



Clark Lovelace <clark@brevardncchamber.org>

August TCT Board Meeting

Clark Lovelace <clark@brevardncchamber.org>

Tue, Aug 24, 2021 at 4:08 PM

To: "Ali Lien (TCT)" <ali@explorebrevard.com>, "David Guice (TCT)" <david@explorebrevard.com>, "Dee Dee Perkins (TCT)" <dd@explorebrevard.com>, "Grant Bullard (TCT)" <grant@explorebrevard.com>, "Jessica Whitmire (TCT)" <jessica@explorebrevard.com>, "Layton Parker (TCT)" <layton@explorebrevard.com>, "Libby Freeman (TCT)" <libby@explorebrevard.com>, "Mac Morrow (TCT)" <mac@explorebrevard.com>

Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, Corey Gafnea <corey@explorebrevard.com>, Mary Jo Gordon <mj@explorebrevard.com>, Karen Tessier <ktessier@mktconnections.com>, Christian McLaughlin <cmdauchlin@mktconnections.com>, Ali Lien <aliholroydlien@gmail.com>, Dee Dee Perkins <d2perkins@gmail.com>

Our August board meeting is this Thursday, August 26, at 8:30am. It is virtual. Zoom information can be found at the bottom of this email. Directly below is a director's report and attached is the normal packet of information, plus a few additional documents. Please read everything and let me know if you have any questions. If you're unable to attend, please email me and Corey at your earliest convenience.

Director's Report

- **June Financials** - Attached are updated June financials, with June occupancy tax returns and a handful of expenses, which have been added as we close out the fiscal year. There are notes at the bottom of each report.
- **TCT Funding Opportunities** - Corey and I have been working with the grant committee and Jonathan to update how we currently handle the three ways/reasons we provide funding - Tourism Grant Program, Transylvania Always, and Destination Infrastructure. We have encountered a number of items that are state requirements and/or best practices with regard to grants or other types of project support. Hopefully we are close to something that works and will be in touch with a document covering protocols, requirements, application, etc., in the not-too-distant future.
- **Marketing Committee** - Kathy King, Director of Transylvania Community Arts Council, will be joining the marketing committee, creating a great connection to local arts.
- **Flooding** - We've been in contact with public land managers to try to capture the most up-to-date information on the impact of TS Fred. Quick scoop is as follows:
 - Hwy 276 is now open up to the Blue Ridge Parkway (other side in Haywood County is bad).
 - The BRP was closed, but is now open through our area.
 - While Hwy 276 and Hwy 215 are open, we've been asked to discourage visitation into PNF right now.
 - Dupont had a trail advisory last week, but that is now lifted. However we believe the base trail at High Falls is closed.
 - Gorges State Park and their VC have remained open throughout.
 - We are giving the info we have and encouraging visitors to check with the public land visitor centers.
 - Our visitor center is a drop-off site for TS Fred donations.
- **Travel Information** - Based on the increase in COVID cases, we have added our "Travel Information" pop up back to our homepage. It includes info helpful to those about to visit on COVID, the floods, and exploring responsibly.
- **TCT Quarterly Report** - Attached is our organizational report for Q4, which I will send to the County Commissioners later this week. We'll put together an annual report in the next month or so and offer to make a presentation to the Commissioners. Let me know if any questions.
- **TCT Organizational Structure** - Layton will be covering an update at our meeting. In the meantime I wanted to mention that County Manager Jaime Laughter felt an update from Jonathan to the County Commissioners was warranted and this presentation was made last night. Here is a link to the County's Facebook page so you can view the presentation and Commissioners comments. Layton and I both encourage you to view it before the meeting to be as informed as possible. It begins at the 1:45:30 mark. FYI - most of the prior hour is an update from the Friends of the Ecusta Trail with responses from the Commissioners. That is the most up-to-date information on the trail in Transylvania County and we encourage your checking that out as well.
- **Tourism Updates** -
 - The workforce shortage continues to be the biggest issue for most tourism-related businesses. "Unprecedented", "never seen before", and "no skills, higher pay than ever, and I still can't find anyone" are phrases I've heard a lot. For what it's worth, here is a presentation from the Economic Development Corporation of Catawba County that does a good job of describing how this is a perfect storm about more than just the pandemic. It starts at slide 17.

- COVID, of course, is back to being a challenge for local businesses. We're seeing temporary restaurant closures due to positive cases with employees as we did last year. We're also seeing various mask policies and various reactions from customers. At the Visitor Center, we're asking visitors to wear masks with a supply to hand out as they enter if needed, but we're not requiring it (mostly so staff/volunteers don't have to deal with irate customers). All staff/volunteers are required to wear masks when outside of their workspace.
- Stella's Sweet Boutique is set to open in the former Hobnob. They'll have desserts and baked sweets, along with a few tapas, eventually with beer/wine. They had a ribbon cutting, but are not quite open yet (staffing issues).
- Lil Speck's is a new Brevard company featuring adventure vehicle rentals, gear, trip planning, and more.
- KTCHN is permanently closed. I've heard about a new tenant moving in, but it's not official yet. It would not be a restaurant.
- Related to the above, please email or text me any time you see a new business or get a fresh update on something relevant to tourism. We learn most of these through our networks and will always share relevant info with you.
- **Thermal Belt Ride** - You are invited to join a group heading to the Thermal Belt Trail in Rutherford County to experience and learn more about it. Attached is a tentative agenda. Please let me know ASAP if you'd like to attend. There are a limited number of spots.
- **Brevard Logo Polo Shirts** - As Corey mentioned at our last meeting, all board members are entitled to 2 shirts to proudly promote our organization. Please email corey@explorebrevard.com with your size, color (green or gray), and men's or women's fit.
- **Committee Presentation Schedule** - As a reminder, here is the committee presentation schedule for the remainder of the year.
 - August - Market Connections, Destination Infrastructure
 - September - Transylvania Always
 - October - Market Connections, Marketing
 - November/December - Finance, Destination Infrastructure
 - Note that the Nov/Dec meeting is on Thursday, December 2, due to the holidays around the 4th Thursday of those months.

I think that covers everything for now. As always, let me know if any questions.

Clark Lovelace is inviting you to a scheduled Zoom meeting.

Topic: TCT Board Meeting

Time: Aug 26, 2021 08:30 AM Eastern Time (US and Canada)

Every month on the Fourth Thu, until Oct 28, 2021, 3 occurrence(s)

Aug 26, 2021 08:30 AM

Sep 23, 2021 08:30 AM

Oct 28, 2021 08:30 AM

Please download and import the following iCalendar (.ics) files to your calendar system.

Monthly: <https://us02web.zoom.us/j/86183087352?pwd=Y1pNkZ2SHI3RkZsb24yWUEwMmVXZz09>
https://us02web.zoom.us/meeting/tZlsf-qopjwpH9bF1ATjwh1yrHFPX84x-zm8/ics?icsToken=98tyKuGurzMpGtySsxyFRpwABYqgb_TxiGZegvpfuk7ENypEalLvJmpkAoonRMCd

Join Zoom Meeting

<https://us02web.zoom.us/j/86183087352?pwd=Y1pNkZ2SHI3RkZsb24yWUEwMmVXZz09>

Meeting ID: 861 8308 7352

Passcode: 924952

One tap mobile

+13017158592,,86183087352#,,,,*924952# US (Washington DC)

+13126266799,,86183087352#,,,,*924952# US (Chicago)

Dial by your location

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 861 8308 7352








Passcode: 924952

Find your local number: <https://us02web.zoom.us/j/84481111111>

Clark E. Lovelace
Executive Director
Brevard/Transylvania Chamber of Commerce
Transylvania County Tourism Development Authority
175 East Main St., Brevard NC, 28712
Chamber: 828-883-3700, brevardncchamber.org
TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



7 attachments

-  **TCTDA Agenda (8-26-21).pdf**
145K
-  **TCTDA Board Meeting Minutes (June 24, 2021) .pdf**
161K
-  **Occupancy Revenue (thru June, FY21).pdf**
86K
-  **TCTDA Revenues & Expenditures (June, 2021) - FINAL.pdf**
39K
-  **TCT Marketing Report (August, 2021).pdf**
693K
-  **TCT Report to Commissioners (FY21 - Q4).pdf**
6835K
-  **Sept 10 Agenda.docx**
448K



Clark Lovelace <clark@brevardncchamber.org>

RE: July TCT Board Packet

Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>

Thu, Jul 22, 2021 at 10:04 AM

To: Clark Lovelace <clark@brevardncchamber.org>, "Ali Lien (TCT)" <all@explorebrevard.com>, "David Guice (TCT)" <david@explorebrevard.com>, "Dee Dee Perkins (TCT)" <dd@explorebrevard.com>, "Grant Bullard (TCT)" <grant@explorebrevard.com>, "Jessica Whitmire (TCT)" <jessica@explorebrevard.com>, "Layton Parker (TCT)" <layton@explorebrevard.com>, "Libby Freeman (TCT)" <libby@explorebrevard.com>, "Mac Morrow (TCT)" <mac@explorebrevard.com>

Cc: Mary Jo Gordon <mj@explorebrevard.com>, Corey Gafnea <corey@explorebrevard.com>

Including Local Government Commission Memo 2014-08 because Grant said he was a reader

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

From: Clark Lovelace <clark@brevardncchamber.org>

Sent: Tuesday, July 20, 2021 4:33 PM

To: Ali Lien (TCT) <all@explorebrevard.com>; David Guice (TCT) <david@explorebrevard.com>; Dee Dee Perkins (TCT) <dd@explorebrevard.com>; Grant Bullard (TCT) <grant@explorebrevard.com>; Jessica Whitmire (TCT) <jessica@explorebrevard.com>; Layton Parker (TCT) <layton@explorebrevard.com>; Libby Freeman (TCT) <libby@explorebrevard.com>; Mac Morrow (TCT) <mac@explorebrevard.com>

Cc: Mary Jo Gordon <mj@explorebrevard.com>; Corey Gafnea <corey@explorebrevard.com>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; Karen Tessier <ktessier@mktconnections.com>

Subject: July TCT Board Packet

TCT Board,

Our July board meeting is this Thursday, July 22, at 8:30am. It is virtual. Zoom information can be found at the bottom of this email. Directly below is a director's report and attached is the normal packet of information. Please read everything and let me know if you have any questions. If you're unable to attend, please email me and Corey at your earliest convenience if you haven't alerted us yet.

Director's Report

- **June Financials** - Attached are the normal financial reports with notes at the bottom of the R&E report as usual. There are a couple of items worth noting here as well:

- As a reminder, June is the month that ends up with two months of occupancy tax returns, May and June. The attached includes May only. June occupancy revenues, plus a few expenses for June that came in after the month ended, will be added and an updated version will be presented next month.

o The combination of the three months last year that were heavily impacted by COVID (March, April, May) and the incredible growth since that time have made comparison with last year problematic/skewed. Believe it or not, we actually have double the revenues through May of this year as we did last year at this time. But, that's having lost more than \$200K in revenue last spring. We were headed toward \$1.2M last year before the pandemic, but ended up with \$966K. Below is a recap of annual revenues for last few years to give some perspective on our growth, knowing that some of it is following a significant growth trend, some is likely a temporary boost due to the pandemic and some is likely more permanent due to the pandemic:

- FY18 - \$794K (13% growth over prior year)
- FY19 - \$926K (17%)
- FY20 - using the \$1.2M we were headed toward pre-pandemic (30%)
- FY21 - \$1.8M (50%)

• **2022 Board of Directors** - As covered at our last board meeting, Tracie Trusler has resigned from her board position. That creates an opening for an "Accommodations Owner/Operator" term. It ends at the end of this year, so it would realistically be to finish this term and serve the new three-year term starting on January 1. And, I'm sad to say that after six years of giving his intelligent input and sage advice, we'll have to say goodbye to Grant Bullard at the end of this year. His position is "Interested Individual." We should start thinking about recommendations to the commissioners for that position as well.

• **Marketing Committee Openings** - With Tracie's departure, the Marketing Committee could use another board member to serve. It usually has 3 board members and 2-3 non-board members. It is currently represented by Layton and Dee Dee (chair) from the board. Let me or Dee Dee know if you're interested. Also of note, we had three non-board members, but Bob Andrews left the area and we just found out that Kat Warner is leaving BMC. So, we need one or two more. If you have a suggestion, let me or Dee Dee know. Ideal is a tourism business owner/operator with good marketing skills (like Layton and Dee Dee) or the marketing person for a tourism business (like Kat).

• **Tourism Grant Program** - The grant committee met recently and approved a \$3,000 grant request in support of the 2021 Silvermont Pumpkin Fest. Let Corey know if you would like more information.

• **Bike Repair Station at Visitor Center** - Attached is a photo of the newly installed bike repair station. Partners were TCT, Chamber, City of Brevard and Blue Ridge Bicycle Club. A sticker will be added with logos for each and we'll then do a ribbon cutting and press release.

• **Committee Presentation Schedule** - As a reminder, here is the committee presentation schedule for the remainder of the year.

- o July - None
- o August - Market Connections, Destination Infrastructure
- o September - Transylvania Always
- o October - Market Connections, Marketing
- o November/December - Finance, Destination Infrastructure
- o Note that the Nov/Dec meeting is on Thursday, December 2, due to the holidays around the 4th Thursday of those months.

• **BMC Opportunity** - As a part of our advertising package with BMC, we are the sustaining sponsor of this Saturday's Beethoven 5 concert. As such, we have access to a few tickets if any of you are interested. Please let me know ASAP. If you are.

I think that covers everything for now. As always, let me know if any questions.

Clark Lovelace is inviting you to a scheduled Zoom meeting.

Topic: TCT Board Meeting

Time: Jul 22, 2021 08:30 AM Eastern Time (US and Canada)
Every month on the Fourth Thu, until Oct 28, 2021, 4 occurrence(s)
Jul 22, 2021 08:30 AM
Aug 26, 2021 08:30 AM
Sep 23, 2021 08:30 AM
Oct 28, 2021 08:30 AM

Please download and import the following iCalendar (.ics) files to your calendar system.
Monthly: https://us02web.zoom.us/meeting/tZIsf-qopjwpH9bF1ATjwh1yrHFPX84x-zm8/ics?icsToken=98tyKuGurzMpGtySsxyFRpwABYqgb_TxiGZegvpfuk7ENypEalLvJMpkAoonRMCd

Join Zoom Meeting

<https://us02web.zoom.us/j/86183087352?pwd=Y1lpNkZ2SHI3RkZsb24yWUEwMWVXZz09>

Meeting ID: 861 8308 7352

Passcode: 924952

One tap mobile

+13017158592,,86183087352#,,,,*924952# US (Washington DC)

+13126266799,,86183087352#,,,,*924952# US (Chicago)

Dial by your location

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 861 8308 7352

Passcode: 924952

Find your local number: <https://us02web.zoom.us/u/kbFZQ8Ju6z>

Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism Development Authority

175 East Main St., Brevard NC, 28712

Chamber: 828-883-3700, brevardncchamber.org

TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



2 attachments

 **TDA SLIDESHOW 7-22-21.pdf**
157K

 **2014-08 Operation of and Accounting for Discretely Presented Component Units, including Tourism Development Authorities.pdf**
178K



TRANSYLVANIA
COUNTY
NORTH CAROLINA

COUNTY GOVERNMENT & THE
TOURISM DEVELOPMENT AUTHORITY

img

The County Government Framework

2

- Counties in North Carolina have a very loose organizational framework that roughly aligns with the provision of a large list of basic government services
- Often a County is required to provide a service, but doesn't have the power to determine outcomes:
 - County provides deputies to the Sheriff, but can't tell them what to do:
 - The County is obligated to provide social services and the County Commissioners can be sued for bad practices, but the state and County jointly appoint a Board of Social Services, who hire/fire a DSS director and set personnel policies (within the constraints of the State's human resources acts).

