PORT OF CORPUS CHRISTI, TEXAS
WATERFRONT REDEVELOPMENT

A case study of the Port of Corpus Christi Authority’s efforts to redevelop an older waterfront area into a multi-use public facility

Prepared for the

American Association of Port Authorities
Professional Port Manager (PPM) Program

Written By

Frank C. Brogan, P.E., R.P.L.S.
Director of Engineering Services
Port of Corpus Christi Authority

January 2003
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### Bibliography
I. Introduction

Since its inception in the 1920s, the Port of Corpus Christi has undergone several dramatic shifts—first, from a largely agricultural port to a petrochemical port, and then, due to a forecast in the early 1990s that indicated diminishing growth in the petrochemical industry, to a diversification program to explore new markets for growth. Built in the 1920s, the original southside cargo area is located next to an area that is rapidly being developed to attract tourists and conventions. This paper will examine the Port of Corpus Christi Authority’s efforts to redevelop a portion of this older southside cargo area into a multi-use public facility. A review of the process used to plan, construct, market, and operate the new waterfront facility is provided along with conclusions and recommendations for other ports seeking to embark on such a project.

The author of this paper is responsible for all planning, design, and construction of port facilities at the Port of Corpus Christi. As such, he was involved in every phase of the project. This included active participation in the planning phase, direct supervisory management of the design and construction phases, and participation in the initial facility start-up.

II. Background

In 1920, the city of Corpus Christi, Texas, and surrounding Nueces County had a population of 22,807. At that time, the primary economic force in the community was agriculture. Cotton was the largest cash crop, and a substantial portion of the surrounding land
was planted in cotton. In order to sell their cotton to foreign markets, local farmers had to transport their product over 220 miles across poorly constructed roads to reach the Port of Galveston, the nearest major port. To expand the local economy and reduce transportation costs for the agricultural industry, the community petitioned the state legislature and congress to create a deepwater port. After much competition between area towns, President Warren G. Harding signed a bill on September 22, 1922, establishing Corpus Christi, Texas, as a deepwater port. It opened for business on September 14, 1926, with a channel depth of 25 feet. The channel extended across Corpus Christi Bay and stopped in the main turning basin. For the first two decades, agricultural products dominated cargo activity at the Port.

Oil was discovered in this area in the early 1930s, and several small refineries and oil export terminals were built. During the 1950s and 1960s refinery expansion and construction continued to grow, and oil and petroleum products became the Port of Corpus Christi’s principal cargo. The channel was deepened and lengthened through successive projects, and by 1989 the Port of Corpus Christi became the first port on the Texas Gulf Coast to have a fully completed 45-foot deep channel extending a total length of 36 miles. As the Port of Corpus Christi has grown, so has the city and surrounding area. Today, the local community has a population of just over 300,000.

The Port Commission has grown with the community—from the original three commissioners to a governing board of seven commissioners—three appointed by the city council and four by the county commissioners court. This board sets policy and establishes the overall direction for the Port of Corpus Christi. An executive director oversees the management of the Port’s daily activities and its 128 employees.
III. Diversification Efforts

Today, oil and petroleum products account for almost 90% of the Port’s total tonnage and the majority of its income. In 2001, gross revenues totaled $25.5 million and net revenues totaled $2.95 million. The oil crunch of the mid 1980s was a wake-up call to community leaders that this area could no longer depend on oil exclusively to expand the local economy. The Port of Corpus Christi Authority talked with experts in the oil and petrochemical industries and found that most agreed that oil and petrochemical companies were unlikely to construct new refineries or make major expansions in the United States because of increased environmental regulations and labor costs. They believed that construction of new petrochemical plants would occur overseas in locations closer to the source of the oil production. As such, the Port of Corpus Christi would see a greater increase in shipments of finished product rather than crude oil. While port fees are the same for petroleum products (e.g., gasoline, diesel, etc.) as they are for crude oil, the most troubling aspect of this trend was that fewer new high paying petrochemical jobs would be created in the local economy. The Port would, of course, continue to support its existing petrochemical base and try in every way possible to help the local refineries prosper; however, it became obvious that to continue to strengthen the local economy, it was necessary for the Port of Corpus Christi to diversify its markets.

