

# CHATTA NOOGA

## 2019 - 2021 STRATEGIC PLAN

CHATTANOOGA AREA CONVENTION AND VISITORS BUREAU





## NEW 3-YEAR STRATEGIC PLAN

This collaboratively developed 3-year strategic plan lays out a new mission, vision and value propositions for the organization. It identifies the top opportunities and creates mission focused initiatives, goals and measurable results to direct the organization forward.

### MISSION

To promote and develop visitor experiences for our community's economic and social prosperity

### ORGANIZATIONAL VISION 2025

We will be the most competitive and innovative destination organization in the nation

## CHATTANOOGA CVB VALUES

The Chattanooga CVB will be accountable and work with unwavering integrity as we collaborate with our community partners to bring visionary ideas that promote and develop visitor experiences.







## VISITOR PROMISE

We connect visitors to Chattanooga experiences

## PARTNER PROMISE

We champion tourism-related economic opportunities for our community

## CHATTANOOGA CVB OPPORTUNITIES

Stakeholders and partners identified these four areas as the top opportunities for the Chattanooga CVB over the next three years.

- 1. Ensure consistent destination marketing and sales efforts** through integrated brand marketing and management strategies
- 2. Expand the organization's role in destination development** including planning and design of future tourism generators, community amenities and infrastructure
- 3. Educate the community and stakeholders on tourism's value** through advocacy and outreach
- 4. Refine organizational management systems for effectiveness and efficiency** covering governance, finance, talent and technology

