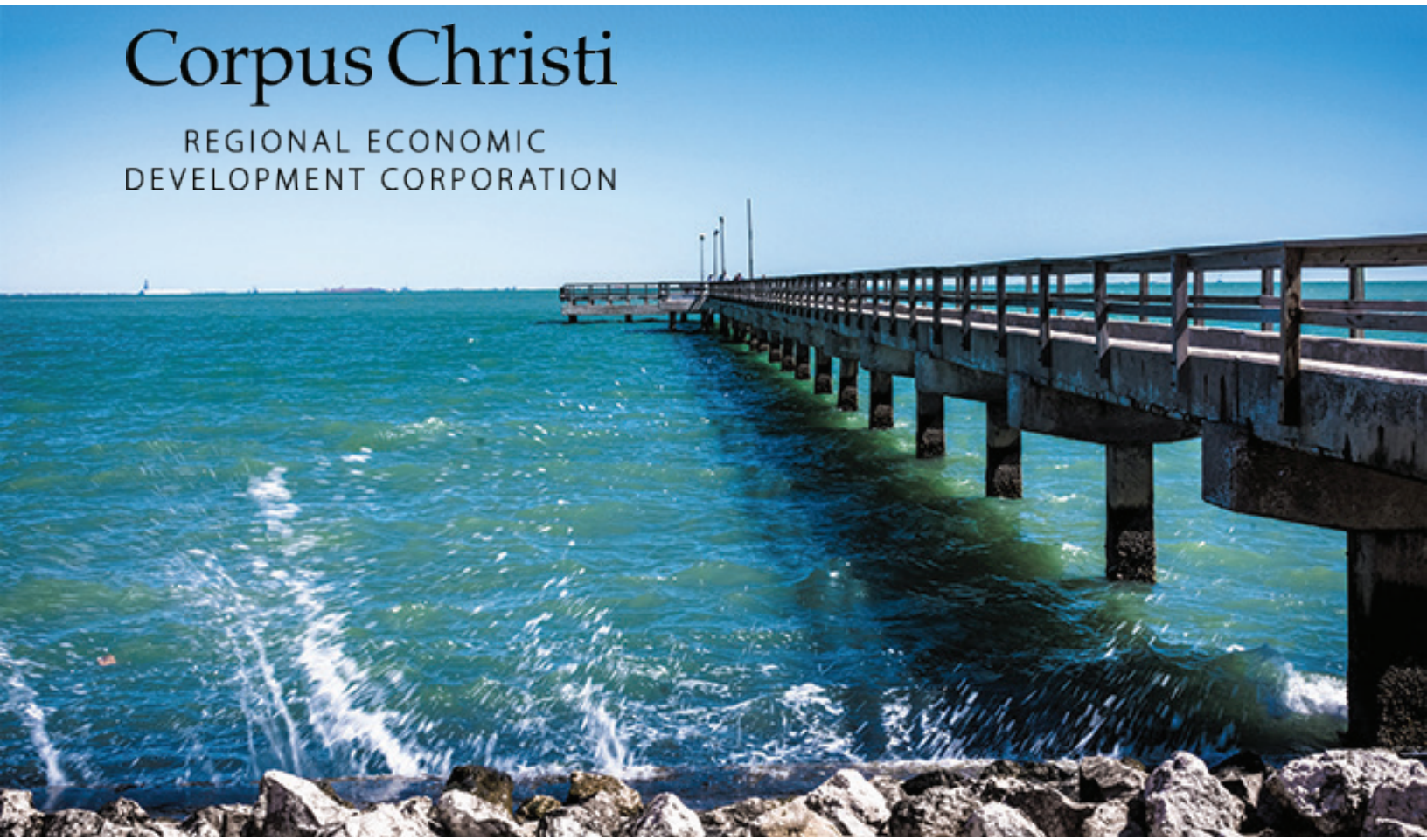


# Corpus Christi

REGIONAL ECONOMIC  
DEVELOPMENT CORPORATION



## **2024 Strategic Work Plan**

## Summary

In Fall 2023, the Corpus Christi Regional Economic Development Corporation (CCREDC) embarked on a strategic planning process to develop the strategic priorities for 2024. The following is the process used to reach the conclusions for the strategic work plan.