The Port of Corpus Christi Authority currently funds all of its construction, maintenance, and operations from revenues generated by the dockage and wharfage fees it charges barges and ships that utilize the port’s facilities. This enables the Port to operate independently without relying on taxes assessed on property within its political jurisdiction (Nueces County). This is a good news/bad news situation. The good news is that the Port has no real interaction with the local taxpayers association, which normally opposes bond issues that are tax supported. The bad
news is that the Port often finds it difficult to fund new construction projects. The Port’s largest revenue stream is from the petrochemical business, which generates more than 50% of the Port’s gross revenues and is clearly the most profitable cargo. Local petrochemical plant managers frequently point out this fact when reminding Port staff and commissioners that its diversification efforts are in effect funded entirely by the net income generated from petrochemical cargoes. This is one reason why the Port of Corpus Christi Authority has not raised its oil wharfage charges (currently 4¢ per barrel) in over 21 years.

The Port recently completed two major diversification projects. The first project—a 100,000-square foot refrigerated warehouse built on an older, seldom-used cargo dock—was completed in the fall of 2000 at a cost of just over $10.0 million. This facility will allow the Port to seek new refrigerated food cargoes. The second project is the waterfront redevelopment project, which is the subject of this paper. This project will be discussed in further detail in the following sections.

IV. Existing Conditions

The waterfront redevelopment project is located on the south side of the Port’s Inner Harbor District Main Turning Basin (see Appendix No. 1, “Vicinity Map”). The Inner Harbor Turning Basin is located in the downtown area approximately 21 miles from open water (Gulf of Mexico). This area was constructed in the 1920s and was the first portion of the port to be developed. Today, the Inner Harbor Main Turning Basin is located adjacent to the city’s convention center and area museums. Other attractions are planned in this area including a new sports arena.
The first phase of the waterfront redevelopment project centered around two old dry cargo docks (Cargo Docks 1 and 2) that were built in the late 1920s (see Appendix No. 2, “Location Map”). Cargo Dock 1 was originally a timber pile-supported cargo dock with a steel-framed cargo shed and wooden roof. Cargo Dock 2 was a concrete pile-supported cargo dock with a shed similar to that at Cargo Dock 1. Due to its advanced deterioration, the timber pile-supported structure on Cargo Dock 1 was replaced with a modern concrete pile and deck structure in 1990. At that time, half of the old cargo shed was removed to allow the new concrete substructure to be erected.

By 1990, when the new concrete pile and deck structure was completed, the Port had for several years envisioned a market-type development with shops and restaurants.\(^1\) Unfortunately, several attempts to attract a qualified developer with sufficient financial resources to undertake such an endeavor proved unsuccessful. In the meantime, the Port completed the new dock structure with an outdoor pavilion design that allowed and encouraged the public to visit the port.

In the ten years following the completion of the Jimmy Storm Pavilion (named in honor of a former chairman of the Port Commission), the Port used the pavilion for a number of functions such as visiting U.S. Navy ships and other vessels of interest such as the Spanish Columbus ship replicas. Unfortunately the outdoor setting did not attract as much use as hoped due to the hot, windy weather that this area experiences most of the year. Few tourists or local citizens visited this area, especially at night.

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V. Planning and Marketing

One goal of the Port’s diversification efforts has been to attract a passenger cruise line service to Corpus Christi. Through discussions with several cruise lines, we learned that a number of major cruise lines were looking for secondary markets in which to expand as the overall cruise industry continued to grow. It became clear to commissioners and staff that the Port would enhance it chances for attracting a passenger cruise ship service if it had a facility that could be ready on short notice to accommodate a cruise ship. While the existing Cargo Docks 1 and 2 could safely moor a cruise ship, some level of improvements were necessary to properly handle passenger check-in, customs clearance, traffic, parking, etc.

In addition to the site at Cargo Docks 1 and 2, two alternative locations were considered—the Columbus Fleet site east of the Harbor Bridge and the city of Corpus Christi’s barge dock located along the bayfront by the city’s convention center. Both of these locations were ruled out because of technical and cost reasons. The Columbus Fleet site is located at the narrowest part of the channel where the surge effects caused by passing ships are severe. Also, land for further expansion is limited in this location due to the existing bayfront museum and convention center complex. The other site, the city’s barge dock, is located on the bayfront and is draft-restricted to less than 10 feet. Extensive dredging in this area would have disturbed a nearby bird-nesting island, a situation that would have created permitting problems as well as incurred significant dredging costs, which were not required at the Cargo Docks 1 and 2 site. Other drawbacks to the city barge dock site were land costs (at a premium in this location) and the city’s main drive (Shoreline Drive), which presented major planning obstacles.
Other than these two alternatives, no other sites were available in the downtown area in close proximity to the tourism and convention area. The Port of Corpus Christi Authority’s Cargo Docks 1 and 2 site was eventually selected as the best site.

