



IMPACT REPORT FY 2023



crva.com

A trusted steward of the Charlotte region's visitor economy, the Charlotte Regional Visitors Authority represents multiple brands that shape millions of customer experiences in our community annually.



Bojangles
ENTERTAINMENT COMPLEX

CHARLOTTE
CONVENTION
CENTER

Charlotte
FILM

CHARLOTTE

NASCAR
HALL OF FAME
Charlotte

Spectrum
CENTER

Visit
Charlotte

i
visitorinfo**center**

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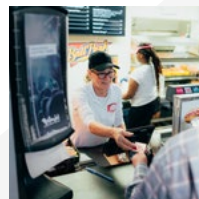
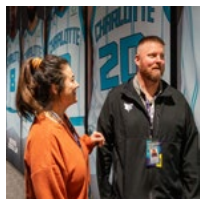
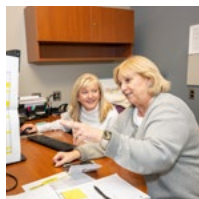
TOURISM AND QUALITY OF LIFE

31

STRATEGIC EVENTS

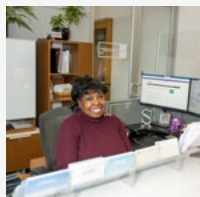
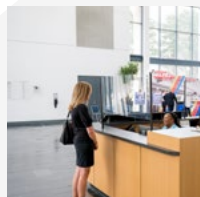
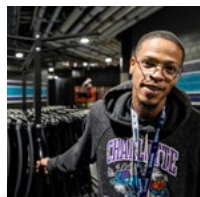
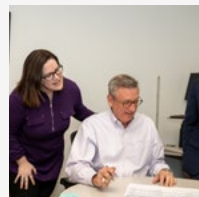
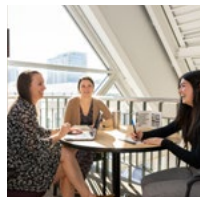
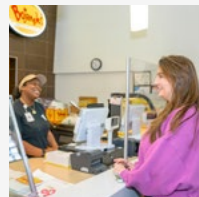
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LOOKING TO THE FUTURE



ONE CRVA

The CRVA's employee-first culture is critically important as the organization seeks to fulfill its mission and strives toward its vision. Success is achieved through a "ONE CRVA" approach, which aligns and maximizes the full complement of organizational talent and resources in the most efficient and productive way. Each team member influences the CRVA's future by what they do every day.



LETTER FROM *the* CEO

I'm pleased to present the Charlotte Regional Visitors Authority (CRVA) Impact Report for Fiscal Year 2023.

At the CRVA, we feel incredibly fortunate to lead the region's visitor economy and manage the City-owned venues with which we are entrusted. For the 1 in 9 people whose jobs are dependent on a vital and healthy tourism industry and the millions of visitors who experience Charlotte through travel, it is a responsibility we do not take lightly.

We appreciate the City's commitment to the CRVA and to the Charlotteans who rely on the visitor economy for their economic stability and wellbeing. Through our combined efforts, Charlotte, Mecklenburg County, and the entire region once again led the Carolinas in tourism impacts: a record 30.6 million visitors who spent \$7.3 billion in our community. Of that total, \$5.3 billion was spent in Mecklenburg County alone, a 31 percent annual growth rate.

The CRVA is a thoughtful steward of the dollars entrusted to it. We value the City's support of the tourism industry and the long-lasting dividends it consistently generates for the Charlotte region.

I encourage you to read more about our year in review.



Steve Bagwell
Chief Executive Officer



HIGHLIGHTS

The CRVA delivers experiences that uniquely enrich the lives of visitors and residents. Through leadership in destination development, marketing and venue management expertise, the CRVA leads efforts to maximize the region's economic potential through visitor spending, creating jobs and opportunities for the community.

Thousands of hardworking Charlotteans depend on the tourism industry for their livelihoods. An overwhelming majority believe that visitors are good for the community.

Leisure & Hospitality is the region's fourth largest industry sector, employing 1 in 9 residents, supporting local businesses and entrepreneurs, and contributing millions in incremental sales and hospitality tax revenue that is used to fund services, programs and community assets that benefit residents and visitors alike.

A healthy tourism sector raises the region's profile with visitors, showcases the community's southern hospitality, helps support broader economic development initiatives, upward mobility and revenue to invest in our community.

Strengthening the community's economic position and vitality provides opportunity for all people in the region. The benefits of a strong visitor economy reach across the Charlotte community, including employment opportunities, local business support, visitor spending and increased quality of life.




Charlotte Region Visitor Economy

\$7.3
BILLION
direct visitor spending
in Charlotte region



90% response of
residents to the statement
"I feel Charlotte benefits
from having visitors"



\$1.08
BILLION
CRVA ACTIVITIES' DIRECT
ECONOMIC IMPACT


\$1:\$71
Return on
Investment Ratio



of paid
advertising
to visitor
spending
in Charlotte

2.6 MILLION
visitor trips to Charlotte
directly influenced by
CRVA marketing
and promotion

\$319
INDIVIDUAL TAX
SAVINGS
created for each Mecklenburg
County resident because
of visitor spending



\$223
MILLION
LOCAL SALES TAX REVENUE
from visitor
spending

\$53.4
MILLION
total operating
revenue produced by
CRVA-managed venues

600+
businesses investing in CRVA
partnership opportunities



91%
POSITIVE CRVA REPUTATION
based on key stakeholder and
Mecklenburg County
resident surveys

#1
OUT OF 100
Mecklenburg County
ranking based on visitor
spending in North Carolina

23
NEW OPPORTUNITIES
resulting from
2021 expansion of
Charlotte Convention Center

72.4 OVERALL NET
PROMOTER
SCORE
signifying
best-in-class
in customer experience,
satisfaction and loyalty

\$5.3 MILLION
invested in CRVA-managed
community venues



CRVA STRATEGY

In addition to cementing its culture through an emphasis on “employee first,” the CRVA has been equally focused on building a strong foundation through its strategy. Over the last 12 years, the CRVA has undergone two iterations of strategic planning processes and FY23 marked the third generation of strategy development. During this cycle, the team sought input from its Board of Directors, executives, directors and managers. In addition, feedback was collected through future-oriented questions in employee and external community stakeholder surveys. Twelve years of accomplishments, challenges and pivot points were identified as well as deep dives into aspirational areas of culture and employee experience. All were distilled, discussed and captured in the format of an updated mission and vision in addition to a strategic narrative divided by disciplines of customer, financial, running the business, and people and culture, which features long-term priorities and associated high-level initiatives for the organization.