The Occupancy Tax

- The Transylvania County Occupancy Tax was initially established in S.L. 1985-969
- S.L. 1999-205 revises the County's occupancy tax legislation and aligns it with the new state standard.
- S.L. 2005-88 creates requirement for the County to establish and appoint the board of a Tourism Development Authority
- The Board of County Commissioners holds the 'corporate powers' of the Tourism Development Authority – County resolution 33-2019 articulates that the Board has broad powers on the organization of the TDA.

What is the TCTDA currently?

- The most distilled version of the TCTDA:
 - An appointed board of directors overseeing a bank account.
 - Limited authority over deposits into the account
 - cannot determine level of occupancy tax receipts
 - can fix other rates and fees and receive funds
 - Significant authority over outflows within limitations of by-laws and fiscal control act
 - Determine an annual operating budget
 - Set and amend levels of appropriations
 - Every government has to have a budget officer, a finance officer, a clerk and an attorney
 - Authority primarily picks its budget officer

“Two Hats” 159-25

5

- **County finance officer must be:**
 - **159-25a1 – Responsible for the accounting**
 - **159-25a2 – Responsible for disbursements**
 - **159-25a3 – Responsible for filing financial reports**
 - **159-25a4 – Responsibility for and supervision of cash handling**
 - **159-25a6 – Responsibility for investment strategies**
 - **159-28 – Responsibility for budgetary accounting**
- **These duties apply equally to the County government and to the affairs of the Tourism Authority**

The Financial Framework

- Major historical milestones:
 - NC LGC Memorandum 2014-08
 - “Operation of and Accounting For ... Tourism Development Authorities”
 - Setting up GASB 61 in North Carolina
 - Establishes requirement that Tourism Development Authority adopt its own budget
 - Establishes ‘primary government’ (County) ultimately responsible for oversight
 - The “two hat” requirement for County finance officers
 - 2018 “Yellow Book” (Government Auditing Standards)
 - Expands the level of assessments government auditors have to make
 - New emphasis on expanding documentation of internal control (auditors widen their nets to look at big picture items)
 - When you fill out your audit questionnaires (or decline to do so), the audit firm is assessing the level of oversight over the organization and adjusting their procedures accordingly.

The Financial Framework, 2

- Component Unit
 - A designation in governmental accounting for finance, like that of a subsidiary entity in the private sector
 - Whatever rules or regulations apply to the primary government, also apply to the component unit
 - Component units exist when there may be separations in legal/financial control, but an underlying financial relationship.
 - The Tourism Development Authority is a component unit for the County government
 - The Board of Commissioners can approve or amend the resolution creating the authority and its by-laws, which in turn sets limits on what activities the TDA board can undertake. **(resolution will come up later)**
 - The Board of County Commissioners have the right to choose who sits in 7 of the 9 seats on the TDA Board and the length of their terms

County Review of Tourism/Chamber Contract

8

- The County finance officer, the County's auditor (Martin Starnes & Associates) and the County Attorney (Teague Campbell Dennis & Gorham) have reviewed the TDA/Chamber contract and have made recommendations concerning four major points:
 1. Language to cover the liability for individuals acting on behalf of the Tourism Development Authority who are also employees of the Chamber
 2. Address the Chamber potentially receiving more than fifty percent (50%) of its annual revenues from the Tourism Development Authority
 3. Elimination of language that allows the Tourism Development Authority to review/approve of job descriptions for the Chamber.
 4. Elimination of double service on boards (TDA chamber seat, any voting members of the Chamber board also serving on TDA)

Italicized items need only to be addressed if the Tourism Board / Chamber contract continues beyond 6/30/22.

Liability and Job Duties

- The proposed language better insulates both parties against the risk imposed by having one party doing things on behalf of the other.
- It also eliminates the implicit control of the Authority backfilling the potential liability of the Chamber – another component unit question
- Job Duties being mutually agreed upon by Authority / Chamber
 - For the authority to be able to agree upon staffing levels is too strong a level of control. Raises questions about the fiduciary relationship – who works for who?
- Recommendation was to strike this language and have it be at the sole discretion of the Chamber.

50% Revenue

10

- In a component unit assessment, the key element is whether or not the level of revenue received by the non-governmental entity could be “coercive” or another means for the government impose its will.
- Many different ways this could be addressed – it’s possible to mitigate partially through different financing strategies:
 - Clawbacks based on Chamber financial reporting?
 - Shift certain expenses to other organizations?
 - Leave it all as is, keep assessing?
 - Couple of options could be pursued here based on experience researching other TDAs

Control through Board voting

11

- In a component unit assessment, the ability of a government to impose its will on another organization is also addressed through questions about who makes decisions
- If a government entity appoints enough of the membership of a board of a separate organization, you can have that reportable/disclosable control even there's not an underlying financial relationship.

What services does the TCTDA receive from the Chamber?

12

- Payroll (handled through Chamber of Commerce)
- Staffing (implied through contract)
- Personnel/HR management (through Chamber of Commerce)
- Workers Compensation (N.C. GS 97-3) (Chamber)
- This piece is only to the extent of the TCTDA's support that is provided by chamber.
- Side note;
 - Market Connections provides website, e-mail support.

TDA Services from County Government

- ▣ Uncompensated services:
 - ▣ Property, liability, public officials and cybersecurity insurance
 - ▣ Records retention – (Finance, Clerk to the Board)
 - ▣ Cash management, receipts (County Finance)
 - ▣ Payables, IRS compliance (County Finance)
 - ▣ Fiscal control act compliance (N.C. GS 159)
 - ▣ Legal representation (153A-114) (County government)¹

The TDA does compensate the County for:

- ▣ Occupancy tax collection (County tax administration)

1) All government units should have an attorney on retainer, generally, to act as the legal adviser of the board and to certify that certain actions undertaken are permissible by statute

How does a tourism authority operate in other communities?

14

- Significant variations – cafeteria style
- Generally, there is a more in-depth partnership with County government even when the TDA is independent or quasi-independent.
- Generally, the nonprofit support relationship like exists in Transylvania is not common
- Statutory responsibilities for Finance Officers keep finance officers involved (NC GS 159-25 is NC GS 159-25)
- County has reviewed the relationship and Clark forwarded an email from Jaime Laughter, County Manager, about what position the Commissioners may be willing to support.

Option #3

3
15

- Separate 501c type organizations, employing staff, distinct from the government TDA – this doesn't really seem to exist at all.
- Some Tourism Development Authorities registered tax identification numbers with the IRS as not-for-profit corporations but didn't follow through on that.
- Country attorney had significant concerns about the liability and fiduciary relationship even if this was permissible.

Options (#2)

16

- Tourism development authority can get the authority to hire/fire its own staff, but this has its own complications:
- County Finance Officer always responsible for the accounting, oversight and record keeping. Some options for how this works:
 - A. TDA hired contractors under the oversight of the Finance Officer to carry out work (Jackson)
 - B. TDA compensated Finance Office directly and the Finance Office was re-budgeted for new workload (Henderson)
 - C. TDA hired its own accounting staff who are overseen by County Finance Officer (Buncombe)

Option #2 Requirements / Considerations

Authority Board of Director would need:

- ▣ Formal personnel policies
 - What are the conditions of employment? (what are workweeks, hours, are there restrictions on political activity or outside employment, drug use)
- ▣ Formal compensation plan
 - This is list of positions, ranked and classified by nature and level of duties and responsibilities
 - Each position would have its own written description
- ▣ Decisions about participation in retirement/pension system, benefit structures.
 - LGERS
- ▣ “County” versus “Non-County” employee question

Option #2 Requirements / Considerations

- Board of Commissioners approval
 - The legislation that “creates” the TDA is the County Resolution needs to be updated (2 pg versus 10 pg)
 - County departments don't set their own budgets, Commissioners do
- How to address?
 - Look for contractors (Jackson)
 - Impose duties on County Finance / HR (Henderson)
 - Hire own staff under supervision of County official (Buncombe)

Other Considerations

- ❑ **County Commissioners retain liability and responsibility for oversight no matter what decision the Authority wants to make.**
- ❑ **Employer Identification Numbers / Taxpayer Identification Numbers**
 - ❑ **No standard practice appears to exist on this – still researching.**
 - ❑ **Could be a pain point!**
- ❑ **Position/public official bonds**
 - ❑ **Would have to get at least one for a director**
- ❑ **Board membership / size**
 - ❑ **Who sits on board?**
 - ❑ **How many?**

Options #1 – The Status Quo

- The Chamber could continue to serve as the contractor for management of day-to-day support of the Tourism Development Authority's mission and vision
 - Requires resolution of the remaining relationship issues
 - Revenue component – creative solutions regarding contracting are possible, move positions around, separate agreements with different organizations.
 - Governance: no voting members should serve on both boards
 - New accounting standards will impact the ability of the Authority to lease space from the Chamber (would have to be a market rate, disclosed in annual financial statements – GASB 87 in FY 2022)
 - Ability of the Authority to own property somewhat unclear.

Conclusion

21

- Questions?
- Comments?
- Follow up research items?



NORTH CAROLINA
DEPARTMENT OF STATE TREASURER
STATE AND LOCAL GOVERNMENT FINANCE DIVISION
AND THE LOCAL GOVERNMENT COMMISSION

JANET COWELL
TREASURER

T. VANCE HOLLOMAN
DEPUTY TREASURER

Memorandum #2014-08

TO: Local Government Officials and their Independent Auditors
FROM: Sharon Edmundson, Director, Fiscal Management
SUBJECT: Operation of and Accounting for Discretely Presented Component Units, Including Tourism Development Authorities
DATE: September 30, 2013

There have been many questions raised in recent months about the accounting for, the audit presentation of, and the administration of component units, particularly those formed by the primary government such as tourism development authorities (the TDA). The purpose of this memorandum is to clarify what can be a confusing topic, and put forth in writing the policies of the State and Local Government Finance Division. The discussion points in this memorandum apply to all discretely presented component units but we are going to use a TDA as an example. TDAs are rapidly becoming the most numerous of the discretely presented component units, second only to ABC Boards, and are often the type of unit about which we are questioned.

Forming a Tourism Development Authority

The authorization to levy an occupancy tax on the gross receipts from the rental of any room, lodging or other accommodation furnished by hotels, motels, inns and similar establishments is generally coupled with the requirement to create a tourism development authority and is established by the enabling act, a local act or Session Law. There is no general law authority to levy occupancy taxes or to create a TDA. The text of Session Laws is available from the website of the North Carolina General Assembly. Once a Session Law has been passed by the General Assembly granting permission to levy an occupancy tax and to establish a TDA, the county or municipality's board may adopt resolutions to levy an occupancy tax and create a TDA. The county or municipality (the Primary Government) should provide a copy of the resolutions to the Fiscal Management Section of State and Local Government Finance Division (the SLGFD) of the Department of State Treasurer to provide notice of the creation of the TDA. In fact, the SLGFD should be notified any time a new authority or other governmental entity is formed.

It is important to note that while the Session Laws authorizing tourism development authorities are generally similar to the structure described in this memorandum, there are occasional but often important differences in the legislation that authorizes any given TDA. The governing bodies and finance officer of both the Primary Government and the TDA must be familiar with the provisions of the particular legislation authorizing the specific TDA and related occupancy tax.

Session Laws authorizing the levy of an occupancy tax and the establishment of a TDA generally, but not always, include the following provisions:

“When the [county’s or municipality’s] governing body adopts a resolution levying a room occupancy tax under this act, it shall also adopt a resolution creating the unit’s tourism development authority, which shall be a public authority under the Local Government Budget and Fiscal Control Act.”

“The finance officer for the [county or municipality] shall be the ex officio finance officer of the Authority.”

The impact of the first of these provisions is that the TDA is a public authority and is a separate legal entity distinct from the Primary Government creating it. The second provision appoints the finance officer. An “ex officio finance officer” has the exact same duties and responsibilities under The Local Government Budget and Fiscal Control Act (LGBFCA) as any other finance officer – the only distinction is the method of appointment. (Wearing Several Hats: Multiple and Ex Officio Office-Holding, Fleming Bell, canons.sog.unc.edu/?p=2273, April 20, 2010.) Again, however, it should be noted that there is some variety in the Session Laws creating TDAs and one should carefully review the specific Session Law and any amendments, the related governing board resolutions, and any other documents establishing the TDA.

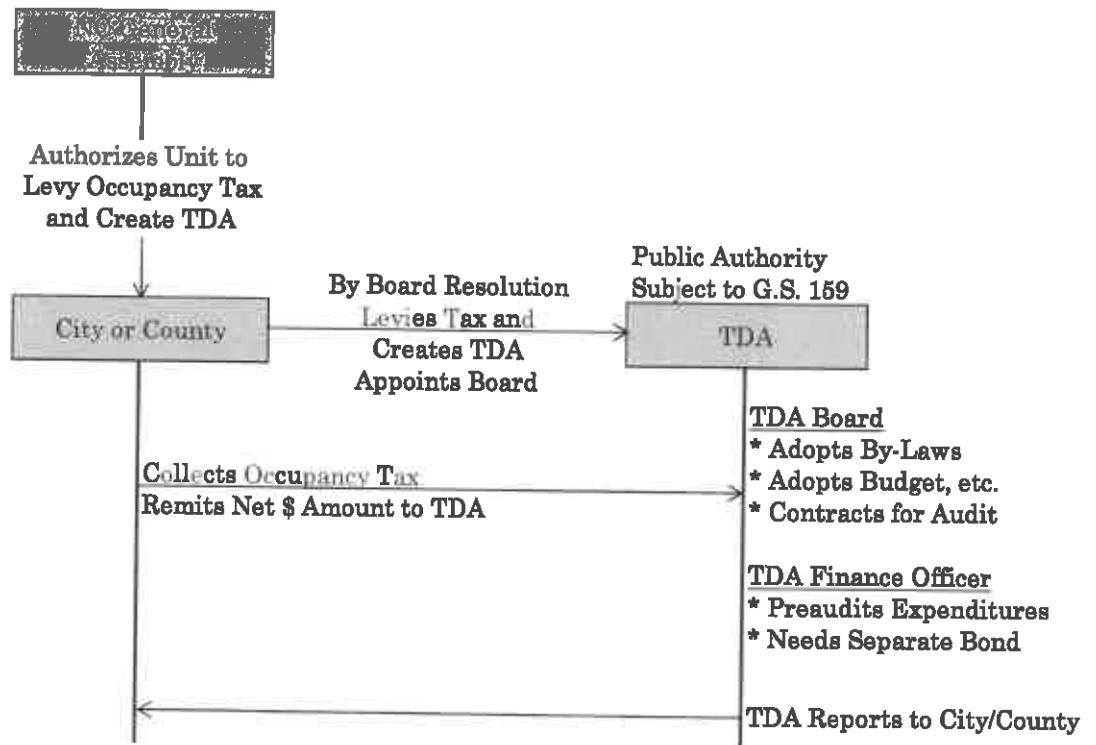
Because of the TDA’s status as a separate legal entity, the TDA’s governing board has the responsibility to adopt a budget that complies with the provisions of *Part 1 – Budgets* of the LGBFCA (G.S. 159-7 through G.S. 159-17.1), to adopt appropriate bylaws and resolutions, to execute a contract for an audit of the TDA’s financial statements, etc. The Primary Government’s (the county or municipality) board and the TDA’s board must be careful to assure that ordinances and resolutions are adopted by and contracts approved by the proper governing body.

Similarly, the finance officer has all the responsibilities imposed by G.S. 159-25. Additionally, the finance officer is subject to fidelity bond requirements of G.S. 159-29. In regard to the fidelity bond requirement, the finance officer should have a separate individual bond to protect the TDA and that names the TDA as obligee or beneficiary of the bond. This bond will be in addition to the bond on the finance officer that names the county or municipality as obligee. (Finance Officer Fidelity Bonds: When Are Multiple Bonds Required?, Kara Millonzi, canons.sog.unc.edu/?p=6126, January 12, 2012.)

