VISIT CORPUS CHRISTI STRATEGIC PLANNING

2023-2027 PROCESS & ASSESSMENT RESULTS





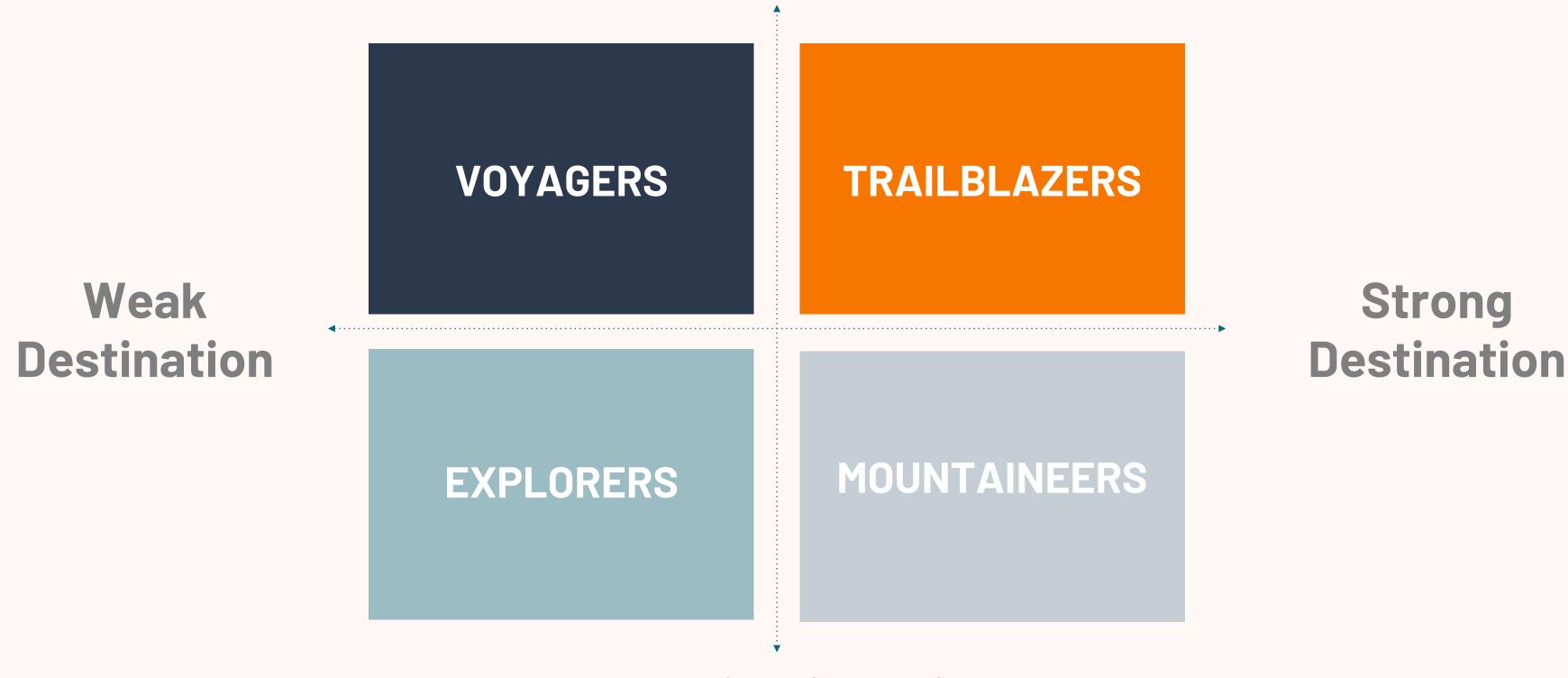
Multi-User Diagnostic Assessment Corpus Christi, TX May 11, 2023



simpleview

DestinationNEXT Scenario Model

Strong Destination Alignment



Weak Destination Alignment



Destination Strength Variables



Attractions & Experiences



Conventions & Meetings



Local Mobility & Access



Arts, Culture & Heritage



Events & Festivals



Destination Access



Dining, Shopping & Entertainment



Sporting Events



Communication Infrastructure



Outdoor Recreation



Accommodation



Health & Safety



Destination Alignment Variables

























Emergency Preparedness



Economic Development



Stakeholders

Industry

Board
Staff
Hotels
Attractions
Restaurants

Community

Government
Business Community
Economic Development
Local Foundations
Education

Market

Meeting Planners
Tour Operators
Travel Agents
Event Planners

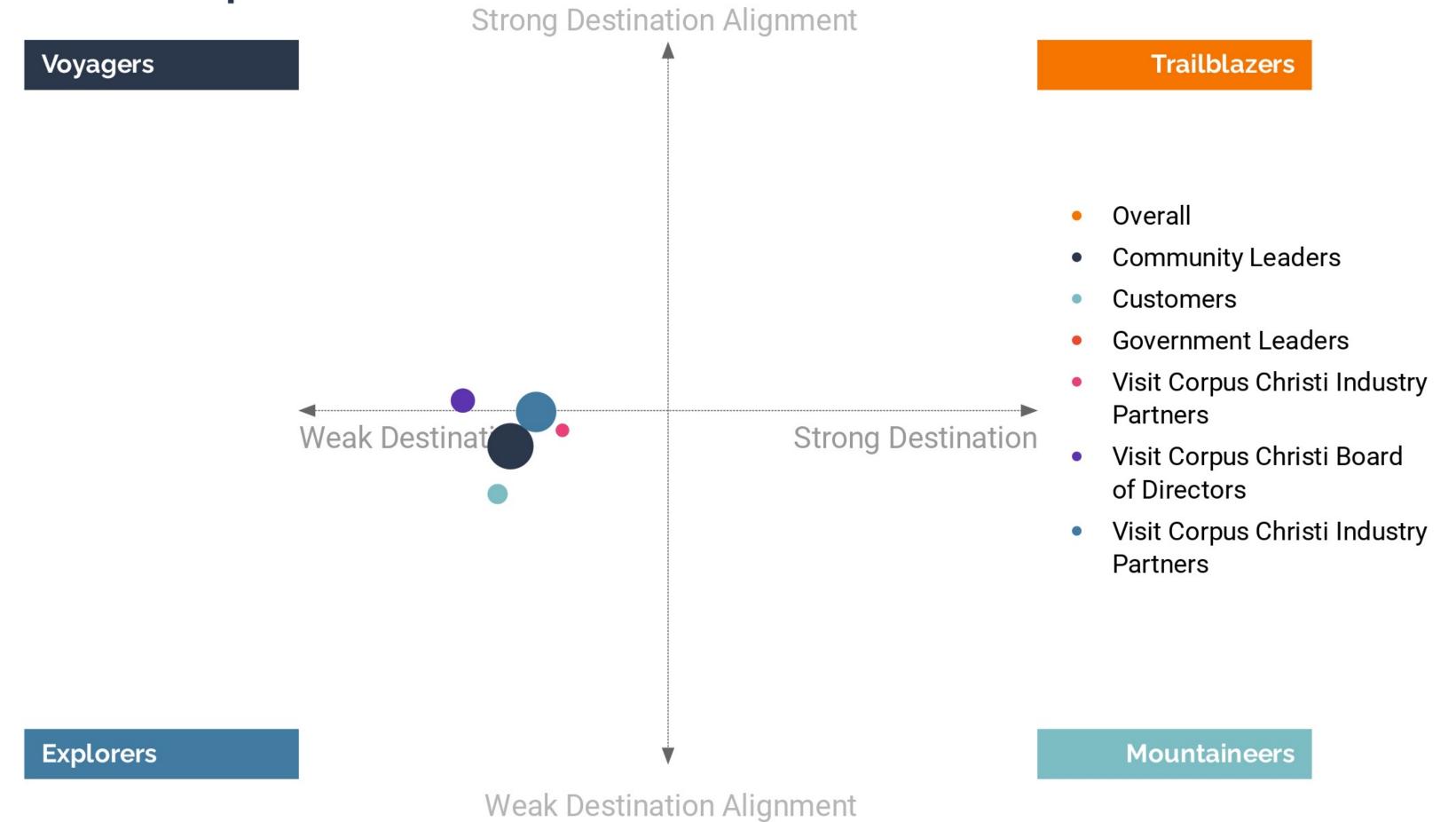
Overall Assessment





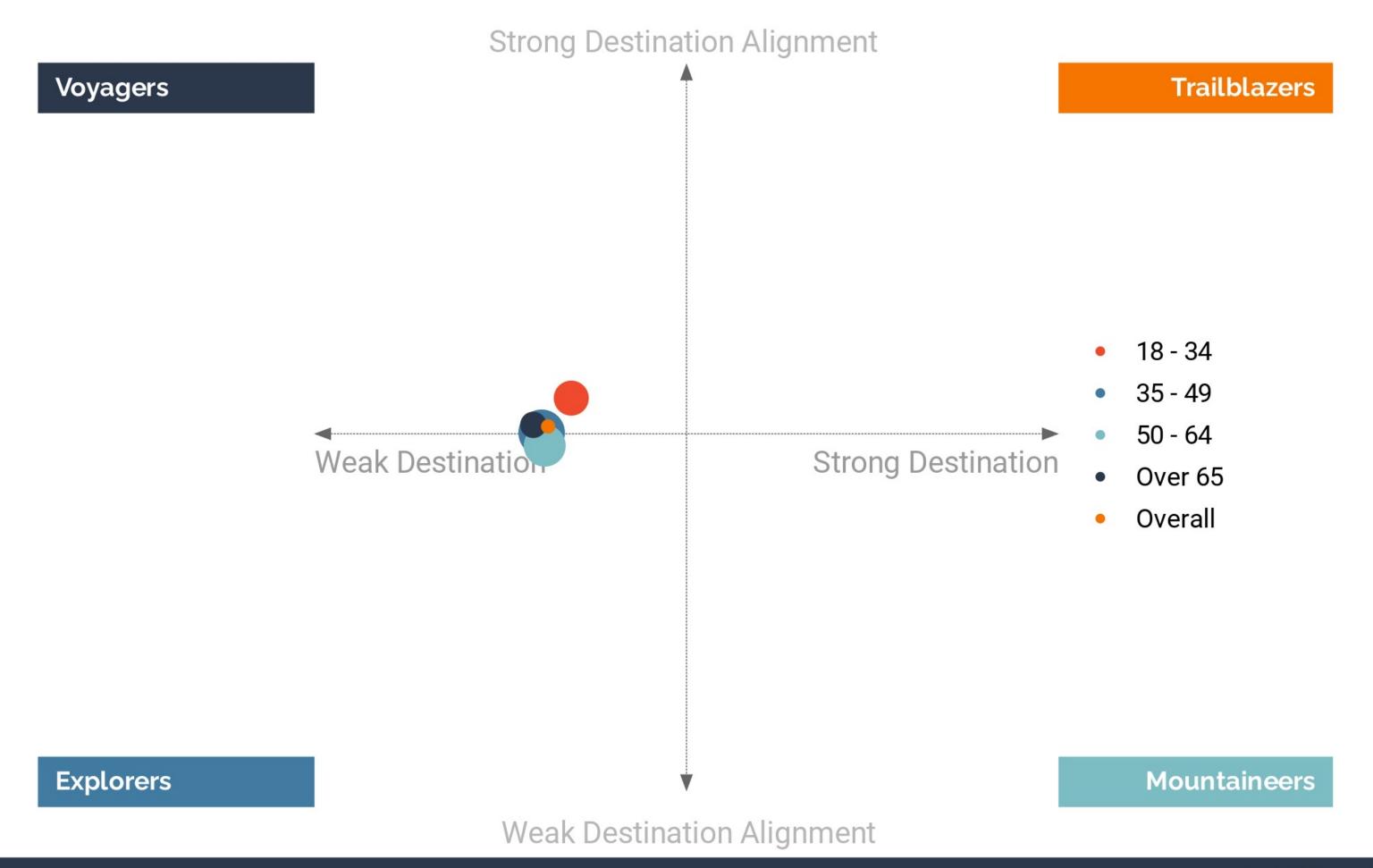
Stakeholder Groups











VOYAGERS

These DMO's and destinations have a tourism vision and a community mandate to get it done.

KEY STRATEGIC CHALLENGES

- Maintaining momentum over time required to implement strategy
- Making prioritized choices for focused action; avoiding the temptation to be all things to all people
- Establishing destination marketplace credibility; delivering on brand promises for target segments



Destination Strength



	Relative Importance (0-100%)		Perceived Perfor	mance (1 - 5 scale)
Variable	All DNEXT Communities	Corpus Christ	i All DNEXT Commu	nities Corpus Christi
Health & Safety	8.25%	8.48%	3.31	2.65
Sporting Events	8.02%	8.48%	3.46	2.85
Communication Infrastructure	8.33%	8.48%	3.26	3.18
Attractions & Experiences	8.97%	8.48%	3.71	3.41
Conventions & Meetings	7.99%	8.48%	3.39	2.87
Outdoor Recreation	8.61%	8.45%	3.88	3.46
Events & Festivals	8.28%	8.05%	3.70	3.26
Local Mobility & Access	8.26%	8.27%	3.05	2.72
Arts, Culture & Heritage	8.25%	8.27%	3.69	3.41
Accommodation	8.72%	8.27%	3.64	3.11
Dining, Shopping & Entertainmen	t 8.66%	8.27%	3.55	2.92
Destination Access	8.06%	8.05%	3.28	2.68
Green indicates destination performance +5% above inde	ustry average; red indicates -5% below.		Industry Average	Destination
Destination Strength			3.49	2.96

Scenario: Voyagers

Destination Strength: Performance Change



	Variable	Destination Avg	Prior
1.	Health & Safety	2.65	
2.	Sporting Events	2.85	3.28
3.	Communication Infrastructure	3.18	3.13
4.	Attractions & Experiences	3.41	3.32
5.	Conventions & Meetings	2.87	3.12
6.	Outdoor Recreation	3.46	
7.	Events & Festivals	3.73	
8.	Local Mobility & Access	2.72	3.02
9.	Arts, Culture & Heritage	3.41	
10.	Accommodation	3.11	3.34
11.	Dining, Shopping & Entertainment	2.92	
12.	Destination Access	2.68	2.69
13. Green indicates perf	Events & Festivals ormance above prior destination average; red indicates below.	3.26	3.53

Destination Strength: Highest & Lowest Variable Scores



Highest-scored Variables

Lowest-scored Variables

	Variable	Performance ▼		Variable	Performance •
1.	Outdoor Recreation	3.46	1.	Health & Safety	2.65
2.	Attractions & Experiences	3.41	2.	Destination Access	2.68
3.	Arts, Culture & Heritage	3.41	3.	Local Mobility & Access	2.72
4.	Events & Festivals	3.26	4.	Sporting Events	2.85
5.	Communication Infrastructure	3.18	5.	Conventions & Meetings	2.87

