



2025-2026  
STRATEGIC PLAN SUMMARY

OUR MISSION	Promote and develop visitor experiences for our community’s economic and social prosperity.
OUR VALUES	COLLABORATION · VISION · INTEGRITY · ACCOUNTABILITY · INCLUSIVITY
VISITOR PROMISE	Connect visitors to their best Chattanooga experiences
COMMUNITY PROMISE	Enhance quality of place for our residents through tourism
PARTNER PROMISE	Champion tourism-related economic opportunities for our industry and community stakeholders
INVESTOR PROMISE	Steward public and private investments by maximizing ROI and prioritizing communication with stakeholders

Strategic Initiatives				
Visitor Demand Group & Leisure	Visitor Experience	Destination Development	Engagement & Impact	Organizational Excellence
Goals				
<ul style="list-style-type: none"><li>• Increase total annual lodging demand</li><li>• Increase total annual visitation</li><li>• Refine promotional strategy</li><li>• Expand into new markets</li><li>• Increase promotional spending</li></ul>	<ul style="list-style-type: none"><li>• Elevate the visitor experiences across the following:<ul style="list-style-type: none"><li>• Website</li><li>• Information center</li><li>• Group sales and services</li><li>• Inquiry fulfillment</li><li>• Marketing</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Improve competitive positioning and influence decisions for the benefit of tourism</li></ul>	<ul style="list-style-type: none"><li>• Mobilize a comprehensive advocacy and engagement approach</li><li>• Develop and implement a long-term public investment strategy that includes all government entities who collect lodging taxes in Hamilton County</li></ul>	<ul style="list-style-type: none"><li>• Elevate shared leadership commitment supporting strategy, culture and mission</li><li>• Complete new office design, build, and move to align with established organizational strategies and facilitate employee performance</li></ul>
KPIs				
<ul style="list-style-type: none"><li>• Grow lodging demand by 2% over 2024 to 2,661,473 by 2026</li><li>• Grow future group visitation by 3% to 347,827 attendees by 2026</li></ul>	<ul style="list-style-type: none"><li>• Establish baseline metrics for all visitor touchpoints by July 2025</li><li>• Develop plans to improve visitor experience for key touchpoints by 10%</li></ul>	<ul style="list-style-type: none"><li>• # of new facility enhancements or development for sports, music &amp; the convention center</li><li>• Responsibly expend all ARPA funds prior to established deadline</li></ul>	<ul style="list-style-type: none"><li>• Diversify and increase overall revenue funding by 10%, by end of 2026</li><li>• Community sentiment survey overall score TBD</li><li>• Participate in the budget investment request process for all government entities who are collecting lodging taxes in Hamilton County</li></ul>	<ul style="list-style-type: none"><li>• Raise overall Q12 engagement score one complete quartile</li><li>• Complete the office move, on budget, by the end of October 2025</li><li>• Determine appropriate people development metrics around employee retention and performance rating</li></ul>
Tactics				
<ul style="list-style-type: none"><li>• Increase exposure to leisure and group markets</li><li>• Refine Chattanooga’s competitive positioning</li><li>• Identify assets needed to support competitive positioning outcomes</li><li>• Evaluate effectiveness of leisure marketing spend</li><li>• Identify underperforming financial resources across all departments</li><li>• Refine group (Sports and M&amp;C) sales plans to maximize returns</li></ul>	<ul style="list-style-type: none"><li>• Evaluate the current visitor experience to understand our baseline and opportunities to elevate at customer journey touchpoints</li><li>• Improve the UX/UI of VisitChattanooga.com to be more helpful to prospective and converted visitors</li><li>• Elevate the visitor experience across the destination by acting as a catalyst for affiliated partners</li></ul>	<ul style="list-style-type: none"><li>• Complete destination development studies and drive progress towards plan recommendations</li><li>• Create &amp; execute a spending plan for ARPA transformational funding</li><li>• Create clear plan that engages cross-community input for destination development</li></ul>	<ul style="list-style-type: none"><li>• Implement relationship management plan for government officials and other key stakeholders.</li><li>• Broaden communication strategy with industry and community partners</li><li>• Develop and activate a community engagement plan</li></ul>	<ul style="list-style-type: none"><li>• Align structure and people development to new two-year organizational strategy</li><li>• Determine shared frameworks for cultural leadership</li><li>• Assess and improve processes / tools across teams and individuals</li></ul>