



2020-2022

**CULTURE, HERITAGE &
ARTS (CHA) TOURISM STRATEGY**

CHATTANOOGA CVB & CHA PARTNERS

**CHATTA
NOOGA**

NEW 3-YEAR STRATEGIC PLAN

This collaboratively developed 3-year strategic plan lays out a new purpose, vision and value proposition for a cultural, heritage and arts tourism strategy for the organization and its strategic partners. It identifies the top opportunities and creates mission focused initiatives, goals and measurable results to direct the strategy forward.

MISSION

To promote and develop engaging, integrated culture, heritage and arts visitor experiences through mutually rewarding partnerships.

VISION 2030 INTEGRATIVE STATEMENTS

1. Strong collaborative relationships within the CHA sector and with destination tourism efforts.
2. An effective, diverse and inclusive coalition championing cultural tourism in the Chattanooga area.
3. A recognized influential cultural tourism brand built on delivering compelling stories.
4. Consistent support for marketing, promotion and branding of the Chattanooga area as a cultural tourism destination.
5. Dedicated programming and packaging of CHA cultural tourism assets.

ABOUT THE PROCESS:

STEP 1 - CHATTANOOGA CVB STRATEGIC PLAN

In the summer of 2018, more than 150 stakeholders and community partners provided input for the 3-year strategic plan for the Chattanooga CVB. A DestinationNEXT survey collected input from community and tourism stakeholders, while professionally facilitated meetings with staff, board members, civic leaders and community stakeholders contributed to the development of the strategic plan. The strategic plan was completed in the fall of 2018. The plan identified an initiative to assess and prepare a dedicated Culture, Heritage, Arts (CHA) Tourism Strategic Plan.

STEP 2 - CULTURE, HERITAGE, ARTS (CHA)

In the winter of 2019, more than 35 stakeholders and community partners provided input for the 3-year CHA Strategic Plan for the Chattanooga CVB. A DestinationNEXT survey collected input from over 265 community and tourism stakeholders, while professionally facilitated meetings with staff, board members, civic leaders and community stakeholders contributed to the development of the CHA strategic plan.

CHA TOURISM VALUE PROPOSITIONS

VISITOR PROMISE

We connect visitors with Chattanooga area culture, heritage and arts experiences.

PARTNER PROMISE

We champion economic opportunities for the Chattanooga area driven by tourism-based culture, heritage and arts experiences.

CHATTANOOGA CVB OPPORTUNITIES

Stakeholders and partners identified these nine areas as the top opportunities for CHA Tourism over the next three years.

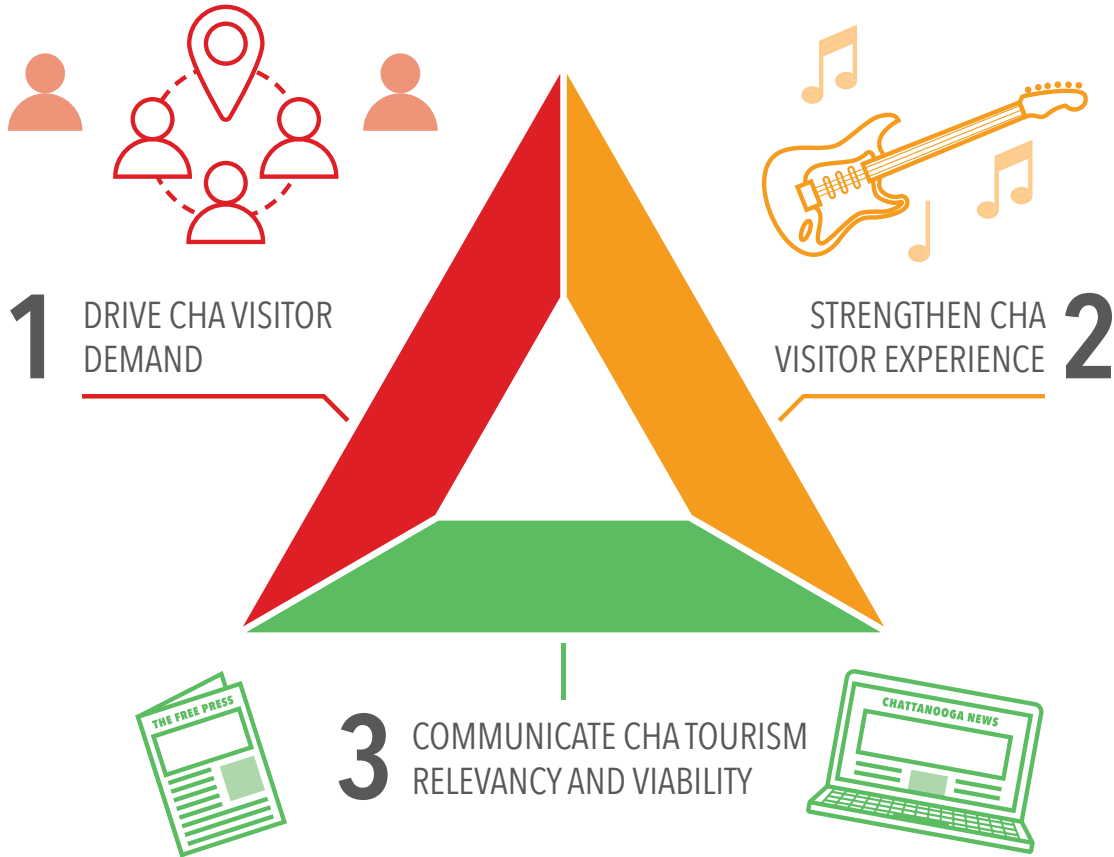
1. Unified advocacy approach to cultural tourism importance and value to assist with community support
2. Enhanced cultural tourism partnerships
3. Agreement on a collaborative CHA event marketing and calendar listing strategy that elevates awareness of CHA events to residents and visitors
4. Heightened ongoing two-way communications among CVB, industry proponents and community governments
5. Proactive cultural tourism marketing and promotion including integrated media, online presence, video and collateral development
6. Increased cultural tourism partner funding investment by city and county governments, not-for-profit groups and private sector companies
7. Improved gateway and wayfinding signage relevant to cultural tourism awareness
8. Coordinated targeted cultural tourism programming and packaging development
9. Reinforced cultural tourism frontline and management training and development

