

CRVA Sales & Marketing Plan

Fiscal Year 2016



INTRODUCTION

The CRVA strategic plan has continued to play a significant role in shaping the trajectory of our organization. FY15 has been a transformative year where we looked at ourselves internally to identify ways that we could better align our roles and our brands to best embody “One CRVA.” We also spent much of this year examining the type of research we needed to support effective decision-making and to create processes that mirrored our strategic direction.

The development of the FY16 Sales & Marketing Plan was no exception and became part of a collaborative budgeting process that looked to involve all areas of the organization so that priorities could be communicated at the onset and taken into consideration as we worked toward that final collective budget for FY16.

This year’s plan differs from last year’s plan because the audiences we serve are what we focused on first and foremost. Previous “One CRVA” plans have emphasized the brands themselves and areas of overlap or opportunities for collaboration. This year, we started off using an environmental scan with research that delved into the audiences we serve and background data that can help us sell and market to them most effectively. This scan will be updated as research becomes available with the idea that we can change course by taking advantage of the timeliest information to help shape our individual and departmental business plans.

Another area new this year to the overall Sales & Marketing Plan is the emphasis on the priorities that were identified by the Executive Leadership Team and given precedence by the team members involved in the planning. Together, we identified the eight sales and marketing strategies that aligned closest to the next generation of “burning platforms,” or highest important organizational concerns, that the CRVA should be laser-focused on. Each link back to our strategic plan. Coincidentally, these concerns aligned seamlessly

with the three original themes of the strategic plan – organizational excellence, competitive excellence and communicating our value. The four “burning platforms” that were identified include:

Accountable for destination profile: We know that promoting Charlotte is a “tide that lifts all boats” for the CRVA. We have proof that it works and a steady focus here will benefit all of our CRVA brands collectively. Today, the amount spent on tourism promotion in Charlotte is dwarfed by our competitors. There’s much groundwork to be done.

Influence destination infrastructure and competitiveness: We need to spend time examining what will drive the destination and our venues to ensure they are competitive over the long-term. How can we ensure we won’t lose our footing and fall behind other major cities and venues?

Be seen as the leader of the visitor economy: Bottom line, the visitor economy creates jobs and opportunities for our community. The CRVA needs to be seen as the catalyst in creating this economic activity.

Make our community a better place for our citizens: Beyond a \$6 billion economic impact for the industry, we know that the visitor economy has a direct impact on our city’s quality of life.

By keeping these “burning platforms” in “pole position,” we keep them top of mind in our work in promoting the CRVA’s brands. This year’s product is a true collaboration with representation from each of our team members who interact with the audiences outlined in this plan. We hope that as you read through this document, you see a strong influence of the strategic plan and the interconnectedness of how our brands link together.

PRIORITY STRATEGIES

Maximize the destination brand, ‘Charlotte’s got a lot,’ as a means to foster awareness and influence travel decisions and site selection.

In FY09, the CRVA recognized, with the help of our strategic partners, that a unified brand for the destination was not only lucrative business, it was imperative to draw all messaging and marketing points together and to define the uniqueness of the Charlotte region, thus resulting in the launch of Charlotte’s first destination brand ‘Charlotte’s got a lot.’

It’s important to note that ‘Charlotte’s got a lot’ is not intended to be “owned” solely by the CRVA. It’s meant to be a community-supported brand that has many advocates and ambassadors who all represent the ‘a lot’ the region has to offer. A critical piece of the destination brand is the buy-in of our community and we’ll continue to spend time in FY16 educating stakeholders on the power and value of destination branding. As outlined in a national study by Oxford Economics, we know that strong tourism promotion fuels economic development and areas such as building transportation assets, raising the destination profile, attracting strategic events and enhancing quality of life.

