



FY 2021-2022 SERVICE PLAN

CORPUS CHRISTI DOWNTOWN MANAGEMENT DISTRICT AND
DOWNTOWN TAX INCREMENT REINVESTMENT ZONE
INTEGRATED SERVICE PLAN





Downtown Corpus Christi has been in the process of revitalization for the past six years. The progress made has positioned the Corpus Christi Downtown Management District (the DMD) to finally set our collective sites on a future in which Downtown Corpus Christi is nationally recognized for its vibrancy, not its potential. “From Potential to Prismatic Progress,” the DMD’s FY 2022 – 2027 Five Year Strategic Plan builds on the momentum and groundwork that was set in previous Strategic Plans. This FY 2022 Service Plan outlines the specific, measurable, actionable, realistic and timebound objectives we will accomplish in pursuit of established strategies to accomplish our goals.

Vision & Mission Statement

The CCDMD is a professional municipal management district, established in 1992, representing property owners in the Downtown Corpus Christi neighborhood known as the Marina Arts District. Through interlocal relationship with the City of Corpus Christi and Downtown Tax Increment Reinvestment Zone, we facilitate development through the Greater Downtown Area. With the support of our corporate partners on the Downtown Advisory Council, we move revitalization further forward.

The vision of the DMD is to create 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;

Growing our team’s capacity to accomplish the vision.

Values

Values define what an organization stands for. Through discussions with the DMD Staff and Board, a new set of values were identified as principles held inherently and practically unanimously by our team.

Collaborative: We go further by working together.

Leading: We are willing to stand up to move forward.

Creative: We use our imaginations to solve problems.

Determined: We are resolved to accomplishing our vision.

Passionate: We love our downtown.

Tenacious: We find joy in seeing ideas implemented.



PLANNING FRAMEWORK

There is abundant guidance on the proper arrangement of goals, strategies, objectives, and tasks. Additionally, there are a variety of approaches to an MMD’s planning iterations. For the purpose of streamlining DMD operations, we have established the following framework.

Item	What is it?	What does it look like?	Where is it?
Goal	Mission Element	Develop robust, sustainable neighborhood.	Five Year Strategic Plan
Strategy	Approach to Accomplish a Goal	Activate vacant properties and land parcels by returning them to the market for development.	Five Year Strategic Plan
Objective	Measurable Step to Achieve Strategy, Quantitative, Short Term	Facilitate rehabilitation process for three vacant properties in partnership with willing property owners.	Annual Service Plans
Tactic	Qualitative, how we accomplish objective	Identify first property, conduct RFO for architect to develop plans for bidding, secure bids, identify funding, negotiate incentives, begin construction.	90 Day Action Plan



DISTRICT OPERATIONS

Instituting a clean and safe environment.

A. Improve cleanliness and perceptions of cleanliness by 5% annually.

- Provide an 8-member Clean Team to maintain the Greater Downtown Area at a consistently high level of cleanliness (personnel, duties and hours).
- Survey stakeholders to understand how they define “clean” and how we can improve.
- Conduct audit of service levels to identify additional capacity and resource needs for FY 23.
- Explore addition of hot water pressure washing function bi-annually for more thorough district & sea wall cleanliness.
- Evaluate Clean Team operation base and consider alternate sites to optimize strategic personnel and equipment deployment location.
- Explore possibility for partnership with City 411 program to submit requests and standardize responsiveness reporting.
- Develop communication plan for social media.

B. Elevate standard of care for landscaping and right of way fixtures to create best looking appearance.

- Design and conduct three planter change outs per year.
- Conduct bi-annual rotation of seasonal foliage for Artesian Park & La Retama Park.
- Foster partnership with Botanical Garden & Master Gardner Society for garden approach to Artesian Park.
- Expand inhouse skillset and capacity with Master Gardner Program certification.
- Explore volunteer opportunities.
- Establish schedule for regular curb painting to present best face in high volume season.

