

CRVA  2010
FISCAL YEAR
REVIEW



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FY 2010 - YEAR IN REVIEW

>> SOUTHERN HOSPITALITY; WORLD CLASS CUSTOMER SERVICE

Inspired. Thankful. Optimistic. It's difficult to summarize this past fiscal year in one word, but I am inspired after a year filled with healthy increases in hotel occupancy, I'm thankful for new amazing accomplishments such as the opening of the NASCAR Hall of Fame, and optimistic that this coming year will provide us with just as much growth opportunity as the last.

Despite an economy that took a steep turn downward a couple of years ago, we maintained a steady focus with a strong strategic plan and aggressive expense management. This past May, we welcomed the largest convention (the National Rifle Association) in our history during the same week of the opening of the NASCAR Hall of Fame during a month that brought in well over \$400 million in economic impact. We did all of this while delivering Southern hospitality and world-class customer service.

We surpassed our room night goal by booking over 354,000 rooms. We helped design, produce and market the new food court, Delish, in the Convention Center while opening the Crown Ballroom, 40,000 square feet of new meeting and event space! Our new video, "Welcome to Charlotte!", has highlighted the numerous exciting venues and attractions that we are all so proud of and share with the rest of the world. Our amateur sports market continues to bring in the highest number of room nights in any given year, whether it is for the CIAA, the National Softball Association or the ACC Football Championship. We know how vital this market is to the overall success of our region, and we will strive to strengthen our sports facilities/opportunities this year.

The nation is again looking at Charlotte with our bid for the Democratic National Convention (DNC) catapulting us to one of the four cities in contention for the 2012 historic event in Charlotte. We met the expectations of the committee and should know by December if we will host the DNC in 2012. This, together with the Dr. Pepper ACC Football Championship, our efforts to renew the CIAA tournament for three more years and the ongoing support from our region's leadership will again mean success for Charlotte. We will need to keep focused while implementing our strong Fiscal Year 2011 strategic plan.

We can all be proud of these and so many more accomplishments of the past year, but let's remember that one of the most redeeming qualities of our staff and volunteers is the relationships that we have solidified and helped flourish over the years. Our partners keep us going and keep us energized.

We continue to Market, Manage and Maximize every opportunity we can uncover. I am proud to be a part of the incredible success that we have achieved and none of this can be accomplished without a resilient, skillful team. Thank you to our Board of Directors, volunteers and partners who make our job so much easier and enjoyable. We appreciate your support and look forward to another fantastic year.

Tim Newman

Sincerely,
Tim Newman
Chief Executive Officer



IMPACT OF TRAVEL & TOURISM

>> 2009 ECONOMIC IMPACT OF TRAVEL - CHARLOTTE METRO (NORTH CAROLINA COUNTIES ONLY)

COUNTY	EXPENDITURES (\$ MILLIONS)	% CHANGE 08/09	PAYROLL (\$ MILLIONS)	EMPLOYMENT (THOUSANDS)	STATE TAX RECEIPTS (\$ MILLIONS)	LOCAL TAX RECEIPTS (\$ MILLIONS)
Mecklenburg	\$3,330.25	-8.5%	\$1,235.05	41.49	\$166.38	\$90.70
Cabarrus	\$ 281.09	-2.7%	\$ 67.57	3.62	\$ 17.10	\$ 4.74
Gaston	\$ 176.72	-5.1%	\$ 29.60	1.66	\$ 10.50	\$ 3.17
Union	\$ 86.32	-9.5%	\$ 14.27	0.82	\$ 5.05	\$ 1.68
Anson	\$ 13.59	-7.7%	\$ 1.77	0.10	\$ 0.82	\$ 0.36
CHARLOTTE METRO (NC COUNTIES) TOTAL	\$ 3,887.97	-8.0%	\$1,348.26	47.69	\$199.85	\$100.65
NORTH CAROLINA STATEWIDE TOTAL	\$15,616.14	-7.4%	\$3,906.86	183.79	\$841.27	\$509.93
CHARLOTTE METRO % OF NC STATEWIDE TOTAL	\$ 4,383.41	-8.0%	35%	26.0%	23.8%	19.7%

*York County, SC - part of the Charlotte MSA - figures were not available at the time of publishing



CRVA FACILITIES YEAR IN REVIEW

Fiscal Year 2010 was a year of operational success and revenue-generation challenges for CRVA venues.

The highlight of Fiscal Year 2010 for CRVA facilities was marked by the opening of the NASCAR Hall of Fame project. The three components of the project, to be managed by the CRVA, were delivered "on time and under budget" by the City of Charlotte. The opening of the project was a team effort, with the NASCAR Hall of Fame staff being supported by the CRVA facilities staff from other venues.

In addition to the NASCAR Hall of Fame's state-of-the-art tribute to the history of NASCAR, the project also features a 1,000-space parking deck and 42,000 square foot Crown Ballroom. Each of these elements dramatically improves Charlotte as a tourism and special event destination. Both the NASCAR Hall of Fame and parking deck will be managed as new CRVA operating divisions, while the Crown Ballroom will be operated as part of the Charlotte Convention Center.

Ovens Auditorium and Bojangles' Coliseum endured a year of difficult economic conditions and increased competition in the market. This combination resulted in an overall decrease of event volume, which in turn caused revenues to fall short of budget. Both venues hosted events of note during the year. Ovens Auditorium hosted a four-week run of the Broadway Show *Wicked*. Bojangles' Coliseum saw the Southern Conference Men's and Women's Basketball Championships successfully return to the venue for the first time since 1972. Customer service ratings for both venues continued to be solid, though many ratings were impacted by the age of the venues in comparison to their "younger competition".

To address the challenge of declining revenues, a significant change to how the Auditorium and Coliseum book events was made in the 4th quarter of the fiscal year. The CRVA entered into an agreement with Starbooker Presents to provide exclusive booking services to the venues. In the Starbooker relationship, the CRVA anticipates that increased quantity and quality of industry contacts will result in increased event volume and gross revenues. Stabilizing the financial position of the Auditorium and Coliseum will in turn permit a more

aggressive program of capital improvements in future fiscal years.

Like the Auditorium and Coliseum, the Charlotte Convention Center faced a challenging year in terms of revenue generation. Following a national trend, overall attendance at conventions and trade shows hosted by the venue was down, negatively impacting ancillary revenues. Revenues generated from local events continued to lag behind previous fiscal years. Like the Auditorium and Coliseum, increased activity in the 4th quarter and a director of sales change in convention and conference sales created a sense of optimism that Fiscal Year 2011 will be a better year.

Major physical changes took place in the Convention Center in Fiscal Year 2010. The addition of the Crown Ballroom, a parking deck, a physical connection to the NASCAR Hall of Fame, a new branded food court, and additional office space all took place at the venue during the fiscal year. All of these changes better position the venue to compete in the increasingly competitive convention and trade show market in Fiscal Year 2011. Even with all of these challenges and activity, the Convention Center continues to earn outstanding customer service ratings. From the largest of conventions, like the National Rifle Association Annual Meeting, to the smallest of local meetings, Convention Center customers continued to be impressed by the venue's ability to deliver services that make for successful events.

Time Warner Cable Arena hosted a wide variety of concerts, entertainment, and sporting events during Fiscal Year 2011. CRVA, in its capacity as the provider of "back-of-house services", maintained the venue and successfully supported these events. With an ownership change for the Charlotte Bobcats, a move to a higher quality league for the Charlotte Checkers, and a full slate of college basketball games on the books, Fiscal Year 2011 looks to be another busy year for the Arena.

CRVA venues weathered the storm in Fiscal Year 2010. They are positioned to better compete and ride whatever wave of economic recovery comes in Fiscal Year 2011.