We also know that for every dollar we spend in consumer-facing paid media, we see a \$112 return in spending in Charlotte area businesses. And for every dollar of paid media spent out-of-market, we produce \$6 in tax collections. Combine the efforts on the paid destination promotion side with earned, shared and owned media branding initiatives and our time and monetary investment will only continue to be amplified. In FY16, CRVA will focus its energies in fostering brand awareness with critical stakeholders in our community to encourage awareness for tourism promotion, and extend the reach of the ‘Charlotte’s got a lot’ brand to support a strong visitor economy.

Advocate for hospitality and tourism interests in the community, identifying representation and development opportunities that convey the visitor experience and industry as an economic generator.

The CRVA serves stakeholders as unique as the brands we work to manage and promote. In recent years, the company has restructured, identifying and implementing efficiencies and best practices across each of the five brands the CRVA touches to ultimately achieve a “One CRVA.” Our mission states the following:

“The purpose of the CRVA is to lead the effort in maximizing the region’s economic potential through visitor spending; creating jobs and opportunities for our community. Our valued employees achieve this through leadership in destination asset development, marketing and venue management expertise.”

The impact of the visitor economy is undeniable. Visitor spending generated \$6 billion in the Charlotte MSA in 2013. By continuing to have a leadership role in the community in FY16 and beyond, CRVA will position itself as a driver of economic impact and champion of the industry. This sizable benefit continues to contribute to the region’s quality of life and infrastructure year after year with tangible benefits for visitors and residents alike. CRVA will work to drive these hospitality and tourism interests that affect the future health of this industry and the local economy.

The CRVA’s strategic plan emphasizes advocacy as a focal point in a number of areas that are intertwined with our role in supporting the competitiveness of our city overall. The “Create Stakeholder Alignment” and “Advocate the Value of Hospitality and Tourism” directives provide us with the solid footing we need in our community to be able to create assets and opportunities that reinforce the visitor economy.

A recent example demonstrating our need for stakeholder alignment and set for FY16 is the long-range competitiveness study for the Charlotte Convention Center, the district surrounding the center and Charlotte as a visitor destination is

currently underway. The study will provide a 20 – 30-year outlook and will be conducted by a third party, the Strategic Advisory Group (SAG). It will be an essential step forward tied to our strategic plan as we examine the study’s 360-degree perspective of what makes our region competitive for meetings and conventions as well as attractive to visitors. The CRVA needs the community’s support to rally around the future needs of our destination.

Exceed customer expectations across CRVA brands to generate effective delivery of sales and marketing promises, repeat business and positive word-of-mouth referrals.

Customer service is at the core of each CRVA brand and exemplified in its revamped vision statement as a part of the recent strategic planning process:

Charlotte will be recognized as a leading destination, delivering experiences that uniquely enrich the lives of our visitors and community.

“Delivering experiences” is more than a simple customer interaction. It speaks to the entire experience a visitor or customer has from beginning to end when in Charlotte or at a CRVA venue. It’s comprised of the perceptions they had before even experiencing the destination or a CRVA brand, their actual interaction and their recollection of the entire process.

“Lead in Destination Visitor Experience” was outlined as one of four “Customer” strategic planning areas of focus. One of the most defining pieces of this will be the level of customer service we deliver and how this level becomes a competitive advantage for our organization. To shepherd this initiative, the CRVA looked at both internal and external resources that could help develop a strong vision here. The result is the Customer Experience Program created in FY15 with guidance from the Biltmore Center for Professional Development. The roll-out will continue in FY16 and provides a “train the trainer” model that ensures all CRVA employees, whether they work directly with our customers or internally with our team members, possess the knowledge to carry out our own defined level of exceptional

customer service. The established philosophy of this program states:

“Every CRVA team member is an ambassador for Charlotte. We represent our city by setting the standard in southern hospitality. By living out our core values, we offer an authentic, personalized, and memorable experience for every customer we serve.”

The CRVA is committed to this philosophy and recognizes that it’s the experience that truly generates the repeat business and positive word-of-mouth referrals. These referrals have proven to be the most effective basis for future decision-making as well. Dedicated trainings for CRVA venues will strive to enhance its increasingly prevalent commitment to customer service for both full-time and part-time staff in FY16.