TDAs are subject to G.S. 159-33 and must complete the semiannual Report on Deposits and Investments on Form LGC 203. In addition, TDAs must file the annual Notification of Public Deposits on Form INV 91 with their official depository and the Department of State Treasurer. The SLGFD staff is aware that some Primary Governments co-mingle cash and investments of the TDA with that of the Primary Government, which is not an issue as long as the accounting records can accurately identify the amount of cash and investments that belong to the TDA. However, the accounting records must be such that the assets, liabilities, revenues, expenditures and fund balance of the TDA can be distinguished from the Primary Government at any given time.

The following chart illustrates the establishment and organization of a TDA as created using the most common structure found in forming the vast majority of TDAs:

Establishment and Structure



Financial Reporting Requirements

Component Unit Status

Tourism Development Authorities will almost always qualify under GASB Statement No. 14, as amended by GASB Statement No. 39 and GASB Statement No. 61, as a component unit that should be discretely presented.

The analysis of the requirements to support this conclusion is as follows:

- The TDA is legally separate from the Primary Government because the enabling act provides that the Primary Government "...shall also adopt a resolution creating the unit's Tourism Development Authority, which shall be a public authority...." The TDA is authorized to promote travel and tourism in its area and to make tourism-related expenditures defined as "expenditures that, in the judgment of the Tourism Development Authority, are designed to increase the use of lodging facilities ... or to attract tourists or business travelers...."
- The Primary Government appoints a majority of the TDA's board as the enabling act provides that the Primary Government board's resolution creating authority shall "...provide for membership of the Authority, including members' terms of office, and for the filling of vacancies...."

- The Primary Government is able to impose its will on the TDA because it has the ability to modify the rate affecting revenue as it is authorized to "...levy a room occupancy tax of up to..." a specified percentage of the gross receipts. Additionally, the enabling act requires the TDA to report quarterly to the governing body of Primary Government on its receipts and disbursements "in such detail" as they may require.
- Comparison of the two boards will generally lead to the determination that they are not substantially the same. This is because the enabling act usually requires that "At least one-third [or other proportion] of the members must be individuals affiliated with businesses that collect the tax in the county or municipality, and at least one-half [or other proportion] of the members must be individuals currently active in the promotion of travel and tourism in the county or municipality." However, if the two units have substantially the same governing body and you have either (1) a financial benefit or burden relationship or (2) management of the Primary Government has operational responsibility for the component unit, the TDA would be a component unit but with the financial presentation blended with the Primary Government, not discretely presented.
- The TDA does not provide services entirely or almost entirely to the Primary Government. It provides services to the citizens of the Primary Government.

It is important to note that each county or municipality should conduct its own analysis of its TDA or other component unit and, along with the independent auditor, draw its conclusions based on the guidance provided by GASB.

Financial Statements

As a separate legal entity from the Primary Government, a TDA is subject to the audit requirements in the LGBFCA. Separate audited financial statements must be prepared for discretely presented component units. The separately issued financial statements are a very simple and straightforward way to communicate the financial position and changes in financial position to the TDA's board so they can fulfill their stewardship and oversight obligations.

However, component units have the option of presenting those statements as part of the Primary Government audit rather than publishing a separate financial report. If the TDA makes the decision to present its financial statements only as a part of the Primary Government's report, all relevant and material note disclosures, as well as a schedule showing a modified accrual balance sheet and budget to actual revenue and expenditures, must be included in the Primary Government's report. In other words, all the significant information that would normally be in a separately issued report must be in the Primary Government's report if that is the reporting option the TDA chooses. Discussion of component unit(s) in the primary government's MD&A is not required but should be considered based on the individual component unit's significance and its relationship to the primary government. In rare instances, it may be appropriate to discuss component units in the aggregate in the MD&A. See GASB Statement 34, paragraph 10 for a complete discussion on this issue.

It is recommended that the TDA have separately issued financial statements and a separate audit contract since it is an entity legally separate from the Primary Government.

When the TDA issues stand-alone financial statements, they are no different from those of other governmental units with only one governmental fund and will be presented in accordance with generally accepted accounting principles. The following points should be considered:

- A separate audit contract executed by the Chairman of the TDA's board must be approved by the SLGFD staff. The standard procedures for filing the audit report should be followed.
- The auditor's report, an MD&A, the basic financial statements, notes to the financial statements and any additional statements or schedules are required.
- A budget to actual statement for the TDA is presented as part of its basic financial statements with no budget to actual presentation for the TDA required in the Primary Government's report.
- Notes to the financial statements disclose for the TDA any stewardship violations, cash and investments with related policy information, risk management information specifying the amount of TDA finance officer's individual bond, and other required information.
- A related party transactions disclosure is included since the TDA pays the Primary Government a fee to collect the occupancy tax and the county or municipality may also provide office space, staff services, etc., to the TDA.
- A TDA will often qualify as a single-program government and as such is permitted to present its financial statements in the format described in GASB Statement No. 34, paragraphs 136 and 137.

When the TDA does not issue a separate financial statement and elects to present its financial statements as part of the financial statements of the Primary Government rather than publishing a separate financial report, the following guidelines apply:

- Audit Contract – A combined audit contract for the Primary Government and the TDA must be executed by both the Chairman for the Primary Government and the Chairman of the TDA and approved by the SLGFD staff. The standard procedures for filing the audit report should be followed.
- Audit Opinion – With the TDA audited by the same auditor as the Primary Government, the opinion for the Primary Government must reference the TDA. The first paragraph identifying the entities audited should identify and include the TDA. The opinion paragraph should include the language related to "budgetary comparison" for both the Primary Government and the TDA.
- Government-Wide Statements – Assuming discrete presentation, the statement of net assets and changes in net assets for the TDA must be in a separate column on the government-wide statements, or if there are multiple discretely presented component units, there may be one combined column on the government-wide statements, with combining statements with a column for each component unit presented with the supplemental statements and schedules. This presentation is required whether or not the TDA issues a stand-alone report
- Fund Statements – When the TDA is included in the Primary Government's report, and does not issue its own report, a modified accrual balance sheet and budget to actual statement for the TDA subject the audit must be included in the supplemental statements and schedules of the Primary Government.

- Notes to Financial Statements – The TDA, as a component unit, should be described in the Reporting Entity note with an explanation of how it is presented in the financial statements. There also will be Related Party Transactions disclosure since the TDA pays the Primary Government a fee to collect the occupancy tax and the county or municipality may also provide office space, staff services, etc. to the TDA. If the TDA is issuing a stand-alone report, this is generally the extent of the note disclosures in the Primary Government's report regarding the TDA. These same types of notes, written from the TDA's perspective, would appear in the stand-alone report of the TDA as well.

Since the TDA is not issuing a stand-alone report, the significant note disclosures that would have appeared in that stand-alone report must be included in the Primary Government's report. These include but are not limited to:

- Any stewardship violations of the TDA should be separately disclosed, e.g. budget over-expenditures, improper bonding, etc.
 - Cash and investments for the TDA should be separately stated in the cash and investments note as well as any policy matters, e.g. custodial credit risk, etc. for the TDA disclosed.
 - A capital assets note for the TDA should be included if it has capital assets material to the TDA.
 - The risk management note should specify that the TDA's finance officer has an individual bond, the amount of the bond, describe any other insurance coverage obtained by the TDA, or if there is no other insurance coverage for the TDA, so indicate.
 - All entities should be aware of any specific reporting requirements for certain types of component units that are dictated by oversight boards or other agencies. For example, ABC Boards are discretely presented component units but are required to issue separate financial reports by the State.
- Financial Oversight – Since the governing board of the TDA is not receiving separate financial statements, the TDA's finance officer must make sure they receive the necessary information to fulfill their oversight responsibilities.

Blended Presentation

In the case, which is expected to be rare, where the board of the Primary Government and the board of the TDA are substantially the same, a blended presentation in the financial statements may be appropriate. All cash, investments, capital assets, and liabilities are reported and disclosed as if they are part of the Primary Government. There is no requirement to issue separate financial statements for a blended TDA but the entity may choose to do so.

Operational Considerations

Regardless of the method of presentation of the financial statements, when the TDA is a public authority and a separate legal entity from the county or municipality certain legal and operational formalities must be observed.

The TDA's governing board, not the governing board of the county or municipality creating it, must adopt the budget for the TDA in compliance with provisions of the LGBFCA. The TDA's governing board should receive regular and timely financial reports presenting the fund balance, the change in fund balance and a budget to actual comparison for the TDA. When necessary, the TDA's governing board should promptly adopt amendments to the budget ordinance. The actions of the TDA's governing board should be reflected in its minutes.

The TDA should have a tax identification number and a bank account in its name in an official depository. Monies held by the county or municipality on behalf of the TDA should be held and accounted for in an agency fund. The TDA should file the Form LGC 203 and the Form INV 91 in its own name.

The Session Law authorizing the creation of the TDA generally requires it to report quarterly and at the close of the fiscal year to the governing board of the county or municipality on its receipts and expenditures for the preceding quarter and for the year in such detail as the Primary Government may require.

Provisions Regarding Room Occupancy Taxes

The provisions of the specific Session Law authorizing the room occupancy tax as well as G.S. 153A-155 (counties) and G.S. 160A-215 (municipalities) govern the levy, collection, use, and other matters related to room occupancy taxes. The following provides a brief summary of the provisions of these statutes. One should be familiar with and refer directly to the language of the relevant statutes when questions arise regarding room occupancy taxes.

Levy

A room occupancy tax may be levied by the county or municipality only by resolution with not less than 10 days' public notice and after a public hearing. A room occupancy tax becomes effective on the date specified in the resolution levying the tax which must be the first day of a calendar month. However, the effective date may not be earlier than the first day of the second month after the date the resolution is adopted.

Use of the Net Proceeds

The net proceeds of the room occupancy tax levied shall be used for the purposes specified in the authorizing legislation. It is incumbent on the TDA's governing board and its finance officer to fully understand the purposes for which the net proceeds from the occupancy tax may be expended. Subject to reference to the specific authorizing legislation, TDAs generally have the authority to promote travel, tourism, and conventions; sponsor tourist-related events and activities; and finance tourist-related capital projects in the unit. To promote travel and tourism is to advertise or market an area or activity, publish and distribute pamphlets and other materials, conduct market research, or engage in similar promotional activities that attract tourists or business travelers to an area; and includes administrative expenses incurred in engaging in these activities. Tourism-related expenditures are expenditures that, in the judgment of the Authority, are designed to increase the use of lodging facilities, meeting facilities, or convention facilities or to attract tourists or business travelers to the unit and include tourism-related capital expenditures.

Memorandum # 2014-08
Operation of Tourism Development Authorities
September 30, 2013
Page 8

G.S. 153A-155(f1) and G.S. 160A-215(f1) limit the use of the room occupancy tax proceeds in that the proceeds of a room occupancy tax shall not be used for development or construction of a hotel or other transient lodging facility.

Collection and Administration

The taxing county or municipality administers the room occupancy tax it levies and shall design and furnish to all appropriate businesses and persons the necessary forms for filing returns and instructions to ensure the full collection of the tax. The return shall state the total gross receipts derived in the preceding month from rentals upon which the tax is levied. An operator of a business who collects a room occupancy tax may deduct from the amount remitted to the taxing county or municipality a discount equal to the discount the State allows the retailer for State sales and use tax. The governing board of the taxing county or municipality has the same authority to waive the penalties for a room occupancy tax that the Secretary of Revenue has to waive the penalties for State sales and use taxes.

A room occupancy tax return filed with the finance officer of the taxing county or municipality is not a public record and may not be disclosed except in accordance with G.S. 153A-148.1 or G.S. 160A-208.1.

Should you have questions or need assistance, please contact Jones Norris at (919) 807-2386 or via email at jones.norris@nctreasurer.com.



Transylvania County Tourism Development Authority Minutes of 8/26/21 Virtual Board Meeting

Present: Grant Bullard, Layton Parker, Libby Freeman, David Guice, Dee Dee Perkins, Jessica Whitmire, Ali Lien

Absent: Mac Morrow

Staff Present: Clark Lovelace, MJ Gordon, Corey Gafnea

Guests Present: Karen Tessier, Christian McLaughlin, Jonathan Griffin

Call to Order – Layton Parker

Layton Parker called the meeting to order at 8:31 AM.

Presentation of Minutes – Layton Parker

LP presented the minutes of the July 22, 2021, board meeting for review. Dee Dee Perkins made a motion to approve as presented. David Guice seconded. Motion passed.

Director's Report – Clark Lovelace

Financials – CL noted both May and June numbers are reflected on the R&E report that was sent in the advance packet. There were no questions. High returns continue, with a record of \$227K for June. Note that \$114K, just over half, of that revenue was from Airbnb and HomeAway. FY21 year-end revenues finished at \$1,867,000. Expenses were in line with budget, finishing within 1%. In the end, revenues far exceeded expenses, resulting in a flow of significant dollars to our fund balance. There are still a few year-end adjustments that need to be made that shouldn't affect the total numbers, but will need to be done before we consider these final, therefore no motion needs to be made.

A discussion was held about short term rentals (STR). TCT subscribed to AirDNA about 6 months ago and we now have more data from STR in Transylvania County as well as the surrounding counties. There hasn't been time to delve into the information, but Clark did a cursory look and will send some initial stats to the board. According to this data there are approximately 1,000 STRs in our county. Henderson County has about the same number of STRs but three times the population. Jonathan noted that there are approximately 150 occupancy payment returns sent to him but only 7 that he receives from hotels. Hotel occupancy levels are finally up to our 2019 levels.

Office Report and Tourism Update – Restaurants schedules are in flux due to Covid-19 and staffing issues. Several new businesses have opened including Stella's Sweet Boutique and Lil' Speck. The Ecusta Trail closed on August 12. CL asked if any questions on his update with the advance packet. There were none.

In the wake of Tropical Storm Fred (Aug. 17) which caused extensive damage to our public lands and rivers a discussion was had about how to let our visitors know about the conditions in our public

lands and rivers as well as provide them with our responsible exploration messaging while they are here. Clark shared that we have a travel advisory pop up that directs web users to important information on the pandemic, trail closures, etc. It was suggested that we ramp up this process and be more proactive about having a messaging plan in order. Staff will get with emergency services and public land managers and work something up.

Chair Report – Layton Parker

Ecusta Trail – Layton gave an update on the Ecusta Trail, which closed earlier this month. There is still a funding request from Conserving Carolina and the Friends of Ecusta Trail. The request is for 20% of TCT annual revenue for five years. At this point there are a lot of moving parts which makes it difficult for the board to make a decision. Clark and Dee Dee have reached out to Jim Fatland for a meeting, but haven't been able to connect with him. It was suggested that the TCT Board talk to each County Commissioner prior to making a decision. The timing and connection is important. Layton would like a list of conditions that would need to be in place prior to making this financial commitment.

TCT Organizational Structure – At the August County Commissioners meeting the commissioners voted to remove the "autonomous organization" option from consideration. That leaves two options. Continue with a structure similar to now where TCT contracts with the chamber for administrative and operational support or have the staff folded into the county HR and payroll systems. Layton reminded that the board expressed a desire at a past meeting to move away from the current structure because that didn't achieve the primary objective of dedicated TCT staff. He asked if any opinions had changed. No one indicated that theirs had. He shared that for the remaining option to work, the job descriptions and salaries for the positions through the county needed to match what the TCT board felt appropriate, essentially something similar to how things are currently. He is working with the county to find out those answers. The chamber is also working on finalizing their opinion on what structure they desire moving forward. A joint meeting is planned for next month.

2022 Board of Directors – The request to the County Commissioners for Layton to stay on as TCT Board Chair has been moved to the next commissioners meeting in September. There are two open positions for the 2022 board, one for accommodations owner/operator and the other for interested individual. Layton noted that Grant, Libby, and Clark volunteered to meet after our last meeting to discuss recommendations and asked if one of them would share what was discussed.

Grant indicated that there are no new applications with the county, but there are a couple still on file that were submitted within the last two years or so, Mark Tooley and Kevin Howell. There was also interest in having Mike Hawkins serve and he has expressed a desire to do so if asked. For the accommodations position, Clark reached out to Greystone Owner, Shannon Ellis, who cannot serve, but is suggested General Manager Paulette Todd, who indicated that she would be willing to serve. Feedback from the board was to reach out to Paulette Todd about filling out an application since that position is currently open.

