



Little Rock

CONVENTION &
VISITORS BUREAU

2017

A N N U A L R E P O R T

FEBRUARY 20, 2018

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EXECUTIVE SUMMARY

2017 provided new growth and opportunities for the Little Rock Convention & Visitors Bureau (LRCVB). With the first full year of events and activities following the Robinson Center grand reopening, historic celebrations, tax receipts continuing to increase, and the tourism industry being recognized domestically and globally as a major economic engine, 2017 was indeed a great year.

The reopening of the Robinson Center has enhanced the level, and quality, of live entertainment and cultural experiences for residents and visitors. The facility far exceeded attendance expectations and has produced a tremendous impact on the destination both in terms of quality of entertainment and economic impact.

Other LRCVB managed facilities also continue to thrive. Statehouse Convention Center experienced an increase in user days and client surveys garnered very good customer satisfaction scores. Multiple capital improvement projects were successfully completed as well.

The year also featured two significant anniversaries – the 25th anniversary of William Jefferson Clinton being elected President of the United States, and the 60th anniversary of the integration of Little Rock Central High School. Both celebrations featured numerous events and garnered meaningful media coverage for the destination. Undoubtedly, the Clinton Presidential Center and Little Rock Central High School's National Historic Site are two of the most significant elements of the city's tourism product.

Tax receipts continue to exceed prior year totals in both the prepared food and lodging sectors. The sales team completed a productive year securing more than 215,000 convention room nights, confirming 304 tourism bookings, and distributing 369 leads for future convention business.

Additionally, LRCVB launched all-new LittleRock.com and RiverMarket.info websites in 2017. The new sites have more user-engaging elements, offer a fully responsive design geared toward browsing on all devices, and provide neighborhood and niche audience features to highlight authentic and unique experiences.

Tourism continues to be the #2 economic industry in the state of Arkansas. Little Rock not only serves as the state's capital, but also as the largest contributor of tourism impact. Pulaski County welcomes approximately 6.4 million visitors annually, and represents 25% of the state's total travel expenditures and 22% of the states total visitors.

Little Rock continues to experience growth and redevelopment geared toward its tourism product, and we expect the city's tourism impact to continue upward growth in the future.




GRETCHEN HALL, CDME, CMP
PRESIDENT & CEO

PERFORMANCE SUMMARY



**\$1.9
BILLION**
GENERATED IN
TRAVEL SPENDING
IN PULASKI COUNTY



**6.4
MILLION**
ANNUAL VISITORS
TO PULASKI COUNTY



**533
EVENTS**
AT LRCVB
MANAGED FACILITIES



**864,941
ATTENDANCE**
IN LRCVB
MANAGED FACILITIES

ORGANIZATION & LEADERSHIP



LITTLE ROCK ADVERTISING & PROMOTION COMMISSION

The Little Rock Advertising & Promotion Commission is the governing body for LRCVB. It is a volunteer board consisting of seven members – two City of Little Rock elected officials, four business owners within the Little Rock hospitality industry and one at-large position.

City Director Capi Peck, Chair	Andy Agar
City Director Gene Fortson,	Jim Keet
Vice Chair	Rajesh Mehta
Mayor Mark Stodola	Pamela Smith

LITTLE ROCK CONVENTION & VISITORS BUREAU (LRCVB)

The Little Rock Convention and Visitors Bureau (LRCVB) is the official destination marketing organization for the City of Little Rock, charged with marketing and selling the city as a meeting, convention and visitor destination.

The LRCVB also operates the Statehouse Convention Center, Robinson Center, River Market, multiple parking facilities, a retail shop and visitor information centers.

LRCVB is primarily funded by a lodging and prepared food tax.

The organization is divided into four primary divisions:
Finance & Administration,
Sales & Services,
Marketing & Communications,
and Facility Operations.

LRCVB MANAGEMENT TEAM

Gretchen Hall, President & CEO

- Recipient, 2017 Downtown Little Rock Partnership Top of the Rock Award
- *Smart Meetings Magazine* “Smart Women in Meetings” Award Winner

Jim Rice, Sr. Vice President & COO

- 2017 Arkansas Tourism Person of the Year
- Inducted into the Arkansas Hospitality Association Hall of Fame

Nikki Parnell, Sr. Vice President - Finance & Administration

John Mayner, Vice President - Marketing & Communications

James ‘Doc’ Doolittle – Sr. Director of Facilities Maintenance/Engineering

Phyllis Lucas – Sr. Director of Event Operations

Ionette Neal – Sr. Director of Tax Revenue

Chris Phillips – Controller

Bobby Green – Security Director

Randy Guptill – Technical Services Director

Diana Long – Director of River Market Operations

Norman Hale – Parking Manager

Dan Limke – Creative Services Manager

Libby Lloyd – Communications Manager

Johnny Loney – Auxiliary Services Manager

Charlie Oppedisano – Retail Sales Manager

Kim Sanders – Human Resources Manager

Jennifer Willis – Convention Services Manager

Gwen Stallings – Building Services Supervisor

Ricardo Henderson – Building Services Supervisor

Kim Berry – Farmers’ Market Manager

Vicki Spears – Executive Assistant to President & CEO

MISSION, BRAND PROMISE & CORE VALUES

MISSION

Improve the quality of life
and the local economy
in Little Rock
by bringing visitors, meetings,
conventions and events to the city

Responsibly manage
public funds in its charge

Efficiently operate
the facilities it manages

Serve customers, visitors and delegates
with courtesy, knowledge and skill

BRAND PROMISE

Discover the
pleasant surprise of Little Rock.

Enjoy our charming hospitality,
sincere service, genuine people
and engaging experiences.

Welcome to our brand of
new southern style as you
experience our history and culture.

CORE VALUES

Be the pleasant surprise – a mix of both personality
and remarkable customer service.

Make a positive difference every day –
be present in every moment and aware that
even the smallest actions can make the biggest impact.

Always engage – sincerely engage in the guest experience.

Put people first – treat others “better” than they
expect to be treated.

Be extraordinary – anticipate customer needs and deliver
personalized service that exceeds expectations.

Take ownership – produce a result that
you can be proud of and take pride
in the outcome.





TOURISM BY THE NUMBERS

\$2.3 TRILLION

Economic output generated by domestic and international visitors (includes \$990.3 billion in direct travel expenditures that spurred an additional \$1.3 trillion in other industries)

15.3 MILLION

Jobs supported by travel expenditures (includes 8.6 million directly in the travel industry and 6.7 million in other industries)

\$248.2 BILLION

Wages shared by American workers directly employed by travel

\$157.8 BILLION

Tax revenue generated by travel spending for federal, state and local governments

2.7%

Percentage of nation's gross domestic product (GDP) attributed to travel and tourism

1 OUT OF 9

U.S. jobs depend on travel and tourism

Source: US Travel Association

VALUE OF T

2016 Travel Spending in Arkansas Counties

PULASKI
\$1,910,288,434
24.95%

GARLAND	\$783,032,225	10.2 %
SEBASTIAN	\$477,474,550	6.24%
WASHINGTON	\$481,886,269	6.29%
BENTON	\$364,146,523	4.76%
OTHER (70 ARKANSAS COUNTIES)	\$3,640,179,819	47.53%
TOTAL	\$7,657,007,820	

Source: Arkansas Department of Parks & Tourism
2016-2017 Annual Report

2016 Annual Visitors in Arkansas Counties

PULASKI
6,417,940
21.95%

GARLAND	3,088,622	10.56%
WASHINGTON	1,985,738	6.79%
SEBASTIAN	1,577,716	5.40%
BENTON	1,562,880	5.35%
OTHER (70 ARKANSAS COUNTIES)	14,604,649	49.95%
TOTAL	29,237,545	

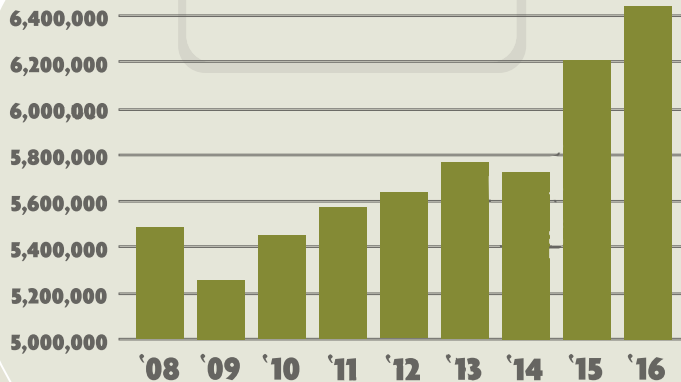
Source: Arkansas Department of Parks & Tourism
2016-2017 Annual Report