Destination Strength: Highest & Lowest Statement Scores



Highest-scored Statements

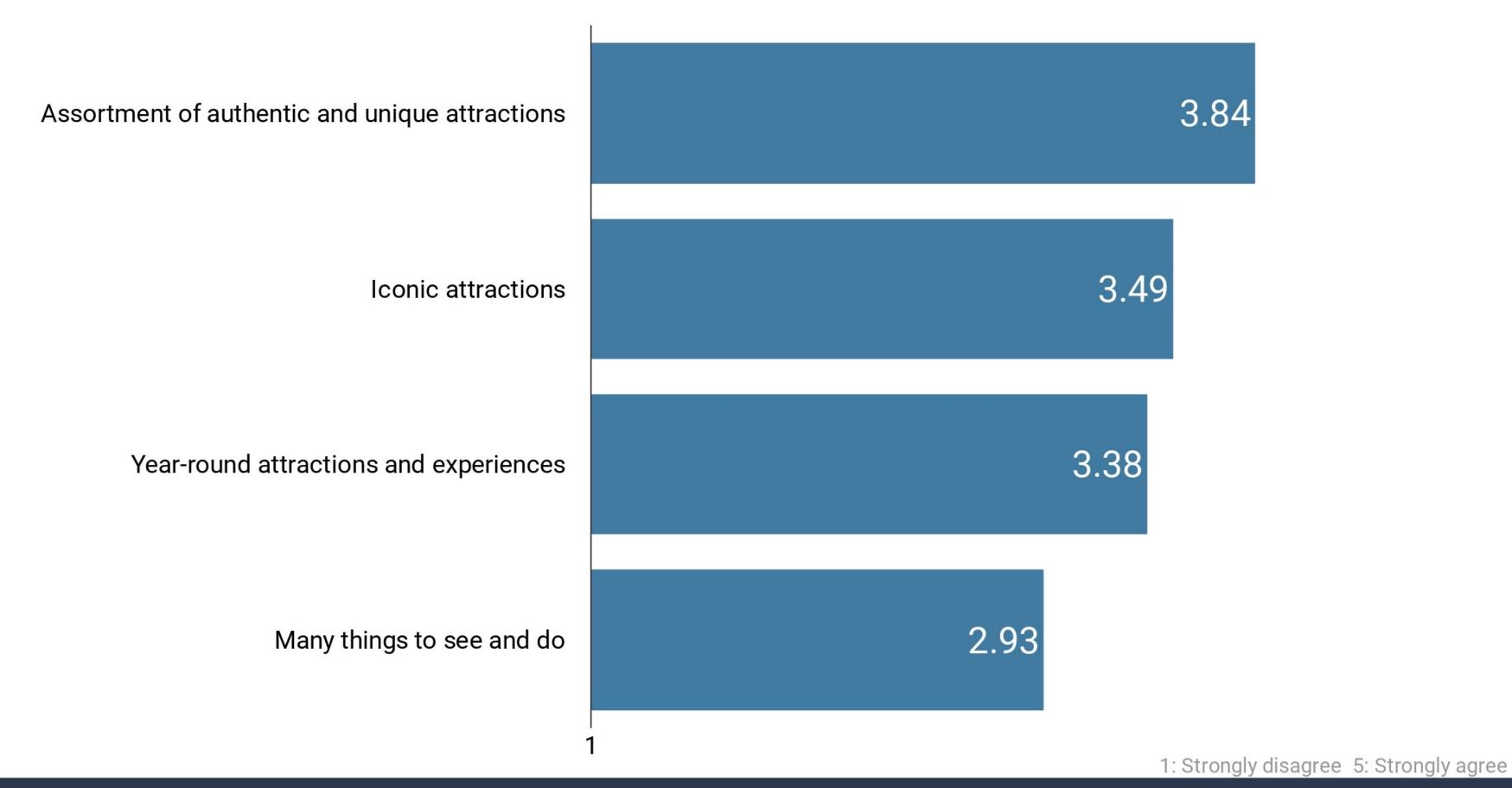
	Statement	Performance •
1.	High-quality outdoor recreation experiences	4.04
2.	Assortment of authentic and unique attractions	3.84
3.	Year-round outdoor experiences	3.81
4.	Adequate economy hotel supply	3.77
5.	PP-Strength-mid range hotel supply	3.73

Lowest-scored Statements

	Statement	Performance •
1.	Airport is accessible with public transit	1.76
2.	Airport is a state-of-the-art facility	1.86
3.	Variety and quality international air access	2.12
4.	Known as a walkable destination	2.15
5.	Limited issues with homelessness	2.33

