



# FY 2022-2023 SERVICE PLAN

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





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 relationships 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. This FY 2023 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 vision of the CCDMD is to create the most vibrant downtown on the Gulf of Mexico by:

- instituting a **clean, safe and beautiful environment**
- creating a **welcoming, well designed and accessible waterfront**
- developing a **robust, sustainable, desirable neighborhood**
- promoting **remarkable prismatic cultural experiences**
- growing our team, mentality and capacity to **accomplish the vision**

## Values

Values define what an organization stands for. The following values communicate how we function as an organization.

### DEPENDABLE

We want you to know you can count on us!

### OPTIMISTIC

We have a realistic and positive outlook on the future of downtown!

### CREATIVE

We value outside the box thinking, new solutions, new perspectives!

### PASSIONATE

We consider more than a job, but a calling!

### COLLABORATIVE

We make an impact with partnerships!

### INCLUSIVE

We believe Downtown is a place for everyone!

## PLANNING FRAMEWORK

This document is an annual statement of work, supplemental to the Downtown Corpus Christi 5 Year Strategic Plan. It is proposed by DMD Staff and accepted by the DMD Board, TIRZ Board, City Council & Staff.

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	Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.	Five Year Strategic Plan
Objective (Programs & Projects)	Measurables, short term step to achieve strategy.	Facilitate rehabilitation process for three vacant properties in partnership with willing property owners.	Annual Service Plans

# NORTH BEACH

35

181

# SEA DISTRICT

37

# UPTOWN

# MARINA ARTS

DMD Boundary & Levy District

# WATERS EDGE

# MEDICAL DISTRICT

TIRZ #3 BOUNDARY

TIRZ #3 BOUNDARY:  
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# 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 (track personnel, duties and hours).
- Conduct audit of service levels to identify additional capacity and resource needs for FY 24 and district expansion.
- Explore possibility for partnership with City 411 program to submit requests and standardize responsiveness reporting.
- Conduct audit and develop plan for expanding trash receptacles across Downtown Marina Arts District and Seawall.

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

- Conduct three planter change outs & two seasonal park change outs per year.
- Foster partnership with Botanical Garden, Native Plant Society & Master Gardner Society for garden approach to Artesian Park.
- Expand inhouse skillset & landscaping capacity with Master Gardner Program certification.
- 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.

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

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

### 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.
- Continue to maintain “guerilla” lighting features, identify operational and maintenance costs, with Illuminando Phase 2 on Downtown Buildings.



## 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, Coopers Alley, IH 37, Kinney, Park and Furman (Bond 2018 Project)
- Work with city to support the development of the Marina Master Plan, as well as simple activations in the meantime.
- 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.

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

- Continue implementation of parklets & sidewalk cafes.
- Leverage \$200,000 of TIRZ #3 Streetscape and Safety funding to produce façade upgrades valued at \$400,000. Add roofs to qualified costs to align with best practices.
- Update TIRZ #3 Urban Design Standards tied to all TIRZ #3 Incentive programs.
- 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.

- Assist City with management of micro mobility in Downtown Marina Arts District and along seawall, including scooters and bicycles.
- 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.
- Champion right of way management, focusing on ADA access and inclusivity.

### 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.
- 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.

### 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, park activations and vacant building 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 waterfront locations.
- Support the development of public art murals throughout downtown to expand the Downtown Public Art Program.

# ECONOMIC DEVELOPMENT

## Developing a robust, sustainable neighborhood.

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

- Support 60-units (North Water, 535 Carancahua) in construction to ensure delivery to market in FY 23.
- Support 156-units (the 600 Building, the Preston) to begin construction in FY 23.
- Foster partnerships with 3 local bank institutions to activate institutional investment for development.
- Actively seek to get 150-units (Sea Gulf Villa Redevelopment) committed for development in FY 23.

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

- Develop targeted incentives for chef-led or proven operator's secondary locations.
- Develop strategy to attract locally owned establishments to downtown.
- Establish a strategy for a food incubator.
- Increase mixed beverage sales tax collection by 5% over previous FY.

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

- Recruit local brands with strong online followings or existing operations to bricks & mortar locations.
- Continue development and implementation of multi-phased Retail Incubation Strategy, with specific sites targeted for activation.
- Partner with residential developers to create mixed-use white-box ready units.

### N. Leverage adaptive reuse and proactive marketing strategies (DowntownTx.org) to activate vacant properties and land parcels.

- Partner with CCAR and Commercial Brokers, host annual workshop.
- Conduct monthly updates to DowntownTX.org with available properties.
- Facilitate the rehabilitation process for key historic properties, like the Ritz Theater, Ward Building and 222 N Chaparral.
- 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 and technology economy (Lonestar UAS Center of Excellence and Innovation, Port of Corpus Christi), and entrepreneurship.