>> CRVA PERFORMANCE - FISCAL YEAR 2010 ORGANIZATIONAL GOALS

GOAL	RESULT
<p>CRVA GLOBAL Grow Fund Balance by \$100,000 Increase MWBD Opportunities by 5% over FY09</p>	<p>Actual \$207,000 Actual 14%</p>
<p>CHARLOTTE CONVENTION CENTER Limit Projected Operating Deficit to 95% or less of budgeted amount Meet CCC GSF Booking Targets > 20.8M Sq Ft for FY11 > 19.2M Sq Ft for FY12 > 19.2M Sq Ft for FY13</p>	<p>Goal \$3.7M, Actual \$4.4M Actual 17M Actual 11.3M Actual 13.7M</p>
<p>VISIT CHARLOTTE Limit Expenditures to 97% of budgeted expenses Meet CCC GSF Booking Targets > 20.8M Sq Ft for FY11 > 19.2M Sq Ft for FY12 > 19.2M Sq Ft for FY13 Customer Service 4.5 or Above for Division</p>	<p>Goal \$11.02M, Actual \$11.0M Actual 17M Actual 11.3M Actual 13.7M Met</p>
<p>TIME WARNER CABLE ARENA Limit Spending to 98% of Approved Budget Strengthen relationship with Charlotte Bobcats</p>	<p>Goal \$7.1M, Actual \$7.7M Met</p>
<p>BOJANGLES' COLISEUM / OVENS AUDITORIUM Limit Operating Deficit and Capital Costs to 95% of Subsidy from City of Charlotte Exceed Event Projections by 5% or More Customer Service 4.5 or Above for Division</p>	<p>Goal \$550,000; Actual \$599,000 Goal 234; Actual 189 Not Met</p>
<p>NASCAR HALL OF FAME Bring Pre-Opening Activities at or under Budget Successful Opening Customer Service 4.5 or Above for Division</p>	<p>Goal \$8M, Actual \$7.6M Met Met</p>
<p>CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT ADVERTISING Exceed \$2.5M in Revenue Advertiser and Visitor Satisfaction</p>	<p>Actual \$1.9M Met</p>

FY2010 BUDGET OVERVIEW

The CRVA adopted an annual budget for the Fiscal Year July 1, 2009 through June 30, 2010. The Fiscal Year 2010 operating and capital budgets for each division of the CRVA are shown below:

DIVISION	OPERATING BUDGET	CAPITAL BUDGET
Parking Operations	\$ 381,000	
Charlotte Douglas International Airport (Contract Services)	\$ 384,000	
Ovens Auditorium	\$ 2,129,000	\$ 118,000
Bojangles' Coliseum	\$ 2,681,000	\$ 157,000
NASCAR Hall of Fame	\$ 6,081,000	\$ 73,000
Time Warner Cable Arena (Contract Services)	\$ 7,403,000	\$ 352,000
Visit Charlotte	\$10,863,000	\$ 14,000
Charlotte Convention Center	\$12,001,000	\$ 337,000
TOTAL	\$41,923,000	\$1,051,000

For Fiscal Year 2011, the operating budget will be \$52 million and the capital budget will be \$1 million.

The fund balance is projected to be \$4 million in Fiscal Year 2011. Our goal is to become a \$49 million revenue - generated organization with a \$5 million fund balance by Fiscal Year 2013.



HIGHLIGHTS FROM CRVA DIVISIONS

>>VISITOR DEMOGRAPHICS

>> GENDER

Male	37.7%
Female	62.3%

>> CHILDREN UNDER 18 IN HOUSEHOLD

Yes	25.7%
No	74.3%

>> EDUCATION, HIGHEST LEVEL ACHIEVED

Less than High School	0.6%
High School	10.6%
Some College	23.9%
College Graduate	37.9%
Graduate School	27.0%

>> MARITAL STATUS

Single	20.8%
Married	64.1%
Widowed	1.6%
Separated/Divorced	9.8%
Domestic Partnership	3.7%

>> RACE/ETHNICITY

White	76.9%
Black/African American	16.4%
Hispanic/Latino	4.3%
Other	2.3%

>> ANNUAL HOUSEHOLD INCOME

Less than \$25,000	5.6%
\$25,000 - \$49,999	18.5%
\$50,000 - \$74,999	23.2%
\$75,000 - \$99,999	18.8%
\$100,000 - \$125,000	15.2%
Greater than \$125,000	18.7%

>> AVERAGE PERCENTAGE SPENT ON EACH CATEGORY PER TRAVEL PARTY/PER STAY

Lodging	31.4%
Retail	12.1%
Entertainment	16.5%
Local Transp/Gas/Parking	8.4%
Dining	21.5%
Other	10.1%



>> VISITOR INFO CENTERS: CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT, CENTER CITY, AND LEVINE MUSEUM OF THE NEW SOUTH

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT

Charlotte Douglas International Airport and the CRVA completed renovations of the Visitor Info Center in Fiscal Year 2010. The renovations have added an amazing look to the baggage claim area. In order to provide quality customer service, visitor information specialists now have access to computers. With the greater visibility we are attracting and serving more travelers with local and regional information. Because of this increase, additional information specialists have been added to each shift. Three 65" LCD monitors include videos showcasing the city; images highlighting the Charlotte region's attractions on things to see and do with one monitor dedicated to advertising. The Visitor Info Center at Charlotte Douglas International Airport serves on average, 15,000 visitors each month.

Continuing education with all our front line visitor information specialists is ongoing for our area attractions and hotels. In addition, the airport has begun the process of having all of their specialists go through a national certification process offered by the North Carolina Department of Tourism to be official State Travel Counselors. The Travel Counselor training program recognizes welcome center/state travel counselors for their knowledge of their state and commitment to serve their visitors.

To better serve the stranded traveler, airport specialists maintain relationships with airport area hotels to offer special rates and services to stranded passengers.



THE LEVINE MUSEUM OF THE NEW SOUTH

Levine Museum of the New South, conveniently located off of the LYNX light rail line and open seven days a week, has been a great additional satellite for locals and visitors alike. The Museum's Visitor Info Center location is just inside their main entrance and was visible to 58,661 attendees in Fiscal Year 2010.

CENTER CITY

At the Center City Visitor Info Center, inquiries were up 22% from last year! Advertising responses played a large part in this increase. The Ticket Master outlet continues to be an added service to our walk-in visitors.

Our gift shop began selling North Carolina wines in an effort to promote regional tourism. We are selling a variety of wines from our partner vineyards in the Yadkin Valley and Swan Creek area. Childress Vineyards, Dobbins Creek, Laurel Gray, Raffaldini and Shadow Springs are all conveniently located only an hour and a half from Charlotte.

Front line Visitor Info Specialists went through the certification process and passed the Travel Counselor Training Program.

Our Visitor Info Centers constantly strive to encourage guests and residents to explore and enjoy as much of Charlotte and the region as possible and discover all the Queen City has to offer.



>> CHARLOTTE CONVENTION CENTER

The Charlotte Convention Center finished Fiscal Year 2010 at an estimated \$729,000 under budget, with total revenues of approximately \$7,129,000. The Convention Center hosted over 300 events including some larger-scaled and highly publicized functions such as the National Rifle Association Annual Meeting, and the NASCAR Hall Of Fame Induction Ceremony and Gala. Client surveys improved from last year with an average rating of 4.7 out of 5 on customer satisfaction.

During Fiscal Year 2010, the Convention Center continued working on facility-wide projects. The Crown Ballroom was completed and began hosting events in April. The new space has over 40,000 square feet with a seating capacity of 2,400 banquet-style and 4,200 theatre-style.

The office expansion is nearing completion. With only punch-list items remaining and furniture already installed, the space will soon house the CRVA Human Resources department, Marketing & Visual Communications and Communications departments and some of the NASCAR Hall of Fame employees. The area contains 28 offices, four conference rooms, and other spaces including storage, copy, telecom and break rooms.

The new Delish Food Court is open for business on weekdays, weekends and extended hours during events. The Convention Center is now home to Einstein Bros. Bagels, Buon Cibo, and Bojangles' restaurants.



CHARLOTTE CONVENTION CENTER



>> SALES

CONVENTION & CONFERENCE

Taking advantage of Charlotte's continued development as a meeting destination, the Visit Charlotte sales team closed on 314 events generating 354,629 future room nights, which exceeded our annual goal by 7%. The sports market again led the way producing 55% of the business. These bookings put Charlotte's overall pace for business for the calendar years of 2010 and 2011 at 112% and 106% respectively. The overall eight year pace for future business grew to 101%, which was an improvement of 20 percentage points from last year. The hypercompetitive market has contributed to the need to focus on growing the number of convention and tradeshow for the Convention Center with strategic adjustments already made to positively impact this market. Short term bookings from the Bureau Express team produced 122% of their combined goal, producing much needed short term business for hotels.

Key events helped to introduce new clients to Charlotte's improved destination by hosting the Joint Commission on Sports Medicine and Science's annual convention which exposed the full attendance to our newest assets. Taking advantage of the new cultural facilities and the opening of the NASCAR Hall of Fame with its new 40,000 square foot Crown Ballroom, three familiarization groups were hosted in May including targeted Convention Center accounts. Bookings of note included the return of the National Softball Association, Crystal Carolina Sports, Top Gun Sports, Meineke Car Care Bowl, ACN Inc., Universal Spirit, and National Technical Investigators Association. Charlotte was also fortunate enough to snag the TEAMS Conference, which is the world's leading conference and expo for the sports-event industry that will take place in October of 2010.





SUSAN SCHWINT (RIGHT) RECEIVING THE "CONVENTION SERVICES MANAGER OF THE YEAR" AWARD.

>> HOUSING

Visit Charlotte's housing bureau had a successful Fiscal Year 2010 with conventions that met in Charlotte as well as outside of the city. Visit Connection, the housing service as known outside of Charlotte, was awarded the contract for Kappa Alpha Psi Fraternity for the fourth time. Kappa Alpha Psi will hold their 100th Anniversary Celebration in Indianapolis next year.