TOURISM



**2016
Pulaski County
Annual Visitors**

WELCOME



**Tourism Impact in
Pulaski County**

TRAVEL GENERATED:	
EMPLOYMENT	PAYROLL
13,793 JOBS	\$360,939,677
STATE TAX	LOCAL TAX
\$72,786,006	\$32,658,163

PULASKI COUNTY ACCOUNTS FOR

25%
OF THE TOTAL
TRAVEL EXPENDITURES
IN ARKANSAS

22%
OF THE TOTAL
VISITORS
TO ARKANSAS

21%
OF THE TOTAL
TRAVEL RELATED EMPLOYMENT
IN ARKANSAS

Source:
Arkansas Department of Parks & Tourism
2016-2017 Annual Report



TOP IMPACT EVENTS IN 2017

ATA INTERNATIONAL WORLD EXPO

ECONOMIC IMPACT

\$5,210,491

REAL DEAL IN THE ROCK

ECONOMIC IMPACT

\$3,620,786

VOLLEY IN THE ROCK

ECONOMIC IMPACT

\$3,348,028

ARKANSAS RAZORBACK FOOTBALL

ECONOMIC IMPACT

\$3,112,922

SOUTHERN BOWLING CONGRESS

ECONOMIC IMPACT

\$3,103,570

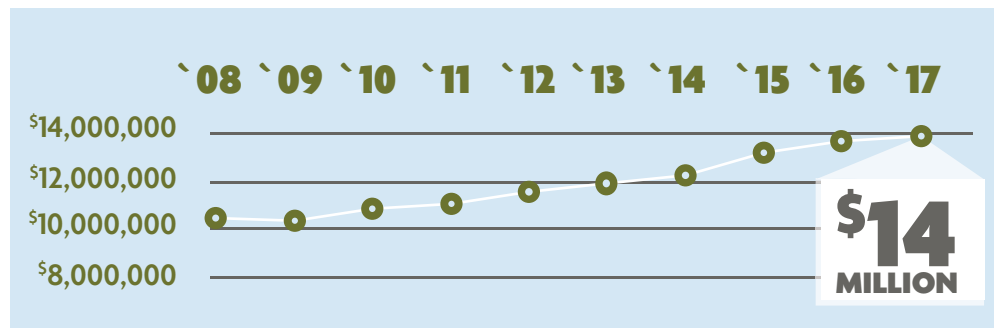
FINANCE & ADMINISTRATION

The Finance and Administration Division is comprised of the tax, accounting, information technology, and human resource departments. The tax department collects the advertising and promotion tax, which is assessed on the gross receipts of lodging and prepared food sales in the City of Little Rock. Tax collections for 2017 exceeded \$13.9 million.

In 2017, the LRCVB commissioned a pay evaluation study, which was conducted by the Johanson Group, to ensure the organization remains a competitive central Arkansas employer with regards to pay and benefits.



2% A&P TAX COLLECTIONS 2008-2017



2017 TAX COLLECTIONS BY TYPE

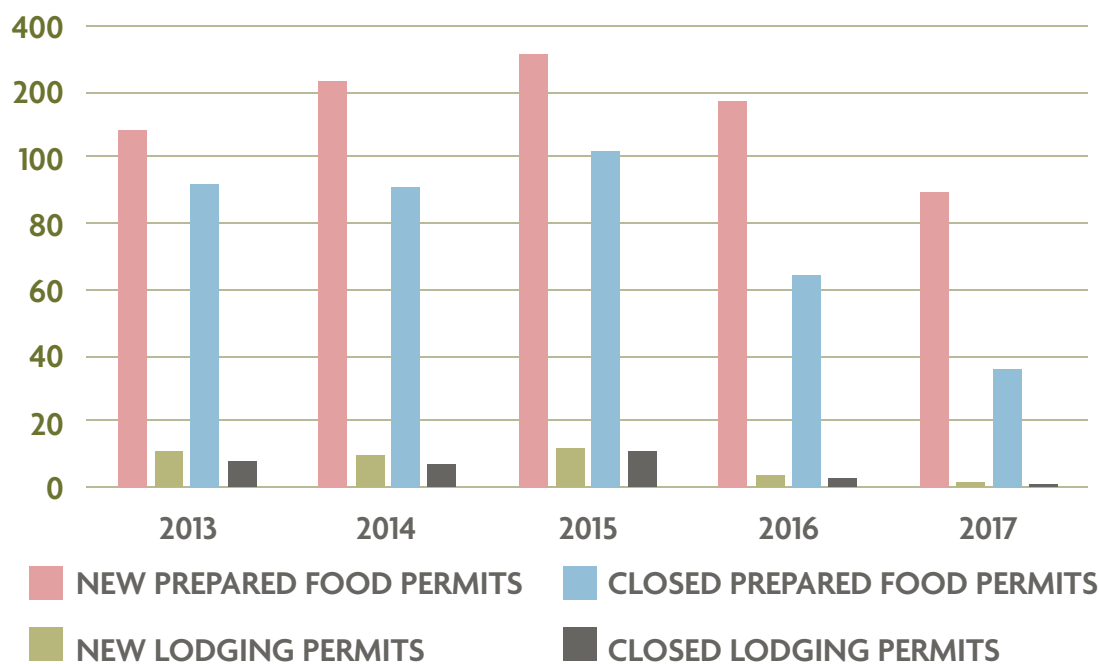
MOBILE UNITS	\$71,000
PRIVATE CLUBS	\$118,000
CATERERS	\$132,000
LIMITED SERVICE HOTELS	\$829,000
CONCESSIONAIRES	\$861,000
FULL SERVICE HOTELS	\$1,975,000
FAST FOOD RESTAURANTS	\$3,361,000
FULL SERVICE RESTAURANTS	\$6,636,000

2017 TAX AUDIT RESULTS OF PERMITEES

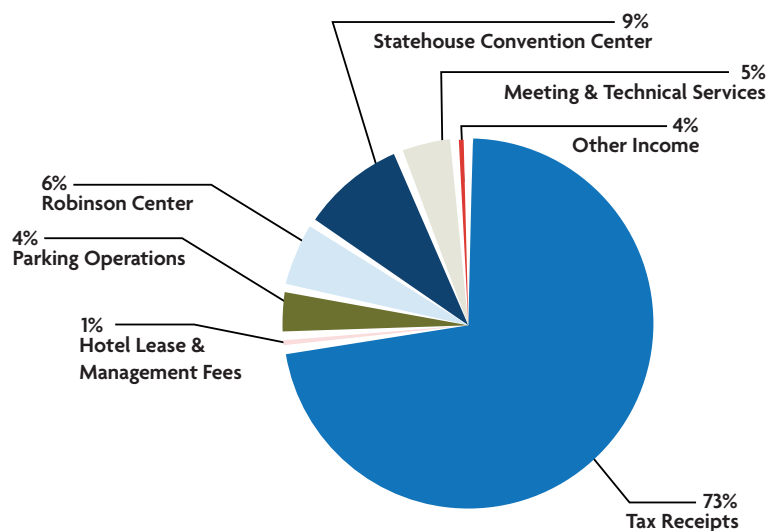
49% ADDITIONAL TAX DUE	24% NO ADJUSTMENTS	27% REFUND DUE TO PERMITEE
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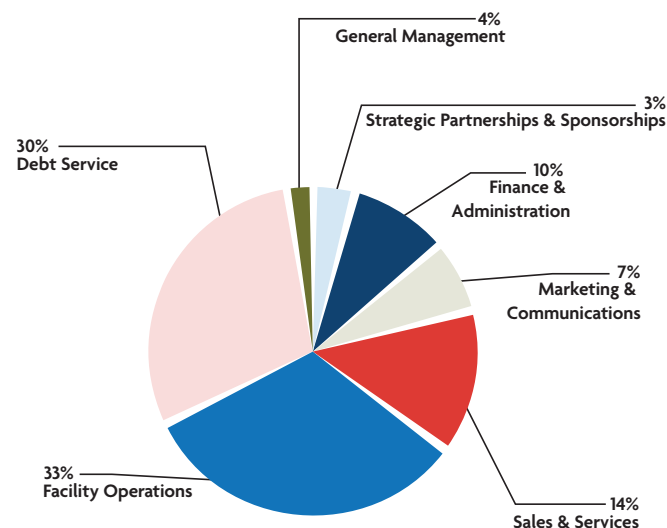
2013-2017 NEW AND CLOSED PERMITS



2017 TOTAL REVENUE



2017 TOTAL EXPENDITURES



FACILITY OPERATIONS



The Facility Operations division, under agreement with the City of Little Rock, is responsible for the operation of the Statehouse Convention Center, the Robinson Center, the municipal parking garage at Robinson and the parking decks at 2nd and Main Streets, as well as 2nd Street and River Market Avenue.

Under a Memorandum of Understanding with the city, LRCVB is also the management entity of the River Market. These responsibilities include Ottenheimer Market Hall, two outdoor pavilions, the First Security Amphitheater and all surface parking within Riverfront Park.

The division has direct operational responsibility, and serves as contract liaison, between the city-owned hotel properties (Marriott Little Rock and DoubleTree by Hilton) and the Little Rock Advertising & Promotion Commission.

Lastly, the facility operations division manages the commission owned parking lot on block 2, directly across from the Statehouse Convention Center.

