



**OUR VISION**

Together we lead as trusted stewards—uniting our nine coastal communities and their unique character while embracing bold ideas that enhance quality of life, inspire connection, and drive shared prosperity.

**OUR MISSION**

We strengthen our region’s economy and enrich quality of life by marketing and promoting our nine communities as a welcoming, year-round destination for business and leisure travelers.

**OUR VALUES**

- Ride the Tide
- Harbor Together
- Chart New Courses
- Steady at the Helm
- Sail Forward

**OUR REPUTATION**

- Trusted
- Trendsetting
- Innovative
- Responsible
- Energizing
- Agile



**Imperatives**

**Objectives**

**Initiatives**

<p><b>Become a year-round destination.</b></p>	<ul style="list-style-type: none"> <li>• Increase midweek shoulder season occupancy by 2% YoY.</li> <li>• Utilize TID incentive funds to drive new business opportunities.</li> <li>• Increase the percentage of bookings and visits attributed to paid media.</li> <li>• Determine baseline incremental spend attributed to paid media and subsequent YoY 3% increase.</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Strengthen new and existing off-season events through collaborative partnerships.</b></li> <li>❖ <b>Create a streamlined dashboard to monitor spend, employment, tax receipts, and visitor volume.</b></li> <li>❖ <b>Utilize at least \$50,000 in incentive dollars and promote the incentives through a strategic marketing campaign.</b></li> </ul>
<p><b>Champion the value of tourism.</b></p>	<ul style="list-style-type: none"> <li>• Execute a minimum of 2 local press events each year.</li> <li>• Increase meaningful elected official engagement.</li> <li>• Increase industry engagement.</li> <li>• Increase positive resident sentiment toward and community support for tourism.</li> <li>• Refine industry educational workshops and events.</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Develop and implement a communication strategy/campaign focused on promoting the value of tourism to key audiences across the region.</b> <ul style="list-style-type: none"> <li>• Advance public relations efforts by organizing and hosting press events to highlight Discover Newport’s key initiatives and the positive impact of tourism across our region.</li> <li>• Build support among elected officials by creating a community relations program.</li> </ul> </li> </ul>
<p><b>Enhance regional focus.</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate balanced regional promotion.</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Expand regional awareness of Discover Newport’s efforts and community impact by hosting marketing meetings across the destination.</b></li> <li>❖ <b>Create and implement a targeted “detour” sales &amp; marketing plan.</b></li> <li>❖ <b>Incorporate community impact report as part of each Board meeting.</b> <ul style="list-style-type: none"> <li>• Develop and implement a process to report monthly visitor spend.</li> <li>• Celebrate and promote the distinct character of each community by developing marketing assets that highlight their uniqueness.</li> </ul> </li> </ul>
<p><b>Modernize our operation.</b></p>	<ul style="list-style-type: none"> <li>• Complete an organizational AI policy by year-end 2026.</li> <li>• Implement all identified financial &amp; operational procedures by year-end 2026.</li> <li>• Secure Agency of Record by April 1, 2026.</li> <li>• Establish an eNPS (Employee Net Promoter Score) baseline by year-end 2026.</li> <li>• Achieve average staff engagement rating of no less than 4.0 using the Gallup Q12 assessment.</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Modernize governance by developing standardized financial and operational procedures.</b></li> <li>❖ <b>Initiate a competitive RFP process to secure an Agency of Record.</b></li> <li>❖ <b>Leverage modern technology tools and reporting procedures.</b></li> <li>❖ <b>Establish a deliberate organizational culture and professional development program that supports staff growth, strengthens internal alignment, and advances Discover Newport’s strategic objectives.</b> <ul style="list-style-type: none"> <li>• Develop and deploy a staff engagement framework that leverages eNPS to drive continuous improvement.</li> </ul> </li> </ul>

❖ = 2026 Launch Period

• = 2027 Launch Period