Communicate relevant and valuable content strategically to attract, acquire, and engage target audiences, ultimately driving consumer action.

Destination marketing content carried through ‘Charlotte’s got a lot’ is bigger than our brand. It’s a means to tell the destination’s story. The CRVA aims to share not just a marketing message, but objective and compelling insights that customers are looking for when they decide on travel plans. This type of content captures mindshare and generates lasting exposure to friends, followers, fans, readers and potential visitors. This is exemplified through tactics such as, but not limited to, the charlottesgotalot.com digital experience, our production of pieces such as Charlotte Happenings and the Official Visitors Guide and our social media channels. Through timely and relevant content based on their interests, we strive to influence potential visitors showing signals of intent to travel and engage them at a deeper level.

This same strategy extends to Bojangles’ Coliseum, Ovens Auditorium, the Charlotte Convention Center and the NASCAR Hall of Fame. Consumers will be targeted using relevant and valuable content to drive guest attendance and promote consumer trust in each of our brands. This could extend tactically to elements such as e-marketing pushes to drive ticket sales to an

identified demographic for a performance at Ovens Auditorium or targeted content geared towards the NASCAR avid fan on nascarhall.com.

The Charlotte Regional Film Commission benefits from this content focus as well. The more information producers are armed with about a destination, the more likely they are to see the tangible and intangible benefits of a region like ours for their production. This even extends to CRVA's efforts to enhance front-line customer service by providing valuable content to hospitality and tourism workers across our community, who more often than not, are a visitor's first impression.

Engage visitors in the pre-, during and post-stages of the travel process to enrich their visits with helpful resources that showcase destination assets and encourage repeat business.

This strategy seeks to connect with visitors, customers and guests of CRVA brands including the NASCAR Hall of Fame, Charlotte Convention Center, Charlotte Regional Film Commission, Bojangles' Coliseum and Ovens Auditorium before and during their visit. It will also encourage them to supply valuable feedback for research purposes and engage them through content that will encourage repeat business. When it comes to post surveys, this is another piece that plugs into our strategic plan to utilize research to execute effective business decisions. By following up on visitor, customer and guest experiences, we're given valuable insights that allow us the flexibility to adapt our marketing and operational strategies. In FY16, we definitely have room to grow and expand in developing these post-reporting processes for our brands.

For a tactical example, this could take place through Official Visitors Guide requests, which could then be followed up on post-visit with a survey, special offer or targeted content to elevate Charlotte into the consideration set for future trips. This strategy also speaks to ensuring that the CRVA employs tactics in FY16 to serve as supplemental engagement interactions with the consumer, which will ultimately enhance their experience, likelihood for positive word-of-mouth testimonials and overall visitor spend.

Target meeting planners and cultivate relationships in key market segments to pursue the appropriate business mix for the Charlotte region.

CRVA's strategic plan looks to examine the organization's efforts in creating convention assets in Center City and drawing planners to choose Charlotte via our "Lead in Destination Asset Development" and "Create a Convention Center District" areas of the plan. Conventions generate the largest share of revenue despite making up just 20 percent of event types. Nearly 32 percent of all revenue for the Center is convention-related, while meetings generate another 28 percent. Even though meetings make up 61 percent of the event types held in the Charlotte Convention Center, because meetings tend to be smaller, they take far more events to create a substantial impact on revenue.

Good hotels, cost of travel to a destination, costs within a destination, convenient airline service, ease of access for delegates and high value are the top six criteria national meeting planners chose when ranking by level of importance. With hotels topping the list, the scarcity of Charlotte's room blocks becomes more of prevalent concern. As the hotel development underway in several competing markets moves forward, groundwork will have to be made up elsewhere for our city to remain competitive. Meanwhile, when comparing venues, national meeting planners rate staff support, number of breakout rooms, adequate seating size for the largest session, rental rates and wireless technology as the top six criteria in terms of importance.