In addition to the continued relationship with Kappa Alpha Psi, the housing department's revenue exceeded projections for the year, and a new promotional campaign is in the works to grow the department's revenue in the future.

>> CONVENTION SERVICES

Visit Charlotte's convention services department provides support and best practices to meetings, convention, and sporting events. Consistently receiving high marks on post event surveys, the team strives to develop services tailored to individual client needs. When asked what makes the Charlotte experience remarkable, it is often said that it is the personalized service that sets our team apart.

Each year, services offered are reviewed to be certain all remain relevant. New collateral pieces are developed as needs arise so that both the convention and the individual experiences are enhanced.

During Fiscal Year 2010, the convention services team members assisted the sales department with familiarization trips, provided services to many groups such as the annual Universal Spirit cheerleading competition, Spirit of Hope (15,000 attendees); the American Coatings Show (7,000); the National Rifle Association (73,000) and the prestigious Ultra Swim (2,000) that featured several Olympic swimmers including Michael Phelps. In addition, the team led the volunteer effort for the grand opening of the NASCAR Hall of Fame.

Susan Schwint, the department's director was named 2009 National Convention Services Manager of the Year by the Association of Convention Operations Management and *Successful Meetings* magazine.



LAURA ELAM PROVIDES DIRECTIONS TO ONE OF CHARLOTTE'S MANY FINE RESTAURANTS

>> GROUP TOURISM

Charlotte is emerging as one of the fastest growing group destinations in the east, if not the entire country. Fiscal Year 2010 marked a banner year for group tours to the region with the opening of several group-friendly attractions such as the Levine Center for the Arts, the NASCAR Hall of Fame and major renovations to area attractions like Discovery Place and Carowinds.

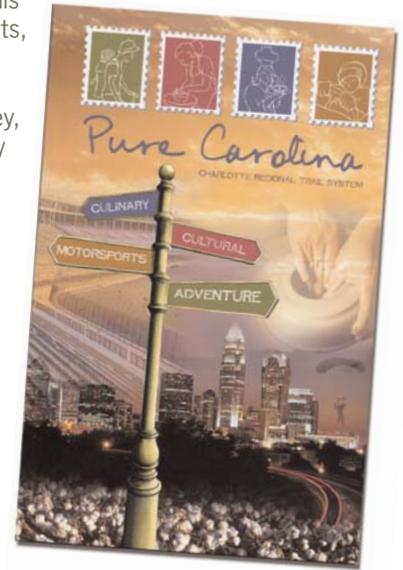
Continued presence at the 2010 American Bus Association Annual Marketplace, after hosting the 2009 ABA Marketplace, reinforced the city's southern hospitality and profile as an ideal group tour destination. Participation in Travel South Showcase and Tap Dance, an invitation-only trade show offered by Travel Alliance Partners (TAP), has helped to secure our spot in the minds of tour operators as a key group destination. We worked closely with group friendly partners to encourage a larger presence at these shows and to promote the region.

The year-old Carolinas Student Travel Connection continues to grow efforts to promote student group travel to the region. With an updated website coming online this fiscal year and the group's presence at national conferences such as Student Youth Travel Association (SYTA) and numerous regional conferences, the results are being seen. Though monthly activities and separate familiarization trips for teachers and tour operators, local partners are becoming more involved and increasing the impact on the region.

Familiarization trips bringing in tour operators from as far away as Wisconsin and as far south as Georgia have showcased the newest jewels in Charlotte's crown. The NASCAR Hall of Fame shone brightest as the spring familiarization trip allowed fifteen tour operators to be active participants in the opening day ceremonies and some of the first people through the doors. With parking for six motor coaches just off the main Plaza, the NASCAR Hall of Fame welcomes groups and will be a direct catalyst for increased group tours to Charlotte. Working closely with the NASCAR Hall of Fame will help us continue to reach our goals.

>> CULTURAL & HERITAGE TOURISM

The Charlotte Regional Trails Project "Pure Carolina" has been successfully rolled out with the development of a website and distribution of nearly 10,000 regional trail guides at area visitor info centers. This unique cooperative program is a partnership between the Arts & Science Council, Charlotte Regional Partnership and the CRVA to enhance visitation within the 16 county region. These trails highlight four themes: Motorsports, Adventure, Culture and Culinary which build on topics that cause people to travel and spend money, and have potential to significantly impact all 16 counties in the Charlotte region.



NASCAR HALL OF FAME FAM TOUR

>> PARTNERSHIP DEVELOPMENT

Communication with Visit Charlotte Partners was a prime factor in the growth and development of Partnership in Fiscal Year 2010. Commencing with an expanded partner survey, partners indicated that their expectations are being met as their engagement with Visit Charlotte continues to expand. Noticeable upgrades in partner participation at our hosted events and to the partners only section of charlottesgotalot.com were significant to the continuing development of our unique relationship.

Although unstable business conditions persist, record revenues were achieved for the second consecutive year reaching \$273,150, up from last year's record of \$269,800. Other goals of importance for Fiscal Year 2010 were 100% of our new partners goal of 64 and retention, where we achieved 85.8% against a goal of 80.0%. The integration of EBMS, the CRVA's event management system, will provide the opportunity for us to better manage the indicators of our partner relations, as we strive to be ever more effective and efficient.

Hosted events continue to be at the core of partner relations. Two of those events, new partner orientation and Girls Day Away regularly enjoy "sold out" status. Orientation, which engages predominantly new partners and Visit Charlotte leadership, and is arguably our most productive event, emphasizes interdependence with Visit Charlotte's synergy with other partners. Girls Day Away, our charity golf event for the benefit of the CRVA Educational Foundation, was a "sold out" event for the second consecutive year and was supported by 160 partners. The event enabled us to provide \$2,500 for the Foundation.

Return on investment for our partner's remains our primary objective.



GIRL'S DAY AWAY



JOHN TAYLOR – 2009 TOURISM PROFESSIONAL OF THE YEAR

>> TIME WARNER CABLE ARENA

Time Warner Cable Arena played host to a variety of concerts in Fiscal Year 2010 including some of the biggest shows of the year:

CONCERTS

- > Metallica
- > Star Wars
- > Bruce Springsteen
- > Miley Cyrus
- > Black Eyed Peas
- > Bon Jovi

In addition, Time Warner Cable Arena hosted the usual array of Ringling Bros. Circus, Disney on Ice, Monster Trucks, Harlem Globetrotters, WWE and the SoCon basketball tournament.

The National Rifle Association Annual Meeting and ACN made up two very large conventions for the Arena.

The Charlotte Checkers made it to the second round of the playoffs in 2010 and will make the jump to the AHL as the new affiliate of the Carolina Hurricanes.

And finally the Charlotte Bobcats made their first appearance in the NBA playoffs in 2010. The future is bright for Time Warner Cable Arena.



>> BOJANGLES' COLISEUM & OVENS AUDITORIUM

Bojangles' Coliseum was home to a diverse array of events in Fiscal Year 2010; rocking with Tool, Furthur and local favorites The Avett Brothers. The comedy style(s) of Steve Harvey, *The 5 Jokers of Comedy* and *Tyler Perry presents Madea's Big Happy Family*. Two televised events would bring over five million impressions to the Coliseum and the city of Charlotte with *WWE Smackdown Live* (myTV12) and a sold out crowd for *UFC Fight Night* (SPIKE). For the first time since 1971 Bojangles' Coliseum hosted the Southern Conference Basketball Tournament and the family show line-up included *Sesame Street Live! Elmo's Green Thumb* and a trip to Rome with *Curious George Live!* The Coliseum created, produced and promoted our first event, *Monster Truck Winter Nationals*.

Ovens Auditorium continues to be the venue of choice for many acts touring the Southeast. The Auditorium hosted sold out shows for singer, songwriter, producer, R. Kelly, two performances for stand-up comedian, actor and writer Jerry Seinfeld and singer/songwriter Norah Jones. Back by "Popular" Demand, *WICKED* for thirty-two shows - winner of twenty major awards, including a Grammy and three Tony® Awards, *Wicked* is "Broadway's Biggest Blockbuster" -*The New York Times*.

Bojangles' Coliseum and Ovens Auditorium have acquired the services of Starbooker Presents, LLC, to provide event booking and contract negotiation services for both venues. The initial term of the deal is three years. Both venues continued to be community favorites for dance recitals, fundraising for non-profits, and graduations ceremonies.



>> NASCAR HALL OF FAME

OVERVIEW

After years of planning and construction, the NASCAR Hall of Fame is a reality. The doors officially opened to the 150,000 square-foot venue in uptown Charlotte at 10 a.m. Tuesday, May 11, 2010.