- Build regional coalition with institutional and entrepreneurial ecosystem leaders, conduct feasibility study and secure programming and physical expansion plans.
- Partner CCREDC to implement Target Industry Analysis & Quality of Place Studies.
- Partner with City to fund and launch Coworking Space.
- 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 and prismatic cultural experiences.

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

- Continue to Instagram, Facebook and LinkedIn growth at 100 followers per month.
- Prepare and distribute 52 e-newsletters, maintain 35% open rate, establish baseline click rate.
- Conduct monthly updates to website, with two priorities, establishing lifestyle content and conducting campaign for DMD Renewal.
- Continue to produce original video content, uploaded to YouTube and social media quarterly and creating an Annual Report video.

### Q. Elevate downtown's market position by proactively defining the brand through proactive narrative development using a psychographic strategy.

- Proactively prepare pitches for story development to maintain media market share with one story per month.
- Identify Downtown's market position as a weekend destination and establish strategy for growing specific psychographic segments.
- Conduct Bi-Annual Perception Survey.
- Develop dynamic strategy for State of Downtown and subsequent Annual report "Road Show."

### R. Facilitate micro-communities (like Business Association, Neighborhood Association, Downtown Run Club) of downtown interest groups to maximize collaboration amongst co-creators and businesses.

- Increase Business Association meeting participation from 15% to 35% of operating hospitality and retail businesses, expand to surrounding area.
- Grow Neighborhood Association membership to 20% of downtown residents.
- Continue to grow Run Club as a health focused programming activation.
- Identify quarterly opportunities to drive business or benefit downtown with the momentum of coordinated neighborhood group.

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

- Support 21 signature cultural events as co-promoter or co-producer and track attendance utilizing PlacerAI.
- Continue to grow and expand holiday event series to generate activity and business in the off-season months of November and December.
- Increase Artwalk attendance by 5% per month, over same month of previous year.
- Partner with corporations to establish coordinated communications strategies or sponsorships.

### T. Foster opportunities for the creative class to shine.

- Produce 2nd Annual Mural Fest, expanding the artist development and hospitality strategy for selected national and local artists.
- Submit three Texas Commission for the Arts applications to gain funding for the creative class installations throughout the district.
- Maintain Cultural District designation and seek financial support for music- and art- related programming.
- Develop plan for performance art and live music promotion through the district.



# ORGANIZATIONAL MANAGEMENT

## Growing our team's capacity to accomplish the vision.

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

- Continue monthly Board Management, daily financial operations, annual reporting and annual service plan development.
- Conduct DMD Reauthorization and Expansion for deployment in FY 2024.
- Update bylaws to reflect current, professional operational structure.

### 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.
- Expand recognition for stakeholders, businesses and volunteers to extend “team” mentality beyond the office.
- Continue to grow and expanding funding partners through Downtown Advisory Council, identify opportunities to partner in additional manners.

### 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.
- Maintain and expand membership with professional and industry trade organizations, (International Downtown Association, Texas Downtown Association, International Economic Development Council and Urban Land Institute).
- Continue pursuit of professional certifications as needed to increase team's capacity by requiring one professional development milestone for each team member.
- 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.

### Y. Establish a culture in which information is readily shared.

- Maintain record of business inquiries, identify customer relationship management software.
- 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.

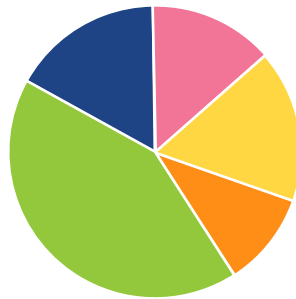




# FY 2023 BUDGET

## Revenues by Source

Revenues by Source	TOTAL
DMD District Levy	\$264,443
Fundraising, Memberships, Sponsorships, Events & Grants	\$329,500
City Interlocal Agreement	\$375,004
Tax Increment Reinvestment Zone Agreement	\$765,000
Advisory Council	\$200,000
<b>TOTAL</b>	<b>\$1,933,947</b>

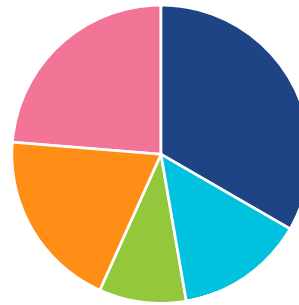


### Revenues by Source

- DMD Levy
- Fundraising, Memberships, Sponsorships, Events & Grants
- Advisory Council
- TIRZ Downtown Reinvestment Zone Interlocal Agreement
- City Interlocal Agreement