In the spring of 1998, the Port hired the planning firm of Bermello, Ajamil & Partners Inc. to prepare a waterfront master plan\(^2\) for an area that included not only Cargo Docks 1 and 2 but also approximately 22 acres of land located between the Port’s southside cargo terminal and the city’s Bayfront Convention Center and tourism area. The long-range goal was to redevelop this area as a mixed-use development. One important task was to carefully consider how this concept would interact with the city’s plans for future tourism development on their land located east of the Port’s property.

Early in the planning process, it became clear that in order to justify the investment in a cruise terminal, it would be beneficial to have a facility that could be used for other purposes such as a conference center. The waterfront location would be an attractive location for special events such as corporate meetings, wedding parties, community functions, *etc.* In addition, the Port had a need for a larger meeting room to hold its monthly Port Commission meetings. The Port had struggled for years with an overcrowded meeting room at its downtown administration building. Estimates for remodeling the existing office building to accommodate a larger meeting room ranged from $300,000 to $600,000 and would have required relocating some Port staff to other offices.

After extensive research and meetings with Port staff and community leaders, Bermello, Ajamil & Partners Inc. prepared and submitted their recommended master plan to the Port Commission in October 1998. This master plan provided a three-phased strategy for this area.

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The first phase, to be built in 1999-2000, would include construction of a multi-use conference center/cruise terminal, restaurant, public market (estimated at 50,000 square feet) and water taxi landing. The second phase of the master plan, to be built in 2001-2003, included further development of the remainder of the 22-acre site that might include construction of an IMAX theater and a downtown sports and recreation center. The sports and recreation center would have a broad appeal to workers in the downtown business area as well as tourists. Other second phase improvements would include a passenger and auto ferry operation and further expansion of the public market area constructed in the first phase. The third and final phase of the plan would include small retail shops, restaurants, and other entertainment uses to complete the overall development. This final phase would be developed over the 2004 to 2008 time period. Bermello, Ajamil & Partners Inc. estimated that several hundred construction jobs and more than 120 permanent jobs would be created by this master plan.

VI. Community Support

The idea of converting this seldom used cargo facility into a multi-purpose public facility was generally met with strong support from local citizens and the maritime community. These 1920s-vintage docks had long been considered obsolete by the maritime community and were only used for layberthing of barges and other small vessels. There were no current cargo operations at this facility. And the community had long viewed this area as being run-down, an eyesore, and off limits to the public.

Being directly adjacent to the expanding convention and tourism area, this site was considered well suited for similar use by the downtown business community and general public. While the multi-use development of this area would take approximately 15 acres of land away...
from a previously planned expansion of the southside cargo area, the Port of Corpus Christi Authority had plans to develop a newly acquired 1,100-acre site for a container terminal on the north side of Corpus Christi Bay. The proposed container terminal project resolved any maritime concerns about limiting port expansion. In addition, the level of general cargo at the Port of Corpus Christi’s southside cargo terminal had tapered off in recent years.

The only criticism to this project came from a small number of individuals connected with the downtown hotels who feared they would lose revenue because of competition from the Ortiz Center’s conference business. But this concern and criticism quickly disappeared when the aggressive marketing methods for the new conference center attracted more visitors to the area and increased the demand for downtown hotel rooms.

VII. Design and Construction

The Port Commission formed a design committee in October 1998. This committee included four Port Commissioners and was charged with overseeing the design and construction of the new facility. The first task was to choose an architect. The design committee and assigned staff issued a Request for Qualifications, reviewed submittals, and short-listed three firms. Interviews were conducted with several qualified local architects, and the firm of Richter Associates Architects Incorporated was selected.

Richter Associates Architects Incorporated met with the design committee and staff and began forming a preliminary design. The preliminary design was completed in February 1999, and final design followed shortly thereafter. After completion of all design work, the project was issued for bids. Bids were opened on July 27, 1999. Moorhouse Construction Company was the
low bidder with a base bid of $6,405,000. The Port Commission approved a contract for construction of the waterfront development on September 14, 1999.

