



# DOWNTOWN IN ACTION

*Main Street Brownsville  
Annual Action Plan  
February 2017*







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Main Streets represent the center, the core of our communities; we all know where they are, they tell us about who we were, and how the past has shaped us into who we are today.

Main Streets offer places of authentic character and opportunity, its where the independent spirit of entrepreneurialism and innovation can thrive.

## Contents

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### Main Street Advisory Board

Edmund Cyganiewicz

Sarah Dierlam

Ana Hernandez

Larry Holtzman

Larry Jokl

Marco Ochoa

Avi K. Schwarcz

Luis Urquieta

### Main Street Manager

Miriam C. Suarez



#### 1.0 Statements of Purpose

#### 2.0 Main Street Four-Point Approach

#### 3.0 Summary

#### 4.0 SWOT Analysis

#### 5.0 Goals, Objectives and Tasks

#### 6.0 Next Steps

#### 7.0 Conclusion

## 1.0 STATEMENTS OF PURPOSE

### Mission

Main Street Brownsville aims to foster economic vitality in Downtown Brownsville through revitalization and historic preservation by utilizing the Main Street Four-Point Approach and preserving our community's bi-national and bi-cultural heritage.

### Vision

To transform Downtown Brownsville into a vibrant, prosperous business district offering premier leisure, retail, cultural, and entertainment experiences.

## 2.0 MAIN STREET FOUR-POINT APPROACH

The Four-Point Approach is a multi-faceted strategy that that was developed more than 35 years ago to test a theory that, by focusing on four comprehensive areas, a revitalization program of any size would be successful. Today, the initial theory has evolved into a unique, proven, and effective economic development program utilized in over 2,000 Main Street cities across the nation. The Four-Point Approach focuses on the following:

### Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in Downtown Brownsville. The most effective Main Street programs get everyone working toward the same goal. Through volunteer recruitment and

collaboration with partners representing a broad cross section of the community, the program can incorporate a wide range of perspectives into its redevelopment efforts.

### Promotion

Through promotional and marketing strategies, we must create a positive image that will renew community pride and tell *our* Main Street story. Promotional efforts must not only convey Downtown Brownsville's unique characteristics but also its cultural traditions, architecture, history and activities to shoppers, investors, visitors, and potential business and property owners.

### Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors while preserving Brownsville's historic character.

### Economic Vitality

The economic vitality component serves to strengthen Downtown Brownsville's existing economic assets while diversifying its economic base. Successful communities accomplish this by evaluating how to retain and expand successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Ultimately, we want to build a downtown commercial district that responds to the needs of today's consumers while maintaining our community's historic character.



### 3.0 SUMMARY

On February 15, 2017, the Main Street Advisory Board adopted its first Annual Action Plan—Downtown in Action (DIA), a comprehensive work plan that provides a detailed blueprint for activities, reinforcing the program’s accountability and providing measurable objectives by which the program and its stakeholders can track progress. DIA contains an array of activities in each of the four program areas that comprise the Main Street Four-Point Approach—organization, promotion, design, and economic vitality.

Main Street is a volunteer-based, community-driven program that thrives when the community not only supports, but is involved in the implementation of the DIA Plan. Main Street Brownsville’s DIA Plan consists of ten comprehensive goals with objectives and tasks that will be implemented by volunteers.

DIA’s ten goals were identified and prioritized by the Board and are consistent with Main Street Brownsville’s vision and mission. Additionally, these goals capitalize on the City’s current revitalization efforts while progressing toward a sustainable and successful future for the program.

Committees will be created for each of the Four Points and one Board member will serve as Committee Chair to ensure effective communication exists between the Board and committees. The Board is responsible for ensuring that each committee implements tasks and monitors progress to ensure that goals are being met. A progress report from each Committee Chair shall be presented at monthly Main Street Board meetings.

### Action Plan Goals



The Main Street program is a proven community revitalization movement that demonstrates that historic preservation and community-driven economic development promotes lasting change. To ensure Main Street Brownsville’s success, we must involve passionate advocates, dedicated volunteers, influential stakeholders, and community organizers who will work every day to turn the tide in our downtown and strive to catalyze reinvestment, create jobs, and foster pride of place. To learn more about our program or be a part of the movement, visit [planning.cob.us](http://planning.cob.us).



