2018

CHATTANOOGA AREA
CONVENTION AND VISITORS BUREAU

TOURISM REPORT

THE ECONOMIC POWER OF THE VISITORS

$1.1 BILLION

DIRECT VISITOR SPENDING

5% GROWTH

TOTAL VISITOR SPENDING

FOOD & DRINK:
$320 MILLION

ENTERTAINMENT:
$224 MILLION

LODGING:
$188 MILLION

SHOPPING:
$271 MILLION

GETTING AROUND:
$134 MILLION

5.1 MILLION
TOP 10 ATTRACTION ATTENDANCE

2.3 MILLION
HOTEL ROOMS SOLD UP BY 4%

470,000
AIRPORT ENPLANEMENTS

COMMUNITY BENEFITS

8,840
TOURISM JOBS

TAXES SAVED:
EACH HOUSE PAYS
$660 LESS
IN STATE & LOCAL TAXES

TAXES CREATED:
$90 MILLION
IN LOCAL & STATE TAXES

PORTION FOR
OUR SCHOOL SYSTEMS:
$12.5 MILLION

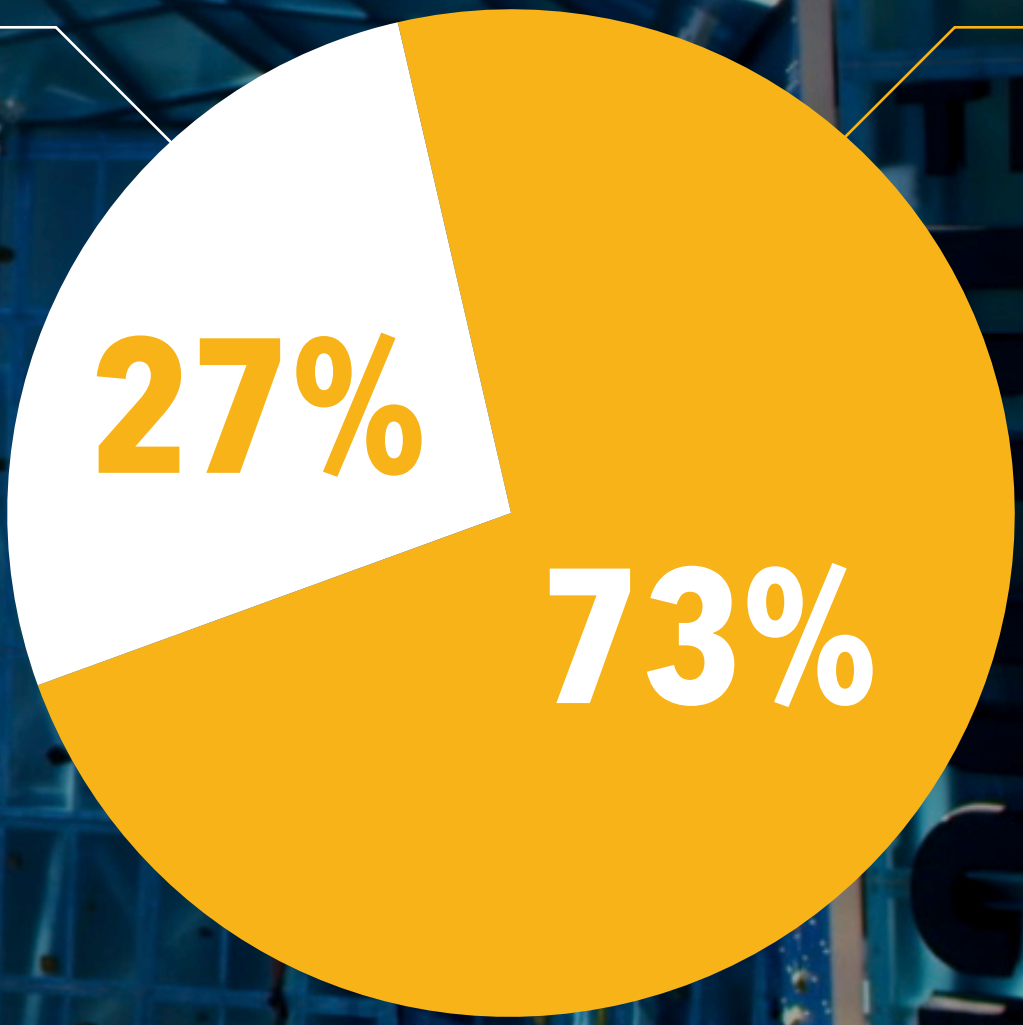
Sources: Tennessee Department of Tourist Development and Longwoods International

