

Dear City of Chattanooga,

I am pleased to present the Choose Chattanooga Annual Report. This document outlines our accomplishments for the calendar year 2012.

The Board of Directors and staff would like to express our appreciation to the City of Chattanooga and to our private donors, sponsors, partners, volunteers and friends who have worked hard in helping us carry out our mission *to foster the relocation of individuals and families.*

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I trust that this account of the steady demand for our services and growing need for new programming will justify your continued and increased support for 2013/2014.

With appreciation,

Linda Bennett

Executive Director

Choose Chattanooga



2012

Annual Report

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Message from Executive Director



Message from the Executive Director.....

Dear Friends,

I believe, more than ever, that the future success of our region hinges on our ability to attract and retain talent. Making sure that talented people find the connectivity they need here is not a process we should leave to chance or the good graces of volunteers. Choose Chattanooga is working to: assure that our community has a complete program; support local businesses that need to recruit; and, deliver information to tourists who have an "I Could Live Here" moment while visiting the most transformed city in America.

For us, the lines between traditional economic development and tourism are blurred. That is why we felt comfortable moving our office to the Southeast Tennessee Development District in July of 2012. Their work environment created the most ideal location for Choose Chattanooga because of the intersection between tourism, community and economic development. Our relationship with SETDD continues to keeps us closely linked with the local partners, but expands our outreach to the region.

Thank you for your patience and support as we build capacity and the necessary resources to fill this void for Chattanooga and the region we serve.

With appreciation,



Linda Bennett

Executive Director

Communications Report



Communications Report

Choose Chattanooga leads have remained steady for 2012 (please see table below).

Choose Chattanooga Inquiries

Year	Inquiries
2010	4,435
2011	4,223
2012	4,533
Total	13,191

The Choose Chattanooga Website table (below) shows that there have been decreases in our website (www.ChooseChattanooga.com) traffic, attributable to the immediate need for updated and expanded content. Choose Chattanooga website visitors come to us from various backgrounds, ages and life situations – from 20-somethings just starting families to 40-somethings with kids and retired parents to typical retirees. But, all of our website visitors are savvy, and expect a high level of easily-retrievable information at their fingertips.

Choose Chattanooga Website

Year	Website Hits	Unique Visitors
2010	1,055,870	111,596
2011	840,729	66,641
2012	817,957	71,309
Total	2,714,556	249,546

(Top Ten States for Inquiries – NY, OH, IL, VA, FL, MD, NJ, WI, TX, MI)

In addition to the website and inquiries, Choose Chattanooga now utilizes a growing following on social media outlets. At the end of 2012, Choose Chattanooga had 1,109 likes on Face book and 400 followers on Twitter.

Client

Feedback



Client Feedback

In 2012, inquiries began to result in requests for relocation consultations. We recognized very quickly with the increased number of visitors coming to our office that we should move quickly to create a pool of trained “Our Town Ambassadors” to assist us. It is critical that we have the manpower to be able to continue to deliver a high level of customer service to the individuals requesting our support.

Also in 2012, we began to add hotels and developers as marketing partners. The revised Sustainability Business Plan included in this packet outlines in greater detail our plan to build more community sponsors in 2013.

Here are some examples of the clients we served this year:

George & Dee Vaughn – Costa Rica to Chattanooga (pending house sale)

Pamela & John Block - Seattle to Chattanooga - family & consultant business
(see Media Examples for the Blocks interview in [Cityscope](#) magazine)

Ed & Doreen Scott - Nashville to Chattanooga pending house sale

M M – (German) - family and regional business center

Rodrigo & Brooks Montiel - LA - family & small business move 2013

Marlin & Gordon Zane - NC to Chattanooga

Angela Triplett – Houston to Cleveland

...and, groups we hosted:

SIP Documentary Group

Sister Cities Interns – Christin & Nicola from Hamm German

Client Feedback (continued)

"First Impression" comments from our Clients:

- *From Angela Triplett - I wanted to touch base with you and tell you THANKS for all the information and to let you know that we have arrived in Chattanooga. We have been here for about 3 weeks and absolutely LOVE IT!!! We ended up finding a place to live in Cleveland, TN...*
- *From Pamela Block - I would to thank you for the time that you extended to John and me this past week.... I want to thank you for all the effort you've put into our relocation and look forward to getting to know you better once we settle in mid September... I look forward to continue to work with you in regards to our medical needs and will be in touch... on a professional note I am so impressed with your organization and look forward to helping in any way I can...*

Note: Pamela is a non-profit consultant. She voluntarily helped us write the new Choose Chattanooga Business Plan.

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- *Missy Peak - I can't tell you how much I appreciate your efforts and time regarding the relocation....*
- *Nan Riefler - Linda, You are a wonder woman. I have already made reservations for bridge, mah jongh, book club, and the coffee through the link to Newcomers. I am so excited. Thank you so much. In all of our moves, I've never had better information from a single phone call!*

Choose Chattanooga representatives consider themselves to be the
"Directors of First Impressions".

Program Updates



Program Updates

ArtsMove

In 2012, Choose Chattanooga coordinated the SIP Project Documentary visit. Something in Particular (SIP) was a KickStarter program which gained support and attention by promoting the special attributes of artists in Southern communities. Chattanooga was selected to be one of 30 cities showcased.

Choose Chattanooga is currently working with the Renaissance Center in Dickson, TN, to update an earlier segment about ArtsMove Chattanooga for re-airing and to identify regional stories that showcase artists. John Henry's Sculpture Garden and the Chattanooga Art in Motion projects have been recommended for media stories for 2013. We continue to serve artists who are interested in moving to the area.

Muse of Fire



The Muse of Fire program continues to grow. The program began its third season at the Downtown Public Library. This inspiring program selects a small, diverse class of 10, 11 and 12 year olds from all over the city. Stevie Ray & Kate Dallimore's work here is modeled after the home organization – The 52nd Street Project in NYC. The Dallimores both continue to advance their professional careers in film and on the stage while living in Chattanooga. I plan to visit The 52nd Street Project while I am in New York working at the Long Island *Ideal Living Show* in January 2013. **SAVE THE DATE FOR MUSE OF FIRE SPRING PERFORMANCES – April 12&13, 2013.**

Program Updates (continued)

Livable Chattanooga

Although funding for the JumpStart program has ended, Choose Chattanooga continues to develop partnerships and explore opportunities for additional resources to continue the Livability Discussion. A grant is currently pending for our next endeavor.

ALSTOM Tour - Choose Chattanooga and Active Living and Transportation Network coordinated the first community tour of ALSTOM.



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Livable Chattanooga (continued)



Theresa Render - German Exchange Student

VW Tour - Choose Chattanooga, in partnership with the Active Living and Transportation Network brings leaders together from different segments of the community for one of the first community tours of Volkswagen.

Media

Choose Chattanooga also coordinates with local, regional and national publications for interviews with people who have chosen Chattanooga. We were most pleased with the articles written this past year which encouraged Civil War visits and active retirement. (See Media Examples for the Where To Retire articles and the *Calling All Millennials* article in On Common Ground published by the National Association of Realtors.)



Strategic Partnerships



LIVE IN CHATTANOOGA

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Strategic Partnerships

Southeast Tennessee Development District

We are pleased to have developed even stronger relationships with some of our strategic partners this year: The Southeast Tennessee Development District, in particular. Our contract with SETDD puts us in the position to work directly with Southeast Tennessee Tourism Association. This is a significant move because the Cultural Heritage tourist is the ideal prospect for relocation since they spend more money and time in a community.