The highly anticipated NASCAR Hall of Fame is an interactive, entertainment attraction honoring the history and heritage of NASCAR. Given the interactive nature of the exhibits, the NASCAR Hall of Fame offers fun for everyone regardless of their interest in or knowledge of NASCAR. The four-story, high-tech venue includes more than 1,000 artifacts, more than 50 interactive exhibits, the 278-seat Belk High Octane Theater, Buffalo Wild Wings restaurant, NASCAR Hall of Fame Gear Shop and NASCAR Media Group-operated broadcast studio. The five-acre site also includes a privately developed 19-story office tower and 102,000 square-foot expansion to the Charlotte Convention Center, highlighted by a 40,000 square-foot ballroom. The NASCAR Hall of Fame is owned by the City of Charlotte, licensed by NASCAR and operated by the CRVA.

ORGANIZATION STRUCTURE

The NASCAR Hall of Fame has five main departments (operations, facilities, sales/marketing, external relations/education and exhibits). The venue uses shared CRVA services for human resources, information technology and finance. Three agencies support the business: Just Marketing focuses on sponsorship sales, Wray Ward handles marketing, advertising and branding, and Big Noise manages the technical development of the website NASCARHall.com.

Fiscal Year 2010 was an important time for staffing the NASCAR Hall of Fame. The year began with eight full-time employees and grew to 26 full-time and more than 100 part-time employees in the 12 months leading up to the opening.



CONSTRUCTION

Groundbreaking was held Jan. 25, 2007 and the temporary certificate of occupancy was delivered on April 16, 2010. Thanks to the diligent work of the entire project team, the City of Charlotte delivered the 150,000 square-foot, \$195 million building on time and on budget. In addition, Turner/BE&K/Davis achieved one million working hours on the site without a lost time injury and received an award for that achievement in safety from the NC Department of Labor.

OPENING

To ensure a successful opening, the NASCAR Hall of Fame staff utilized a three-week soft opening period (April 18 - May 10) to train the staff, test the many digital and physical interactive exhibits and solicit feedback from the Charlotte community and motorsports industry. Thousands of guests from a cross-section of the community were invited to review the facility and participate in a survey or focus group. Also during the soft opening, the media preview day garnered national attention for Charlotte with approximately 340 members of the media requesting access. To celebrate the completed construction, more than 500 members of the Charlotte community and NASCAR industry attended a pre-opening reception in the Great Hall on the eve of the grand opening.

With the soft opening complete, it was time to turn attention to a historic day for Charlotte and the motorsports industry: Tuesday, May 11, 2010. Approximately 44 NASCAR celebrities and community dignitaries participated in the Opening Ceremony of the NASCAR Hall of Fame. An estimated 1,500-member live audience and live national television audience on Speed, live national radio audience on Sirius radio and more than 400 members of the media witnessed the ceremony. On the mark of a celebrity countdown, a large drape fell from the building at 10 a.m. revealing the windows to the iconic Glory Road. Richard Petty, Junior Johnson, Brian France, Lesa France Kennedy, Darrell Waltrip, Jack Ingram and Ron Hornaday – each accompanied by a lucky fan getting a once-in-a-life-time opportunity – were the first to officially enter the NASCAR Hall of Fame. They were followed by more than 4,500 visitors on the first day of business.

Following the Opening Ceremony, hundreds endured rainy conditions to participate in a free, outdoor community celebration. The free activities on the Ceremonial Plaza included driver autograph sessions, question-and-answer sessions and concerts by Lee Brice, Bomshel, Love And Theft, and the 82nd Airborne Chorus.



INDUCTION

On Wednesday, October, 14, 2009 a prestigious panel of motorsports dignitaries gathered at the Charlotte Convention Center to discuss, debate and eventually vote via private ballot for the Inaugural Class of the NASCAR Hall of Fame. Later that afternoon, Charlotte received national attention as NASCAR Chairman Brian France announced the first five inductees: Richard Petty, Junior Johnson, Dale Earnhardt, Bill France Sr., and Bill France Jr.

The Inaugural Induction Dinner was held Thursday, May 20, 2010 in the Charlotte Convention Center's new Crown Ballroom. More than 1,000 people attended the dinner to honor the first class of inductees. Then, on Sunday, May 23, the Inaugural Induction Ceremony began with "blue carpet" arrivals in front of the NASCAR Hall of Fame. Drivers and dignitaries walked from the Ceremonial Plaza, up Glory Road and into the Charlotte Convention Center's Crown Ballroom. Televised live on Speed and MRN radio, the ceremony was produced by NASCAR and the NASCAR Hall of Fame. Approximately 2,300 people attended the event to honor the first class of inductees. More than 250 media representing local, regional and national outlets covered the event.

GUEST EXPERIENCE

In October of 2009, the NASCAR Hall of Fame team announced details about general admission tickets and operating hours. Tickets are \$19.95 for adults, \$17.95 for military and seniors (60+), \$12.95 for kids 5-12 and free for children younger than five. Simulators are \$5 each and all other exhibits are included with the price of admission. Groups of 15 or more are offered discounted rates. The venue is open 10 a.m. – 6 p.m. seven days a week with extended hours during race weeks and select summer days. The NASCAR Hall of Fame is closed on Easter, Thanksgiving Day and Christmas Day.

More than 100,000 people visited the NASCAR Hall of Fame in its first three months of business. To date, there have been people waiting to enter the building every morning.

The common theme among all of the anecdotal feedback received is that the NASCAR Hall of Fame exceeded expectations and offers much more than the visitor anticipated. Of the hundreds of formal comment cards submitted, 99% had positive reviews. Additionally, the first set of customer satisfaction surveys also revealed positive data.

OF 445 PATRONS:

- > Likelihood to recommend the NASCAR Hall of Fame to friends/relatives is averaging 4.82 out of 5 with 95% of the respondents rating a 4 or 5 on a 5-point scale (with 5 being most likely to recommend).
- > Likelihood to visit the NASCAR Hall of Fame again is averaging 4.57 with 89% of the respondents rating a 4 or 5 on a 5-point scale (with 5 being most likely to recommend).
- > In the "overall value" category, 97% say the NASCAR Hall of Fame met or exceeded expectations.
- > In the "overall experience" category, 96% say the NASCAR Hall of Fame met or exceeded expectations.



SALES

Multiple, unique spaces have proven to be a top attraction and important source of revenue. The Charlotte Convention Center provides exclusive catering for all facility rentals.

RENTAL OPPORTUNITIES INCLUDE:

- > **The Legends Room** – a small-group meeting space with full A/V capabilities. Great for business meetings, luncheons, birthday parties and more.
- > **The Great Hall** – a unique space allowing guests to enjoy their events in the heart of the NASCAR Hall of Fame surrounded by the 18 cars lining Glory Road. Full A/V capabilities.
- > **The Belk High Octane Theater** – a 278-seat theater with high-back comfortable chairs, a 64-foot curved projection screen with surround sound and full A/V capabilities.
- > **The Ceremonial Plaza** – a massive outdoor space complete with a 28-foot Panasonic video board and audio.

In the short eight weeks of business during Fiscal Year 2010, there were 31 facility rentals completed with 84 future dates contracted or in negotiation. Groups ranged from Hood Hargett Breakfast Club with guest speaker Jim Nantz to Freedom Schools with more than 1,200 children participating in a lunch at the Charlotte Convention Center's Crown Ballroom and also touring the NASCAR Hall of Fame.

In addition to facility rentals, group sales also have been brisk. The sales team began attending national and state trade shows to target the group market. From field trips or day camps to professional tour operators, the NASCAR Hall of Fame is a favorite among group planners. These groups come from all over the United States and even beyond the borders. The first tour bus to purchase a package was from Canada, and the first major convention to take advantage of NASCAR Hall of Fame tickets was the National Rifle Association. To further enhance the group offerings, The NASCAR Hall of Fame and Adventures in Motorsports (AIM) Tours partnered in May 2010 to launch The Ultimate Fan Experience tour. The tour offers guests a one-day tour of NASCAR-themed attractions in the Charlotte area including the NASCAR Hall of Fame, race shops and Charlotte Motor Speedway.

Membership sales continue to exceed expectations as one of the more popular purchases. They offer the best value for guests interested in multiple visits. The NASCAR Hall of Fame, in its short time in business, already boasts a membership of more than 2,000 people. There are members from 44 states and three countries. Individual season memberships are \$50 per adult, \$25 per child or \$150 for a family (all members of the family younger than 18 living in the same house). Elite levels offer special benefits in addition to unlimited entry. Those are \$250, \$500 and \$1,000 with escalating benefits respectively.

The sales team continues to focus on sponsorship acquisition. Nine companies have pledged to sponsor the NASCAR Hall of Fame totaling more than \$5 million in cash value. The NASCAR Hall of Fame is planning to raise \$20 million in the first 10 - 12 years to repay bank loans. Twenty percent of that goal was achieved before construction was even complete on the building.

WHAT'S NEXT

Fiscal Year 2011 promises to be an eventful year for the NASCAR Hall of Fame. In addition to welcoming first-time visitors, it is crucial to the business to offer value for return visitors, members, groups and meeting planners.