Marketing Report – Karen Tessier

KT noted that as more and more events are coming back the Adventurist eblast is once again being sent out after a 15-month hiatus. Our Facebook audience slightly decreased, but our Instagram audience is continuing to increase. Birmingham AL has recently been added to CLT, RAL ATL, and Nashville TV markets. A new Partner Marketing program will be rolled out in late September and will include advertising opportunities for the 2022 Adventure Guide, a stand-alone county/regional map, print and digital media and sweepstakes. She reviewed the website metrics which showed impressive growth, especially organic growth. CM presented images from recent photo shoots and advertising campaigns.

Destination Infrastructure Committee – Dee Dee Perkins

The committee continues to focus on cycling, downtown Brevard, the PNF intersections, arts, and other elements of our infrastructure. Right now, they are focused on getting bike racks at strategic locations in downtown Brevard. This includes a work group that includes Melanie Spreen, Aaron Baker, and a few DIC members. No specific updates on the other areas.

Overtourism – Dee Dee Perkins

A discussion was held about tourism and the perception in the community. How can we balance tourism while protecting our assets? Some locals feel the scale is tipped toward tourism. It was noted that language and vocabulary are important. Where is the tipping point? There are big concerns from tourism-related businesses that they will lose current employees and/or can't hire qualified employees due to a lack of affordable housing. They also lose summer college students as potential employees for the same reason and they can't compete with camps and NOC who provide their workers with housing. Restaurants in particular are struggling. STRs are negatively impacting the lack of housing options. The city can't put a moratorium on them, but could possibly work on zoning.

Old Business

Corey reminded that board members are provided a branded golf shirt to promote our organization. Reach out if you need one.

New Business

Layton indicated that Lori Roberts has stepped down as TCT's representative on the Transylvania Economic Alliance board. We need a new appointee. It is often a past board member or someone very familiar with tourism and our organization. Let Clark or Layton know if you have any suggestions.

Layton shared that we may need to review our priorities and set some goals, particularly for the board. It seems we are taking on too much. Three-hour meetings aren't sustainable. How can we be more effective? The good news is that no one can question the dedication of our board members and staff.

Public Comment

None

Meeting Adjourn

LP made a motion to adjourn the meeting at 11:15 AM

Minutes respectfully submitted by Corey Gafnea



Clark Lovelace <clark@brevardncchamber.org>

September TCTDA Board Packet

1 message

Clark Lovelace <clark@brevardncchamber.org>

Tue, Sep 21, 2021 at 6:42 PM

To: "Ali Lien (TCT)" <ali@explorebrevard.com>, "David Guice (TCT)" <david@explorebrevard.com>, "Dee Dee Perkins (TCT)" <dd@explorebrevard.com>, "Grant Bullard (TCT)" <grant@explorebrevard.com>, "Jessica Whitmire (TCT)" <jessica@explorebrevard.com>, "Layton Parker (TCT)" <layton@explorebrevard.com>, "Libby Freeman (TCT)" <libby@explorebrevard.com>, "Mac Morrow (TCT)" <mac@explorebrevard.com>

Cc: Corey Gafnea <corey@explorebrevard.com>, Dee Dee Perkins <d2perkins@gmail.com>, Ali Lien <aliholroydlien@gmail.com>, Mary Jo Gordon <mj@explorebrevard.com>, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, Karen Tessier <ktessier@mktconnections.com>, Christian McLauchlin <cmclauchlin@mktconnections.com>, Aaron Baker <aaron@oskarblues.com>

Our September board meeting is this Thursday, September 23, at 8:30am. It is virtual. Zoom information can be found at the bottom of this email. Directly below is a director's report and attached is the normal packet of information, plus a few additional documents. Please read everything and let me know if you have any questions. If you're unable to attend, please email me and Corey at your earliest convenience.

Director's Report

- **June Financials** - Attached are August financials. Comments are at the bottom of each report. As an additional note, we now have one full year of lump sum payments by VRBO (technically VRBO and Homeaway who are owned by the same company), so instead of just listing Airbnb returns on the occupancy report, I'm listing STR returns, which includes all three of these third party booking companies. It's also worth noting that we have seen tremendous growth in the revenues coming from these companies. Below is a recap since Airbnb began collecting and paying occupancy taxes as a percentage of our total occupancy tax returns:
 - FY16 - 4% Airbnb, N/A for Airbnb/VRBO/Homeaway (Airbnb payments began August of 2015 and seemed to take most of the year to catch up to consistent/normal levels)
 - FY17 - 9% Airbnb, N/A for Airbnb/VRBO/Homeaway
 - FY18 - 16% Airbnb, N/A for Airbnb/VRBO/Homeaway
 - FY19 - 20% Airbnb, N/A for Airbnb/VRBO/Homeaway
 - FY20 - 26% Airbnb, N/A for Airbnb/VRBO/Homeaway (VRBO/Homeaway payments began in October of 2019, and like Airbnb, had inconsistent and/or low returns until things evened out by FY21)
 - FY21 - 33% Airbnb, 55% for Airbnb/VRBO/Homeaway
- **Marketing Report** - In addition to the normal marketing report is "Part 2", which represents additional information, including statistics on our digital marketing and our website, as well as a sample of our new ad campaign. Market Connections creates a new campaign with fresh creative every 18-24 months. Our current one is "Heart of Adventure" and our prior one was "Drink It In". This comes with staff and marketing committee endorsement, but we wanted to share with you before you began seeing it in use.
- **Transylvania Always Committee Report** - As you'll see on the agenda, TAC Chair and former board member, Aaron Baker, will be joining us to report on the efforts of the TAC.
- **Transylvania County Community Appearance Initiative** - Attached is a funding request we received from the County regarding the restarting of a litter cleanup initiative. It was directed to the Destination Infrastructure Committee and they recommend approval of the requested \$20,000 annual funds for a period of three years, with a reassessment at that time based on a report provided by the County on the results/success of the program. Please review ahead of the meeting, where it will be discussed as an agenda item.
- **2nd Term as Chair for Layton Parker** - Join me in congratulating and thanking Layton Parker for his willingness to serve a second, two-year term as TCTDA Chair. The County Commissioners appointed him to that role at a meeting earlier this month based on the recommendation from the TCTDA board.
- **Member of the public attending meeting** - Corey has let me know that a member of the public has requested to attend the meeting and Corey has shared the zoom information with them. This individual has attended once before and has been reminded that there will be an opportunity for public comment at the end, and otherwise should be there only to observe. Since we rarely have members of the public and since it's sometimes hard to tell on Zoom, we like to alert you when we can.
- **Committee Presentation Schedule** - As a reminder, here is the committee presentation schedule for the remainder of the year.
 - September - Transylvania Always
 - October - Market Connections, Marketing

- November/December - Finance, Destination Infrastructure (This meeting is on Thursday, December 2, due to the holidays around the 4th Thursday of those months)

I think that covers everything for now. As always, let me know if any questions.

Clark Lovelace is inviting you to a scheduled Zoom meeting.

Topic: TCT Board Meeting

Time: Sep 23, 2021 08:30 AM Eastern Time (US and Canada)

Every month on the Fourth Thu, until Oct 28, 2021, 2 occurrence(s)

Sep 23, 2021 08:30 AM

Oct 28, 2021 08:30 AM

Please download and import the following iCalendar (.ics) files to your calendar system.

Monthly: https://us02web.zoom.us/meeting/tZlsf-qopjwpH9bF1ATjwh1yrHFPX84x-zm8/ics?icsToken=98tyKuGurzMpGtySsxyFRpwABYqgb_TxiGZegvpfuk7ENypEalLvJMpkAoonRMCd

Join Zoom Meeting

<https://us02web.zoom.us/j/86183087352?pwd=Y1lpNkZ2SHI3RkZsb24yWUEwMwVXZz09>

Meeting ID: 861 8308 7352

Passcode: 924952

One tap mobile

+13017158592,,86183087352#,,,,*924952# US (Washington DC)

+13126266799,,86183087352#,,,,*924952# US (Chicago)

Dial by your location

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 861 8308 7352

Passcode: 924952

Find your local number: <https://us02web.zoom.us/u/kbFZQ8Ju6z>

Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism Development Authority

175 East Main St., Brevard NC, 28712

Chamber: 828-883-3700, brevardncchamber.org

TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



7 attachments

 **TCTDA Agenda (9-23-21).pdf**
130K

 **TCTDA Board Meeting Minutes (August 26, 2021).pdf**
141K

 **TCTDA Revenues & Expenditures (August, 2021).pdf**
39K

 **Occupancy Revenue (thru July, FY21).pdf**

86K

 **TCT Marketing Report (September, 2021).pdf**
91K

 **TCT Marketing Report (September, 2021) - Part 2.pdf**
5964K

 **CAC Proposal Memo (2).pdf**
172K

**Transylvania County Tourism Development Authority
Board Meeting Agenda
September 23, 2021
8:30 am**

- I. Call to Order – Layton Parker
- II. Presentation of Minutes – Layton Parker
- III. Director’s Report – Clark Lovelace
 - A. Financials
 - B. Office Report and Tourism Updates
- IV. Chair’s Report – Layton Parker
 - A. TCT Organizational Structure
 - B. 2022 TCT Board
 - C. Misc.
- V. Transylvania County Funding Request – Dee Dee Perkins
- VI. Transylvania Always - Aaron
- VII. Old Business
- VIII. New Business
- IX. Public Comment
- X. Meeting Adjourn

TCTDA Mission Statement - To generate and enhance tourism opportunities in Transylvania County through strategic promotion coordinated with tourism-related businesses and local government, and to contribute to a vibrant, sustainable economy.



Transylvania County Tourism Development Authority Minutes of 8/26/21 Virtual Board Meeting

Present: Grant Bullard, Layton Parker, Libby Freeman, David Guice, Dee Dee Perkins, Jessica Whitmire, Ali Lien

Absent: Mac Morrow

Staff Present: Clark Lovelace, MJ Gordon, Corey Gafnea

Guests Present: Karen Tessier, Christian McLaughlin, Jonathan Griffin

Call to Order – Layton Parker

Layton Parker called the meeting to order at 8:31 AM.

Presentation of Minutes – Layton Parker

LP presented the minutes of the July 22, 2021, board meeting for review. Dee Dee Perkins made a motion to approve as presented. David Guice seconded. Motion passed.

Director's Report – Clark Lovelace

Financials – CL noted both May and June numbers are reflected on the R&E report that was sent in the advance packet. There were no questions. High returns continue, with a record of \$227K for June. Note that \$114K, just over half, of that revenue was from Airbnb and HomeAway. FY21 year-end revenues finished at \$1,867,000. Expenses were in line with budget, finishing within 1%. In the end, revenues far exceeded expenses, resulting in a flow of significant dollars to our fund balance. There are still a few year-end adjustments that need to be made that shouldn't affect the total numbers, but will need to be done before we consider these final, therefore no motion needs to be made.

A discussion was held about short term rentals (STR). TCT subscribed to AirDNA about 6 months ago and we now have more data from STR in Transylvania County as well as the surrounding counties. There hasn't been time to delve into the information, but Clark did a cursory look and will send some initial stats to the board. According to this data there are approximately 1,000 STRs in our county. Henderson County has about the same number of STRs but three times the population. Jonathan noted that there are approximately 150 occupancy payment returns sent to him but only 7 that he receives from hotels. Hotel occupancy levels are finally up to our 2019 levels.

Office Report and Tourism Update – Restaurants schedules are in flux due to Covid-19 and staffing issues. Several new businesses have opened including Stella's Sweet Boutique and Lil' Speck. The Ecusta Trail closed on August 12. CL asked if any questions on his update with the advance packet. There were none.

In the wake of Tropical Storm Fred (Aug. 17) which caused extensive damage to our public lands and rivers a discussion was had about how to let our visitors know about the conditions in our public

lands and rivers as well as provide them with our responsible exploration messaging while they are here. Clark shared that we have a travel advisory pop up that directs web users to important information on the pandemic, trail closures, etc. It was suggested that we ramp up this process and be more proactive about having a messaging plan in order. Staff will get with emergency services and public land managers and work something up.

Chair Report – Layton Parker

Ecusta Trail – Layton gave an update on the Ecusta Trail, which closed earlier this month. There is still a funding request from Conserving Carolina and the Friends of Ecusta Trail. The request is for 20% of TCT annual revenue for five years. At this point there are a lot of moving parts which makes it difficult for the board to make a decision. Clark and Dee Dee have reached out to Jim Fatland for a meeting, but haven't been able to connect with him. It was suggested that the TCT Board talk to each County Commissioner prior to making a decision. The timing and connection is important. Layton would like a list of conditions that would need to be in place prior to making this financial commitment.

TCT Organizational Structure – At the August County Commissioners meeting the commissioners voted to remove the "autonomous organization" option from consideration. That leaves two options. Continue with a structure similar to now where TCT contracts with the chamber for administrative and operational support or have the staff folded into the county HR and payroll systems. Layton reminded that the board expressed a desire at a past meeting to move away from the current structure because that didn't achieve the primary objective of dedicated TCT staff. He asked if any opinions had changed. No one indicated that theirs had. He shared that for the remaining option to work, the job descriptions and salaries for the positions through the county needed to match what the TCT board felt appropriate, essentially something similar to how things are currently. He is working with the county to find out those answers. The chamber is also working on finalizing their opinion on what structure they desire moving forward. A joint meeting is planned for next month.

2022 Board of Directors – The request to the County Commissioners for Layton to stay on as TCT Board Chair has been moved to the next commissioners meeting in September. There are two open positions for the 2022 board, one for accommodations owner/operator and the other for interested individual. Layton noted that Grant, Libby, and Clark volunteered to meet after our last meeting to discuss recommendations and asked if one of them would share what was discussed.

Grant indicated that there are no new applications with the county, but there are a couple still on file that were submitted within the last two years or so, Mark Tooley and Kevin Howell. There was also interest in having Mike Hawkins serve and he has expressed a desire to do so if asked. For the accommodations position, Clark reached out to Greystone Owner, Shannon Ellis, who cannot serve, but is suggested General Manager Paulette Todd, who indicated that she would be willing to serve. Feedback from the board was to reach out to Paulette Todd about filling out an application since that position is currently open.

Marketing Report – Karen Tessier

KT noted that as more and more events are coming back the Adventurist eblast is once again being sent out after a 15-month hiatus. Our Facebook audience slightly decreased, but our Instagram audience is continuing to increase. Birmingham AL has recently been added to CLT, RAL ATL, and Nashville TV markets. A new Partner Marketing program will be rolled out in late September and will include advertising opportunities for the 2022 Adventure Guide, a stand-alone county/regional map, print and digital media and sweepstakes. She reviewed the website metrics which showed impressive growth, especially organic growth. CM presented images from recent photo shoots and advertising campaigns.

Destination Infrastructure Committee – Dee Dee Perkins

The committee continues to focus on cycling, downtown Brevard, the PNF intersections, arts, and other elements of our infrastructure. Right now, they are focused on getting bike racks at strategic locations in downtown Brevard. This includes a work group that includes Melanie Spreen, Aaron Baker, and a few DIC members. No specific updates on the other areas.

Overtourism – Dee Dee Perkins

A discussion was held about tourism and the perception in the community. How can we balance tourism while protecting our assets? Some locals feel the scale is tipped toward tourism. It was noted that language and vocabulary are important. Where is the tipping point? There are big concerns from tourism-related businesses that they will lose current employees and/or can't hire qualified employees due to a lack of affordable housing. They also lose summer college students as potential employees for the same reason and they can't compete with camps and NOC who provide their workers with housing. Restaurants in particular are struggling. STRs are negatively impacting the lack of housing options. The city can't put a moratorium on them, but could possibly work on zoning.

Old Business

Corey reminded that board members are provided a branded golf shirt to promote our organization. Reach out if you need one.