2017 CAPITAL PROJECTS

LRCVB continues to make necessary investments in the operation and maintenance of the facilities under its charge. Major projects from 2017 include:

Robinson Center

- Parking facility lighting conversion to LED
- Parking facility valve replacement in fire suppression system

Statehouse Convention Center

- Completed replacement of three 1982 escalators
- Replacement of 32 exterior windows
- Variable frequency pump repair and replacement

River Market

- Pavilion roof repair, painting and refinishing of wooden beams
- Replacement of collapsed sewer line servicing Ottenheimer Hall
- Extensive amphitheater exterior fencing project
- Multiple recycling initiatives in all facilities, including LEED Gold requirements for the Robinson Center

ENERGY AND WATER USAGE FOR 2017

(using 2012 for baseline year)

STATEHOUSE CONVENTION CENTER:

ENERGY: -4.7%

WATER: -35.3%

Both a direct result of lighting efforts and chiller replacement which continues to provide dividends.

ROBINSON CENTER PARKING GARAGE:

ENERGY: -17.6%

(result of LED lighting conversion)

CROMWELL OFFICE BUILDING:

ENERGY: -4.3%

ROBINSON CENTER:

Energy baseline set in 2017; accurate comparisons will begin in 2018.

WATER: -17.8%

compared to 2013, even with increased restroom fixtures and concession areas.

SUSTAINABILITY EFFORTS

LRCVB continues to implement sustainability measures throughout their managed facilities and continues to enjoy financial benefits from those efforts.

Another exciting sustainability initiative that has recently been embarked upon is the official registration of Statehouse Convention Center to pursue LEED status through USGBC.

It has been the strong desire of management, after the Robinson Center successfully opened with LEED Gold designation, to begin efforts to pursue LEED status in other LRCVB operated facilities. Anticipated completion and designation will take approximately 24 months.

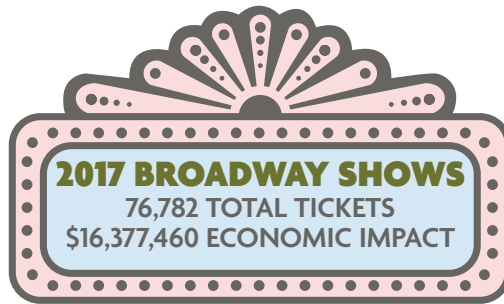
ROBINSON CENTER

The Robinson Center completed its inaugural full year of operations in 2017, after re-opening in November 2016.

The impact to the arts and entertainment offerings to the Central Arkansas area have skyrocketed. 132,513 tickets were sold, through TicketMaster, for touring Broadway, concerts and shows in the performance hall. This equates to direct ticket expenditures of \$7,873,877.

As a comparison, in 2013, the final full year of Robinson Center operations prior to the renovation of the historic building, total tickets sold were 71,336 representing gross ticket revenue of \$4,241,541. These represent year over year increases of 86% in both total sales and revenue.

In addition to these results, the Arkansas Symphony Orchestra experienced ticket growth in excess of 15% in the first season back at the Robinson Center, and in calendar year 2017 tickets totaled almost 34,000 to



Economic impact derived from research provided by The Broadway League - the national trade association for the commercial theatre industry; the League serves as the central hub for statistical information about Broadway theatre production in North America.

their Masterworks and Pops series concerts.

The Robinson Center achieved LEED GOLD status. Leadership in Energy and Environmental Design (LEED) is the most widely-used green building rating system in the world. LEED provides a framework to create healthy, highly-efficient and cost-saving green buildings. LEED certification is a globally-recognized symbol of sustainability achievement.

ROBINSON CENTER FACILITY USER DAYS 262 **TOTAL EVENTS ROBINSON CENTER 211**



ROBINSON CENTER

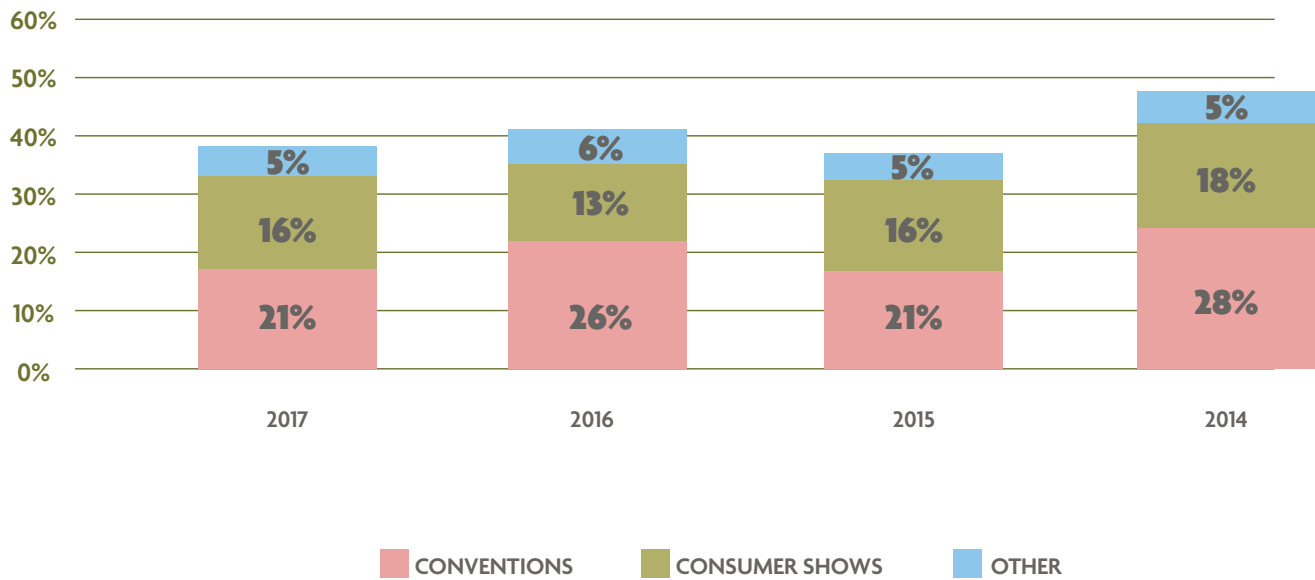
EVENT TYPE	# OF EVENTS	PATRON DAYS
Conventions	24	19,822
Shows	60	191,295
Dances	2	950
Banquets, Receptions & Luncheons	58	11,744
Meetings	39	6,723
Rehearsals	23	3,150
Graduations	2	1,750
Recital/Competitions	3	5,250
TOTALS	211	240,684

STATEHOUSE CONVENTION CENTER



A new 360°/3D online tour of the Statehouse Convention Center has been created to provide a virtual tour through the facility, as well as show capacity information and capabilities within each rentable space.

STATEHOUSE CONVENTION CENTER
EXHIBIT SPACE OCCUPANCY BY TYPE

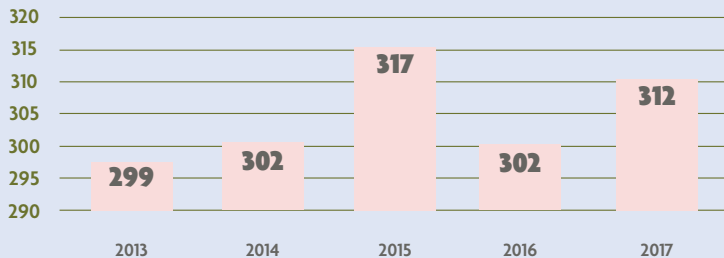


FACILITY USAGE

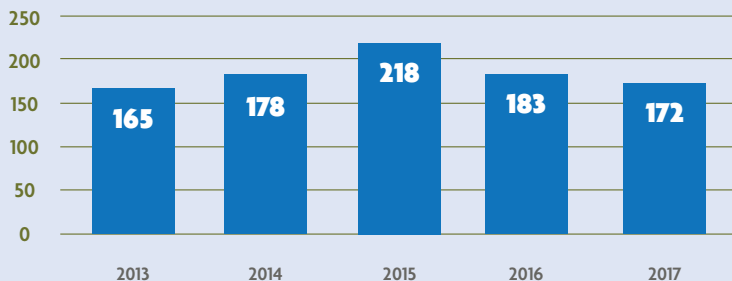
STATEHOUSE CONVENTION CENTER

EVENT TYPE	# OF EVENTS	PATRON DAYS
Conventions	41	171,704
Shows	2	150
Dances/Parties	3	1,300
Banquets, Receptions & Luncheons	46	29,966
Meetings	38	19,857
Consumer Shows	21	62,718
Sports	4	4,870
Graduations	5	5,981
Recitals/Competitions	5	4,200
Exams	7	527
TOTALS	172	301,273

FACILITY USER DAYS STATEHOUSE CONVENTION CENTER



TOTAL EVENTS STATEHOUSE CONVENTION CENTER



WALLY ALLEN BALLROOM UTILIZED

45.68%

NATIONAL AVERAGE FOR
REGIONAL CONVENTION CENTERS IS 45%

EXHIBIT HALLS UTILIZED

42%

COMPARED TO
UTILIZATION OF REGIONAL CENTERS 44%
UTILIZATION OF CENTERS WITH LESS THAN
100,000 SQ. FT. OF EXHIBITION SPACE 47%

ABOVE THE NATIONAL AVERAGES

TOTAL EVENT VOLUME

**312
USER DAYS**

NATIONAL AVERAGE FOR
REGIONAL CENTERS AND CENTERS WITH
LESS THAN 100,000 SQ. FT. OF EXHIBIT SPACE
IS 302 AND 286 USER DAYS RESPECTIVELY

ANNUAL ATTENDANCE

**301,273
ATTENDEES**

COMPARED TO 244,100 AND 186,800



FACILITY OPERATIONS

RIVER MARKET

Each year the River Market continues to expand its programming for local residents and visitors.