Retire Tennessee

Chattanooga continues to receive recognition as a destination for baby boomer retirees. Choose Chattanooga is the agent representing the City of Chattanooga and Hamilton County in the state's Retire Tennessee initiative. At the Governor's Economic Development Conference this year, Governor Haslem complimented the program for making Tennessee the #1 Destination for Retirement.

Chattanooga Convention & Visitors Bureau

Choose Chattanooga continues to partner with the Chattanooga Convention & Visitors Bureau. The CVB contracts with Mills Marketing to attend an extensive number of regional shows on their behalf. Because of our partnership, Choose Chattanooga materials are included at these exhibits at no additional cost. (see Examples)

Strategic Partnerships (continued)

The Chattanooga Chamber of Commerce

The Chattanooga Chamber of Commerce continues to refer inquiries from individuals and families to Choose Chattanooga. This working relationship assures that these prospects are tracked for maximum results.

Chattanooga State (Media Department)

The Media Department at Chattanooga State is currently working with Choose Chattanooga to film the stories of talented people who have moved here. We anticipate using these on the Choose Chattanooga website and at the Visitor's Center this spring.



Sustainability Business Plan

Draft 2013



LIVE IN CHATTANOOGA

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Memo to the City of Chattanooga:

The attached plan was presented to the Choose Chattanooga Board of Directors at the December 2012 meeting. The Board made a few recommendations which have been incorporated into the attached document for your review. This working document is still in draft form pending the approval of the suggested revisions but it should give the City of Chattanooga a sense of the direction this agency is taking to meet the needs of our growing region.

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Mission

Promotion of Chattanooga and the surrounding region as a preferable area to relocate, thereby promoting economic development.

Vision

When talented people move to the Chattanooga region, Everybody Wins!

2013 Objectives

1. Re-launch website as a resource
2. Publish Choose Chattanooga Resource Guide
3. Improve ongoing communication and consultation with prospective and new residents
4. Develop and launch Choose Chattanooga "Our Town Ambassadors" training program
5. Expand outreach with strategic partners (Chamber and SETDD, & regional tourism)

Business Model

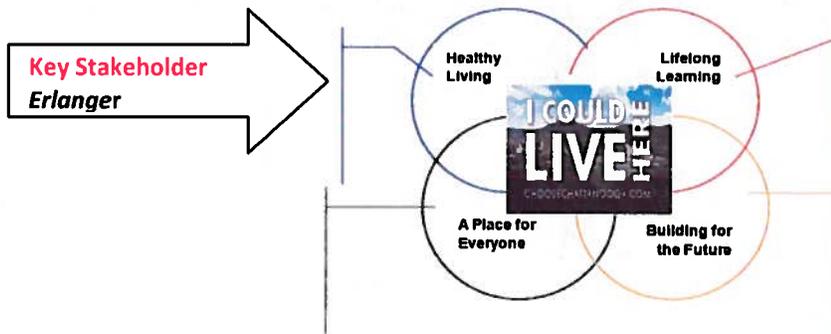
Scope	Includes	Does Not Include
Geographic Service Area	Greater Chattanooga Region	
Customers & Partners Served	<ul style="list-style-type: none"> ✓ Retirees ✓ Individuals and Families ✓ Entrepreneurs ✓ Artists & creative class ✓ Corporate and business growth ✓ Trailing spouse 	
Programs and Services Offered (or to be offered)	<p>Current:</p> <ul style="list-style-type: none"> ✓ Website as a resource ✓ Trade Shows and Conferences ✓ One on one Consultation ✓ E-newsletters ✓ Ongoing communication with prospects ✓ Social Media Marketing ✓ Support ongoing marketing/PR initiatives ✓ Manage development and distribution of relocation stories/articles <p>Future:</p> <ul style="list-style-type: none"> • Resource Guide • Our Town Ambassadors 	<ul style="list-style-type: none"> • Corporate relocation • Real Estate Sales • Commercial Tour Companies
Funding Sources	Our focus will be diversifying our revenue through a balance of products sales, corporate sponsorships, marketing partners, grants and public funding.	

Market Reach

- Increase website hits by 30% (currently over 1 million hits per year and average 5k unique visitors per month)
- Publish 25 Relocation Stories in 2013
- Develop partnerships with 10 regional stakeholders and engage them as marketing partners
- Increase contact database by 30% and distribute bi-monthly/quarterly newsletters
- Train 10 "Our Town Ambassadors" by 12/2013
- Attend and/or participate in 5 Regional/National trade shows in 2013
- Leverage relationships through shared advertising

Strategies

Positioning: Define and promote Choose Chattanooga using the following points to differentiate the region as the best mid-sized city with something for everyone.



Mission Impact

- Provide accurate, up-to-date information on the region to prospects and regional stakeholders
- Build a national positive image of Chattanooga and the surrounding region as a premier place to relocate
- Increase regional sustainability through Choose Chattanooga's economic development efforts (an average of \$24,000 of additional revenue per person/per year for the region based on UNC study)
- Aggregate quality community content in noncompetitive format
- Gather information & assimilate feedback from clients providing valuable insight and reporting findings back to stakeholders
- Fuel the vibrancy of the community by infusing new talent into the region

Revenue

- \$11,500 from Choose Chattanooga product sales
- \$25,000 in corporate sponsorships
- \$15,000 in relocation marketing partnerships
- \$75,000 in funding and in kind support from the public sector
- \$25,000 in grants from local, regional, national foundations that support community and economic development

Operations

1. Ad hoc committees for each of the four service areas
2. Implement cost effective tools to manage growing database & ongoing communications
3. Protect brand identity through trademarks and registration
4. Increase staff to handle sales, marketing & communications and program management
5. Train volunteer delegates to serve as "Our Town Ambassadors"
6. Develop & evolve sponsorship packages
7. Build relationships with *all* regional stakeholders

Marketing & Communications

1. Redesign and launch an updated website
2. Develop product sheets
3. Expand public relations to raise visibility and credibility of programs, highlighting impact results
4. Strengthen/develop relationships with regional stakeholders and corporate sponsors
5. Publish Choose Chattanooga Resource Guide

Evaluation

Inquiry → visit → relocation → engagement
Population growth
Referrals/pipeline of prospects
Surveys and success stories

Financial Statements



CHOOSE CHATTANOOGA, INC.

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NOVEMBER 30, 2012

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CHOOSE CHATTANOOGA, INC.

STATEMENT OF FINANCIAL POSITION

NOVEMBER 30, 2012

ASSETS		2012
CURRENT ASSETS		
Cash and cash equivalents:		\$ 18,713
Total current assets		<u>18,713</u>
PROPERTY AND EQUIPMENT		
Property and equipment, net of accumulated depreciation		<u>1,254</u>
Total noncurrent assets		<u>1,254</u>
TOTAL ASSETS		<u>\$ 19,967</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable		\$ 292
Total liabilities		<u>292</u>
Unrestricted and board-designated items:		<u>19,675</u>
Total net assets		<u>19,675</u>
TOTAL LIABILITIES AND NET ASSETS		<u>\$ 19,967</u>

CHOOSE CHATTANOOGA, INC.