VISITOR HIGHLIGHTS

15.6 MILLION VISITORS

OVERNIGHT TRIPS
4.3 MILLION

DAY TRIPS
11.3 MILLION



RESEARCH HIGHLIGHTS

89%
LEISURE TRIPS

11%
BUSINESS TRIPS

2.1 NIGHT
AVERAGE STAY

ATLANTA
#1 ORIGIN MARKET

Summary of Research Key Findings: Chattanoogafun.com/Corporate

CVB INITIATIVES

New Leadership

In November 2017, the CVB Executive Committee chose Keith Sanford, Executive Director of the Tennessee Aquarium, to be Chairman of the Board of Directors for the Chattanooga CVB. The first task of the new leadership was to form a local committee to conduct a nationwide search that yielded Barry E. White, CDME and native of Tennessee, as the top candidate. Barry took over as CEO in February 2018.

A list of current Executive Committee and Board Members can be found at ChattanoogaFun.com/Corporate.

HIGHLIGHT

Barry E. White, CDME, Named New CEO of Chattanooga CVB

DestinationNEXT

A Destinations International DestinationNEXT survey was administered and subsequently analyzed based on 133 responses received from the CVB Board members, staff and Chattanooga community and visitor industry proponents. This assessment tool, which focuses on the rating of destination strengths and community engagement, determined that Chattanooga area tourism is in the Trailblazers stage. This indicates the need to agree on an overall renewed destination vision with related compelling marketplace experiences within the city and surrounding county areas. Simply, Chattanooga is recognized as an evolving tourism destination with further community and visitor industry dialogue and buy-in required to proceed. In comparison to other reporting DestinationNEXT DMOs in the United States, Chattanooga is higher than the nationwide average of being an established destination with some further community tourism engagement needed.

Strategic Planning

The process to develop a strategic plan for the Chattanooga CVB was embraced by the Board of Directors. Don Anderson, Executive Partner of Destination Consultancy Group was selected to lead the process. Don has worked with more than 250 destinations on strategic planning and created the industry's highest-level education certification program. Input from the DestinationNEXT survey and meetings with more than 100 staff, board members, civic leaders and community stakeholders contributed to the development of the strategic plan (Completion September 2018).

Research

Chattanooga CVB commissioned the 2015-2017 Longwoods Travel USA Research Study. This study has been the industry's gold standard for travel research for decades. The data provided the CVB with new findings that will guide the priorities of the organization in marketing and branding for years to come. The research also comes with access to a powerful database that can answer ongoing travel research questions as they arise. A summary of the research and key findings can be found at ChattanoogaFun.com/Corporate.

Financial Technology & Governance

An assessment of the financial operations and governance of the CVB was approved and undertaken in order to improve the efficiency and effectiveness of the organization. The financial assessment identified several opportunities to improve efficiency of the CVB finances. CFO By Design, that works with dozens of CVBs, was contracted to implement the financial technology upgrades for the CVB. Additionally, a review of the CVB governance structure presented several opportunities for modernizing best practices in non-profit governance. Both finance and governance recommendations were approved by the Board of Directors and implementation is in process.

CVB PARTNERSHIPS AND ACHIEVEMENTS

PARTNER PROMISE:
Champion tourism-related economic opportunities for our community.

780
PARTNERS

$1.1 MILLION
PARTNER INVESTMENTS

780 regional businesses partnered with the CVB and invested $1.1 Million in cooperative marketing and sponsorship opportunities.