2017 PROGRAMMING HIGHLIGHTS

Little Rock Farmers' Market Special Promotions included:

- Opening Day Celebration
- Second Saturday Events such as 'Lil Farmers (new), Garden Gourmet Chef Series, Master Gardeners and other non-profit partnerships, such as Rock City Rescue
- Red Cross Blood Drive
- National Farmers' Market Week
- Special Performances
- Fifth annual **Jazz in the Park** each Wednesday in April and September. These events have experienced consistent growth each year and now attract an average of 500 attendees for each performance
- 11th Annual **Movies in the Park** each Wednesday in June and July
- **Locally Labeled** fall event that highlights the growing brewery and adult beverage industry, including all Locally Labeled Passport participants
- **Chop the Rock**, a new television cooking series, produced in the Bill and Margaret Clark Room airing on the LRTV local access channel. It features guest chefs from locally-owned restaurants, attractions and special events. In 2017 nine episodes were produced and aired, and more are planned for 2018.
- **Little Rock Salutes Concert Series** (new)
 - Aug. 19 – U.S. Navy Cruisers Event at First Security Amphitheater
 - Sept. 17 – U.S. Air Force Band of the Mid-South at First Security Amphitheater
 - Oct. 19 – Navy Band Southeast Market Hall Performance
 - Oct. 20 – Navy Band Southeast Performance at St. Vincent Plaza



RIVER MARKET

EVENT TYPE	# OF EVENTS	PATRON DAYS
Shows	26	184,222
Dances	1	100
Banquets, Receptions & Luncheons	53	15,263
Meetings	14	1,807
Trade Show/Exhibits (including Farmers Market)	27	82,737
Sports/Hobbies	26	4,755
Festivals	3	34,100
TOTALS	150	322,984

2017 CLIENT SURVEY SUMMARY

LRCVB STAFF	SCALE 1-5
Sales Managers/responsiveness, coordination & professionalism	4.45
Event Operations Staff/service, knowledge & professionalism	4.70
Safety & Security Officers/presence, knowledge & professionalism	4.72
In-house Audio Visual Services /production & quality	4.57
FACILITIES (STATEHOUSE CONVENTION CENTER & ROBINSON CENTER)	SCALE 1-5
Cleanliness, condition of facility & room setup accuracy	4.74
Value of services, equipment & facilities	4.57
Overall satisfaction with experience	4.54

RIVER MARKET	SCALE 1-5
Cleanliness, lighting, safety and overall experience	4.81
Variety of Food Vendors	4.66
Friendliness of Staff/Vendors	4.77
Cleanliness of Grounds	4.66
Cleanliness of Market Hall	4.50
PARKING FACILITIES	SCALE 1-5
Adequate Lighting and Security	4.16
Cleanliness of Deck	4.13
Cashiers professional and friendly	4.36

SALES & SERVICES



The Sales & Services division is focused on recruiting meetings, conventions, groups and special events to Little Rock. The sales team is divided by market segments focused on Sports, Government & State Association, Multicultural & Religious, National/Regional Association & Corporate, Small Meetings/Reunions, and Motorcoach/Group Travel/Weddings.

The division also has a team of convention service professionals that provide a variety of services for groups. The sales team actively participates in a variety of industry tradeshows, hosts site visits and familiarization trips to the city, and works with meeting professionals to recruit business to Arkansas's capital city.

This year the sales team reported a total of 216,857 convention room night bookings, generated 369 leads for future bookings, and confirmed 304 tourism/motor coach tour bookings.

The overall Little Rock hotel market experienced increases in average daily rate (ADR), and RevPAR (revenue per available room), while taking a slight dip in occupancy, year-over-year. Moreover the hotel inventory continues to grow, with two new properties opening in 2017.

LRCVB was honored with *ConventionSouth's* annual readers' choice award as selected by meeting planners for exhibiting excellence, creativity and professionalism in the meetings and conventions industry.

2017 PRODUCTIVITY & BUSINESS MIX

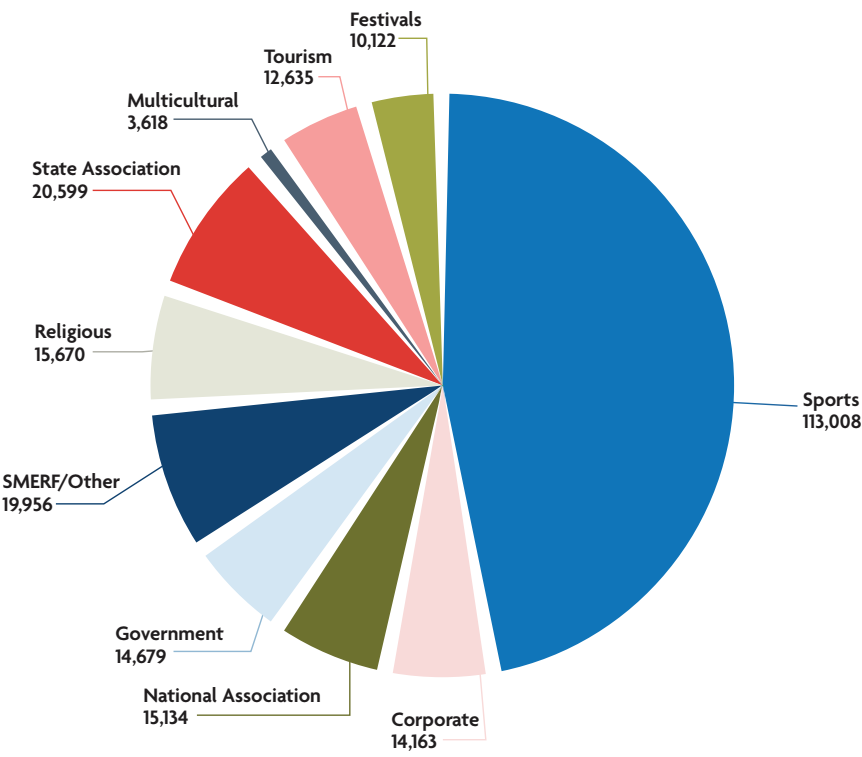
LRCVB 2017 BOOKING PACE REPORT DECEMBER YEAR-END PERFORMANCE 5-YEAR COMPARISON

YEAR	ITYFTY* ROOM NIGHTS	FOLLOWING YEAR ROOM NIGHTS	2 YEARS ROOM NIGHTS	3 YEARS ROOM NIGHTS	4 YEARS ROOM NIGHTS	5 YEARS ROOM NIGHTS	6+ YEARS ROOM NIGHTS	TOTALS
2013	86,151	23,857	8,129	5,234	1,382	0	2,745	127,498
2014	93,038	31,533	2,303	582	380	245	245	128,326
2015	123,820	9,838	3,891	0	0	0	0	137,549
2016	126,588	11,350	991	1,084	288	0	288	140,589
2017	136,198	60,161	14,164	5,978	356	0	0	216,857**

*(ITYFTY = In The Year For The Year) **Results from a complete audit of tentative room nights

SALES & SERVICES

ROOM NIGHTS BY MARKET SEGMENT



ECONOMIC IMPACT OF ACTUALIZED CONVENTION BUSINESS IN 2017 TOTALED \$106,405,669

JANUARY	\$9,335,282
FEBRUARY	\$3,121,510
MARCH	\$22,252,395
APRIL	\$9,617,727
MAY	\$7,190,664
JUNE	\$18,114,329
JULY	\$8,236,547
AUGUST	\$6,706,894
SEPTEMBER	\$6,918,881
OCTOBER	\$5,861,875
NOVEMBER	\$4,887,506
DECEMBER	\$4,162,059