Construction began in October 1999. Initial tasks included removal of lead-based paint and steel siding from the original steel-framed cargo sheds and removal of numerous old abandoned utility lines. Construction of the parking lot and roadway followed. During this site work, crews discovered some unexpected subsurface conditions related to the early development of the port. When the first cargo docks were built in the 1920s, they were located on an old tidal mud flat adjoining Corpus Christi Bay. In order to provide proper elevation, this area was hydraulically filled from the initial channel dredging. Over the years, the surface roadways had consolidated and formed a fairly firm but thin crust layer. Beneath this crust was a soft layer of old dredge material that complicated utility and roadway construction. As a result, additional excavation and select fill was required to bridge over this soft underlying area.

Construction on the remainder of the project proceeded on schedule despite the delays of one or two subcontractors. As with the renovation of any 75-year-old building, numerous issues had to be dealt with. The contractor, architect, and Port staff worked well together. Regular project meetings helped address key issues in a timely manner. The project was completed and the conference center opened in October 2000. The final cost including all design, testing, and construction was $7,974,000. Part of this cost was offset by a grant from the Texas Economic Development Agency in the amount of $1,500,000.

Following construction, a problem was discovered with the windows. The old cargo sheds had a clerestory-type design that ran the full length of the facility and had approximately 210 windows. In order to preserve the look of the building, the architect specified that these old windows be removed, sandblasted, galvanized, painted, and reglazed with a colored Plexiglas
material prior to reinstallation. These windows soon developed leaks that became a problem in the early months of operation. It was discovered that the galvanize coating was causing the paint to buckle and peel and thus the weather seal was deteriorating. The contractor responded promptly, removed all the windows in an orderly sequence, and had them stripped, re-galvanized and reinstalled without a final painted finish. This ultimately solved the problem and was done under the warranty provisions of the contract at no additional cost to the Port.

In 2002, the Ortiz Center design won two Honor Awards—one from the American Institute of Architects, Corpus Christi Chapter, and the other from the Texas Society of Architects. I believe that Port Commission and staff involvement in the early stages of design as well as staff, contractor, and architect coordination throughout the construction period played a major factor in attaining these awards.

VIII. Operation

As the project neared completion, the Port Commission contemplated various names for the initial waterfront development area. To begin with, Harbor Place was considered, but then the Port Commission decided to name the facility after the area’s longtime congressman Solomon P. Ortiz. Congressman Ortiz had been supportive of the Port’s efforts throughout the years and had represented the local area for over 25 years. On June 13, 2000, the Port Commission formally named the facility "The Honorable Congressman Solomon P. Ortiz International Trade Center." Informally, the waterfront facility is referred to as the Ortiz Center.

During the construction phase of the project, the Port considered various options for managing the facility. One option was to manage it directly by Port staff. The second was to contract with a private entity that specialized in conference center management. After careful
analysis, the Port signed a contract with Norris Conference Centers out of Houston, Texas. This organization operates private conference centers in Houston and Austin that provide conference room space and services to private businesses.

In order to provide customers with a wide selection of catering services, the Port decided to allow a number of different caterers access to the facility. However, after the first six months of operation, one caterer approached the Port with the idea of renting the kitchen facilities on an exclusive basis. They promised to make certain improvements to the kitchen facilities that would improve food service to the facility. After considering proposals from a number of caterers, the Port decided to lease exclusive use of the kitchen facilities to Water Street Catering Company but continue to allow other caterers to provide services if so requested by a customer. This system has worked extremely well.

To date, the Ortiz Center has catered or hosted approximately 950 functions and generated approximately $2.65 million in gross revenues.\(^3\) The Ortiz Center has hosted elaborate wedding receptions, charity fund-raisers, political rallies, and numerous community events. Possibly the most unusual event hosted to date was an Indian wedding party for 1,000 people. The family of the bride constructed a huge gazebo in the middle of the main meeting hall and transformed the center into a traditional Indian temple and the plaza into a traditional Indian garden. Indian holy men chanted and danced in ceremonial fashion, and the wedding participants were dressed in traditional Indian style garments. The largest event held so far was a pre-July 4\(^{th}\) celebration hosted this year by a local law firm and attended by over 2,000 people. This event itself generated more than $100,000 in revenues for the center. The Ortiz Center has quickly become the premier place to hold a party or business function in Corpus Christi.

