

sources of data, information and inspiration. This organization will be responsible for developing the vision, establishing priorities, strategies, tactics and time tables for executing. This organization will be responsible for rallying a variety of public and private sector constituencies to this common vision and purpose, share and assign tasks and hold groups accountable. This organization will be responsible for identifying, securing and allocating funds appropriate to execute the plan and vision.

- In the absence of dedicated and recognized leadership, Downtown may fall prey to attention and resource diversion or lack of sufficient funding to sustain progress.
 - Identify and adopt a reliable, dedicated funding source. Downtown must be a priority and its reinvigoration must be funded sufficiently to achieve the short and long term strategies necessary to deliver a desired outcome. The funding sources to support and execute a Downtown rehabilitation plan must be a City and private sector commitment. In the absence of a dedicated funding source to fuel Downtown revitalization, the strategies will be harder to implement in a coherent and timely fashion.
 - Therefore, it is recommended that the public and private sectors discuss and agree upon the leadership that will represent Downtown stakeholders and drive the agenda to achieve Downtown development. This can take the form of an existing organization, a new hybrid entity or collaborative apparatus that will accept responsibility for, and be accountable for, execution of a Downtown development vision, goals, progress and outcomes.
- **Funding the Plan.** This report identifies five potential funding sources which do not appear to be in-play in Aransas Pass currently and offer reliable funding sources for the purposes described:
- **Improvement District:** The State of Texas has enabling legislation which allows cities, business owners and property owners in a specific group, geographic footprint or an industry sector to establish an assessment which allows stakeholders to manage, improve and maintain their assets. It is the purest form of self-governance and self-determination. Those assessed are in charge of how the funds are allocated to achieve strategic plan goals. The same level of municipal services are expected to be maintained which contributes to an augmented and enhanced level of service and activity in the district. Based on a 50 + 1 formula, the district can be formed with consent of the majority within the footprint, group or industry. Entrusted to the right organization for administration and management, Downtown revitalization can be catapulted, accelerated and sustained.

- I have created and managed several Improvement Districts in three states. I believe in their power to generate dedicated resources and empower defined constituencies to change their environment for the better. Improvement Districts are game-changers. Very empowering, self-directed and self-funding, they make things happen. There are hundreds of case studies available, testimonials from business owners and property owners to its stabilizing value. And once in place, they are always renewed.
 - Once enabled, an Advisory Council must be formed of stakeholders who will then develop a Strategic Plan.
 - The Improvement District funding option would also allow for and enable a Director to be hired to manage the district, its events, activities and programs.
 - Improvement Districts may invest their funds in a wide variety of projects allowed by the legislation including all those things necessary to revitalize Downtown Aransas Pass:
 - Management and administration of the district operation;
 - Landscaping and streetscaping;
 - Building enhancements, facade improvements, incentive programs
 - Structural amenities like fountains, benches, arts installations;
 - Marquee, monument or district-wide markers;
 - Signage, street and sidewalk lighting and augmented lighting features;
 - Cleaning sidewalks, streets, curbs, parks, gutters, trash containers; cleaning equipment;
 - Supplemental safety programs like walking or bike patrols;
 - Marketing and promotion of special events and activities;
 - Construction of parks, parking lots, parking structures
 - Acquisition of real property in conjunction with or support of a specific improvement.
 - And other items and programs...
 - **Texas State Legislation:**
<http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.372.htm>
 - Case studies and more information can be found on the website of Civitas Advisors, the premier improvement district advisor. While it may not be necessary to consult or contract with Civitas or another such organization to establish your Improvement District, I would recommend reviewing the website for inspiration and assistance in formulating your plans.
 - <http://www.civitasadvisors.com/>