

# VISION ACTION PLAN

## Vibrant Economy

### Growth and Economic Development

Strategy VEC 1	<b>Growing, Thriving and Diverse Economy.</b> Create a growing, thriving, and diverse economy built on existing and emerging industries that includes primary and multiplier job creation in targeted areas such as high-tech, research and development, port-related industries, healthcare, agriculture, military and related services, tourism, general business and retail.	Lead Partner	Status
Action VEC 1.1	<b>Annual Employer Survey.</b> Conduct an annual survey to assess employer needs, issues, and opportunities and share findings with a broad based coalition, building community infrastructure to resolve issues, prepare the workforce, and identify opportunities.	Corpus Christi Regional Economic Development Corporation (Primary Jobs) Corpus Christi Chamber of Commerce and Workforce Solutions of the Coastal Bend (Multiplier Jobs)	Implemented/ on-going
Action VEC 1.2	<b>Economic Analysis.</b> Create a Center for a Vibrant Economy to centralize, analyze, and publicize (as appropriate) the economic information gathered from various community stakeholders.	Texas A&M University-Corpus Christi and Del Mar College	Underway
Strategy VEC 2	<b>Retention/Expansion of Business and Industry.</b> Support the retention and expansion of existing business and industry in the Coastal Bend.	Lead Partner	Status
Action VEC 2.1	<b>Annual Visits with Primary Job Leadership.</b> Conduct a comprehensive annual visitation program to personally connect with the leadership of major primary job-generating organizations, demonstrating regional commitment, discussing upcoming plans, and providing information, as needed, to support their mission and continued growth.	Corpus Christi Regional Economic Development Corporation	Implemented/ on-going
Action VEC 2.2	<b>Primary Job Organizations.</b> Recognize existing primary job-generating organizations, to build stronger connections between the organizations and the community, and identify gaps in industry.	Corpus Christi Regional Economic Development Corporation	Implemented/ on-going
Action VEC 2.3	<b>Regional Military Economic Development Alliance.</b> Establish a Regional Strategic Military Alliance to determine critical support that the business community can provide to sustain and enhance the military assets of the Navy, Corpus Christi Army Depot, and defense contractors.	Corpus Christi Regional Economic Development Corporation	Implemented/ on-going
Action VEC 2.4	<b>Military Recognition and Engagement.</b> Actively engage with military leaders to demonstrate community support through annual events, winging ceremonies, and participation in military base activities.	Corpus Christi Chamber of Commerce	Implemented/ on-going
Action VEC 2.5	<b>Medical/Health Sciences Education Funding.</b> Advocate to the Texas Legislature on behalf of Texas A&M-Corpus Christi and Del Mar College for increased funding to support medical/health sciences education.	Corpus Christi Chamber of Commerce	Implemented/ on-going

# VISION ACTION PLAN

## Vibrant Economy

Strategy VEC 3	Expanded Port. Expand Port Corpus Christi to be an even more robust center for international trade, attracting shipping and cruise lines and building stronger international economic relationships.	Lead Partner	Status
Action VEC 3.1	<b>Strategic Needs Analysis.</b> Engage large, port-related industrial customers in developing a strategic needs analysis and identifying long- and short-term business trends, issues and critical needs.	Port Corpus Christi	Underway
Action VEC 3.2	<b>Naval Station Ingleside Redevelopment.</b> Support the redevelopment of Naval Station Ingleside including securing planning funds, engaging the Texas A&M University System for redevelopment planning and marketing to potential businesses, and Texas Department of Transportation for improving access roads.	Port Corpus Christi	Underway
Action VEC 3.3	<b>Port Corpus Christi Funding.</b> Identify long-term funding mechanisms to support Port Corpus Christi diversification with emphasis on key projects such as deepening and widening the Port and the LaQuinta Container Facility.	Lead Partner Pending	
Action VEC 3.4	<b>La Quinta Terminal.</b> Support development of the La Quinta port terminal including engagement of U.S. Congress for funding of dredging, TCEQ/Army Corps of Engineers for permitting, and TXDOT for access road improvements.	Port Corpus Christi	Underway
Action VEC 3.5	<b>Rail Service Support of Port Industries.</b> Identify and actively solicit competitive rail service opportunities to support the needs of Port industries.	Lead Partner Pending	
Action VEC 3.6	<b>Enhanced Port Relations.</b> Enhance and strengthen relationships with Laredo and other markets to increase the flow of goods and services through the Port.	Port Corpus Christi	
Strategy VEC 4	Corporate Recruitment. Recruit organizations to move to the Coastal Bend by highlighting our business-friendly environment, skilled workforce, and abundant natural resources.	Lead Partner	Status
Action VEC 4.1	<b>Targeted Recruitment Initiatives.</b> Develop targeted lists of organizations for recruitment efforts by identifying regional assets (buildings, support companies, the Port) and infrastructure to complement specific primary job employers.	Corpus Christi Regional Economic Development Corporation	Underway
Action VEC 4.2	<b>Targeted Marketing for Corporate Site Selectors and Commercial Real Estate Executives.</b> Develop targeted marketing efforts focused on high-interest corporate site selectors and commercial real estate executives through personal interactions and participation in existing major industry marketing events.	Corpus Christi Regional Economic Development Corporation	Implemented/ on-going
Action VEC 4.3	<b>Gap Analysis.</b> Identify job-multiplier* employers such as retail, local distributors, or restaurants that might be attracted to the Coastal Bend area and develop marketing initiatives to attract, inform and/or incentivize their entry into this market.	City of Corpus Christi Economic Development Department	Not Started