*According to the DMAI economic impact calculator

ECONOMIC IMPACT OF LITTLE ROCK'S TOP 15 FESTIVALS

\$7,527,470

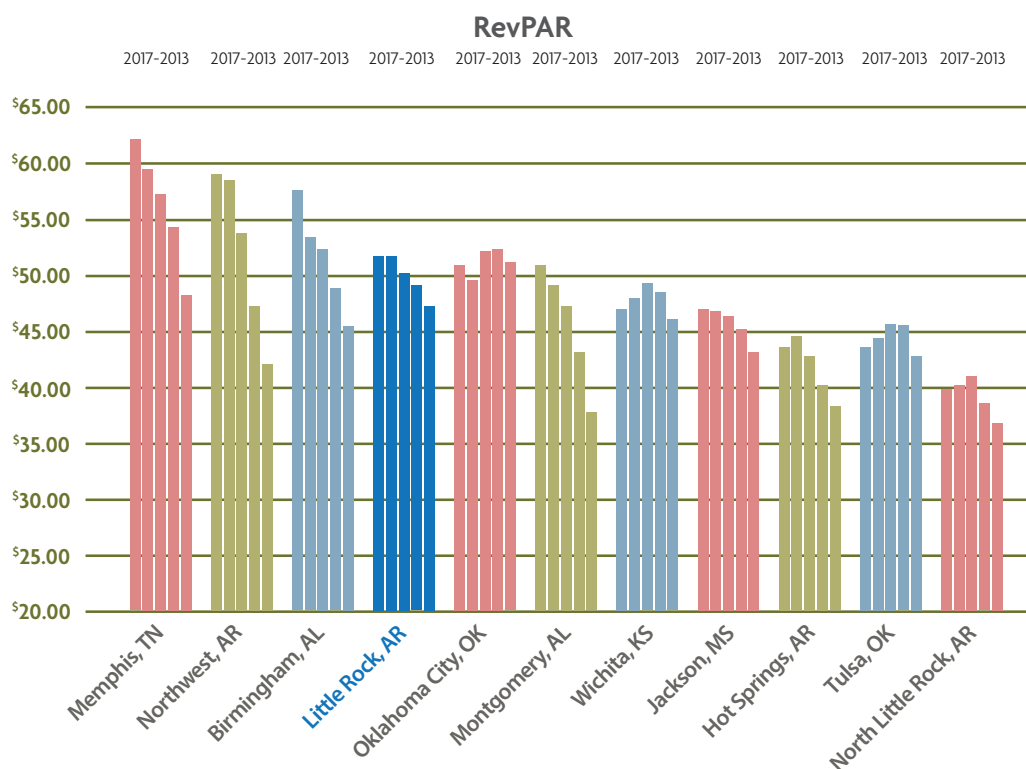


2017 SITE VISITS

MONTH	SITE VISITS	POTENTIAL ATTENDEES	TOTAL POTENTIAL ROOM NIGHTS
JANUARY	12	6,550	5,911
FEBRUARY	13	7,625	4,724
MARCH	19	9,105	14,188
APRIL	13	6,050	5,727
MAY	14	4,465	3,706
JUNE	4	3,425	1,595
JULY	5	12,200	1,645
AUGUST	8	18,860	6,454
SEPTEMBER	14	3,220	3,305
OCTOBER	7	3,170	2,459
NOVEMBER	5	1,330	806
DECEMBER	3	555	1,176

SMITH TRAVEL RESEARCH COMPARISON

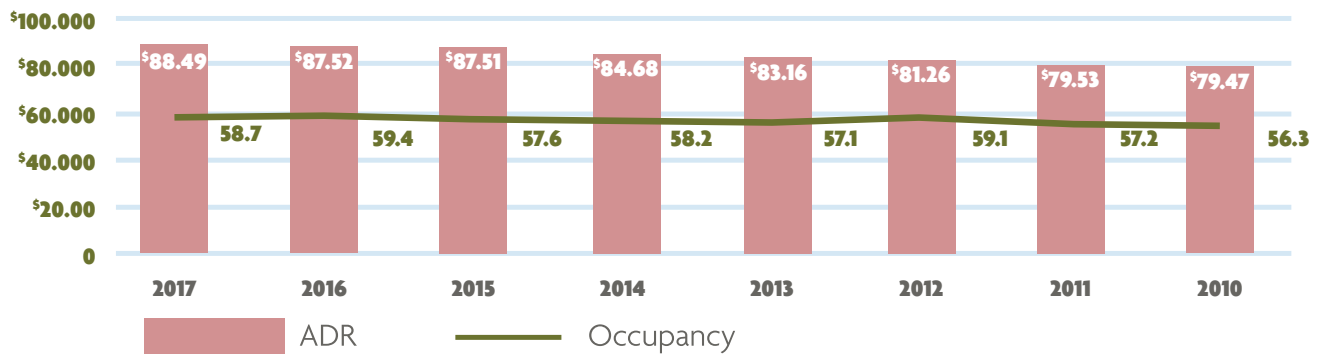
	OCC %		ADR		RevPAR		PERCENT CHANGE FROM YTD 2016					
	2017	2016	2017	2016	2017	2016	OCC	ADR	RevPAR	ROOM REV	ROOM AVAIL	ROOM SOLD
Memphis, TN	65.2	64.1	95.8	92.8	62.5	59.5	1.7	3.3	5.1	7.6	2.4	4.1
Oklahoma City, OK	62.3	59.9	82.2	83.3	51.2	49.9	4.0	-1.3	2.7	5.6	2.8	6.9
Tulsa, OK	54.5	56.3	80.4	79.0	43.8	44.5	-3.1	1.7	-1.5	3.7	5.3	2.0
Wichita, KS	56.6	58.0	83.5	83.2	47.3	48.3	-2.5	0.4	-2.1	1.1	3.3	0.7
Northwest AR	65.0	65.6	91.4	89.5	59.4	58.7	-0.9	2.1	1.1	1.9	0.7	-0.2
Birmingham, AL	64.5	62.4	89.7	86.1	57.9	53.7	3.4	4.2	7.7	8.9	1.1	4.6
Montgomery, AL	63.6	64.2	80.5	77.5	51.2	49.7	-0.9	3.9	2.9	4.5	1.5	0.6
LITTLE ROCK, AR	58.7	59.2	88.5	87.3	52.0	51.7	-0.8	1.3	0.5	2.0	1.5	0.6
Jackson, MS	58.9	60.0	80.3	78.3	47.3	47.0	-2.0	2.6	0.6	2.0	1.5	-0.5
North Little Rock, AR	53.1	54.0	75.6	74.1	40.1	40.1	-1.7	1.9	0.2	0.9	0.7	-1.0
Hot Springs, AR	43.0	45.4	101.9	98.7	43.8	44.8	-5.3	3.3	-2.2	0.9	3.2	-2.3
Little Rock Downtown	70.6	69.5	129.7	126.1	91.6	87.6	1.7	2.8	4.6	4.6	0.0	1.7



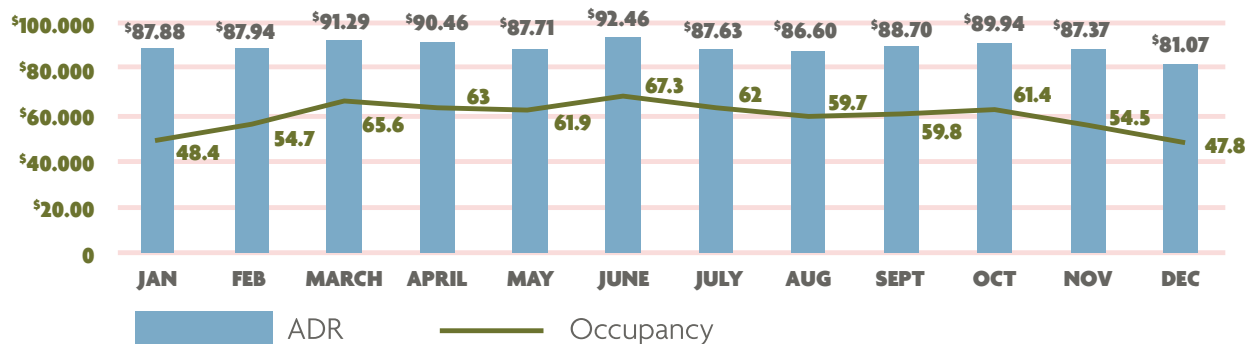
SALES & SERVICES



2017 OCCUPANCY & ADR



2017 OCCUPANCY & ADR BY MONTH



TAP REPORT

Trends, Analysis, and Projections, known as the TAP Report, utilizes historical data to develop and apply algorithms to current booking data. This allows us to more accurately communicate, forecast, identify, compete, and close potential business to achieve definite room night booking goals.

LITTLE ROCK ROOM NIGHTS	2017	2018	2019	2020	2021	2022	2023	2024	Total
Definite Room Nights	160,787	63,313	18,783	8,150	356	288	0	0	251,677
LRCVB Pace Targets	141,000	29,382	12,834	8,859	6,218	4,906	3,234	768	207,201
Variance	19,787	33,931	5,949	-709	-5,862	-4,618	-3,234	-768	44,476
LRCVB Consumption Benchmark	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	1,128,000
LRCVB Pace Percentage	114%	215%	146%	92%	6%	6%	0%	0%	121%
Total Demand Room Nights	278,027	238,297	108,947	64,135	31,607	15,755	29,400	7,200	773,368
Lost Room Nights	117,240	174,984	90,164	55,985	31,251	15,467	29,400	7,200	521,691
Conversion Percentage	58%	27%	17%	13%	1%	2%	0%	0%	33%
Tentative Room Nights	0	48,555	74,911	67,262	35,250	19,501	15,522	14,070	275,071

CONVENTION SERVICES

The Convention Services Team provides a variety of professional services to ensure a successful event for meeting/convention clients. Services include pre-registration, convention materials, temporary staffing, destination information booths, names badges and special event venue information.