C. Create a consistent sense of security for all downtown users at all times.

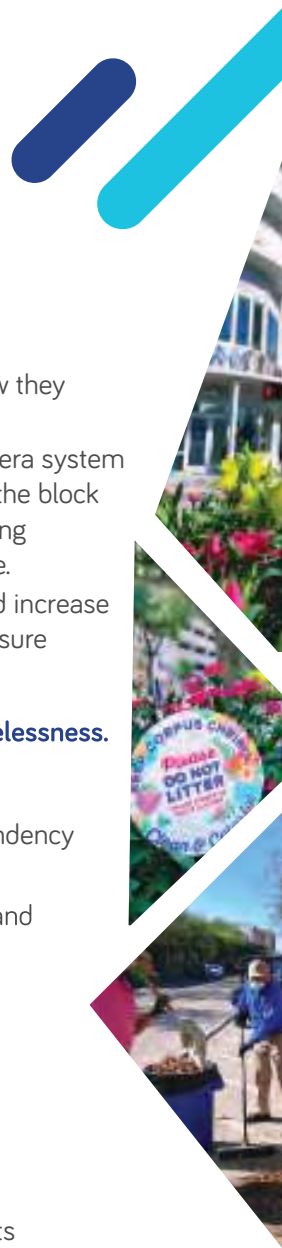
- Continue partnership with City & Downtown Bars for Off Duty Police Patrol, resecuring private sector support.
- Work with Police Department to re-establish a Downtown Patrol with visible, round the clock presence on key corridors and public spaces.
- Prioritize evaluation of resource allocation and staff capacity for safety in the district. Make recommendations for FY 23 budget additions.
- Survey stakeholders to understand how they define “safe” and how we can improve.
- Advocate for district wide security camera system installation to provide a reliable, round the block record of activity in the district, increasing apprehension rates and deterring crime.
- Update Safety Partnership strategy and increase frequency to monthly meetings and ensure effective membership.

D. Collaborate with the community to mitigate adverse environmental and safety perception impacts of homelessness.

- Conduct Block by Block Outreach & Street Population Assessment.
- Coordinate with newly created City department to establish processes that solve mental health and dependency issues versus criminalizing people experiencing homelessness.
- Connect newly designated City Staff with downtown business and property owners in Safety Partnership and Merchant Association monthly.

E. Continuously 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 “guerrilla” lighting features like ¡Iluminando! and identify operational and maintenance costs before implementation.



Creating a welcoming, well-designed, waterfront.

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 IH-37, Twigg, Kinney, Park, Furman, and Coopers Alley. (Bond 2018 Project)
- Work with city to support the development, adoption and implementation of the Marina Master Plan.
- Coordinate with City to plan and complete Lawrence Street SPMP Improvement.
- Coordinate with City to plan and complete Water Street SPMP Improvement with streetscape features.
- Create Downtown Construction Access Standards to maintain Right-Of-Way accessibility and minimize business disruption.

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

- Continue Implementations of parklets with installation of 4 parklets and 2 cafes.
- Update TIRZ #3 Urban Design Standards and advocate for ordinance adoption to increase vibrancy.
- Leverage \$200,000 of TIRZ #3 streetscape and safety funding to produce façade improvements valued at \$400,000.
- Collaborate with city staff on the wayfinding plan and implementation process, while advocating for a cohesive brand and district identity throughout the Downtown Area.

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

- Identify priority phases of Bike Mobility plan for implementation.
- Develop relationship with RTA by 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.
- Initiate discussion on complete streets policy.



I. Enhance the parking system so that public and private parking is available for diverse users when needed.

- Continue to advocate for implementation of Parking Action Plan.
- Complete Parking Garage Feasibility studies for key sites to facilitate development.
- Work with City to move forward with Parking Meter Updates.

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

- Develop and deploy high quality holiday installations throughout the Marina Arts District and into Waters Edge, focusing on right of way and park decorations.
- Establish a partnership with the South Texas Botanical Garden at Artesian Park.
- Program installations like “Umbrella Sky” or other national and international installations in key public spaces in Q3.
- Identify ways to activate Sea Wall in partnership with City and Visit Corpus Christi.