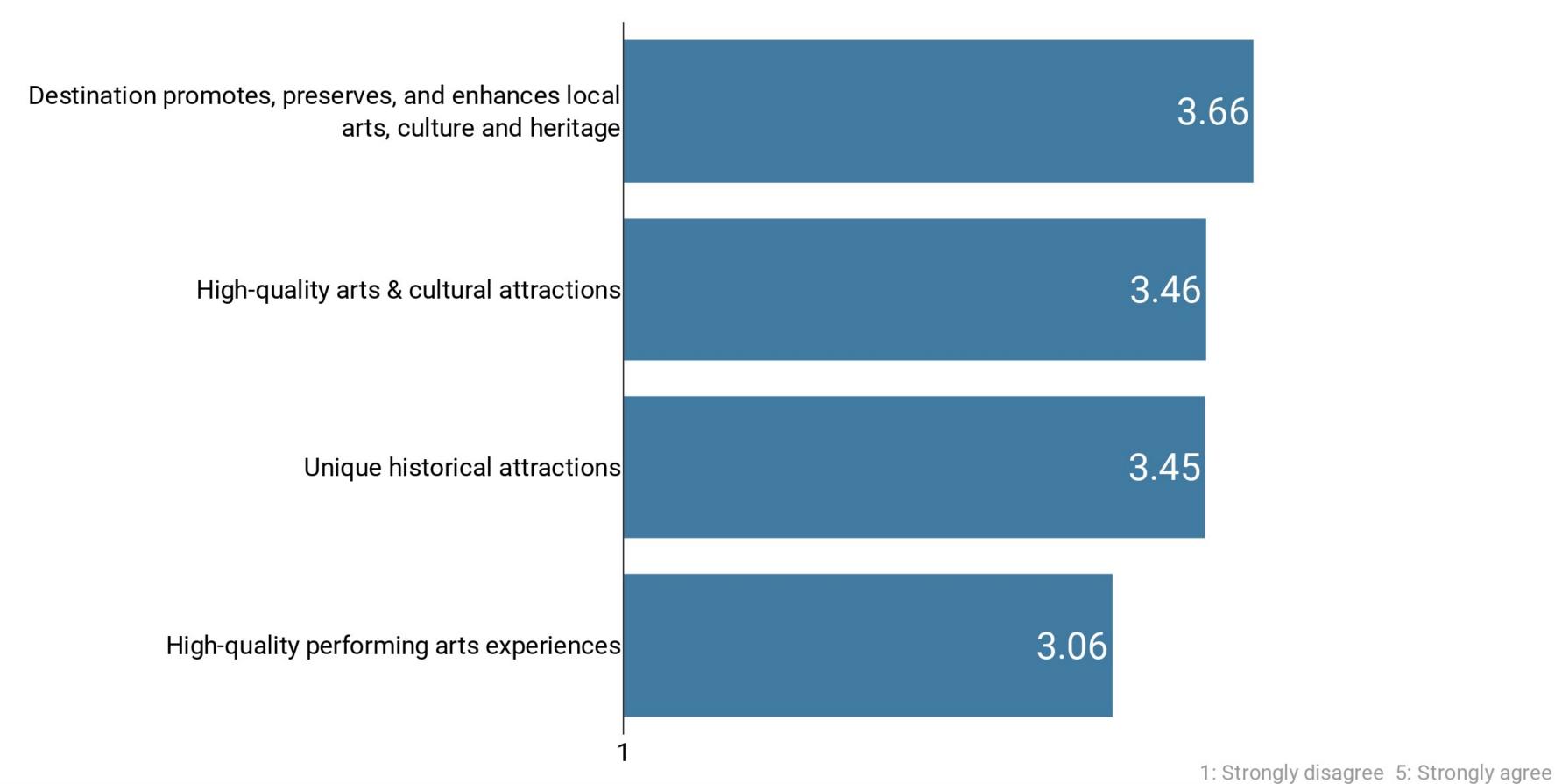
Attractions & Experiences





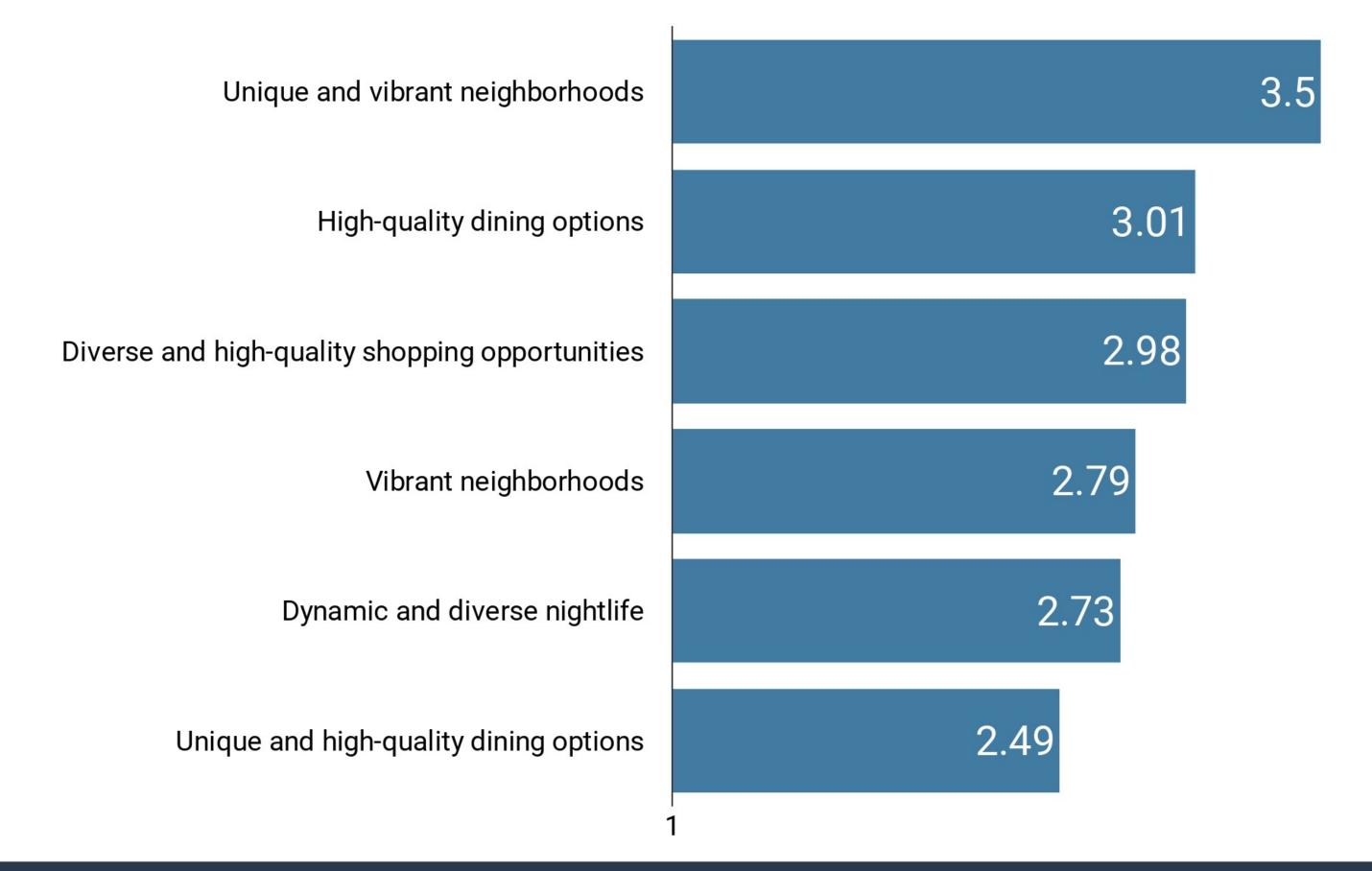
Arts, Culture & Heritage





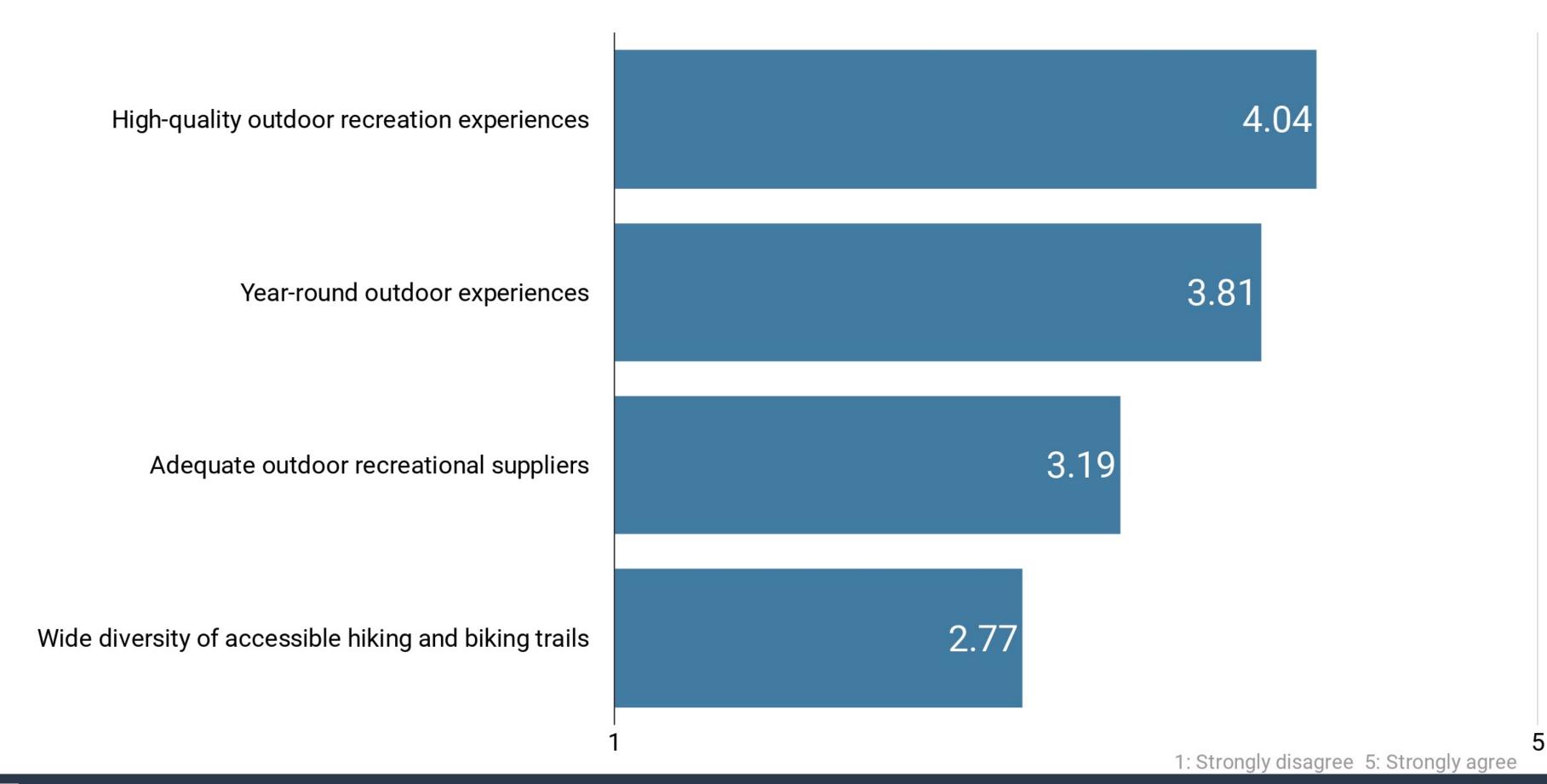
Dining, Shopping & Entertainment





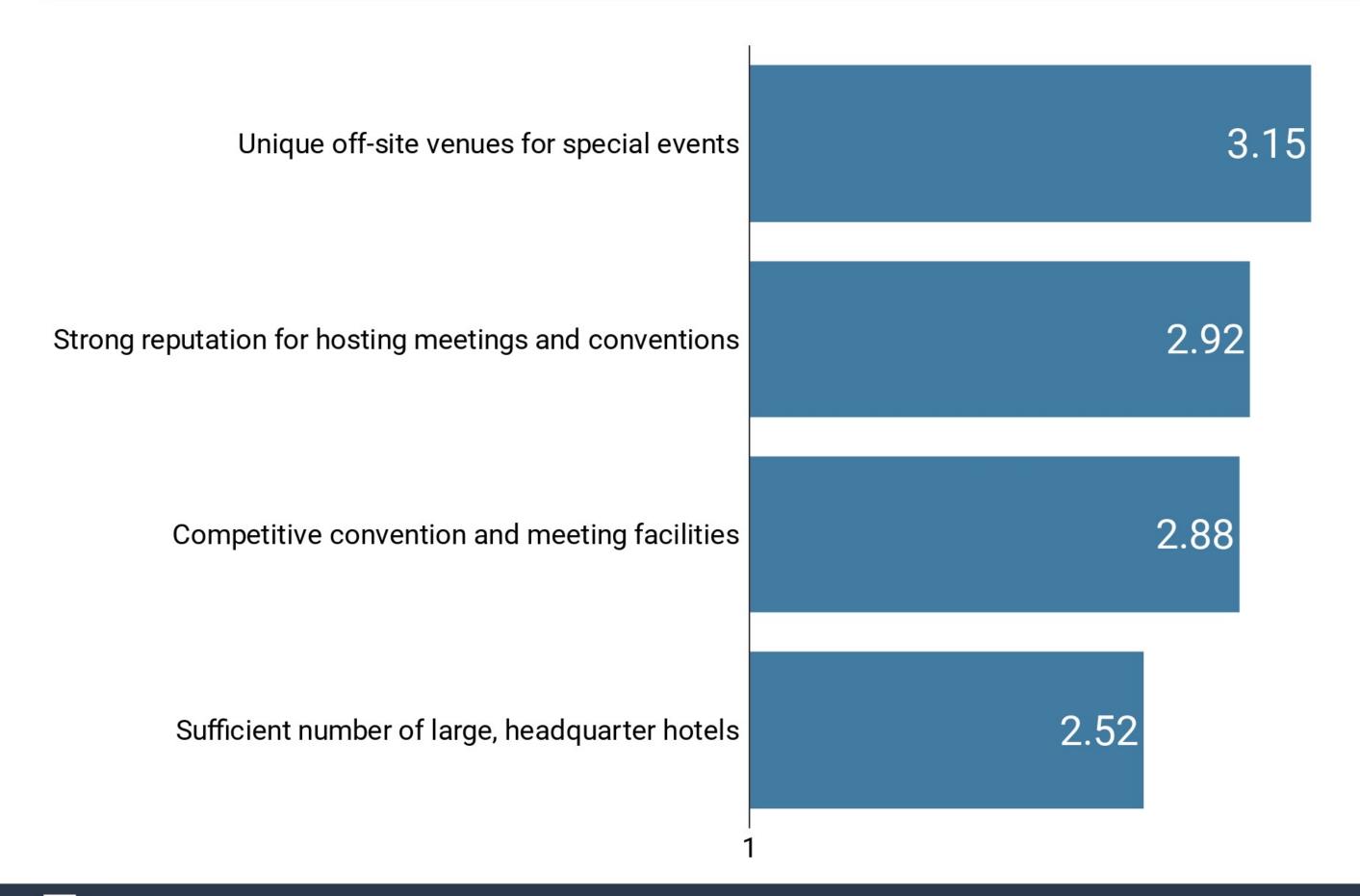
Outdoor Recreation





Conventions & Meetings

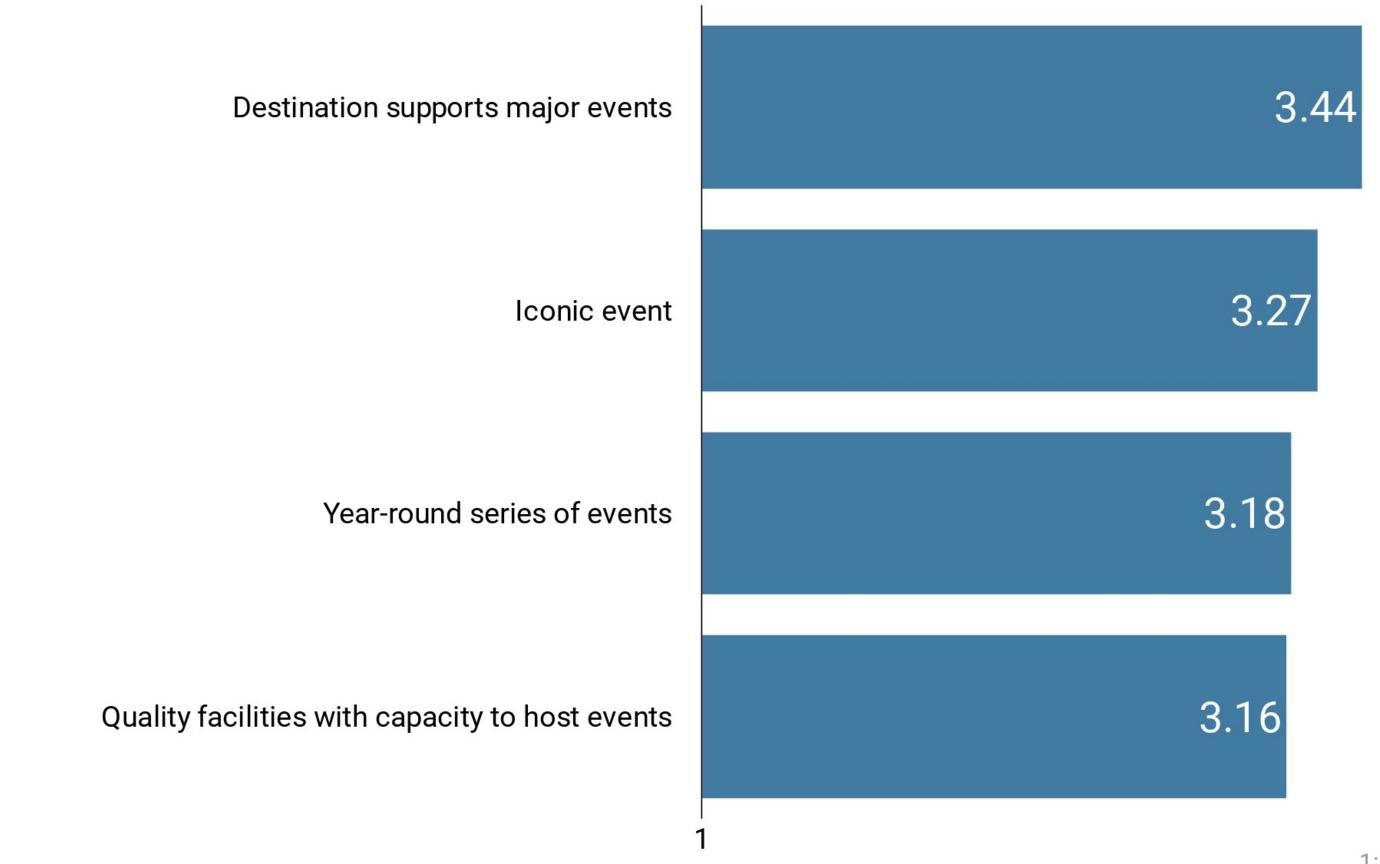




1: Strongly disagree 5: Strongly agree

Events & Festivals

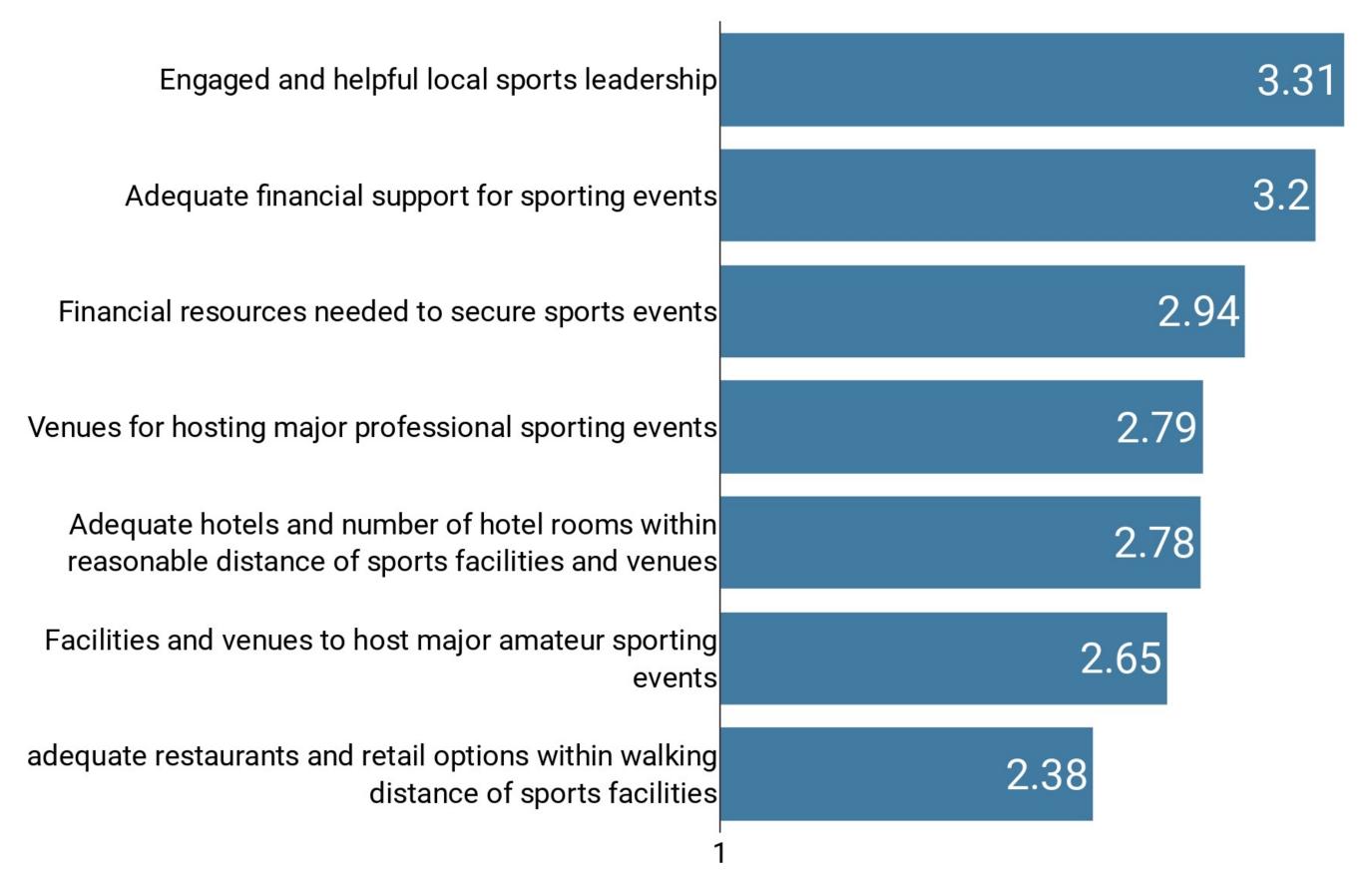




1: Strongly disagree 5: Strongly agree

Sporting Events

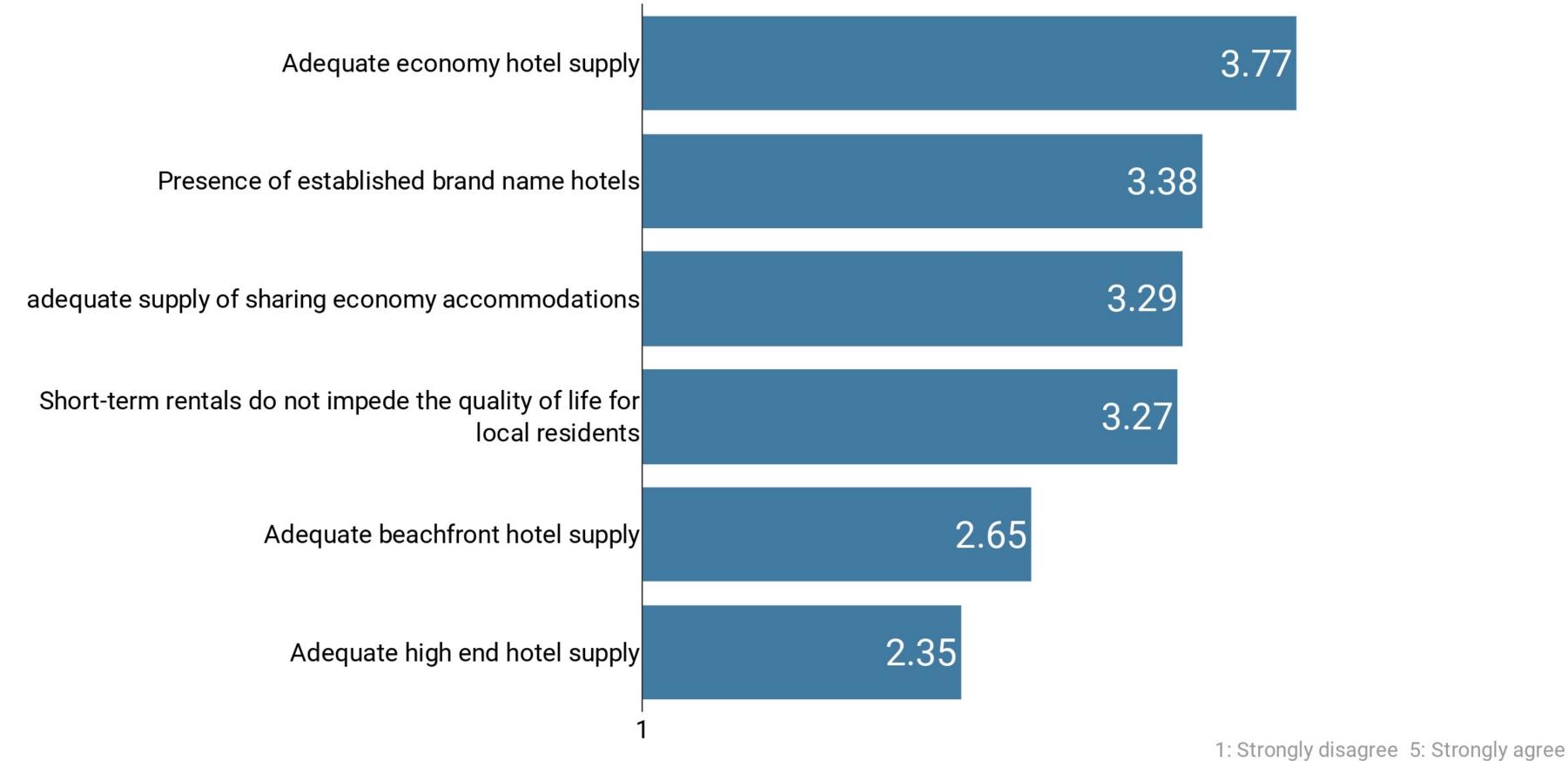




ngly disagree 5: Strongly agree

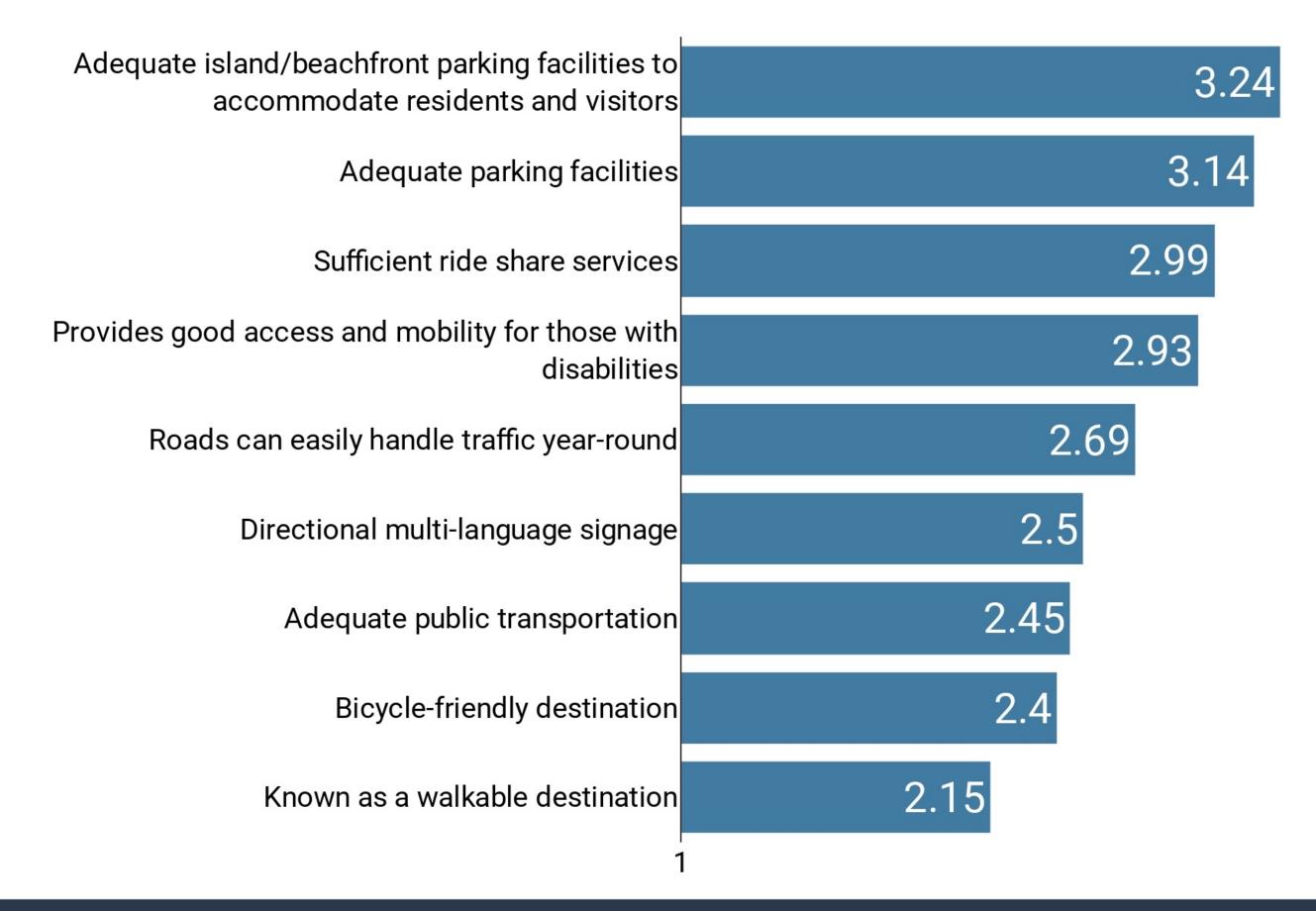
Accommodation





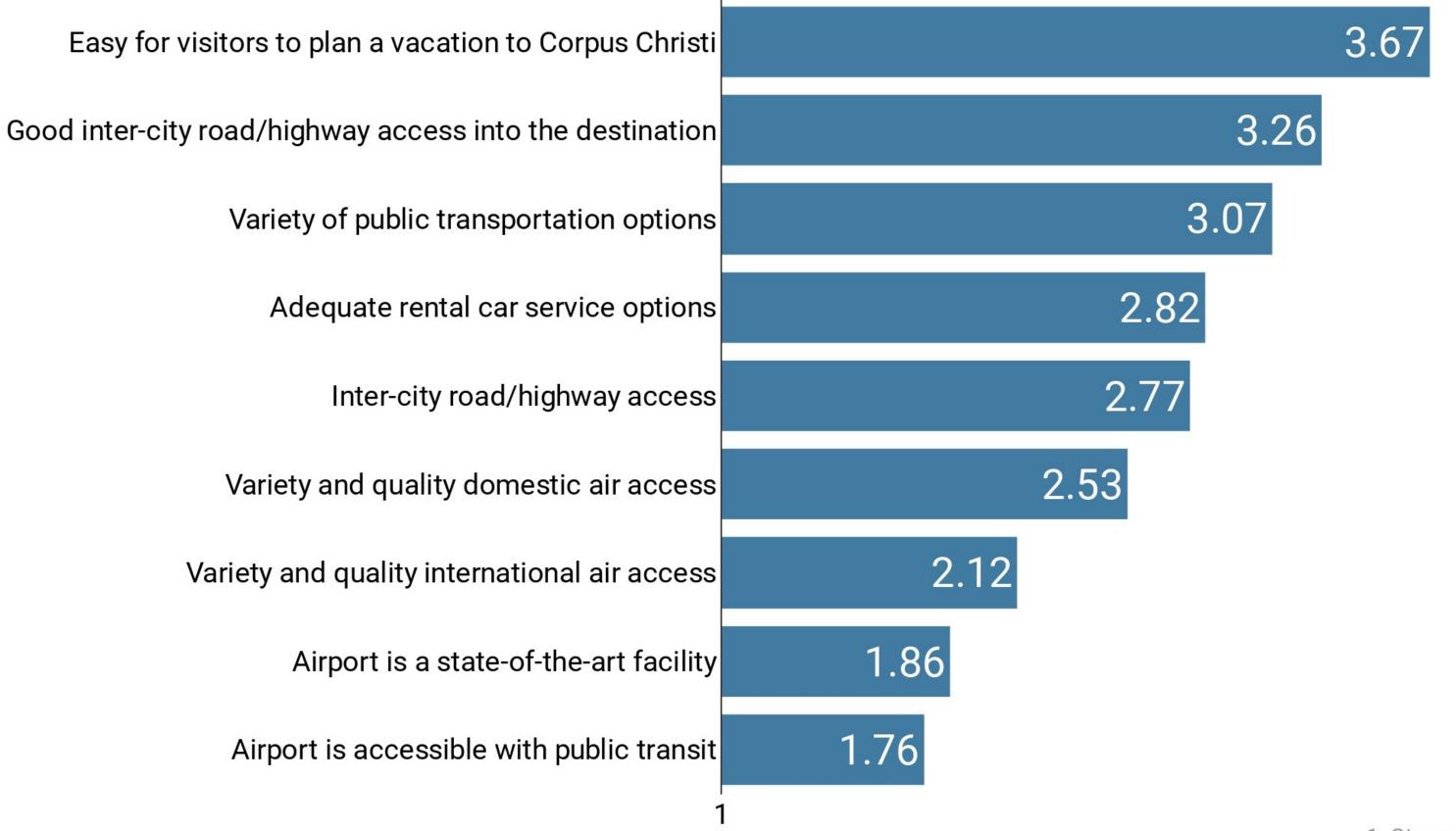
Local Mobility & Access





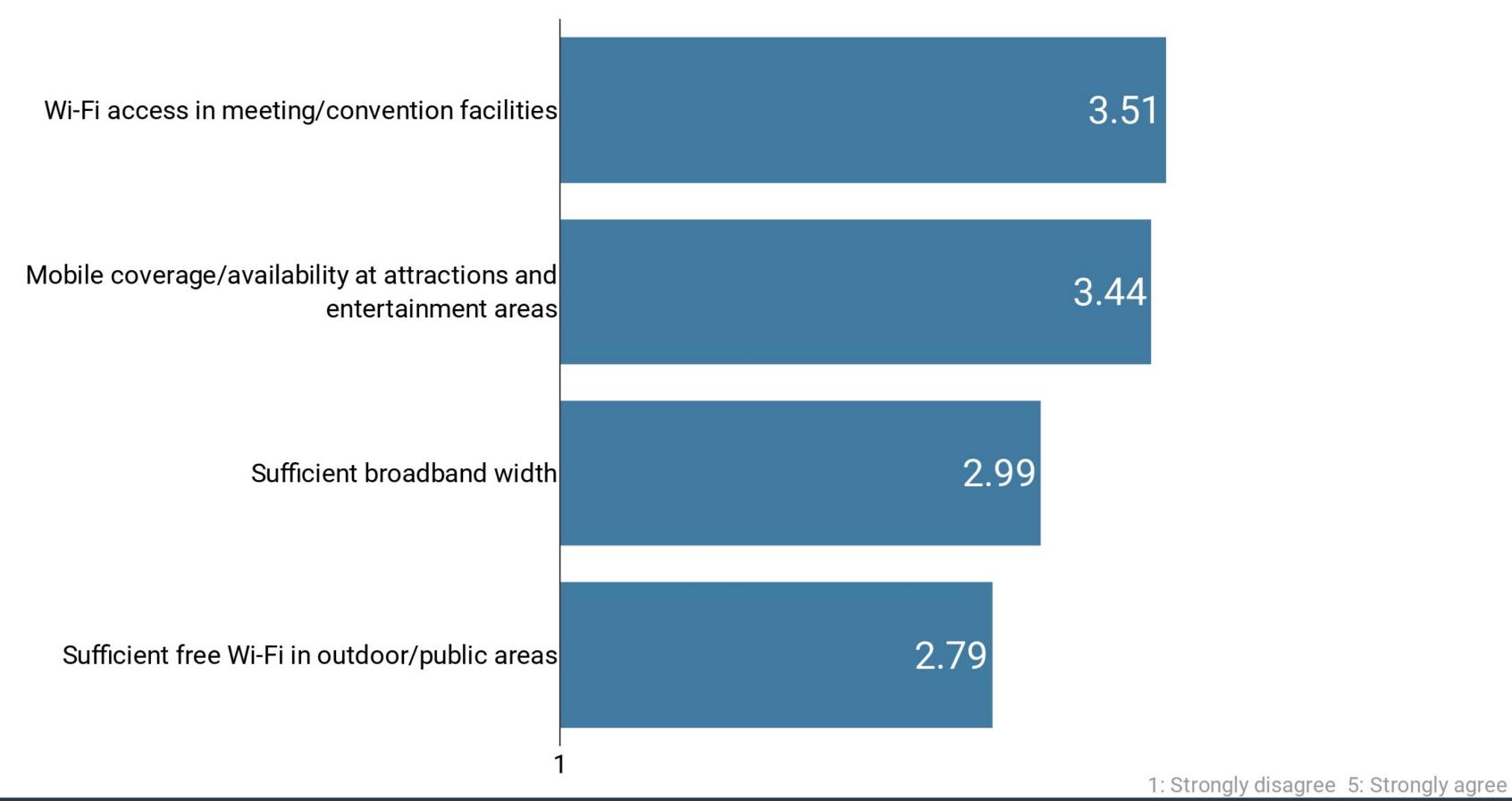
Destination Access





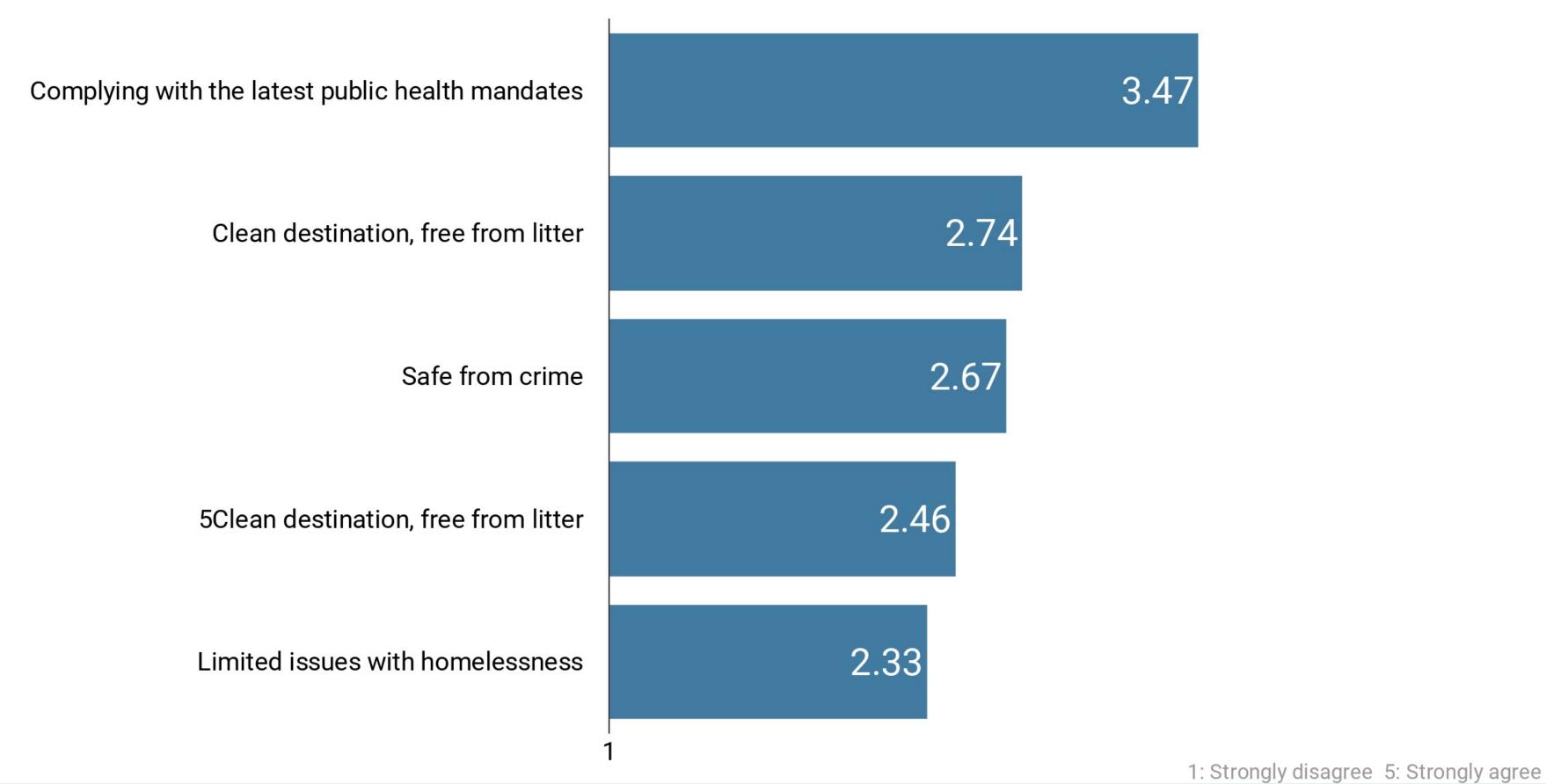
Communication Infrastructure





Health & Safety





Destination Alignment



	Relative Importance	e (0-100%)	Perceived Perform	nance (1 - 5 scale)
Variable	All DNEXT Communities	Corpus Christ	i All DNEXT Commun	ities Corpus Christi
Hospitality Culture	8.46%	8.46%	3.67	3.22
Economic Development	8.34%	8.46%	3.95	4.04
Sustainability & Resilience	8.32%	8.46%	3.57	3.61
