



Rear Adm. Terry Kraft  
U.S. Navy (retired)  
President / CEO



California Travel  
Association  
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# Who Am I and Why Am I Here!

## Career Highlights

- 34-year naval career
- Naval aviator
- Leadership positions at:
  - 2 aviation squadrons
  - Aircraft carrier and amphibious transport ship
  - Aircraft carrier strike group
  - All naval forces in Japan
- Defense contractor at General Atomics

## Why USS Midway Museum

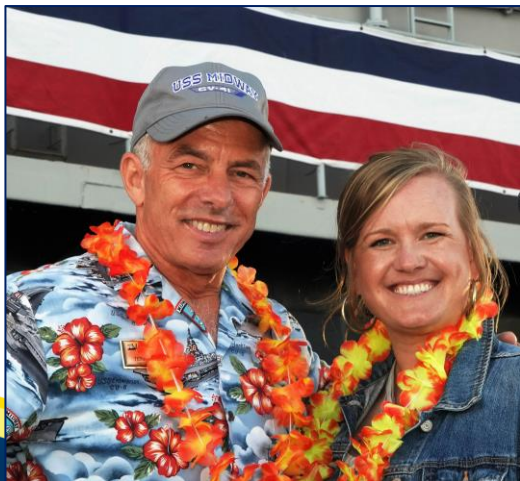
- Passionate about Midway and naval aviation
- Served on Midway during the Operation Desert Storm
  - Flew 40 combat mission from Midway over Iraq
- Love my job!



# Who Am I and Why Am I Here!

## What I Bring to the Table

- Excitement and enthusiasm about the Tourism and Travel Industry
- Decades of leadership experience
- Excited about Midway's next chapter
- Thirst to learn something new (travel industry is fascinating)
  - I'm excited work with and get to know more of you
- Joy of working and connecting with incredible people (staff, volunteers & guests)
- And . . . . I have LOTS of NEW and GREAT IDEAS!
  - ...which I know my staff just loves!



# But What is My Real Job?

**“If it ain’t broken, don’t fix it!”**

- *Thomas Bertram Lance, director of the U.S. Office of Management and Budget in 1977*

# The USS Midway and Midway Museum

USS Midway served the U.S. Navy from 1945 – 1992

- Named for the WWII Battle of Midway
- Commission just after WWII ended
- Longest serving carrier of the 20<sup>th</sup> century
- Multiple combat and humanitarian operations

Opened as a floating naval ship museum in 2004

- Celebrating 20<sup>th</sup> anniversary in 2024



Flight Deck before restoration



Cross-bay transit to Navy Pier – 2004



Flight Deck after restoration

# A San Diego Icon and Treasure

## Visitors from Around the Globe

- More than 19 million visitors since 2004
- Most popular and visited historic naval ship museum in the world
- Ranked #1 of “475 Things to Do” in San Diego by Tripadvisor
- #4 ranked museum in the U.S by Tripadvisor

## More than 800 Special and Marketing Events Annually

- Top Gun Movie Night; 4<sup>th</sup> of July Viewing Party; movie premiers; Patriotic ceremonies and more
- More than 600 military events & ceremonies
  - Reenlistments and promotions
  - Changes of command
  - Retirements
- Nearly 300 Special events
  - Corporate events
  - Award Ceremonies



# A Premier Community Asset

## Educational Mecca for Youth

- Hosts more than 50,000 K-12 students annually
- Virtual distance-learning program has reached more than 12,000 students in 26 states
- Hosts more than 6,000 youths on educational sleepovers and leadership programs each year

## USS Midway Foundation

- Supports those who defend our freedoms abroad and at home
- More than \$3.2 million Pillars of Freedom grants awarded organizations that support:
  - Active-duty military and their families
  - Veterans
  - First responders
- More than \$4 million in “No Child Left Ashore” and “Bravo Zulu” scholarships awarded to 80,000 students through support from the Midway American Patriot Award Gala.



# Volunteers are Key to Midway's Success

## Volunteers are the Stars of Midway

- Nearly 800 volunteers
- Approximately 235,000 volunteer hours annually (more than 3.5 million volunteer hours since Midway opened)
- Opportunities in 12 departments
- 50 unique job descriptions
- Bring Midway and the Navy to life with stories of life on an aircraft carrier and adventure on the high seas



*“Volunteer docent Tom was our guide, and he made our visit even more special! He was so unbelievably knowledgeable and exciting to listen to and learn from. Truly a unique and special experience, and in my opinion, the best thing to do in San Diego!”*

*- Tripadvisor Review*





# Midway Initiatives for Next Decade

Keep refreshing our guest experience (don't be stagnant)