## 4.0 SWOT ANALYSIS

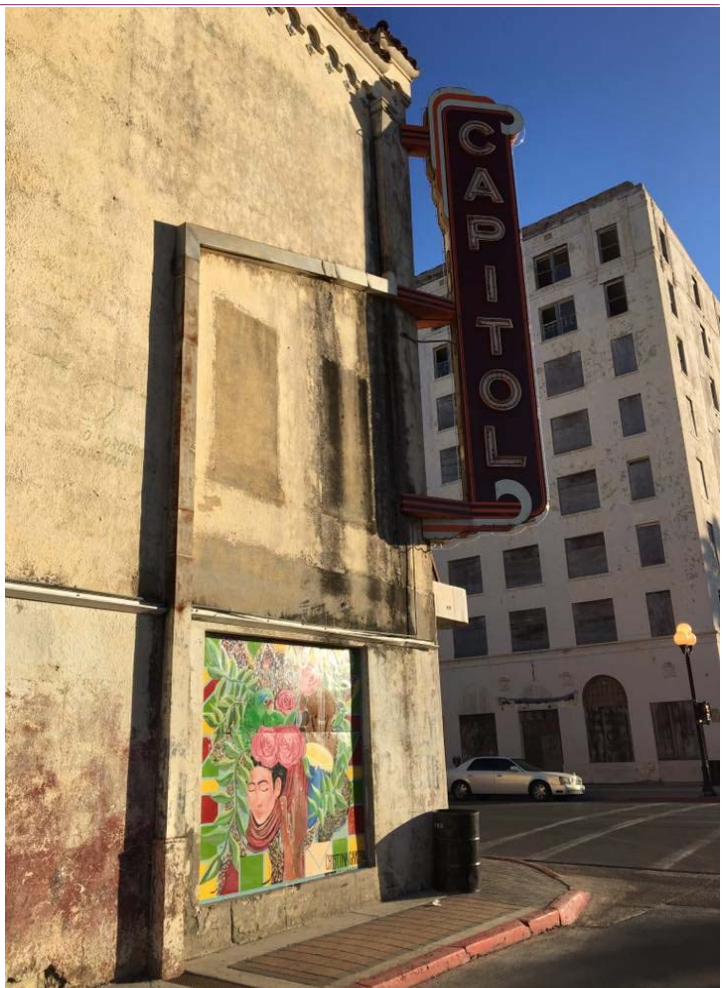
In order to identify and prioritize goals for the Action Plan, the Main Street Advisory Board conducted a SWOT Analysis of Downtown Brownsville. The SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats of an organization. It involves identifying the internal and external factors that are favorable and unfavorable to achieving an organization's mission and goals.

### Strengths

- Brownsville's extensive and rich history
- Excellent array of historic building stock
- Subtropical weather
- Proximity to the border
- Downtown grocery store
- County seat and courthouse
- Signature events - Charro Days, Latin Jazz Festival
- Presence of various art galleries
- City-led projects/initiatives underway
- Proximity to the University of Texas at Rio Grande Valley (UTRGV) and Texas Southmost College (TSC)
- Multimodal public transportation station and parking garage
- Highly walkable downtown
- Community supports downtown revitalization
- City and County offices located downtown
- Recent surge of new businesses
- Inexpensive rent space in some areas of downtown
- Significant amount of daily pedestrian and vehicle traffic
- Downtown stakeholder groups:
  - Brownsville Convention and Visitors Bureau (BCVB)
  - Chamber of Commerce
  - Greater Brownsville Incentives Corporation (GBIC)
  - Brownsville Community Improvement Corporation (BCIC)
  - Brownsville Historical Association (BHA)
  - Community Development Corporation of Brownsville (CDCB)
  - bcWorkshop
  - Cameron County and Cameron County Historical Association
  - Mitte Cultural District
  - Brownsville Preservation Society