Convention sales efforts will continue to secure meetings and events that generate substantial economic impact for the region. The focus is selling to events that are the right size, mix and type of business that best maximize the destination's assets. On a tactical level, CRVA has examined the types of conventions and industry tradeshow it targets annually as a part of this analysis to ensure they're effectively concentrating their energy into the optimum planners and customers that will benefit the region.

Approximately 43 percent of the events booked via Visit Charlotte are held in the Charlotte Convention Center. These bookings make up 17 percent of all Center events. But since the restructure to “One CRVA,” the organization has also been capitalizing more strategically on the NASCAR Hall of Fame through these efforts, consolidating the Visit Charlotte and NASCAR Hall of Fame sales teams. More than 300 events utilize the Hall annually and 90 percent of the major conventions at the Center host their receptions and welcome events in the venue. Sales and marketing efforts will continue to leverage these opportunities in FY16.

Market Charlotte to convention and trade show customers and work to place the business in dates that will benefit both the organization and Charlotte community.

Citywide events provide a future base of business for the area and are typically booked by internal seasoned meeting planners, external third party planners or a combination of the two. Competition is tough for this business. This market can and does directly compete with corporate demand in hotels as many groups want to book weekday patterns. Booking these groups requires trusted, long-lasting relationships with both customers and the hotel community that CRVA will continue to foster in FY16.

Need periods are another aspect to consider on the sales and marketing front with conventions and trade shows. The CRVA can further collaborate on the internal sales and marketing side to align tactics that help direct business during need periods.

Capitalize on the competitive advantages of the Charlotte region and CRVA venues that encourage meeting planners to book.

There are several competitive advantages for Charlotte that encourage planners to bring meetings and events to the region. This represents areas like the motorsports concentration in the Charlotte region, which serves as a one-of-a-kind, dynamic selling point in the sales process that

inspires site selection and generates excitement for visiting groups at places like the NASCAR Hall of Fame. In research that examines convention center site selection nationally, the top two factors point to “helpfulness of staff” and “competency of management.” This ranks higher than the actual physical amenities of a convention center like breakout rooms and adequate seating, demonstrating that customer experience should continue to be a benchmark of CRVA’s sales strategy.

Competitive advantages also encompasses the culinary strengths at the Charlotte Convention Center in the catering department. The Center has become widely known for delivering consistent and quality meals not just in the Charlotte community but also among national meeting planners. For the convention sales team, the city’s compact, walkable cityscape, accessibility of Charlotte Douglas International Airport, climate, affordability and the city’s safety are all distinct competitive advantages that influence meeting planners to choose Charlotte. The CRVA will thoroughly continue to research, hone and identify these advantages in FY16 to market and sell these strengths.

Opportunities exist based on the logistical criteria feedback expressed by meeting planners regarding the Center. Charlotte falls towards the back of the pack in comparison to 40 other major meetings destinations in areas like “good restaurants,” “variety of things to do” and “pre and post tourism opportunities.” Much could be communicated here via our destination branding initiatives and our sales team’s relationships to help curb these perceptions.

SUPPORTING STRATEGIES

Connect with visiting friends and relatives (VFR), the leading source of visitors who come to Charlotte, through engagement that influences travel-planning decisions.

Approximately 45 percent all visitors come with a primary purpose to visit someone who lives here. This strategy seeks to create destination advocates for these residents who host visiting friends and relatives (VFR). Outreach initiatives cover the ‘a lot’ Charlotte has to offer including hotels, attractions, dining and nightlife, entertainment and more; among these assets, the NASCAR Hall of Fame, Bojangles’ Coliseum and Ovens Auditorium. With more than 2.3 million residents in the Charlotte MSA, there is no bigger opportunity to increase tourism in Charlotte than to influence the people who already live here.

Recent examples of tactical destination efforts to connect with VFR include initiatives surrounding NC Craft Beer Month and Charlotte Happenings, an in-market publication with a circulation of 25,000. In the first three months of distribution, the latter had already generated a 31 percent rate of awareness among people who hosted friends and relatives within the last three years and who intend to host friends and relatives in the future. This compares to a 21 percent level of awareness of charlottesgotalot.com.