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED NOVEMBER 30, 2012

REVENUE

Contributions from local organizations	\$	44,705
Program fee income		<u>18,954</u>
Total revenue		<u>63,659</u>

EXPENSES

Salary & other payroll expenses		42,180
Travel, meetings & related expenses		3,619
Maintenance		811
Supplies		665
Dues & subscriptions		3,374
Rent		1,793
Utilities & telephone		1,708
Postage, printing & publication		701
Contract services		3,373
Miscellaneous		32
Marketing		1,605
Retire Tennessee program		<u>3,063</u>
Total expenses		<u>62,924</u>

NET CHANGES IN NET ASSETS

		735
Net assets, beginning of year		<u>18,940</u>
Net assets, end of year	\$	<u>19,675</u>

CHOOSE CHATTANOOGA, INC.

NOTES TO FINANCIAL STATEMENTS

NOVEMBER 30, 2012

NOTE 1 – NATURE OF OPERATIONS

Choose Chattanooga, Inc. (the Organization) was organized under the laws of the State of Tennessee as a not-for-profit corporation. The Organization's stated purpose is to promote Chattanooga and the surrounding area as a preferable area to relocate and to promote economic development. The Organization's services are supported primarily through grants and contributions.

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Organization have been prepared utilizing the accrual basis of accounting. These financial statements reflect only the expenses recorded by the Southeast Tennessee Development District (the District), and do not reflect certain liabilities that were incurred prior to the Organization's merger with the District. These additional liabilities are disclosed in Note 3.

NOTE 3 – COMMITMENTS, CONTRACTS AND OTHER LIABILITIES

Prior to the Organization's merger with the District, the Organization incurred a liability of \$12,368 arising from payroll expenses and related tax obligations. In addition, the Organization owes \$1,690 to an accounting firm for the preparation of their 2009 and 2010 tax returns.

Support Materials

And

Media Examples

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CITYSCOPE



SPECIAL
Holiday Issue

- A City That Leads
- Passionate Pursuits
- The Presidents Club
- Winter Fashions
- Home for the Holidays
- Holiday Gifts

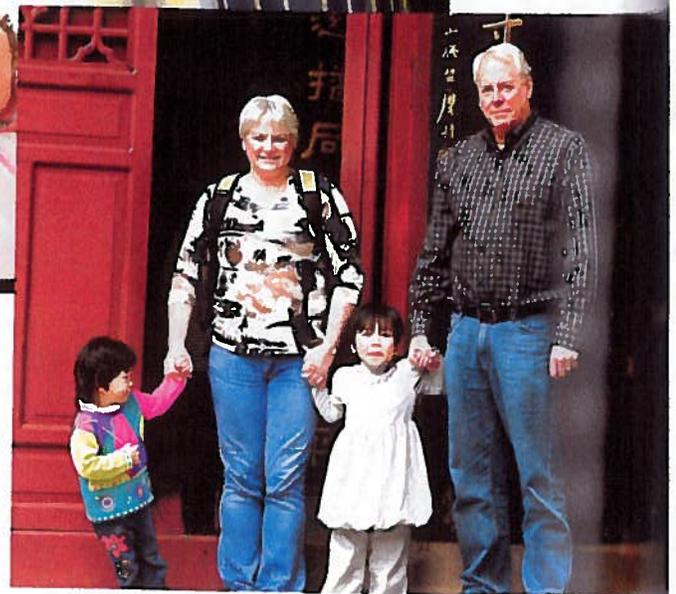
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John & Pamela Block



“A FAMILY IS BORN OF YOUR *heart*,
NOT OF YOUR BLOOD.”

—PAMELA BLOCK



John & Pamela Block

The first meeting between John and Pamela Block and their adopted daughter Anna plays out like a scene from a movie: a little girl waits in a Chinese orphanage on Christmas Eve for a family she fears may never come. When they arrive on Christmas Day, hours late due to travel delays, she runs tearfully into the arms of her long-awaited mother and father. It was a day that, for Pamela, once seemed impossible.

As a single mother in her 20s, Pamela thought she might never realize her dream of adopting. But when she met John later in life and learned that Chinese adoption programs actually

prefer older couples for stability, she grew determined. From months of paperwork to struggles with airport security to finding the very best doctors, Pamela and John fought for their two little girls every step of the way. They brought home 14-month-old Lily (who has a heart condition) in May 2008, and 4-and-a-half-year-old Anna (who was born with a rare condition called bladder exstrophy) in December 2009. The two girls instantly connected.

Now, after several surgeries, lots of sisterly bonding, and a cross-country move from Seattle, the Blocks are happy and thriving in their new Chattanooga commu-

nity. “I think adoption is the most amazing way to grow a family,” Pamela says.

Along the way, John and Pamela say they’ve learned patience and made a lot of life changes in order to give Lily and Anna a happy, healthy upbringing. What is their family like now? In a word: joyous. The Blocks describe their home as “loud with life”; they love the joy and energy they feel within their home. The girls laugh and play, and continue to love, dream, create, and grow strong. For those considering adoption, Pamela suggests doing your homework, but also says, “It is the most beautiful thing you can do for another human being.” 

Beware: A New State May Have Surprise Taxes on Your Car

WHERE *to* RETIRE

MARCH/APRIL 2012
Display until May 31

8 Havens For History Buffs

**Low-Cost Retreat:
St. Lucie County, FL**

**Upbeat, Toe-Tapping
Greater Nashville, TN**

**Southwest Playground:
Spirited Ruidoso, NM**

**Henderson, NV:
A Hometown With Glitz**

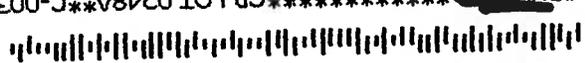
*Connie and Ron Kukulski
of Port St. Lucie, FL*

US \$4.95/CAN \$5.95

**Niche Communities
Cater to Common
Interests and
Lifestyles**

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745
312

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706 GEORGIA AVE
CHATTANOOGA TN 37402-2060