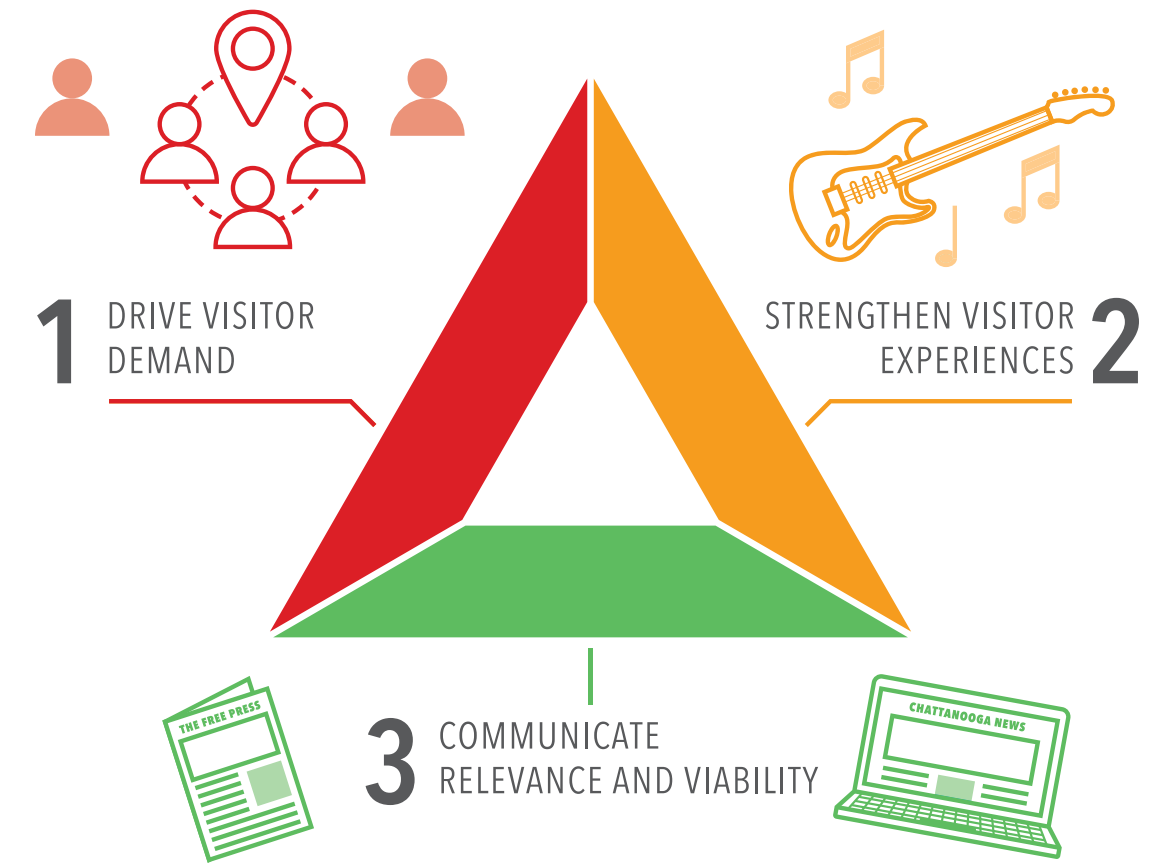




## MISSION FOCUS, GOALS, INITIATIVES & RESULTS

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

## CHATTANOOGA CVB MISSION FOCUS







## MISSION FOCUS

### MEASUREMENTS

- ↑ **10%** Total visitation to 17.1 million persons
- ↑ **20%** Total economic impact to \$1.33 billion
- ↑ **33%** Social media reach to 160 million impressions
- ↑ **17%** Earned media exposure to 350 million impressions
- ↑ **10%** Meeting and sports attendees to 270,000

# 1

## DRIVE VISITOR DEMAND

## GOAL

## PRIORITY INITIATIVES

### A

### ENHANCE BRAND AWARENESS

- Formulate an inclusive research-based destination brand strategy
- Develop and implement an integrated, measurable marketing and public relations plan
- Optimize digital marketing and social media programming
- Create dedicated Visiting Friends and Relatives and day tripper promotional plan

### B

### INCREASE BUSINESS DEVELOPMENT

- Formalize segmented group and leisure business development plan
- Create a comprehensive sports tourism strategy
- Review and improve all group and leisure visitor services





## MISSION FOCUS

# 2

### MEASUREMENTS

- ✓ Implement cultural tourism strategy
- ✓ Complete tourism master plan
- ✓ Launch new hospitality training program

## STRENGTHEN VISITOR EXPERIENCES

## GOAL

## PRIORITY INITIATIVES

# A

### DEVELOP VISITOR EXPERIENCES

- Assess and prepare a dedicated cultural tourism strategy
- Assess existing destination assets and commission a tourism master plan
- Create and market packages based on visitor interests
- Evaluate and provide an upgraded destination and hospitality training program





# THE FIRST CHATTANOOGA TOURISM SUMMIT

## MISSION FOCUS

### MEASUREMENTS

↑ **35%** Private revenue investment to \$1.5 million

↑ **30%** Local stakeholder tourism awareness above new benchmark

✓ DMAP Certified

✓ Implement Technology Plan

COMMUNICATE RELEVANCE AND VIABILITY

## GOAL

## PRIORITY INITIATIVES

A

### ENHANCE COMMUNITY RELATIONS AND ADVOCACY

- Create and implement a tourism advocacy plan
- Reinvent existing membership/partnership program
- Collaborate with partners on common issues & opportunities

B

### MAXIMIZE ORGANIZATIONAL EFFECTIVENESS

- Implement finance and governance assessment recommendations and best practices
- Develop Sports Committee long-term plan
- Evaluate CVB office and visitor center location alternatives
- Ensure long-term commitment of existing public investment and investigate new funding sources
- Destinations International Accreditation
- Conduct an organizational technology audit and plan



## THE ECONOMIC POWER OF THE VISITOR

## EVERYDAY IN CHATTANOOGA VISITORS SPEND...

# \$1.1 BILLION

**DIRECT VISITOR SPENDING**

### COMMUNITY BENEFITS

**8,840**  
TOURISM JOBS

TAXES SAVED:  
EACH HOUSE PAYS  
**\$660 LESS**  
IN STATE & LOCAL TAXES

TAXES CREATED:  
**\$90 MILLION**  
IN LOCAL & STATE TAXES

PORTION FOR  
OUR SCHOOL SYSTEMS:  
**\$12.5 MILLION**

**\$515,000**  
DAILY ON LODGING

**\$615,000**  
DAILY ON  
ENTERTAINMENT  
RECREATION

**\$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*



# ABOUT THE PROCESS

In the summer of 2018, more than 150 stakeholders and community partners provided input into 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.

**[ChattanoogaFun.com/Corporate](https://ChattanoogaFun.com/Corporate)**

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