## Expenses by Mission Element and Source

Mission Element	Total Expense	DMD & Private Sector	CITY	TIRZ
District Operations	\$641,921	\$ 275,803	\$ 125,000	\$ 241,118
Placemaking	\$ 273,250	\$ 275,803		\$ 163,250
Economic Development	\$ 176,700	\$ 11,000		\$ 165,700
Promotions	\$ 382,700	\$ 226,350	\$ 150,000	\$ 6,350
Organizational Management	\$ 458,676	\$ 170,094	\$ 100,000	\$ 188,582
<b>Total Expenses</b>	<b>\$ 1,933,247</b>	<b>\$ 843,247</b>	<b>\$ 375,000</b>	<b>\$ 765,000</b>



### Expenses by Goal

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

## METRICS & BENCHMARKS

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

<b>District Operations</b>	- 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
<b>Placemaking</b>	- Number of Plants Planted - Number of Façades Remodeled	- Number of Meetings with City to Improve Pedestrian Streetscape - Items of Parking Action Plan Implemented
<b>Economic Development</b>	- 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
<b>Promotions</b>	- Social Media Stats - Traditional Media Stats - Associations Participation	- Event Attendance - Number of Public Art Projects - Grant Project Secured
<b>Organizational Management</b>	- 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

# INVEST IN DOWNTOWN

## Downtown Advisory Council

### INVEST IN DOWNTOWN

Become an Advisory Council Member to drive downtown forward and support the DMD's vision and mission. Choose the membership level that best fits your business or organization to receive member perks and promotions.

ADVISORY COUNCIL MEMBER BENEFITS:	DOWNTOWN PIONEER – \$50k investment	DOWNTOWN PROMOTER – \$25k investment	DOWNTOWN PILLAR – \$15k investment	DOWNTOWN PARTNER – \$10k investment
Recognition as Downtown Advisory Council Member	✓	✓	✓	✓
Recognition as Downtown Bench (SEEK OR SECURE SPONSOR)	✓	✓	✓	✓
Logo on Downtown Signage DMD Office Window Wrap	LARGE LOGO	MED	MED	MED
Recognition on Annual Report	LARGE LOGO	MED	MED	MED
*Recognition on Website	LARGE LOGO	MED	MED	MED
*Recognition on Newsletter	LARGE LOGO	MED	MED	MED
*Recognition on Social Media Instagram, Facebook, LinkedIn	5 posts/year	3 pos	3 pos	3 pos
Recognition at Your Business	Sculpture	Med	Med	Med
Recognition at State of Downtown	Mention + LARGE LOGO on signage	Med	Med	Med
Recognition at DMD Mixers	Sponsor + Host Opportunity	SOON	SOON	SOON
Downtown Merchandise Package T-shirts, Window Decal, Tote, etc.	20 of each Merchandise	10 of	10 of	10 of
*Recognition as Holiday Sponsor Choose Holiday Color	10 Holiday	5 Ho	5 Ho	5 Ho
*Recognition at Mural Fest	Mural Sponsor	Event	Event	Event
*Event Sponsorships	Top Sponsor of Premium Event	Top	Top	Top

\*DMD Promotions outlined on following pages  
\*\*DMD Events outlined on following pages

### CHOOSE YOUR EVENT

(IF APPLICABLE)

DOWNTOWN EVENT	TITLE SPONSOR	DATE(S) & LOCATION	MARKETING
ART WALK	[Logo]	EVERY FIRST FRIDAY OF THE MONTH SELECT DOWNTOWN STREETS & PARKS	12 MONTH MARKETING CAMPAIGN
DOWNTOWN OPEN HOUSE	[Logo]	EVERY WEDNESDAY OF THE WEEK 6:30-9:30 PM	12 MONTH MARKETING CAMPAIGN
MORAL FEST	Valero	2 WEEKS IN JUNE SELECT DOWNTOWN BUILDINGS & WALLS	3 MONTH MARKETING CAMPAIGN
TASTE OF IT DOWNTOWN	[Logo]	EVERY 3 <sup>RD</sup> THURSDAY, 1 PER QUARTER 812 PARTICIPATING BUSINESSES	1 MONTH MARKETING CAMPAIGN
PUB CRAWL	[Logo]	2 WEEKS IN MAY 812 PARTICIPATING BARS & PUBS	1 MONTH MARKETING CAMPAIGN IN COLLABORATION WITH BUC DAYS
MERRIEST	NEC	NOVEMBER – DECEMBER DOWNTOWN	3 MONTH MARKETING CAMPAIGN
[Event]	[Logo]	NOVEMBER – DECEMBER WATER'S EDGE PARK	3 MONTH MARKETING CAMPAIGN
ILLUMINATED BOAT PARADE	PORT CORPUS CHRISTI	DECEMBER CORPUS CHRISTI BAYFRONT	3 MONTH MARKETING CAMPAIGN
PEPPERMINT	[Logo]	NOVEMBER – DECEMBER CHAPARRAL STREET	3 MONTH MARKETING CAMPAIGN
ARTESIAN PARK	[Logo]	[Event]	3 MONTH MARKETING CAMPAIGN
HOLIDAY TREE	[Logo]	[Event]	3 MONTH MARKETING CAMPAIGN

🏠 = PREMIUM EVENT   ★ = FEATURED EVENT

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.