Community Group & Resident S	8.32%	8.46%	3.53	3.56
Government Support	8.45%	8.46%	3.68	3.83
Business Support	8.46%	8.46%	3.85	4.04
Workforce Development	8.45%	8.25%	2.92	2.77
Equity, Diversity & Inclusion	8.11%	8.24%	3.67	3.83
Regional Cooperation	8.25%	8.24%	3.77	3.75
Funding Support & Certainty	8.47%	8.24%	3.33	3.87
Emergency Preparedness	8.24%	8.24%	3.50	3.80
Organization Governance	8.02%	8.02%	3.79	4.09
Green indicates destination performance +5% above indu	ustry average; red indicates -5% below.		Industry Average	Destination
Destination Alignmen	t		3.57	3.64

Scenario: Voyagers

Destination Alignment: Performance Change



	Variable	Destination Avg	Prior
1.	Hospitality Culture	3.22	3.41
2.	Economic Development	4.04	3.88
3.	Sustainability & Resilience	3.61	
4.	Community Group & Resident Support	3.56	3.41
5.	Government Support	3.83	3.60
6.	Business Support	4.04	3.48
7.	Workforce Development	2.77	3.04
8.	Equity, Diversity & Inclusion	3.83	
9.	Regional Cooperation	3.75	3.60
10.	Funding Support & Certainty	3.87	3.21
11.	Emergency Preparedness	3.80	
12.	Organization Governance	4.09	3.59

Green indicates performance above prior destination average; red indicates below.