Following identification of these areas, target measurements and goals are joined together in a Balanced Scorecard to measure progress of CRVA Strategy. For instance in FY23, the CRVA met 15 out of 20 goals assigned in its scorecard with targets encompassing areas such as growing visitor spending, contributing to the CRVA fund balance, enhancing customer experience through strong Net Promotor Scores (NPS) and measuring employee engagement. The CRVA remains committed in its approach to driving strategy and given the learnings and consistent application of strategic planning through the years, recognizes there is additional opportunity for employees to connect with strategy and create long-term, positive impact for Charlotte.





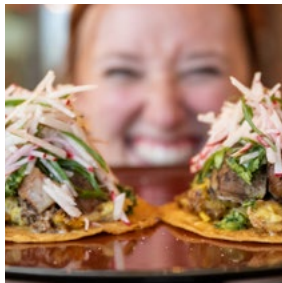
CRVA's new five-year Strategic Plan ladders up to the ultimate goal of growing Charlotte's visitor economy. To do so successfully, it takes the hospitality and tourism industry rowing in the same direction. The CRVA is proud to represent the 1 in 9 individuals who continue to enhance the destination experience through every visitor interaction and recognizes it's their warm and welcoming spirit that serves as a differentiator for the Queen City.

Mission

The CRVA fuels the visitor economy with leadership and expertise in branding and destination-defining infrastructure through an unwavering commitment to its culture and employees.

Vision

Charlotte's passionate people, memorable experiences and welcoming spirit will elevate the city among the world's premier urban landscapes with travel driving economic advancement and prosperity for all in the region.

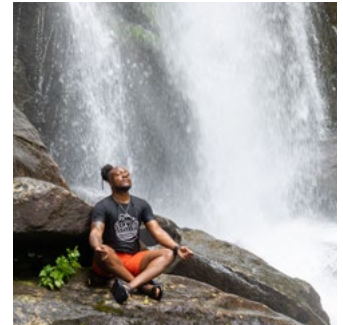


PROMOTING CHARLOTTE

FY23 was a year of notable enhancements for CRVA Marketing and Communications. With substantive year-over-year budget growth thanks to City of Charlotte support via American Rescue Plan Act funding, the CRVA's paid media investment grew from \$4 million in FY22 to \$7 million in FY23. Destination marketing and promotion generates short-term leisure demand for area hotels and drives valuable hotel revenue and tax collections, which are ultimately reinvested back into quality of life assets for the community.

With enhanced budget, the CRVA also extended its geographic radius for advertising to 400-miles to create a wider reach with the number of individuals exposed to advertising and to build frequency -- the number of times someone is exposed to this messaging. The organization continues to see success with Charlotte serving as a four-season destination with timely and seasonal events driving short-term getaways. The city also is a strong destination for visiting friends and relatives, which drives half of its annual visitation of 30.6 million. Because of this robust visitation sector, additional areas of marketing are focused on locals to create informed ambassadors for the friends and relatives visiting them, helping them do more, see more and spend more.

Through prioritization of specific brand themes spanning arts and culture, culinary, diversity and inclusion, and outdoor recreation, efforts targeted an average two-person party size looking to experience the urban and sophisticated assets Charlotte has to offer related to shopping, dining, seasonal and timely events and other things to see and do. These short-term getaways continue to drive impactful demand into area hotels and local businesses and create lasting perception enhancements that generate repeat visits.



5 ways to explore (and interact with) Charlotte, NC's arts scene

From art fests to gallery crawls, see why Charlotte's bustling arts scene is worth traveling for.

April 5, 2023 •
Bethany Harris, Charlotte Regional Visitors Authority

Sponsored by a Tripadvisor member



Murals, art walks, festivals, gallery crawls — oh my, Charlotte has no shortage of ways to see and interact with its arts scene.

Charlotte's got a lot
Sponsored •

It's National BBQ Day and Charlotte restaurants offer some of the best slow cooked and smoked flavors from brisket to ...See more



charlottesgotalot.com
BBQ Restaurants in Charlotte | Barbecue in Charlotte, NC | Restaurants in Charlotte

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Sponsored

CHARLOTTE
Book your trip now.



Make memories later.

Book now

SAVOR
CHARLOTTE
MARCH 8-22, 2023



GATHER.



CHARLOTTE

REUNITE



make people feel loved today

CHARLOTTE

MARKETING CHARLOTTE

ADVERTISING-
ATTRIBUTABLE ROOM
NIGHTS GENERATED

265,419

(16% YOY increase)



ADVERTISING-ATTRIBUTABLE
HOTEL REVENUE

\$38.5 MILLION

(42% YOY increase and representative of
18% of weekend demand market share)

WEBSITE SESSIONS
INCREASE BY



20%

YOY

All-time high traffic in
Q4 averaging 350,000
sessions per month

ADVERTISING
REACHED



64% are more likely to
book an overnight trip

FOR
EVERY
\$1



IN ADVERTISING SPENT

Charlotte sees a \$71
return in visitor spending
and \$4 in incremental
tax revenue

ADVERTISING GENERATES

\$272
MILLION

in visitor spending and
\$14.6 million in local
taxes annually via 2.6
million incremental trips

NOTABLE CAMPAIGNS



Presidents Cup

A welcome campaign effort in collaboration with the PGA Tour and City to demonstrate Charlotte's warm spirit and visitor-worthy attributes.



Savor Charlotte Greenville Culinary Takeover

Four chefs and four mixologists took over Greenville, S.C. for a one-night only event showcasing Charlotte's culinary talent.



Savor Charlotte

Inaugural year encompassing two-week long in-market celebration of chefs, mixologists, brewers and more featuring special menus, hands-on classes and signature dishes.