New Business

Layton indicated that Lori Roberts has stepped down as TCT's representative on the Transylvania Economic Alliance board. We need a new appointee. It is often a past board member or someone very familiar with tourism and our organization. Let Clark or Layton know if you have any suggestions.

Layton shared that we may need to review our priorities and set some goals, particularly for the board. It seems we are taking on too much. Three-hour meetings aren't sustainable. How can we be more effective? The good news is that no one can question the dedication of our board members and staff.

Public Comment

None

Meeting Adjourn

LP made a motion to adjourn the meeting at 11:15 AM

Minutes respectfully submitted by Corey Gafnea

Transylvania County TDA - Revenue/Expenditures

For the Month of August, 2021

Revenue	Current Month	FY22 YTD	FY21 Budget	Variance	FY21 August	FY21 YTD	FY21 Budget
Occupancy Tax Revenue	\$ 273,930	\$ 273,930	\$ 1,562,700	\$ (1,588,770)	\$ 185,512	\$ 185,512	\$ 646,000
Penalties	-	-	1,500	(1,500)	54	54	1,088
EDPNC CARES Allocation	N/A	N/A	N/A	-	-	-	-
Advertising	-	-	30,000	(30,000)	11,680	14,160	28,000
Map Sales	-	-	750	(750)	-	46	500
Interest Income	-	8	2,000	(1,992)	-	-	2,000
Fund Balance Appropriated	-	-	-	-	-	-	-
Total Revenue	\$ 273,930.58	\$ 273,937.51	\$ 1,996,900.00	\$ (1,623,012.49)	\$ 207,255.88	\$ 209,872.06	\$ 609,416.62
Expenditures	Current Month	FY22 YTD	FY22 Budget	Variance	FY21 August	FY21 YTD	FY21 Budget
Overhead	-	-	-	-	-	-	-
County Admin Fee	-	-	28,627	(28,627)	-	-	18,123
Chamber Contract Services	-	-	215,000	(215,000)	17,500	35,000	210,000
Audit Contract Services	17,500	35,000	8,750	28,250	-	-	6,455
Office Expense	-	-	5,000	(5,000)	15	364	2,500
Supplies	-	-	5,000	(5,000)	-	-	4,500
Telephone	397	397	4,603	(4,603)	379	379	8,000
Postage	480	814	8,600	(7,886)	183	207	1,750
Travel	-	-	2,200	(2,200)	-	-	-
Dues, Subscriptions	-	-	1,200	(1,200)	375	375	750
Promotional Items	-	-	7,500	(7,500)	-	-	2,500
Advertising/Marketing	75,073	82,223	1,125,000	(1,042,777)	28,781	37,761	378,338
Strategic Plan	21	21	244,673	(244,652)	-	-	30,000
Transylvania Always	425	425	150,000	(149,575)	4,380	4,380	20,000
EDPNC CARES Expense	N/A	N/A	N/A	-	-	-	-
Grant & Partnership Funding	-	-	-	-	-	-	-
Tourism Grant Program	-	1,000	27,500	(26,500)	-	-	5,000
Partnership Funding	-	-	40,000	(40,000)	-	-	12,000
Destination Infrastructure Grant	-	-	30,000	(30,000)	-	-	-
Total Expenditures	\$ 93,096.67	\$ 119,246.39	\$ 1,896,938.80	\$ (1,777,692.41)	\$ 51,813.37	\$ 184,006.61	\$ 593,210.93

Fund Balance

Fund Balance (Beginning)	Budget
\$ 1,288,414	-
FY21 Overage/Underage	-
Committed Funds (Ecosta Trail)	50,000
Fund Balance (Year-End)	1,218,414

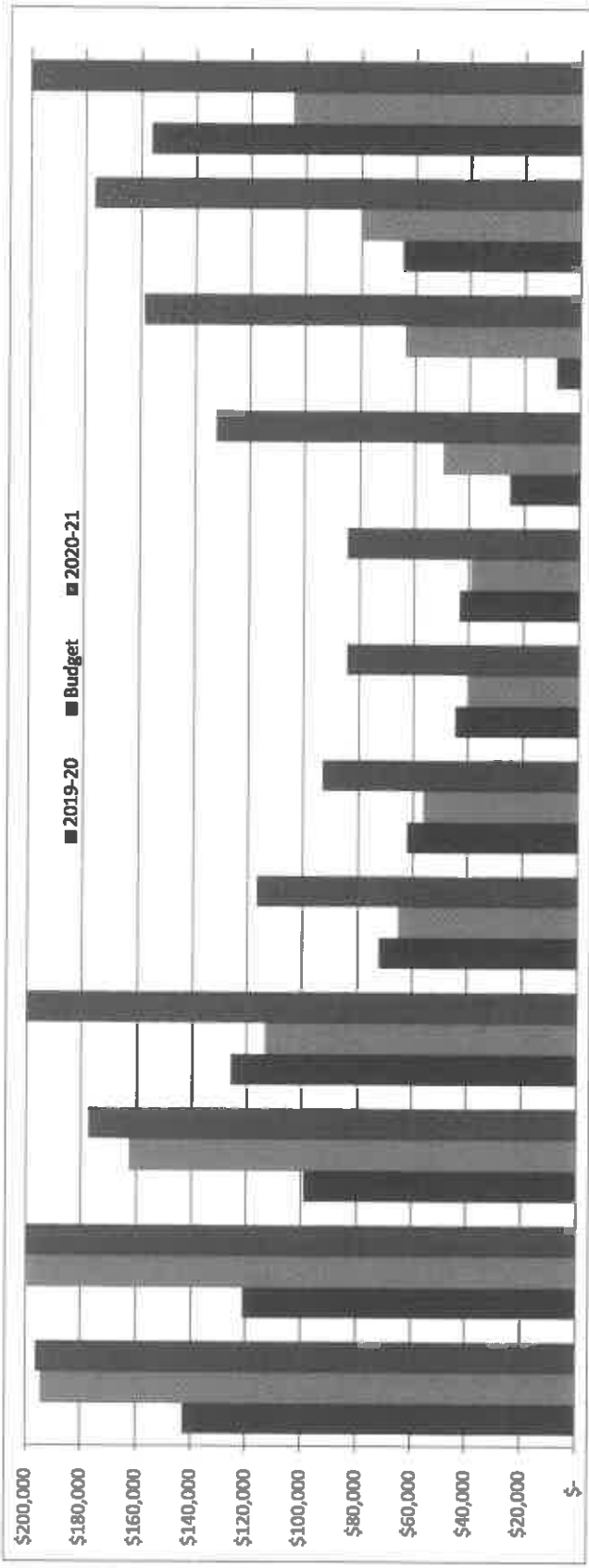
Comments:

Revenues - July reflects another new record in returns for one month, falling 32% above prior year.

Expenses - Expenses are in line at this point early in the season.

General - When creating the FY22 budget in the spring, the finance committee anticipated a "cooling off" of the growth in occupancy and revenue based on a natural downturn after the blitz of first-time or infrequent visitors focused on the outdoors due to the pandemic as well as the beginnings of increased COVID-19 cases nationally. That has not occurred, with the final two months of FY 21 (May/June) and the first of FY22 (July) showing continued dramatic increases over prior years.

PENNSYLVANIA COUNTY TOURISM DEVELOPMENT AUTHORITY OCCUPANCY TAX INCOME



	July	August	September	October	November	December	January	February	March	April	May	June	TOTALS
FY21 Budget	\$ 194,525	\$ 206,946	\$ 162,588	\$ 113,218	\$ 65,149	\$ 56,043	\$ 40,251	\$ 39,073	\$ 49,453	\$ 63,652	\$ 79,846	\$ 104,621	\$ 1,175,364
FY21 Actual	\$ 196,306	\$ 207,114	\$ 177,243	\$ 201,634	\$ 116,655	\$ 93,063	\$ 84,448	\$ 84,454	\$ 132,261	\$ 158,805	\$ 176,750	\$ 227,193	\$ 1,855,927
Penalty	\$ 5,220	\$ 23	\$ -	\$ 27	\$ -	\$ 28	\$ -	\$ 746	\$ -	\$ -	\$ 37	\$ -	\$ 6,081
Variance	\$ 1,781	\$ 168	\$ 14,655	\$ 88,416	\$ 51,506	\$ 37,020	\$ 44,198	\$ 45,381	\$ 82,808	\$ 95,153	\$ 96,904	\$ 122,573	\$ 680,563
Occupancy	77%	73%	72%	86%	57%	50%	39%	44%	55%	69%	66%	78%	65%
ADR	\$ 170	\$ 176	\$ 170	\$ 173	\$ 156	\$ 119	\$ 108	\$ 111	\$ 117	\$ 154	\$ 185	\$ 194	\$ 161
AirBnB	\$ 46,347	\$ 58,964	\$ 58,097	\$ 43,545	\$ 29,209	\$ 23,872	\$ 48,542	\$ 47,503	\$ 65,186	\$ 59,400	\$ 63,149	\$ 63,187	\$ 607,000
FY20 Actual	\$ 142,696	\$ 121,089	\$ 98,082	\$ 125,798	\$ 72,388	\$ 62,270	\$ 44,723	\$ 43,414	\$ 25,331	\$ 8,458	\$ 64,797	\$ 156,191	\$ 966,237
FY20 YTD	\$ 142,696	\$ 263,785	\$ 362,867	\$ 488,665	\$ 561,053	\$ 623,323	\$ 668,046	\$ 711,460	\$ 736,791	\$ 745,249	\$ 810,046	\$ 966,237	\$ 823,323
Occupancy	86%	75%	67%	76%	63%	53%	37%	38%	24%	28%	28%	63%	57%
ADR	\$ 174	\$ 170	\$ 162	\$ 184	\$ 135	\$ 106	\$ 101	\$ 107	\$ 129	\$ 87	\$ 132	\$ 166	\$ 152
AirBnB	\$ 22,515	\$ 21,126	\$ 24,985	\$ 23,280	\$ 15,468	\$ 15,284	\$ 23,504	\$ 21,170	\$ 822	\$ -	\$ 30,430	\$ 49,952	\$ 248,515

Notes:
 - YTD stats vs. prior year: Occupancy Revenue (+92%), ADR (+6%), Hotel/Motel/Inn Occupancy (+14%), AirBnB Collections (236%).
 - AirBnB is a lump sum payment shown to reflect the STR market. Note that taxes are recorded by AirBnB when funds are received, not necessarily at time of visit.



MARKETING REPORT September 2021

The Adventurist, Field Notes & Blogs

At the beginning of the month, The Adventurist, focusing on "September in Transylvania County," with a special message about the aftermath of hurricane Fred, was sent to **20,357 recipients with an open rate of 18%, which translates to 3,731 opens**. It generated **454 clicks** to explorebrevard.com, which represents top tier engagement for e-newsletters. **55%** of viewers were on desktop computers, **45%** were on mobile devices.

In August, Field Notes, focusing on "A Dog's Eye View of Brevard," was sent to **20,383 recipients with an open rate of 19.1%, which translates to 3,882 opens**. It generated **341 clicks** through to explorebrevard.com. **52.4%** of viewers were on desktop computers, **47.7%** were on mobile devices.

Over the last month, several Blogs have been added to explorebrevard.com, including "Tips for Traveling with your Dog," "Fun Facts about Summer Camps," and "Birds & Bees."

Social Media

With 15,694 followers, Explore Brevard's Facebook efforts reached 29,898 people over the last month. Our Instagram fan page has grown to **17,100 followers**. Our twitter account audience has increased slightly to **2,475 followers**. Explore Brevard YouTube channel has grown to **235 subscribers** with **409,462 total views** among **54 videos**.

Digital

A full suite of shoulder season (late summer/early fall) digital advertising, including paid search, re-targeted display, digital pre-roll, native, digital display, and YouTube, is currently running, highlighting the Heart of Adventure/Waterfalls, Lodging, Mountain Biking, and a wide variety of seasonal activities. Metrics continue to improve showing a rise in traffic across platforms.

Overall, digital traffic is up **34.2%** over last year, same month, and top pages are waterfalls, lodging, food, Adventure Guide, and calendar. Top markets are Greenville (direct - TCT not advertising in this market), Charlotte, Raleigh, Atlanta and Nashville. Nashville continues to grow across platforms. New digital is producing results in Columbia and Charleston.

Foot Traffic is a new analytic tracking program that is part of our platform this year with Media One. Each month, Media One can track viewers who have seen Explore Brevard digital ads and made actual visits to and/or spent overnights in Brevard and Transylvania County. With the program just set up and beginning in the last couple of weeks of August, very first results show the following:

- 227** People digitally tracked to Brevard in only a few days
- 197** of those visited for one hour at least - day trippers - primarily from Charlotte and Greenville
- 28** of those visited/stayed at least 18 hours - overnight visitors - primarily Charlotte and Nashville (almost even numbers)

Transylvania destinations that were tracked/visited: 1. Pisgah, 2. Downtown, 3. Toxaway, 4. Oskar Blues, 5. Brevard Music Center

- A suite of digital ads promoting the mountain biking scene are live on pinkbike.com. Pink Bike will launch a new Travel Tuesday sweepstakes featuring Brevard which will provide a micro-targeted email list for our use with the new biking sub brand roll out in late fall.
- Digital display advertising continues Blue Ridge Outdoors, the Blue Ridge Parkway official website, Romantic Asheville and Visit North Carolina.

Public Relations

Press planning and press 2022 press kits including pitch sheets, FAQs, fact sheets and updated press lists are all in the works. TCT/MC are still working with Visit NC to coordinate with various travel writers requesting visits/FAMs in the area. We've been working with Meredith Publishing/NY, publishers of the VNC Travel Guide to furnish photos and story ideas. Over the past month, the following stories have appeared in the media.

AAA Go Newsletter	Brevard, NC hits all the high notes Rocky's, Farmer's Market, Square Root	BMC, Sliding Rock, Brevard College, Greystone,
Outside Online	4 Last-Minute Labor Day Road Trips	Pisgah National Forest, Red Wolf Mountain Bike Tours, Ecusta Brewing
WYFF 4	Chronicle: Destination Downtown	Downtown Areas
Blue Ridge Outdoors	Where The Wild Things Are: North Carolina's Headwaters State Forest	Dupont, Pisgah National Forest, Headwaters State Forest

We are currently working to help facilitate a FAM visit to Greystone Inn from a NY Lifestyles travel writer in October. TCT staff is working to furnish photography to Travel Awaits for the Aluminum Christmas Tree Museum.

Advertising

Placement of FY 2022 new marketing and advertising opportunities continues with television has just completed running in multiple markets to tee up the shoulder seasons. A new TV market - Birmingham - has been added to CLT, RAL, ATL and Nashville markets running the Heart of Adventure spot. Print ads are currently or will be running very shortly in Our State, AAA Go, and Southern Living/Carolinas in the Arts Section.

Partner Marketing Program

Several partners are participating in the upcoming Blue Ridge Outdoors full-page co-op ad. For the new digital retargeting program, Lucy Clark Galleries and Historic Toxaway are participating a new PMP program will be rolled out for FY 2022 in late October in public meetings.

Adventure Guide

The TCT Marketing Committee is working closely with Market Connections to thoroughly review and determine best scenarios for the Adventure Guide and corresponding maps. TCT staff and committee members have recognized the need for maps covering larger areas in response to visitor requests. A new stand-alone, two-sided map, including a regional map with points of interest, and a new Adventure Guide are scheduled to be completed and ready for distribution in January. Advertising opportunities will be included in the TCT Partner Marketing Program.

New Creative and Sub-Brand Campaign Development

Market Connections has developed an all-new creative campaign that will be shared very shortly with the board. The new overarching TCT creative campaign will respect and include creative targeted toward the following: Increasing shoulder season and mid-week stays, and responsible tourism.

