



CORPUS CHRISTI

DOWNTOWN MANAGEMENT DISTRICT

THREE-YEAR
STRATEGIC PLAN

NOVEMBER 2014





CORPUS CHRISTI DOWNTOWN MANAGEMENT DISTRICT

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.

Staff

Terry Sweeny, Executive Director
Alan Albin, Special Projects Manager



BOARD OF DIRECTORS

- Casey Lain, Chairman
- Trey Bates, Vice Chairman
- Tim Heuston, Treasurer
- Glenn Peterson, Secretary
- Raju Bhagat
- Con Browne
- Raymond Gignac
- Joe Gonzalez
- Brad Lomax
- Wayne Lundquist
- Janet Maxwell
- Dee Dee Perez
- Michael Richline
- Jonathon Richter
- Harold Shockley, Jr.

What We Do

Our mission is to create a successful, vibrant bayfront/seaside Downtown 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 District and greater Downtown area on behalf of our stakeholders and the regional community.

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 & 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, & 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!

Winning: What Does Mission Success Look Like?

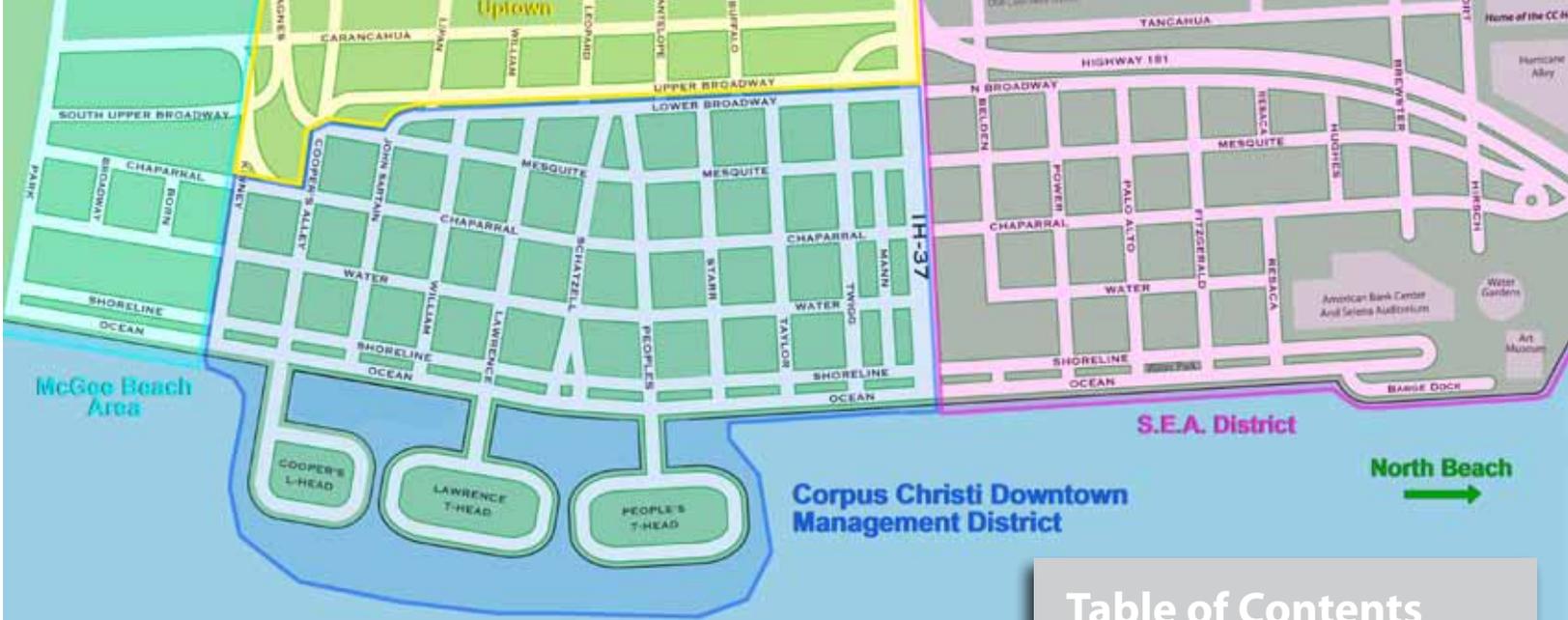
- Cleaner, safer and more beautiful District.
- Attracting a wave of new District and Downtown investments and businesses.
- Improved consumer perceptions of the District and Downtown.
- Attracting new financial resources and regional leadership to support the DMD mission.