## Ready to Sign On?

Become a Downtown Leader and learn more by contacting **ALYSSA B MASON**.

361-826-3356

[Alyssa@cctexasdmd.com](mailto:Alyssa@cctexasdmd.com)

### ADVISORY COUNCIL SPONSORSHIP LEVELS

- Downtown Pacesetter ————— \$50,000
- Downtown Pioneer ————— \$25,000
- Downtown Pillar ————— \$15,000
- Downtown Patrons ————— \$5,000

### CURRENT MEMBERS

PORT CORPUS CHRISTI

Helping Here

Corpus Christi Medical Center

Frost

AMERICAN ELECTRIC POWER FOUNDATION  
BOUNDLESS ENERGY™

American Bank

ArcelorMittal

And many more!

# Downtown Business Association

The **Downtown Business Association**, locally known as the DBA, is a collective of over 30 downtown shops, restaurants, entertainment venues, and partners who work to keep our community vibrant and lively. The purpose of the DBA is to **connect, engage, and promote** downtown businesses, its amenities, seasonal specials, and events.

**DBA Membership**  
Annual Investment: \$195/year

Benefits:

- Monthly meetings or mixers
- Monthly emails with meeting notes
- Exclusive emails with updates from the DMD
- Logo in the DBA webpage on godowntowncc.com

**DBA Marketing Boost**  
Annual Investment: \$475/year

Benefits:

- Mention in the weekly newsletter
- Mention/tag in 2 social media posts
- On DMD's Facebook and Instagram
- One 1-hour professional photography session
- Logo clean-up / update
- Marketing support for Business Anniversaries
- Many other Marketing benefits

**ArtWalk Partner**  
Annual Investment: \$385/year

Benefits:

- Included on ArtWalk maps
- Sharable ArtWalk graphics
- Mention in select ArtWalk marketing
- 10'x10' booth space for your business

**DBA MEMBERSHIPS**

Become a DBA member to **PROMOTE** your business and downtown Corpus Christi as a destination, **ENGAGE** in downtown community projects and events, and **CONNECT** with other business leaders.

**MEMBERSHIP LEVELS:**

**DBA MEMBERSHIP \$195/year**

- Invitation to monthly DBA meetings
- Followup email with DBA meeting notes
- Downtown construction updates and important announcements every month
- Logo on DBA webpage on DMD's website linked to your businesses' website or social site

OR

**MARKETING BOOST MEMBERSHIP \$475/year**

**DBA MEMBERSHIP PLUS**

- Mention in at least 1 weekly newsletter, *The Downtowner*, per month
- Mention and tag in at least 2 social media posts / weekly stories per month (Facebook & Instagram) (two 30-minute sessions) to capture fresh photos
- One 1-hour professional photography session
- Logo clean-up / update
- Marketing support for Business Anniversaries
- Many other Marketing benefits

**DBA MEMBERSHIP ADD-ONS**

Select the add-ons that benefit your business via **RESTAURANT PROMOTIONS**, increased late night **SECURITY** support, and involvement with downtown's signature event, **ARTWALK**.

**ADD-ON OPPORTUNITIES:**

**RESTAURANT PROMOTION \$295/year**

- Invitation to be a part of Food & Beverage related events & promotions (e.g., quarterly Pub Crawls and other F&B events)
- Opportunity to host exclusive DMD events

**ARTWALK PARTNER \$385/yr. or \$38/mo.**

- Included on ArtWalk Rack Card
- Use of ArtWalk branding: logo & graphics
- Included in ArtWalk marketing
- 10'x10' space reserved for your business within footprint

**SECURITY SUPPORT \$195/mo.**

- Receive support from Off-Duty Police Officers ("Bar Beat") on Friday & Saturday nights
- Direct access to O.D.P.D. from 9 PM - 1 AM
- DMD supports funding and negotiable group pricing

## Ready to Join?

Become a DBA Member and learn more by contacting **EMILY BEARDMORE**.

361-826-3356

[Emily@cctexasdmd.com](mailto:Emily@cctexasdmd.com)



@godowntowncc



godowntowncc.com



@downtowncorpuschristi



Downtown Corpus Christi



Corpus Christi Downtown Management District



The Downtowner Newsletter