Population: 24,286

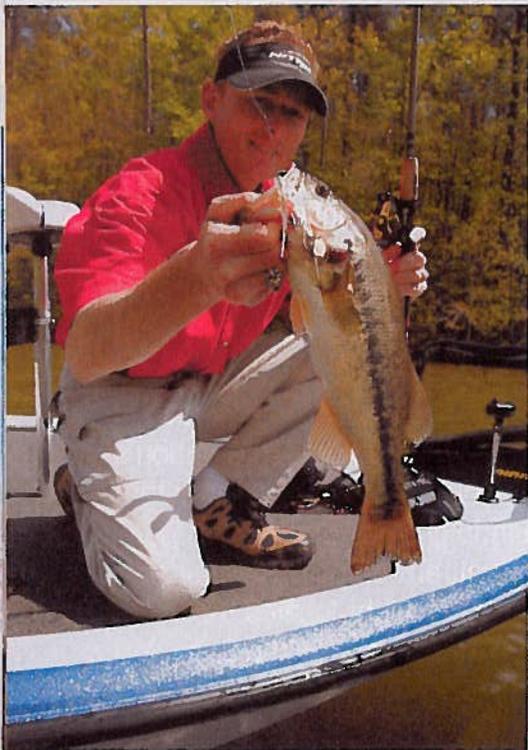
Climate: High Low

January 44 25

July 88 66

Cost of living: Above average

Housing cost: The average sales price of homes in Fredericksburg was



WWW.SAVANNAHVISIT.COM
FREDERICKSBURG AREA TOURISM

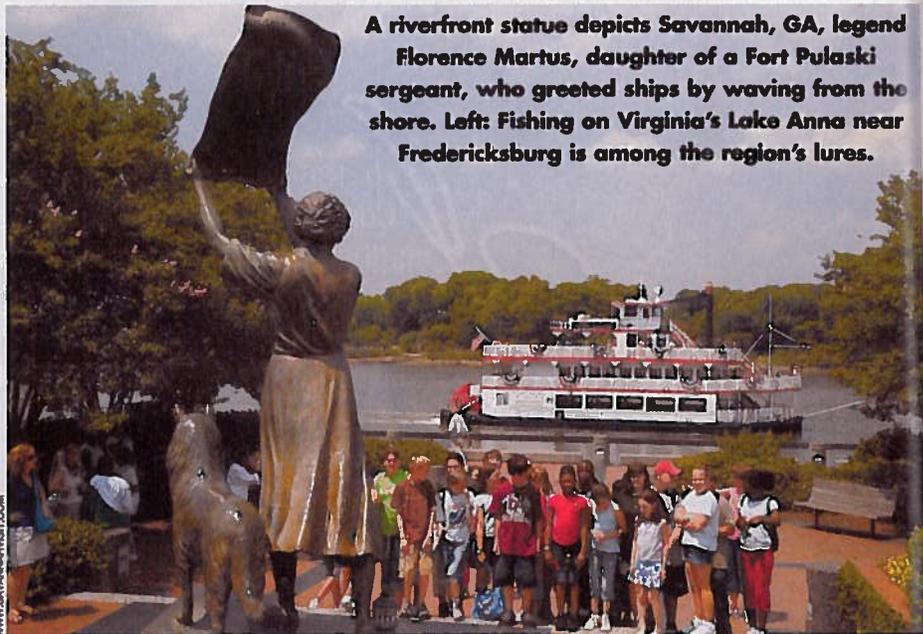
\$287,057 for the third quarter of 2011, according to RealEstate Business Intelligence.

Information: Fredericksburg Regional Chamber of Commerce, (540) 373-9400 or www.fredericksburgchamber.org. Greater Fredericksburg Tourism Partnership, (800) 678-4748 or www.visitfred.com.

Savannah, Georgia

Although it lasted only 30 hours, the Battle of Fort Pulaski changed the Civil War and military history. Now it's that legacy and the memorable setting on the Georgia coast that attract retirees to volunteer at the national military park outside Savannah.

"We have some people who just come and like to cut the grass because it's a beautiful place to be," says Gloria Lee, chief of interpretation at Fort Pulaski National Monument. Other volunteers welcome visitors, and some even rebuild and maintain the fort's cannons and muskets. For historians, the battle is notable because it demonstrated that masonry forts couldn't hold up to a barrage



A riverfront statue depicts Savannah, GA, legend Florence Martus, daughter of a Fort Pulaski sergeant, who greeted ships by waving from the shore. Left: Fishing on Virginia's Lake Anna near Fredericksburg is among the region's lures.

from rifled cannons. In the end, the Confederate-controlled stockade fell to the Union.

Savannah itself has no shortage of appeal or history. The city is known for its squares, lined with Spanish-moss-covered live oaks, and hundreds of restored architectural landmarks.

Founded in 1733, the port city played an important role in Colonial America and in the Civil War. Union Gen. William Tecumseh Sherman's famed March to the Sea ended when he captured Savannah, which he reputedly said was too pretty to burn and saved it from the fate that befell other Georgia towns.

Today this bustling city is home to the thriving Savannah College of Art and Design, the largest art school in the country, which keeps things humming on the cultural front. It also has the regional Memorial University Medical Center and offers a variety of housing, from new subdivisions and retirement communities to historic homes that were around when Sherman and his troops invaded.

Population: 136,286

Climate: High Low

January 60 39

July 93 73

Cost of living: Below average

Housing cost: The median sales price of homes in Chatham County was \$151,000 for 2011, according to the Savannah Board of Realtors.

Information: Savannah Area Chamber of Commerce, (912) 644-6400 or www.savannahchamber.com.

Visit Savannah, (877) 728-2662 or www.savannahvisit.com.

Chattanooga, Tennessee

Bryard "Moose" Poer has been volunteering at the Chickamauga Battlefield near Chattanooga for nearly a year now, and he's still not exactly sure he understands the confrontation. "It's one of the most confusing battles of the Civil War," says the 63-year-old retired mortgage banker, who moved to the city from Dallas. "I'm still trying to figure out what the hell happened."

He continually learns more about the conflict and relishes his opportunity to volunteer at the visitors center every Friday. "The highlight of my week is that four hours I spend at the battlefield," he says.

Bryard is even more delighted to be living in Chattanooga, where he recently purchased an apartment on the 15th floor of a ridgetop high-rise, affording commanding views of the city and surrounding Appalachian Mountains. He visited the area several years ago and was immediately won over. This historic rail hub has morphed into an affordable retirement haven, noted for its artist grants and clean, green initiatives including free electric downtown buses that transport residents to riverfront attractions, museums and the Tennessee Aquarium.

"I had heard some pretty cool things about the city, but I stepped away

Downsizing Your Expenses: How Relocating Can Net Big Savings

WHERE *to* RETIRE

SEPTEMBER/OCTOBER 2012
Display until November 30

15 Great Low-Cost Towns

Florida's Chic, Bustling Boca Raton

The Awesome Nature Of Flathead Valley, MT

College Spirit and Cosmopolitan Appeal In Ann Arbor, MI

Low Taxes, Coastal Lure In Southern Delaware

Best Neighborhood: Anthem Ranch In Broomfield, CO

John Davis and Margery Christensen of Polson, MT

US \$4.95/CAN \$5.95

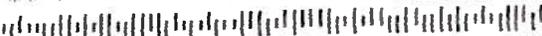
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CHATTANOOGA TN 37402-2060

5270

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Chattanooga, Tennessee

Some people refer to Chattanooga as "The Comeback Kid." Back in the '60s and '70s, this historic rail center looked deserted, coated by soot from foundries. Then things turned around. City planners spruced up the riverfront and transformed downtown into an artists enclave.

The town, whose fame rested on a song about a train and the invention of the MoonPie, was reborn. Today, Chattanooga attracts transplants who want to combine reasonable living costs with an amenity-filled lifestyle.



Battlefields at Chattanooga, TN, call to Civil War buffs.

"Many younger baby boomers are coming to the area, not so they can have a traditional retirement, but to be able to do things they've dreamed of doing because here, it isn't just about getting the best bang for their buck. It's about the quality of their lives," says executive director Linda Bennett of Choose Chattanooga, an organization that provides relocation information.

The Tennessee River flows through the urban core, which bustles with visitors going to the Tennessee Aquarium, Hunter Museum of American Art and riverfront parks. Nearby, the Bluff View Art District, an eclectic neighborhood, is studded with boutiques, bakeries, restaurants and coffeehouses.

Within a 10-minute drive is Lookout Mountain, which affords sweeping views of the valley, houses the 145-foot underground Ruby Falls waterfall and is the site of a Civil War battlefield. Crossing into Georgia, the Chickamauga and Chattanooga National Military Park commemorates one of the most important confrontations in the war between Union and Confederate troops.

Retirees say: "We wanted a midsize city with lots of outdoor opportunities. We also wanted low cost of living and a place that understood the arts and likes the arts," says Don McDowell, 65, a manufacturing executive who retired in Chattanooga with wife Mary, 56.

