

2017-2018 DISTRICT SERVICE PLAN



DOWNTOWN
MANAGEMENT
DISTRICT
CORPUS CHRISTI

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.

NORTH BEACH

Ship Channel

SEA DISTRICT

On the edge.
At the center.

UPTOWN

**MARINA
ARTS DISTRICT**

**WATER'S
EDGE**

**MEDICAL
DISTRICT**



**SEA
DISTRICT**



**MARINA
ARTS DISTRICT**



GLOBAL VIEW OF DOWNTOWN



MARINA ARTS DISTRICT



UPTOWN



SEA DISTRICT



WATER'S
EDGE



NORTH
BEACH



MEDICAL DISTRICT

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 the 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**



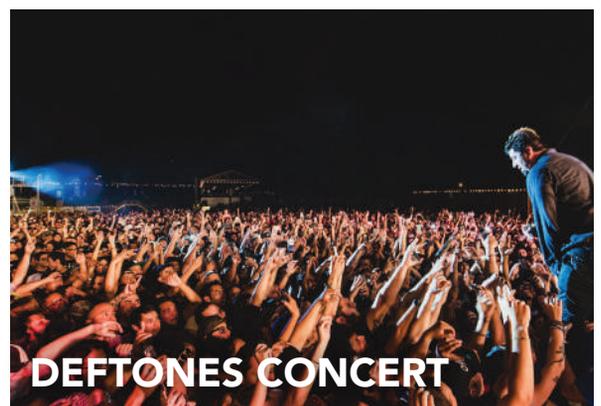
2017-2018 DOWNTOWN SERVICE PLAN

In partnership with City of Corpus Christi, Tax Increment Reinvestment Zone (TIRZ), collaborating organizations and stakeholders, DMD will 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 the TIRZ Scope of Service and generally includes: Marina Arts District, SEA District, North Beach, Uptown, Water's Edge, and the Medical 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 2017-2018 Service Plan includes \$100,000+ of new initiatives across our 4 core service priorities which 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.
- **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, professional staff, engaged leadership, board members, stakeholders and volunteers.





DISTRICT OPERATIONS:

CREATE A CLEANER, SAFER, MORE BEAUTIFUL AND ACCESSIBLE DISTRICT AND GREATER DOWNTOWN AREA.

Improve Cleanliness & 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 and equipment to maximize effectiveness/impact.
- Improve the Cleaning Partnership by recruiting more members throughout Downtown and adopting cleaning standards.
- Develop a robust volunteer program to provide consistent support for cleanliness projects and to leverage DMD Ambassador Clean Team efforts.
- Host Spring and Fall District/Downtown clean-ups and infrastructure painting events with collaborating organizations and volunteers.
- Conduct a deep clean of the Water's Edge and Medical District areas.

Improve Safety & 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.
- Invest in necessary tools, supplies, equipment to maximize effectiveness/impact.
- Review and assess if the DMD should institute a customer/safety ambassador program during high tourist season.
- Improve the Safety Partnership by recruiting more members and coordinating private security with DMD and City safety resources.

Beautification Strategies:

- Develop Downtown environmental branding plan and complete an initial phase.
- Grow mural program throughout Greater Downtown Area.
- Work with City and Stakeholders to install and maintain landscaping to enhance the Greater Downtown Area.
- Enhance and beautify Greater Downtown Area gateways.

Accessibility Strategies:

- Pursue funding/partners to grow Bike Corpus Christi, bike-share program to 100+ bikes in the Downtown.
- Pursue a weekend express bus service between Texas A&M University Corpus Christi and Downtown during the school year.
- Investigate, develop and/or invest in programs, in partnership with City and Regional Transit Authority (RTA), to move customers within the Greater Downtown Area.
- Form a working group to determine how to resume a harbor ferry service to link Marina Arts District, SEA District and North Beach.
- Work with City and stakeholders to:
 - Complete the three Bond 2014 road improvement and streetscape projects with minimal business interruption and maximum impact.
 - Implement the comprehensive wayfinding program for Greater Downtown Area.
 - Plan for creating enhanced streets connecting with new Harbor Bridge.
 - Implement Walker Parking Consultant Parking Management Plan to improve parking efficiency and supply.
 - Implement Traffic Management Plan.



DEVELOPMENT & IMPROVEMENT:

ATTRACT NEW BUSINESSES, DEVELOPMENT AND RESIDENCES; INCREASE SALES ACTIVITY AND STREET LEVEL OCCUPANCY AND IMPROVE EXISTING BUILDINGS AND URBAN DESIGN.

Attract New Businesses & Development & Increase Street Level Occupancy.