Multi-Year Marketing Plan

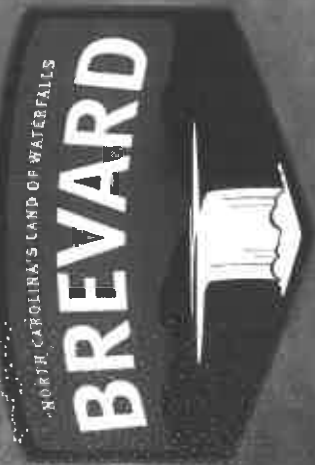
Market Connections and Magellan Strategies (Chris Cavanaugh) are partnering to coordinate and produce a new multi-year marketing plan that include a significant Market Research Study. Karen and Chris will be meeting with Clark in the next week to finalize and recommend the process and budget. The process is estimated to take seven months and will be completed by May 1.

Transylvania Always - Clean-Up Crews - Leave It Better

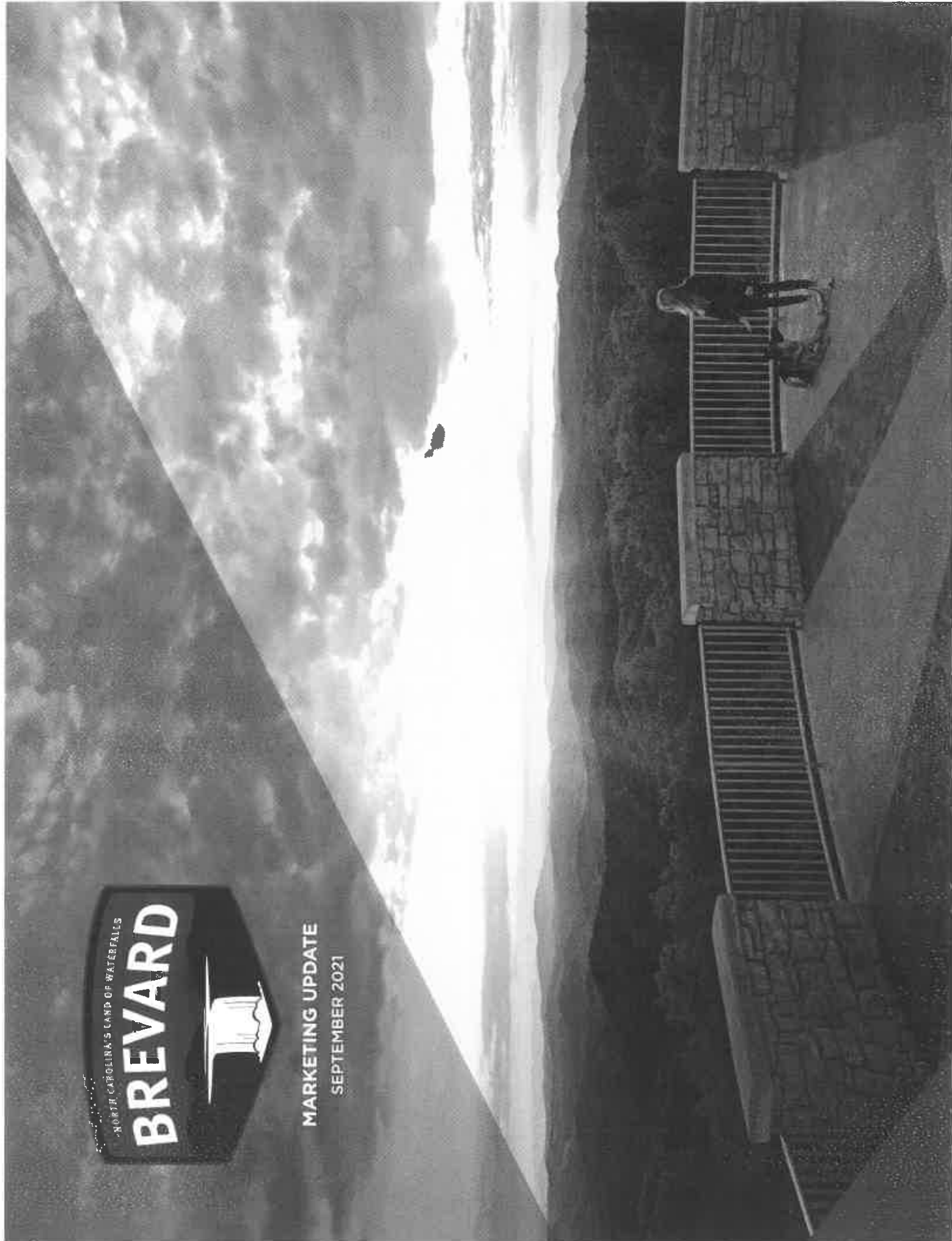
Market Connections is preparing refreshed materials for a relaunch of the LIB Clean-Up Crews campaign. Over the next month, updated invitations to participate in the program will appear on the web, in social media, in the Transylvania Times, local news outlets, E-newsletters and more.

Website Metrics

Please see accompanying Marketing Update PDF.



MARKETING UPDATE
SEPTEMBER 2021



AUGUST - SEPTEMBER 2021

Advertising & Public Relations

Advertising

Digital: Multi-platform placements, including YouTube, web traffic up 34.2% as a result Pink Bike; Romantic Asheville, Blue Ridge Parkway, Blue Ridge Outdoors

TV: ATL, RAL, CLT, NSH, BGM – Heart of Adventure/shoulder season

Print: Our State, AAA Go, and Southern Living/Carolinas in the Arts Section.

Co-op: Blue Ridge Outdoors/print; Digital re-targeting – Historic Toxaway, Lucy Clark Galleries

Public Relations

Press Kits: Pitch Sheet, FAQ, Fact Sheets, Photo Selects - in process

Visit NC FAMS: Greystone - NY Lifestyles

Visit NC Travel Guide – Meredith Publishing – story pitch/coordination

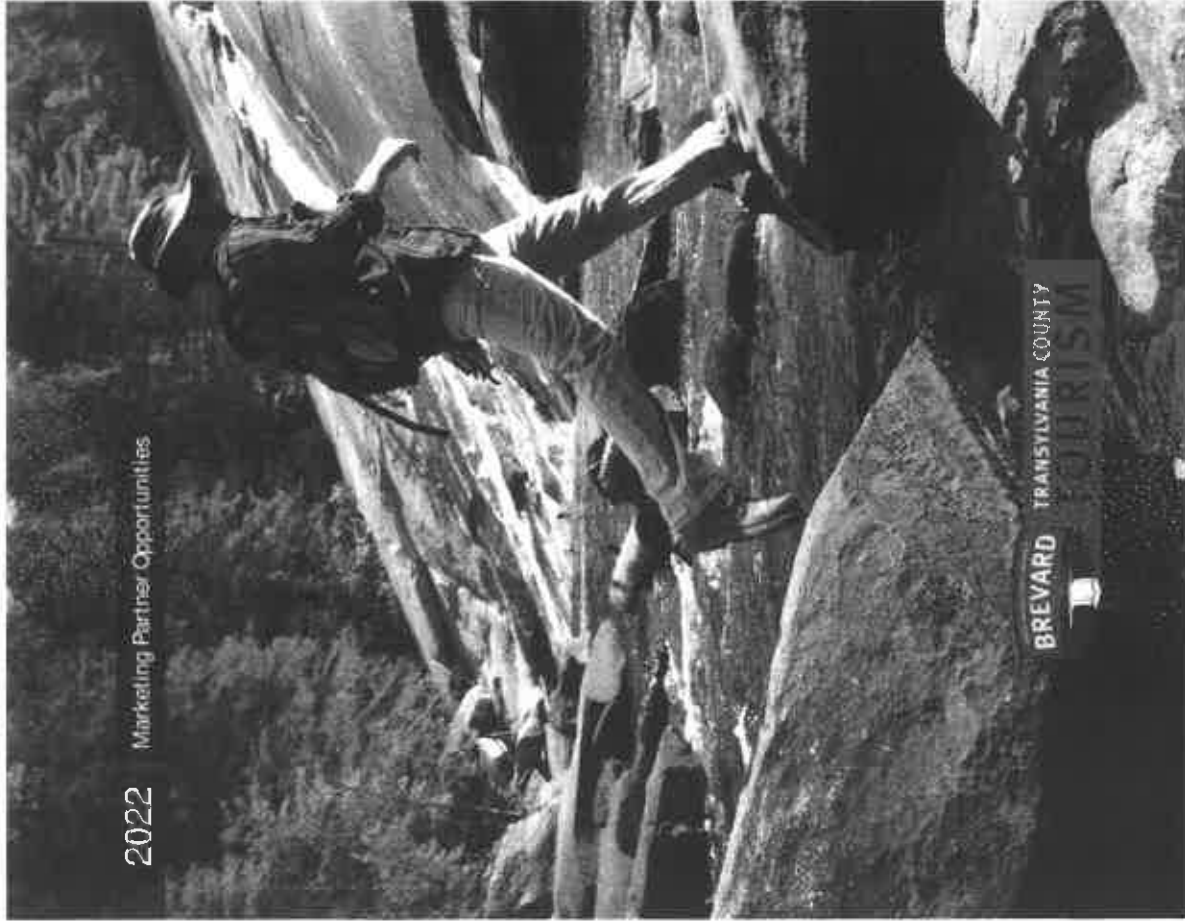
AAA Go: Brevard, NC Hits the High Notes

Outside Online: 4 Last Minute Labor Day Road Trips

WYFF4: Chronicle: Destination Downtown (Brevard)

Blue Ridge Outdoors: Where the Wild Things Are: Headwaters

PARTNER MARKETING PROGRAM



2022

Marketing Partner Opportunities

Historic Toxaway Digital



ONLINE SUCCESS

New! Foot Traffic Program

Insights:

- Total of 223 tracked visitors to locations with (197) one hour visitors and (26) 18 hour visitors, numbers should improve as more impressions are tracked
- Top DMA for 1 hour visitors is Charlotte with top visitor rate coming from Nashville
- 1 hour visitors shows prospecting delivering more visitors
- 18 hours visitors are only tracked to Transylvania county
- Charlotte top DMA and Greenville DMA has best visitor rate at .08%
- Prospecting again has the most visitors with retargeting driving a slightly better visitor rate

Foot Traffic 1 Hour Visitors

197

DMA	Impressions	Exposed Visitors by Impression DMA	CVR
1. Charlotte	165,140	114	0.07%
2. Nashville	30,637	37	0.12%
3. Raleigh/Durham	132,347	35	0.03%
4. Orlando/Daytona Beech/Melbourne	145,689	30	0.02%
5. Atlanta	78,441	24	0.03%

Foot Traffic 18 Hour Visitors

26

DMA	Impressions	Exposed Visitors by Impression DMA	CVR
1. Charlotte	164,085	12	0.01%
2. Raleigh/Durham	131,788	7	0.01%
3. Nashville	30,560	5	0.02%
4. Greenville/Spartanburg/Ash eville/Anderson	2,409	2	0.08%
5. Atlanta	76,740	2	+0%

Location	Exposed Visitors By Location
1. Pisgah National Forest Transylvania	177
2. Downtown Brevard NC	48
3. Lake Toxaway	8
4. Brewers Association - Oskar Blues Brewery - Brevard, Brevard, NC	7
5. Brevard Music Center	6
Grand total	257

Tactic	Impressions	Exposed Visitors	CVR
1. prospecting	689,341	269	0.04%
2. retargeting	173,310	76	0.04%

Tactic	Impressions	Exposed Visitors	CVR
1. prospecting	683,245	27	+0%
2. retargeting	173,207	10	0.01%
Grand total	856,452	37	+0%

ONLINE SUCCESS

Google Paid Search

Top Paid Search Keywords

Search Keyword	Impressions	Clicks	CTR
1. brevard nc	2,623	439	16.74%
2. things to do in North Carolina	5,860	199	3.4%
3. Explore Brevard	829	173	20.87%
4. Brevard waterfalls	1,110	132	11.89%
5. things to do in north carolina	1,384	91	6.58%
6. hiking north carolina	1,499	83	5.54%
7. waterfalls north carolina	1,482	72	4.86%
8. places to visit in nc	427	41	9.6%
9. camping in north carolina	614	41	6.68%
10. brevard north carolina	225	37	16.44%
11. outdoor activities north carolina	473	31	6.55%
12. western nc things to do	604	28	4.64%
13. camp grounds north carolina	456	28	6.14%
14. western nc attractions	579	28	4.84%
15. waterfalls in nc	283	25	8.83%
16. things to do in nc this weekend	128	20	15.63%
17. things to do in brevard nc	130	19	14.62%
18. north carolina waterfalls	88	12	13.64%
19. waterfalls in north carolina	118	11	9.32%
20. backpacking north carolina	256	9	3.52%

Ad Copy Examples

Visit Brevard North Carolina | Plan Your Trip | The Heart of Adventure
 Discover 230 waterfalls, 300 miles of single track, 155,000 acres of public land, 500 scenic waterfalls, epic lake trails, remarkable views & a stunning coast! Book!

Insights:

- Total clicks of 1,453 this month.
- Top performing landing pages are home page and great outdoor pages.
- Top clicks coming from brand and things to do searches.
- Overall, paid search is performing very well and is best performing paid tactic.

Campaign	Impressions	Clicks	CTR
1. Search - Brevard	4,963	783	15.78%
2. Search - Things to do	9,212	431	4.68%
3. Search - Outdoor Activities	5,690	340	5.98%
4. Search - Local Brevard	0	0	0%
Grand total	19,865	1,554	7.82%

Landing Page	Sessions	Bounce Rate	Avg. Session Duration
1. /	649	30.51%	00:03:59
2. /festivals-events/	409	70.66%	00:00:46
3. /the-great-outdoors/	307	52.44%	00:01:18
4. /top-10-waterfalls/	16	81.25%	00:00:12
Grand total	1,453	48.93%	00:02:22

Month of Year	Sessions	Bounce Rate	Avg. Session Duration	Pages / Session
1. Aug 2021	1,453	48.9%	00:02:22	2.5
2. Jul 2021	2,016	58.8%	00:02:10	2.38

ONLINE SUCCESS

Outbound Link Clicks

Insights:

- "Event Action" shows outbound link clicked on and "Event Label" shows page user exited from
- Outbound link click volume is at 8,276 up 47.1% compared to last year.
- Top clicks coming from top 10 waterfalls and visitor guide.