CVB ACHIEVEMENTS

Destination Marketing & Branding

- 600 Million positive earned, owned and paid media impressions
- New creative and logo developed for 2018 tourism season
- Grew ChattaFanatics brand advocacy program to 10,000 members

Sales & Service

- 300 Convention, meetings and sports events supported by the CVB
- 266,454 Event attendees serviced
- Four IRONMAN events including the 70.3 World Championships
- Support leisure group travel: tour bus groups and school trips
- New music festivals and series: Moon River Music Festival & Levitt AMP Music Series

Research & Advocacy

- DestinationNEXT Survey of 133 tourism and community stakeholders
- New Longwoods Travel USA Research Study 2015-2017
- Address state and local policies that impact tourism

Visitor Services

- 133,324 Visitor center engagements
- Visitor center awarded TripAdvisor Certificate of Excellence
- 20,000 Assisted online and in-person with retirement information
- 400,000 Visitors guides distributed

Community Engagement

- 780 Business partners investing $1.1 Million with the CVB
- One million community event viewings on ChattanoogaFun.com
- 1,500 Hospitality training attendees
- 800 CVB annual meeting attendees

2018 STAFF & BOARD DIRECTORY

For an up to date list of staff and their contact information please visit ChattanoogaFun.com/Contact-Us

The Chattanooga CVB is governed by a board of directors that represents a cross section of business partners.

EXECUTIVE COMMITTEE

Chairman	**Keith Sanford**	**At-Large**	**Allen Corey**
Vice Chairman	**Mitch Patel**	**At-Large**	**Ken DeFoor**
Secretary	**Johnny O'Brien**	**At-Large**	**Hon. Randy Fairbanks**
Treasurer	**Lisa Maragnano**	**President & CEO**	**Barry White**

BOARD OF DIRECTORS

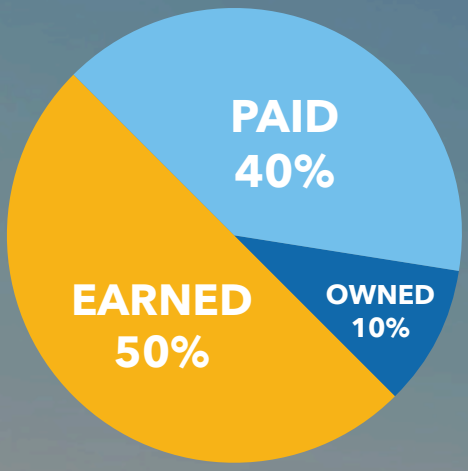
Karlene Claridy
Kevin Conley
Hon. Jim Coppinger
Todd Gardenhire
Christy Gillenwater
Sheldon Grizzle
Susan Harris
Dan Jacobson
Mickey McCamish
Jeff Messinger
Bernie Miller
Tricia Mims
Jennifer Mingola
Hugh Morrow
Susan Moses
Molly O'Brien
Reggie Piercy
Gladys Pineda-Loher
Carla Pritchard
Meredith Roberts
Dan Rose
Henry Schulson
Jack Sherman
Jeff Sikes
Mike Steele
Rob Stickley
Annie Still
Elaine Swafford
Stratton Tingle
Cindy Todd
Tom Underwood
Eda Ira Walldorf

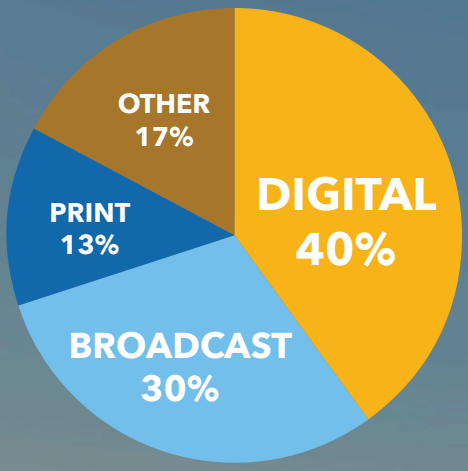
BUILDING
THE BRAND

- The “double exposure” campaign highlighted the city in a way that kept true to the unique photographic techniques used by the CVB for the previous campaign. Television commercials, print and digital advertising were medias developed and used during the 2018 campaign.

- **EARLY 2018:** A new Chattanooga Logo with “In a State of Joy” tagline was selected through visitor surveying in support of the new creative.

- **MID 2018:** What’s New was identified as a driver for meeting planners. New 360 videos were produced with supporting digital and print creative. The creatives stand out in the market with a unique way of highlighting the city’s newest additions.