\(^3\) DeGaisch, Michael, Ortiz Center Manager, E-mail, January 15, 2003.
IX. Financial

The existing Cargo Docks 1 and 2 had no significant cargo income in recent years (1997-1999) prior to the waterfront redevelopment. The only income from these dock facilities was derived mainly from layberth charges and averaged less than $5,320 per year in gross revenues. Net income showed an average loss of $277,976 per year for these facilities (see Appendix No.7, “Summary Income Statement Five Year Comparison”). Since its completion in October 2000, the Ortiz Center has generated more than $2.65 million in gross revenues (through the end of 2002). Business has steadily increased, and actual revenues for 2002 are estimated at $1.43 million versus budgeted revenues of $1.0 million for the year (see Appendix No.8, “2003 Annual Operating Budget”). While a net income analysis still shows a loss at the end of the year, this amount is decreasing as business develops. After depreciation is added back, net income shows a loss of $194,435 for 2002 versus $272,895 for 2001. This positive financial trend is encouraging and expected to continue. Furthermore, it shows a $62,165 per year improvement over the before-project condition ($256,600 prior per year loss).

The Port of Corpus Christi Authority pays Norris Conference Centers a fee of $72,000 per year for management of the facility as well as the Ortiz Center’s local employees’ salaries and expenses. Norris is also paid an annual bonus for meeting their revenue goals (up to a maximum of $72,000 per year). Norris handles the invoicing with all amounts payable to the Port of Corpus Christi Authority. The Port has leased the kitchen area to Water Street Catering Company and is paid a monthly rental of $1,000 plus 6% of gross catering revenues. Water Street Catering has exclusive use of the kitchen; however, other caterers are permitted to service functions at the facility if a customer prefers an alternative caterer.
The Port of Corpus Christi Authority is responsible for all maintenance costs, utilities, and repairs. It shares promotional costs with Norris Conference Center.

X. **Conclusion**

The Port of Corpus Christi Authority successfully embarked on its quest to redevelop the southside inner harbor area by creating a multi-use facility. The Ortiz Center has become a magnet for attracting people throughout the community as well as visitors to the region. This provides an excellent opportunity for the public to visit the Port and better understand its importance to South Texas. The Ortiz Center provides a multi-use facility that is actively used and yet can still be readily available for cruise ship operations.

Revenues from the conference center are more than sufficient to pay for the operation and maintenance of the facility as well as a portion of its capital cost. The Port never expected to fully recover its investment from the conference facility operation alone. Instead, the Port viewed this as a long-term investment that would be repaid through the final phases of the redevelopment plan.

Discussions are under way for the second phase of development. A proposal has been made to construct a stadium for an AA baseball team. This $20 million stadium would be financed through a ⅛¢ sales tax for economic development recently approved by the voters of Corpus Christi. With a baseball stadium located across the street, the Port expects that other opportunities for this area will quickly materialize (e.g., a hotel) that would further increase activity at the conference center.
The Port continues to work on its cruise ship marketing efforts. Currently, the Port has a successful gaming ship operation that makes two trips a day into international waters. This has increased visitors to the region and will further help in our efforts to attract a cruise ship.

**XI. Lessons Learned**

The Port of Corpus Christi Authority’s waterfront redevelopment project provides a number of noteworthy lessons for other ports that are considering branching out into non-traditional activities. First, while ports can spend a great deal of time giving speeches and interviews and issuing press releases, nothing is more effective than getting the general public to come down to the waterfront and view what is actually taking place. The Ortiz Center provides a unique setting for the public to enjoy and learn about the Port and its importance to the community while they are attending special events and conferences.

Second, it is extremely important to hire a firm with a proven track record to run a conference center like the Ortiz Center and to get them involved early in the planning process. The Port of Corpus Christi Authority retained Norris Conference Centers three months after a construction contract was awarded. While the Port Authority was able to incorporate most of their ideas into the final facility, staff felt that other decisions such as space planning would have benefited from having them involved earlier in the project design. With their input, we would have added additional storage rooms, provided more breakout rooms for committee meetings, used movable partitions, and installed wider doors for automobile shows. Finally, the food service area would have been redesigned so as not to conflict with the proposed passenger loading area.

Third, it is important to be flexible in any facility planning. When this project was first conceived, it was never envisioned that a baseball stadium might be built across the street.
Certain decisions such as the location of major utility and maintenance systems would have been altered slightly with a little more advance planning.