Before relocating, they were living in the Netherlands. "Then one day, my wife called and said we were moving to Chattanooga. That surprised me. She had narrowed down her choices

Population: 167,674

Climate: High Low

January 49 30

July 90 69

Housing cost: Median \$130,000*

Sales tax: 9.25% (7.5% on groceries now, 7.25% in 2013), prescriptions exempt
State income tax: No income tax, but 6% tax applies to some interest and dividends.

Property tax: \$5.0742 per \$100 of assessed value, with homes assessed at 25% of market value. Estimated tax on \$130,000 home: \$1,649 yearly.

Personal property tax: None

Information: Chamber of commerce, www.chattanooga-chamber.com, visitor information, www.chattanooga-fun.com, and relocation information, www.choosechattanooga.com.

*Source: Greater Chattanooga Association of Realtors, for the area January-May 2012

to Asheville (NC) and Chattanooga. I remember her saying, 'It's different — Chattanooga. People are friendly, and downtown is exciting. I know we're going to love it.'"

Two years later, they still do. They go downtown regularly to attend symphony performances and explore galleries. "When we lived overseas, we would frequent the art galleries and visit with the artists. We wanted to live in a place where we could continue doing that," Don says. "We also love going to the symphony, and the Chattanooga symphony does some really neat stuff."

Don has started another chapter in his life with the University of Tennessee at Chattanooga. He's getting a master's degree in French and becoming an adjunct professor at UT in Knoxville, teaching a few days a week. ➤

C H A T T A N O O G A

The condos at One North Shore offer this spectacular view.

UPSCALE CONDOS. DOWNTOWN VIEWS.

Not everyone wants to retire to a rocking chair in the country. The gated condos at One North Shore offer an urban lifestyle in a warm southern climate with beautiful views of the Chattanooga skyline. It has friendly concierge services, a Penthouse Club Room, and is located in a walkable downtown neighborhood with grocery stores, banks, retail shops and parks along the Tennessee River. Visit our web site to see more.

423.755.8830

A New Kind of Neighborhood
200 Manufacturers Rd. • Chattanooga, TN
423.752.3211
oneNORTHSHORE.COM

from lunch with a little tear in my eye and made the decision right then and there I was going to live in Chattanooga for the rest of my life," Bryard says. "It's one of the best walking and cleanest cities in the country."

Bryard, who is divorced, doesn't miss the hustle and traffic of a big city. "Dallas had 20 of everything Chattanooga has one of, but one is all you need."

Population: 167,674

Climate: High Low

January 50 31

July 90 70

Cost of living: Below average

Housing cost: The median sales price of homes in Chattanooga was \$128,700 for the third quarter of 2011, according to the National Association of Realtors.

Information: Chattanooga Area Chamber of Commerce, (423) 756-2121 or www.chattanooga-chamber.com. Chattanooga Area Convention and Visitors Bureau, (800) 322-3344 or www.chattanooga-fun.com.

Lexington, Virginia

The place where the Confederacy's two most famous generals are buried

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A Civil War re-enactment takes place at Chickamauga and Chattanooga National Military Park along the Tennessee-Georgia border.

is bound to attract history lovers. But the graves of Robert E. Lee and Thomas "Stonewall" Jackson are hardly the only reason people come to this idyllic town of 7,000 residents nestled in the Appalachian Mountains. It's home to two colleges, Washington and Lee University and the Virginia Military Institute, and stands out for its charming downtown district, listed on the National Register of Historic Places.

The town, with tongue-in-cheek humor, is lovingly called Lex Vegas by some residents. Founded in 1777, it is the antithesis of flash and glitter. Antique shopping rather than gambling is the favorite pastime here, and residents like its leafy streets and solid brick homes. "It's a very sophisticated

little town," says resident Winifred Hart, a retired law librarian. "It's so beautiful, you can't stand it."

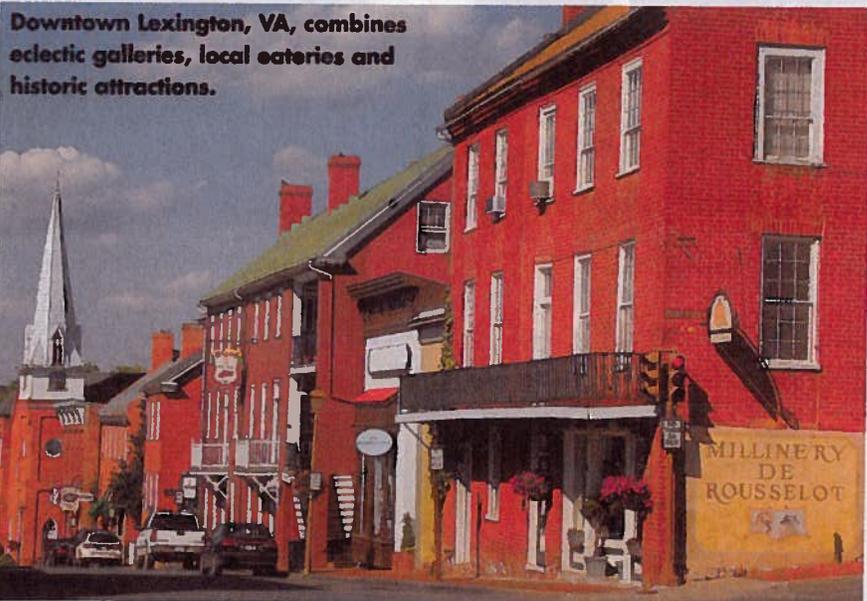
But for some Civil War devotees, like Winifred, this town is important because of one man: Stonewall Jackson, who was mistakenly killed by his own troops in 1863. The famed Confederate leader is not only buried here but also lived here. The only home he owned is open to the public.

Winifred, 81, has been volunteering at the Stonewall Jackson House on Wednesday mornings for nearly four years. She underwent two months of training, learning the history of the home — and the man. "We insist on absolute accuracy," says the former resident of Arlington, VA.

The tour of the restored, middle-

Downtown Lexington, VA, combines eclectic galleries, local eateries and historic attractions.

NATHAN BECK/LEXINGTON & THE ROCKBRIDGE AREA TOURISM



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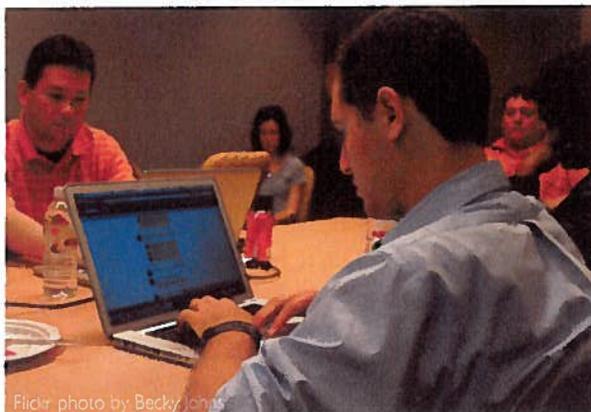
Urban areas lure Gen Y with placemaking programs