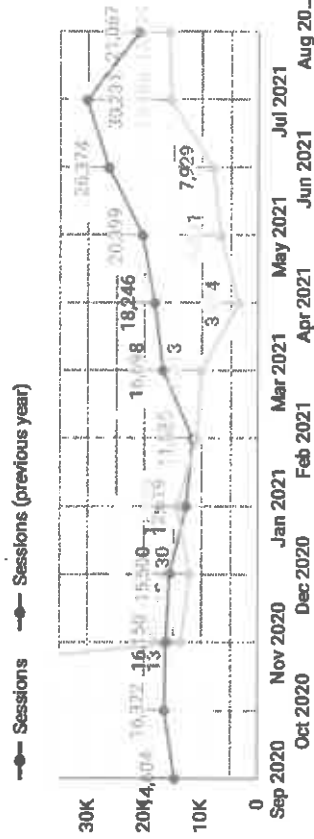
Event Action	Event Label	Total Events	%
1. https://goo.gl/maps/8B76e9xEb5q	https://explorebreward.com/top-10-waterfalls/	261	75.2% †
2. https://goo.gl/maps/CW13CtkY9q42	https://explorebreward.com/top-10-waterfalls/	225	155.7% †
3. http://www.polkadotyourworld.com/content/TDA2020/	https://explorebreward.com/	172	17.8% †
4. https://goo.gl/maps/N45pgp61fgQ2	https://explorebreward.com/top-10-waterfalls/	137	158.5% †
5. https://goo.gl/maps/5D3E4PKjhcrR2	https://explorebreward.com/top-10-waterfalls/	100	104.1% †
6. https://goo.gl/maps/gjEMFv3x8gu	https://explorebreward.com/top-10-waterfalls/	84	180.0% †
7. javascript:void(0);	https://explorebreward.com/	77	175.0% †
8. https://goo.gl/maps/DF3AMR2tzbD2	https://explorebreward.com/the-great-outdoors/waterfalls/	72	14.3% †
9. https://goo.gl/maps/INaF9Yz2spr	https://explorebreward.com/top-10-waterfalls/	64	113.3% †
10. https://www.strava.com/routes/7464367	https://explorebreward.com/the-great-outdoors/biking/	60	130.8% †
11. https://goo.gl/maps/KJhgErroYz	https://explorebreward.com/top-10-waterfalls/	59	136.0% †
12. https://goo.gl/maps/KwMeYcKEWvH2	https://explorebreward.com/top-10-waterfalls/	57	26.7% †
13. https://www.strava.com/routes/7220901	https://explorebreward.com/the-great-outdoors/biking/	55	223.5% †
14. https://goo.gl/maps/KwMeYcKEWvH2	https://explorebreward.com/the-great-outdoors/waterfalls/	55	-1.8% †
15. https://www.strava.com/routes/6855580	https://explorebreward.com/the-great-outdoors/biking/	51	292.3% †
Grand total		8,276	47.1% †

ONLINE SUCCESS

Google Analytics Top Metrics

MediaOne has paid search, display, and native in top 10 (Tracking Issues)

Sessions
21,067
 ↑ 34.2%



Source/Medium	Sessions	%	Avg. Session Duration
1. google / organic	1,677	300.0% ↑	00:02:36
2. (direct) / (none)	2,757	3.1% ↑	00:01:55
3. mediamone / google	1,453	0.5% ↑	00:02:22
4. visitmnc.com / referral	1,241	-31.1% ↓	00:02:29
5. mediamone / display	1,161	86.1% ↑	00:00:27
6. mediamone / native	1,056	-43.7% ↓	00:00:34
7. romanticasheville.co...	747	-40.9% ↓	00:03:34
8. bing / organic	502	90.2% ↑	00:03:45
9. yahoo / organic	338	85.7% ↑	00:02:40
10. duckduckgo / organic	272	195.7% ↑	00:02:36

Top traffic sources mirror drive markets then further out

DMA	Users	Users Previous Year	Change
1. Greenville-Spartanburg SC-Asheville NC-Anderson SC	2,615	1,468	78.1%
2. Charlotte NC	2,154	1,840	17.1%
3. Raleigh-Durham (Fayetteville) NC	1,377	1,399	-1.6%
4. Atlanta GA	1,281	1,077	18.9%
5. Nashville TN	946	428	121.0%
6. Orlando-Daytona Beach-Melbourne FL	611	390	56.7%
7. Greensboro-High Point-Winston Salem NC	574	591	-2.9%
8. Washington DC (Hagerstown MD)	552	266	107.5%
9. Charleston SC	272	275	-1.1%
10. Columbia SC	258	264	-2.3%

All pages are up in the top 10, elevated by paid and organic media.

Page	Pageviews	%
1. /	7,300	68.9% ↑
2. /top-10-waterfalls/	3,373	188.8% ↑
3. /business-categories/lodging/	2,275	4.8% ↑
4. /the-great-outdoors/waterfalls/	1,930	3.5% ↑
5. /business-categories/eat-drink/	1,826	159.4% ↑
6. /adventure-guide/	1,368	30.2% ↑
7. /events-calendar/	1,113	49.2% ↑
8. /festivals-events/	921	389.9% ↑
9. /top-5-favorite-family-friendly-activities/	775	-54.3% ↓
10. /line-iconic-brevard-experiences/	772	-9.1% ↓

ONLINE SUCCESS

SEO - Landing Pages & Queries

Landing Pages

Reflects top landing pages last month, many of which have been optimized for SEO.

Landing Page	Sessions	% Δ
1. /	2,939	455.6% ↑
2. /top-10-waterfalls/	1,057	916.3% ↑
3. /downtown-brevard/	435	265.5% ↑
4. /events-calendar/	431	191.2% ↑
5. /business-categories/eat-drink/	371	743.2% ↑
6. /5-best-swimming-holes-splash-down/	284	165.4% ↑
7. /the-great-outdoors/waterfalls/	260	71.1% ↑
8. /business-categories/lodging/	212	57.0% ↑
9. /live-music/	143	85.7% ↑
10. /the-great-outdoors/fly-fishing/	141	261.5% ↑
11. /how-to-float-your-boat-or-inner-tube-jum...	140	-26.7% ↓
12. /insider-tips-swimming-holes/	132	85.9% ↑
13. /festivals-events/	119	46.9% ↑
14. /the-great-outdoors/biking/	115	2,200.0% ↑
15. /arts-and-culture/downtown-brevard/	111	382.6% ↑
16. /insider-tips-waterfalls/	109	5,350.0% ↑
17. /the-great-outdoors/water-sports/	100	58.7% ↑
18. /event/15th-annual-mountain-song-festiv...	73	-
19. (not set)	65	333.3% ↑
20. /event/bmc-mountain-song-productions--	61	-
21. /visitor-center/	53	152.4% ↑
22. /the-great-outdoors/equestrian/	48	128.6% ↑
23. /gem-mining/	45	800.0% ↑
Grand total	9,803	261.3% ↑

Search Queries

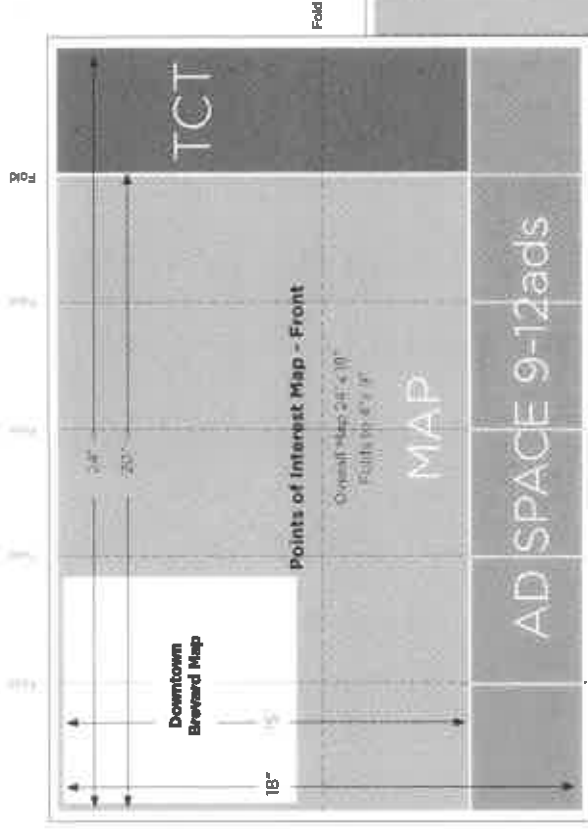
Search phrases driving the most traffic. Reflects the increase in traffic driving keyword usage of "Brevard", "Brevard NC," and "waterfalls".

Query	Impressions	Clicks	% Δ	Site CTR	Average Position	% Δ
1. brevard nc	24,523	1,155	-35.3% ↓	4.71%	4.0	0.7 ↑
2. brevard	8,736	285	-26.0% ↓	3.26%	3.4	0.2 ↑
3. brevard north carolina	4,018	185	-38.7% ↓	4.6%	3.9	0.9 ↑
4. brevard waterfalls	531	131	19.1% ↑	24.67%	1.8	-1.4 ↓
5. brevard, nc	1,910	111	-32.7% ↓	5.81%	3.3	0.4 ↑
6. brevard nc waterfalls	398	103	87.3% ↑	25.88%	1.6	-1.7 ↓
7. downtown brevard	287	78	13.0% ↑	27.18%	2.0	-1.2 ↓
8. downtown brevard nc	284	77	5.5% ↑	27.11%	1.9	-1.3 ↓
9. waterfalls near brevar...	324	64	68.4% ↑	19.75%	2.2	-2.1 ↓
10. explore brevard	87	53	-18.5% ↓	60.92%	1.0	0.0
11. waterfalls in brevard nc	161	52	-17.5% ↓	32.3%	1.4	-1.1 ↓
12. brevard, north carolina...	155	45	-26.2% ↓	29.03%	1.2	0.1 ↑
13. restaurants brevard nc	1,317	42	223.1% ↑	3.19%	5.0	-5.0 ↓
14. brevard nc events	153	42	-57.1% ↓	27.45%	2.9	0.9 ↑
15. brevard, north carolina	1,632	39	-40.9% ↓	2.39%	3.6	0.9 ↑
16. restaurants in brevard ...	1,261	39	387.5% ↑	3.09%	4.7	-4.7 ↓
17. waterfalls brevard nc	107	38	-41.5% ↓	35.51%	1.4	-0.3 ↓
18. brevard nc restaurants	1,286	36	80.0% ↑	2.8%	5.4	-5.3 ↓
19. brevard music center	2,762	29	-9.4% ↓	1.05%	6.7	-0.6 ↓
20. visit brevard nc	62	27	-35.7% ↓	43.55%	1.0	0.0 ↑
21. brevard restaurants	1,806	26	100.0% ↑	1.44%	7.2	-4.0 ↓
22. fly fishing brevard nc	96	24	118.2% ↑	25%	2.0	-1.3 ↓
Grand total	268,375	7,336	-32.0% ↓	2.73%	17.7	1.7 ↑



2021 MAP PROJECT

Sent as separate attachment

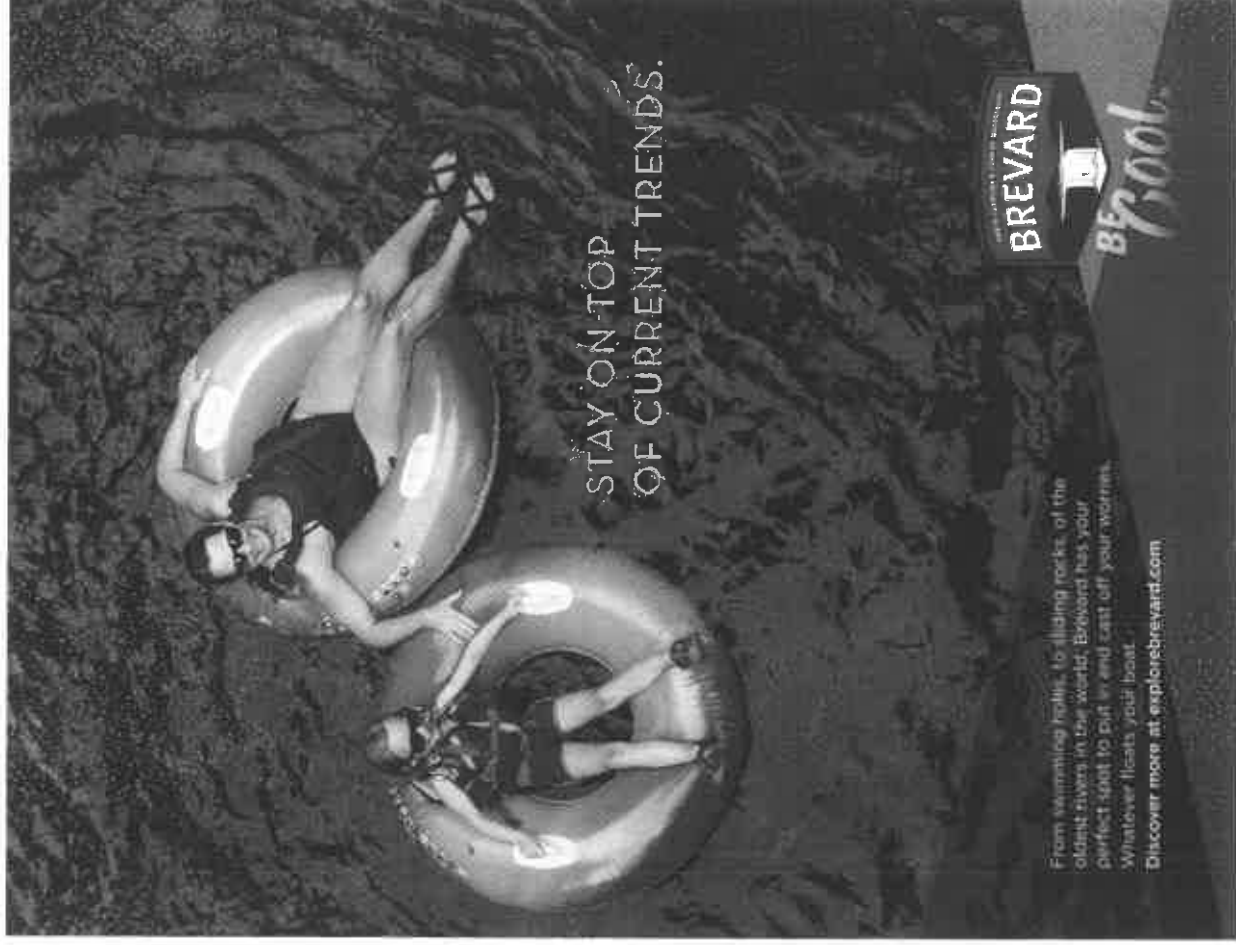




The magic of this tagline is that it works on multiple levels and has several meanings, all positive. When we think, literally, about "being cool," it conjures all kinds of pleasurable associations, many of which are relevant to the experiences that Brevard promises: drinking a cold craft beer at a local brewery, taking a dip at a hidden swimming hole, going down Sliding Rock, enjoying ice cream at Dollies, etc.

"Being cool" is also a compliment and a state-of-mind. "Being cool" means being with it, being hip, being chill, being relaxed.

And finally, and perhaps most importantly, when we tell someone to "Be cool," we're asking them to do the right thing, to behave in a manner that is a credit to themselves and a benefit to others. Which is why "Be cool" is such a powerful call to action related to sustainability. We also believe that it could be a powerful mini-campaign that dovetails with or buttresses the "Leave it better" campaign.



CHECK OUT
A HOT NEW SCENE.



BREVARD
Cool.

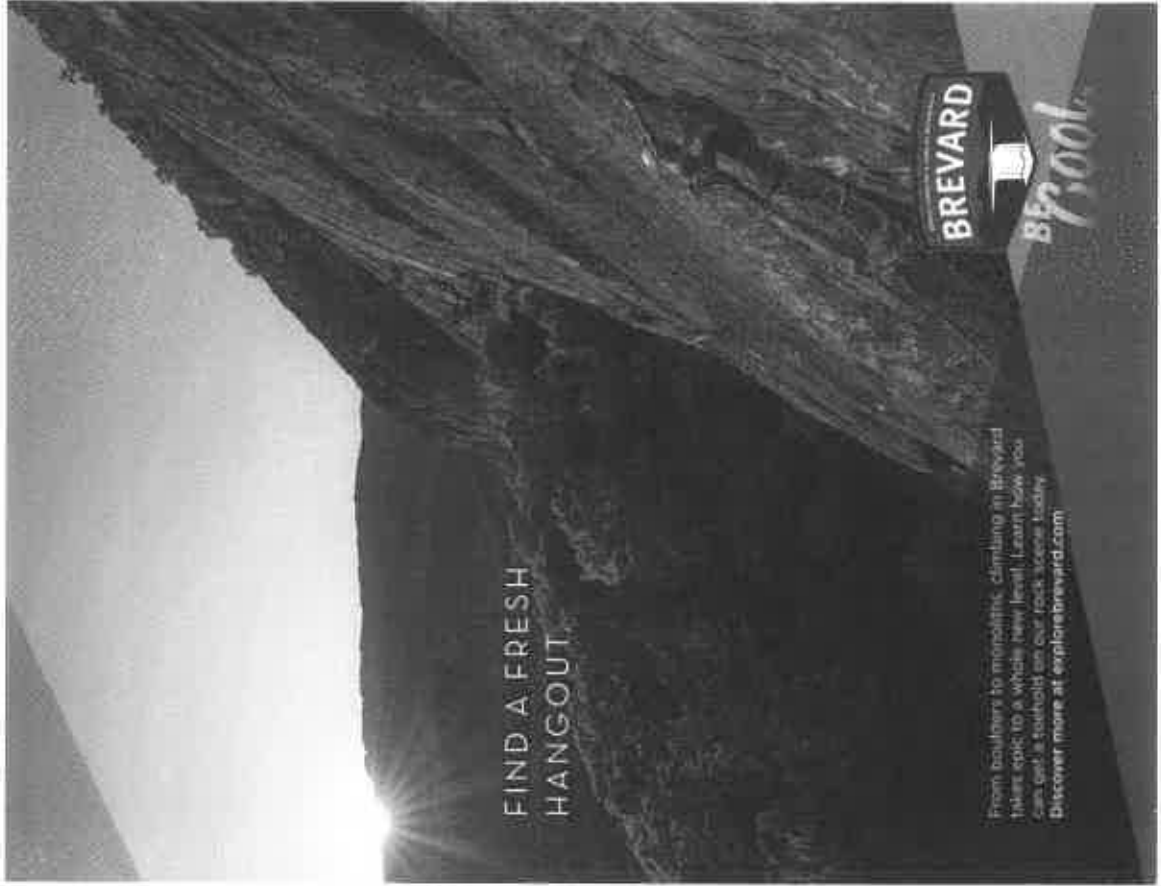
In Brevard, the rightable cars get pretty wild.
Find your seat by the campfire. Seats included.
BYO martini/lovers.
Discover more at explorebrevard.com

HUMP DAY.