ECONOMIC DEVELOPMENT

Developing a robust, sustainable neighborhood.

K. Increase the supply, density, and variety of residential options.

- Support 58-units in construction to ensure delivery to market in FY 22.
- Support 139-units to begin construction in FY 22.
- Actively seek to get 150-units committed for development in FY 22.
- Foster partnerships with 5 local bank institutions to activate institutional investment for development.

L. Develop a robust food ecosystem with diverse offerings.

- Explore and identify the challenges for funding and develop targeted incentives for chef-led or proven operator's secondary locations.
- Continue partnership with recruiter to recruit a regional and national brand into the area.
- Establish a strategy for a food incubator.

M. Recruit an attractive and authentic retail mix for residential and tourist audiences.

- Develop targeted incentives for two new categories: 1) strong online brand's first brick-and-mortar or 2) proven operator's additional locations.
- Continue development and implementation of multi-phased Retail Incubation Strategy, targeting specific sites for development.
- Continue partnership with recruiter to recruit a regional and national brand into the area.
- Partner with residential developers to create mixed-use retail white-box ready units.



N. Activate vacant properties and land parcels to the market for development.

- Partner with CCAR and Commercial Brokers, host annual workshop.
- Support City Council's update to the Downtown Vacant Building Ordinance.
- Facilitate the rehabilitation process for willing vacant property owners (3 properties).
- Conduct monthly updates to DowntownTX.org with available properties for lease or sale.
- Continue to administer TIRZ #3 incentives to activate vacant properties throughout the zone.

O. Increase economic strength of the "South Texas Diamond" by leveraging our competitive assets of affordable, existing, waterfront real estate with knowledge economy, technology-led economy and innovation focused users.

- 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 Start Up Incubator.
- Partner with CCREDC to implement Target Industry Analysis & Quality of Place Studies
- Establish grant program in partnership with Mayor, CCREDC and City's Type B Program for qualified companies relocating to Downtown Corpus Christi.

PROMOTIONS

Promoting remarkable, prismatic experiences.

P. Strengthen communication channels to educate the public on downtown's unique offerings.

- Continue to develop Instagram growth at a 5% monthly rate.
- Prepare and distribute 52 e-newsletters, increase click rate, maintain 15% open rate.
- Conduct monthly updates to website, increase viewership by 6% each.
- Continue to produce original content, uploading to YouTube quarterly, with an annual campaign and a video Annual Report.

Q. Elevate downtown's market position by proactively defining the brand as a regional treasure and economic powerhouse.

- Proactively prepare pitches for story development to maintain media market share with six stories per month.
- Identify Downtown's market position as a weekend destination and establish strategy for growing specific psychographic segments.
- Partner with corporations to establish coordinated communications strategy or sponsorships, utilizing guerilla marketing on professional platforms.
- Prepare presentation incorporating Annual Report accomplishments for spring luncheon and club meeting "road show" tour.



R. Facilitate micro-communities of downtown interest groups to maximize collaboration amongst co-creators.

- Increase Merchant Association meeting participation from 15% to 35% of operating hospitality and retail businesses.
- Continue to grow Run Club as a support function for Merchant Association to provide exposure and maintain 40% increase business sales.
- Establish baseline Resident Association membership of 5% of downtown residents.
- Identify quarterly opportunities to drive business or benefit downtown with the momentum of coordinated resident group.

S. Program and support signature experiences that amplify our unique culture and assets.

- Support 21 signature events and track attendance utilizing Placer program.
- Increase Artwalk attendance by 20% per month same month of previous year.
- Continue to grow and expand holiday event series to generate activity and business in the off-season months of November and December.
- Increase Mixed Beverage Sales Tax Collection by 10% over previous FY.