By Christine Jordan Sexton

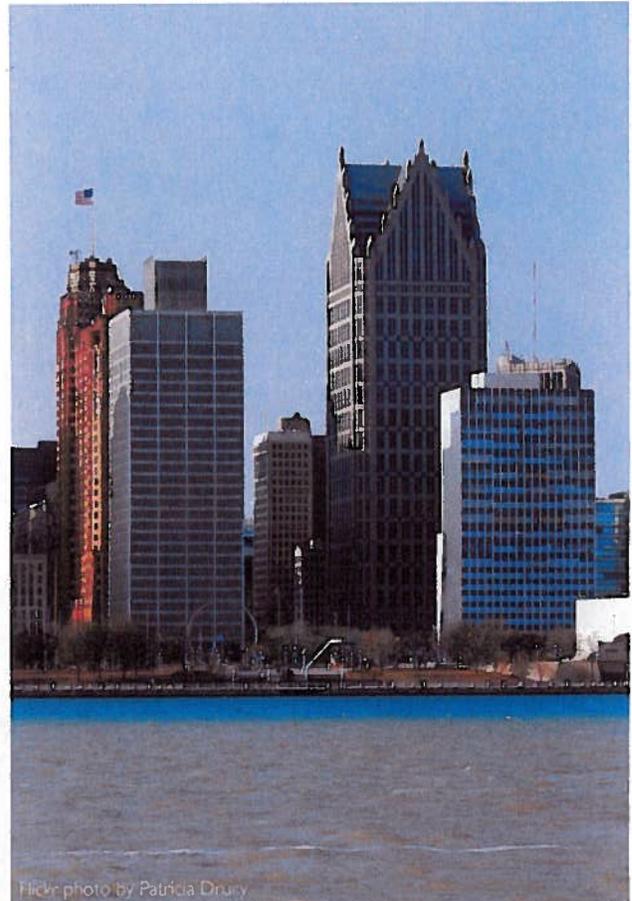
Motown is a city with soul, but it's short on people.

There are efforts to change that, though. With social media giant Twitter opening offices in downtown Detroit, an edgy "Imported from Detroit" Super Bowl ad campaign and a write up in the New York Times, it's no wonder that a program called Challenge Detroit drew 900 applicants with an entrepreneurial spirit who are willing to test the waters of innovation and see what downtown Detroit has to offer.

The applicants, mostly millennials, and all college educated, competed for grants that will allow them to live, work and play in — and, perhaps, most importantly, contribute to — Detroit, which lost 25 percent of its population between 2000 and 2010 and has struggled with blight, economic decline and political scandal.



Flickr photo by Becky Jones



Flickr photo by Patricia Drury

Challenge Detroit is about attracting and retaining innovative thinkers and doers.



Quattanooga Area Convention & Visitors Bureau

Placemaking is all about living and embracing a city's culture.

“Challenge Detroit is about attracting and retaining innovative thinkers and doers to counter the brain drain and make a difference in Detroit’s revitalization efforts ... to make this place better than the way we found it,” said Challenge Detroit Executive Director Deirdre Greene Groves, in describing the program.

To that end, 30 host companies, including Quicken Loans, have signed on to the initiative. Each company agreed to provide one job for one year. Challenge Detroit grantees also will receive a \$500 per month stipend for living expenses.

Challenge Detroit winners will live near one another and be required to work on 10 community projects, which could range from working on the development of after-school programs to developing an environmental sustainability strategy for the city. The grantees will have to participate in 10 team challenges over the course of a year.

The program helps to create a sense of community in Detroit by building the underpinning required to make it a success: a strong business, civic and entrepreneurial environment.

“Placemaking is all about living and embracing a city’s culture; working and delving head first into the business of a community; playing in a city by experiencing it 365 days per year; and giving one’s intellectual capital to contribute to bettering that place,” said Greene Groves.

The 900 initial Challenge Detroit applicants were whittled down to 60 with the assistance of public voting on the social media site Facebook, where the Challenge Detroit page has nearly 20,000 “likes.” Videos from an array of 20-somethings who are meeting planners, educators, city planners and interior designers are on display for public viewing. Vetting will be completed by Challenge Detroit judges in the next several weeks and the recipients will be in place and on the job in September.

The decision to participate by Quicken Loans, one of the host employers in Challenge Detroit, is not surprising given the company's commitment to the area. Quicken Loans moved its headquarters and 3,700 of its more than 5,000 employees to downtown Detroit in 2011 and another 1,000 will relocate there before the end of the year.

Quicken Loans also is one of five companies in downtown Detroit that is offering its employees economic incentives to move downtown as part of another placemaking initiative called Live Downtown. Along with Quicken, Blue Cross Blue Shield of Michigan, Compuware Corporation, DET Energy and Strategic Staff Solutions launched a five-year, \$4 million program that provides cash incentives to employees who want to move downtown.

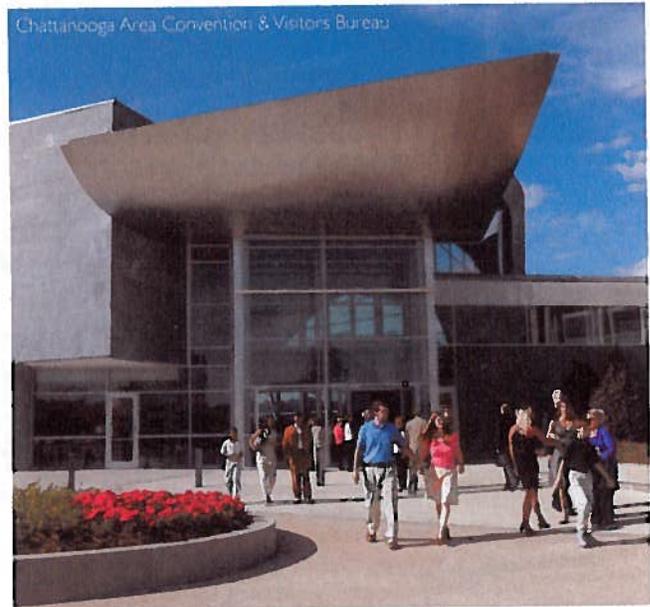
New homeowners can receive a \$20,000 forgivable loan toward the purchase of a residence, while new renters can receive a \$2,500 allowance for rent the first year and another \$1,000 in rental incentives the following year. There also are incentives for those employees who already live downtown.

As of April, said Jennifer Rass, senior communications manager at Quicken Loans, a total of 297 applications for participation in the program had been submitted by employees at the five companies, about half of which have closed. The majority of those applying are choosing the rental option.

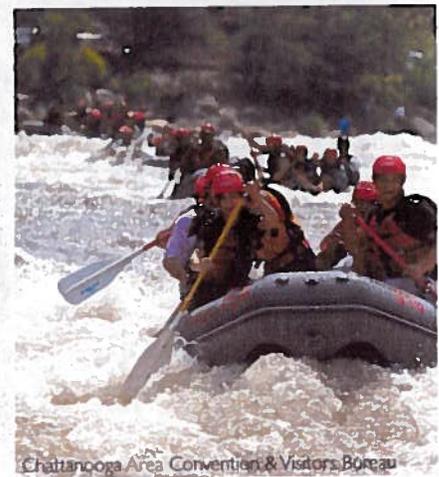
Challenge Detroit and Live Downtown are two of a handful of placemaking programs across the nation that are hoping to lure entrepreneurs and creative types back to urban areas with jobs and financial incentives.

A little more than 600 miles south of Michigan in Chattanooga, Tenn., there's a program called "Geek Move" that offers a \$10,000, five-year, forgivable second mortgage to entrepreneurs who are willing to move to one of eight Southside neighborhoods. It also offers to pay people willing to make the trek to Chattanooga \$1,250 in moving costs.