Experience Charlotte Passes

Launch of Attractions Pass, joining the Brew Badge featuring access to more than 20 area breweries, the Attractions Pass combines access to six attractions.



Stay and Play Summer Campaign

Promotion of Attraction Pass and Brew Badge with 2 night stay bookings generating more than 9.7 million impressions.



SELLING CHARLOTTE

Meetings matter to the Charlotte region, providing undeniable value to people, businesses and communities. Conventions, tradeshow and sporting events support local companies and bring in new revenue by attracting visitors who stay in hotels, eat at area restaurants, shop in neighborhood stores and enjoy community attractions. A diverse and robust calendar of meetings and events activity is important in maintaining a strong local economy, which benefits local residents throughout the region.

The CRVA employs multiple approaches and strategic touchpoints to influence the meeting and event planner decision process. The Visit Charlotte Sales team is deployed across a broad spectrum of industries, economic sectors, markets and geographies. A mix of group business opportunities are sought that best fit the destination's convention space, hotel offerings, amenities and recreational and event venues. The team is dedicated to keeping an active pipeline of prospects, leads and proposals, understanding that current success does not guarantee future success.

Strong collaboration across the CRVA and within the hospitality community provides for a positive client experience and enhances the likelihood of new, expanded and repeat business. The spirit of partnership is a defining characteristic of the CRVA's successful convention, meeting and event sales activities.

SALES DETAILS

The Visit Charlotte team delivered an exceptional performance in FY23, winning business that both supported the hospitality industry's record year and also positioned the region for future success. The team's ability to maintain and grow client relationships during the pandemic contributed to a significant increase in leads and associated hotel room nights -- a key indicator of the volume and size of new opportunities. This continuity of Charlotte messaging, combined with ongoing investments and growth in the region's tourism infrastructure and marketing efforts, increased Charlotte's competitiveness and helped solidify the Queen City's reputation as one of the premier meetings destinations in the Southeast.



386,000
TOTAL ROOM NIGHTS
BOOKED FOR FY23 AND
FUTURE YEARS

46%

OF ROOM NIGHTS BOOKED

were in the
youth/amateur
sports market

119%

ahead of historical
booking pace
for the next five years

1M+

additional lead room
nights compared
to FY22

18

groups booked due to
Convention Center
expansion

117,000

hotel room nights
connected to new
expansion bookings

50

trade missions
with impactful
connections and
messaging

**SPORTS TOURISM
ORGANIZATION
OF THE YEAR**

based on exceptional
impact to local community
by the Sports Events
& Tourism Association

#3

**BEST
SPORTS
BUSINESS
CITY**

based on opportunities,
stability in sports, and
industry executive insight
by Sports Business Journal

Visit Charlotte Leading Strategic Drivers

Leading Strategic Drivers influence activities and use of resources

- Capitalize on Highest ROI Customer-Facing Events
- Maximize Limited Open Dates in 2022 & 2023
- Pursue Strategic Events that Enhance Charlotte's Profile

"We just completed the most successful National Postal Forum in the last 10 years in the city of Charlotte...The success of the event could not have happened without the collaboration of Visit Charlotte, Charlotte Convention Center, and the Charlotte hotel community...The teams represented from all Charlotte organizations are the most professional and knowledgeable that we have had the honor to work with!"

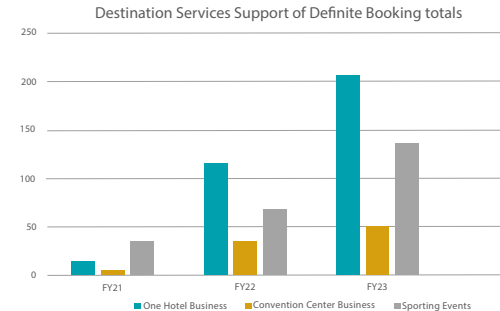
Maureen Goodson
Executive Director
National Postal Forum

WELCOMING VISITORS

Nearly 31 million visitors come to the Charlotte region annually, either for leisure activities, to attend meetings and events, or spend time with friends and relatives. The CRVA team is well-positioned to positively affect the region's reputation, perception and future business opportunities through exceptional client and visitor interactions.

Destination Services

Helping meeting and event planners create destination awareness, build attendance and offer exciting in-market experiences for attendees is the team's primary focus. While often involved in the sales process, team members provide significant support to clients after the group is booked, connecting them with Charlotte resources, businesses, and promotional information. Some of the major citywide events serviced include Omega Psi Phi's Grand Conclave, Presidents Cup, American College of Gastroenterology, Society of Hispanic Professional Engineers, NASCC: The Steel Conference and National Postal Forum. In FY23, the team nearly doubled the number of groups serviced across all market segments.



100

Net Promoter Score from sport event planners, signifying best-in-class in customer experience, satisfaction and loyalty

150,000

Impressions on LinkedIn promoting things to do for convention attendees, a 100% increase

7,700

Impressions for the Show Your Badge program, which encourages visits to local attractions and businesses





visitor**info**center

The Visitor Info Center efforts focus on providing community information to visitors and residents alike. The Visitor Info Center operations include Charlotte Douglas International Airport, the Charlotte Convention Center, an Uptown retail store, plus a branded golf cart and mobile pop-up desks. The Visitor Info Center team speaks several languages, assisting and welcoming guests from all over the world while encouraging exploration throughout the region. In FY23, the CRVA's destination experts expanded their reach to serve more residents, students, community and nonprofit events, and corporations and their employees.

126,938
Total inquiries

93 

local artists &
entrepreneurs with
products featured in
Visitor Info Centers

**365 Days /
13 Hours
a Day**

Visitor Info Center
Airport staff
assisting travelers



64%
Increase
gift shop revenue
and corporate
gifting sales

250,000

Official
Charlotte City Guides
distributed

"I had the great pleasure of being advised by Ms. Mary Lee when I spent time in Charlotte during July. She helped me figure out the bus system and some sights to visit in the downtown area. Her energy and enthusiasm were delightful. Please thank her for making my time enjoyable!"

Kerry M."