Increase local visitation and membership base

Enhance and revitalize the San Diego Bay waterfront

Make the San Diego Embarcadero a better destination for locals and visitors

## Topline Midway Initiatives

- Jingle Jets – Holiday-themed experience starting in 2023
  - Hundreds of thousands of light on ship and aircraft
  - Family oriented
  - Evening event/separate gate
  - Between Thanksgiving and Christmas
- New exhibit annually
  - Interactive naval engineering exhibit for 2024
- Bring in rotating military traveling exhibits annually
- Museum's 20<sup>th</sup> anniversary in 2024
  - Dozens of activities and engagements planned
- Freedom Park at Navy Pier – 5-year project

# Freedom Park at Navy Pier



# Navy Pier Transformation

## Freedom Park at Navy Pier

- Partnership with Port of San Diego
- Largest veterans park on West Coast
  - 10 acres
- Iconic waterfront park to serve and inspire San Diego community
- Create thematic experiences to
  - Celebrate veterans
  - Everyday heroes
  - Reinforce values of freedom, duty, sacrifice, honor and courage
- Interpretive and recreational experiences
- Attract families, locals and tourist
- Formal parade ground for ceremonies and special events
- Have already communicated park to San Diego Tourism Authority



# Freedom Park Will Honor Those Who Served



## An Iconic Park for San Diego

All the center of new development along the Embarcadero, this park will serve as a reminder of our nation's formative history and city's rich military roots. Freedom Park at Navy Pier will be an inviting and inclusive destination for families, youth, and tourists. Its design supports recreational and walking opportunities, special events and without green activities, both on and off the USS Midway.

A new formal park and parkland green spaces on the west side with interpretive walkways and historical elements throughout. Near the water, recreational tennis, athletic facilities and play elements ensure activation from dawn to dusk.

In addition to the USS Midway Museum entrance will help integrate the site into the overall experience and design of the park.

Key elements to be considered in planning:



## 1. Footsteps of Freedom

Guests are invited to walk the path of footsteps of thousands of sailors, sailors and their families, and learn their stories of service along the walkway.

They'll see each in a vibrant setting, from the USS Midway's iconic red and white stripes, to the USS Midway's iconic red and white stripes, to the USS Midway's iconic red and white stripes.

The path will include interpretive and historical stories of service and sacrifice, and will be a place for guests to learn and connect with the USS Midway's history.



## 2. Freedom Sculpture & Flag

Freedom Park at Navy Pier will feature the USS Midway's iconic red and white stripes, and will be a place for guests to learn and connect with the USS Midway's history.

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## 3. Family Sacrifice Monument

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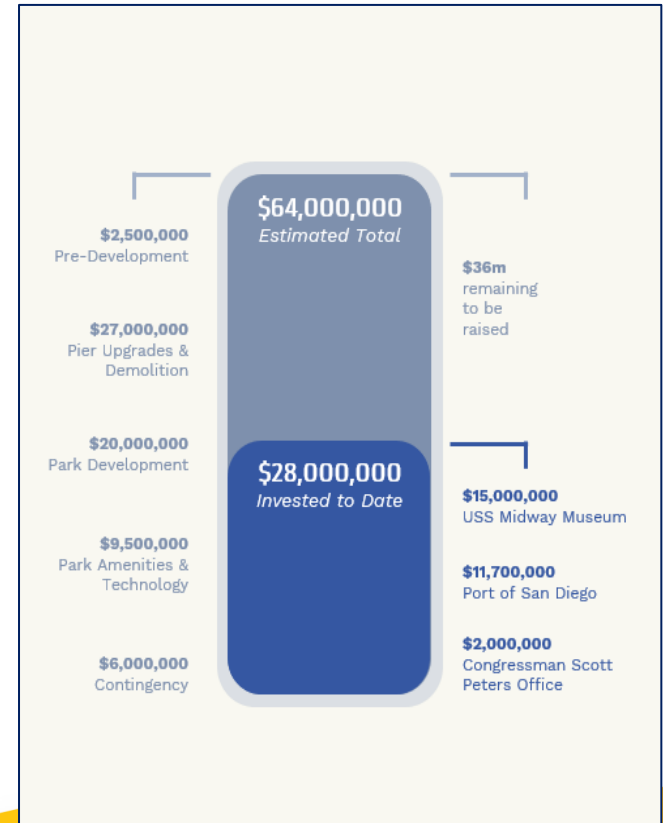
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# Project Timeline and Capital Campaign

## Estimated Timeline



# Benefits of Cal Travel to Midway (and all of California Tourism)

## Continue to do the Great Work You're Already Doing

- Continue focusing on the unhoused population situation in California
- Stay abreast and appropriately address legislative initiatives that impact California tourism, especially the cost of doing business
- Support initiatives to increase international visitation, especially from Asia
- Defend projects that promote the California tourism industry
- Continue robust “Advocacy Days” and maintaining strong visibility at the state capitol

# Questions