600 MILLION IMPRESSIONS

PAID ADVERTISING

OWNED MEDIA
CHATTANOOGAFUN.COM

2.8 MILLION SESSIONS

Up 13%

10,000 CHATTAFANATICS

4.5 MILLION IMPRESSIONS

CONSUMER EMAIL DATABASE

46,328 OPT-IN

400,000 SOCIAL MEDIA FOLLOWERS

120 MILLION IMPRESSIONS

CULTURAL TOURISM

- $3.2 million marketing arts & cultural activities and attractions in Chattanooga
- 70% of Chattanooga advertising and promotions include cultural tourism
- New music festival, series and convention
- 1,985 community events promoted

TOP PLACEMENTS

"Sneak a Peek inside the World's 10 Best New Museums"

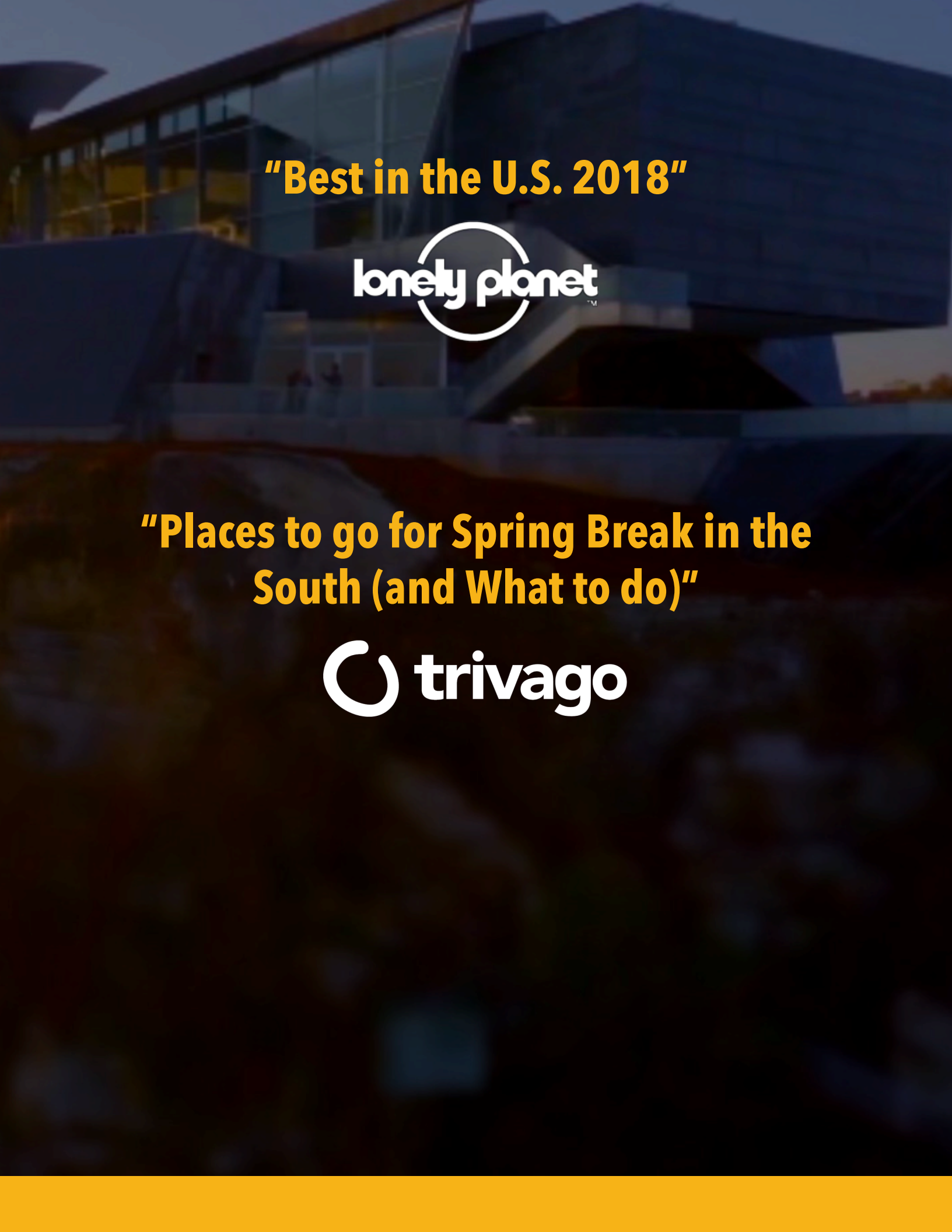
Fodor's Travel

"Best US Destinations for Views from Top to Bottom"