Destination Alignment: Perceived Performance by Stakeholder Group



Perceived Performance (1 - 5 scale)							
Variable	Overall	Comm. Leaders	Customers	Government	Board	Ind. Partners	VCC Team
Organization Governance	4.1	3.7	3.6	3.4	3.8	4.3	4.2
Economic Development	4.0	3.8	3.9	3.5	4.5	3.9	4.1
Business Support	4.0	3.9	3.7	4.2	4.2	4.1	4.0
Funding Support & Certai	3.9	3.5	3.0	3.8	3.0	4.2	3.8
Government Support	3.8	3.5	3.6	3.5	3.8	3.9	3.9
Equity, Diversity & Inclusi	3.8	3.5	3.7	3.9	3.3	3.9	3.9
Emergency Preparedness	3.8	3.7	3.4	4.0	4.0	4.1	3.9
Regional Cooperation	3.8	3.6	3.5	3.6	3.7	3.7	3.6
Sustainability & Resilience	3.6	3.4	3.2	3.5	3.4	3.7	3.6
Community Group & Resi	3.6	3.5	3.5	3.5	3.7	3.3	3.6
Hospitality Culture	3.2	3.0	2.7	3.6	3.0	2.9	3.2
Workforce Development	2.8	2.9	2.4	3.2	2.4	2.6	2.6
Industry Average De					Des	stination	
Destination Alignment 3.57 3.6				3.64			

Scenario: Voyagers

Destination Alignment: Highest Variable Scores



Highest-scored Variables

	Variable	Performance •
1.	Organization Governance	4.09
2.	Economic Development	4.04
3.	Business Support	4.04
4.	Funding Support & Certainty	3.87
5.	Government Support	3.83

Lowest-scored Variables

	Variable	Performance •
1.	Workforce Development	2.77
2.	Hospitality Culture	3.22
3.	Community Group & Resident Support	3.56
4.	Sustainability & Resilience	3.61
5.	Regional Cooperation	3.75

Destination Alignment: Highest & Lowest Statement Scores



Highest-scored Statements

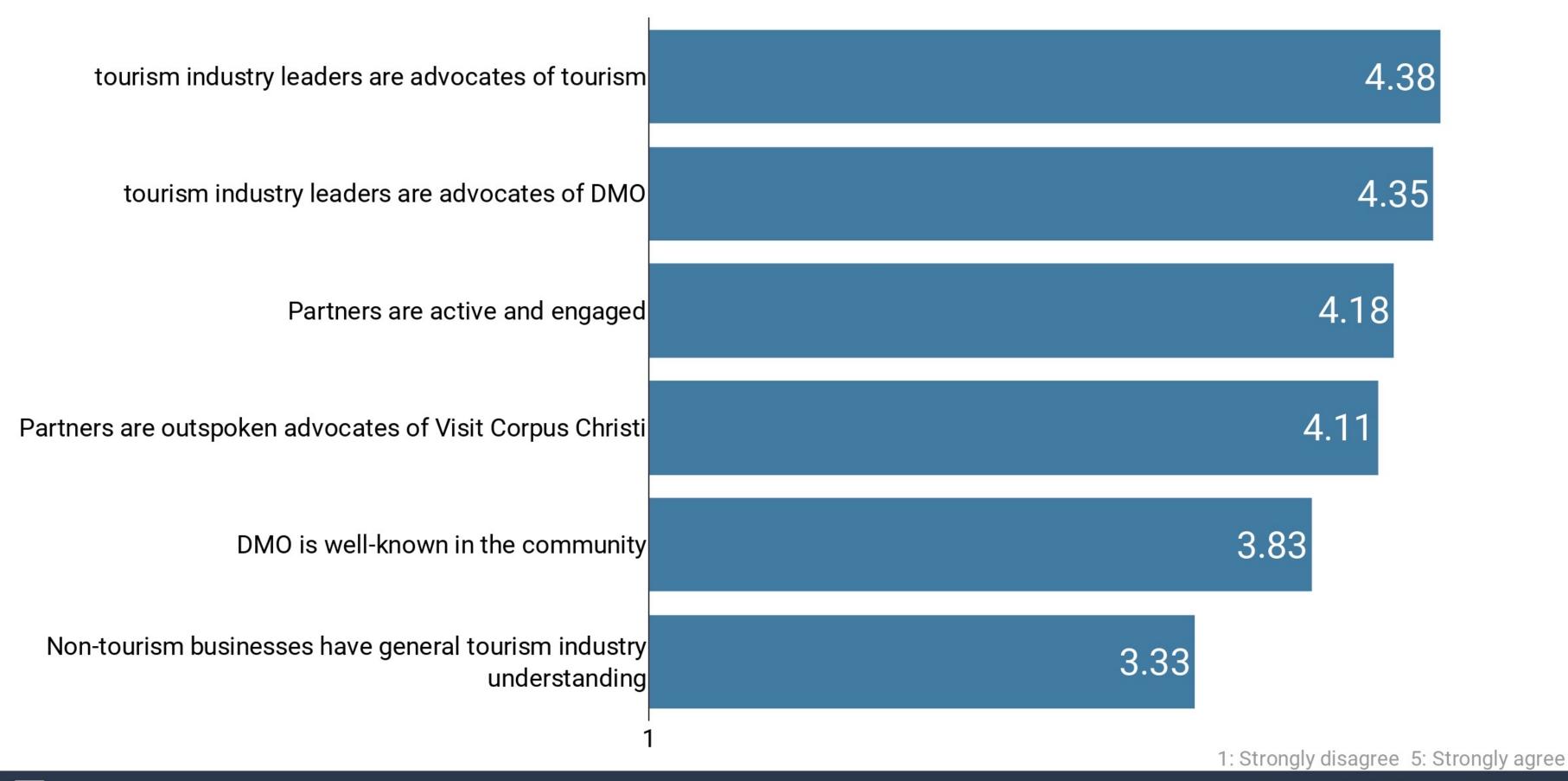
	Statement	Performance •
1.	DMO and tourism industry play a critical role in long-term economic development	4.52
2.	tourism industry leaders are advocates of tourism	4.38
3.	tourism industry leaders are advocates of DMO	4.35
4.	DMO measures and tracks tourism industry performance	4.29
5.	Destination's marketing efforts have economic benefits across the region	4.21

Lowest-scored Statements

	Statement	Performance •
1.	Affordable daycare options for workers	2.39
2.	Adequate affordable housing for hospitality workers	2.44
3.	Public transportation for workers	2.57
4.	Hospitality industry provides adequate and competitive salaries	2.64
5.	Adequate workforce for frontline hospitality jobs	2.72