The process kicked off with a preliminary meeting between President/CEO Mike Culbertson, and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the organization, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

On February 7, 2024, the Corpus Christi Regional Economic Development Corporation board of directors and staff met at the Ortiz Center in Corpus Christi for a training workshop then a strategic planning session to begin planning specific strategies for 2024.

## Board Development

The CCREDC Board of Directors invited community and regional leaders to attend the first portion which was an interactive economic development training workshop called “Understanding the Economic Development Process.” It included the following topics:

- Community Development
  - Leadership Development
  - Workforce Development
  - Social Infrastructure
  - Physical Infrastructure
- Business Development
  - Recruitment/Attraction
  - Business Retention & Expansion
  - Entrepreneurial Development
  - Tourism Development
- Board Responsibilities/Engagement
- Elected Official Responsibilities/Engagement
- Best Practices
- 5 C’s of Ethical Economic Development

# 2024 Strategic Work Plan

Following the training workshop, the EDC Board began developing their 2024 Strategic Work Plan. The participants referenced the existing 2021-2025 Strategic Plan to determine which items from that document needed to be included in a Work Plan for 2024, then added two additional goals to create six total.

The following is the CCREDC 2024 Strategic Work Plan.

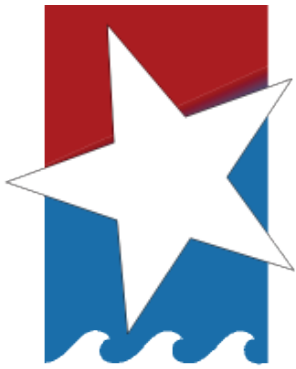
## Mission Statement

The mission of the CCREDC is to expand and enhance the region’s economic base by developing and/or supporting projects that create primary jobs.

## 2024 Goals

- 1. Prospect Development
- 2. Broadband Connectivity
- 3. Public Relations
- 4. Unified Branding
- 5. Frictionless Development
- 6. Gold Collar Recruitment





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## Mission Statement

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## Goals

**1** Prospect  
Development

**2** Broadband  
Connectivity

**3** Public  
Relations

**4** Unified  
Branding

**5** Frictionless  
Development

**6** Gold Collar  
Recruitment

# 2024 Strategic Work Plan



# Goal # 1: Prospect Development

*To identify, cultivate, and attract target prospects.*

Strategies	Metric/KPI
1.1 Develop a comprehensive list of potential prospects for each target industry including company name, contact name, location, phone numbers, and email addresses.	<input type="checkbox"/> Did we develop a prospect contact database?
1.2 Initiate proactive outreach by contacting identified prospects through various communication channels.	# of prospects contacted in 2024: _____
1.3 Organize and facilitate prospect visits (them to us or us to them) to showcase the region’s opportunities and assets.	# of visits to prospects’ HQ in 2024: _____
	# of prospect visits to us in 2024: _____
1.4 Secure meetings with site selection consultants who specialize in our target industries to further explore potential partnerships and investments.	# of visits to site selectors in 2024: _____
	# of visits from site selectors in 2024: _____
1.5 Use technology to research current manufacturing trends and incorporate the research into our marketing.	<input type="checkbox"/> We researched current manufacturing trends



## Goal # 2: Broadband Connectivity

*To bring broadband and fiber connectivity and reliability throughout the region.*

