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
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
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.
1. Drive Visitor Demand

2. Strengthen Visitor Experiences

3. Communicate Relevance and Viability
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
GOAL PRIORITY INITIATIVES

A ENHANCE BRAND AWARENESS
i. Formulate an inclusive research-based destination brand strategy
ii. Develop and implement an integrated, measurable marketing and public relations plan
iii. Optimize digital marketing and social media programming
iv. Create dedicated Visiting Friends and Relatives and day tripper promotional plan

B INCREASE BUSINESS DEVELOPMENT
i. Formalize segmented group and leisure business development plan
ii. Create a comprehensive sports tourism strategy
iii. Review and improve all group and leisure visitor services
MISSION FOCUS

MEASUREMENTS

✔ Implement cultural tourism strategy
✔ Complete tourism master plan
✔ Launch new hospitality training program
DEVELOP VISITOR EXPERIENCES

i. Assess and prepare a dedicated cultural tourism strategy

ii. Assess existing destination assets and commission a tourism master plan

iii. Create and market packages based on visitor interests

iv. Evaluate and provide an upgraded destination and hospitality training program
Mission Focus

**Measurements**

- **35%** Private revenue investment to $1.5 million
- **30%** Local stakeholder tourism awareness above new benchmark

- ✔ DMAP Certified
- ✔ Implement Technology Plan
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<tr>
<th>GOAL</th>
<th>PRIORITY INITIATIVES</th>
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<tr>
<td>A</td>
<td>ENHANCE COMMUNITY RELATIONS AND ADVOCACY</td>
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<td></td>
<td>i. Create and implement a tourism advocacy plan</td>
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<td>ii. Reinvent existing membership/partnership program</td>
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<td>iii. Collaborate with partners on common issues &amp; opportunities</td>
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<td>B</td>
<td>MAXIMIZE ORGANIZATIONAL EFFECTIVENESS</td>
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<td></td>
<td>i. Implement finance and governance assessment recommendations and best practices</td>
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<td>ii. Develop Sports Committee long-term plan</td>
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<td>iii. Evaluate CVB office and visitor center location alternatives</td>
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<td>iv. Ensure long-term commitment of existing public investment and investigate new funding sources</td>
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<td>v. Destinations International Accreditation</td>
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<td>vi. Conduct an organizational technology audit and plan</td>
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THE ECONOMIC POWER OF THE VISITOR

$1.1 BILLION
DIRECT VISITOR SPENDING

COMMUNITY BENEFITS

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

8,840
TOURISM JOBS
EVERYDAY IN CHATTANOOGA VISITORS SPEND...

$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

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