The next phase of the advertising campaign launches this summer and will focus on the many things to do at the entertainment attraction. Plans are already in place for the next round of exhibits. The cars on Glory Road will change every two years, and the exhibits in the Great Hall will change every six months. The Hall of Honor changes annually to represent the next class of Inductees. Special events, such as race viewing parties, back-to-school activities and driver appearances, began this summer. Education programs will be launched in time for the fall semester, and plans are being developed now for supporting local charitable initiatives. The next class of Inductees will be announced on October 13 and plans also are already underway for the 2011 Induction Ceremony.



CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT - ADVERTISING

The International Air Transport Association honored Charlotte Douglas International Airport (CLT) with the prestigious Eagle Award in June 2010. Recognized for outstanding performance in customer satisfaction, cost efficiency and continuous improvement. Charlotte Douglas is one of only five U.S. airports to receive this award.

NEW MARKETING OPPORTUNITIES COMING IN 2010 AND 2011:

- > Partnership with SECURITYPOINT MEDIA, LLC will provide unique and powerful marketing opportunity in our checkpoint security bins.
- > In conjunction with Airport Marketing Income (AMI), we will be bringing new, non-traditional marketing prospects to national and global clients.



Our International service continues to grow. CLT now provides non-stop service to 33 international cities. This will lend itself to more exposure from outdoor agencies and international advertisers.

After partnering with Google during a two month holiday campaign, we anticipate cultivating its success with additional sponsorships from them.

We are currently upgrading our advertising capabilities to include digital display systems. The new look will be that of a sleek, sophisticated and modern display, complete with video advertising potential as well as traditional static image capacity. These displays will offer our advertising clients greater visibility and will increase prospective customer impact throughout the terminal.

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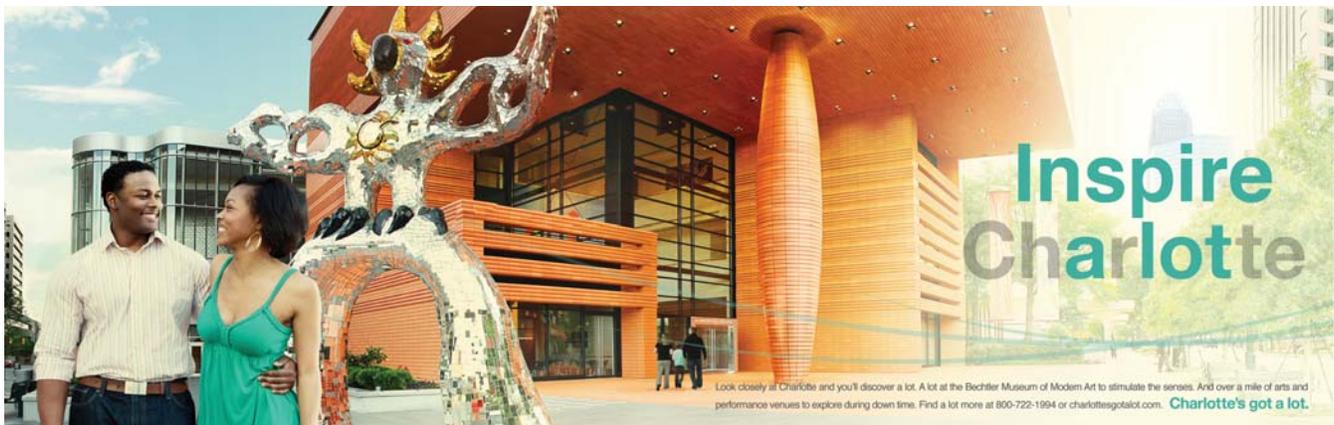


MARKETING & ADVERTISING

>> Charlotte's got a lot.

In Fiscal Year 2009, the CRVA launched a unified brand for the destination, "Charlotte's got a lot." "Charlotte's got a lot" was created with three strategies in mind: 1. To create a common and unified message among all communities, marketing groups and tourism/hospitality partners in the region; 2. To develop a future reference point to invest and measure all current and future marketing initiatives from both the public and private sectors; and 3. To strengthen the overall marketing effort for the city and region of Charlotte by clearly defining what makes it unique and distinctive to the visitor and related trade groups. Two years later, "Charlotte's got a lot" continues to gain momentum and recognition throughout the nation, region, and community via aggressive advertising campaigns with high impact, supported by proactive public relations and sales efforts by Visit Charlotte and partners, bringing this impressive campaign to all audiences. Through a wide-ranging number of trade and leisure media opportunities, the ad creative's presence keeps the brand fresh and dynamic.

Two new ads highlighting the NASCAR Hall of Fame and Charlotte's cultural scene, specifically focusing on the newly opened Levine Center for the Arts, launched in Fiscal Year 2010, breathing even more life into an ad campaign that touts all of the reasons why Charlotte is such a world class destination. Strong visuals tell the story of these new assets with "Glorify a lot" showcasing family-friendly appeal and highlighting the expanse of Glory Road. Meanwhile, "Inspire a lot" touts new cultural offerings with Bechtler Museum of Modern Art displayed prominently to represent the Levine Center for the Arts and the full mile of cultural facilities in Center City as a whole.



>> PROMOTIONAL VIDEO

Dubbed “A Day in the Life of Charlotte”, the CRVA launched a new welcome video in Fiscal Year 2010 aimed at showcasing what makes Charlotte unique. With that comes a lineup of some local celebrities such as Mayor Anthony Foxx and Charlotte Bobcats Owner Michael Jordan coupled with top attractions, nightlife, dining, shopping, and more. The idea behind the video was to really let viewers experience Charlotte, by way of a video montage showing what life is like from sun up to sun down. The idea intermixes Southern charm images with big city appeal—visually illustrating that Charlotte’s got a lot...supported by high-energy, upbeat, and fun music by Adam Roth, a local musician. Filming destinations ranged from the NASCAR Hall of Fame to NC Music Factory to Daniel Stowe Botanical Garden. The video runs 1:40 in length and can be viewed at charlottesgotalot.com and through our YouTube channel at youtube.com/charlottesgotalot. It’s to be used for a number of purposes ranging from convention promotion to local civic presentations to tout the Charlotte region since it showcases dining, nightlife, shopping, attractions, and the overall ambiance of the city.



>> CHARLOTTE’S GOT A LOT ONLINE

With a focus on “What’s New in 2010”, charlottesgotalot.com launched a new homepage in Fiscal Year 2010, bringing strong visual focus on the NASCAR Hall of Fame, Levine Center for the Arts, Discovery Place renovations, NC Music Factory, Carowinds’ new Intimidator coaster, the EpiCentre and more, also bringing social media into the light with a focus on our videos, Tweets and the “Charlotte’s got a lot” Facebook fan page. Loads of new content has been added throughout the site, which also assists in search engine optimization efforts.



Social Media uses the “wisdom of crowds” to connect information. People are having these conversations anyway...and social media tools allow us to capture the conversation and be a part of it. Following a few key rules: using social media as a tool, integrating it into our other sales and marketing efforts, keeping consistency and relevance in all that we do, and linking and sharing, we created a strong platform to tell Charlotte’s message focusing on three social networks, Facebook, Twitter and YouTube.



>> ONLINE MEDIA CAMPAIGNS

HOLIDAY CAMPAIGN

In Fiscal Year 2010, we launched several new co-op media campaigns with our new internet marketing partner, USDM.net. The first holiday co-op "Rejoice a lot" ran Dec 3 – 31, 2009, with the goal of the campaign to promote a holiday experience in Charlotte to consumers in regional markets who have the highest propensity to perform an action; generate clicks to co-op sponsors sites as well as traffic and brand awareness of Charlotte's events, attractions and holiday specials, and to drive qualified traffic to charlottesgotalot.com.

Target audience included the Charlotte region's 200 mile drive-in radius, targeting adults 25 – 54 with household income of \$75,000+ with travel, shopping, dining, arts and culture, events and attractions preferences. Cities targeted included: Raleigh, Greensboro, Asheville, Greenville, SC and Columbia, SC.

Campaign highlights included email and search ads to promote holiday events in Charlotte, allowing co-op sponsors to benefit from the high reach of the campaign at a fraction of the cost, with a portion of the co-op funds from sponsors being applied to increase overall reach of the campaign.

Direct opt-in emails and run of network search placements provided a total visitor reach of 1,566,789 total impressions. (*Consumer Impressions - how many eyeballs saw the campaign*)

Cumulatively, the holiday email click-thru-rate was HIGH at over four times the national average of 3%. The cumulative email open rate was EXCELLENT at 60.55%, benchmarked against a 21% average open rate found in most "Opt-in eNewsletters" nationally.