The focus on VFR will be especially essential as we advocate for the importance of tourism promotion among key stakeholders as well. After all, these are residents who are hosting VFR too. Enhancing branding around the city will create awareness and recognition and reinforce the education currently in progress.

Solidify role as the trusted source of information that influences travel to Charlotte.

Overall, the primary purpose of visiting Charlotte in 2014 was for leisure. There are two types of leisure trips; visiting friends and relatives (VFR) and things to do. Things to do trips involve the

various reasons visitors could choose to come to Charlotte that do not include business or visiting a friend or relative, comprising 41 percent of all trips to Charlotte. Shopping, fine dining, theme parks, and cultural activities like theater, museums and historical landmarks are among the top activities for visitors.

Through targeted content strategies across paid, owned, earned and shared media, CRVA strives to connect with its visitors and guests and provide valuable insider information that influences consumer behavior to visit Charlotte, come to a CRVA venue or attend an event. Continued efforts will speak to our strong commitment to a robust digital footprint through e-marketing, destination information on CRVA websites and social media outreach. In turn, this commitment to providing trusted information across offline and online resources encourages visitors to experience more, ultimately increasing their visitor spend and enhancing their overall visit.

The CRVA also works to inspire travel to Charlotte through its employees based within each brand. Commitment to customer service is designed to create a memorable experiences at CRVA destinations, ultimately encouraging return business and positive word-of-mouth referrals.

Leverage Charlotte’s distinct competitive advantage of motorsports assets to enhance destination recognition and motivate travelers to experience them.

Approximately 90 percent of the NASCAR touring series teams call North Carolina home—and most of those are in the Charlotte area. Drivers, pit crews, team owners and many corporate sponsors live and work within a 40-mile radius of Charlotte. The NASCAR Sprint Cup All-Star Race, the Coca-Cola 600 and Bank of America 500 are three races that draw hundreds of thousands of visitors, while additional races, NASCAR-themed attractions and tours, corporate events and zMAX Dragway races contribute to the vibrancy of this industry.

For all of these reasons and more, the NASCAR Hall of Fame is a complement to our Charlotte cityscape. In FY16, the CRVA will continue to

leverage the strong motorsports presence the region has to offer, which as demonstrated through the concentration of motorsports assets, is an iconic industry that is intrinsic to the destination's identity and the brand promise of 'Charlotte's got a lot.' Most importantly, it attracts travelers and avid fans.

By examining the NASCAR Hall of Fame's target demographic, avid and casual males ages 35 – 64 as well as the 48 percent of Charlotte's DMA that expresses an interest in NASCAR, the potential viability for further penetration in the Charlotte market alone is clear. Nationally, the attraction has seen attendees hail from all 50 states. The CRVA will continue to market this competitive advantage of motorsports concentration for the destination, which also validates our investment in the NASCAR Hall of Fame and its lasting benefits to the city.

According to NASCAR research, three of the NASCAR Hall of Fame's top ten DMAs of origin appear in NASCAR's top five markets for interest in NASCAR. New York is the largest market for interest in NASCAR and is tied for fourth in the top markets for the NASCAR Hall of Fame. Philadelphia and Atlanta are also top five markets for interest in NASCAR and appear in the Hall's top ten DMAs of origin. Greensboro, Greenville and Charlotte are the top three markets nationwide in percentage of household viewership of NASCAR. All three markets are included in the top destinations of origin for the Hall. Proof of "avid fan" strategy is shown in this data. NASCAR fans overlap with visitors to the venue, and both NASCAR and the Hall share many of the same top markets.

Communicate with key consumer segments based on geographic, psychographic and demographic variables to impact behavior.

The CRVA uses a wide variety of research to determine what implementation it should use for each brand, mirroring our commitment to evidence-based decision-making reflected in the strategic plan. Visitor profiles for various brands look at consumer behavior by breaking down factors such as their spending patterns and what

drives them to make purchasing decisions. We study how determining factors such as age, race, gender, marital status and earning power influence who the CRVA is trying to engage.