3 Year Strategic Plan Process

On May 22, 2014 the DMD Board gathered to participate in a retreat to develop a Three Year Strategic Plan. Following the Board retreat, DMD hosted a public open house to obtain public comment and help in prioritizing services and programs. Invitations were sent to City Staff, City Councilors, Collaborating Organizations, DMD Stakeholders and the general public. Following the open house, DMD also hosted a stakeholder luncheon allowing additional feedback. In all, nearly 100 people participated in this process and from this process the 2014-2016 Three Year Strategic Plan was developed.

Corpus Christi DMD Board of Directors
November 2014





OUR WORLD

The District and the Greater Downtown Area

The District and Greater Downtown Area are anchored by a bayfront, beach and marina, parks and cultural, sports and convention and hospitality venues. It is the government, corporate and office center of the region. Residents, office workers and visitors enjoy local restaurants, vibrant night life and music scene, art galleries and museums 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 residents and visitors alike to access. Many artists, young professionals, empty nesters, students and service workers call it home.

Priorities

1. Create a Clean, Safe and Beautiful District.
2. Develop and Improve Downtown
3. Market and Promote The District, The Businesses and The DMD Organization.
4. Build a More Effective, Visible and Proactive DMD Organization.
5. Make an Accessible District With Multi Modal Mobility.
6. Create, Manage and Build DMD (Organization) Events and Promote and Support District Events.

Challenges

- Inadequate financial resources, small geographic District boundaries
- Limited staffing
- Lack of unifying vision and participation by regional corporate anchors
- Disjointed efforts among organizations
- Large transient population; street order crime, negative perceptions of safety and Downtown in general
- Crumbling, infrastructure and lack of pedestrian/vehicular connectivity
- Vacant, neglected, overvalued buildings and undeveloped land

Table of Contents

- 04-05 District Operations
- 06-07 Development & Improvement
- 08-09 Marketing & Events
- 10-11 Organizational Management

Vision

A sparkling Downtown by the sea 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.

Outlook

A growing pipeline of new commercial and infrastructure projects are ushering new momentum enhanced by one of the fastest growing regions in the country. The District and Greater Downtown Area feature a growing tourism industry and new entertainment destinations. More restaurants, bars and live music venues are opening. Attendance at cultural venues, special events and festivals continue to grow. Demand for living Downtown has led to record occupancy rates and is attracting new residential projects.



Downtown Corpus Christi

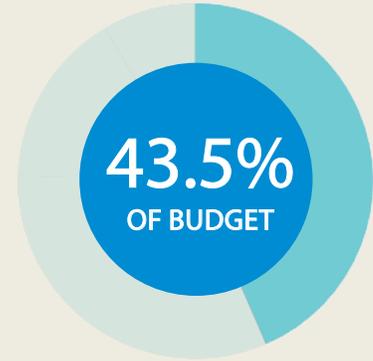
DISTRICT OPERATIONS

Objective:

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

Key Downtown Benchmarks:

Business/property and consumer perceptions survey; crime statistics; visitorship, sales, infrastructure dollars invested and number of blocks improved in infrastructure projects, wayfinding program, multi-modal program development and participation.



DMD Benchmarks

Cleanliness

Clean Team and Cleaning Partnership benchmarks
Trash cans replaced and cigarette butlers installed
Stakeholders engaged and partners recruited



CC DMD Clean Team

In the first three months on the job, DMD's Clean Team recorded the following results:

- 491 Block faces swept/cleaned
- 392 Bags of debris/trash collected
- 143 Sidewalks weeded/sprayed
- 114 Curbs painted, block faces
- 51 Customer contacts
- 38 Graffiti sites removed/re-painted



Paint the Town Tuesdays!

- 97 Volunteers & Staff
- 291 Hours of Painting
- 160 Block faces

Improve Cleanliness and Perceptions of Cleanliness

- Grow DMD Clean Team (personnel, duties and hours).
- Invest in necessary tools, supplies, equipment to maximize effectiveness/impact.
- Build Cleaning Partnership (recruit members/adopt standards).
- Manage robust volunteer program to support cleanliness projects.
- Work with City and stakeholders to replace outdated/deteriorated trash cans and increase cigarette butlers.

Priority #1: Clean, Safe, Green And Connected...