- Assist with managing **Tax Increment Reinvestment Zone (TIRZ)** incentives to attract new investment, redevelop vacant or underutilized property and improve urban design and infrastructure.
- Develop real estate recruitment program taking into account planning initiatives, available properties and market dynamics.
- Publish and promote available real estate properties/space on Downtown website and through social media tools.
- Update real estate marketing materials annually to facilitate business and developer recruitment.
- Work with City to:
 - Redevelop the Montgomery Ward Building.
 - Enact and implement stronger vacant building ordinance.
 - Implement the Downtown Area Development Plan.
- Develop program in coordination with CCREDC and the City to retain and attract corporations and office users to Downtown to increase office occupancy.
- Work with City, private sector and educational institutions to recruit a post-secondary education student presence in Downtown (i.e. TAMUCC, Del Mar).

Organize & Support Businesses & Improve Urban Design.

- Grow Downtown Merchants Association to mobilize stakeholders and develop programs to increase sales.
- Manage DMD Property Improvement Grant Program.
- Develop sidewalk café program to make Downtown Corpus Christi's outdoor dining destination.
- Advocate for Downtown design standards/guidelines. Continue participation in Texas Main Street; help businesses utilize Main Street services and work to preserve historic buildings.
- Research Incentives and business support programs for artist and galleries.

Promote Downtown Residential

- Promote downtown living options on Downtown website and social media tools.
- Develop Downtown residents' association to engage residences.
- Advocate for affordable/mixed income workforce housing.





MARKETING & EVENTS:

INCREASE SALES, VISITORSHIP AND INVESTMENT IN THE DISTRICT AND IMPROVE DMD VISIBILITY THROUGH STRATEGIC MARKETING AND DEVELOPING/MANAGING EVENTS.

Market the District/Downtown & Businesses

- Manage Downtown and Marina Arts District websites and social media tools.
- Develop a comprehensive marketing strategy/plan to promote Downtown, the Marina Arts District, businesses and events, to local consumers and target audiences.
- Work with steering committee and stakeholders to implement the Downtown Cultural District Development.
- Build and regularly update database of Downtown businesses, collaborating organizations, events, and property owners to improve communications with stakeholders.
- Grow email list and regularly communicate valuable information to our stakeholders and consumers via Downtown e-newsletter.
- Promote the organization's activity and results, Downtown success stories, through earned media efforts and DMD marketing tools.
- Work with stakeholders to develop new marketing partnerships.

Create, manage and support DMD and District events to increase Downtown visitorship, event attendance and event and business revenue.

- Create lunch time programming (i.e. music) as an amenity for Downtown workers.
- Grow and improve DMD managed events including Artwalk, Bridgewalk, Dine Downtown, Masterpiece In A Day, Monthly Mixers. Attract new sponsorships, volunteers and programming.
- Develop programming/event(s) targeted at young professionals and recruit young leaders to assist in execution. (lead, live, work, play).
- 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).

FY2018 Budget

Revenue	DMD	TIRZ	Public Private Partnership	Total
Public Sector				
City Interlocal Agreement	\$305,000	•	•	•
Tax Increment Reinvestment Zone Agreement	•	\$395,000	•	•
Private Sector				
DMD District Levy	\$205,000	•	•	•
Fundraising, Memberships, Sponsorships, Grants	•	•	\$360,000	•
Event expenses	\$35,000	•	•	•
Total Income	\$545,000	\$395,000	\$360,000	\$1,300,000
Expenses				
Management and Operations	\$200,000	\$272,000	\$153,000	\$625,000
Development and Improvement	\$52,000	\$13,000	•	\$65,000
Marketing and Events	\$51,000	\$110,000	•	\$161,000
Organizational Management / Public Private Partnership Development	\$227,000	•	\$222,000	\$449,000
Total Expenses	•	•	•	\$1,300,000



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.

Build the Public Private Partnership

- Retain revitalization experts to engage leaders and stakeholders in developing a permanent, efficient organizational structure for revitalizing the Greater Downtown Area.
- Manage interlocal agreements and service contracts.
- Implement strategic fundraising and membership plan to attract resources from Downtown stakeholders, regional corporate anchors and philanthropic institutions.
- Develop new partnerships and collaborations to leverage organizational resources and proactively address and improve the greater Downtown area.

Build DMD's Organizational Capacity.

- Increase staff as necessary to meet growing organizational mission and improve effectiveness.
- Lease office space that meets organizational needs/mission.
- Upgrade technology resources to maximize organizational effectiveness.
- 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.
- Create a volunteer, board and stakeholder recognition program.
- Research Incentives and business support programs for artist and galleries.

Improve DMD's Relevance & Recognition.

- Serve as one-stop resource for information pertaining to current and prospective businesses, property owners, developer and other stakeholders.
- Publish annual report and host annual meeting of stakeholders.
- Submit programs, initiatives, businesses and projects for state and national awards.

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
- Events
- Organizational Management
- Public Private Partnership



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