A woman with short brown hair, wearing a red t-shirt, a white visor, and a black belt with silver grommets, is dancing at a festival. She is holding a white smartphone in her left hand and has her right arm raised. In the background, other people are visible, including a man in a light blue shirt and a woman with long curly hair in a blue and purple top. A red umbrella is also visible in the background.

MISSION FOCUS, GOALS, INITIATIVES & RESULTS

Three areas of focus to support the mission were identified with supporting goals, priority initiatives and measurable results.

CHA TOURISM MISSION FOCUS





MISSION FOCUS

1

MEASUREMENTS

- ↑ Attraction and event attendance growth
- ↑ Increased CHA related overnight stays
- ↑ CHA specific online analytics
- ↑ Cultural tourism economic impact growth

DRIVE CHA VISITOR DEMAND

GOAL

PRIORITY INITIATIVES

A

ENHANCE BRAND AWARENESS

- i. Strengthen an effective CHA digital presence (2020)
- ii. Activate a dedicated cultural tourism brand awareness campaign (2020-2022)
- iii. Determine an allied CHA brand identity based on market research advice (2020)
- iv. Expand a refocused CHA integrated and results-based promotional program (2020-2022)
- v. Increase CHA directed convention and group travel services (2020-2022)



MISSION FOCUS

2

MEASUREMENTS

- ↑ Attraction and event attendance growth
- ↑ Increased CHA related overnight stays
- ↑ CHA specific online analytics
- ↑ Cultural tourism economic impact growth

STRENGTHEN VISITOR EXPERIENCES

GOAL

PRIORITY INITIATIVES

A

DEVELOP BRAND PROGRAMMING AND PACKAGING

- i. Deploy a comprehensive on-demand CHA event calendar online (2020-2021)
- ii. Prepare integrated CHA visitor themed programming and packaging alternatives (2020-2022)
- iii. Undertake cultural tourism training and professional development (2020)



MISSION FOCUS

3

MEASUREMENTS

- ↑ Attraction and event attendance growth
- ↑ Increased CHA related overnight stays
- ↑ CHA specific online analytics
- ↑ Cultural tourism economic impact growth