T. Foster opportunities for the creative class to shine

- Continue development and implementation of Downtown Public Art Program with installation of five murals in key locations.
- Maintain Cultural District designation.
- Submit ten Texas Commission for the Arts applications to gain funding for the creative class installations throughout the district.
- Develop plan for performance art and live music expansion through the district.



ORGANIZATIONAL MANAGEMENT

Growing our team’s capacity to accomplish the vision.

U. Provide effective administration of complex governance structure while optimizing and streamlining existing entities and programs.

- Continue monthly Board Management, daily financial operations, annual reporting, and annual service plan development.
- Update Bylaws to reflect current, professional operational structure.
- Create subcommittee and initiate DMD reauthorization to 2030 in order to establish decade oriented framework for development.
- Clarify roles of Downtown Revitalization Alliance (501c3), Downtown Corpus Christi Cultural District, and Main Street Program.

V. Collaborate with partners to diversify funding and foster “teamwork” mentality towards revitalization.

- Manage interlocal agreements, provide clear value to TIRZ #3 for service contract.
- Explore possibility of voluntary expansion of service area to contiguous neighborhoods desiring services and opportunity for representation on the DMD board.
- Continue to grow and expanding funding partners through Downtown Advisory Council, identify opportunities to partner in additional manners.
- Expand recognition for stakeholders, businesses and volunteers to extend “team” mentality beyond the office.

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.
- Continue pursuit of professional certifications as needed to increase team’s capacity by requiring one professional development milestone for each team member.
- Continue monitoring capacity and workload to identify if additional resources are required to meet Board and Elected Official expectations of service levels.
- Maintain and expand membership with professional and industry trade organizations, (International Downtown Association, Texas Downtown Association, International Economic Development Council and Urban Land Institute).
- 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.

X. Evolve software, technology, and facilities to provide professional best in class working environment.

- Maintain functional office space and capacity to work remotely as needed in the new normal.
- Upgrade hardware and software as needed to conduct business and manage information.
- Conduct request for proposals to change technology support.

Y. Institute a culture in which data is tracked and information is readily shared.

- Maintain metrics and benchmarks.
- Respond within one business day to email requests.
- Serve as one-stop resource for information pertaining to current and prospective businesses, property owners, developer, and other stakeholders.

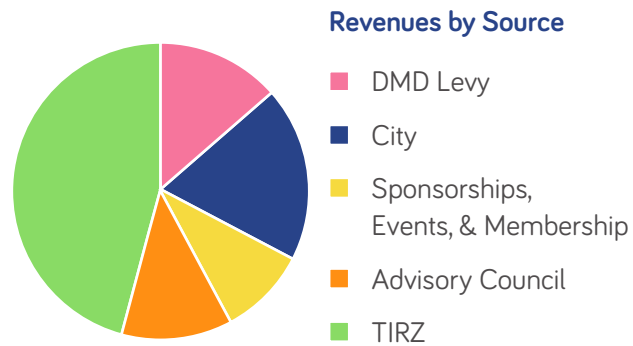




FY 2022 BUDGET

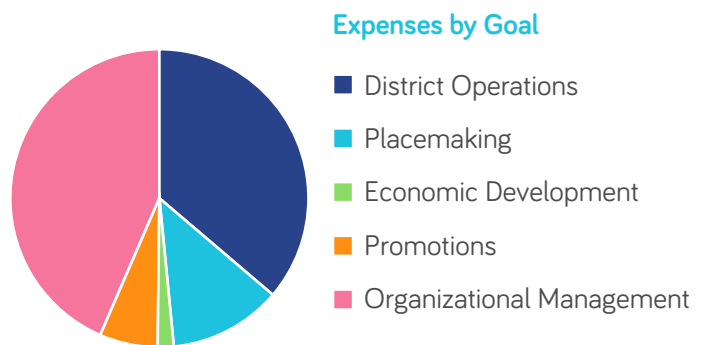
Revenues by Source

Revenues by Source	TOTAL
DMD District Levy	\$225,004
City Interlocal Agreement	\$317,226
Tax Increment Reinvestment Zone Agreement	\$765,000
Advisory Council	\$200,000
Fundraising, Memberships, Sponsorships, Grants	\$160,200
TOTAL	\$1,667,430