Improve Safety and Perceptions of Safety

- Create a Security Ambassador Program (link to strategy #2 and #3 below).
- Partner with City to increase Downtown police presence (on-duty or off-duty bike/walking patrol and link with Security Ambassador Program and Safety Partnership).
- Build Safety Partnership (recruit members, link via common radio/cameras monitored by Security Ambassadors and CCPD).
- Proactively address all street order crimes and transient population issues in concert with City and advocate for necessary ordinance tools and aggressive enforcement.
- Develop in concert with City a campaign to address giving money to panhandlers.

Improve Beautification

- Enhance maintenance of existing placemaking and landscape assets in concert with City and stakeholders.
- Develop a beautification master plan and calendar.
- Enhance and redefine Downtown vehicular and pedestrian gateways. Work with City, partnering organizations and private sector to identify projects and funding.
- Implement mural painting program for electrical boxes and buildings.
- Assess lighting and develop plan to enhance safety and to make architectural lighting and signage a signature element.
- Research developing a District banner program

Improve Accessibility, Infrastructure and Connectivity (Multimodal Mobility)

- Convene City and stakeholders to prioritize infrastructure projects and advocate for the projects annually.
- Provide construction mitigation services to minimize adverse effects of construction.
- Work with City and stakeholders to develop and fund a comprehensive wayfinding program for greater Downtown area.
- Conduct annual parking occupancy survey and vehicular and pedestrian counts for key intersections.
- Develop/update parking management plan, to manage long term (off-street) and short term (on-street) customer parking supply.
- Advocate for permitted parking lots and minimum design and operational standards.
- In partnership with City and Regional Transit Authority develop program to move customers within the District and between the greater Downtown area.
- Advocate for investments to create a more bike and pedestrian friendly ("Complete Streets") Downtown Research feasibility of a bike-share program and obtain funding.
- Work with City and Downtown stakeholders to plan for creating enhanced streets connecting with new Harbor Bridge.
- Promote use of public pier for boaters to access Downtown



Bike-Share Program



Bike-Friendly Streets

DMD Benchmarks

Safety

- Security Ambassador benchmarks
- Off-Duty Police Bike Patrol benchmarks
- Safety Partnership benchmarks

Beautification

- Placemaking/Landscape assets maintained
- Participants in beautification plan and calendar
- New Gateways created and maintained
- Murals and electrical boxes painted
- Lighting plan, project and participants
- Stakeholders engaged and partners recruited



Accessibility, Infrastructure, and Connectivity

- Contract with City for DMD to provide construction mitigation services
- Annual parking occupancy and vehicular and pedestrian counts report.
- Parking plan, permitted parking and operational/design standards.
- Wayfinding program
- Customer movement plan/program
- Bike share feasibility
- Downtown-Harbor Bridge connection investment plan
- Boater promotion plan recruited

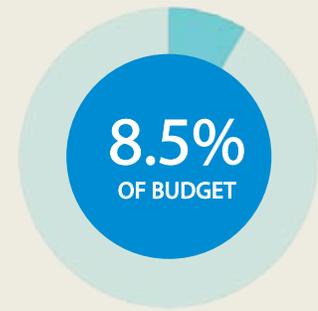
DEVELOPMENT & IMPROVEMENT

Objective:

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

Key Downtown Benchmarks:

Occupancy and rental rates; new businesses, investment and projects; sales activity, business/property and consumer perceptions survey.



Downtown Tax Increment Finance District

Also known as Tax Increment Reinvestment Zone (TIRZ) #3

The Downtown TIF District was established to begin capturing tax increment from City in 2008 and Nueces County and Del Mar in 2009 and continues until 2028 at which time it will sunset.

How it Works: At the creation of the TIF district, the base Assessed Valuation (AV) is established and remains at that level for the duration of the TIF. Tax revenue created by increased AV over time is captured by the TIF district and used to incent new development and fund revitalization.

TIF District Stats (as of November 1, 2014)

- 2013 Annual TIF Revenue: \$635,000
- Current TIF Fund Balance: \$1,551,000



Prosperity Bank has recently begun construction of its new \$1.9 Million branch and offices, which is to be completed in 2015.

Attract new businesses and development and increase street level occupancy

- Work with City to develop and aggressively utilize incentives like Tax Increment Finance (TIF) District revenues to support development.
- Document real estate market and develop recruitment plan (vacancies and priority development and redevelopment sites; targeted prospects including artistic and creative businesses).
- Create marketing materials to facilitate business and developer recruitment.
- Work City and stakeholders to address vacant, blighted buildings (absentee property owners, vacant building ordinance).
- Research creating a private sector led Downtown Development Fund/ Corporation to support new development.
- Work with City to identify Downtown City –owned sites that can be put out for redevelopment by private sector.
- Develop plan to attract more neighborhood services retail to support growing residential base.
- Develop program in coordination with CCREDC, City to retain and attract corporations and office users to Downtown to increase office occupancy.
- Work with City, private sector and educational institutions to create a post-secondary education student presence in Downtown.