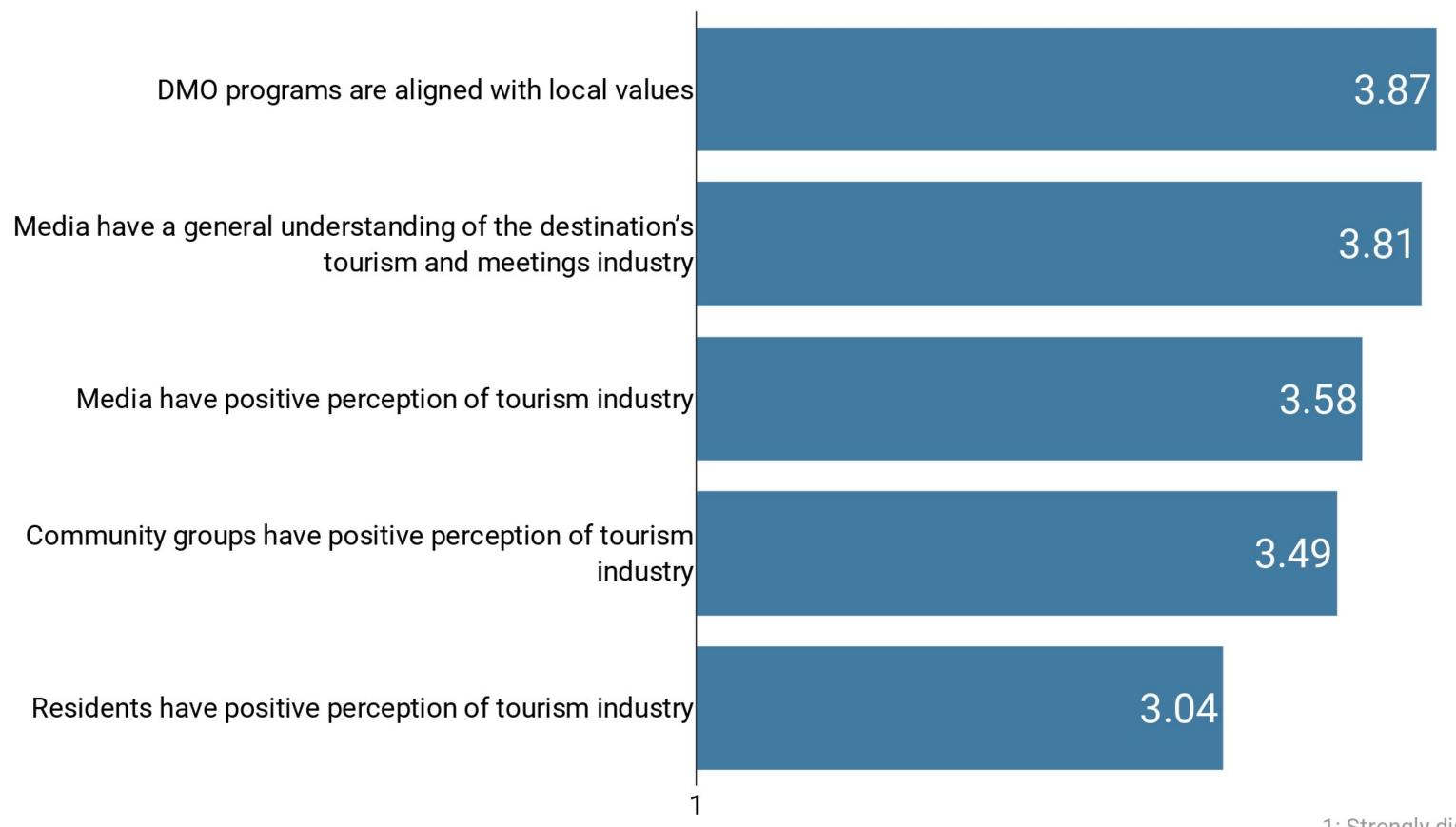
Business Support





Community & Resident Support

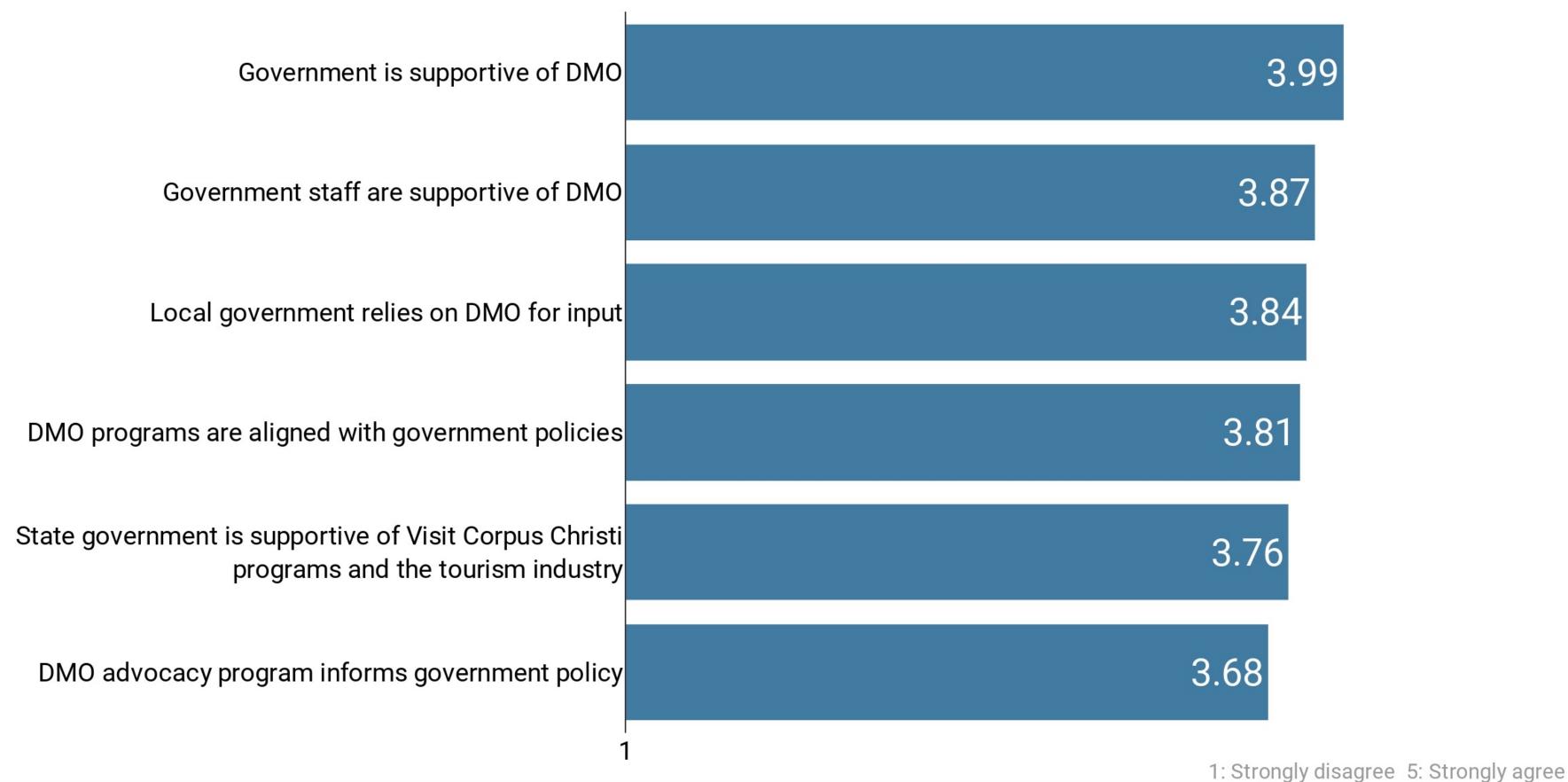






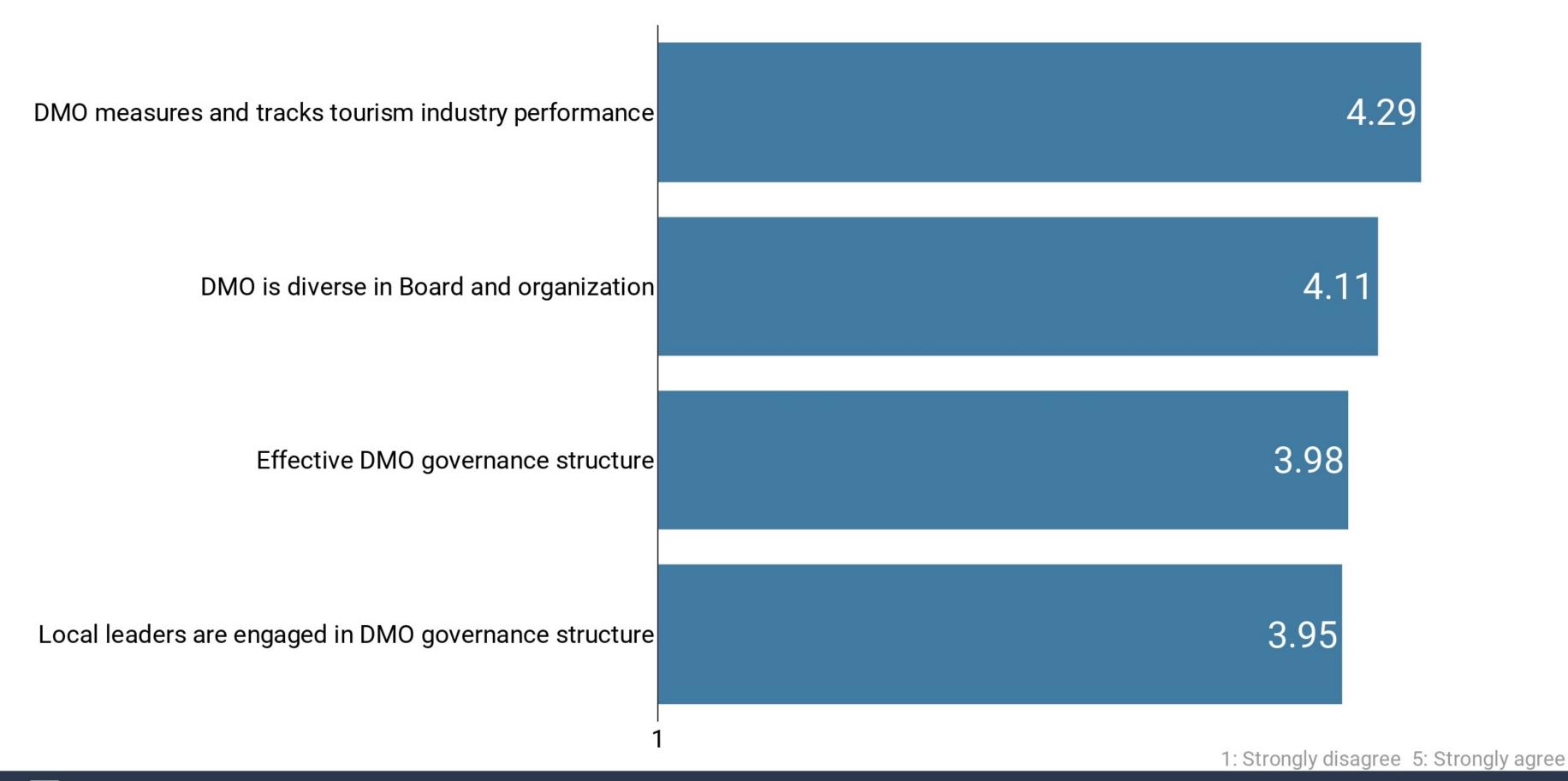
Government Support





Organization Governance Model





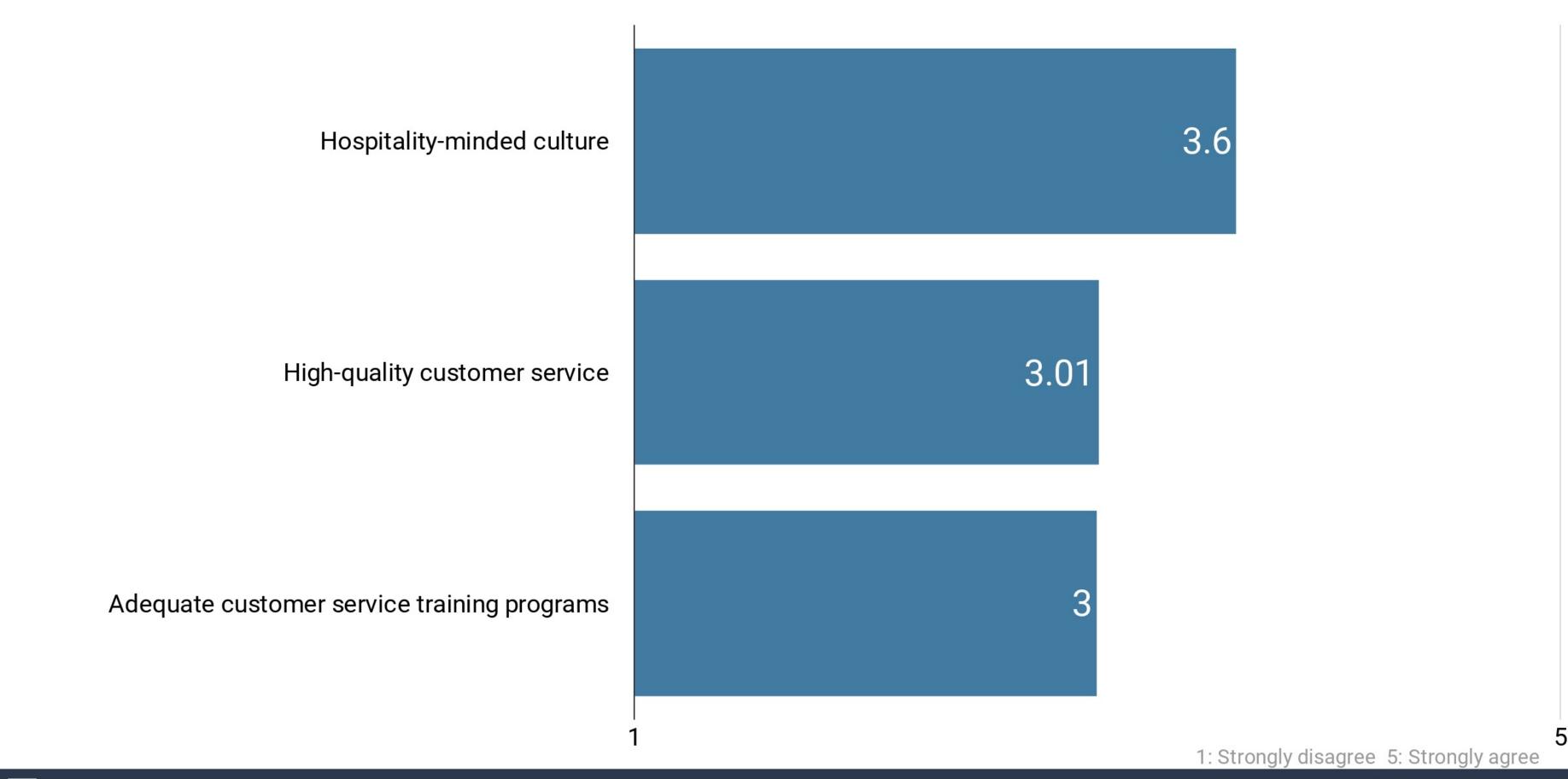
Workforce Development





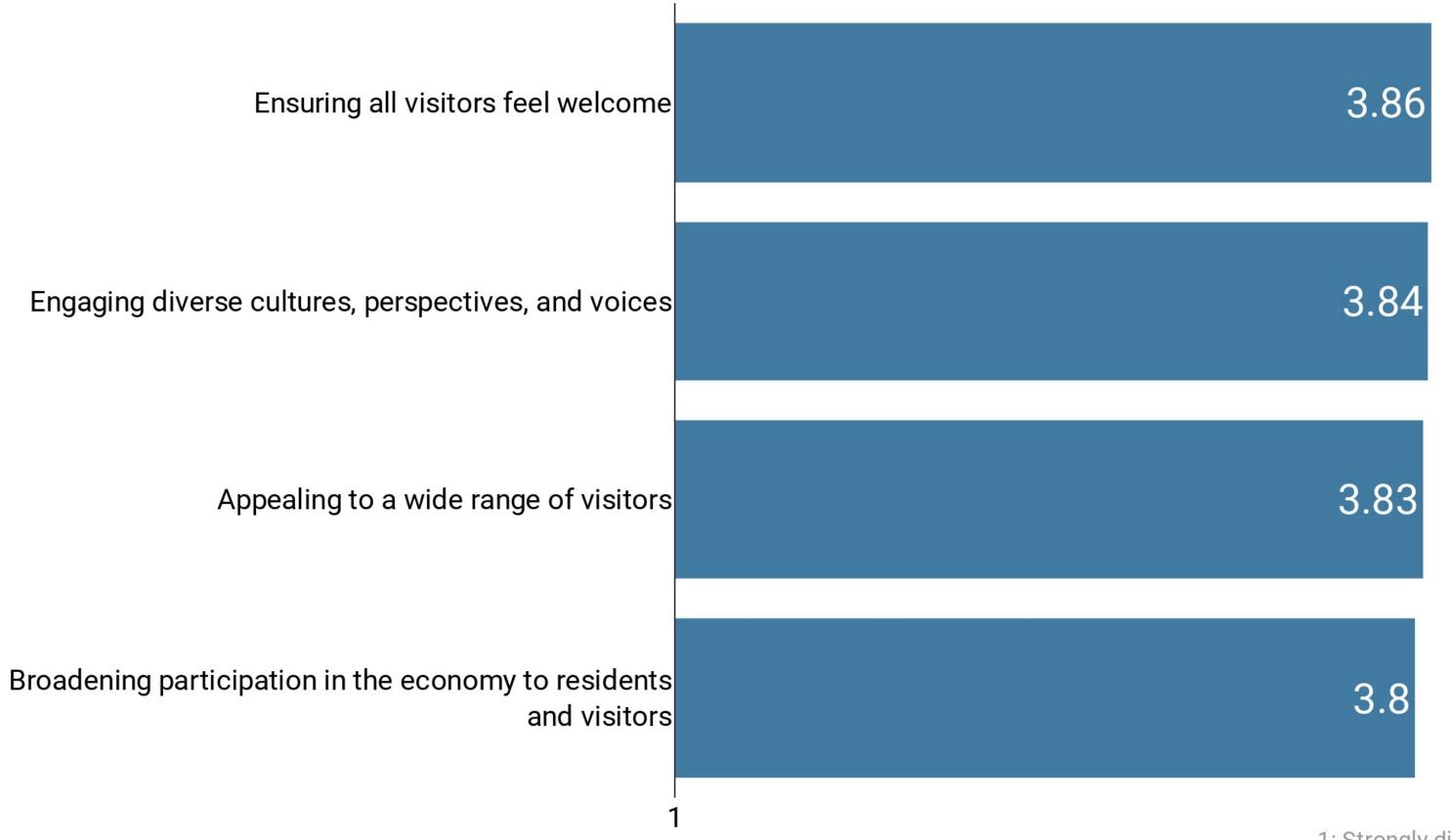
Hospitality Culture





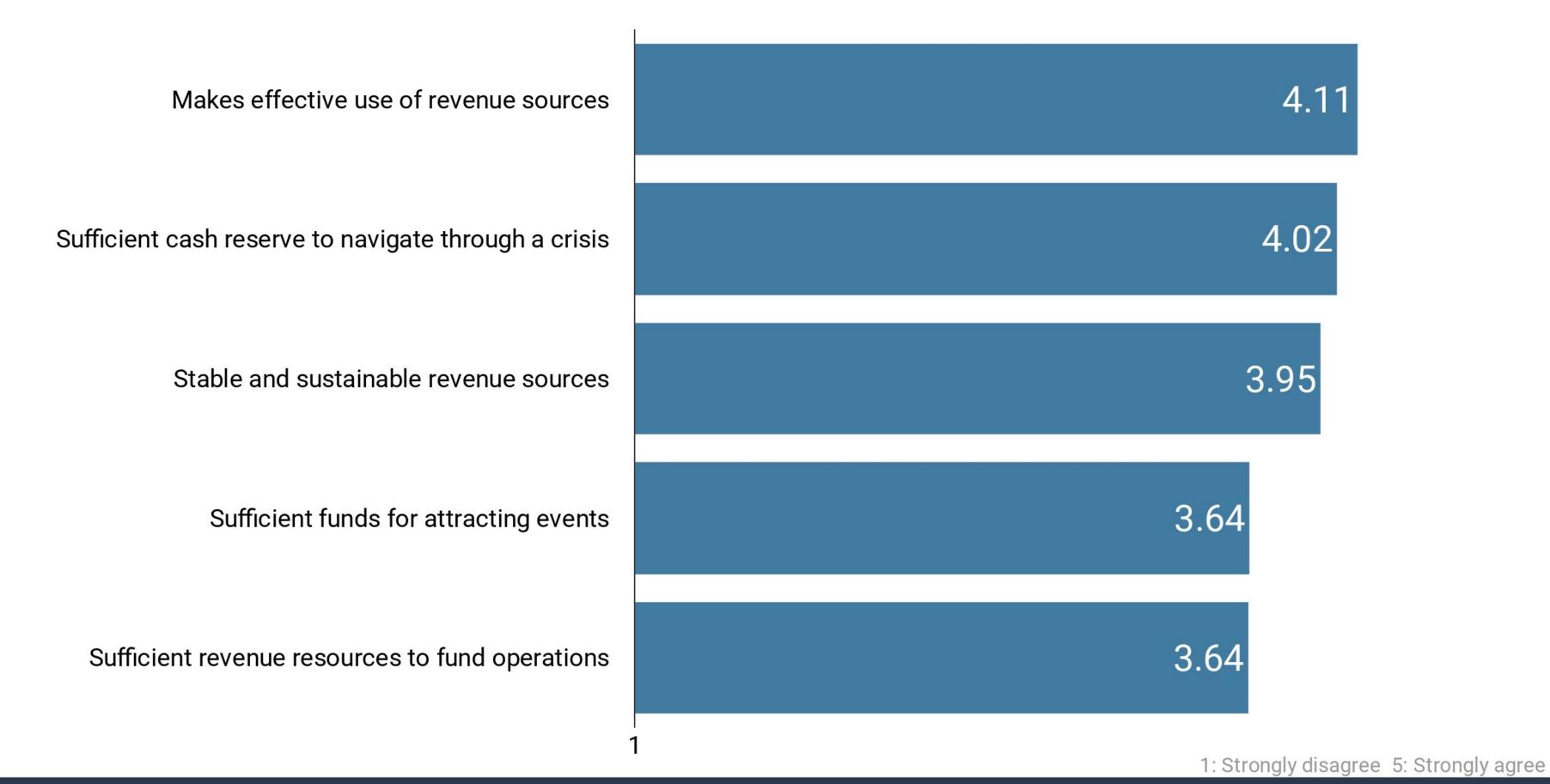
