



Augusta

Convention & Visitors Bureau

2017-2019 Strategic Plan

Strategic Planning Engagement

In May of 2016, the Augusta Convention & Visitors Bureau retained InterVISTAS Consulting Inc. to facilitate the creation of a new three-year strategic plan.

Prior to the retreat, the strategic planning team conducted a stakeholder consultation process.

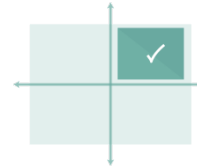
The Board of Directors and other local stakeholders completed a comprehensive DestinationNEXT survey of the destination and organization. This resulted in 67 responses from a wide array of stakeholder groups.

The Board of Directors met on June 27th to discuss the new strategic plan.



One-on-one Interviews

8 interviews with board and staff members



DestinationNEXT Assessment

67 Participants

- **11** – CVB Management Team
- **6** – CVB Board of Directors
- **14** - Bureau Partners and Stakeholders in the travel industry
- **11** - Customers (e.g. Meeting planners/ stakeholders)
- **8** - Government leaders and members of the Mayor's staff
- **17** – Community Leaders

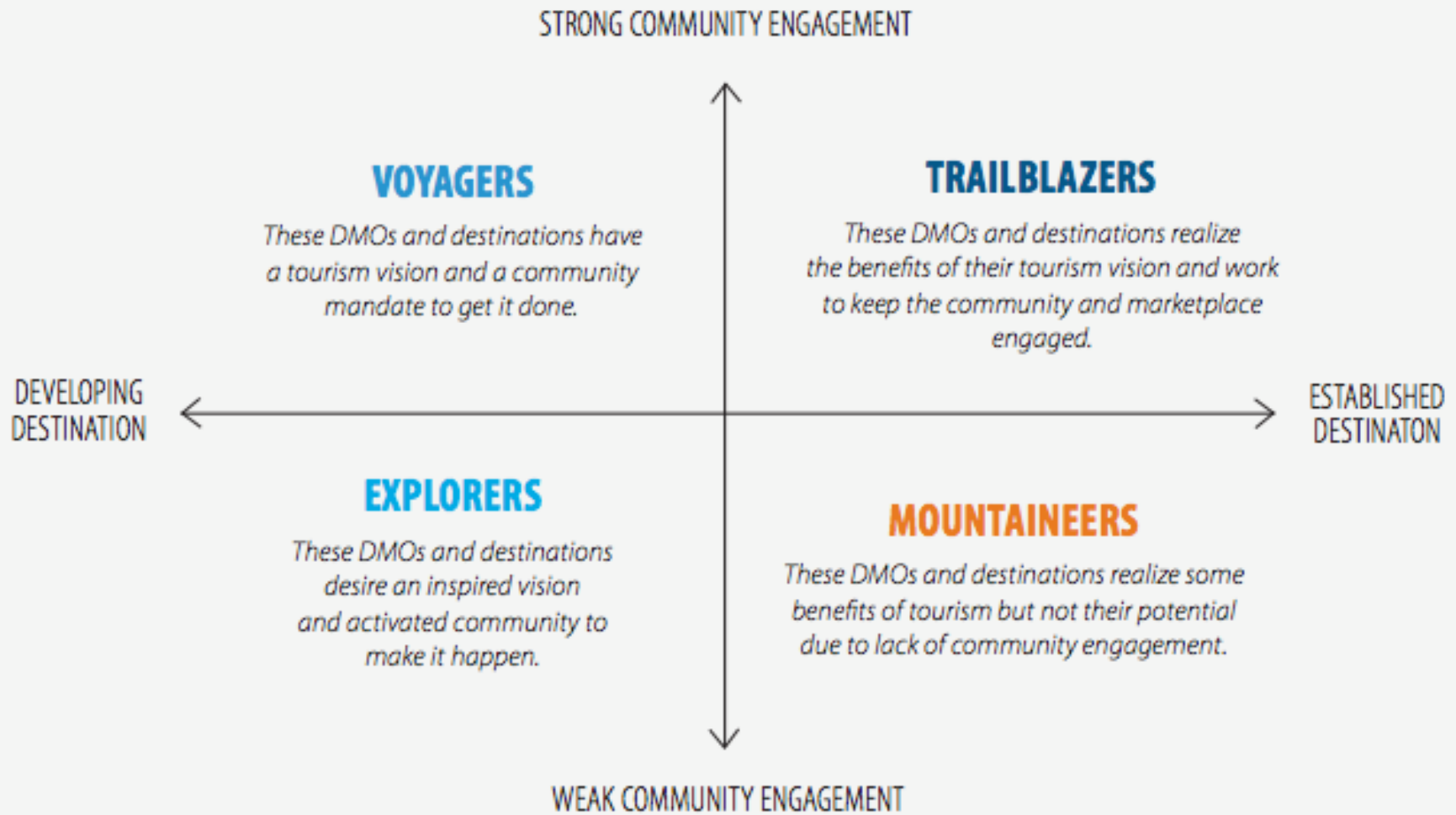
DESTINATION



A STRATEGIC ROAD MAP FOR THE NEXT GENERATION
OF GLOBAL DESTINATION MARKETING

DestinationNEXT focuses on the development of a transformational road map to the future for Destination Marketing Organization (DMO) leaders and their stakeholders. Actionable strategies will allow DMO stakeholders to benchmark themselves and their communities against a defined spectrum of destination scenarios, community expectations, and marketplace opportunities.