SUMMER CAMPAIGN

On the heels of a very successful holiday campaign, the CRVA also launched a “summer” co-op online media campaign, with the goals of the campaign being to promote a summer experience in Charlotte to consumers in regional markets who have the highest propensity to perform an action; to generate clicks to co-op sponsor sites with the goal of generating hotel bookings; and to generate traffic and brand awareness of Charlotte’s attractions, including promotion of the NASCAR Hall of Fame, NASCAR races, attractions and arts & culture. Secondary goals included encouraging word of mouth advertising and driving qualified traffic to charlottestotal.com

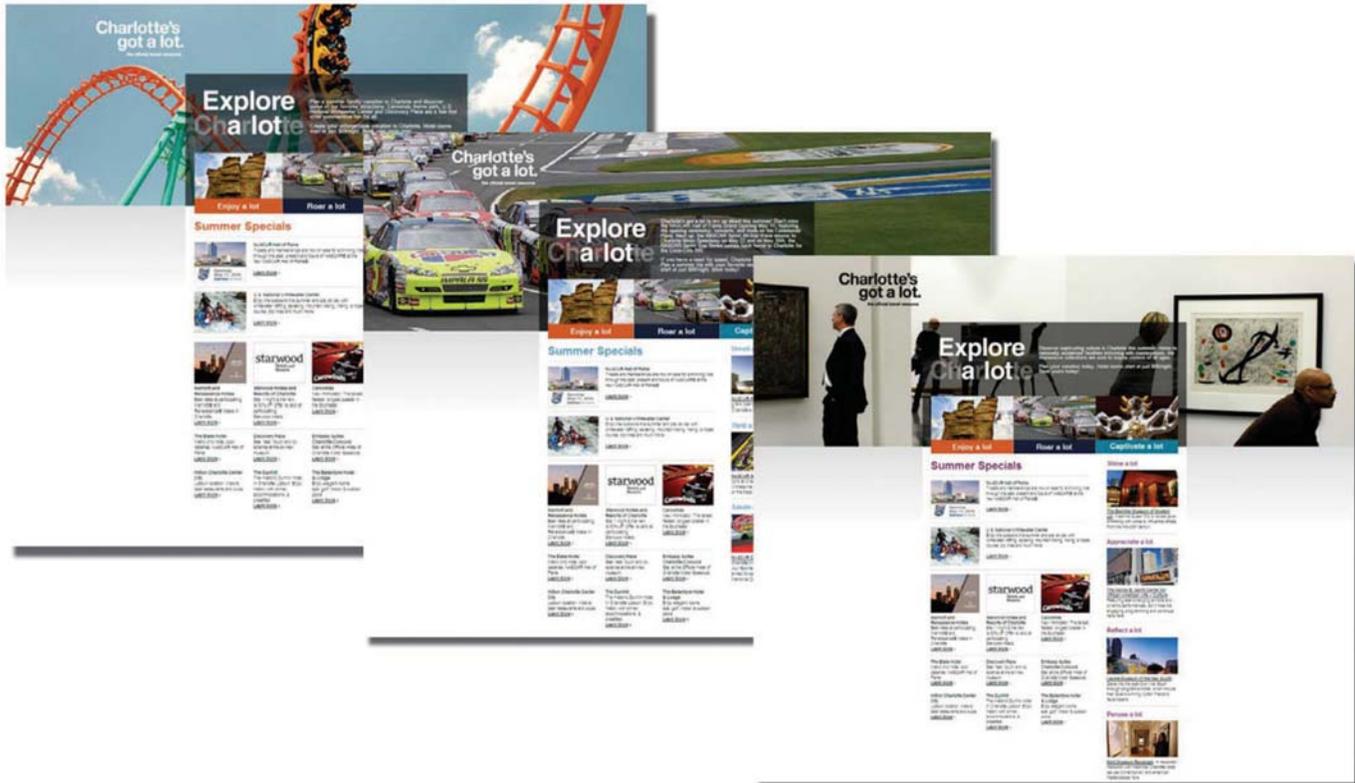
The campaign focused on three different areas of “What to Do in Charlotte” with creative being switched throughout the lifespan of the campaign, which ran through July 2010. Our target audience included zip codes within a 200-mile radius including Raleigh, Greensboro, Asheville, Greenville, SC and Columbia, SC focusing on Adults 25 – 54 (singles, couples) with a household income of \$75,000+ with preferences including travel, shopping, dining, arts and culture, events, and attractions.

The email campaign was designed to deliver geo-targeted email messages sent to consumers in Charlotte’s key target markets, distributed in six drops in order to allow the optimization of the emails accordingly to ensure CRVA received the maximum return on investment (ROI).

Additionally, we extended our call-to-action reach with run of network search. A search engine pay-per click strategy was also implemented to drive consumers actively searching campaign specific “key words” to the promotion focus.

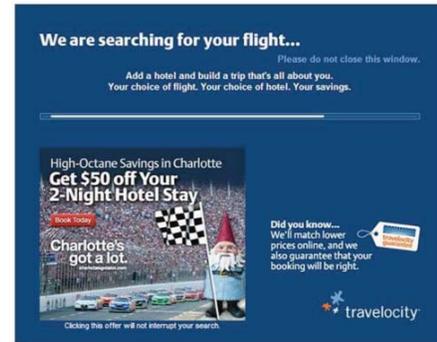
Direct opt-in email and run of network search placements provided 11,581,000 total impressions.

In addition to the CRVA’s financial investment in this campaign, sponsorships were sold to the NASCAR Hall of Fame, US National Whitewater Center, Carowinds, Discovery Place, Marriott and Renaissance Hotels, Starwood Hotels, the Blake Hotel, Embassy Suites Charlotte-Concord, Hilton Charlotte Center City, The Dunhill, and The Ballantyne Hotel and Lodge. These co-op dollars were used to add to the total investment and increase the overall reach of the campaign.



>> TRAVELCITY.COM/CHARLOTTE

Partnering with Travelocity.com, the CRVA ran a promotion May 12 through July 15, geared at increasing hotel bookings heading into the summer, offering \$50 off a two-night hotel stay in Charlotte. Targeting North and South Carolina travelers in this drive-in and save program, the campaign delivered over 6,223,077 impressions through a mix of banner ads, wait screens, emails and more. During the month of May we promoted the NASCAR experience in Charlotte, with specific promotion of the NASCAR Hall of Fame, offering \$50 off a 2-night hotel stay in Charlotte – billed as High Octane Savings. Travelocity even created Charlotte's very own NASCAR gnome! For the months of June and July, creative focus switched over to Family Fun... with \$50 off 2-night stays.



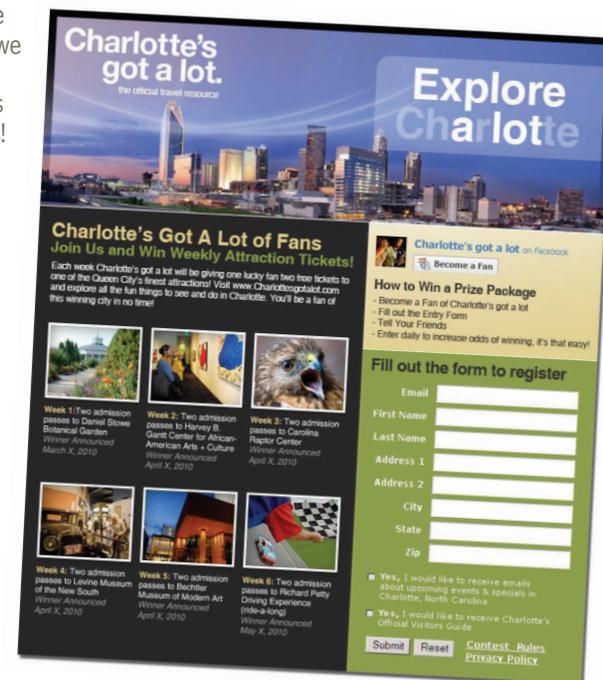
>> CHARLOTTE'S GOT A LOT OF FANS

Utilizing the world's largest social network, CRVA launched a Facebook fan promotion in the spring of 2010, to build awareness of Charlotte attractions and events; promote special packages, rates and pricing to consumers; grow the "Charlotte's got a lot" fan base and opt-in database; and allow users to choose to actively engage with our destination brand and engage consumers during their travel considerations to steal mind share from our competitors.

Focusing on our drive-in radius with a primary target DMA focus in Atlanta, GA; Greensboro/High Point/Winston-Salem, NC; Raleigh/Durham, NC; Charlotte, NC Greenville/Spartanburg, SC, this campaign allowed us to build a Facebook micro site that featured Charlotte's destination branding, area information, attractions, events, hotels and consumer generated media. The micro site featured weekly giveaways to help spread Charlotte social involvement to residents and consumers outside of the destination...with the micro site living on after the initial campaign ended, to help Charlotte continue to have a social presence and build a consumer following.

Along with the micro site, we funded geo and keyword targeted advertisements which were delivered in Facebook to consumers in our target audience. Advertisements utilized a key word strategy to deliver our campaign messaging to consumers using "trigger" words similar to those used in search engine pay per click and organic marketing. This strategy enabled us to drive the most qualified traffic to the Facebook micro site building a loyal and returning fan base for remarketing efforts.