The Future is Here

DMD Benchmarks

Development & Street Occupancy

Implementation of TIF and number of projects supported	Number of city-owned properties redeveloped by private sector
Development of recruitment plan and recruitment materials and number of prospect contacts	Office retention/recruitment program
Creation of Downtown Development Fund/Corporation	Downtown university/college presence

Organize and support businesses and improve urban design

- Convene Merchants Association to mobilize stakeholders and develop programs to drive business.
- Review, update and implement facade improvement program.
- Develop sidewalk café program to make Downtown Corpus Christi an outdoor dining destination.
- Work City and stakeholders to address vacant, blighted buildings, (absentee property owners, vacant building ordinance) and undeveloped land and unsightly surface parking lots (advocate for permitted parking lots and minimum design and operational standards).
- Advocate for Downtown design guidelines. Review all downtown permits and work to enhance project designs.
- Research developing a locally designated historic district.
- Become an art-centered district. Pursue cultural district designation and research incentives and business support programs for artists and galleries.

Promote Downtown Residential

- Promote Downtown living options on website and other DMD tools.
- Organize an annual Downtown Living Tour.
- Research the feasibility of a Community Development Corporation to provide more residential development (mixed-income and affordable housing) along the entire housing continuum.
- Develop Downtown residents association to engage residences

DMD Benchmarks

Business & Urban Design

- Creation of Merchants Association and program statistics
- Facade improvement program statistics
- Sidewalk café program statistics
- Creation of urban design guidelines and process

Promote Residential

- Website statistics
- Downtown Living Tour statistics
- Creation of Downtown Community Development Corporation
- Residents Association statistics

Top 5 Reasons to Invest or Locate Business Downtown CC

1. Nearly \$1 Billion in new projects planned or underway in Greater Downtown area
2. Vibrant water front and expanding Downtown Marina
3. Growing residential base and tourism market
4. TIF district to stimulate private sector development
5. Vibrant local music and arts scene

Best Things About Downtown Living

1. Marina and Bayfront... the views, the boats, the beach!
2. City's best restaurants and bars are just steps away!
3. Home to the city's best events... Artwalk is just one of many!
4. Urban style apartments and condos.
5. Its green, fit living! Walk to work, bike along the seawall and take a dip at the beach!
6. Thriving art and music scene.

New Prosperity Bank branch and offices under construction in downtown Corpus Christi



and Now!



The Cosmopolitan is a new \$24 Million mixed-use development in the heart of downtown Corpus Christi with 165 apartments and 3,800 sf of retail space opening in June 2015 (image courtesy of Realtex Properties).



MARKETING & EVENTS



Objective:

Increase sales, visitorship and investment in the District and improve DMD visibility through strategic marketing and developing/managing events.

Key Downtown Benchmarks:

Visitorship, occupancy and rental rates; new businesses, investment and projects; sales activity, business/property and consumer perceptions survey.

DMD Benchmarks

District & Business

Consumer Perception and Business survey

Marketing plan, dollars invested and leveraged (through partnerships)

DMD and District brand

DMD website and social media statistics

E-newsletter

DMD Database

Earned media statistics

The District and Businesses

- Conduct consumer perception survey to benchmark perceptions and prioritize marketing dollar allocation and programmatic focus.
- Develop a comprehensive marketing strategy/plan to promote the District and businesses to local consumers and target audiences. Integrate merchants association into marketing program.
- Enhance the DMD website and invest in social media tools to improve marketing of businesses, events, the District and the organization.
- Enhance DMD and District brands.
- Build and regularly update database of Downtown businesses, collaborating organizations, events, and property owners to improve communications with District stakeholders.
- Grow email list and regularly communicate valuable information to our stakeholders and consumers via e-newsletter.
- Promote the organization's activity and results, District success stories, through earned media efforts and DMD marketing tools.
- Work with stakeholders to develop new marketing partnerships.



House of Rock - Downtown Live Music Anchor



Welcome to the
Main Event!

The Dia de Los Muertos Festival is held near the end of each year downtown Corpus Christi, with over 50,000 in attendance in 2014.