### Weaknesses

- Lack of program funding for downtown improvements
- Community has negative perception of downtown
- Lack of building maintenance
- High vacancy rates
- Absentee property owners
- Lack of downtown merchants association
- Lack of property maintenance requirements
- Lack of diverse business and retail mix
- Some sidewalks/storefronts are not ADA-compliant
- Perception that there isn't enough parking
- Dumpster diving
- Homelessness/vagrancy
- Unclean/litter problem
- Alleys used as restrooms or for illegal activity
- No real open line of communication between City and property/business owners
- Uncoordinated business hours
- Lack of financial incentives for economic development
- Community doesn't shop downtown
- Failure to attract majority of UTRGV and TSC faculty and students



## Opportunities

- Completing a market study would allow us to understand the downtown market and what type of businesses it can support.
- Through well-developed financial incentives, we can attract a diverse business and retail mix.
- Main Street can be the program that prioritizes and guides future City-led initiatives.
- We can establish and strengthen relationships with business/property owners through effective outreach.
- Through city ordinances, we can develop regulations that will improve curb appeal conditions and reduce vacancy.
- Downtown has the potential to attract UTRGV and TSC students and faculty if we recruit the appropriate types of businesses.
- Signature events such as Charro Days, Cyclobia, and Latin Jazz Festival attract members of the community that don't normally visit Downtown Brownsville.
- Young adults want to be involved in the revitalization of downtown and frequently attend events in Downtown Brownsville.
- Downtown has the character and historicity that sets Brownsville apart from any other city.



## Threats

- Breakdown of communication and collaboration amongst downtown merchants
- Peso devaluation
- Lack of program support from downtown property/business owners
- Downtown property owners not wanting to invest in the rehabilitation of their buildings
- Not enough political and community support and/or knowledge about our program
- Community perceives downtown is unsafe
- Failure to attract necessary financial support
- Unrealistic expectation of Main Street program—it is not a “big fix” or a “quick fix” program
- Duplication of roles and activities of other local organizations—community perceives that efforts overlap
- Community expectation that Brownsville “catch up” to other cities with established programs
- Failure to attract volunteers/talent





## 5.0 GOALS, OBJECTIVES AND TASKS

### GOAL 1: DEVELOP AND FULLY STRUCTURE A VOLUNTEER RECRUITMENT AND ENGAGEMENT PROGRAM

#### ORGANIZATION

Objective: Retain and sustain a volunteer database.

Tasks:

- Develop a volunteer recruitment program
- Reach out to Main Street network for template and guidelines for volunteer training program
- Identify active citizens, local leaders and property/business owners and invite them to volunteer
- Develop volunteer database with contact information and update periodically

#### PROMOTION

Objective: Train volunteers to promote Main Street Brownsville's vision and mission.

Tasks:

- Review committee work plans and assign individual tasks to each volunteer
- Develop mission and vision statements for each committee

#### DESIGN

Objective: Partner with BCVB for downtown ambassador's program.

Tasks:

- Partner with BCVB and Historic Preservation Officer to train volunteers and business owners about Brownsville's history and historic buildings
- Train ambassadors to know Main Street's vision and mission and answer general questions

#### ECONOMIC VITALITY

Objective: Create interesting and rewarding experiences for volunteers.

Tasks:

- Find creative ways to recruit volunteers and keep them interested
- Create incentives for volunteers such as letters of recommendation
- Acknowledge and reward volunteers

### GOAL 2: IMPROVE COMMUNICATION AND MAINTAIN RELATIONSHIPS WITH DOWNTOWN PROPERTY AND BUSINESS OWNERS

#### ORGANIZATION

Objective: Organize monthly coffee meetings with downtown merchants.

Tasks:

- Reach out to business owners to sponsor monthly meetings at their respective businesses
- Create agenda
- Design and print promotional materials at least two weeks in advance to promote event
- Draft post-event evaluations for the meetings and have committee review and share results with the Board
- Encourage merchants to participate in the 2017 Small Business Saturday campaign

#### PROMOTION

Objective: Create monthly newsletter and update Main Street brochure.

