



2022-2025 STRATEGIC PLAN SUMMARY

OUR STRATEGIC PLAN

Throughout history, cities have suffered and survived devastating events, and city centers have continuously evolved, adapted, and reinvented as a result. Like our downtown, River City Company transformed significantly due to the COVID-19 pandemic, which is reflected in our new strategic plan. In October 2021, we commenced a strategic planning process to both further the health, priorities, and ambitions of the organization, and to accommodate the changes and challenges to downtown Chattanooga. As a team, we collaboratively established a new vision, reaffirmed our mission and collectively evolved our core values.



OUR VISION

Create and cultivate a world-class downtown for all.

OUR MISSION

To foster a vibrant and thriving downtown that is the economic, social, and cultural center of Chattanooga.

Together these serve as our organizational foundation. Additionally, we established major goals, key priorities, action plans and performance measures, while still allowing room for evolution given our rapidly changing environment.

OUR CORE VALUES

AUTHENTIC

To always be true to the people of Chattanooga and genuine in all of our actions, engagement, and inclusion of our community partners.

HIGH-QUALITY

To be committed to delivering our best efforts and excellent standard of measure in all we do.

TRANSFORMATIVE

To be adaptive, imaginative, and innovative to create lasting positive change that supports our community's needs, hopes, and desires.

COLLABORATIVE

To be open and work together with our community and partners to successfully achieve common goals.

PURPOSEFUL

To be intentional and meaningful in our service to our Chattanooga community and the work we provide.

STRATEGIC PRIORITIES & HIGHLIGHTS



ELEVATED URBAN EXPERIENCE

Leverage Chattanooga's unique assets through reflection and inspiration to create quality of place.

Implement the ONE Riverfront Plan:

- Reimagine Broad Street – Create a robustly welcoming signature public street that serves and enhances existing businesses, supports future redevelopment, and connects downtown districts and our community.
- Humanize Our Riverfront Parks – Evolve our riverfront parks into vibrant, high-quality, comfortable, people-centered gathering and recreation spaces for daily and local use.

Support the redevelopment of catalytic sites through planning, market research & technical support.

Enhance the livability of downtown by increasing housing, in-fill and parking lot development and the conversion of underutilized buildings.



COMMUNITY COLLABORATION & ENGAGEMENT

Partner with community stakeholders to expand capacity, unify ideas, and foster a vibrant signature city.

Curate inclusive downtown programming by partnering with diverse organizations, exploring community needs, surveying current perceptions and coordinating planning efforts.

Celebrate new businesses and cultures while honoring the history of downtown.

Create a downtown champion program.



FISCAL RESPONSIBILITY & DEVELOPMENT

Increase fiscal sustainability by diversifying funding sources in order to expand our reach and impact.



EMPOWER PEOPLE

Develop tools and a culture where all people connected to our mission are encouraged, supported and empowered with a sense of belonging and purpose.

Be present with partners, receptive and responsive to criticism, and actively seek initiatives to create inclusivity.

Develop enhanced data reporting on downtown market conditions.

Perform a livability and quality of place analysis to understand, reduce and eliminate accessibility barriers for residents, businesses and visitors.



OPERATIONAL EXCELLENCE

Strengthen and refine operational standards that align with and advance our mission.