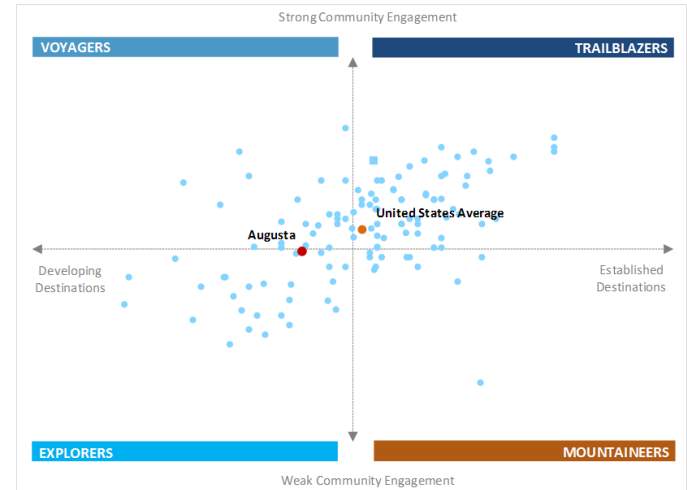
Destination Scenarios



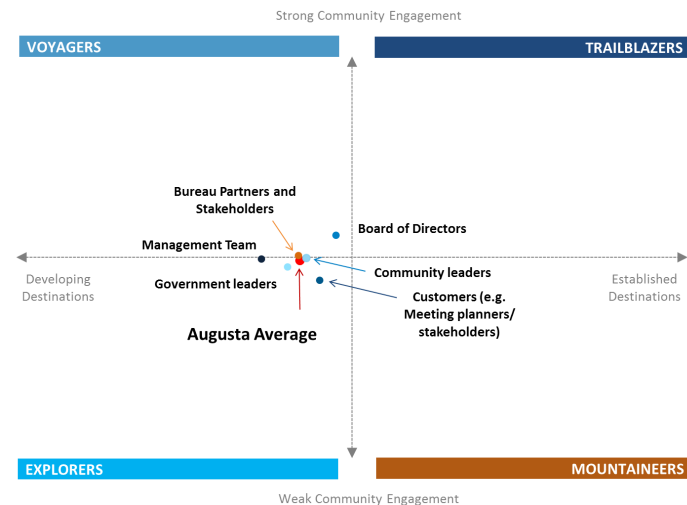
DestinationNEXT Assessment

- The results of the Assessment placed Augusta in the Explorer scenario, with below average score for destination strength and only slightly below average score for community support & engagement.
 - *A Destination Explorer is a DMO and destination that desire an inspired tourism vision and activated community to make it happen.*
- The industry plot on the right gives the location of Augusta against other U.S. destinations that have completed the comprehensive DestinationNEXT Assessment.
- The stakeholder plot shown to the right signals that there was very good alignment amongst the various stakeholder groups that participated in the assessment.

Industry Plot



Stakeholder Plot



DestinationNEXT Key Takeaways



Destination Issues

- High quality shopping
- Large, famous attractions
- Unique, vibrant neighborhoods
- Long-term convention facilities planning
- Local support for events
- Number of headquarter hotels
- Brand
- Mobility & Access
- Sports & recreation
- Wi-Fi
- Air Access



Community Support & Engagement Issues

- Attraction of workforce
- Tourism Master Plan
- Sufficient funding
- Local community support
- Regional collaboration

Ideal Future

The Board of Directors for Augusta CVB prioritized a list of ideal futures after a facilitated discussion to generate the list below.