# VISION ACTION PLAN

## Vibrant Economy

Action VEC 5.1	<b>Business Incubator.</b> Leverage and grow the Coastal Bend Business Innovation Center to provide support for emerging primary job creation initiatives.	Coastal Bend Business Innovation Center, Texas A&M University- Corpus Christi	Implemented/ on-going
Action VEC 5.2	<b>Commercialization of University Research.</b> Support commercialization of college and university research.	Texas A&M University-Corpus Christi	Not Started
Action VEC 5.3	<b>Funding for Entrepreneurs.</b> Establish funding structures such as “angel” networks and venture capital investments to provide needed capital for new entrepreneurial initiatives and start-ups in the Coastal Bend.	Coastal Bend Business Innovation Center, Texas A&M University-Corpus Christi	Underway
Action VEC 5.4	<b>Formalization of Entrepreneurial Track Education.</b> Initiate, formalize and promote entrepreneurial tracks in the business programs at Texas A&M University–Corpus Christi and Del Mar College, including curricula, instruction and degree offerings.	Texas A&M University-Corpus Christi, Del Mar College	

## Economy, Business, and Industry

Strategy VEC 6	<b>Regional Leadership for a Growing Economy.</b> Connect Coastal Bend communities through cooperative regional economic ventures that encourage government, community leaders, non-governmental organizations and businesses to implement a long-term view for the common regional good, capitalizing on economic resources, trends and forces to support a thriving economy.	Lead Partner	Status
Action VEC 6.1	<b>Engaged Regional Leadership.</b> Formalize a regional planning structure engaging public and private leadership at all levels focusing on key activities to effectively position the region for economic growth.	Corpus Christi Regional Economic Development Corporation, San Patricio Economic Development Corporation	Implemented/ on-going
Action VEC 6.2	<b>Local Economic Forums.</b> Convene periodic forums facilitating discussions regarding regional economic trends, resources, opportunities and needs between stakeholders from primary and multiplier job employers and a broad range of community interests including non-profit leadership and post-secondary education.	Lead Partner Pending	
Strategy VEC 7	<b>Business-Friendly Development Services.</b> Provide more business-friendly development services through local governmental entities to promote growth and development in the region.	Lead Partner	Status
Action VEC 7.1	<b>Expedited Development Services Process.</b> Develop formal process empowering City’s Economic Development Department to advocate for projects moving through Development Services processes.	City of Corpus Christi City Manager	Underway
Action VEC 7.2	<b>Project Classification and Prioritization.</b> Develop a process to classify and prioritize industrial, commercial and residential project scopes based on project attributes of size, complexity and composition.	City of Corpus Christi Development Services	Underway