2017 SUMMARY:

- Pre-registration services for 16 groups, total attendance of 6,865
- Total of 1,542 registrar hours assisting 64 groups
- Distribution of 55,340 brochures to various meetings, conventions, weddings, reunions and sports events
- Services provided for 206 groups with a total room contribution of 76,808 and projected economic impact of 47,469,864



LITTLE ROCK CUSTOMER ADVISORY BOARD



New in 2017 was the formation of LRCVB's first Customer Advisory Board (CAB) to support the sales efforts in recruiting meetings and conventions to the city. The CAB includes meeting professionals from across the country that have volunteered to provide insight, opinion, and perspective of convention and trade show organizers, thereby allowing LRCVB to amend its sales and services practices and policies from, time to time, in order to maximize customer satisfaction and return on investment for all its community stakeholders.

LITTLE ROCK CAB MEMBERS

Sylvia Y. Cyrus

*Executive Director,
Association for the Study of
African American Life
& History (ASALH)*

Segi Desta

*Vice President of Global Accounts,
Conference Direct*

John Dirba, CMM

*Regional Vice President,
HelmsBriscoe*

Wanda Dunwoody

*Episcopal Diocese and
Daughters of the Nile*

Tamra Gaines, CMP, CMM, CUDE

*Former Vice President
Training and Events,
Cornerstone Credit Union League,
now Director, Partner Engagement,
Women's Foodservice Forum*

Shelly Greenwood

*Director of Events, Education
and Exhibits, Case Management
Society of America (CMSA)*

Craig Gregory

Independent meeting professional

Tammy Hailey, CAE

Executive Director, NALS

Kathy Lebby, CAE, CMP

*President & CEO, Association for
Play Therapy, Inc. (APT)*

Pamela Luttermoser, CMP

*Program Manager and Meeting Planner,
Vanderbilt University Medical Center*

Dr. Michelle McEacharn

*Executive Director,
Federation of Business Disciplines
Professor/Director,
University of Louisiana Monroe*

Amanda Peterson

*President and Executive Director,
Miss High School America,
Miss Collegiate America and
Miss Junior High School America
(MHSCA)*

Meg Pawelski

*Independent meeting professional,
National Association of
Sporting Goods Wholesalers (NASGW)*

Michael Salberg

*President/Chief Solution Provider,
The Flashcom Group*

Jill Slater, CMP, CASE, GTP

National Account Manager, Experient

Tara Smith

*Meetings Coordinator,
Southwest Power Pool (SPP)*

MaLeta Stephens

*Corporate Events Specialist,
Arkansas Farm Bureau*

MARKETING & COMMUNICATIONS

The Marketing & Communications division of the LRCVB is responsible for all destination marketing, advertising, special event promotions and sponsorships, public relations, collateral distribution and the management of visitor information centers. The division works to increase the city's profile and awareness as a travel destination by promoting its ongoing development, unique features and awards.

WEBSITE MARKETING

A destination website is the most valuable marketing asset for the overall success of a city. In 2017, LRCVB launched a new fully responsive website redesign. The site offers more engaging features, customized content, and a more visually appealing design. The navigation includes custom icons that provide easy, eye-catching, routing through the site. Other new features include a "Near Me" button to help make mobile user's trip planning experience easier while in the destination. A "What's Hot in the Rock" blog section and "This Week in Little Rock" events section were added to the homepage.

The "Engaging Experiences" section on the homepage provides visitors with activities and experiences by category, sections such as "Shopping" and "Outdoors," and the "Little Rock Like a Local" allow visitors to traverse Little Rock's many districts and unique neighborhoods. Videos and social media channels have also been integrated into the home page to give people quick access to see what is trending on social channels.

MEDIA ATTENTION & ACCOLADES

Little Rock and industry partners were fortunate to earn considerable amounts of positive press and many accolades in 2017. Some highlights include travel features in the following publications and outlets:

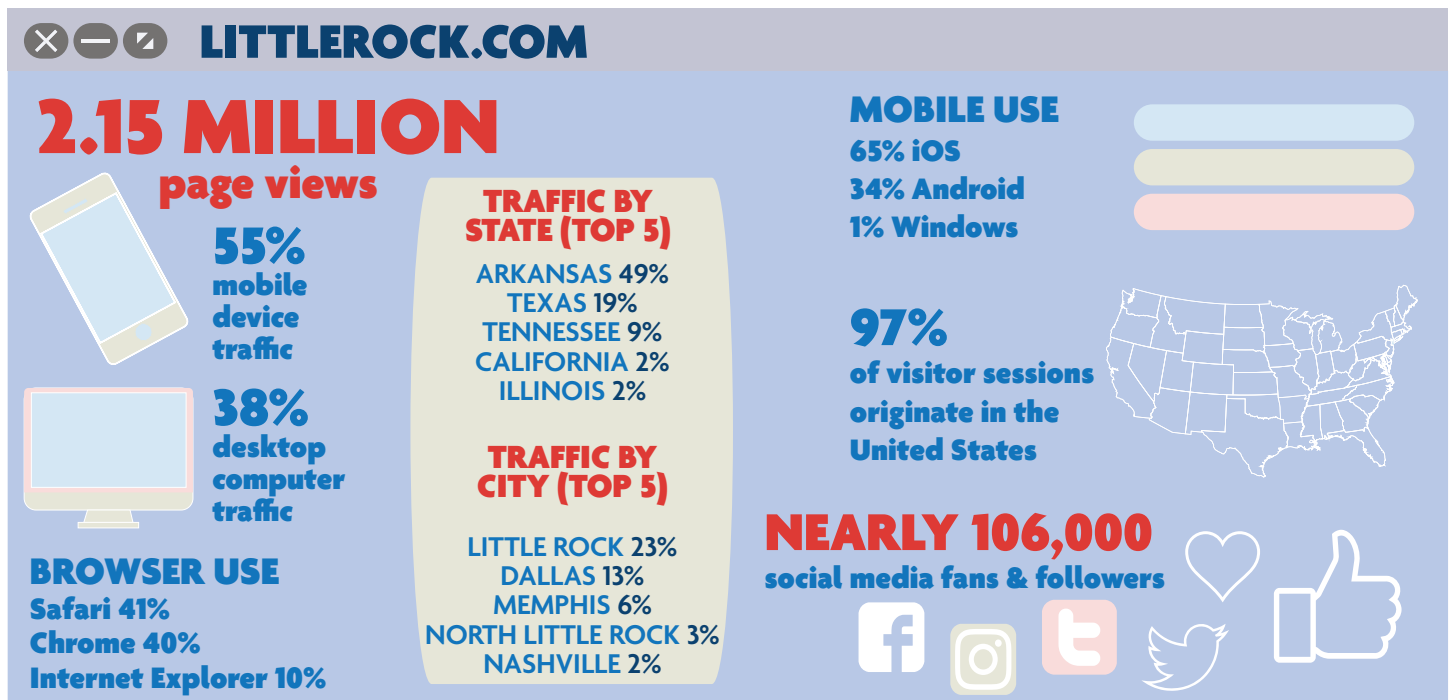
- Selected by Trivago.com as a 2017 "Best Value American Destination" for the third consecutive year
- Little Rock included in "15 Southern Cities All Food Lovers Should Visit Now" - *Food & Wine* and *Southern Living*
- Huffington Post published "The 15 Most Instagrammable Spots in Little Rock, Arkansas"
- Robinson Center Received LEED Gold Certification from the U.S. Green Building Council

THE MARKETING & COMMUNICATIONS DIVISION MANAGES

- LITTLEROCK.COM
- RIVERMARKET.INFO
- LITTLEROCKMEETINGS.COM
- DINELR.COM
- SHOPTHEROCK.COM
- RIVERLIGHTSINTHEROCK.COM
- ROBINSONCENTER.COM
- CENTRALHIGH60TH.ORG

- Little Rock ranked among the nation's "Best Under-the-Radar" Family Destinations – VacationIdeas.com
- Little Rock included in "14 Cities That Give You the Worst Case of FOMO (fear of missing out)" – Expedia.com
- LRCVB honored with *ConventionSouth's* annual readers' choice award for Best Meeting Sites in the South
- LRCVB named a 2017 Platinum Choice Award winner by Smart Meetings
- *SportsEvents* announced in 2017 that LRCVB is a 2018 Readers' Choice Award Winner
- Named among the "Least Polluted Cities in the U.S." – Realtor.com
- Little Rock Farmers' Market named Best in Arkansas – *USA Today*
- Little Rock Central High School named among the biggest successes in National Trust for Historic Preservation's "Most Endangered Spaces"
- New Broadway Bridge awarded the Eugene C. Figg Medal for Signature Bridges from the Engineers' Society of Western Pennsylvania

MARKETING & COMMUNICATIONS



PR ACTIVITIES

New in 2017, LRCVB participated in the Atlanta Food & Wine Festival, along with several Little Rock chefs, to highlight the city's growing culinary scene. The participation was geared toward regional and national media and food bloggers who attended the festival. These events included the kick-off event "Destination Delicious" as well as a private breakfast for approximately 40 journalists.