This type of research is what drives the CRVA's sales and marketing plans. It ensures that the organization's efforts are supported and guided by research, which also enables CRVA to review, change course and put into action as needed in a nimble and cost-effective manner if the research points to specific economic or environmental conditions that impact operations.

This research is broken down by the type of consumer, visitor, guest and customer that we target for each of our CRVA brands within the environmental scan. New in FY16, the environmental scan will be updated on a quarterly basis as we work to make the sales and marketing plan as a whole, a more fluid process. Research efforts examining these audiences take place throughout the year and the idea is to make it available so efforts can be redirected as needed based on these findings. This new approach will also help us shift to analysis based on predictive behavior. If we can make progress in predicting trends, we allow ourselves to get ahead of the curve instead of just reacting to it.

A shift in FY16 will also be made on the destination side in terms of consumer-facing dollars. These additional resources will rely on this geographic, psychographic and demographic variables to support earned, owned, shared and paid media efforts that connect directly with potential visitors and influence them to choose Charlotte.

Furthermore, these types of forward-thinking projections support more than our sales and marketing strategy. They support our ability to move the needle on strengthening the visitor economy overall in some of the major areas outlined in the Oxford Economics study. For specific types of consumer behaviors represented in this strategy, please reference the current environmental scan.

Maximize regional recreation facilities to book new and expanded youth and amateur sports events.

Amateur sports accounted for more than half of Visit Charlotte's total room night production in 2014. There have been 552 events, utilizing more than 730,000 rooms and bringing more than 2.5 million people to Charlotte over the past 3.5 years. Under the leadership of the CRVA, the community has actively been pursuing the amateur and youth sports market for more than ten years now. The market generates a sizeable economic impact for the region, serving as a hotel room night generator for oftentimes need or low demand periods (holidays, weekends and the summer), which traditional convention business doesn't necessarily fill. This business often impacts outlying areas and limited service hotels beyond the Center City footprint due to the concentration of sports facilities, fields and park space across the region.

Youth amateur sports makes up nearly 69 percent of the total room nights associated with sports bookings over the past 3.5 years. Combined with collegiate sports, 95 percent of Visit Charlotte room nights are categorized in these two classes of competition. The top sports booked by Visit Charlotte are baseball and softball, which generate more than a quarter million room nights. Basketball is the second highest room night generator, largely because of the CIAA, followed by soccer, football and cheerleading.

While visitor spending per person is lower than that of a meeting attendee, athletes tend to travel with their parents, siblings and sometimes extended family, generating revenue for food and beverage, occupancy, sales, gas and rental car taxes. These events typically book in the short term and are especially important to the suburban limited and full-service hotels that depend less on city-wide convention business. CRVA is committed to learning more about how its sports facility assets compare to competitors, which will see how future business can be won.

The CRVA will need to advocate for additional facilities as well as upgrades to current facilities to support the demand and ensure we remain competitive in this arena. Stakeholder alignment is continuously a factor as well. We rely on strong relationships with Mecklenburg County Park &

Recreation, local colleges and universities and other venues to help us meet the needs of these very important clients.

Influence international tour operators and domestic group tour operators to choose Charlotte based on the region's wide range of assets.

According to American Bus Association, the motorcoach industry is North America's most efficient people mover, with more than 750 million passengers annually. One overnight motorcoach visit is worth up to \$11,660 to the Charlotte region and averages 40 people per coach. This average dollar amount includes meals, lodging and shopping. The Charlotte region tracked more than 275 overnight motorcoaches that visited in 2015 and will continue to foster relationships with group tour operators that bring this business to the area.

In terms of international visitors, the CRVA will work to collaborate with Visit NC's efforts, which target international tour operators that influence the top feeder markets of origin. International travelers stay longer and spend five times more than domestic travelers on average, often visiting multiple cities and regions during the duration of their visit. Partnership with other regional destinations will also be explored to create opportunities that showcase Charlotte among the region's best assets.