Equity, Diversity & Inclusion





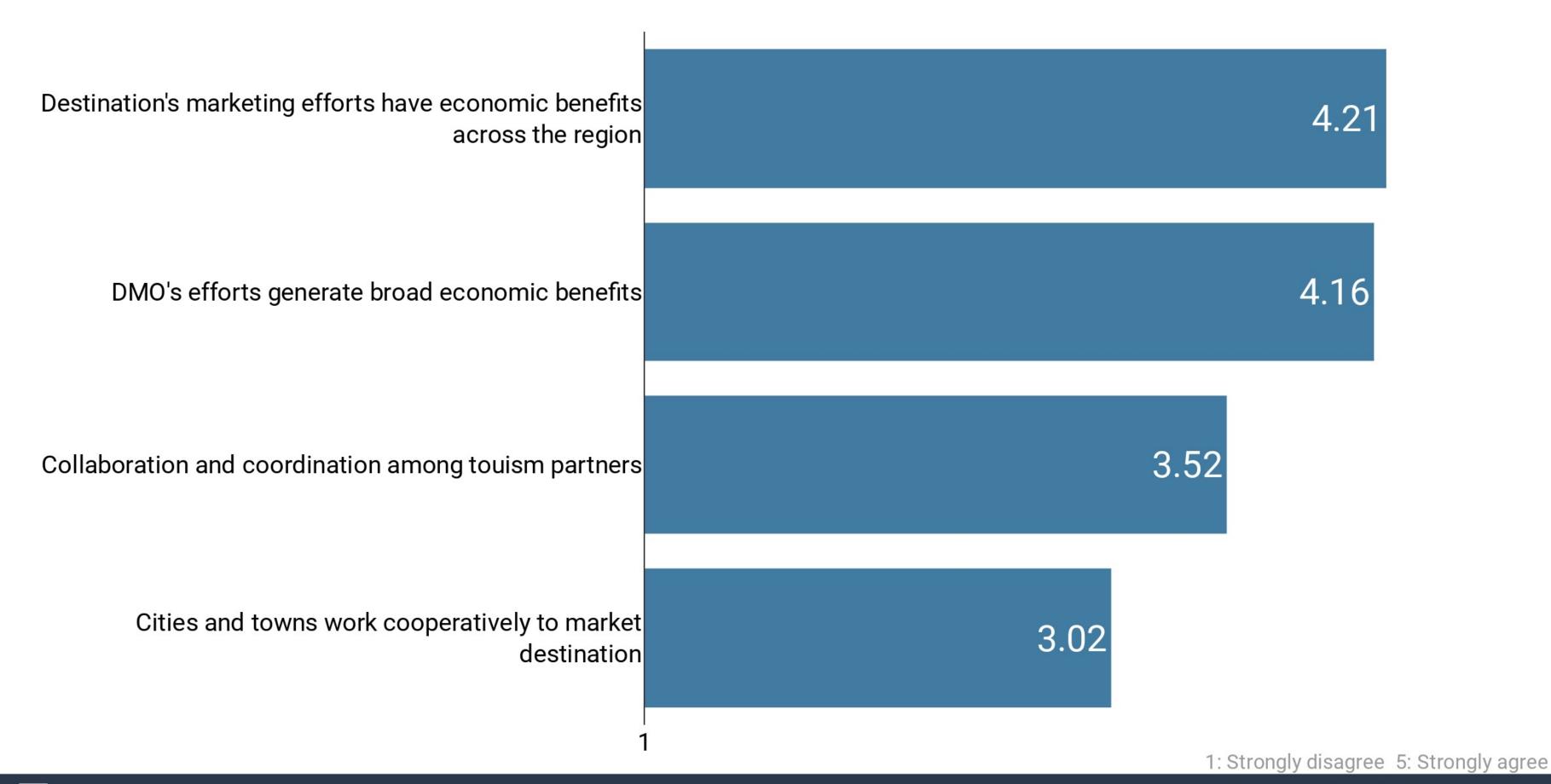
Funding Support & Certainty





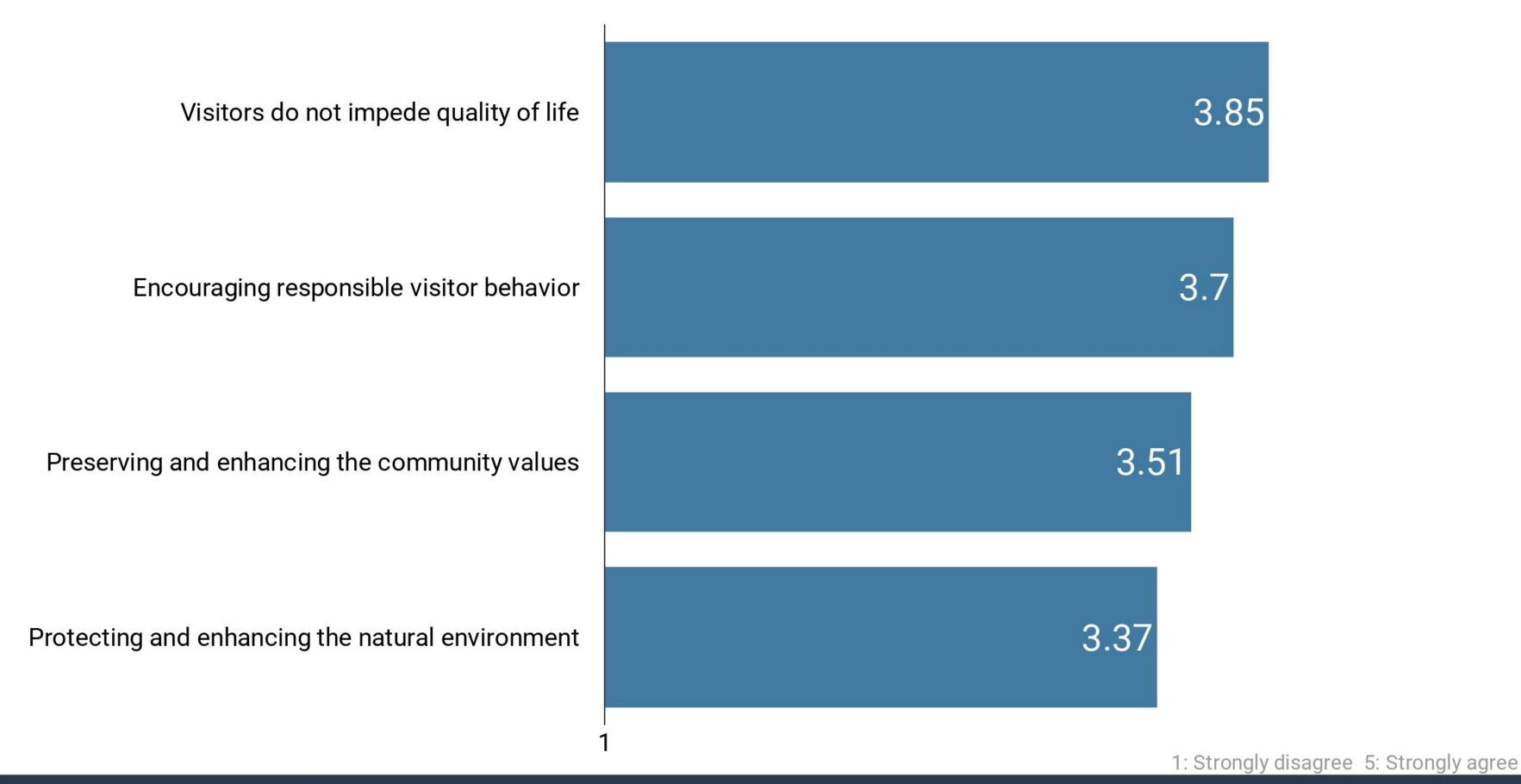
Regional Cooperation





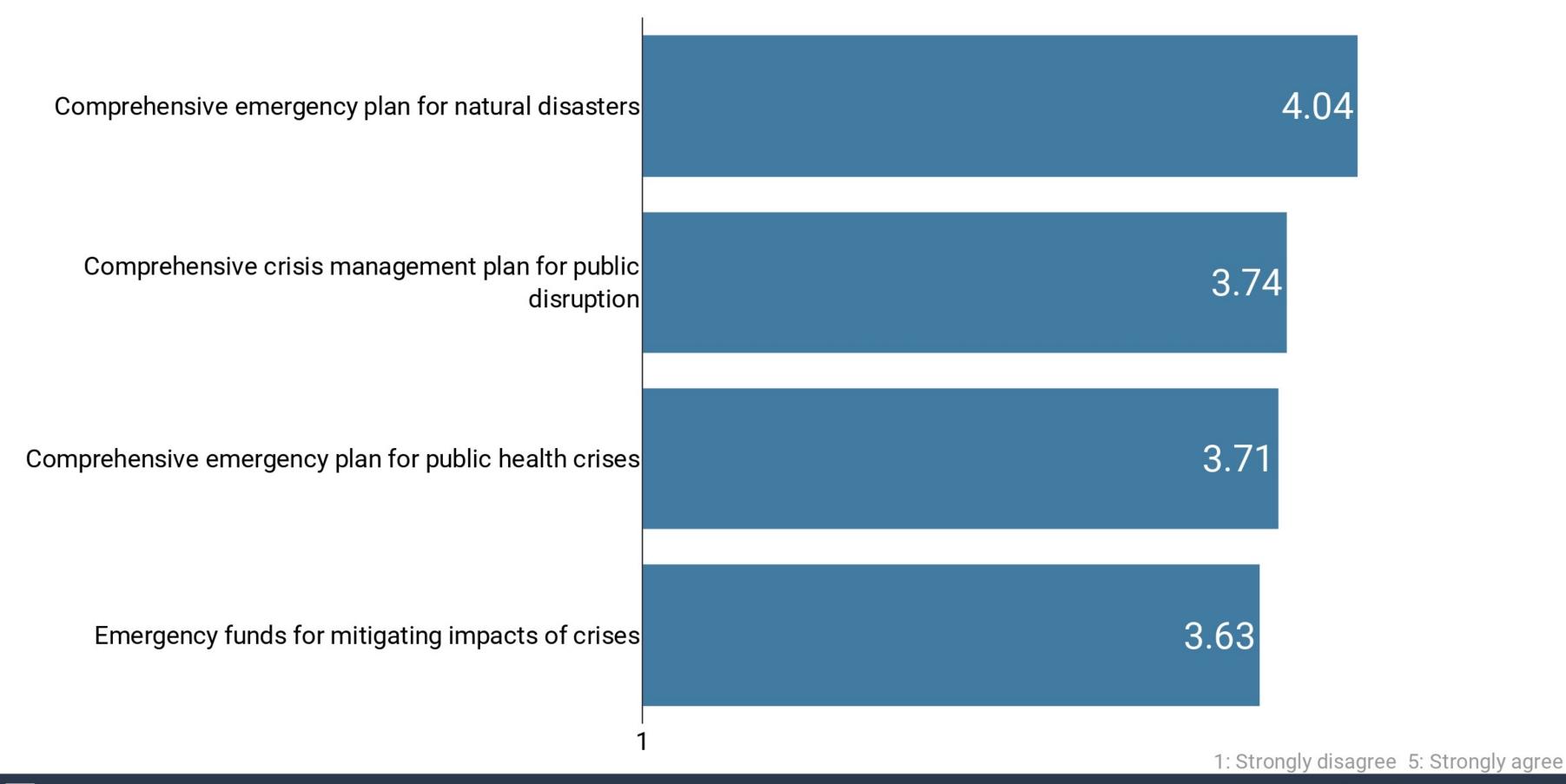
Sustainability & Resilience





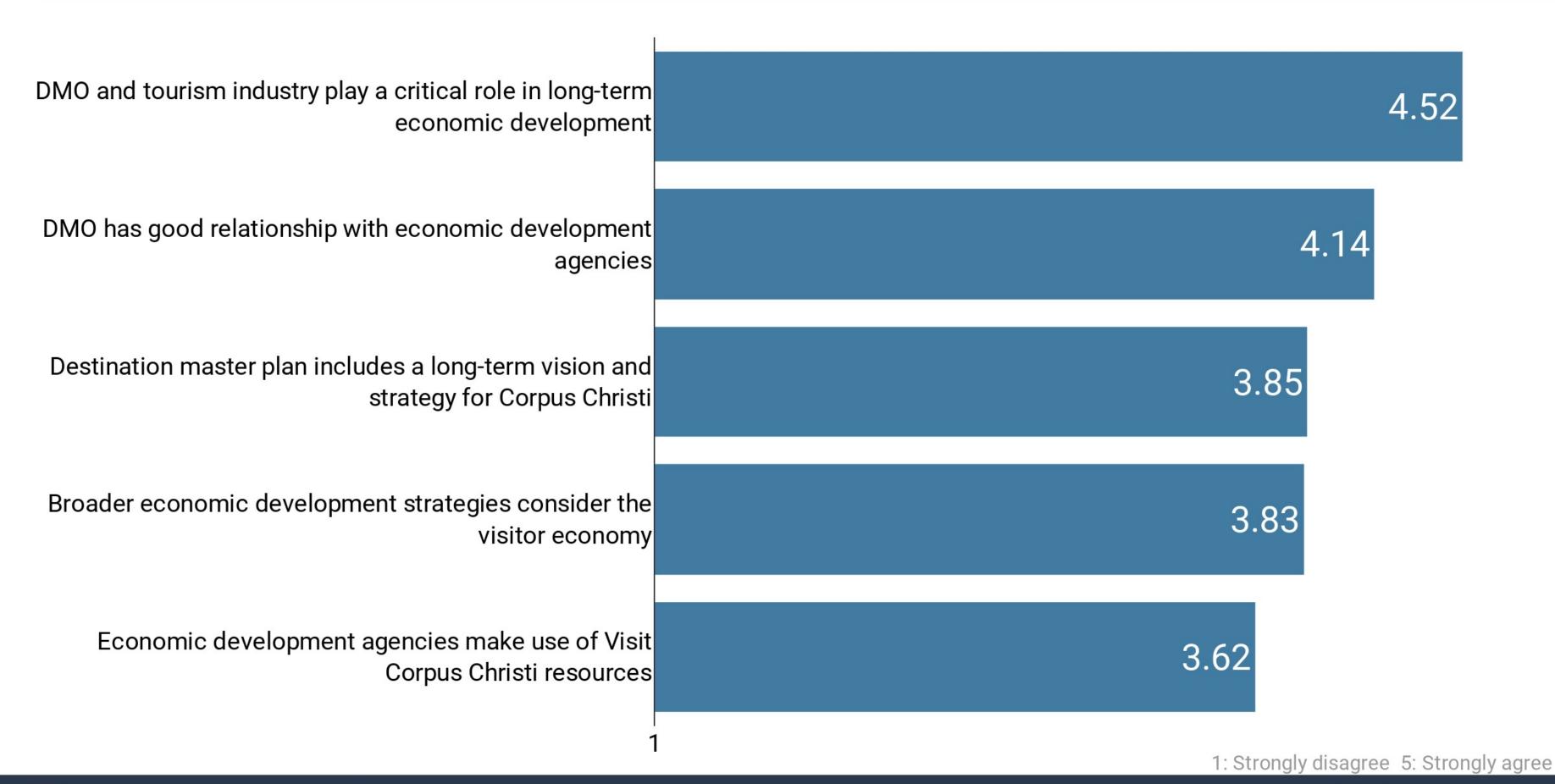
Emergency Preparedness





Economic Development





What one thing could Visit Corpus Christi do to become a better visitor



destination?