2017 HOSTED TRAVEL JOURNALISTS:

- Paula Disbrowe – *The Local Palate*
- Dirk Rohrbach – *National Geographic*, "Highway Junkie"
- Steven Ericson – *Brews & Baseball Blogger*
- Candacy Taylor – Author/Journalist/Cultural Documentarian – upcoming book, *The Green Book* and *The Roots of Black Travel in America*
- Bill Clevlen – *100 Things to Do in America Before You Die*
- Georgia Pelligrini – Lifestyle and Travel Journalist
- Diana Lambdin Meyer – SATW Travel Journalist, *The Meetings Magazine*

AMBASSADOR BRAND TRAINING

The Little Rock Ambassador Brand Training program resumed in 2017. Conducted by two LRCVB brand trainers, nearly 140 people went through the program, being trained on the importance of being brand ambassadors for Little Rock. New LRCVB employees, event registrars, taxi cab drivers and tourism partners learned about the travel industry and its impact on the destination.

Through interactive and engaging instruction, attendees saw



the impact visitors have when they spend money in Little Rock. They learned about the importance of their role in being knowledgeable and courteous front line employees. Each came away realizing that a positive visitor experience is far-reaching, and the correlation it has on everything from state and local tax revenue to individual paychecks.

The training sessions have been positive and well-received. Ambassador 'graduates' received completion certificates, Little Rock Brand Promise wallet-sized cards, and Little Rock lapel pins. This program will continue throughout 2018 and beyond.

VISITOR INFORMATION CENTERS & COLLATERAL DISTRIBUTION

The LRCVB strives to provide exceptional visitor experiences with a focus on true hospitality through helpful destination representatives at local visitor centers. Although the number of guests utilizing visitor centers continues to decrease nationally due to technology and other information outlets, LRCVB believes that visitor centers continue to fill a need and personalize the visitor experience.

In 2017, the Little Rock visitor centers assisted almost 80,000 guests. The LRCVB staffs locations at the Bill and Hillary Clinton National Airport, Shop the Rock in the River Market Ottenheimer Hall, the Statehouse Convention Center, Robinson Center and the Cromwell Building. Additionally, LRCVB provides support for the Visitor Center at Historic Curran Hall.

More than 288,000 pieces of collateral were distributed in 2017 to assist visitors with planning trips, or serving as helpful guides, while visiting the destination.

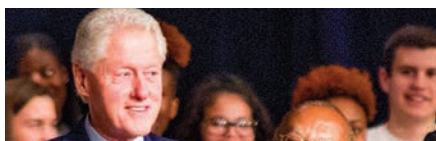
DESTINATION DEVELOPMENT IN 2017



CENTRAL HIGH 60TH ANNIVERSARY

September 2017 marked the 60th anniversary of Little Rock Central High School's integration. Through "Reflections of Progress: Little Rock Central High Integration 1957-2017," Little Rock commemorated that pivotal moment in our nation's history, and honored the brave African-American students who broke racial barriers as the world watched.

The remaining Little Rock Nine returned to the capital city and attended multiple community-wide events including the dedication of Clay Enoch's Unity sculpture on Little Rock Central High School's front lawn, an education symposium at the Clinton Presidential Center, an Interfaith ceremony at the Robinson Performance Hall, a "Children of the Little Rock Nine: The Next Generation" panel discussion at Ron Robinson Theater, and a commemoration ceremony at Little Rock Central High School's Roosevelt Thompson Auditorium featuring keynote speaker, President Bill Clinton.



CLINTON 25TH ANNIVERSARY

November marked the 25th anniversary of President William Jefferson Clinton's Nov. 3, 1992 victory. The world watched as then-Arkansas Governor Clinton accepted victory on the steps of the Old State House Museum in downtown Little Rock.

Several 2017 celebratory events took place, the most anticipated being the sold-out Frank and Kula Kumpuris Distinguished Lecture featuring a

conversation between President Bill Clinton and former Secretary of State Hillary Clinton, and moderated by James Carville, Clinton's 1992 campaign key political strategist. The Clinton Presidential Center also debuted a newly remodeled 42 bar and table restaurant.



LOVE, LITTLE ROCK CAMPAIGN

As Amazon announced its search for a second North American headquarters, more than 200 cities and regions jumped at the chance to shine on the big stage. With the potential of 50,000 new jobs, a myriad of infrastructure requirements, along with various tax breaks and incentives needed, Little Rock took a different approach to submitting the city's qualifications.

The Little Rock Regional Chamber of Commerce, City of Little Rock and local leadership created a humorous approach to tout the local economic assets, existing industries, available workforce, positive cost of living and quality of life. A 'Dear John' break-up letter appeared in the Amazon CEO-owned *Washington Post*, an aerial fly-over banner circled Amazon's Seattle headquarters, and a dedicated website was launched.

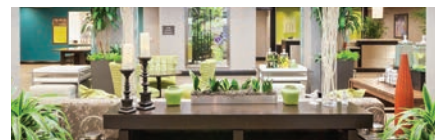
The Amazon RFP response was used as a springboard to target other compatible companies. Local officials and partners were able to sell Arkansas's capital city in a unique and clever way, breaking through the proposal clutter and hopefully carving out future business opportunities. The campaign has received a great deal of media attention and increased awareness for Little Rock as a great place to locate and grow a business.



BROADWAY BRIDGE

In March, the Arkansas River received a brand new Broadway Bridge, connecting the downtowns of Little Rock and North Little Rock. The World War I Veterans Memorial Bridge was demolished in 2016 with much fanfare.

The new bridge, featuring two 450-foot spans incorporating basket handle arches, was re-dedicated honoring all military heroes. The new 16-foot pedestrian and bicycle lane serves as the latest addition to the Arkansas River Trail.



HOTEL DEVELOPMENTS

Little Rock's lodging inventory continues to grow as two new hotels were developed in 2017. The River Market District welcomed the new Hilton Garden Inn featuring a beautiful rooftop bar and outdoor patio which provide incredible skyline views. The Midtown District welcomed the new 117-room Staybridge Suites-Medical Center. In addition, many properties continue to invest in renovations. The Comfort Inn & Suites Presidential completed a \$4M floor to ceiling renovation, and the Hampton Inn & Suites in the River Market also completed a renovation in 2017.

One of Little Rock's oldest historic hotels, the Hotel Frederica was built in 1913, and operated for many years as the Hotel Sam Peck and the Legacy Hotel, recently completed a \$2M renovation that provides a new contemporary look while preserving some of the original architectural elements.

DESTINATION DEVELOPMENT



SCULPTURE GARDEN EXPANSION

In 2017, the expansion of Riverfront Park's Vogel Schwartz Sculpture Garden was completed. Sixteen new sculptures were dedicated in the expanded space, bringing the garden's total works of art to 66, valued at over \$4 million.

The garden is Little Rock's largest public sculpture collection.



NEW LOCALLY LABELED PARTNERS

Since launching in October 2015, the Locally Labeled in Greater Little Rock passport program has been successful in highlighting central Arkansas's growing adult beverage scene, particularly craft breweries, wineries and the state's first legal distillery since prohibition.

Core Public House, Flyway Brewing Co, Rebel Kettle Brewing and The Water Buffalo & Buffalo Brewing Co. became the newest partners, bringing the passport venue total to fourteen. Blue Canoe Brewing Co. expanded its downtown presence by opening a second location in an East Village warehouse.

The passport continues to gain momentum as hundreds have been completed and returned, including representation from 26 states and Norway.



FOURCHE CREEK

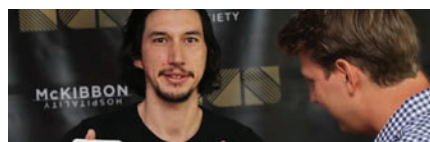
One of nation's largest urban wetlands located in the heart of downtown Little Rock, Fourche Creek was front and center during 2017's National and Travel and Tourism Week.

The 1,800-acre watershed is a hidden gem with its diverse population of flora and fauna, more than 50 species of fish, migratory birds and three-hundred-year-old old bald cypress trees.

In recent years, conservation efforts have occurred to preserve the Fourche area watershed. The LRCVB, City of Little Rock Parks & Recreation, Audubon Arkansas, Friends of Fourche Creek, Arkansas Game & Fish Commission, and the Arkansas Department of Parks & Tourism partnered to bring public attention to this natural attraction.