SUPPORTING HOSPITALITY

Positive things happen when people and organizations come together for a common purpose. Clients and local businesses feel energized by the CRVA's collective efforts to align resources and expertise in support of their success. The momentum created by this genuine spirit of partnership is powerful and leads to jobs and new opportunities in the community.



The CRVA's partnership team is committed to growing relationships within the hospitality industry and advocating the value of tourism and the role of the CRVA to regional businesses and economic development groups. Through invaluable exposure, effective networking, education, and providing access to industry research and information, the partnership team supports hospitality-related companies in their sales and marketing efforts.

Partners in Tourism events are thoughtfully designed to help businesses and entrepreneurs gain valuable industry and community insights and connections. Educational presentations on initiatives like The Pearl: Charlotte's Innovation District, Destination CLT at the airport, and local updates via a Neighborhood Series provide attendees with useful information about changes impacting the visitor economy. More socially-focused events create an environment where existing relationships are strengthened and new connections are formed, leading to expanded business opportunities and enhanced collaboration. Despite offering fewer total events than in previous years, the delivery of timely, relevant and purposeful programs led to record Partners in Tourism event attendance in FY23.

600+

companies
invest in the CRVA
as a trusted and
proven resource

100

Minority/Women-Owned
Business Enterprise
partners, a 200% growth
rate over five years
resulting from
intentional outreach and
relationship building

92%

retention rate
of Partner in
Tourism businesses



The CRVA markets the 16-county region's rich filming history as a competitive advantage to generate awareness, increase visibility and drive economic activity. Productions that utilize Charlotte as a backdrop stay in area hotels, eat in local restaurants and rely on Queen City companies for goods and services. This creates valuable business opportunities and new revenue for the community. The industry has also developed a robust talent pool in the region whose livelihoods rely on film and production jobs, underscoring the importance of this segment of the visitor economy.

Staff enjoy trusted, long-standing relationships within the film industry, which help secure additional project leads and encourage repeat business. Popular movies and shows filmed in the region, like Netflix's *The Ultimatum* and *Love is Blind*, garnered extensive media coverage. This exposure highlights the community's ability to deliver a high-quality production experience. A wide range of commercials, including Adidas, Apple Fitness, Fox Sports, Google, Truist and Wells Fargo, created an active project pipeline. A strong crew base, combined with an unlimited variety of locations, makes the Charlotte region a highly desirable filming destination year after year.



in film-related
spending

4,440

local jobs
hired



165

leads responded
to for potential
projects

Films / Original movies filmed in the region

- Blue Ridge
- Heaven Sent
- Mother, Couch!
- Operation Taco Gary's
- Please Don't Destroy: The Treasure of Foggy Mountain

Reality shows filmed in the region

- 3-Day Weekend
- 90 Day Fiancé: The Single Life
- Bar Rescue
- f.u.n. *with Jeff
- Homestead Stories
- House Hunters
- Love is Blind
- My Dream Car
- Sabor De América
- The Highpointers
- The Ultimatum: Marry or Move On

List represents a select sampling

"The experience of shooting in Charlotte was outstanding. From the local business owners to the crew members to the citizens who accept everyone... Charlotte is a wonderful place to shoot. With four distinct seasons and a stunning visual palette I've had the amazing opportunity to shoot many projects here over the last 15 years."

Gary Wheeler
Executive Producer
Blue Ridge 6-part TV series

MANAGING VENUES

Delivering expertise in venue management in support of City-owned venues is one of the primary aspects of the CRVA's operations. Overseeing every element of building operations including maintenance, electrical, safety/security, engineering, food and beverage, technology, third-party services, contracting and cleaning is the responsibility of CRVA team members. Maintaining these important community assets ensures their long-term viability as significant contributors to the region's economy and quality of life.

A commitment to excellence in managing venues extends beyond the physical building to also include the guest experience within. In support of venue operations, the CRVA invests significant resources in its Customer Experience training program. While implemented across the organization, the program places a particular emphasis on touchpoints with frontline employees because of their ability to directly impact guest satisfaction across venues. Supporting employee growth and development in this way creates an atmosphere that fosters strong engagement, ultimately inspiring team members to deliver memorable experiences. The service level the CRVA strives to reach creates a competitive differentiator for its managed venues and more broadly for Charlotte as a sought-after meetings, sports, film and leisure travel destination.

As a result of strong sales and marketing, skilled oversight and excellent customer service, CRVA-managed venues experienced record levels of performance.

VENUES

Leading Strategic Drivers

Leading Strategic Drivers influence activities and use of resources

- **Deliver Operational Excellence**
- **Increase Financial Capacity**
- **Leverage Business Intelligence for Effective Decision-Making**





More than 25 years after opening, the Charlotte Convention Center continues to demonstrate its significant value to the Queen City by attracting thousands of visitors and guests annually and generating economic impact that supports local jobs, businesses and entrepreneurs. Locally focused consumer shows, nonprofit and corporate community gatherings, and large indoor youth sporting events also draw residents and families from across the region to the venue.

The Convention Center is the pivotal anchor of a very robust convention district in Uptown. Many meeting attendees are experiencing Charlotte for the very first time, underscoring the importance of exceptional customer

service and facility operations in helping to shape positive perceptions of the region and inspire potential return leisure visits. High favorability ratings are particularly impressive given the volume of business, sheer size of the building, and individualized needs of each group.

Sales efforts and the investment in the Convention Center expansion has improved both the quantity and quality of convention and trade shows. In a year marked by impressive achievements across all CRVA-managed venues, a record number of meetings were held in the Convention Center in FY23, and the average revenue from those events also set performance highs.