Expedia

"14 Best Fall Weekend Getaways that aren't in New England"

tripadvisor®


"Best in the U.S. 2018"
lonely planet
"Places to go for Spring Break in the South (and What to do)"
trivago

SALES
AND SERVICES

MEETINGS & CONVENTIONS

197 EVENTS

82,834 ATTENDEES

$39.5 MILLION ECONOMIC IMPACT

SPORTING EVENTS

104 EVENTS

32 DIFFERENT SPORTS

184,000 ATTENDEES

$74.5 MILLION ECONOMIC IMPACT

TOP 5 EVENTS BY ATTENDEES

5,750
HOT ROD POWER TOUR

5,000
CON NOOGA - FEAR CONNECTION

5,000
H.T. HACKNEY TRADE SHOW

5,000
SOUTHERN ASSOCIATION FOR PERFORMING ARTS

2,300
TENNESSEE HEALTH OCCUPATIONS STUDENTS OF AMERICA

TOP 5 SPORTING EVENTS BY ATTENDEES

21,000
HEAD OF THE HOOCH

15,663
IRONMAN 70.3 WORLD CHAMPIONSHIPS

6,175
AAU SOUTHEASTERN GIRLS BASKETBALL CHAMPIONSHIPS

11,500
IRONMAN CHATTANOOGA

8,790
SCENIC CITY SUMMER SHOWCASE

STRATEGIC PLANNING

About the Process

Don Anderson, Executive Partner of Destination Consultancy Group, led the Chattanooga CVB through the strategic planning process. Don's experience includes more than 250 strategic plans for destinations. A DestinationNEXT survey collected input from community and tourism stakeholders, while meetings with staff, board members, civic leaders, and community stakeholders contributed to the development of the strategic plan.

Defining Who We Are

Mission - Promote and develop visitor experiences for our community's economic and social prosperity

Vision 2025 - The most competitive and innovative destination organization in the nation

Value Proposition - Improve our community's economic and social prosperity through tourism

133
DESTINATIONNEXT SURVEYS

Defining Our Culture

- **Collaboration**
- **Unwavering Integrity**
- **Vision**
- **Accountability**

Visitor Promise - Connect visitors to Chattanooga experiences

Partner Promise - Champion tourism-related economic opportunities for our community

MISSION FOCUS

01 DRIVE VISITOR DEMAND

02 STRENGTHEN VISITOR EXPERIENCES

03 COMMUNICATE RELEVANCE AND VIABILITY

2019 - 2021 GOALS & PRIORITY INITIATIVES

1) DRIVE VISITOR DEMAND

Enhance Brand Awareness

- Formulate an inclusive research-based destination brand strategy
- Develop and implement an integrated, measurable marketing and public relations plan
- Optimize digital marketing and social media programming
- Create dedicated Visiting Friends and Relatives and day tripper promotional plan

Increase Business Development

- Formalize segmented group and leisure business development plan
- Create a comprehensive sports tourism strategy
- Review and improve all group and leisure visitor services

2) STRENGTHEN VISITOR EXPERIENCES

Develop Visitor Experiences

- Assess and prepare a dedicated cultural tourism strategy
- Assess existing destination assets and commission a tourism master plan
- Create and market packages based on visitor interests
- Evaluate and provide an upgraded destination and hospitality training program

