



Visit Corpus Christi 2021-2023 Strategic Plan



Organizational Values

BOLD
UNIFIED
INCLUSIVE
COLLABORATIVE
DRIVEN
TRUE

We are Innovative leaders who are not afraid to fail
We Trust and Support each other
We appreciate every Person and their contribution
We are Proud of our People and our Destination
We are Proactive, Responsive and Always One Step Ahead
We are Transparent and hold ourselves Accountable

Mission

CREATING A BETTER COMMUNITY
BY SHARING CORPUS CHRISTI WITH THE WORLD

Vision

TO BECOME THE GULF COAST CAPITAL
FOR COASTAL AND OUTDOOR RECREATIONAL EXPERIENCES

DESTINATION NEXT

Multi-User Diagnostic Assessment: Corpus Christi, TX

July 13, 2020

Introduction



In 2020, Visit Corpus Christi set out to develop a new three-year strategic plan for the organization. The purpose of this plan is to provide an updated vision and mission, new strategic goals and actionable initiatives, and new targets and timelines.

MMGY NextFactor engaged Visit Corpus Christi's leadership team, board members, local government, business leaders, and tourism stakeholders to ensure the broadest possible range of input to develop the Plan.

This Strategic Plan was assisted by:

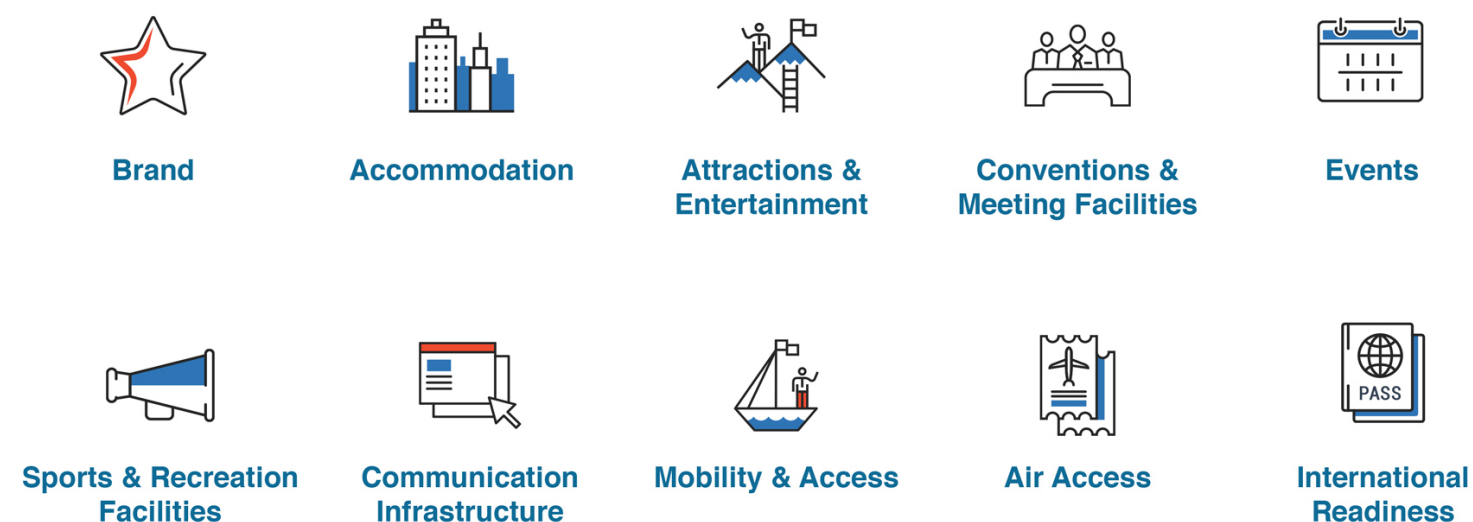
- Paul Ouimet, Partner & President, MMGY NextFactor
- Kathleen Frankford, Executive Consultant, MMGY NextFactor

The DestinationNEXT Assessment Tool and Scenario Model helps destination organizations gauge how the destination is performing in the global visitor economy, in relation to more than 300 other assessments worldwide.

The methodology incorporates an in-depth survey of government officials, tourism and hospitality leaders, community leaders, and key stakeholders.

Survey questions are based on 10 variables to determine destination strength, relating to infrastructure and services, and 10 variables to determine the level of community alignment in support of the destination organization.

Destination Strength Variables



Community Alignment Variables



Stakeholder Feedback

The engagement included securing extensive community feedback in order to obtain buy-in for the Plan. The feedback from key stakeholder interviews and two Town Hall sessions are listed on the following pages.