**\$91.9
MILLION**
in total
economic
impact

**\$19.2
MILLION**
in direct
visitor spending

**\$27.2
MILLION**
in total revenue,
a record

374
total events
hosted

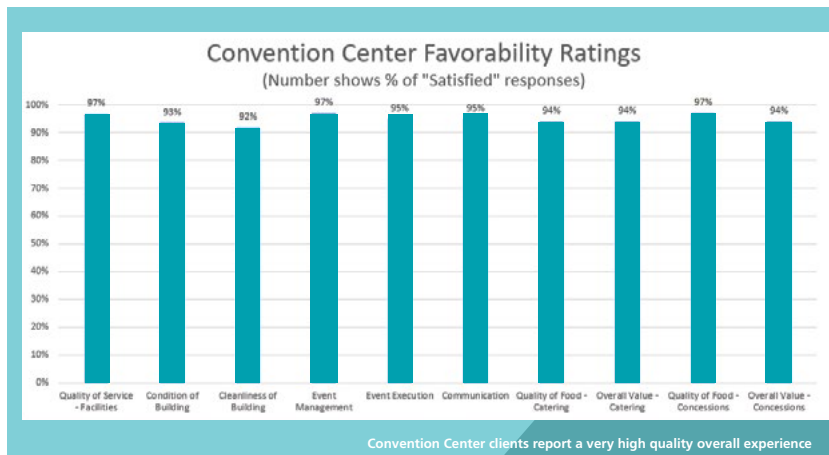
413,400+
in total
attendance

42
CONVENTIONS &
TRADESHOWS

19
CONSUMER
SHOWS

297
LOCAL
EVENTS

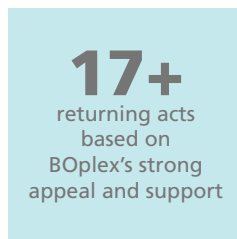
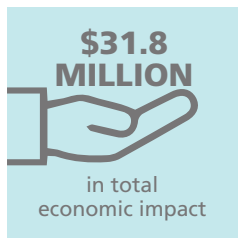
73.0
NET PROMOTER
SCORE



The historic Bojangles Entertainment Complex (BOplex), consisting of Bojangles Coliseum and Ovens Auditorium, remains a vital contributor to the economic health of East Charlotte and a treasured community gathering space. Local groups, nonprofits and educational institutions have a decades-long history hosting events at the storied complex, adding to its enduring, multi-generational appeal.

The venue showcases a robust schedule of live events and shows throughout the year, with diverse programming

intended to appeal to residents and visitors of all ages from across the region. Charlotte Checkers hockey and Broadway performances drew strong interest, while the East CLT room added flexibility for meeting and hospitality functions. Continued investments in the complex, expanded promoter relationships, impressive attendance at events, quality food and beverage offerings, and an ongoing focus on enhancing the guest experience led to record performance levels in FY23.



HIGHEST ATTENDED SHOWS

- Disney On Ice presents Find Your Hero
- Anjelah Johnson – Who Do I Think I Am Tour
- Joe Bonamassa
- Taylor Tomlinson: The Have It All Tour
- Gloria Trevi Isla Divina Tour
- Jo Koy – World Tour 2023
- Je'Caryous Johnson Presents "New Jack City Live!"
- Nate Bargatze: The Raincheck Tour
- The Avett Brothers
- Broadway Lights Series: Legally Blonde
- Franco Escamilla
- John Mellencamp – Live and In Person
- Katt Williams: 2023 and Me Tour
- Leanne Morgan: Just Getting Started
- Chris Rock: Ego Death World Tour 2023
- John Crist – The Emotional Support Tour
- The 5th Annual Queen City Blues Festival

Spectrum CENTER

The CRVA has built a trusted and successful partnership with Hornets Sports & Entertainment and the Charlotte Hornets as the provider of back-of-house services at the Spectrum Center. CRVA team members are responsible for engineering, facility operations, maintenance and cleaning in the venue. A strong focus on delivering operational excellence has led to more efficient systems, innovative sustainability programs, and technology-based solutions. The CRVA's leadership in these areas creates a positive environment for client success. Team members' work also directly enhances the overall experience Charlotte residents and visitors have when attending events at Spectrum Center.



The CRVA provides support in the execution of the Spectrum Center's capital expenditure programs as well as the City of Charlotte's ongoing Capital Improvement Plan projects, which now include a \$215 million, multi-year investment in the City-owned venue. The team coordinates City-designated work to maximize allocated funds, collaborating on solutions that provide the greatest impact to the venue's operations. A new Hornets ownership group in place at the end of FY23 adds momentum and excitement to an already strong collaboration between organizations.

A More Sustainable Building to Benefit the Environment & Community

- Partnership with Circular Charlotte's Innovation Barn, advancing zero-waste initiatives
- Glass wine and beer bottles converted into sand for use in construction concrete
- Damaged or outdated t-shirts and merchandise transformed into sound baffling, dog beds and teddy bears
- 20 tons of food composted and cardboard recycled in one year, a venue record

Strategic Planning Support for Upcoming Renovations

- Updates to concourses and entryways for convenience
- Enhancements to fan amenities and offerings
- New seats for comfort
- Mechanical, electrical and plumbing improvements to modernize and enhance operations

Dana White, President of the Ultimate Fighting Championship conveyed his appreciation for the venue's operations and management, applauding the remarkable attention to detail, professionalism, and customer service. These qualities surpassed his expectations and established a superior benchmark when compared to other similar venues.

Smart Systems to Minimize Waste and Reduce Costs

- Implementation of Kolo Smart Washroom program
- Digital monitoring of all automatic-issue towel, soap and sanitizer dispensers
- Outage prevention, reducing out-of-order closures and complaints
- 9% paper towel and tissue waste, below industry benchmarks
- 180+ average housekeeping labor hours saved per month and redirected to other guest-centric tasks

///NASCAR HALL^{OF} FAME[®]

CHARLOTTE

The NASCAR Hall of Fame is a unique, dynamic and valued asset in Charlotte and within the motorsports industry. More than a decade ago, the venue served as a catalyst for development in the Brooklyn Village Avenue corridor and continues to make significant contributions to the health and vitality of the Charlotte region. Fulfilling an essential aspect of its mission to create economic impact as a must-visit iconic landmark, the NASCAR Hall attracts visitors from across the country and around the world. The venue also serves and supports residents and the local community through its education programs and charitable initiatives. A blended business model encompassing general attendance, groups, and events has proven effective at maximizing the venue's appeal. The CRVA's commitment to operating a premier sports hall of fame is reflected in the NASCAR Hall of Fame's FY23 record-setting achievements.