# VISION ACTION PLAN

## Vibrant Economy

Action VEC 7.4	<b>Accountability Scorecard.</b> Institutionalize greater accountability in Development Services processes through a published scorecard with specific accountability measures for existing and proposed developments.	City of Corpus Christi Development Services	Underway
Action VEC 7.5	<b>Staff Development.</b> Provide training, education and feedback to City of Corpus Christi Development Services staff based on surveys of Department clients.	City of Corpus Christi Development Services	Underway
Action VEC 7.6	<b>Department Recognition.</b> Recognize and publicize successes in City of Corpus Christi Development Services to highlight progress made by the department and improve its image.	City of Corpus Christi Public Information Office	Underway
Strategy VEC 8	<b>Alternative Energy Industry Leader.</b> Initiate a leadership role in attracting and promoting the alternative energy sector (wind, solar, nuclear, and bio-fuels) to position the Coastal Bend as a center for research/development and operations.	<b>Lead Partner</b>	<b>Status</b>
Action VEC 8.1	<b>Training Programs.</b> Establish training programs to prepare workforce with crossover technical skills that can be applied to wind turbine operations, solar technologies manufacturing and installation, nuclear technologies, and fuel cell production and systems.	Del Mar College	Underway
Action VEC 8.1A	>Identify and capitalize on available funding to develop and initiate curriculum, procure training resources, and help transform existing energy industries to alternative energy.		Underway
Action VEC 8.1B	>Develop customized training initiatives to support energy companies engaged in exploration, refining, generation, transmission, distribution and retail services.		Underway
Action VEC 8.2	<b>Alternative Energy Council.</b> Establish an Alternative Energy Council with broad representation to support research, development and manufacturing and identify funding resources and opportunities to fund the alternative energy strategies in this region (i.e. Federal stimulus funds).	Del Mar College	Not Started
Strategy VEC 9	<b>Thriving Small and Local Businesses.</b> Help small and local businesses thrive in an environment where entrepreneurship and ingenuity are encouraged, providing greater economic opportunities and consumer options for Coastal Bend residents.	<b>Lead Partner</b>	<b>Status</b>
Action VEC 9.1	<b>Resource Information Portal.</b> Provide a centralized on-line portal utilizing state-of-the-art technologies to assist small businesses in accessing the many existing online government and professional resources, serving as a clearinghouse to research support opportunities.	Corpus Christi Chamber of Commerce	Not Started

# VISION ACTION PLAN

## Vibrant Economy

Action VEC 9.2	<b>User Guide for Small Business.</b> Develop a guide for small and local businesses to better understand how to access services, answer “frequently asked questions,” outline government-funded programs, and identify points of contact for contracting with primary job generating organizations, to be distributed by chambers of commerce and business associations throughout the region.	Corpus Christi Chamber of Commerce	Not Started
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## Jobs and Employment

Strategy VEC 10	<b>Diversified Employment Market.</b> Encourage a strong, diversified employment market that attracts population growth, with low unemployment and opportunities for anyone to train for and secure meaningful employment. <b>No supporting actions are proposed at this time.</b>		
Strategy VEC 11	<b>More Jobs for All Skill Levels.</b> Seek and maintain jobs for Coastal Bend residents of all education and skill levels, including jobs that provide opportunities for advancement and long-term careers. <b>No supporting actions are proposed at this time.</b>		
Strategy VEC 12	<b>Higher Education and Workforce Development.</b> Ensure that higher education connects the community and industry, educating people to fill local jobs and creating a skilled workforce that draws employers to the region.	Lead Partner	Status
Action VEC 12.1	<b>Youth Job-Seeking Skills Development.</b> Inventory existing best practices for teaching students job seeking/retention skills (interviewing skills, résumé building, work responsibility, employer expectations) for use in career centers and schools.	Workforce Solutions of the Coastal Bend	Implemented/ on-going
Action VEC 12.2	<b>Workforce Analysis.</b> Commission periodic workforce studies that analyze and make future projections of the supply of and demand for skills and occupations in the region to identify critical needs.	Lead Partner Pending	
Action VEC 12.3	<b>Expanded Degree Programs Identification.</b> Identify and develop needed degree programs as identified by industry outreach data and build coalitions to secure adequate funding from the Texas Legislature.	Texas A&M University-Corpus Christi & Del Mar College	Implemented/ on-going
Strategy VEC 13	<b>Local Career Options for Youth.</b> Guarantee a variety of employment and career options for Coastal Bend youth and new college graduates, allowing them to remain in the area, earn a living wage, and thrive.	Lead Partner	Status
Action VEC 13.1	<b>Post-College Graduation Job Placement Assessment.</b> Conduct post-college graduation surveys assessing job placement opportunities and job acceptance criteria, and deliver survey results through a periodic economic summit or other information channels.	Texas A&M University-Corpus Christi Office of Planning and Institutional Effectiveness, Del Mar College	Underway