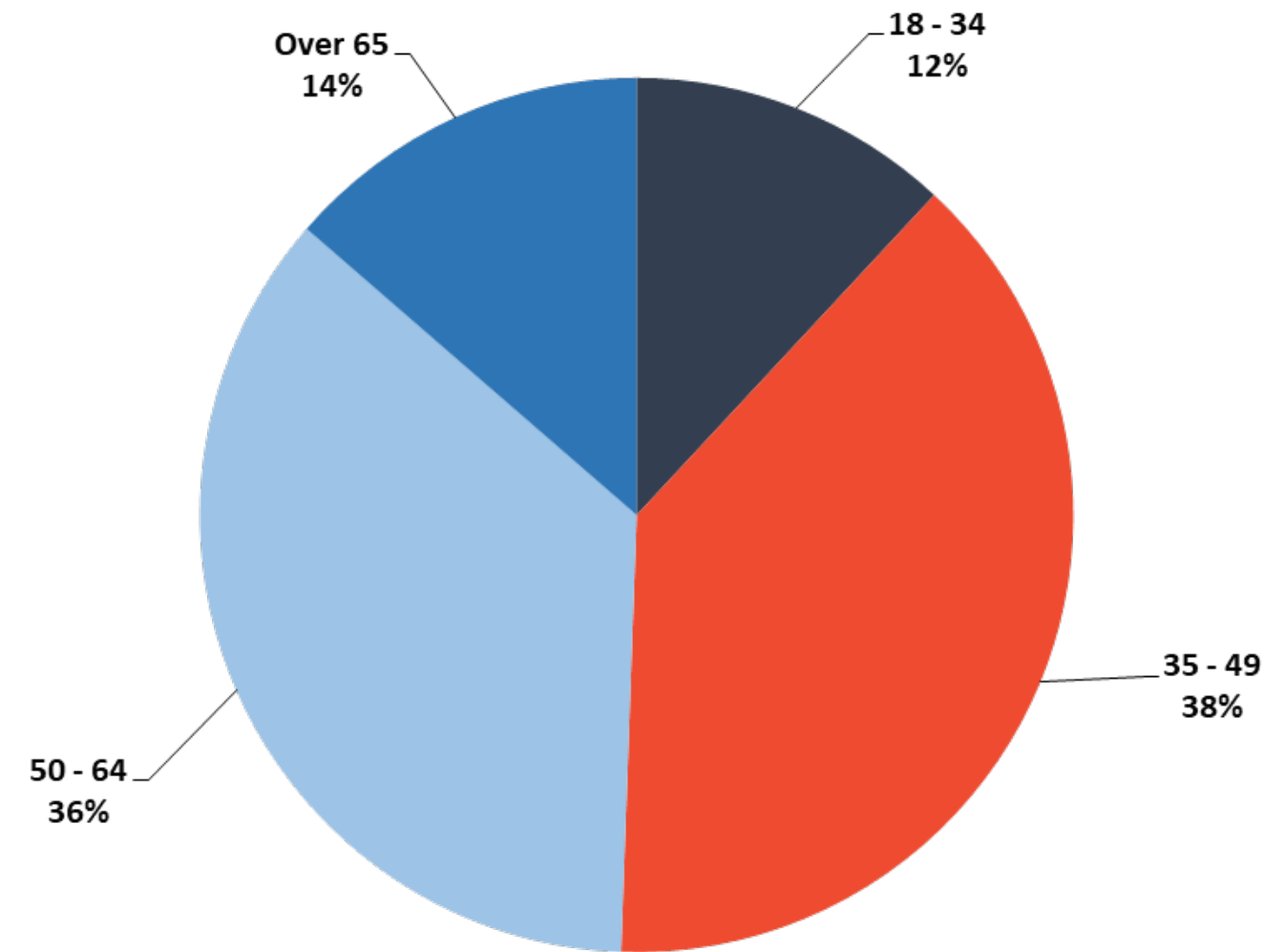
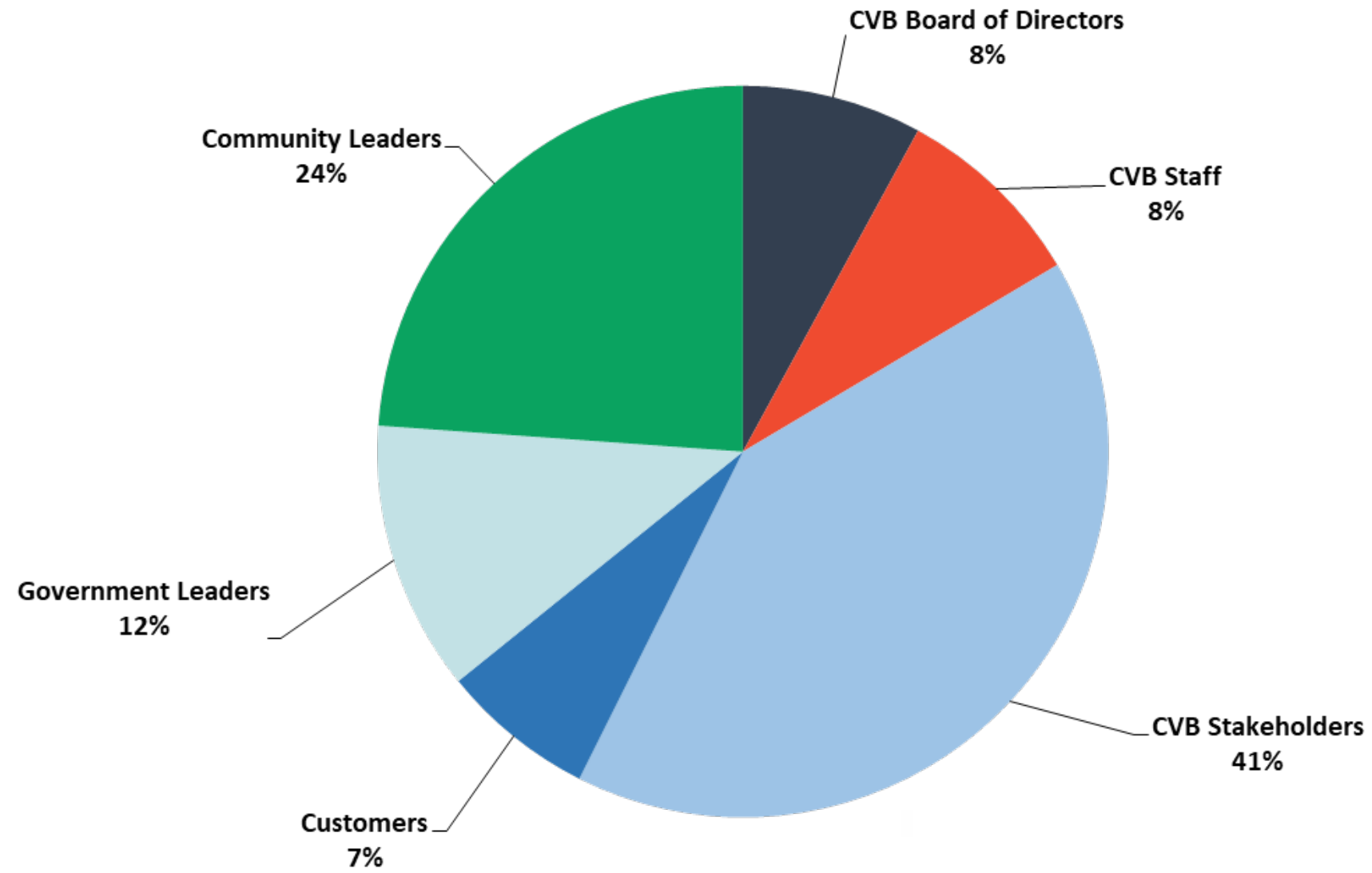
Interviews with industry & community leaders