Tasks:

- Choose template, name of newsletter and determine content
- Determine distribution method and schedule
- Update existing brochure

#### DESIGN

Objective: Recruit block captains within the Main Street District to assist Board and committees with gathering and distributing information and handouts.

Tasks:

- Recruit and develop a list of tasks for block captains
- Meet with block captains at least once a week to discuss tasks and progress
- Brainstorm ideas to involve absentee property owners

#### ECONOMIC VITALITY

Objective: Work with merchants to create a downtown merchants association.

Tasks:

- Research and present benefits of merchants association during one of the monthly coffee meetings
- Recruit business owners that are willing to begin the process of forming a merchants association
- Partner with Chamber of Commerce to guide merchants through the process of setting up the association and continue ribbon cutting events



### GOAL 3: IMPROVE COMMUNICATION AND MAINTAIN RELATIONSHIPS WITH DOWNTOWN STAKEHOLDERS

#### ORGANIZATION

Objective: Develop an effective outreach program to engage all downtown stakeholders.

Tasks:

- Communicate with and attend other city and local organization board meetings
- Present adopted plan to stakeholders to ensure there isn't a duplication of efforts and determine their level of involvement with Main Street
- Meet with stakeholders every quarter and exchange information about current projects; communication must come from staff and Board

#### PROMOTION

Objective: Develop a community-wide outreach program to create a more positive image of downtown.

Tasks:

- Partner with stakeholder groups such as the Chamber of Commerce, UTRGV, Mitte Cultural District, and BHA to develop a consistent positive message for downtown

- Explore opportunities to have more community-wide activities based in downtown, i.e. Salvation Army during holiday season, Girl Scout cookie sale, non-profit events

#### DESIGN

Objective: Chronicle the progress Main Street is accomplishing and include in outreach program.

Tasks:

- Take before and after pictures of downtown
- Assist the Organization and Promotion Committee with the outreach campaign

#### ECONOMIC VITALITY

Objective: Partner with stakeholders and complete a project together.

Tasks:

- Partner with a stakeholder on a project, e.g., Cameron County and Main Street can partner to improve the public space next to the Gateway International Bridge and connect it to 14th Street Plaza

### GOAL 4: PRESERVE AND PROTECT THE HISTORIC FABRIC OF DOWNTOWN BROWNSVILLE

#### ORGANIZATION

Objective: Promote heritage tourism to attract visitors.

Tasks:

- Partner with BHA, BCIC, Mitte Cultural District to fund a Heritage Tourism Plan
- Revamp Preserve America self-guided and interactive walking tours offered by BHA
- Promote Brownsville's history through storytelling of historic buildings and the businesses that have been in them over the years
- Partner with BHA to sustain Leadership Brownsville's podcasts of downtown historic sites

#### PROMOTION

Objective: Educate property owners about their buildings, the local designation for historic properties and historic tax credit program.

Tasks:

- Work with the City's Historic Preservation Officer (HPO) to develop brochure with information about tax abatement program
- Provide workshops for property owners with

information about local designations and tax credits

#### DESIGN

Objective: Continue to work on the National Register Historic District application.

Tasks:

- Find funding for National Register District application
- Use property inventory data and work with HPO to determine which properties would be eligible for historic designation
- Reach out to property owners with historic buildings and inform them about the local designation program

#### ECONOMIC VITALITY

Objective: Provide design services and cost estimates to property owners with historic buildings.

Tasks:

- Partner property owners with TSC architecture students to provide free design services and cost estimates to rehab their buildings
- Host quarterly preventative maintenance workshops
- Develop minimum building maintenance standards

## GOAL 5: CREATE A MORE POSITIVE PERCEPTION OF DOWNTOWN THROUGH AN EXTENSIVE AND THOROUGH CURB APPEAL CAMPAIGN

### ORGANIZATION

Objective: Develop downtown clean-up campaign.

Tasks:

- Assess current needs and create a work plan based on identified needs
- Partner with the Beautification Committee, UTRGV, Healthy Communities of Brownsville, and Municipal Court to organize regular downtown clean-ups
- Reach out to Beautification Committee for list of volunteers and sponsorship contacts; also contact Parks and Health departments for additional sponsorship contacts
- Draft sponsorship letter
- Recruit businesses to sponsor paint, painting supplies, cleaning supplies, etc.