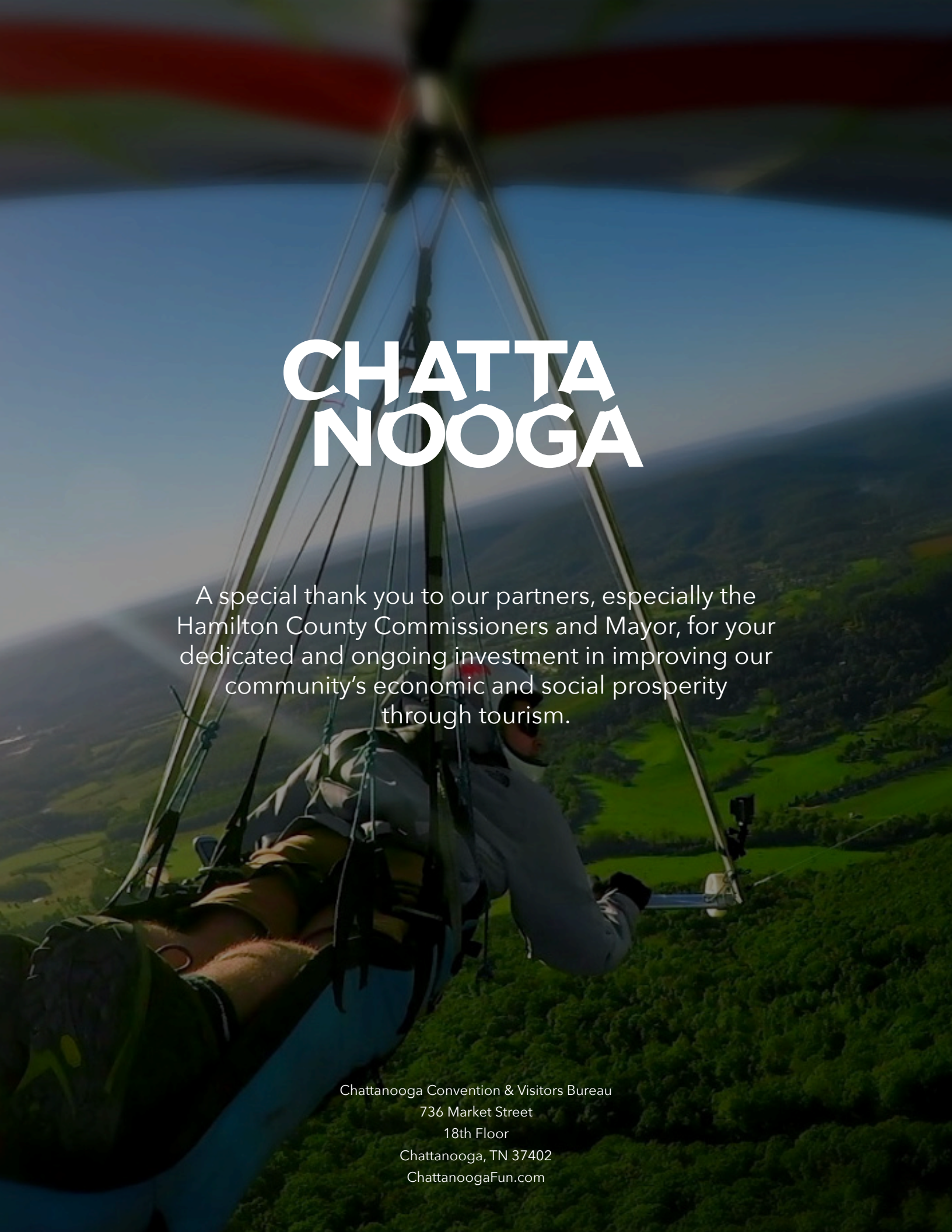
3) COMMUNICATE RELEVANCE AND VIABILITY

Enhance Community Relations and Advocacy

- Create and implement a tourism advocacy plan
- Reinvent existing membership/partnership program
- Collaborate with partner organizations on common issues and opportunities

Maximize Organizational Effectiveness

- Implement finance and governance assessment recommendations and best practices
- Evaluate Sports Committee relationship and determine optimal long-term plan
- Evaluate CVB office and visitor center location alternatives
- Ensure long-term commitment of existing public investment and investigate new funding sources
- Achieve Destination Marketing Accreditation Program (DMAP) designation
- Conduct an organizational technology audit and plan



A special thank you to our partners, especially the Hamilton County Commissioners and Mayor, for your dedicated and ongoing investment in improving our community's economic and social prosperity through tourism.

Chattanooga Convention & Visitors Bureau
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