Local government leaders
Board of directors
Hoteliers
Attractions
Developers
Restauranteurs
Businesses
University
Economic development

Live Town Hall Session

Virtual Town Hall Session

Demographic Breakdown of Responses



Stakeholder Feedback - Interviews

- Position Corpus Christi as a family destination worthy of a week-long visit
- Align all of the key players to create a long-term vision for destination
- Focus on Downtown and Island first and build out from there
- Connect all of the “postcard” attributes and connect in a unified visitor experience.
- Create a stronger beach culture on the island
- Focus on diversifying economy to provide a greater variety of opportunities for residents of all ages. Focus on improving education in all communities
- Build a convention center hotel and high-end offerings such as a resort spa hotel.
- Improve airport service and add direct flights
- Create community pride; highlight our people and tell our stories
- Develop regular events to activate and spur interest in downtown for both residents and visitors. Develop nightlife and retail
- Focus on attracting Millennials, but make sure we can fulfill what they want

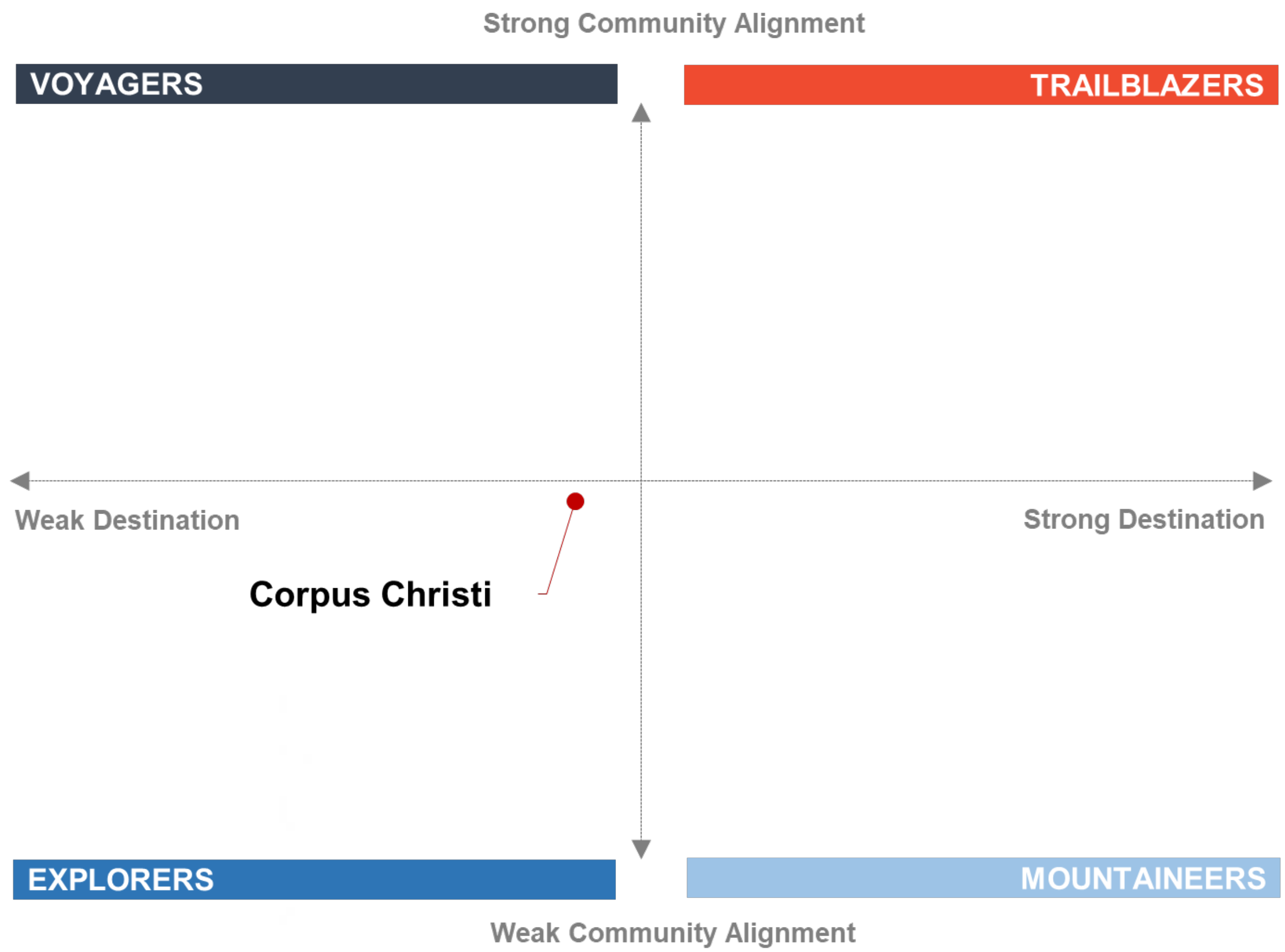
Priority Initiatives

TOWN HALL MEETINGS

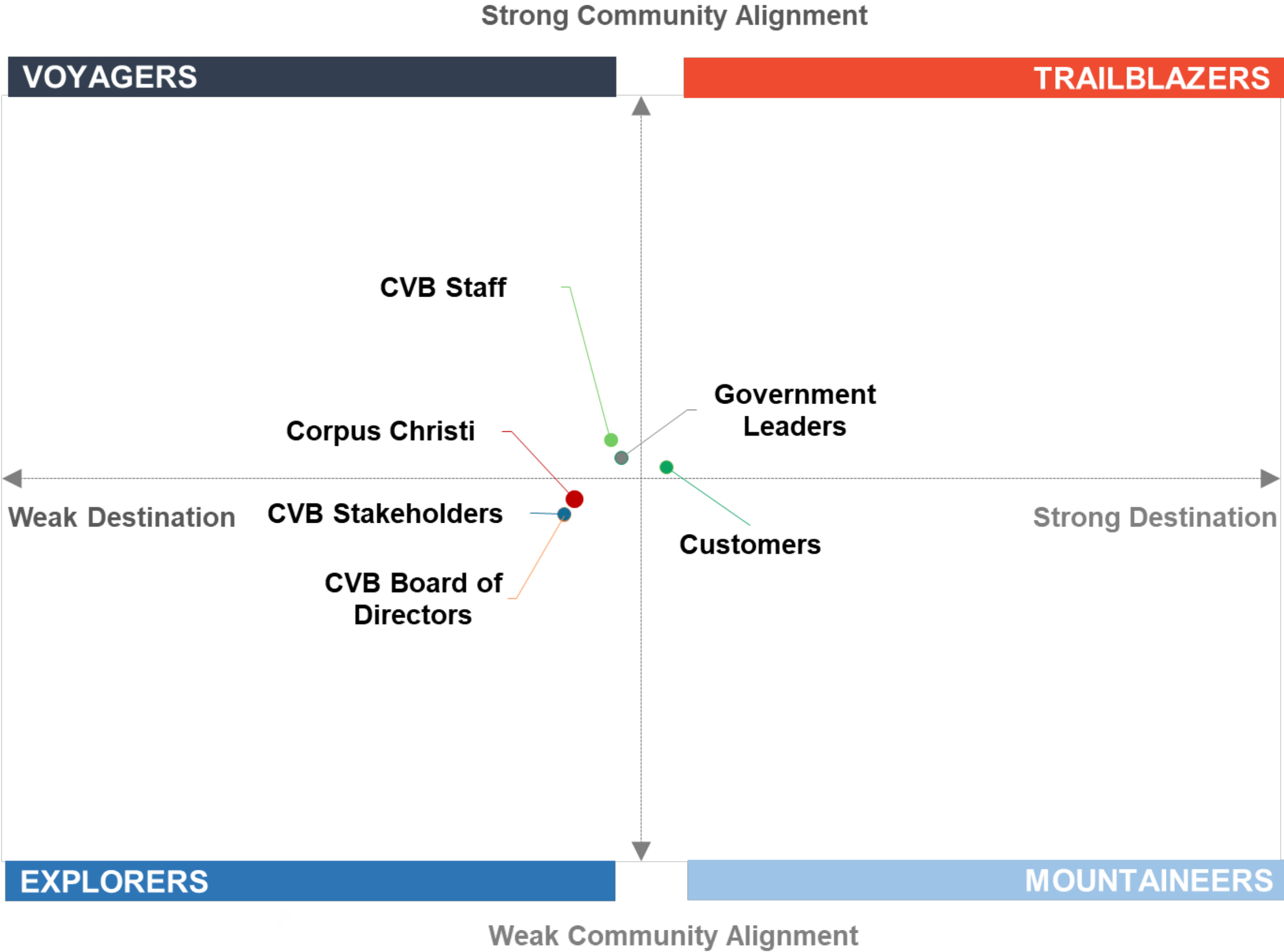
During both Town Hall meetings, participants ranked the following initiatives in order of importance from 1-10 to determine areas of focus for the next three years:

9.2	Further develop downtown area
9.0	Elevate pride in Corpus Christi as a place to both live and work
8.7	Develop North Beach
8.4	Collaborate with area leaders to create a Destination Master Plan
8.3	Increase collaboration between tourism development and government
8.3	Align tourism strategy and overall growth strategy to support development
8.2	Create a beautification committee and clean up the destination
8.2	Attract more-high end, and beach front business
8.1	Increase investment into tourism and hospitality infrastructure
7.9	Create stories that highlight locals who are doing extraordinary things
7.7	Diversify the travel experience & customer segments/eco tourism and solo travel
7.7	Develop initiatives to retain young people as residents
7.5	Develop community advocacy and civic pride programs
7.3	Develop strategies that mitigate the homelessness issue
7.3	Create opportunities for a robust nightlife scene

Overall Assessment Placement



Stakeholder Groups



Explorers

These DMOs and destinations desire an inspired tourism vision and activated community to make it happen.

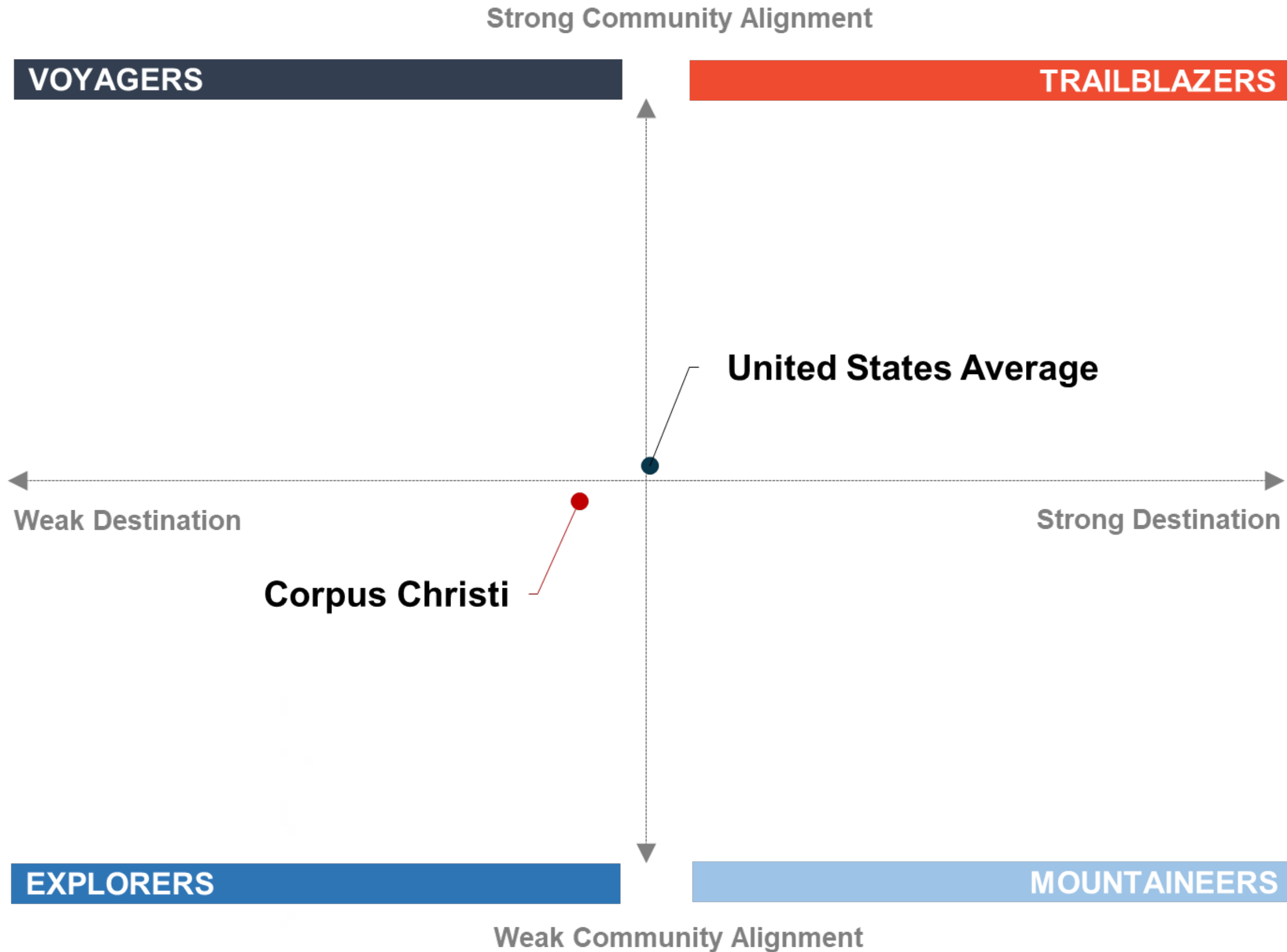
Key Strategic Challenges

- Rallying the community to work together towards a realistic vision and strategy
- Building community recognition and acceptance that transformational change is needed
- Implementing the strategy with limited resources

Developing Destination



Overall Assessment



Voyager Cities



ACHIEVING OUR ASPIRATIONS

- South Walton, Florida
- Sarasota, Florida
- Panama City Beach, Florida
- Pensacola, Florida
- Monterey, California
- Sonoma County, California
- Tuolumne County, California
- Tucson, Arizona
- Louisville, Kentucky



Assessment Summary

- **Currently in Explorers quadrant with below industry average destination strength and community alignment**
- **Stakeholders are not aligned on perceptions about destination**

Destination Strength - Opportunities for Improvement

- High-quality shopping
- Downtown
- Unique and vibrant neighborhoods
- Headquarter hotel
- Tours for outdoor enthusiasts
- Park and trail diversity
- Air Access
- Walkability
- Bikeability
- Public transportation
- Road infrastructure
- Event capacity
- Convention capacity
- Public Wi-Fi
- International Readiness
- Nightlife

Community Alignment - Opportunities for Improvement

- Resident support
- Corporate support
- Customer service
- Funding
- Leader in the state
- Government advocacy
- Tourism master plan
- Workforce

Ideal Futures Results

During the board retreat, Visit Corpus Christi's leadership team and board members ranked the following items in terms of importance from 1-10 to determine the ideal future for Corpus Christi's visitor economy in the next three years. The rankings are listed in order of the aggregated results.

Accomplishment	Score
Develop and promote a strong destination brand	9.05
Develop sustainable tourism plan	8.75
Create community buy in for tourism and Visit Corpus Christi	8.68
Develop downtown experience	8.60
Develop a detailed plan for the beaches	8.55
Improve resident pride in Corpus Christi	8.50
Complete destination management plan	8.40
Work with economic develop to recruit business and investment	8.40
Promote development of new attractions and events	8.00
Increase visitor satisfaction in our core areas	7.85
Advance development plan for headquarter hotel	7.84
Capitalize on ecotourism product and experiences	7.75
Improve walkability and bikeability	7.70
Promote improvements to mobility and transportation	7.60
Create a beautification plan	7.60