### PROMOTION

Objective: Improve marketing and merchandising skills of existing businesses.

Tasks:

- Partner with UTRGV's Small Business Development to offer marketing workshops
- Remove dirt and grime from windows; de-clutter and ask business owners to display appropriate signs for hours of operation, hiring, specials, etc.
- Partner with UTRGV marketing club and/or business school to offer window display workshops
- Help create partnerships between business owners to increase foot traffic
- Start a window display contest during holidays and reward business owner by spotlighting their business on Brownsville TV
- Ask Library to make a sign for winning window display
- Work with HPO to enforce signage and noise ordinances

### DESIGN

Objective: Continue with street lighting and streetscape improvements.

Tasks:

- Develop, find funding and implement a façade cleaning and painting project
- Replace remaining streetlamps with LED's; work with business owners to install lighting in awnings

- Develop a downtown banner program to offer non-profits marketing space; purchase Main Street banners for entire district
- Find funding/grants for streetscape improvements such as ADA sidewalks, installation of planters, replacing benches, and trash cans

### ECONOMIC VITALITY

Objective: Activate downtown through tactical urbanism projects that transform public spaces.

Tasks:

- Partner with the Catholic Diocese of Brownsville to activate the entire block in front of the church to showcase potential as public space, such as a pop up market
- Continue and expand Park(ing) Day; inventory off-and on-street parking
- Activate 14th Street Plaza corridor; work with HPO and planner to develop a site plan that connects the two spaces and adds green space
- Implement the Walk Your City campaign to guide visitors





## GOAL 6: FOCUS REDEVELOPMENT EFFORTS IN AND AROUND MARKET SQUARE IN ORDER TO COMPLEMENT THE CITY'S REVITALIZATION EFFORTS AND DEMONSTRATE CONCERTED ACTION.

### ORGANIZATION

Objective: Identify and prioritize projects in order of completion (e.g. short-, medium- and long-term).

Tasks:

- Identify and implement projects with short timelines first to show quick results
- Schedule regular clean-ups around Market Square
- Recruit property/business owners to participate in the façade improvement program
- Work with property/business owners around Market Square to complete a building and business inventory forms; recruit businesses to the area
- Clean and paint façades of blighted buildings
- Ensure façades around Market Square are de-cluttered, have clean windows and display appropriate signage
- Dress vacant building windows with art (through art contest), decals showing potential, history of building, and broker contact information with appropriate signage

### PROMOTION

Objective: Streamline and simplify existing processes for starting a business in downtown.

Tasks:

- Meet with Buildings, Health, Fire, and Zoning departments and HPO to discuss the process of opening a business
- Research permitting process and 011 Overlay District, Fire and Health department requirements and create an easy to follow checklist
- Simplify information make it readily available to the public
- Inform public about plan/development review meetings

### DESIGN

Objective: Use character area as a planning strategy to shape uses and concentrate resources.

Tasks:

- Develop Market Square Arts zoning overlay to help shape uses and develop detailed building redevelopment plans and targeted incentives
- Shape building uses and tenant types through strategic incentivizing
- Research, analyze and amend Entertainment District Ordinance

### ECONOMIC VITALITY

Objectives: Introduce mixed-use development and mixed-income housing to repurpose buildings.

Tasks:

- Research ordinances and work with Zoning department and the Texas Historical Commission to amend or draft an ordinance that facilitates mixed-use development
- Focus on mixed-use development and mixed-income housing to repurpose commercial buildings to drive retail and housing, and introduce different income groups to downtown
- Partner with CDCB and the City's HOME Program to purchase, rehab and tenant larger commercial buildings and/or start a Rental Rehabilitation Loan Program designed to assist property owners rehab their rental units with low-interest loans



## GOAL 7: RESEARCH AND ANALYZE DOWNTOWN'S ECONOMIC CONDITIONS IN ORDER TO ATTRACT AND PROMOTE DIVERSE BUSINESS MIX AND PROPERTY INVESTMENT OPPORTUNITIES

### ORGANIZATION

Objective: Create and maintain a downtown business directory.

