN REVITALIZATION PARTNERSHIP FUNDING MODEL 2020



The background is a photograph of a city street, likely Los Angeles, featuring a prominent cylindrical skyscraper in the distance and a colorful mural on a building to the left. The image is covered with a semi-transparent blue filter. Overlaid on this are several colorful geometric shapes: a yellow bar, a pink bar, and a red dot in the upper left; a large pink L-shaped graphic with a green arrow in the upper right; a large white arrow pointing right in the lower left; and a cyan bar and a green dot in the lower right. A white double-line graphic also curves along the bottom right.

QUESTIONS?