Grow and maximize Charlotte's ability to meet the demands of Charlotte's short-term meetings and events market.

Visit Charlotte's Bureau Express team focuses on groups that use less than 300 rooms on their peak night. Of the 1.4 million rooms that Visit Charlotte has produced over the last 3.5 years, 16 percent have been non-convention events that take place in hotels and other meeting facilities in the city. This group serves as an extension of Charlotte hotels' sales efforts and is highly valued by our hotel partners as it focuses on short-term need periods. Bureau Express will actively target small market meeting planners to grow this valuable market segment.

Coming out of an economic downturn, Charlotte's hotel industry is seeing peak performance levels

with strong transient business. Group business still remains critical though to hotels, because when economic conditions or other external factors emerge, transient business is the first to go. A focus on short-term bookings can help backfill the number of conventions and tradeshow on the books in FY16.

Explore and pursue different sectors of business beyond conventions and tradeshow to generate utilization of CRVA facilities.

Complementing the convention business booked at the NASCAR Hall of Fame, there's also a significant event mix comprised of non-convention related event business. The latter often targets specific spaces of the venue such as the Legends Room, High Octane Theater and Theater Lobby. Continued sales efforts will work to broaden this reach to encourage planners and businesses to consider the flexibility of the venue as a group-friendly destination, educational setting and unique meetings venue. Sales efforts also include the promotion of social events, team-building packages, corporate and hospitality programs, education and civic groups and group tours like the "Racing Insiders Tour."

The Charlotte Convention Center also relies heavily on this non-convention segment that utilizes the facility. These events are primarily comprised of consumer shows that are already aware of the facility and its amenities and bring the events directly to the Convention Center to book in the short-term. The CRVA will cultivate existing relationships with these planners to broaden this scope of work and introduce venue offerings they may have been unaware of previously.

This also extends to venues like Bojangles' Coliseum and Ovens Auditorium as they work to creatively attract bookings including non-traditional events for the venue that are vital to the community such as high school and college graduations. The venues hosted more than 20 of these events in May/June 2014. The return of the Charlotte Checkers to Bojangles' Coliseum will inject a stable revenue flow into the venue's bottom line with the addition of more than 40 events in FY16. The CRVA will work closely to ensure the team's

needs are met as they come home in November 2015.

Engage and pursue customers to bring business that best utilizes the multi-purpose capabilities of the CRVA's facilities and city venues.

CRVA will continuously work to develop key relationships with promoters to ensure Bojangles' Coliseum and Ovens Auditorium are top-of-mind in the consideration set for the appropriate event mix including concerts, family shows, sporting events and performances, thereby increasing the quality of events that will ultimately build revenue. These city-owned facilities are widely recognized as an important piece of Charlotte's history and there is continued support to maintain and utilize them by the City and members of the community. The Checkers' homecoming will breathe new life into this city-owned asset when renovations involving new seating, locker rooms, scoreboard, a VIP area, sound system and more are complete.

The CRVA is also looking at the long-term future of Ovens Auditorium as it turns 60 years old heading into FY16. A modernization study will look at ways we can keep Ovens competitive for the next 20 years by assessing various areas such as seating capacity, the lobby configuration and dressing rooms. Most importantly, we're considering how we can continue to keep this community gem a treasured asset for years to come by evaluating our city's demographics, the demand for performing arts and competitiveness among other venues.

With the absorption of the Charlotte Regional Film Commission into the CRVA's operations in FY15, our team is still navigating the current climate of the limited statewide \$10 million film grant program in place of the previous refundable tax credit program. The commission will continue to tout the filming resources and location opportunities, including the counties represented in both North and South Carolina, to recruit productions and educate them on the value they receive by choosing the Charlotte region. Competition is aggressive as North Carolina contends with Georgia and Louisiana, both of which offer up to 30 percent credits for taxes on film production.