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

- Enhance Corpus Christi 1st events
 - Improve website and social media tools.
 - Build staff, committee, volunteer and intern infrastructure and capacity.
 - Develop marketing plan.
 - Recruit sponsors and media partners.
 - Partner with City to enhance experience, safety and resource coordination and permitting process.
 - Research ways improve moving people between venues.
- 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 and water based events).



DMD Benchmarks

DMD Events
Corpus Christi 1st benchmarks
District events benchmarks
New event benchmarks
Streamlined and coordinated approval process

Live Music at the Executive Surf Club.



Artwalk attracts more than 5,000 people monthly.



Artwork being produced at the Art Center of Corpus Christi



Exhibit at K Space Contemporary Art Gallery.



**Artsy, Eclectic...
...Local, Fun!**

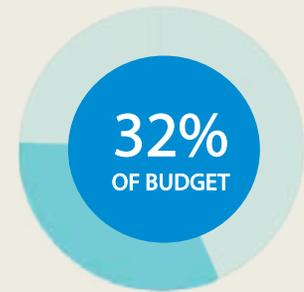
ORGANIZATIONAL MANAGEMENT

Objective:

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.

Key Downtown Benchmarks:

Sales, investment, business/property and consumer perceptions survey.



Attract more financial and leadership resources to support DMD's mission.

- Increase revenue through interlocal agreements, service contracts and general fundraising.
- Create an Advisory Council to engage and mobilize regional anchors/resources and provide a conduit to support DMD mission.
Develop new partnerships and collaborations to leverage organizational resources and proactively address and improve greater Downtown area.

Build DMD's Organizational Capacity

- Increase staff as necessary to improve effectiveness.
- Upgrade technology resources to maximize organizational effectiveness.
- Find a permanent, visible office location that meets organizational needs/mission.
- Research best practices for organizing downtown revitalization to match organization and geographic foot print.
- 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, stakeholder recognition program.

Improve DMD's Relevance / Recognition

- Serve as one-stop resource for information pertaining to current and perspective businesses, property owners, developer and other stakeholders.
- Publish annual report and host annual meeting of stakeholders.

DMD Activity Benchmarks

DMD Revenue
Advisory Council
Partnerships and dollars leveraged
Office location
Staff
Best practices report
Marketing plan, dollars invested and leveraged (through partnerships)
Earned media statistics
DMD website and social media statistics
E-newsletter
Database

Positive R New



DMD retreat and open house: Thanks to the more than 100 stakeholders who participated in this planning process.

Three Year Strategic Plan Budget Projections

- It will take a true public-private partnership to provide the services and implement the programs described in this Three Year Strategic Plan. To that end, DMD will work with the City of Corpus Christi, DMD property owners, regional corporate anchors and Downtown businesses to obtain the necessary dollars. The budget projections below reflect what DMD estimates will be needed and how it will be allocated to achieve the vision and success described in the plan.

Income	2014-2015	2015-2016	2016-2017	Three Yr. Total
Assesment Income	190,000.00	205,000.00	220,000.00	615,000.00
City Interlocal Agreement & Service Contract Income	420,000.00	440,000.00	455,000.00	1,315,000.00
Fundraising & Resource Recruitment	155,000.00	250,000.00	300,000.00	705,000.00
Sponsorships	25,000.00	25,000.00	30,000.00	80,000.00
Memberships / Merchants Association	5,000.00	5,500.00	6,000.00	16,500.00
Total Corpus Christi First Income	35,000.00	38,500.00	40,000.00	113,500.00
Total Income	830,000.00	964,000.00	1,051,000.00	2,845,000.00
Expenses	2014-2015	2015-2016	2016-2017	Three Yr. Total
District Operations	360,000.00	420,000.00	457,000.00	1,237,000.00
Develop and Improve	70,000.00	82,000.00	89,000.00	241,000.00
Marketing and Promotion	135,000.00	155,000.00	168,000.00	458,000.00
Organizational Management	265,000.00	307,000.00	337,000.00	909,000.00
Total Expenses	830,000.00	964,000.00	1,051,000.00	2,845,000.00

Results and Partnerships



DMD is committed to developing and promoting its anchors, such as the Art Center of Corpus Christi (left - image courtesy of Gloria Hunter) and the Corpus Christi Marina (Above Right).

LENDING EXPERIENCE

 EQUAL HOUSING LENDER
MEMBER FDIC/INTERNATIONAL BANCSHARES CORPORATION

ibc.com

Corpus Christ Downtown Management District

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