PERFORMANCE

**\$61.1
MILLION**

in total
economic impact

**\$36.3
MILLION**
in direct
visitor spending

84.2
OVERALL NET
PROMOTER
SCORE
signifying best-
in-class

**\$10.5
MILLION**
operating
revenues

184,000+
total
attendance

**\$1.5
MILLION**
Gear Shop
retail revenue

IMPACT

**500
MILES
TRAVELED**
on average,
to visit

\$888
Average per
party trip
spending

14,000+
STUDENTS
SERVED

62%
of guests
stayed
overnight in
Charlotte

INDUCTION

Enshrinement in the NASCAR Hall of Fame is universally considered the pinnacle of a career in NASCAR. The Class of 2023 Matt Kenseth, Herschel McGriff and Kirk Shelmerdine were officially inducted on January 20, 2023, comprising the 13th class. Mike Helton was honored as the Landmark Award recipient and T. Taylor Warren the Squier-Hall Award honoree. In addition to producing and executing the Official Induction Dinner and Ceremony in collaboration with NASCAR, a robust series of public programs offered plenty of opportunities for fans to experience the NASCAR Hall of Fame during its celebratory weekend.



INDUSTRY RELATIONS

Trusted relationships with key motorsports industry stakeholders have made the NASCAR Hall a valued partner to NASCAR, teams, sponsors, drivers and media. The NASCAR Hall is a preferred location for major announcements, serving as the recognized home for honoring NASCAR's legends, evolving history, celebrated heritage and family-oriented traditions. The NASCAR Hall also implemented strategic activities at tracks and races across the U.S. This level of partnership raised the profile of the NASCAR Hall within the sport and its fan base. Strong industry relations also translate into new exhibit, public programming, and education opportunities.



EXHIBITS

The NASCAR Hall of Fame invests significant resources to maintain a dynamic guest experience that captures the innovative spirit of NASCAR and reflects the energy of the sport. Six major exhibits were updated, including the fifth generation of Glory Road, the iconic banked display of historic cars. In 2023, the venue had a key role commemorating NASCAR's 75th anniversary, partnering with NASCAR and the industry in numerous ways. New exhibits, enhanced interactive displays, dynamic digital content, plus limited-time commemorative moments offered an exciting experience for both first-time and returning guests.



EDUCATION & PUBLIC PROGRAMS

A key part of the NASCAR Hall of Fame's mission is to provide inspiring educational and public program experiences. These efforts serve the greater Charlotte region, enhance the venue's outreach and help build strong guest affinity. Over 14,000 students across all grade levels engaged with STE(A)M-based learning activities, aligned with age-appropriate curriculum requirements. Champ's Camps spring and summer offerings saw strong demand and received positive community response. The NASCAR Hall's virtual program for Girl Scouts continues to experience growth nationwide. The NASCAR Hall of Fame Foundation's success in expanding access to education programs is further outlined in the Commitment to Community section of this report.



FINANCIAL OVERVIEW

The CRVA is a responsible steward of the dollars entrusted to it, combining resources and expertise to strengthen the visitor economy for the benefit of residents, businesses and surrounding communities. A balanced approach to organizational success, paired with data-driven decision making, guides thoughtful investments in people, programs and assets. This strategic “One CRVA” model ensures alignment throughout the organization, leveraging shared financial resources and staff among the company’s eight venues and brands. In FY23, the CRVA achieved its highest operating revenue in history.

FINANCIAL SUMMARY

\$60.7M in operating revenues
generated from strong venue performance

\$42M in external support
received from City and partners

\$92M in operational and capital expenses
across all CRVA functions

\$10.6M surplus
allocated to fund balance

\$30.5M working fund balance

The final audit is available as of December 2023.

CAPITAL SUMMARY HIGHLIGHTS FOR MANAGED VENUES

\$5.3M invested in capital improvements
to enhance the guest experience

Charlotte Convention Center

- Wireless network upgrades
- Escalator modifications

NASCAR Hall of Fame

- Fan billboard upgrades
- Exhibit redesign

Bojangles Entertainment Complex

- Parking lot refurbishment

Spectrum Center

- Food service upgrades
- Audio system enhancements
- Mechanical systems support



Supplier Diversity

As part of its longstanding organizational commitment to diversity, equity and inclusion, the CRVA focuses on creating equitable access for Minority- and Women-Owned Business Enterprises (MWBE) to engage in bidding and contracting opportunities. The CRVA values the ability to build trusted relationships with vendors, and continuously seeks to expand the supply chain so that it reflects the diversity of Charlotte's guests, customers and the broader community.

Through intentional outreach and participation in community-based programs and initiatives, the CRVA has strengthened engagement in its MWBE program. The Contract & Vendor Diversity department established strategic relationships and connections with regional local governments and nonprofit entities to identify and pursue new vendors, and expand exposure to CRVA bid and contracting opportunities. Internally, communication efforts focused on educating and reinforcing the advantages of broadening the vendor pool. The CRVA continues to increase the number of MWBE vendors with whom it works, while also growing the internal database of qualified MWBE vendors who can provide the types of goods and services needed by the company in the fulfillment of its destination development, marketing and venue management activities.

This work is vitally important to the CRVA's goal of ensuring its business relationships reflect the community's diversity, and aligns directly with the organizational mission of elevating community prosperity.

Established Connections

■ AMP Up Charlotte

■ Carolina Small Business Development Fund

■ Carolinas-Virginia Minority Supplier Development Council

■ Charlotte Business INclusion

■ Charlotte Business Resources.com

■ Mecklenburg County Business Diversity & Inclusion

■ Metrolina Minority Contractors Association

■ North Carolina Department of Administration, Office for Historically Underutilized Businesses

■ Small Business Consortium

■ State of North Carolina Interactive Purchasing System

■ The Women's Business Center of Charlotte

COMMITMENT *to* COMMUNITY

The CRVA is proud of its leadership role in the community — as an advocate for the visitor economy, a supporter of the industry and its future talent, and a partner in making the region a better place for residents. In addition to its regional focus, the CRVA leverages national campaigns to elevate Charlotte's profile and standing in the hospitality industry. Participation in National Travel & Tourism Week and Global Meetings Industry Day highlighted the importance of meetings and tourism, recognized Partners in Tourism businesses, and drew attention to Charlotte's vibrant visitor economy. Signature events like the NASCAR Hall of Fame Foundation's Over the Edge generate funds and awareness that expand both outreach and educational opportunities.