Strategies	Metric/KPI
2.1 Working with our city, county, state, and federal partners, allocate sufficient budgetary resources to support the expansion and enhancement of broadband and fiber connectivity infrastructure across the region.	<input type="checkbox"/> Did we budget to support broadband?
2.2 Conduct site visits to assess current connectivity infrastructure and identify areas for improvement and expansion.	# of site visits in 2024: _____
2.3 Facilitate meetings with key stakeholders, including local government officials, internet service providers, and technology companies, to discuss collaborative efforts and investment opportunities.	# of meetings with other stakeholders in 2024: _____
2.4 Establish and maintain contacts with relevant industry experts and organizations to stay updated on best practices and emerging technologies in broadband and fiber connectivity.	<input type="checkbox"/> Did we stay updated on best practices & emerging technologies?
2.5 Identify and engage prospective partners and investors who share a common interest in advancing broadband and fiber connectivity initiatives within the region that results in new investment and job creation.	<input type="checkbox"/> Did we engage prospective partners & investors in 2024?



# Goal # 3: Public Relations

To leverage the My Town, My Job, My Voice or other pro-oil and gas campaign throughout the region.

Strategies	Metric/KPI
3.1 Resurrect the My Town, My Job, and My Voice campaign or create a new similar one to spread the message of the importance of the energy and oil and gas industries throughout our region.	<input type="checkbox"/> Did we create a PR Campaign around energy/oil/gas?
3.2 Work with the City of Corpus Christi and area Chambers of Commerce, businesses, and residents to highlight the importance of energy and oil and gas jobs in our region.	<input type="checkbox"/> Did we work with our partners on this campaign?
3.3 Create and share pro oil and gas marketing on our social media channels and emails.	<input type="checkbox"/> Did we develop social media marketing for this in 2024?
3.4 Create an event that gives recognition to our energy partners and oil and gas stakeholders in the region thanking them for continuing to invest in the region.	<input type="checkbox"/> Did we plan an event in 2024 for 2024 or 2025?





## Goal # 4: Unified Branding

*To develop a unified brand and messaging for the region.*

Strategies	Metric/KPI
4.1 Identify Best in Class Economic Development branding throughout Texas and the US. Check Texas Economic Development Council, Southern Economic Development Council, and International Economic Development Council for recent award winners and study their process and results.	<input type="checkbox"/> Did we research award winners at TEDC, SEDC, & IEDC?
4.2 Conduct comprehensive research and analysis to understand the unique characteristics, strengths, and identity of the region, including its economic drivers, employers, labor shed, and quality of life features.	<input type="checkbox"/> Did we research our image/reputation?
4.3 Engage stakeholders from various sectors including local businesses, community leaders, residents, and other organizations to gather input and insights on how they perceive the region and what they believe should be highlighted in our new brand messaging.	<input type="checkbox"/> Did we solicit branding feedback from others?
4.4 Collaborate with professional branding agency or consultant with expertise in economic development to develop a cohesive and compelling brand strategy that reflects the region’s identity and resonates with target audiences.	<input type="checkbox"/> Did we hire a branding firm that specializes in economic development?
4.5 Design and implement a multimedia communication plan to roll out the unified brand and messaging across various channels, including social media, websites, print materials, and events. This will include testimonials from employers who have been successful after relocating here.	<input type="checkbox"/> Did we roll out our new brand effectively?
4.6 Establish partnerships with local and regional media outlets and influencers to amplify the reach and visibility of the new brand and messaging, ensuring widespread awareness and engagement.	<input type="checkbox"/> Did we use local & regional media to amplify our messaging?

<b>Strategies</b>	<b>Metric/KPI</b>
4.7 Establish advertising/marketing that amplify the reach and visibility of the new brand and messaging to our target industry prospects and site selection consultants.	<input type="checkbox"/> Did we market our new brand to the relevant outlets where our target industry prospects saw it?
	<input type="checkbox"/> Did we market our new brand to the relevant outlets where site selection consultants saw it?
4.8 Continuously monitor and evaluate the effectiveness of the brand strategy through metrics such as brand awareness, perception, and engagement, and make adjustments as needed to ensure alignment with the organization’s objectives and evolving market dynamics.	<input type="checkbox"/> Did we establish and execute relevant metrics and benchmarks to gauge effectiveness?