	Ideal Future	Level of Importance	Standard Deviation
1	Refine Marketing Strategies	9.4	0.7
2	Complete Destination Plan by December 2016. Develop implementation plan and communication strategy by June 2017.	9.3	1.1
3	Establish New Partnerships	8.7	1.0
4	Increase Community Engagement & Support	8.5	1.2
5	Facilitate a Better Downtown Experience	8.3	2.6
6	Increase Local Buy-in on Brand	7.8	2.5
7	Identify Funds for a Product Development Grant	7.3	1.7
8	Increase Frontline Hospitality Industry Training	7.3	2.0
9	Leverage Existing Events/Recruit New Events	6.6	2.4
10	Increase Efficiency	6.1	2.8



Mission:

The official destination marketing and management organization enhancing the region's economy by positioning Augusta as a preferred visitor destination.

Augusta CVB Vision:

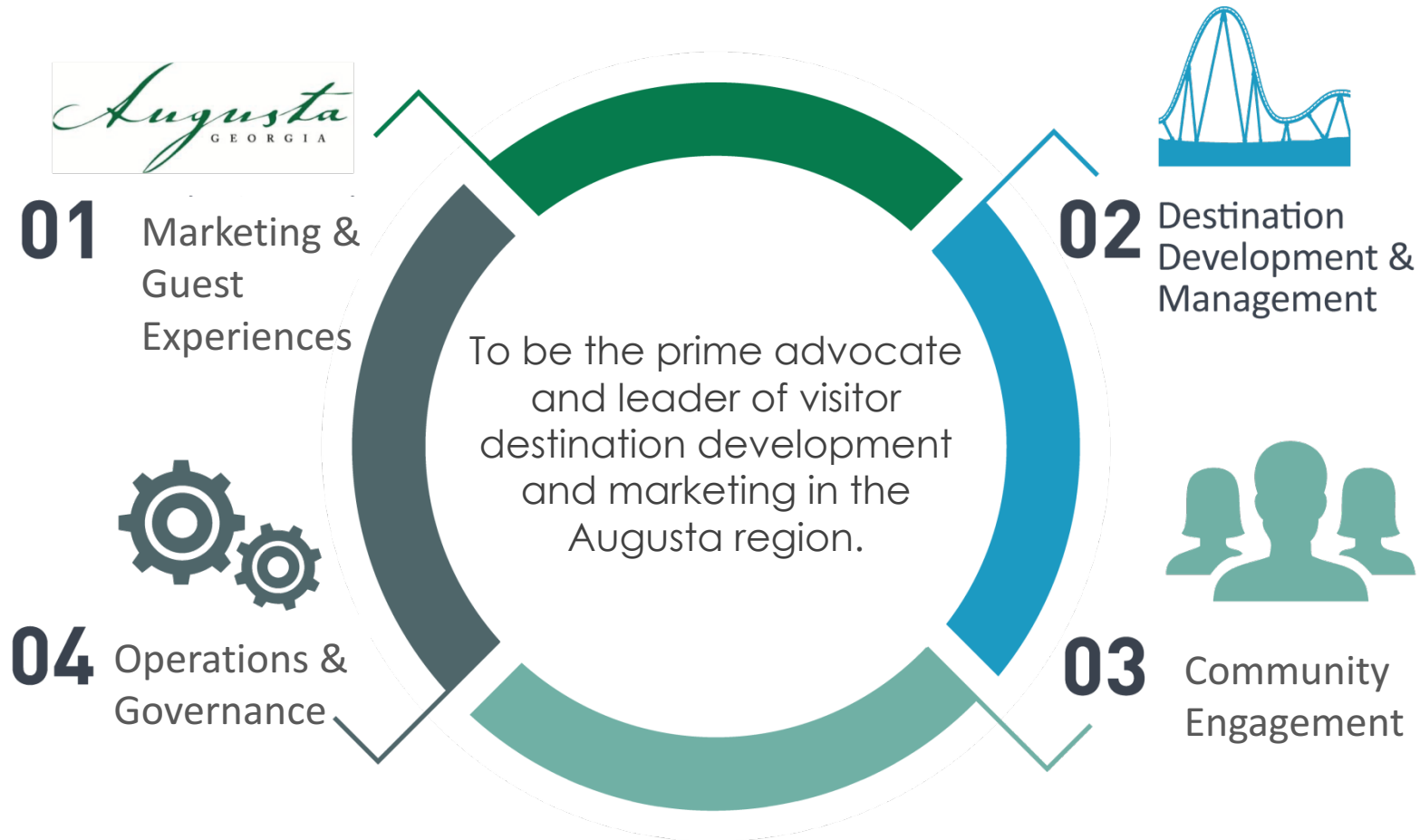
To be the prime advocate and leader of visitor destination development and marketing in Augusta's River Region.