A broad range of initiatives advanced the organization's priorities and helped positively impact quality of life in the region.



Education Scholarships & Career Experiences

The NASCAR Hall of Fame Foundation is a 501(c)(3) nonprofit organization whose mission includes providing students most in need the opportunity to experience the NASCAR Hall's STE(A)M-based educational programming. The focus is helping address upward mobility challenges in the Charlotte community. Last school year, the Foundation was able to grant scholarship support to more than 4,000 students at Title 1 schools, nearly tripling the number from the previous year. That support also extended to Champ's Summer Camps, with 16 full scholarships provided. In total this past school year, 56 groups visited the NASCAR Hall of Fame on a Foundation scholarship.

In addition to the work being done through the NASCAR Hall of Fame Foundation, the CRVA provided educational scholarships to expand the skills of emerging tourism professionals in the region. Students pursuing hospitality-related degrees while enrolled at Johnson & Wales University were the beneficiaries of scholarships in FY23, bringing the cumulative total awarded since 2006 to approximately \$94,000.

A longstanding host employer with the Mayor's Youth Employment Program, the CRVA provided six interns with learning opportunities across the organization. Students gained exposure to careers in hospitality as well as access to social capital that can support upward mobility and shape future outcomes.

Sustainability

The CRVA integrates environmental best practices into its work and across venues. This commitment was underscored with the Charlotte Convention Center earning the Operations and Maintenance (O+M) Gold certificate from LEED, a global recognition of sustainable practices and leadership. The achievement recognized significant energy and water conservation measures, waste reduction including enhanced recycling, food composting and food service donations, environmental purchasing and building-performance data analysis. The Convention Center is the first existing City of Charlotte-owned building to achieve LEED Gold certification.



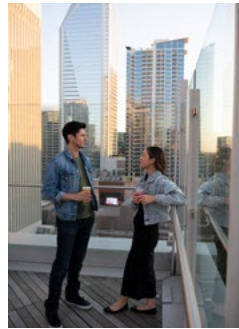
Community Support & Charitable Giving

The CRVA supports tourism-centric events through its Special Events & Projects Grant Program. The program offers in-kind marketing and communications resources using CRVA-owned assets and team expertise to help promote Charlotte as a leisure destination with the primary goal to generate hotel room night stays. In FY23, Queen City Jam Session, Festival of India, ArtPop Upcycled Fashion Show, No Filter Coffee Fest, Picasso at The Mint Museum Uptown, Carolina BBQ Festival and Durag Fest were collectively awarded more than \$65,500 in marketing value.

Creating opportunities for employees to support local nonprofits and institutions is another way the CRVA engages with the community. Organizations receiving financial and volunteer assistance included Classroom Central, Levine Children's Hospital, Marie G. Davis K-8 School, Roof Above, Second Harvest Food Bank of Metrolina, United Way of Greater Charlotte and Veterans Bridge Home.

TOURISM *and* QUALITY OF LIFE

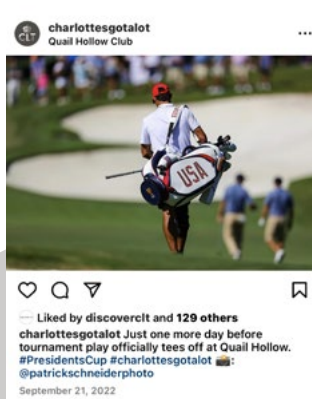
Tourism is essential to our region. It's a catalyst for community vitality, supporting the very things that make the Queen City and surrounding neighborhoods an enjoyable place for residents to live, work and play. Many of the community's most recognizable assets were developed with – and continue to be supported by – the additional revenue generated by visitor spending and the hospitality industry.



STRATEGIC EVENTS

The Queen City's ability to attract and successfully produce large-scale, strategic events highlights the strength of the tourism industry and a spirit of partnership across the broader business community. The benefits from these events reach far beyond the visitor economy and extend into economic development initiatives. In addition to economic impact, the Charlotte region gains an elevated profile as a dynamic city,

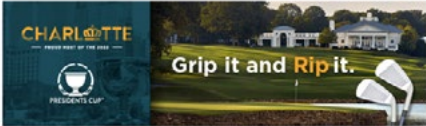
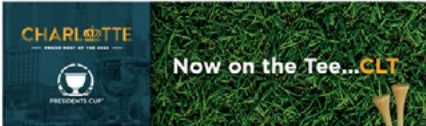
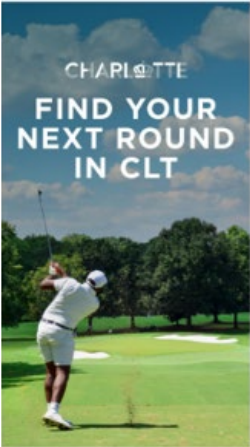
extensive national and international media exposure, and built-in opportunities for corporate recruitment activities showcasing the region's many positive attributes. These large, strategic events complement the year-round work that is done to drive leisure and meetings tourism to the destination. The CRVA was proud to host and support several strategic events in FY23 in collaboration with key community partners and event organizers.



Presidents Cup

The CRVA partnered with PGA TOUR team members to plan, welcome, market and execute event support for the 2022 Presidents Cup. The goals were to utilize the strategic event to produce significant economic impact; maintain strong partner relationships with the PGA TOUR; create a welcoming atmosphere for fans citywide; and complement city stakeholders and their work with the Presidents Cup

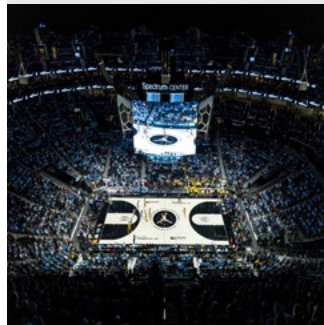
to create a seamless ‘One Charlotte’ experience. A broad array of integrated CRVA programs, activities and tactics were implemented, including community-wide signage, on-site client and prospect hospitality, promotional materials and messaging, development of visitor-centric online resources, paid social and digital advertising, and in-market travel media hosting.