## Vibrant Economy

Action VEC 13.2	<b>Brain Drain Solutions.</b> Conduct survey focusing on 18-35 age groups to assess community attributes needed to retain graduates and young professionals. Provide data to business, government, and other institutions.	Texas A&M University-Corpus Christi Social Science Research Center, Del Mar College	Not Started
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### Wages and Salaries

Strategy VEC 14	<b>Increased Wages and Salaries.</b> Increase local wages and salaries to reflect a better prepared and educated workforce, increasing the region's average wages and per capita income. <b>No supporting actions are proposed at this time.</b>	
Strategy VEC 15	<b>High-Tech and Corporate Jobs.</b> Provide opportunities for higher paying jobs in the Coastal Bend by increasing the number of high-tech and corporate employers moving into the region. <b>No supporting actions are proposed at this time.</b>	
Strategy VEC 16	<b>Competitive Salaries in Health and Education.</b> Establish meaningful dialogue about competitive salaries for teachers and medical workers that would attract and retain more qualified workers in the Coastal Bend. <b>No supporting actions are proposed at this time.</b>	

### Taxes

Strategy VEC 17	<b>Tax Incentives for Economic Development.</b> Provide tax incentives that attract businesses and industry to the region, bringing new jobs and spurring economic development.	Lead Partner	Status
Action VEC 17.1	Growth Policies. Finalize and support revisions to City tax incentive policies to promote aggressive growth.	City of Corpus Christi, Nueces County	Implemented/ on-going
Strategy VEC 18	<b>Expanded Tax Base.</b> Expand and diversify tax bases in both Nueces and San Patricio Counties to provide well-funded infrastructure and education that will support a growing population, improved economy and more jobs. <b>No supporting actions are proposed at this time.</b>		
Strategy VEC 19	<b>Fair and Affordable Property Taxes.</b> Work with appropriate governmental entities to ensure that property taxes in the Coastal Bend are affordable, fair, and shared by all neighborhoods, so no single segment of the community bears an unfair burden.	Lead Partner	Status
Action VEC 19.1	<b>Competitive Tax Structure.</b> Establish a regionally competitive "ad valorem" sales tax and development fees to attract new development and fund enhancements that contribute to the region's quality of life.	Corpus Christi Chamber of Commerce	Not Started

# VISION ACTION PLAN

## Vibrant Economy

### Regional Identity and Promotion

Strategy VEC 20	<b>World-Class Communities.</b> Establish the Coastal Bend as a renowned area of world-class communities that attract new residents to live, work, study, play and shop through cooperative marketing and branding.	Lead Partner	Status
Action VEC 20.1	<b>Cultural Diversity Initiatives.</b> Use the Council of Cultures in the Coastal Bend to support a broad range of initiatives including economic development.	World Affairs Council	Implemented/ on-going
Action VEC 20.2	<b>“Quality of Life” Assessment.</b> Conduct a comprehensive assessment of “quality of life” assets in the Coastal Bend and benchmark against cities to which the Coastal Bend has lost business.	Lead Partner Pending	
Action VEC 20.3	<b>Benefits of Living in the Coastal Bend.</b> Develop a public awareness campaign highlighting the many benefits of living in the Coastal Bend area. Promote and air the campaign using a variety of communications channels such as television, radio, internet, print, presentations and publication in national periodicals.	Lead Partner Pending	
Action VEC 20.4	<b>Regional Marketing Alliance.</b> Establish a region-wide coalition to identify common elements to market to primary job organizations and visitors that reflect the quality attributes of the Coastal Bend.	Corpus Christi Regional Economic Development Corporation	Implemented/ on-going
Action VEC 20.5	<b>National Marketing Collaboration.</b> Establish a mechanism for non-governmental organizations, developers, and other groups to explore opportunities for collaborative national marketing efforts that leverage market penetration and offer greater economies of scale.	Corpus Christi Regional Economic Development Corporation	Implemented/ on-going
Action VEC 20.6	<b>“Beaches Plus” Brand.</b> Support the “Beaches Plus” branding concept to promote regional assets beyond beaches and showcase the region as a place where industry and environment come together.	Corpus Christi Convention and Visitors Bureau	Implemented/ on-going
Strategy VEC 21	<b>Protecting Unique Community Assets.</b> Protect and demonstrate stewardship of unique community assets so that the Coastal Bend continues to attract tourists, talent and business. <b>No supporting actions are proposed at this time.</b>		