Accommodations/Convention Center

- Luxury hotel
- Convention hotel
- More hotels in walking distance to ABC and the downtown area
- A connecting hotel for the convention center
- Corpus Christi desperately needs a 4-5star hotel downtown with a major flag that could tailor to convention guests and leisure travelers alike
- A more intentional convention center area with diverse live/work/play options; more hotel rooms
- More high-end hotels, especially in the downtown area
- Advocate for expanding the regional hotel room count and infrastructure to attract larger conventions

Attractions & Experiences

- We must have an attraction that draws people here every year just as Austin has ACL, SXSW, Austin Film Festival
- The beach is our most valuable asset and deserves more funding/resources to improve the experience and safety
- Expand the range of activities and experiences with new attractions and cultural events.
- Better attractions and things to do downtown
- Boardwalk with high-end dining and shopping
- Multi-purpose sports facility attracting events and tournaments

Outdoor Recreation

- Become more outdoor friendly. We have a seawall; we even moved the shoreline away from it to create green space but then no further development has happened.
- Prioritize the environment and natural resources without letting political agendas in the way. If we don't have a beach, we do not have tourism.
- Adding new attractions; developing new outdoor recreation opportunities.
- We need something to do on the bayfront
 a trail to connect 8 parks, hotels, the university and the beach
- Provide public kiteboarding, multisport water launches in flat water locations to cater to kayakers/SUPs/fisher people

Are there certain issues that Visit Corpus Christi should specifically address?



Destination Access

- More flight options
- Our airport needs to encourage airlines to fly to and from San Antonio and Austin
- Work with the city to get better air service
- VCC should engage the Corpus Christi airport to add affordable flights. People that travel for work or pleasure drive to Houston or San Antonio because of the price difference.
- Better roads and public transportation

Local Mobility & Access

- There is a lack of protected bike paths
- CC is ranked among the worst city for cycling.
- The streets and infrastructure need to be addressed
- Water transportation connecting the island, North Beach and downtown
- Signage; better accessibility for attractions, better public transportation
- Fix the bad roads
- Enhanced bikeability; invite a bikeshare provider downtown
- Expand regional and local public transportation to encourage tourism without needing a vehicle.

Health & Safety

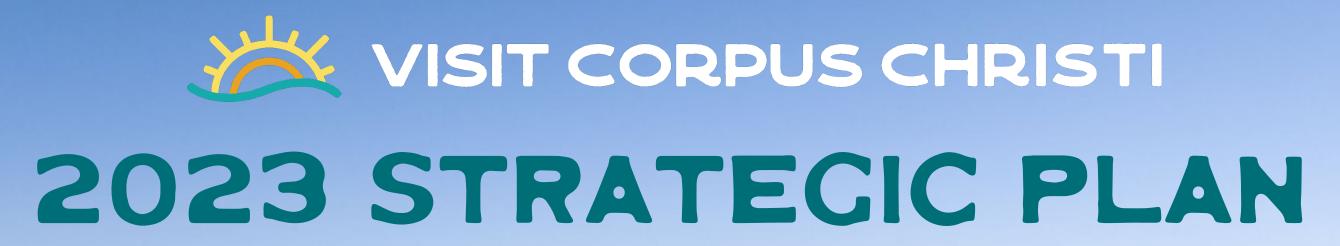
- Homelessness and litter are problems city-wide
- Blight caused by irresponsible or absentee owners of problem properties
- North Beach and surrounding area is not attractive...homeless problem, construction, lack of curb appeal
- Make Corpus Christi a cleaner place, less trash on the highways, broken down/boarded businesses
- Getting rid of the ghetto; getting rid of homeless and drug addicts would do the city wonders.
- Corpus Christ promotes itself as the "sparkling city". This is far from the truth. No one wants to come here and see a city that does not take pride in the way it looks.

Summary

- Corpus Christi is in the Voyager quadrant with above average scores for destination alignment and below average scores for destination strength.
- There is generally good alignment between all stakeholder groups.
- There are several key takeaways to consider:

Key Takeaways

- Work with local elected leads, economic development leaders and business groups to expand air service.
- Advocate for beautification efforts to increase feelings of safety, create a vibrant sense of place, and live up to the moniker of "sparkling city by the sea."
- Consider community-wide destination master planning for prioritizing the need for additional attractions and experiences, plus future bayfront development.
- Advocate for additional hotel development to support the convention center and other key areas.
- Begin high-level discussions about future possibilities associated with gaming, casinos and sports betting.

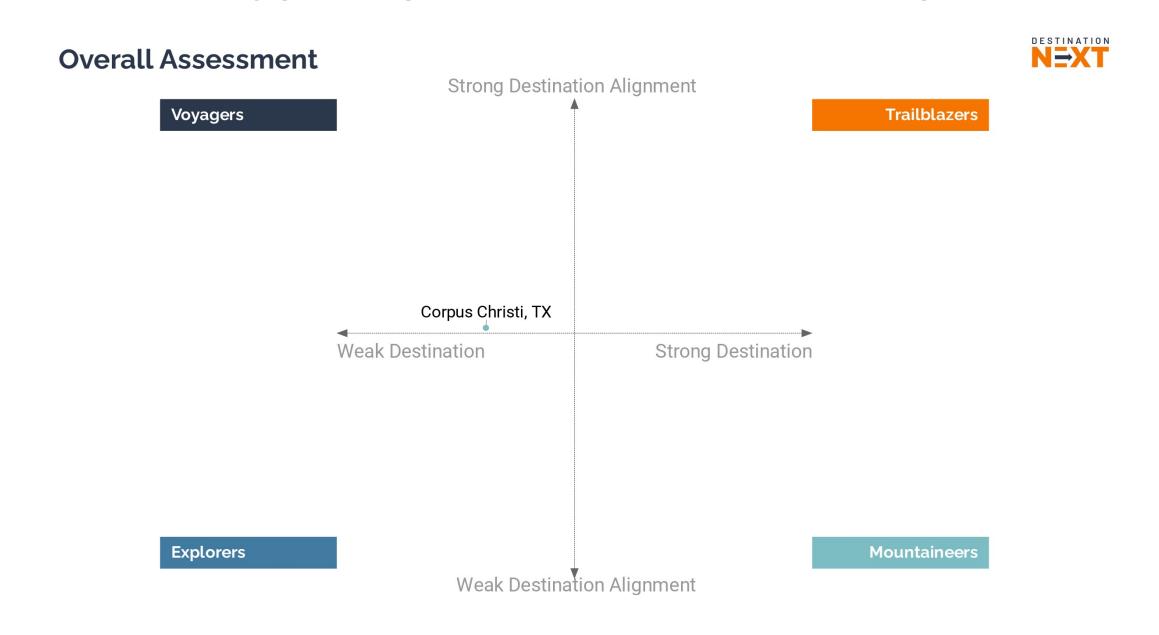


2023 - 2027



KEY TAKEAWAYS FROM DNEXT

- Corpus Christi is in the Voyager quadrant with above average scores for destination alignment and below average scores for destination strength
- · There is really good alignment between all stakeholder groups



KEY TAKEAWAYS FROM DNEXT

There are several opportunities for improvement in Corpus Christi as per the lowest rated variables shown:

DESTINATION STRENGTH

1.	Health & Safety	2.65
2.	Destination Access	2.68
3.	Local Mobility & Access	2.72
4.	Sporting Events	2.85
5.	Conventions & Meetings	2.87

DESTINATION ALIGNMENT

1.	Workforce Development	2.77
2.	Hospitality Culture	3.22
3.	Community Group & Resident Support	3.56
4.	Sustainability & Resilience	3.61
5.	Regional Cooperation	3.75



CURRENT VISION

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

NEW VISION

TO BECOME THE GULF COAST CAPITAL FOR YEAR-ROUND EXPERIENCES AND EVENTS

CURRENT MISSION

CREATING A BETTER COMMUNITY BY SHARING CORPUS CHRISTI WITH THE WORLD

NEW MISSION

STRENGTHENING OUR COMMUNITY BY SHARING CORPUS CHRISTI WITH THE WORLD

NEW MISSION AND VISION

STRENGTHENING OUR COMMUNITY BY SHARING CORPUS CHRISTI WITH THE WORLD

TO BECOME THE GULF COAST CAPITAL FOR YEAR-ROUND EXPERIENCES AND EVENTS





BOLD

We are NOT AFRAID TO FAIL

We are PROGRESSIVE

We are INNOVATIVE

We are **ORIGINAL**

We are CREATIVE & STRATEGIC THINKERS

We are COURAGEOUS

We are CONFIDENT



DRIVEN

We are PROACTIVE

We are RESPONSIVE

We have a GROWTH MINDSET

We are SELF-MOTIVATED

We are HYPER-PREPARED

We are PASSIONATE

We are INTUITIVE

We are ALWAYS ONE STEP AHEAD



UNIFYING

We have MUTUAL RESPECT

We are COMMITTED TO THE TEAM

We TRUST each other

We SUPPORT each other

We are APPROACHABLE

We have PERMISSION TO BE PROFESSIONALLY CANDID

We are ACCESSIBLE



TRUE

We have INTEGRITY

We are TRANSPARENT

We are PROFESSIONAL

We DO WHAT WE SAY

We SAY WHAT WE DO

We are ACCOUNTABLE



COLLABORATIVE

We LOVE CORPUS CHRISTI

We believe A RISING TIDE LIFTS ALL SHIPS

We are COMMUNITY-FOCUSED

We are INVOLVED

We are ADVOCATES

We are PROUD OF OUR PEOPLE & OUR DESTINATION



INCLUSIVE

We are DIVERSE

We care about EVERY PERSON

We value ALL VOICES

We listen to ALL OPINIONS

We support ALL PEOPLE

We believe in FAIRNESS





STRATECIC GOALS

COLLABORATIVE **DESTINATION** DEVELOPMENT

DRIVEN **ORGANIZATION**

BOLD SMARKETING

	Strategic Initiatives	Lead	Timeline			
			FY 23/24	FY 24/25	FY 25/26	FY 26/27
Targets	a) Continue to build a global brand	CMO	Χ	Χ	Χ	X
 Better change in visitor spend over four years than state of Texas 	b) Continue to grow domestic land sports and international water sports	ED Sports	X	X	X	X
Growth in annual	c) Expand group sales strategy for emerging opportunities	VP Sales		Χ	X	Χ
economic impact from group sales and sports by 2028	d) Create a film & music sales strategy	Film & Music Commissioner	X	Χ		
Increase in POAT	e) Identify and promote signature events to enhance off-peak seasonality	CMO	X	Χ		
Competitive Rank Visitor Interest						

COLLABORATIVE DESTINATION DEVELOPMENT

	Strategic Initiatives	Lead	Timeline			
			FY 23/24	FY 24/25	FY 25/26	FY 26/27
Targets	 a) Advocate and support redevelopment of the (ABC Center, hotel & district) 	CEO	X	X		
DMP completed by end of 2025	b) Promote and support development of new youth sport facilities	ED Sports	X	X	X	X
 Minimum one citywide beautification initiative 	c) Complete a Destination Development Strategy to include the islands, North Beach and downtown	COS		Χ		
 Increase in air lift from out of state passengers 	d) Work with CCIA to improve air service	CEO	X	X	X	X
or state passerigets	e) Promote cleanliness & beautification initiatives for the area	COS			Χ	X

INCLUSIVE COMMUNITY ALIGNMENT

	Strategic Initiatives	Lead	Timeline			
			FY 23/24	FY 24/25	FY 25/26	FY 26/27
Targets	a) Cultivate resident and community support for tourism and VCC	CMO	X	X	X	X
 Improved resident sentiment score 	b) Promote regenerative tourism through environmental, socio- cultural and economic sustainability	COS		X	X	
 Growth in tourism-related fields of study at local 	c) Leverage PATH to improve the tourism and hospitality workforce	COS	X	Χ		
schoolsDevelop a metric to	d) Strengthen collaboration with key industry and community organizations	CEO	X	Χ	X	X
measure destination sustainability	e) Enhance relationships and collaboration with City and State	CEO		Χ		
 Improved DNEXT assessment score in 2027 						
4000001110111 00010 111 2027						

DRIVEN ORGANIZATION

}		Strategic Initiatives	Lead	Timeline			
				FY 23/24	FY 24/25	FY 25/26	FY 26/27
	Targets	a) Obtain a new, improved contract with the City	CEO		Χ		
	 New contract with City by September 2024 	b) Renew DMAP Certification "with distinction"	COS			X	
	 DMAP recertification completed by 2026 	c) Develop an employee retention and professional development plan	COS	Χ			
0	o Improved employee satisfaction survey scores	d) Capitalize on new technology and innovation trends	MD Data	X	X	X	Χ
	 Above the mean scores on Destinations International EDI Assessment 	e) Enact Tourism Diversity Matters strategic initiatives to improve regional social inclusion, welcoming and belonging	COS		X		



STRATEGIC GOALS



DestinationNEXT Results



VISION

To become the Gulf Coast Capital for year-round experiences and events

MISSION

Strengthening our community by sharing Corpus Christi with the world

STRATEGIC PLAN - FY 23/24-26/27

Collaborative Destination Bold Smarketing Development Continue to build a global brand b. Continue to grow domestic land sports and international water sports c. Expand group sales strategy sport facilities for emerging opportunities d. Create a film & music sales strategy

- a. Advocate and support redevelopment of the (ABC Center, hotel & district)
- b. Promote and support development of new youth
- c. Complete a Destination Development Strategy to include the islands, North Beach and downtown
- d. Work with CCIA to improve air service
- e. Promote cleanliness & beautification initiatives for the area

KEY INITIATIVES a. Cultivate resident and community support for tourism

Inclusive Community

Alignment

b. Promote regenerative tourism through environmental, sociocultural and economic sustainability

and VCC

- c. Leverage PATH to improve the tourism and hospitality workforce
- d. Strengthen collaboration with key industry and community organizations
- Enhance relationships and collaboration with City/ State

- Obtain a new, improved contract with the City
- Renew DMAP Certification "with distinction"
- Develop an employee retention and professional development plan

Driven Organization

- Capitalize on new technology and innovation trends
- **Enact Tourism Diversity** Matters strategic initiatives to improve regional social inclusion, welcoming and belonging

TARGETS

• Better change in visitor spend over four years than state of Texas

e. Identify and promote signature

events to enhance off-peak

seasonality

- Growth in annual economic impact from group sales and sports by 2028
- Increase in POAT Competitive Rank Visitor Interest

- · DMP completed by end of 2025
- · Minimum one citywide beautification initiative
- · Increase in air lift from out of state passengers

- Improved resident sentiment score
- · Growth in tourism-related fields of study at local schools
- Develop a metric to measure destination sustainability
- Improved DNEXT assessment score in 2027

- New contract with City by September 2024
- DMAP recertification completed by 2026
- Improved employee satisfaction survey scores
- Above the mean scores on **Destinations International EDI** Assessment