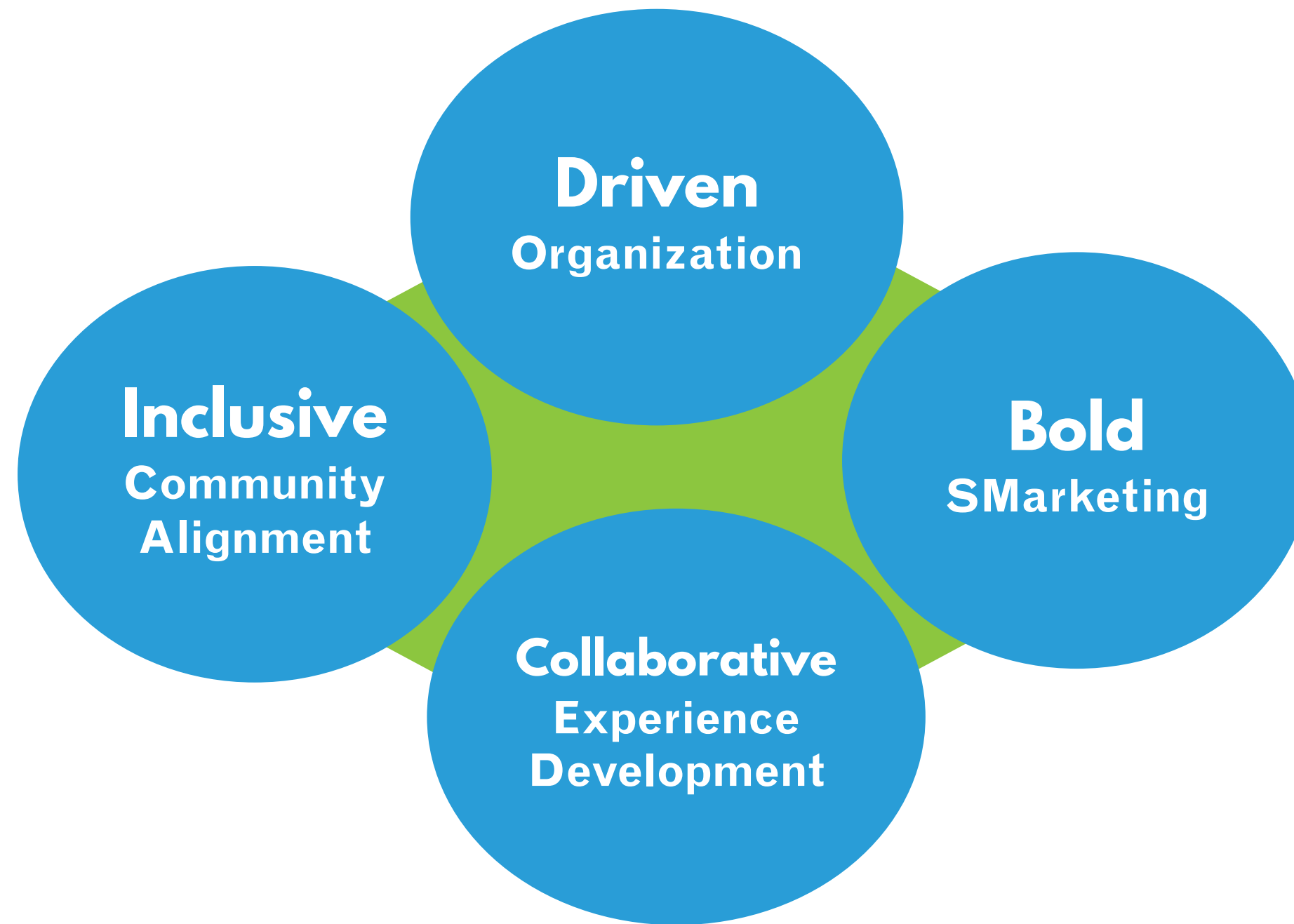
Ideal Futures Results

CONTINUED

Accomplishment	Score
Stabalize and professionalize the organization	7.53
Achieve TPID	7.47
Research oppurtunities to diversify revenue streams	7.25
Creat a short-term rental collection and marketing strategy	7.20
Relocate Visit Corpus Christi offices	7.15
Promote improved air access	7.05
Develop advocay strategy and implementation plan	7.05
Re-evaluate hotel tax allocation	6.90
Promote the development of an amateur sports complex	6.80
Educate stakeholders on key data and information available	6.70
Reassess organizational structure	6.40
Become a DMAP accredited organization	6.37
Gain legislative support for growth of industy	6.25
Promote oyster and culinary culture	5.85
Create marketing and sales partnerships with Visit San Antonio	5.75
Develop partnership with coastal destinations	5.74

Strategic Goals

To achieve Visit Corpus Christi's vision, there are four strategic goals for the organization. On the following pages, the specific objectives and targets are listed for each.



Inclusive Community Alignment

GOAL #1



Timeline

	Initiative	Timeline		
		2021	2022	2023
Targets <ul style="list-style-type: none"> Conduct resident sentiment survey by May 2021 Initiate advocacy plan by February 2021 Increase tourism sales tax revenue by 1% Increase average visitor spend to \$114.23 	(a) Build resident support for tourism and VCC	Ongoing		
	(b) Develop community pride campaign	March		
	(c) Work with economic development to recruit business and investment	Ongoing		
	(d) Develop an advocacy campaign targeting key government and community leaders	April		
	(e) Create an ambassador program to promote Corpus Christi		Oct 21	
	(f) Expand industry outreach and engagement	March		

Driven Organization

GOAL #2



	Initiative	Timeline		
		2021	2022	2023
Targets <ul style="list-style-type: none"> • Begin TPID collections by March 2021 • Maintain a 90% employee satisfaction rate • Maintain convention planner sentiment rating of 90% • Maintain convention attendee sentiment rating of 85% • Obtain clean financial audits annually 	(a) Achieve DMAP accreditation	Dec.		
	(b) Create Tourism Promotion Improvement District (TPID)	March		
	(c) Expand data research capabilities	Ongoing		
	(d) Increase synergy and alignment with other organizations	Ongoing		
	(e) Relocate the office	June		
	(f) Reimagine visitor services	Spring		Padre Island
	(g) Create professional development strategy for all team members		Oct 21	

