

# Where Connections are Created

2024-2025 ANNUAL REPORT



**CHATTANOOGA**  
CONVENTION CENTER

# MESSAGE FROM HICKS ARMOR

**There's momentum at the Chattanooga Convention Center and we are excited to share the news with you.** Throughout the year, our Center welcomes an impressive range of conventions, conferences, trade shows and community events to Chattanooga. Each gathering requires attention to detail, timing and focus on the expectations of our guests. Our team is not only meeting but exceeding those expectations making our regional reputation strong.

As the facility that represents the City of Chattanooga and Hamilton County to so many guests, we are well-positioned as we plan for the future. We've initiated a comprehensive assessment to evaluate the need for significant updates to our existing space while exploring the timing and scope of an expansion in the immediate future. Our goal is to position Chattanooga as the place where **connections are created.**

This report details the success of the past year and underscores what is possible. With strong bookings extending years into the future, it's critical for the Chattanooga Convention Center to continue to evolve. Our board is engaged in examining pathways for modernization and expansion while remaining focused on the significant economic impact and standards the Convention Center continues to raise with each visiting effort.

We're grateful to the City of Chattanooga, Hamilton County, the Chattanooga Tourism Company and our partners, stakeholders, and most importantly, our community which has supported our efforts. With a strong foundation built over the last four decades, we're confident about the path ahead.

Thank you for being an integral part of our present, and more importantly, future success.



Deacon Hicks Armor  
**Chairman of the Board**



# ECONOMIC IMPACT

We welcomed guests from across the region and nation. Each event provided a distinct environment for learning, networking, support, and celebration tailored to meet the unique needs of each organization. From intimate meetings to large-scale conventions, each gathering provided meaningful contributions to the facility's success.

While hundreds of thousands of attendees convened within our walls, they also engaged with our community. This year's attendance figures represent a portion of a broader and growing economic impact.

**210k**  
Attendees



**345**  
Events



**71k+**  
Hotel room  
nights

**55**  
Conventions  
& tradeshow

**\$78.1M+**

**ESTIMATED ECONOMIC IMPACT**



# FINANCIAL RECAP

## REVENUES

F&B	\$6,668,320
Rental	\$2,507,697
Event ancillary	\$2,507,697
Miscellaneous	\$670,655



# FOOD & BEVERAGE

## Property specific KPI'S

### Revenue - 110% of budget

- \$5,063,684 Budget
- \$5,570,052 Actual

### Net Receipts - 125% of budget

- \$1,512,084 Budget
- \$1,890,195 Actual

## Revenue / Sales Update

### Year-over-year revenue growth

- Increased Gross Revenue by 7.5%
- Increased Net Revenue by 11.7%

### Cost optimization achievements

- Reduced Beverage Cost of Sales by 1%
- Lowered Front of House Spend by 1%
- Decreased Direct Spend by 1%



# SANITATION & WASTE

## Sanitation commitment

### Daily sanitation checklist - performed by front of house and back of house

- Instant results allow us to make corrections and set an even higher standard of service



## Diversey

- Private health inspections performed by outside agency three times a year.
- Diversey Score: 5 Stars ★★★★★

## Local health inspections

Kitchen Health Score: **100** | Concessions Health Score: **100**

## Waste impact

### KIND OF WASTE

Overproduction	1,238.5lbs
Food safety	1,230lbs
Catering leftovers	7.5 tons
Poor quality	2,214lbs
Trim, bones, shells	1.5 tons
<b>TOTAL WASTE</b>	<b>12.2 tons</b>

## Where it went

Feed animals **5%**



Feed the hungry **33%**

Landfill **62%**



## Carbon footprint

# 40.9 tons



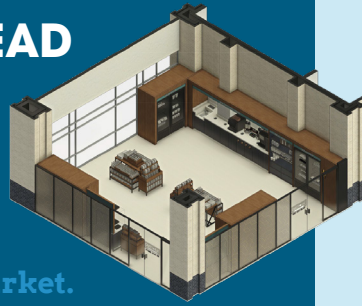
**Levy CHAT continues to give back to the community by donating food that would otherwise go to waste.**

## We proudly support local partners including:

- CHAT Foundation
- TCAP
- Careit - a new partnership in progress that collects, manager, and distributes food to multiple community groups across the area.

# LOOKING AHEAD

Strategic reinvestment for future business Chatt 'n eat market expansion



## Build out new full-service grab 'n go market.

- Partnering with Envision Group for concept design and execution.
- Creating a self-service experience for groups of all sizes with fresh market-inspired offerings.
- Implementing self-service check out kiosks to enhance the service speed and guest satisfaction.

## Transition to fully cashless property

- Increase check averages by 41%.
- Accelerate transaction times through digital payment integration.
- Improved margin capture through transition from tax-inclusive to tax-exclusive pricing resulting in an additional 9.25% revenue gain.

# SALES & EVENTS RECAP

## Event summary

Repeat events and conferences in 2024 included The Governors' Conference on Tourism, F3 Future of Freight (FreightWaves), Athletic Champions, The Tennessee State Education Groups, and Mckee Foods.

Several new conventions, both city-wide and multi-hotel, were hosted at the Convention Center in 2024 including the Presbyterian Church in America General Assembly Conference, Pave X, and the Christian Counseling Education Foundation (CCEF).

Sporting events at the Convention Center continue to increase. We had approximately 15 sporting events in 2024 including several NPC Bodybuilding events, the American Grappling Federation, USA Powerlifting Masters Invitational, and several cheer/dance competitions.

Large banquets that were hosted at the Convention Center in 2024 include Best of the Best, the HomeServe Holiday Party, 2024 Pink Gala, the Believe Bash, and the Chattanooga Area Leadership Prayer Breakfast with over 2,024 in attendance.

# CAPITAL IMPROVEMENTS & MAINTENANCE

The Chattanooga Convention Center operates as a business - because that's exactly what we are! As stewards of the dollars we earn, we make strategic investments in our facility to address critical needs. Here are a few:

**\$1,322,600**

**Chiller/cooling tower replacement**

**\$88,840**

**Roof repair**

**\$42,555**

**Roll up doors**

**\$662,195.02**

**General maintenance**

## Board of directors

Hicks Armor, Chair | Bill Raines, Vice Chair | Chris Crimmins, Secretary | Anne Wilkins, Treasurer | Robin Derryberry | Evann Freeman | Brent Goldberg



[chattanoogaconventioncenter.org](http://chattanoogaconventioncenter.org)