Jumpman Invitational

In partnership with the Charlotte Sports Foundation and Jordan Brand, the CRVA secured a strong partnership for the event's first year featuring eight 'Charlotte' television commercials during the broadcast on ESPN and ESPN2 as well as television-visible branding on courtside and digital basket rotational signage.

The CRVA also supported with social media coverage highlighting the event's elevated and unique Jordan Brand atmosphere. The Jumpman Invitational garnered combined crowds of 129,000 with 437,000 viewers between the two games on night one and 1.42 million viewers on night two.





Culinary continues to be one of four key brand themes used in destination messaging to reach targeted audience segments, with the objective of helping connect people to Charlotte and inspire a visit. As part of its strategic marketing efforts, the CRVA envisioned Savor Charlotte, a broader but distinct culinary theme that highlights the chefs, mixologists and culinary community members who are defining the flavor of the Queen City.

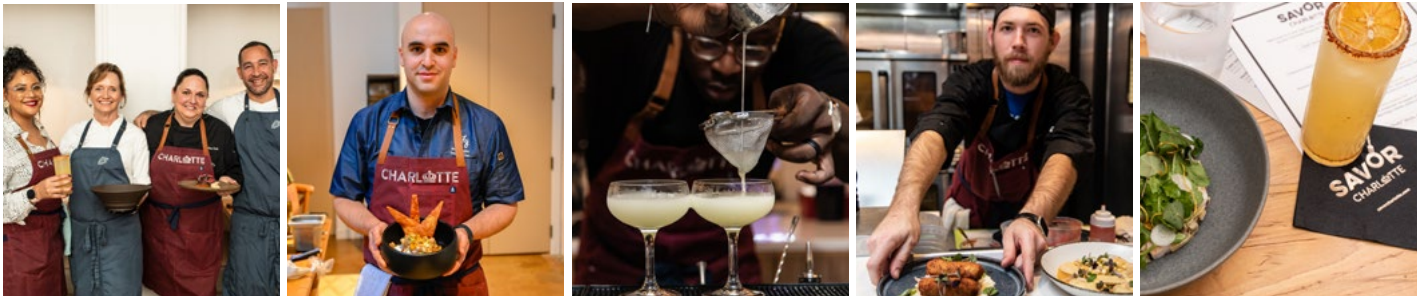
Savor Charlotte is intended to raise awareness of Charlotte's dynamic and diverse culinary offerings through leisure-oriented consumer engagement opportunities; establish a strong presence within target markets that drive hotel and restaurant reservation bookings; and lift up the city's culinary community to showcase individual talents.

In FY23, the CRVA produced two highly successful inaugural Savor Charlotte experiences: a one-night-only offering in Greenville, S.C. and a two-week celebration in Charlotte that featured experiential hands-on classes and demonstrations from industry trendsetters, exclusive menus from tastemakers and special offers from top restaurateurs. The results were impressive and set the table for more Savor Charlotte activations, building on the concept's positive momentum and early success.

SAVOR CHARLOTTE Greenville

- Eight Queen City chefs and mixologists paired at four popular restaurants
- More than 10,000 visits to savorcharlotte.com in 2 ½ weeks
- 105 syndicated stories on media outlets

SAVOR CHARLOTTE



LOOKING *to the* FUTURE



Together with the City of Charlotte, Mecklenburg County and other community partners, the CRVA works to position the Charlotte region as the Southeast's most sought-after destination for visitors, meetings and conventions, film productions and strategic events. The CRVA advocates on behalf of the leisure and hospitality sector and encourages the development of assets and infrastructure that support the future success of the tourism industry with the following destination-defining projects and initiatives.

Spectrum Center Enhancements

Planning for the City-approved \$215 million improvements to Spectrum Center is well underway. The CRVA team, which manages back-of-house operations at the venue, is collaborating with Hornets Sports & Entertainment and the City of Charlotte to implement a wide range of projects over an anticipated five-year timeframe. In addition to extending the NBA Hornets' commitment to Charlotte through 2045, the capital investments also support the ability to attract and secure concerts and other community events, creating visitor spending with local businesses and supporting local jobs.

American Society of Association Executives

Charlotte earned the right to host what is considered the "Super Bowl" of meetings when the CRVA successfully landed the group's Annual Meeting & Exposition for 2027. ASAE attracts thousands of association and nonprofit executives plus hundreds of exhibitors from across the U.S. to its flagship event. Among the association executives who attend are those who select destinations for their own organization's meetings and events. It is estimated that 20 percent of the ASAE delegates book their own conventions in the host city within five years.

Strategic Events

Partnering with community and industry stakeholders to drive visitor spending and economic impact to the region remains a vital aspect of the CRVA's approach. Attracting, supporting and promoting high-profile events like the inaugural Ally Tip Off, Olympic Team Trials, PGA Championship, Atlantic Coast Conference championships, Around the Crown 10K, Duke's Mayo Classic, Duke's Mayo Bowl, Charlotte Pride Festival and Parade, BayHaven Food & Wine Festival, Charlotte Race Weekends for Coca-Cola 600 and Bank of America ROVAL 400, and Blumenthal Performing Arts Center Broadway Lights Series further enhances the region's reputation and elevates the Queen City's perception as a dynamic destination.

Convention District Land Exchange

The CRVA sought to preserve land adjacent to the Charlotte Convention Center for future development opportunities. The land exchange proposed enhancements to the Convention Center plaza and, should the land be used as a hotel development site, it would undoubtedly improve the competitiveness of the city's convention district offerings. A positive vote by Charlotte City Council gave the City Manager authorization to execute documents necessary to complete the transaction. Hotel package is the number one reason cited by meeting planners for Charlotte losing convention opportunities to other destinations. The CRVA is encouraged by the potential for future additions to Uptown's hotel offerings and hotel room supply in such close proximity to the Convention Center.