Finally, there are often unexpected opportunities that materialize suddenly when a major redevelopment like this occurs. The city was approached by a baseball team owner looking for a home for a minor league team and was very impressed with the Port of Corpus Christi Authority’s redevelopment effort. While he was shown many sites around the city, he chose this location as his preferred location because of its dramatic view of the ship channel and its proximity to the downtown business and tourism areas.

**XII. Recommendations**

Because funding remains a critical issue for all ports, it is imperative that ports carefully identify and select their long-range goals and objectives; and ports must be creative and flexible in attaining those goals and objectives. It is also essential that ports find ways to educate the public about what ports do and their importance to the local economy. Regardless of the method of financing, a well-informed community can be a significant advantage in obtaining support for major port initiatives.
APPENDICES
AUTHOR’S BIOGRAPHY

FRANK C. BROGAN

Frank Brogan is a Registered Professional Engineer and Surveyor. He received his BSCE with honors from the University of Texas at Austin and Masters in Engineering from Texas A&I in Kingsville. A resident of Corpus Christi since 1974, Mr. Brogan is the current Director of Engineering Services for the Port of Corpus Christi Authority. As such, he is responsible for the planning, design, and construction of all port facilities as well as the management of all real estate and environmental issues for the port. On Port staff since September 1987, Mr. Brogan directed the Lake Texana Water Pipeline Project.

The Lake Texana Water Pipeline Project was a $127 million emergency water supply project for the local community. This included design, permitting, right-of-way acquisition, and construction of a 101-mile long 64” diameter water pipeline and three pumping stations. This project was completed on time and under budget—all within 24 months from initial authorization.

Prior to joining the staff at the Port, Mr. Brogan was a consulting engineer in the Corpus Christi area for thirteen years, specializing in the design of industrial and marine facilities. As a consultant, he worked for many port authorities along the Texas Gulf Coast. In addition, he was president of Maverick Engineering Company and responsible for the overall management and operation of the firm's one hundred employees and three offices in Texas.

Mr. Brogan is active in the local community, has served on various boards, and is a past president of the Kiwanis Club of Corpus Christi and the Corpus Christi Branch of the American Society of Civil Engineers.

Mr. Brogan was born and raised in San Antonio, Texas. He married his high school sweetheart, Deedie Benson, and they have a fifteen-year-old daughter named Sarah.
AUTHOR'S COMMUNITY INVOLVEMENT

FRANK C. BROGAN
April 2002

President of the Kiwanis Club of Corpus Christi

President of the Corpus Christi Branch of the American Society of Civil Engineers

State Director of the American Society of Civil Engineers

Vice Chairman Leadership Corpus Christi Alumni Association

Chairman of the Chamber of Commerce Port and Industry Committee

Member of Padre Isles Property Owners Association Construction Committee

Board of Directors – Texas Society of Professional Engineers

Committee Chairman – Society of American Military Engineers

Member of Corpus Christi Jaycees

Board of Directors and Vice President of the Texas Water Conservation Association*

Board of Directors and Vice President of the Gulf Intracoastal Canal Association*

Committee Chairman – Del Mar College Bond Election

Interview Committee – Texas A & I University President Search Committee

Science Fair Judge – Coastal Bend Science Fair

Member of the Regional Water Planning Task Force

Member of the City of Corpus Christi Electrical Advisory Board

Board Member of Summer Dreams (non profit camp for children)

*Current.
Title: Port of Corpus Christi, Texas, Waterfront Redevelopment

Subject: Due to a forecast for diminishing growth in the petrochemical industry, the Port of Corpus Christi began a diversification program in the early 1990s to explore new markets for growth. One goal of the diversification program was to attract a cruise ship service to the Port. In order to accommodate a future cruise ship service, the Port of Corpus Christi began a redevelopment of its oldest cargo terminal. This cargo terminal located on the south side of the Inner Harbor is adjacent to a rapidly developing tourist and convention area in downtown Corpus Christi. The Port renovated two old cargo sheds into a multi-use facility designed for both cruise ships and conferences. This paper will examine the process used to plan, construct, market, and operate the new waterfront facility along with conclusions and recommendations for other ports seeking to embark on similar projects.

Author: Frank C. Brogan, P.E., R.P.L.S.
Director of Engineering Services
Port of Corpus Christi Authority
P. O. Box 1541
Corpus Christi, Texas 78403
Phone: 361-885-6133
Fax: 361-881-5161
E-mail: frank@pocca.com
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