Destination Vision:

Assure authentic Augusta experiences founded on our international reputation

Strategic Goals

During the Board of Directors workshop, four strategic goals were developed to accomplish the vision set forth for the next five years.





Goal #1 – Marketing and Guest Experiences

Objectives	Tactics	Years		
		2017	2018	2019
I. Innovative and interactive digital strategies engaging new target audiences.	a) Take advantage of new, emerging technologies (e.g., beacons)	■	■	■
	b) Develop and execute digital and social media marketing	■	■	■
	c) Increase engagement on social media channels	■	■	■
	d) Manage and execute content calendar for all internal marketing assets: social media channels, website, blog, e-marketing, local, regional and national PR	■	■	■
II. Improve guest experiences through creative group and leisure services.	a) Visitor center and retail operations		■	■
	b) Actualized meetings/conventions - Promote digitally to delegates prior to, and during the events through hashtags, landing pages, etc.	■	■	■
III. Utilize locals to tell Augusta's story	a) Blogs, magazine, social media, etc.	■	■	■
IV. Strengthen and expand collaborations and partnerships with local industry and economic development partners	a) Provide cross industry promotions		■	■
	b) Coordinate marketing with economic development partners (share research, creative, photo library, and co-op advertising)		■	■
V. Expand film services and marketing efforts	a) Increased and active marketing to film industry	■	■	■
	b) Participate in AFCl marketing and educational opportunities	■	■	■



Goal #2 – Destination Development

Objectives	Tactics	Years		
		2017	2018	2019
I. Promote and implement the Destination Development Action Plan.	a) Engage Destination Development Advisory Group in implementation Process	■	■	■
	b) Solicit support from elected officials, city departments, economic development organizations, industry partners across the region	■	■	■
	c) Identify and execute “early wins”	■	■	
	d) Identify and/or develop economic metrics for destination development projects	■	■	■
II. Enhance and develop guest experiences	a) Enhance and develop guest experiences <ul style="list-style-type: none"> i. Long term capital for future maintenance and updates ii. Implement golf car tours 	■	■	
	b) Identifying new experiences utilizing current partners	■	■	
	III. Explore private golf car shuttle services	■		
IV. Evaluate future of trolley tour operations		■		



Goal #3 – Community Engagement

Objectives	Tactics	Years		
		2017	2018	2019
I. Create and execute a community relations campaign to raise awareness of the benefits of tourism and the CVB’s role	a) Hit the speaker circuit (partner organizations, civic clubs, etc.)	■	■	
	b) Pursue partnerships with similar regional organizations		■	■
	c) Organize downtown restaurant and retail owner communications		■	
II. Local campaign to promote community assets and attractions to residents	a) Expand locals on social media - encourage sharing of photos and local pride i. Promote local social ambassadors – social media take over guest	■	■	■
	b) Explore and execute the use and promotion of a comprehensive community calendar		■	■
	c) Increase community outreach during national tourism week	■	■	■
	d) Increase presence and participation at local events to educate Community	■	■	■
	e) Create an app or new digital experience expanding The New Augustan online	■		
III. Destination discovery	a) Conduct tours (target audiences: elected officials, hospitality industry, local industry employee recruiters, realtors, AU staff and freshmen, and others)		■	■
	b) Create a video highlighting what to see and do in Augusta targeting the same audience above plus new residents		■	■



Goal #4 – Operations and Governance

Objectives	Tactics	Years		
		2017	2018	2019
I. New and renewable investment revenue.	a) Revise local code to change exemption from 10 days to 30 days; tax Airbnb rentals	■		
	b) Sponsorships and/or funding partners for new VC	■		
	c) Pursue corporate sponsors for events programs	■	■	■
	d) Explore the possibility of a CID		■	
	e) Renew professional services agreement with City in 2018		■	■
II. Enhance human resource development and productivity.	a) Facilitate positive office culture	■	■	■
	b) Explore new and creative professional development opportunities	■	■	■
	c) Align staff responsibilities (organization chart) with strategic objectives	■		
	d) Promote team environment and cross train	■	■	■