Bold SMarketing

GOAL #3



Timeline

2021

2022

2023

Initiative

(a) Develop a compelling destination brand for Texas and beyond

January

(b) Launch new website and CRM

March

(c) Develop focused marketing campaigns for niche products

Oct 21

(d) Reimagine social media presence

Oct 21

(e) Develop a comprehensive sales strategy to attract more meetings and events

Oct 21

(f) Creation of Sports Commission

January

(g) Reimagine Film and Music Commission

March

Targets

- Maintain current annual leisure visitor levels
- Increase digital reach to 57,196
- Increase email subscribers to 22,237
- Increase website time on site to 1:39
- Maintain 2020 group hotel demand levels
- Increase group hotel ADR to \$135.
- Increase value in earned media

Collaborative Experience Development

GOAL #4



		Timeline		
Initiative		2021	2022	2023
Targets <ul style="list-style-type: none"> • Launch Destination Development Strategy in 2021 • Develop beautification plan in 2022 • Maintain leisure visitor sentiment rating of 80% • Initiate Experience Plan action items by March 2021 	(a) Complete a Destination Development Strategy to include the islands, North Beach and Downtown	Start April		Oct 22
	(b) Work with CCIA to expand air access	Ongoing		
	(f) Promote improvements to mobility and transportation networks			Oct 22
	(c) Advance development plan for headquarter hotel and needed related assets		Oct 21	
	(d) Develop customer service training program	April		
	(e) Create a beautification plan		Oct 21	



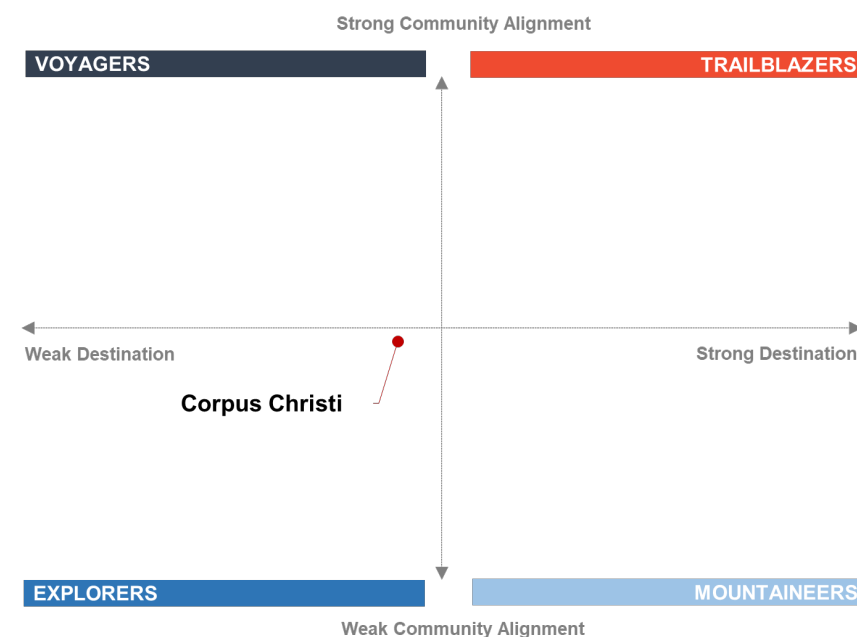
MISSION:
**Creating a better community
by sharing Corpus Christi with the world**

VISION:
**To become the Gulf Coast Capital
for coastal and outdoor recreational experience**

2021-2023 Strategic Plan



DestinationNEXT Assessment



Strategic Goals and Key Initiatives

Driven Organization

- (a) Achieve DMAP certification
- (b) Create Tourism Promotion Improvement District (TPID)
- (c) Expand data research capabilities
- (d) Increase synergy and alignment with other organizations
- (e) Relocate the office
- (f) Reimagine visitor services
- (g) Create professional development program for all team members

Bold SMarketing

- (a) Develop a compelling destination brand for Texas and beyond
- (b) Launch new website
- (c) Develop focused marketing campaigns for niche products
- (d) Reimagine social media presence
- (e) Develop a comprehensive sales strategy to attract more meetings and events
- (f) Create a Sports Commission
- (g) Create a Film and Music Commission

Inclusive Community Alignment

- (a) Build resident support for tourism and VCC
- (b) Develop community pride campaign
- (c) Work with economic develop to recruit business and investment
- (d) Develop an advocacy campaign targeting key government and community leaders
- (e) Create an ambassador program to promote Corpus Christi
- (f) Expand industry outreach and engagement

Collaborative Experience Development

- (a) Complete a Destination Development Strategy to include the islands, North Beach, and Downtown
- (b) Work with CCIA to expand air access
- (c) Promote improvements to mobility and transportation networks
- (d) Advance development plan for headquarter hotel and needed related assets
- (e) Develop customer service training program
- (f) Create a beautification plan