Tasks:

- Create downtown business directory and categorize it by business type
- Develop business email and mailing list to distribute information; include downtown stakeholders
- Design downtown business map and make it available to the public

### PROMOTION

Objective: Work with property and business owners to complete THC's Downtown, TX Historic Property Listings website.

Tasks:

- Complete a property and business inventory form for every property within Main Street district
- Upload information on downtowntx.org
- Partner with local realtors association to complete building inventory

### DESIGN

Objective: Assess vacancy within Main Street District.

Tasks:

- Complete existing vacant building inventory map
- Upload information to downtowntx.org website
- Promote downtowntx.org on City website
- Work with HPO and develop vacant building ordinance
- Research economic impact of vacant buildings and prepare presentation for City Commission and downtown property owners

### ECONOMIC VITALITY

Objective: Complete a downtown market study.

Tasks:

- Find funding to complete a downtown market study
- Use market data to identify ideal business and retail mix
- Use market data to develop financial incentives for potential and existing property/business owners
- Develop a business recruitment packet

## GOAL 8: EXPAND ECONOMIC OPPORTUNITY IN DOWNTOWN BROWNSVILLE

### ORGANIZATION

Objective: Develop financial incentives to attract economic investment.

Tasks:

- Continue to research financial incentives that other Main Street cities offer
- Research economic development strategies in the local government code
- Meet with city management to determine what type of incentives the City can offer
- Partner with GBIC to offer financial incentives and/or request project funding

### PROMOTION

Objective: Use information gathered to streamline business start-up processes to attract investors.

Tasks:

- Develop business packets to help guide investors through the processes of opening a business downtown
- Use property inventory data to recruit and/or answer

inquiries on available properties

- Develop and host real estate broker information sessions twice a year

### DESIGN

Objective: Continue Façade Improvement Program.

Tasks:

- Find alternate funding source
- Recruit property/business owners to participate
- Prioritize historic properties
- Promote façade improvement program and keep ongoing list of completed façade recipients

### ECONOMIC VITALITY

Objective: Analyze potential funding sources to provide grants for development.

Tasks:

- Meet with city management to determine funding sources for Main Street
- Create project wish list for grants department and work with them to obtain funding from various sources



## GOAL 9: BRAND DOWNTOWN BROWNSVILLE

### ORGANIZATION

Objective: Begin development of the downtown identity through organizational efforts of Main Street.

Tasks:

- Start branding and visioning process that will position downtown as the center of the community and the hub of economic activity
- Explore and promote collaborative opportunities between businesses such as a downtown coupon book, holiday advertising, or an extended hours campaign
- Coordinate Small Business Saturday event in conjunction with the Chamber of Commerce and BCVB
- Order free Small Business Saturday promotional items from American Express
- Re-group at the end of the year and analyze the progress that was achieved; use the information gathered to continue branding process

### PROMOTION

Objectives:

- Use consistent message when marketing Downtown Brownsville.
- Improve social media presence.
- Spotlight existing and new businesses in a broader way.
- Promote catalyst projects and demonstrate how they help achieve Main Street's mission/vision.

Tasks:

- Develop consistent marketing message
- Update social media at least once a day and promote #DowntownBrownsville hashtag
- Open an Instagram account
- Partner with BCIC to promote Historic Downtown Brownsville in their Discover Brownsville marketing campaign
- Nominate businesses for Texas Treasure Business Awards
- Continue to produce monthly segments with Brownsville TV

### DESIGN

Objective: Use local history to tell *our* story.

Tasks:

- Partner with BHA and HPO to engage community with Brownsville's history through photo contests, photo displays telling stories of historic buildings, and highlight historic marker program
- Partner with local historians and social media pages such as Bronsbil Estacion and Brownsville Memories and develop a creative way to feature Brownsville's history

### ECONOMIC VITALITY

Objective: Find funding to begin a downtown incentives program for general building improvements.