### Tourism

Strategy VEC 22	<b>Major Tourist Destination.</b> Continue to develop the Coastal Bend as a major tourist destination for visitors from Texas, other states and around the world, including vacationers, convention and cruise lines guests.	Lead Partner	Status
Action VEC 22.1	<b>Barrier Island Casinos.</b> Conduct a comprehensive campaign through the Coastal Bend legislative delegation to establish casino gambling on the barrier islands.	Corpus Christi Convention and Visitors Bureau	

# VISION ACTION PLAN

## Vibrant Economy

Action VEC 22.2	<b>Tourism Benefits Public Awareness Campaign.</b> Develop a public awareness campaign to inform the community of the benefits of tourism to the region. Conduct the campaign using television, radio, Internet and social networking websites.	Lead Partner Pending	
Action VEC 22.3	<b>Not Just for Tourists.</b> Promote Coastal Bend attractions and features encouraging community members to consider “staycations” – as well as visitors from outside the region.	Lead Partner Pending	
Action VEC 22.4	<b>Convention Hotel.</b> Attract a major convention hotel to be developed adjacent to the American Bank Center.	Corpus Christi Chamber of Commerce	Implemented/ on-going
Action VEC 22.5	<b>Convention Center Expansion.</b> Assess needs for future conventions to determine appropriate configuration for convention center expansion; and secure funding for expansion.	Corpus Christi Chamber of Commerce	Implemented/ on-going
Action VEC 22.6	<b>Facilities and Amenities.</b> Inventory existing facilities and amenities to determine if they adequately meet the needs of visitors and develop necessary planning to encourage developing the ones that are identified as most important.	Corpus Christi Convention and Visitors Bureau	
Action VEC 22.7	<b>Major Tourist Destination Resort Attraction.</b> Develop a world class destination resort to attract leisure and high-end business travelers for professional conventions and meetings while providing resort amenities.	Corpus Christi Regional Economic Development Corporation	Underway
Strategy VEC 23	<b>Premier Nature Tourism Destination.</b> Establish the Coastal Bend as a premier nature tourist destination, where visitors explore a protected natural environment and enjoy outdoor recreation, sunshine and fresh air.	Lead Partner	Status
Action VEC 23.1	<b>Regional Directory of Tourism Assets.</b> Inventory, catalog, interpret, package and market primary nature tourism assets identifying critical Coastal Bend natural resources and their stakeholder agencies to increase economic development opportunities (fishing, wildlife viewing, photography, birding, hunting, wind, waves and other scenic opportunities).	Corpus Christi Convention and Visitors Bureau	
Action VEC 23.2	<b>Guides and Outfitters Marketing Initiative.</b> Support nature tourism initiative by compiling, publishing and marketing information about guides and outfitters in the Coastal Bend.	Corpus Christi Convention and Visitors Bureau	
Action VEC 23.3	<b>Guides and Outfitters Certification Curriculum.</b> Develop curriculum for the Guides and Outfitters Certification program ensuring customer service, ethics, and expanded awareness of area conservation and making a better nature tourism experience.	Corpus Christi Convention and Visitors Bureau	
Strategy VEC 24	<b>Tourist-Friendly Downtown and Waterfront.</b> Build coalitions and work to establish and maintain Corpus Christi as a vibrant, tourist-friendly downtown with waterfront amenities that entice people to visit and stay for more than our beaches.	Lead Partner	Status

# VISION ACTION PLAN

## Vibrant Economy

Action VEC 24.1	<b>Downtown and Waterfront Awareness Campaign.</b> Develop a comprehensive awareness campaign that identifies marketing opportunities to bring activity and people to the downtown and waterfront areas for the purpose of generating revenue, awareness, support and interest in downtown Corpus Christi.	Downtown Management District	Underway
Action VEC 24.1A	>Erect a “marquee” in the IH 37/Shoreline median that displays events occurring in the downtown, Bayfront, Museum District, Heritage Park, Whataburger Field, and Port area.	City of Corpus Christi City Manager’s Office	Not Started
Action VEC 24.1B	>Develop a “brand” concept for Downtown, Bayfront, Museum District, Heritage Park, Whataburger Field, and Port area providing an “identity” to incorporate into area marketing.		
Action VEC 24.2	<b>Customer Service Training Program.</b> Implement a hospitality curriculum, with an emphasis on exceptional customer service, among all tourism and industry stakeholders in order to cultivate a high-level tourist experience.	Del Mar College Center for Economic Development	Implemented/ on-going