Directional signage was installed at both Interstate and Benny Craig city parks, a new boat ramp was built at Benny Craig Park providing easy access to the recreational aspects of the creek, and the media and public were treated to a complimentary canoe/kayak float following a press conference.

LRCVB also launched its social media summer sweepstakes with a Fourche Creek Urban Outdoor Adventure.



ARKANSAS CINEMA SOCIETY

A new film organization debuted in 2017. The Arkansas Cinema Society is a group of people who are dedicated to building a film community, and supporting the state's cinema industry.

An inaugural event featured several movie screenings, and on-stage conversations with Arkansas film director Jeff Nichols. Adam Driver, of "Star Wars: The Force Awakens" also appeared before a sold-out crowd. The group plans to provide year-round screenings and special events in the future.

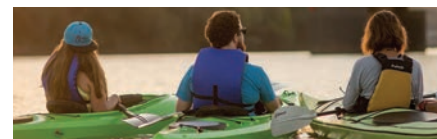


BARK BAR

Little Rock is home to Arkansas's

first indoor/outdoor venue just for dogs and their owners. Located in a once vacant Mission-style church in the South Main (SoMa) District, the play area and bar provide a fun place for people to hang out with their furry friends and meet others in an entertaining and very social atmosphere.

Specialty menu items include snacks, coffees, brews and cocktails for the humans, as well as creative canine cuisine.



ROCK TOWN RIVER OUTFITTERS

This kayak and paddleboard rental business opened in May along the north banks of the Arkansas River at Rockwater Marina.

Complete with guided river tours, this new attraction provides a wonderful opportunity to experience greater Little Rock's natural scenic beauty and outdoor water recreation.

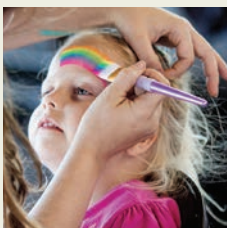
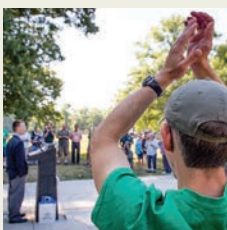


LITTLE ROCK TECHNOLOGY PARK

As downtown Little Rock's Main Street Creative Corridor continues to thrive as a place for business, arts and entertainment, the Little Rock Technology Park adds to the energy.

Focused on entrepreneurship and creating an integrated environment for start-up and mature technology companies, the Park officially opened in March with 12 initial companies. By the end of the third quarter, 32 companies called the Little Rock Technology Park home. The building houses multiple conference rooms, event spaces, cubicles and its own coffee bar, Blue Sail Coffee. The space is structured to create a collaborative environment where entrepreneurs can gather, share ideas, and network in an effort to grow knowledge-based industries in Arkansas.

SIGNATURE EVENTS



LRCVB supports a variety of local festivals and events in order to enhance the economy through increased visitor travel into – and throughout – the City of Little Rock. LRCVB also directly manages several signature events.

LITTLE ROCK RESTAURANT MONTH – This annual August event celebrates dining in the city along with the variety of cuisine offered in Little Rock. Participating restaurants and their specials are highlighted by neighborhood.

LOCALLY LABELED PASSPORT PROGRAM – Focused on the local adult beverage scene, the passport highlights the growing popularity of local breweries, wineries and our distillery, and offers a way for people to visit participating venues while collecting stickers and earning prizes.

HOSPITALITY INDUSTRY MIXERS – Quarterly meetings are held for area hospitality partners to discuss what's happening in Little Rock, destination development initiatives, co-op and packaging opportunities and industry news.

NATIONAL TRAVEL AND TOURISM WEEK - Observed during the first week of May, special events and promotions are designed to promote the value of the tourism industry.

LITTLE ROCK FARMERS' MARKET - The state's largest outdoor market is hosted at the River Market pavilions each year May through September on Saturdays.

MOVIES IN THE PARK – The free family event provides a variety of options from animated favorites to comedy and acclaimed drama features, screened each Wednesday evening in June and July.

JAZZ IN THE PARK - A free weekly concert features local jazz artists performing in Riverfront Park's History Pavilion each Wednesday evening in April and September.

CHOP THE ROCK – A new video series features local chefs, food festivals, and partners highlighting delicious recipes, local produce, cooking tips and more. Episodes air on LRCVB's YouTube channel and LRTV's city access cable network.

BIG BOO-SEUM BASH - Hosted by the Greater Little Rock Museum and Cultural Attractions Consortium and LRCVB, this free event provides a safe environment for kids and families to enjoy fun Halloween activities and treats, while experiencing several of the wonderful museums and cultural attractions in the downtown area.

BIG JINGLE JUBILEE HOLIDAY PARADE – This free community event is hosted each year in conjunction with the lighting of the Arkansas State Capitol and fireworks display.

FUTURE OUTLOOK



The outlook for the tourism sector in Little Rock will be shaped by several on-going initiatives. Major highway infrastructure projects, such as the final plans and timing of the downtown I-30 expansion, as well as the design plans for improvements to the Arkansas Arts Center, Arkansas Military History Museum and MacArthur Park will certainly play key roles in the destination's visitor growth.

The new U.S. Civil Rights Trail, which launched in January 2018, will provide increased awareness of several Little Rock landmarks. The trail encompasses over 100 sites, across 46 cities, 14 states and the District of Columbia. It is believed that the trail will continue to grow and attract thousands to various sites each year.

Outdoor enthusiasts will be thrilled to see the improvements to the Arkansas River Trail, and the work progressing to keep the trail near the river and eliminate the routing on downtown city streets.

New initiatives surrounding infrastructure development for youth sports facilities should be a focus going forward. Amateur sports presents a tremendous opportunity for additional travel expenditures if proper facilities

are developed. Central Arkansas is lacking both indoor and outdoor sports facilities to recruit state, regional and national tournaments. Research shows that millions of sports participants travel each year for competitions. This demand represents significant potential for both recreational play and competitive level tournaments.



Downtown parking during weekday work hours continues to add pressure to event facilities and several hotel properties. Additional parking is needed to manage the business growth in recent years.

Although a complicated initiative, it's not too early to begin discussing the future expansion of the Statehouse Convention Center in five to ten years. The project would require urban planning studies, potential new market identification, full service hotel development and infrastructure support.

For the LRCVB, 2018 will be focused on initiatives outlined in the multi-year strategic plan and 2018 business plan. On the sales front, we will continue to develop relationships with meeting professionals and look for opportunities to identify local leadership that can assist in convention bookings. New initiatives such as targeted sales missions and utilization of the newly developed LRCVB customer advisory board will play key roles in direct sales efforts in 2018.

From new hotels, new events and festivals, to more restaurants and entertainment venues, Arkansas's capital city is poised for increases in overall visitation and travel expenditures. Here's to new horizons in 2018!



CONVENTION &
VISITORS BUREAU

2018 LRCVB BUSINESS PLAN

Continuing focus on the comprehensive 2016-2020 Strategic Plan,
the following outlines areas of concentration for 2018.

OPERATIONS

- Implement new security measures for ticketed events
- Manage capital projects
- Market & develop Cromwell office space
- Create an amphitheater concert series
- Review LEED certification for SHCC
- Create a ticket taker/usher pool
- Evaluate signage at all facilities
- Conduct a Feasibility review for contracted services

FINANCE & ADMINISTRATION

- Evaluate employee recruitment methods and create official orientation for new hires
- Begin WiFi expansion project at SHCC – Phase 1
- Implement regulations for facilitating platforms (i.e. Airbnb, VRBO, in-home dining, etc.)
- Evaluate food truck regulations, permitting and compliance challenges
- Update LRCVB handbook
- Update record retention policy
- Evaluate possibility of IT audit, document IT procedures, and begin steps toward a disaster recovery plan
- Develop training programs and calendar across all lines of the organization

MARKETING/COMMUNICATIONS

- Create annual calendar for editorial, advertisements, website content, social media, special projects, media campaigns, etc.
- Complete website redesign, and create process for ongoing website audit and management
- Explore outsourcing opportunities for media purchases,

writing, social media contributors, etc.

- Begin DMAP Accreditation
- Recruit travel journalists trade conferences and individual writers to Little Rock for increased exposure
- Increase digital & video marketing efforts
- Create PR services for all public ticketed events at LRCVB managed facilities
- Expand Brand Training program
- Utilize personalization technology for targeted messaging
- Expand targeted efforts to market to international visitors

SALES

- Review tracking, goals, metrics & EBMS reporting
- Host 2nd Customer Advisory Board (CAB) meeting
- Host Going on Faith Conference, August 2018
- Explore sales mission trip to targeted market(s)
- Identify local and state contacts in leadership roles with organizations to leverage connections and bid on new business
- Work with festivals and events on attendance building opportunities
- Explore Giving Good volunteer opportunities for conventions

DESTINATION DEVELOPMENT TO MONITOR

- Downtown Parking
- Arts Center/MacArthur Park development
- Sports Facilities
- I-30 project
- River Market capital improvements

Little Rock