While the money isn't enough to cement a lifetime guarantee from the mobile Generation Y, Sarah Morgan who oversees grants involving downtown development and urban revitalization



Placemaking programs lure entrepreneurs and creative types back to urban areas with jobs and financial incentives.



for the Lyndhurst Foundation, says the built environments in Southside Chattanooga, including emerging urban attractions, a thriving arts community and the area's natural beauty may be enough to make them fall in love and want to stay for the long term.

"Don't you know we are going to sell the heck out of Chattanooga while they are here," Morgan said.

One person already has signed up for the program, said Chattanooga Neighborhood Enterprises Director of Strategy Abby Studer Garrison, adding that another seven grants will be awarded before the end of 2012. Chattanooga Neighborhood Enterprises is a nonprofit housing organization dedicated to building sustainable communities.

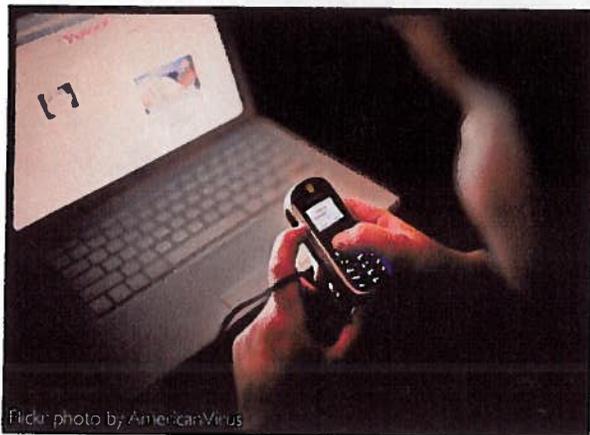
Chattanooga is hoping to capitalize on the fact that the area has the nation's fastest fiber optic network, which offers lightning-quick speeds of up to 1 Gigabit per second. While that speed may be lost on the average Internet user, Chattanooga is banking that it will be irresistible to those with the next "best technology" idea.

The city's Geek Move is being funded in part by Chattanooga Neighborhood Enterprises, as well as the Lyndhurst Foundation, whose mission is to revitalize the Chattanooga area and the conservation of the surrounding region.

Chattanooga is hoping to capitalize on the fact that the area has the nation's fastest fiber optic network.



Flickr photo by Ed Youndon



Flickr photo by AmericanVirus



Chattanooga Area Convention & Visitors Bureau

The Company Lab, a Chattanooga-based business accelerator, and its founder, Sheldon Grizzle, also is helping administer the program. While a traditional business incubator works with start-up companies, business accelerators set out to nurture nearly mature businesses over a shorter time frame, he said.

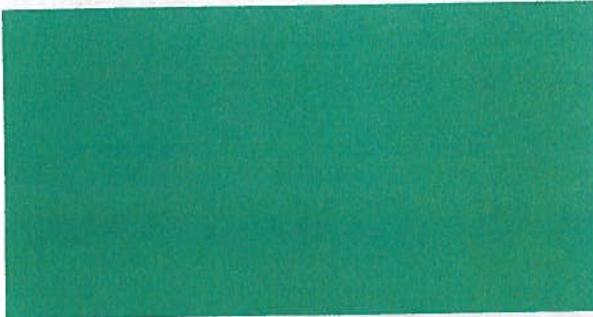
Grizzle maintains that the sophisticated fiber optic infrastructure available in Chattanooga and the surrounding 600-square-mile area around it puts the city 15 years ahead of its competitors in terms of technological infrastructure. Now is the time to leverage that advantage, he said, and import the people who can do just that.

“If we have a 10- to 15-year head start [on other cities], the question is what do we do with that head start,” Grizzle said. “If Chattanooga grows at the rate which we think it can grow, we need to have more technical talent.”

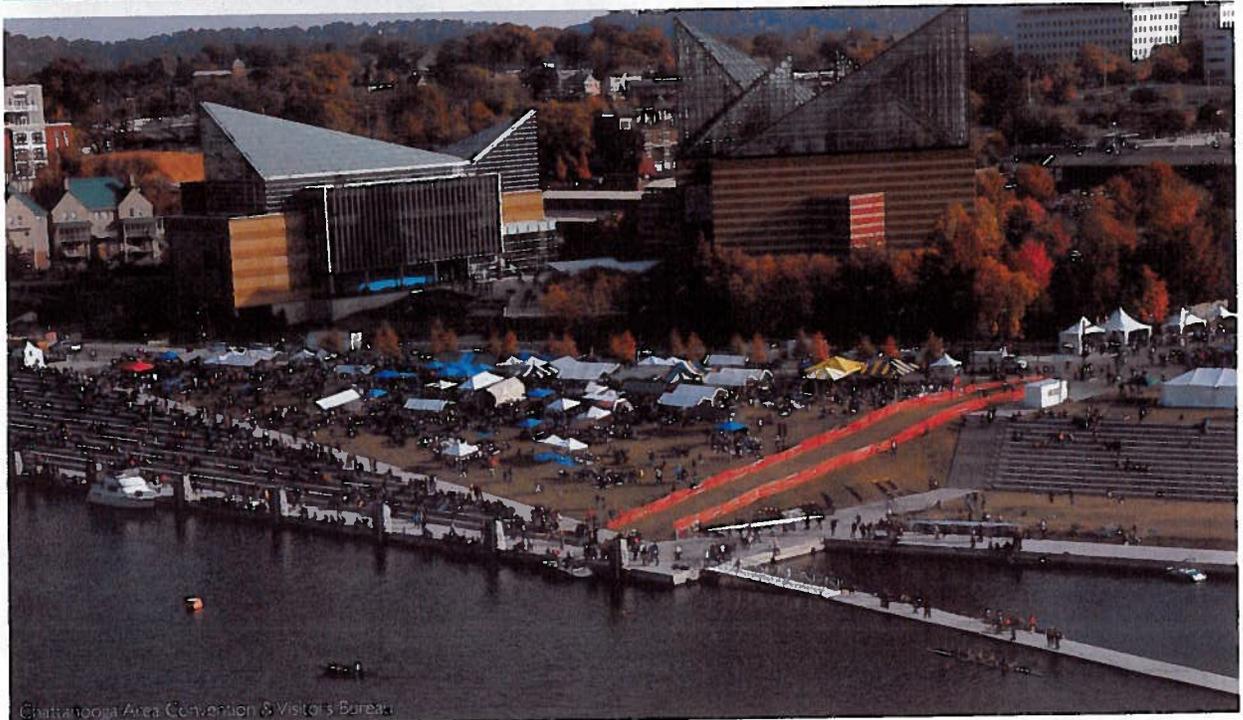
To help make that happen, Lyndhurst and others are sponsoring a 14-week “accelerator” for students and entrepreneurs to dovetail with Geek Move. It’s called “Gig Tank,” and it is reaching out to both students and young professionals.

Gig Tank will pit 10 entrepreneurial teams against each other for a \$100,000 cash prize. The teams will be guided by “angel” investors. Students, meanwhile, will compete against each other for a \$50,000 cash prize and the opportunity to pitch their idea to an angel network of investors.

While there is no requirement that the winners of Gig Tank develop the business in Chattanooga, Grizzle is confident that they will. “There is no rule or string attached, but with the band width, it might make sense for them to start in Chattanooga,” he said.



The sophisticated fiber optic infrastructure available in Chattanooga puts the city 15 years ahead of its competitors.