Over the course of the Facebook campaign, we reached 20 million consumer impressions with 16,000 site visits!



>> ADVERTISING

During Fiscal Year 2010, Visit Charlotte placed more than 69 print advertisements in 23 convention trade publications and 46 print advertisements in 18 regional and national publications to increase awareness of tourism assets and help sell Charlotte as a destination for conventions and leisure business, including publications such as “O” Oprah Magazine, Travel + Leisure, USA Today, Southern Living, Association News and Meetings South.



Charlotte's Got A Lot!

Live in Charlotte and you know it's got a lot to offer. But if you're not a local, you might not know what a lot of fun and excitement Charlotte has to offer. From world-class dining and shopping to scenic views and historic landmarks, there's something for everyone in the Queen City.

The Charlotte Convention Center is a premier destination for business and leisure alike. With over 1.5 million square feet of space, it's the perfect venue for your next event. And with its state-of-the-art facilities and excellent service, it's no wonder it's one of the most popular convention centers in the world.

For more information on all the amazing things Charlotte has to offer, visit CharlotteGotA.com. You'll find everything you need to know to make the most of your visit to the Queen City.

Roar a lot!

Charlotte got a lot.

Additionally, CRVA secured numerous value adds, such as sweepstakes, to extend the media reach. One sweepstakes of note was Charlotte's "Unforgettable Girlfriend Getaway" featured in the May vacationfun.com eZine, sent to 30,000+ "O", Oprah Magazine readers. These readers are geo-targeted to the east Coast region and include consumers who have expressed interest in the Charlotte region. The eZine is a great way to encourage visitors to interact with our destination. A number of Visit Charlotte partners participated in the sweepstakes package for four which included a two-night stay at the historic Dunhill hotel, breakfast at Monticello, dinner at Chima Brazilian Steakhouse, dinner and bowling at StrikeCity, a 1 1/2-hour Center City walking tour with the Charlotte Crown Guides, VIP Charlotte Bobcats locker room tour, and AllSport passes to the US National Whitewater Center.

TRAVEL INFO, SWEEPSTAKES & SPECIAL OFFERS

vacationfun.com

ENTER TO WIN

Enter to Win an Unforgettable Girlfriend Getaway in Charlotte, North Carolina!

Charlotte's got a lot.

This package for four includes a two-night stay at the historic Dunhill Hotel, breakfast at Monticello, dinner at Chima Brazilian Steakhouse, dinner and bowling at StrikeCity, a 1 1/2-hour center city walking tour with the Charlotte Crown Guides, VIP Charlotte Bobcats Locker Room Tour and AllSport Passes to the U.S. National Whitewater Center.

DUNHILL ROBERTS MONTICELLO

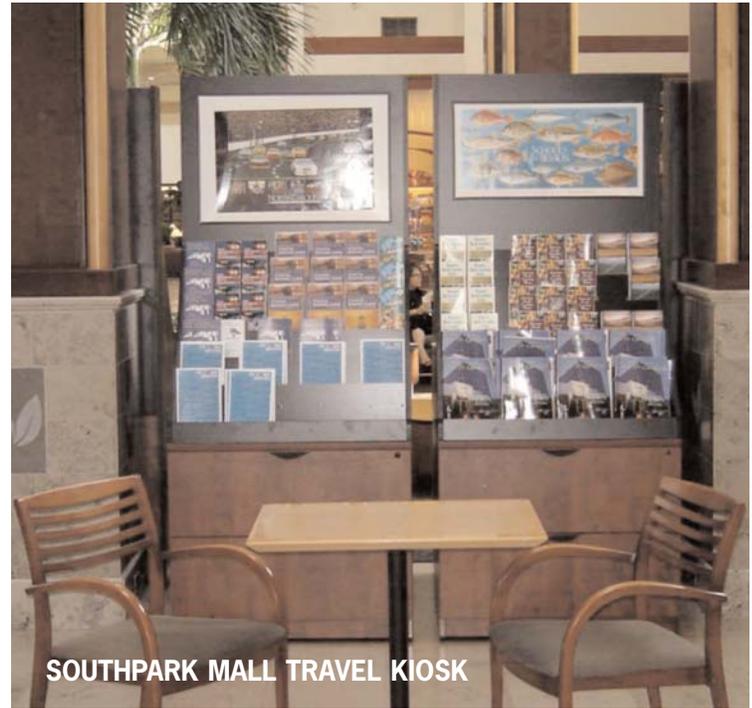
chima StrikeCity U.S. NATIONAL WHITEWATER CENTER

Open June 15, 2010. Subject to award. Certain restrictions and terms apply. See us for details.

Click here for exciting travel offers and great planning your vacation today!

Brought to you by vacationfun.com America's leading resource for travel information.

2009 and 2010 Charlotte Official Visitor Guides were distributed at North Carolina travel kiosks throughout Fiscal Year 2010, bringing Charlotte information to the millions of area shoppers at Triangle Town Center in Raleigh (12 million visitors annually), Concord Mills (17 million visitors annually) and SouthPark Mall (12 million visitors annually).



SOUTHPARK MALL TRAVEL KIOSK

“Charlotte’s got a lot” ads took to the friendly skies in Fiscal Year 2010, running on the seat back tray tables aboard US Airways flights during the months of November and December, 2009. 27 planes carried the Charlotte’s got a lot brand campaign advertisements “Cherish a lot”, “Splurge a lot” and “Savor a lot”, on 8,214 flights, delivering 3,333,333 impressions. As an added value 35,000 key cards were placed in airport area hotels to reinforce our message in Washington, DC, Philadelphia, Pittsburgh and Tampa.

Additionally, a random selection of passengers traveling on airplanes with the “Charlotte’s got a lot” ads were intercepted at baggage claim after their flights, and asked to participate in a brief survey to receive frequent flyer miles. This market research gave us insight into the effectiveness of our tray table advertising campaign and the “Charlotte’s got a lot” brand.



>> PUBLICATIONS AND COLLATERAL

CHARLOTTE ENEWS

CHARLOTTE eNews is a monthly e-newsletter containing information about current events, performances, happenings, and more. As a web-based program, CHARLOTTE eNews allows Visit Charlotte to easily manage contacts and deliver potent permission-based email promotions. Reporting functions allow tracking of HTML opens, unique clickthroughs, and forwards. The program provides marketing intelligence, and the ability to continually improve our marketing message by allowing us to analyze and understand our consumer, develop and deliver highly targeted promotions that enhance our customer relationships, track the results, and use the data to fine-tune future customer interaction. Fiscal year 2010 was another strong year, which brought in more than 13,000 new subscribers raising the total number of subscribers to more than 50,000.

MEET CHARLOTTE AND TOUR CHARLOTTE

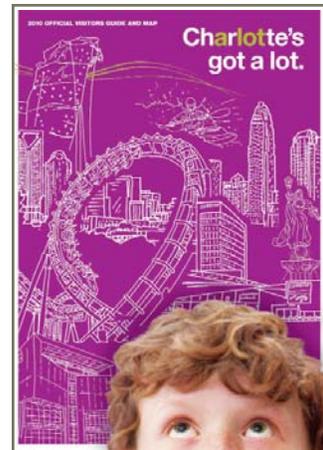
Visit Charlotte produces two quarterly publications for meeting planners and group tour operators, which highlight the most up-to-date reasons why conventions and motorcoaches should choose the Queen City. Meet Charlotte is distributed via direct mail to more than 6,000 meeting planners and trade media and features the latest development news, accommodations and dining updates, spotlights on successful conventions that tapped area meeting venues, and other relevant meetings industry news. Meanwhile, Tour Charlotte is distributed via direct mail to approximately 1,500 motorcoach tour operators and group tour media. The piece showcases group-friendly things to see and do around the area with a heavy focus on local attractions. Nearby regions are highlighted in addition to Visit Charlotte group tour services such as itinerary-building, the Lance snack bag program, and more.

CHARLOTTE OFFICIAL VISITORS GUIDE

In Fiscal Year 2010, the Official Visitors Guide provided more than 350,000 visitors with a pocket-friendly resource featuring valuable articles and information to help them best explore the Charlotte region. In addition to vibrant editorial features, sections cover listings for more than 600 Visit Charlotte partners that represent accommodations, dining, nightlife, shopping, attractions, sports and recreation, and services. Among many distribution points, the Official Visitors Guide is circulated at the Visitor Info Center, North Carolina Welcome Centers, local attractions, hotels, and via convention and meeting registration packets. Visit Charlotte also fulfills thousands of requests for the Official Visitors Guide through charlottesgotalot.com in addition to fielding thousands of inquiries each year through advertising fulfillment, the call center, and Visitor Info Center walk-in traffic. More than 20,000 downloads of the publication were accessed online in Fiscal Year 2010 at charlottesgotalot.com as well.