## Goal # 5: Frictionless Development Experience

*To elevate the reputation of the region by encouraging a region-wide frictionless development experience.*

Strategies	Metric/KPI
5.1 Encourage streamlined and simple regulatory processes and procedures across municipalities within the region to create a more efficient and business-friendly environment for development projects.	<input type="checkbox"/> Did we encourage our partners to improve Development Services at their respective cities?
5.2 Encourage the implementation of technology-driven solutions, such as online permitting systems and digital documentation platforms, to reduce paperwork and facilitate smoother interactions between developers, businesses, and local government agencies.	<input type="checkbox"/> Did we encourage online permit portals and other municipal development technologies?
5.3 Encourage enhanced training and support for local development officials and staff to enhance their capacity to efficiently handle development inquiries, applications, and approvals.	<input type="checkbox"/> Did we encourage continuous development services training?
5.4 Research and share Best Practice standardized guidelines and protocols for sustainable development practices, ensuring that projects align with environmental, social, and economic objectives while minimizing potential conflicts and delays. Solicit Best Practice models from site selection consultants.	<input type="checkbox"/> Did we research and share Development Services Best Practices with our partners?
5.5 Monitor and measure key performance indicators related to development processes and outcomes, such as permit turnaround times, project completion rates, and developer/investor satisfaction, to identify areas for improvement and track progress towards achieving a frictionless development experience region-wide.	<input type="checkbox"/> Did we begin tracking these KPIs listed in 2024?
5.6 Begin tracking all Economic Development projects we competed on in 2023 and 2024, but lost to another community/region/state. Record every project loss, the industry it was, and why we lost it. Use this information to improve 2025 processes/procedures.	<input type="checkbox"/> Did we begin to catalog our losses and why?
5.7 Add a question to our BRE visit questionnaire that inquires about any roadblocks the business has experienced with development, such as permits, ordinances, inspections, overall customer service. Begin asking it on every visit and track responses in an office database.	<input type="checkbox"/> Did we add this question to our BRE visit form?



# Goal # 6: Gold Collar Talent Recruitment

To attract and retain “gold collar” professional workers who are highly skilled professionals in fields like technology, finance, engineering, and healthcare.

Strategies	Metric/KPI
<p>6.1 Cultivate a future skilled workforce using Youth Retention through career development and advancement. Create pathways for career growth and advancement for young professionals within the region. Establish or leverage existing mentorship programs and internship opportunities with local businesses, and apprenticeship initiatives that provide hands-on experience and exposure to various industries. Use local young professionals as testimonials.</p>	<p><input type="checkbox"/> Did we focus on Youth Retention talent pipeline?</p>
<p>6.2 Work to ensure there are ample job opportunities in high-demand fields by fostering a diverse and dynamic business ecosystem. This could involve attracting companies in technology, finance, engineering, healthcare, and other sectors through incentives, networking, and infrastructure development.</p>	<p><input type="checkbox"/> Did we market to companies in fintech, STEM, &amp; healthcare?</p>
<p>6.3 Leverage partnerships with educational institutions to offer relevant training programs and certifications that align with the skills demanded by gold collar industries. Continuous education opportunities can help workers stay competitive and advance in their careers.</p>	<p><input type="checkbox"/> Did we leverage partnerships with educational providers?</p>
<p>6.4 Highlight the region’s quality of life by showcasing amenities, such as parks, arts, cultural attractions, restaurants, and recreational opportunities, to create an attractive lifestyle for gold collar workers and their families. Quality schools, healthcare facilities, and housing options are also crucial factors in retention.</p>	<p><input type="checkbox"/> Did we showcase the region’s quality of life in our Economic Development marketing materials?</p>
<p>6.5 Partner with area Chambers of Commerce to foster a collaborative environment such as sponsoring/hosting networking events, professional organizations, and coworking spaces where gold collar workers can connect with peers, share knowledge, and collaborate on innovative projects.</p>	<p># of Chambers we collaborated with in 2024: _____</p>