Expenses by Goal

Expenses by Goal	2022	DMD	CITY	TIRZ
District Operations	\$607,616	\$49,122	\$317,226	\$241,268
Placemaking	\$200,000	\$100,000		\$100,000
Economic Development	\$28,500			\$28,500
Promotions	\$105,300	\$98,650		\$6,650
Organizational Management	\$726,014	\$337,432		\$388,582
Total Expenses	\$1,667,430	\$585,204	\$317,226	\$765,000



METRICS & BENCHMARKS

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

District Operations	- Number of Bags of Debris Collected - Number of Bio Hazard Removal - Number of Trashcan Maintenance - Number of Planter Maintenance	- Number of Unique Activity - Per Hour - Street Team - Hours - Number of Police Reports
Placemaking	- Number of Plants Planted - Number of Façades Remodeled	- Number of Meetings with City to Improve Pedestrian Streetscape - Items of Parking Action Plan Implemented
Economic Development	- Number of New Residential Units (Opened/Constructed/Commitment) - Number of New Business Concept Meetings	- Conversion of Meetings to Applications (Incentive or permit applications) - Number of Properties Listed on DowntownTx.org
Promotions	- Social Media Stats - Traditional Media Stats - Associations Participation	- Event Attendance - Number of Public Art Projects - Grant Project Secured
Organizational Management	- Number of Board Meetings Held - Number of Downtown Advisory Council Members	- Number of Professional Development Completed - Number of Familiarization Trips - Number of Metrics and Benchmarks Collected

- METRICS**
- Biannual Downtown Perception Survey
 - Crime statistics
 - Business Sales Tax Collected
 - Downtown Population Traffic
 - Tourist Visitorship
 - New Business Openings by District
 - Street Level Vacancy
 - Building Vacancy
 - Office Vacancy
 - Private Sector Investment
 - Public Sector Infrastructure Investment
 - Parking Occupancy
 - Residential Occupancy

GET INVOLVED

Invest in Downtown

Our **Downtown Advisory Council** is made up of **visionary leaders across industry sectors** that play a unique role in the growth and development of our neighborhood. With your support, downtown will be positioned to make significant strides into the future. For more information, contact Executive Director Alyssa B. Mason at alyssa@cctexasdmd.com.

Advisory Council Sponsorship Levels

Downtown Pacesetter	\$15,000
Downtown Pillar	\$10,000
Downtown Patron	\$5,000

Custom Membership Packages Available

Advisory Council Benefits

- Invitation to Quarterly Networking Mixers
- Logo recognition on social media, newsletters, annual report, and presentations
- Corporate Recognition Gift for Office
- Company Highlights

Advisory Council Members

Port of Corpus Christi
 Corpus Christi Medical Center
 H-E-B
 AEP Texas
 CCISD
 Valero
 voestalpine Texas
 Frost Bank
 American Bank
 And many more!

Be apart of the renaissance of Downtown Corpus Christi!

Our **Merchant Association** is composed of businesses located downtown working to keep our neighborhood vibrant and lively. The **Downtown Neighborhood Association** is an opportunity for downtown residents to become a part of their neighborhood. Help us propel downtown forward by engaging online, getting involved, and becoming a member of downtown. Visit godowntowncc.com/join for more information.

DMD Merchant Association

Benefits:

- Monthly Meetings
- Social Media Promos
- Off Duty Police Patrol
- Run Club Host
- ArtWalk Host

Annual Fees:

\$200 Bars & Restaurants
\$100 Retail Businesses

DMD Neighborhood Association

Benefits:

- Monthly Newsletter
- Monthly Meetings
- Exclusive Resident Programs

Annual Fees:

- **\$30** Individual
- **\$50** Household
- **\$20** Downtown Neighbor
- **\$200** Lifetime Membership