Tasks:

- Apply for BCIC capital improvement grants to offer incentives program for general building improvements
- Recruit property/business owners within the Main Street District to participate in the incentive program
- Explore fundraising activities and/or events to fund incentive program

### Things That Derail Main Street Programs

1. Main Street Four Point Approach is disregarded
2. Lack of long-term planning for downtown
3. Lack of strong leadership from the Advisory Board
4. Lack of Board leadership rotation
5. Lack of commitment of time and financial resources
6. Program is run by committees instead of the Board
7. Staff-driven program
8. Lack of volunteers to implement Action Plan
9. Duplication of roles and activities by other local organizations
10. Poor relationship with economic development entities
11. Lack of sustainable funding sources
12. Changes in political climate
13. Unrealistic expectations of Main Street—community expecting to see immediate results
14. Frequent changes in staff or Board members
15. Tackling large projects early on

## GOAL 10: IMPROVE AND MAINTAIN POLITICAL SUPPORT FOR THE MAIN STREET PROGRAM

### ORGANIZATION

Objective: Prepare annual reports for City Commission.

Tasks:

- Prepare and present annual report for City Commission highlighting the Board's accomplishments
- Start preparing report at least 4 months in advance
- Meet with Board and committees to reflect on accomplishments, identify obstacles and room for improvement; adjust goals accordingly

### PROMOTION

Objective: Continually inform and reach out to City Commission and push Main Street's vision and mission.

Tasks:

- Prepare quarterly progress reports
- Take turns attending City Commission meetings to improve visibility of the Board and stay updated on projects going on in the City
- Involve District 4 Commissioner in all projects and media coverage
- Invite District 4 Commissioner to monthly meetings

### DESIGN

Objective: Encourage City Commission to champion projects that improve the physical appearance of downtown.

Tasks:

- Invite City Commission to participate in a curb appeal campaign or tactical urbanism project

### ECONOMIC VITALITY

Objective: Advocate for increase in program funding for downtown improvement projects.

Tasks:

- Provide information of economic impact of Main Street cities, heritage tourism, and vacant buildings
- Present case studies on how other Main Street cities fund their programs (e.g. Public Improvement Districts, Neighborhood Empowerment Zones and TIRZ)
- Create consortium of downtown stakeholders to advocate for Downtown Brownsville
- Partner with HPO to provide workshops on the importance of Main Street and historic preservation

## 6.0 NEXT STEPS

The Downtown in Action Plan will be implemented by the volunteers recruited by the Main Street Advisory Board. Board members will serve as chairs to one of the following committees: Organization, Promotion, Design, or Economic Vitality. DIA will be reviewed quarterly and annually by staff and the Board to ensure goals and objectives are being met and progress is being made. An annual report will be prepared by the Board and presented to the City Commission every year. Through DIA, the Board can effectively work to leverage the City's current revitalization efforts, engage downtown business and property owners, and partner with downtown stakeholders toward unified achievements.

## 7.0 CONCLUSION

The Main Street Brownsville Downtown in Action Plan is designed to guide the City of Brownsville toward sustainable, thriving downtown redevelopment. Through the development and implementation of this strategic Action Plan, Main Street Brownsville aims to realize its mission: to foster economic vitality in Downtown Brownsville through revitalization and historic preservation by utilizing the Main Street Four Point Approach and preserving our community's bi-national and bi-cultural heritage. DIA sets Main Street Brownsville on an exciting path in which the program can contribute to downtown revitalization by celebrating and utilizing what sets Brownsville apart from other cities—our culture, history, and heritage—while preserving the City's most valuable historic resources.

It takes a community to revive a place! Be a part of the movement that transforms downtown into a vibrant, active, and communal space. Email [mainstreet@cob.us](mailto:mainstreet@cob.us) for volunteer opportunities.



# Audience

#DowntownBrownsville

FEATURED INSTAGRAM FEED:



## Contact

Main Street Brownsville  
1034 E. Levee Street  
2nd Floor  
Brownsville, TX 78520

Front Desk  
956.548.6150

Email  
[mainstreet@cob.us](mailto:mainstreet@cob.us)

Website  
[planning.cob.us](http://planning.cob.us)