Geek Move and Gig Tank are the latest placemaking initiatives.



Lyndhurst's Morgan predicts that the natural beauty and the built environment also will make them want to stay.

Geek Move and Gig Tank are the latest placemaking initiatives that the Lyndhurst Foundation and Chattanooga Neighborhood Enterprises have partnered on. Geek Move is modeled after a similar Chattanooga program, Arts-Move, which provided 26 artists willing to live in one of eight neighborhoods in Southside and the surrounding area a five-year, \$15,000 forgivable second mortgage to help make housing more affordable.

Many of the benefactors of the Southside housing initiatives have worked with REALTOR® Donna C. Williams, who returned to Chattanooga 11 years ago from Atlanta to be closer to her mother. Williams is a REALTOR® with the Keller William Realty downtown and is publisher of an online community blog for urban neighborhoods called LiveUrban.com.

Money, alone, won't convince millennials to move.

A decade ago, she said, there were few housing options in Southside. Today, there are eight neighborhoods that grant recipients can choose from.

Like Lyndhurst's Morgan, Williams maintains that money, alone, won't convince millennials to move to Chattanooga. "But once they get here, and they get to look around the neighborhoods in Southside, they will consider Chattanooga more carefully." ●

Christine Jordan Sexton is a Tallahassee-based freelance reporter who has done correspondent work for the Associated Press, the New York Times, Florida Medical Business and a variety of trade magazines, including Florida Lawyer and National Underwriter.

Mills Marketing Group

Travel Show Listing 2012 - 2013

Show Dates	Show	Est. Attend.	Cost
July, 2012	GA Mountain Fairgrounds Concerts July 27 - Larry Gatlin & Gatlin Bros. TWO SHOWS July 28 - Crystal Gale TWO SHOWS	5,000	\$750
Aug. 9, 2012	Lifestyles After 50 FunFest Sun City Center, FL (Del Webb Community)	2,500	\$125
Aug. 9-12, 2012	Forrest Wood Cup - Bass Tournament Lake Lanier Islands, GA	20,000	\$500
Sept. 12, 2012	Fall Community Showcase & Travel Show Hunter Army Airfield, GA (Savannah)	250	\$100
Sept. 13, 2012	Fall Community Showcase & Travel Show Fort Stewart, GA (Hinesville)	400	\$100
Sept. 15, 2012	AAA Alabama Travel Show Mobile, AL	400	\$150
September 20-23, 2012	Southern Women's Show Charlotte, NC Moved to 2013 calendar		
Sept. 29 & 30, 2012	FL Home & Garden Show Fort Myers, FL	5,000	\$450
October 4 - 7, 2012	Southern Women's Show Birmingham, AL	5,000	\$395
October 18-21, 2012	Southern Women's Show Jacksonville, FL	5000	\$395
October, 2012	Fort Knox Retired Military Annual Show Fort Knox, KY	550	\$395
Nov. 14 & 15, 2012	29th Annual Florida's Senior Show West Palm Beach, FL	9,000	\$425

Jan. 10 - 13, 2013	Nashville Boat & Sport Show Nashville, TN	20,000	\$1,000
Jan. 19 - 23, 2013	Cincinnati Travel, Sports & Boat Show Cincinnati Golf Show Cincinnati, OH	40,000	\$1,000
Jan. 18 - 20, 2013	AAA Travel Expo Columbus, OH	14,500	\$450
Jan. 2013	AAA Knoxville Knoxville, TN	500	\$295
Feb. 2, 2013	AAA Alabama Travel Show - Winter Birmingham, AL	400	\$295
Feb. 15-24, 2013	Indianapolis Boat, Sport & Travel Show Indianapolis, IN	200,000	\$1,000
Feb. 18 & 19, 2013	Florida's Senior Expo Naples, FL	5000	\$395
Feb. 2013	Camp Lejeune Military Show Camp Lejeune, NC	400	\$275
Feb. 2013	Fort Campbell Military Base Fort Campbell, KY	450	\$275
Feb. 24, 2013	Fort Bragg Military Show North Carolina	450	\$275
2-Mar-13	AAA Travel Show Montgomery, AL	450	\$295
March, 2013	Shaw Air Force Base Military Travel Sumter, SC	400	\$275
7-Mar-13	Fort Rucker Military Base Travel Show Dothan, AL	400	\$275
March, 2013	Florida Senior Expo - Ocala Ocala, FL	5000	\$395
March 12, '13	Hunter Army Airfield, Savannah	300	
March 13, '13	Fort Stewart Army	400	
March 14, '13	Albany MCLB	450	\$395

March 15, '13	Warner Robins	450	
March 16, '13 show pk	Moody AFB	300	
March, 2013	Southern Women's Show Raleigh, NC	6000	\$450
March, 2013	FL Senior Expo Daytona Beach, FL	9,000	\$450
20-Apr-13	AAA Travel Show Huntsville, AL	450	\$295
April 26 - 28, 2013	Southern Women's Show Raleigh, NC	6000	\$450
4-May-13	AAA Travel Show Birmingham, AL	450	\$295
May, 2013	FL Senior Expo - 16th Annual Jacksonville, FL	12,000	\$450
May, 2013	Travel Expo at The Villages The Villages, FL	4,000	\$395
June, 2013	Senior FunFest & Jamboree Plant City (Tampa), FL	4,000	\$225
Total for all shows			\$13,690

Targeted shows thus far for 2012 - 2013

Shows listed are targets; some may not yet be 100% confirmed

MMG reserves the right to add/delete shows based upon participation by client interest and breakeven

MMG always seeking new opportunities to enhance tourism to partners' territories

MMG will include any additional shows we do in 2012 - 2013 during above period AT NO ADDITIONAL

Annual agreement guarantees you a minimum of 24 shows per year. We will do everything possible to assure attendance at all the above shows on your behalf. These are, to date, very strong targets for us. We will complete approximately 33 shows in the 2012 calendar year.

Can use any twelve month period to make an annual agreement

Database provided from each show (except military) where we are allowed to collect names and addresses
A good database usually requires some type of giveaway and we encourage our partners to arm us with tickets, certificates, door prizes, etc. throughout the year to boost registrations/involvement

MMG will accept case lots of your brochure/travel guide and alert you when more inventory is required
Package price includes one brochure/travel guide; partner agencies/members would require an additional

fee.

8 1/2" x 11" paper flyers not acceptable; they are rarely desired by attendee .

If package price is chosen, MMG will distribute a special event brochure at no cost in addition to usual brochure/travel guide/rack card. You may also change your collateral at any time.

Some high volume shows may require your shipping to show site and incurring drayage charges.

MMG/Southern Destinations has, in the past, exhibited at The Pentagon in DC/VA. This is not present available, but we are continually trying to secure this opportunity again. When that becomes a reality, that show will be offered at an additional fee. MMG produces a SOUTHERN DESTINATIONS digest-size magazine to target these employees and again at numerous future military installation travel shows.

Pentagon ad runs around \$650 for two page spread, four color ad

Pentagon visit is normally in May of each year to promote travel to over 20,000+ employees in the building

MMG/Southern Destinations is presently working on a large "Anything Senior" show dedicated to the Boomer and Senior Citizen market in Atlanta and other cities. All annual agreement partners will secure reduced pricing on exhibit fees and booth placement on the show floor should you desire to participate. We will keep you advised of our progress and plans as they unfold over the next few months.