Expanded coverage on Center City, new development, and a major focus on Charlotte neighborhoods were key in making the piece a vibrant, usable resource to engage visitors. A helpful tear-out map was also included for the region and Center City highlighting key attractions and major destinations in each of the 350,000 issues. The publication was awarded the Platinum Award by the Destination Marketing Association of North Carolina, the highest accolade for a visitor publication in the state.

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MEDIA RELATIONS AND COMMUNICATIONS

What a year to be communicating the vitality of Charlotte! Whether touting new assets like our cultural venues, the NASCAR Hall of Fame, and Crown Ballroom or assisting countless journalists in generating national coverage....Charlotte definitely had a lot to be proud of.

Extensive relationships with media are built each and every day encompassing national, regional, and local leisure and trade media. Among hundreds of print, broadcast, and web outlets, CRVA communications worked with national dailies such as the *Houston Chronicle*, *Denver Post*, and *Miami Herald*, magazines with impressive circulations like *Southern Living*, *American Way*, and *Garden & Gun*, and trusted trades such as *Convene*, *Meetings & Conventions*, and *Successful Meetings*. Staff is influential in shaping articles that convey Charlotte's newsworthy stories and communicate the destination's key attributes, ultimately resulting in glowing third party endorsements on the city as a whole. Daily editorial interaction ranges from coordinating interviews with key personnel to providing b-roll for nationally syndicated programs to creating inspiring pitches via marketing collateral that produce a story.

We also recognize the importance of sharing Charlotte's strong points with those that live, work and play in the region. Our local broadcast stations, print media and radio are essential partners when it comes to sharing the terrific amenities in Charlotte. With so much taking place this year, we assembled a quarterly meeting with local public relations and communications representatives from 15 organizations. We stayed focused, shared information and ideas and as always, worked together to bring the attention to our region.

Media missions to meet with editors and writers are vital when it comes to covering the most important aspects of the Charlotte region. We hit the pavement to meet face-to-face with influential representatives in NYC, Chicago, Toronto, Greenville, SC and Birmingham, pitching stories as diverse as the city's assets. We continuously welcomed 'win-win' opportunities such as hosting an opening reception for the Parenting Publications of America Annual Conference at the new Bechtler Museum of Modern Art, which showcased the city as a family-friendly destination and fueled story ideas. In addition, we maintained a key relationship with Visit NC and their public relations efforts to draw additional writers to the area including a Civil Rights Familiarization Tour during Black History Month.

Staff also continued to monitor media coverage this past year to quantify Charlotte's reach in terms of circulation. In just one month alone (such as in May), we realized over 4,100 news clips nationwide with an average advertising equivalency* being estimated at over \$5 million. Key search items included NASCAR Hall of Fame, Charlotte Convention Center, Charlotte visitors, Charlotte attractions, Visit Charlotte and more.

A growing number of qualified, individual travel writer visitation and exceptional targeted articles are in this mix that highlight Charlotte, covering stories like the National Rifle Association National Convention, openings of major attractions, sporting events like CIAA and the Meineke Car Care Bowl, and much more. We are poised to continue to benefit from all our tried and true attractions and new visitor amenities this coming year in generating media coverage.

The strength of quality public relations, media relations and communications continues to provide an effective - and economical - way to keep the Charlotte region the destination of choice for leisure, group tour and convention business.



*Advertising equivalency is the amount that would be spent if the editorial coverage were advertising instead. CRVA uses Vocus PR software to monitor news clips, media activity and ad equivalency.

COMMUNITY RELATIONS

We continue to work with the Visitors Advisory Committee and our strategic partners such as the Charlotte Chamber, Charlotte Center City Partners, the Charlotte Regional Sports Commission, Charlotte Regional Partnership, Arts & Science Council, the City of Charlotte and of course our regional towns and cities to further our messaging in a consistent, proactive manner.

We also continue to partner with organizations to promote all that is racing (Charlotte Motor Speedway and surrounding race-oriented venues) for all that is arts and culture (Levine Center for the Arts, Levine Museum of the New South, Discovery Place and more) for all that is music (NC Blumenthal Performing Arts Center, Ovens Auditorium, and more) for sports (Charlotte Bobcats with Time Warner Cable Arena)! We are proud to again sponsor the ever-growing Charlotte Restaurant Week – “Queen’s Feast” that is now up to 88 participating restaurants as well as the newly-named Belk Carolinas’ Carrousel Parade.

Additional opportunities to continue our ‘connecting the dots’ and staying involved for the community included the First Night Charlotte committee that successfully implemented this family-oriented event, and staying involved in many organizations regionwide. Continuing in the successful vein that it has for five years, the Visitors Advisory Committee met at various venues with topics ranging from the outlook of hospitality and tourism to amateur sports. Of course our ongoing and vital relationship with Charlotte Douglas International Airport is one that is of utmost importance.

Assistance was given to area organizations such as the Dr. Pepper ACC Football Championship of 2010 and 2011, the fourth annual CIAA Men’s and Women’s Basketball Tournament, the Belk Carolinas’ Carrousel Parade, First Night, Habitat for Humanity, the Playground Build and the Charlotte International Cabinet. All of these - and many more - brought ample opportunity to the Charlotte region for recognizing our incredible accommodations and amenities.



BELK CAROLINAS' CARROUSEL PARADE



TIM NEWMAN AT THE PLAYGROUND BUILD

AWARDS AND ACCOLADES

We are always so proud of our staff and all who market, manage and maximize our opportunities throughout the year. And although everyone who deserves awards and accolades don't always receive them, we do think it's worth the time and space here to mention a few who said 'thank you' this year!

CRVA as an organization received the **Athletic Directors Award from Johnson C. Smith University** for "appreciation and recognition of your service rendered during the 2009-2010 season".

Our very own **CEO Tim Newman** received the prestigious **Pegasus award** from the **Public Relations Society of America (PRSA) Charlotte Chapter**. Since 1992, PRSA Charlotte has given the Pegasus Award to an individual outside of the public relations profession who demonstrated superior knowledge and use of public relations for the betterment of the community. Tim was honored during a dinner given by PRSA and the room was filled with people who personally and professionally appreciate Tim for his contributions. Tim was also honored by the Commissioner and CEO of the Central Intercollegiate Athletic Association (CIAA), Leon Kerry, with this year's **CIAA Award of Excellence** for Tim's outstanding leadership and service and contributing to CIAA's unprecedented success in North Carolina. Tim has been instrumental in bringing the CIAA to Charlotte for its fifth year (and hopefully many more!)

Susan Schwint, 'Convention Service Manager of the Year' for **Convention and Visitors Bureaus** from *Successful Meetings Magazine* and the **Association for Convention Operations Management (ACOM)**. Meanwhile, **Molly Hedrick**, Senior Director of Communications was honored as one of **Business Leader Media's "Women Extraordinaire."** The honor acknowledges accomplished women business leaders in the Charlotte community who exemplify innovation, problem-solving, inspiration, and community involvement.

The CRVA Marketing and Visual Communications department was honored with two achievement awards from the **Destination Marketing Association of North Carolina (DMANC)** for stellar marketing efforts. Judged by fellow destination marketing organization CEOs, CRVA received Platinum recognition in both Best Niche Marketing (Media Kit and 2010 and Beyond) and for Best Visitors Guide for the 2010 Official Visitors Guide. We also received a gold award for the Best Marketing Initiative (Holiday online co-op).

Corporate & Incentive Travel magazine voted **Visit Charlotte** winners of their 2009 Award of Excellence honors. Bureaus chosen to receive this coveted honor were selected by our subscribers who voted for those that best served their corporate meetings and/or incentive travel programs during the past year.

Meetings & Conventions magazine also awarded **Visit Charlotte** the prestigious 2009 Gold Service Award for outstanding professionalism and dedication in their service to meeting professionals.

And again this year, CRVA received an award from Clean Airworks! specifically for **Mariel Littrell's** efforts as Project Leader for CRVA.



TIM NEWMAN PROUDLY RECEIVES THE PEGASUS AWARD FROM PSRA

LOOKING FORWARD

MISSION

>> MARKET: Bring visitors and events to the Charlotte region and Charlotte Regional Visitors Authority facilities.

>> MANAGE: Manage visitor experiences and our facilities in a first class manner.

>> MAXIMIZE: Market and manage in a way that brings visitors and events back and maximizes the economic impact to our region.

CORE VALUES

Service,
People,
Integrity,
Innovation,
Enthusiasm

VISION

Southern
Hospitality,
World Class
Customer
Service

DECISION MAKING FILTERS

Charter, Vision, Mission,
Core Values, Skills, and
Resources, Risks

BIG, HAIRY, AUDACIOUS GOAL

Become a \$49 million revenue organization with a \$5 million fund balance by fiscal 2013 while honoring all deficit management commitments.



CRVA FY10 BOARD OF DIRECTORS

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