COMMUNICATE RELEVANCE AND VIABILITY

GOAL

PRIORITY INITIATIVES

A

ENHANCE COMMUNITY RELATIONS AND ADVOCACY

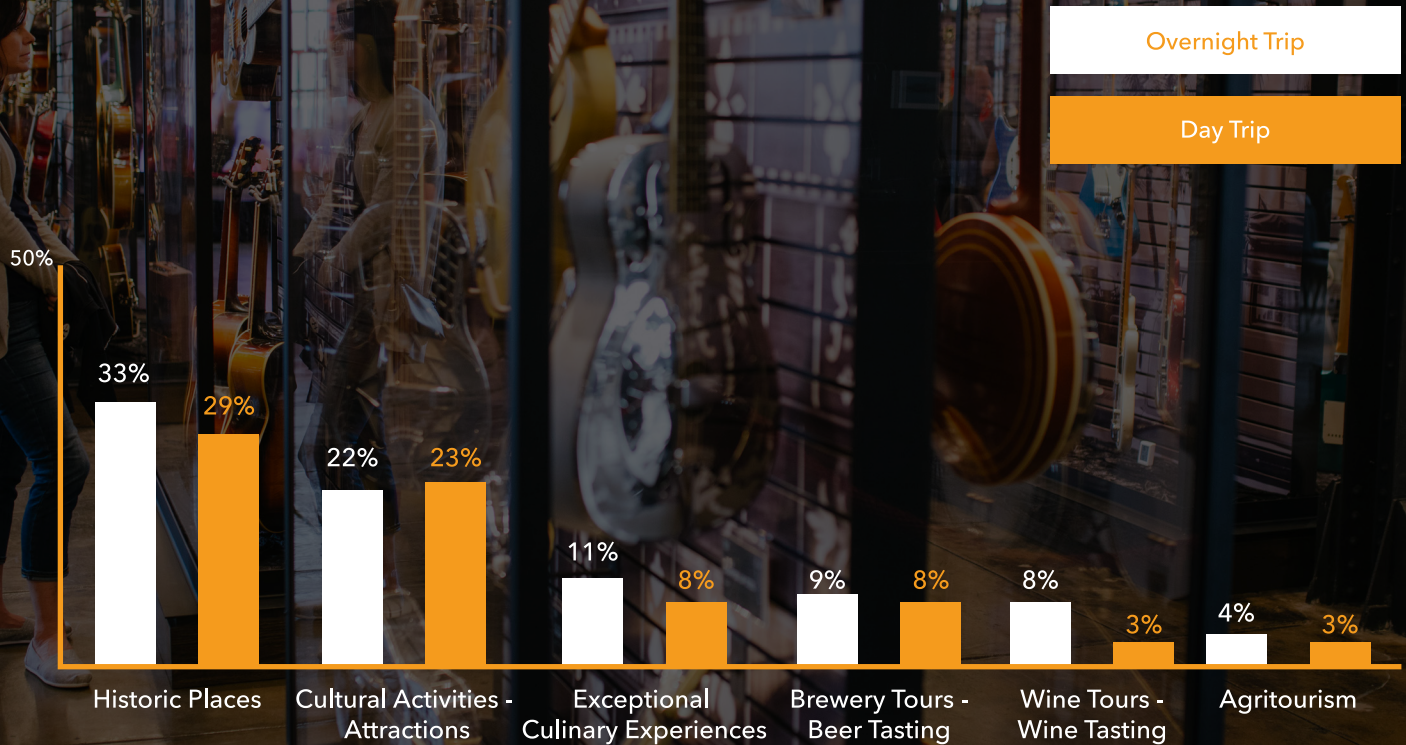
- i. Increase CHA partner communications and collaboration (2020-2022)
- ii. Formalize an advocacy program on cultural tourism importance and value (2020-2022)
- iii. Form a CHA advisory group (2020)

B

OPTIMIZE RESOURCES AND PERFORMANCE

- i. Prepare and implement a CHA tourism financial enhancement strategy with city, CVB, foundations and industry partners (2020-2021)
- ii. Ensure appropriate staffing to a destination cultural tourism endeavor (2020)
- iii. Agree to a CHA tourism strategy ownership, monitoring and evaluation (2020)

CULTURE, HERITAGE AND ARTS ACTIVITIES FOR VISITORS TO CHATTANOOGA



2017 Longwoods International Chattanooga Visitor Research that showed activities of special interests for Overnight Person Trips vs. Day Trips.

EVERYDAY IN CHATTANOOGA VISITORS SPEND...

\$515,000

DAILY ON LODGING

\$615,000

DAILY ON
ACTIVITIES

\$835,000

DAILY ON
EATING AND
DRINKING

\$742,000

DAILY ON SHOPPING

\$369,000

DAILY ON GETTING
AROUND

Sources: 2017 Tennessee Department of Tourist Development and Longwoods International



Find out more about Culture, Heritage & Arts by contacting Donna "Elle" Harrison,
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