BREVARD
Cool.

Sells big as your event bigger discounts when
you visit mid-week. Come chill out amidst over
100,000 acres of public lands and one of the
coolest small towns in America.
Discover more at explorebrevard.com



FIND A FRESH
HANGOUT.

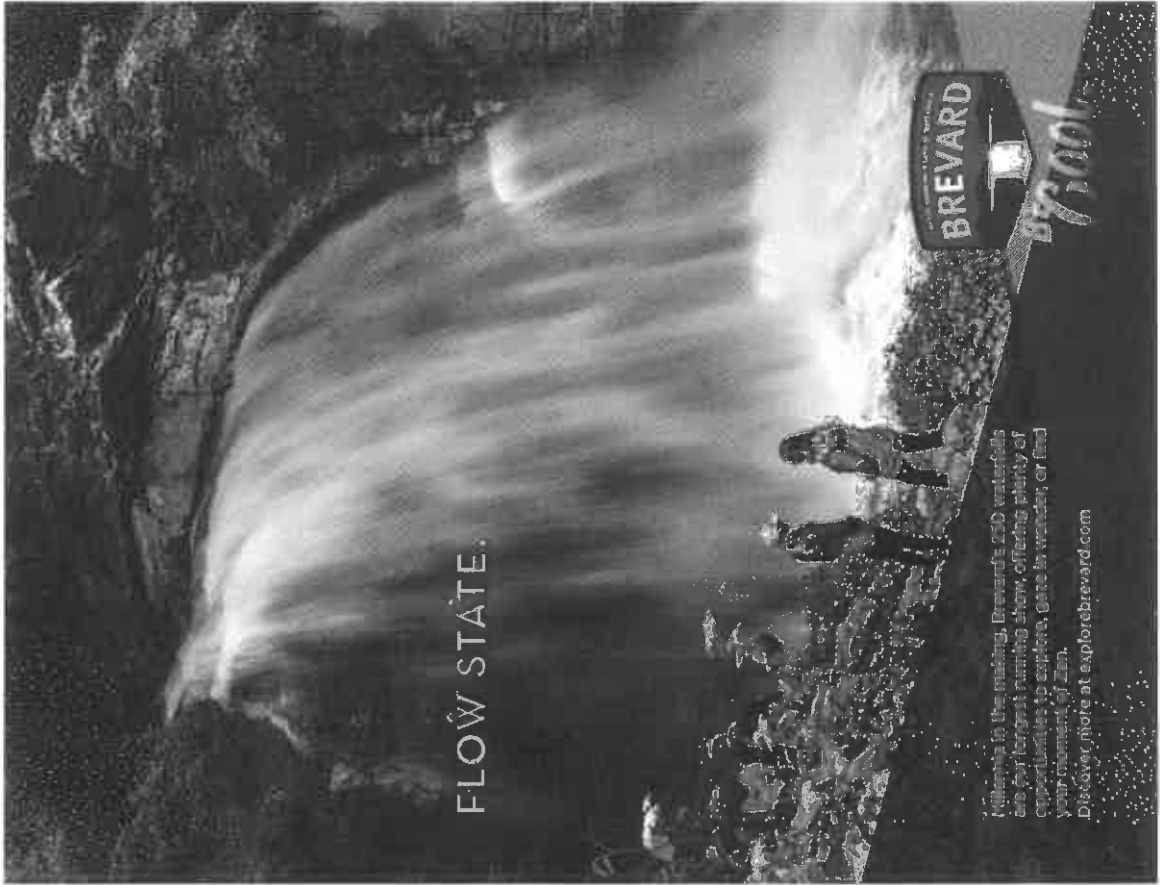
From boulders to monolithic climbing in Brevard takes epic to a whole new level. Learn how you can get a toehold on our rock scene today. Discover more at explorebrevard.com



CHECK OUT
A HOT NEW SCENE.

In Brevard, the nightlife can get pretty wild. Find your seat by the campfire. Stars included. BYO marshmallows. Discover more at explorebrevard.com





FLOW STATE.

Unlike in the making, Brevard's 230 waterfalls are the perfect hunting show, offering plenty of opportunities to explore, take in wonder, or find your moment of Zen.

Discover more at explorebrevard.com



GET INTO THE GROOVE.

Challenge your inner artist at one of our many craft studios where you can create something special, away from the ordinary. Discover more at explorebrevard.com

**PLANNING AND
COMMUNITY DEVELOPMENT**

Allen McNeill, Director
Darby Terrell, Planner
Ashley Minery, Administrative Support Specialist



106 East Morgan Street, Suite 207
Brevard, NC 28712
828-884-3205
planning.transylvaniacounty.org

Memorandum

From: Allen McNeill, Planning and Community Development Director

To: Transylvania County Tourism Development Authority

Date: July 26th, 2021

Meeting Date: August 26th, 2021

Subject: Transylvania County Community Appearance Initiative

Contact Info: allen.mcneill@transylvaniacounty.org or (828)884-1710

Attachment(s): Draft Comp Plan Review Summary

Purpose: Request for funds to re-establish the Transylvania County Community Appearance Initiative.

Background: Community Appearance Commissions operate under North Carolina General Statute 160D, Article 9, Part 5. The purpose of these commissions is to make study of visual (aesthetic) problems throughout the local government's jurisdiction and develop plans and programs, allowed by the statute, to enhance the appearance of the community.

Transylvania County previously supported a Community Appearance Initiative from February 2007 through August 2015 when the commission was dissolved due to a lack of projects to consider. In its operation from 2007 to 2015, the group was responsible for identifying parcels throughout the County that had gone into disrepair or collected large assortments of junk and trash and work with the property owner to improve the visual appearance of the parcel. At the time, the program was specific to properties located on U.S. 64, U.S. 178, U.S. 276, NC 215, and NC 280. Property owners would participate in the program on a volunteer basis by applying for assistance and agreeing to maintain the property after the parcel had been cleaned.

Assistance the program's participants could receive depended on the work necessary to enhance the appearance of their property. Assistance provided by the county included decrepit structure demolition, scrap and trash clean up, grading, landscaping, and waste removal. The Community Appearance Initiative met regularly and considered an application to determine if the parcel was applicable to receive assistance, exactly what assistance would be provided, and then prioritize projects to be completed with funds available each fiscal year.

Transylvania County Staff provided direct support to the group in preparation for regular meetings, communicating with property owners, organizing contract services for projects, and securing participation agreements form

applicants. An estimated 10 hours per week of staff time was designated to the programs when it was operating regularly.

Proposal:

The previous adaption of the Community Appearance Initiative was dissolved as the group saw a limited number of applications (parcels that had fallen into disrepair) to consider on a regular basis. The group and the Board of Commissioners contributed this to the success of the program and approved the commission disband with the option to re-establish should the need be present.

Over the last 18 to 24 months, the number of calls to County staff concerning junk parcels and parcels in disrepair has increased gradually. It is County staff's opinion at this time that re-establishing the Transylvania Community Appearance Initiative would be beneficial to the entire community. Staff would propose that the group be re-established to operate in a similar capacity to its previous installation by accepting applications from property owners for assistance, prioritizing the applications, and directing staff to organize contract services to clear the parcels and record maintenance agreements with participating property owners.

This installation of the Commission would include a board that met regularly, by-monthly to quarterly, made up of three (3) appointed citizens, a Board of Commissioner's Member, a Planning Board Member, the Transylvania County Solid Waste Director, and the Transylvania County Planning and Community Development Director. This iteration of the group would also expand the scope of applicable parcels. The previous installment limited applications to properties located on the five (5) corridors listed in the background section, staff would recommend property located along any public road in the county apply to the re-established program.

Similar County staff time and resources would be necessary to support the commission and conduct work on the commission's behalf. This would include an estimated 10 hours per week of staff time and county resources not limited to facilities for regular meetings, prepared meeting materials, and transportation to and from application sites for inspection and study. The estimated fiscal contribution provided on behalf of the county would equal \$20,000 annually.

The County proposes that the Transylvania County Tourism and Development Authority match the county's contribution by allocating \$20,000 annually to support the procurement of the contract services necessary to complete the program's scope of work. The applicable service that can be contracted is authorized under North Carolina General Statute 160D, Article 9, Part 5, and include physical waste removal, waste disposal fees, structure demolition, and grading services.

Financial Impact:

\$20,000.00 annually.



Clark Lovelace <clark@brevardncchamber.org>

October TCTDA Board Meeting Packet

1 message

Clark Lovelace <clark@brevardncchamber.org>

Tue, Oct 26, 2021 at 6:52 PM

To: "Mac Morrow (TCT)" <mac@explorebrevard.com>, "Jessica Whitmire (TCT)" <jessica@explorebrevard.com>, "Libby Freeman (TCT)" <libby@explorebrevard.com>, "Layton Parker (TCT)" <layton@explorebrevard.com>, "Ali Lien (TCT)" <ali@explorebrevard.com>, "Dee Dee Perkins (TCT)" <dd@explorebrevard.com>, David Gulce <david@explorebrevard.com>, "Grant Bullard (TCT)" <grant@explorebrevard.com>

Cc: Mary Jo Gordon <mj@explorebrevard.com>, Corey Gafnea <corey@explorebrevard.com>, Dee Dee Perkins <d2perkins@gmail.com>, Ali Lien <aliholroydlien@gmail.com>, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, Christian McLaughlin <cmclaughlin@mktconnections.com>, Karen Tessier <ktessier@mktconnections.com>

Our October board meeting is this Thursday, 10/28, at 8:30am. It is virtual. Zoom information can be found at the bottom of this email. Directly below is a director's report and attached is the normal packet of information, plus a few additional documents. Note that there is a lot of information that needs to be read prior to the board meeting to ensure good and thoughtful dialogue. If you're unable to attend the meeting, please email me and Corey at your earliest convenience.

Director's Report

- **Financials** - Attached are September financials, with comments at the bottom of each report.
- **Marketing Report** - The attached report is extensive and includes a lot of great information. Market Connections is presenting at the meeting, so it's a good opportunity to come with any questions.
- **Auditor Presentation** - Jonathan sent an email last week with information from our auditor, Martin Starnes & Associates, in advance of a presentation at this board meeting. Please review that information and come prepared with any questions.
- **Upcoming Board Member Openings** - As discussed last month, we have two board positions opening on January 1 for three-year terms. One is for an "Accommodation/Owner Operator" (technically already open with Tracie's departure) and the other is an "Interested Individual" position (specifically cannot be an accommodation owner/operator). Attached are the six applications currently on file. We need to finalize these two positions at this meeting so we can present them to the commissioners as recommendations.
- **Visit NC Tourism Impact Information** - I will forward you an email sharing the county impact numbers from Visit NC for calendar year 2020. It's good to see that the impact of the tourism industry in Transylvania County is at \$131M. However, this is a decrease of 3.8% over prior year. If you're like me, this is counter-intuitive given how busy we were from June through December. However, 2020 had three months with little visitation and many months of reduced dining and other attractions. The state reflects spending being down 31.7%, putting our drop into perspective. At any rate, you can dive into the numbers to gain more insight.
- **Public Attendance at Meeting** - Note that we are anticipating members of the public attending our meeting, including one of the applicants for the board.
- **Pedestrian Bike Plan Public Input** - The City of Brevard is having a public input session tomorrow (10/27 from 4p-6p) for updates to their current bike plan. Click here for more info.
- **Tourism Updates** -
 - Earth Mountain Cycle has opened in downtown Brevard
 - Theophilus has moved into the former KTCHN space
 - Kingdom Harvest Wellness and Wine Cafe has opened in Brevard at French Broad Place
 - Halloweenfest is taking place this Saturday, 10/30
 - Corky's Dawg House is open on the Asheville Hwy not too far from the Ecusta Credit Union
- **Committee Presentation Schedule** - Below is the committee presentation schedule for the next few months, and a reminder to make sure that the December and January meeting dates are on your schedules.
 - October - Market Connections
 - December 2 - Finance, Destination Infrastructure
 - January 6 - Nothing scheduled (perhaps committee assignments for 2022)

I think that covers everything for now. As always, let me know if any questions.

Clark Lovelace is inviting you to a scheduled Zoom meeting.

Topic: TCT Board Meeting

Time: Oct 28, 2021 08:30 AM Eastern Time (US and Canada)

Every month on the Fourth Thu, until Oct 28, 2021, 1 occurrence(s)

Oct 28, 2021 08:30 AM

Please download and import the following iCalendar (.ics) files to your calendar system.

Monthly: https://us02web.zoom.us/meeting/tZlsf-qopjwpH9bF1ATjwh1yrHFPX84x-zm8/ics?icsToken=98tyKuGurzMpGtySsxyFRpwABYqgb_TxiGZegvpfuk7ENypEalLvJMpkAoonRMCd

Join Zoom Meeting

<https://us02web.zoom.us/j/86183087352?pwd=Y1lpNkZ2SHI3RkZsb24yWUEwMwVXZz09>

Meeting ID: 861 8308 7352

Passcode: 924952

One tap mobile

+13017158592,,86183087352#,,,,*924952# US (Washington DC)

+13126266799,,86183087352#,,,,*924952# US (Chicago)

Dial by your location

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 861 8308 7352

Passcode: 924952

Find your local number: <https://us02web.zoom.us/j/86183087352>

Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism Development Authority








175 East Main St., Brevard NC, 28712

Chamber: 828-883-3700, brevardncchamber.org

TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



11 attachments

-  **TCTDA Agenda (10-28-21).pdf**
131K
-  **TCTDA Board Meeting Minutes (September 23, 2021).pdf**
136K
-  **TCTDA Revenues & Expenditures (September, 2021).pdf**
39K
-  **TCT Marketing Report (October, 2021).pdf**
10592K
-  **TDA App-M. Tooley (2).pdf**
30K
-  **TDA App-K. Howell (1).pdf**
28K
-  **TDA App-P. Todd.pdf**
27K
- TDA App-D. Antonnuccio.pdf**

 33K

 **TDA App-I. Allen.pdf**
28K

 **TDA App-M. Hawkins.pdf**
27K

 **Occupancy Revenue (thru August, FY21).pdf**
78K

**Transylvania County Tourism Development Authority
Board Meeting Agenda
October 28, 2021
8:30 am**

- I. Call to Order – Layton Parker
- II. Presentation of Minutes – Layton Parker
- III. Director’s Report – Clark Lovelace
 - A. Financials
 - B. Office Report and Tourism Updates
- IV. Report from Auditor – Martin Starnes and Associates
- V. Chair’s Report – Layton Parker
 - A. TCTDA Organizational Structure
 - B. 2022 TCTDA Board
 - C. Transylvania Economic Alliance Appointment
 - D. Misc.
- VI. Marketing Report – Market Connections
- VII. Old Business
- VIII. New Business
- IX. Public Comment
- X. Meeting Adjourn

TCTDA Mission Statement - To generate and enhance tourism opportunities in Transylvania County through strategic promotion coordinated with tourism-related businesses and local government, and to contribute to a vibrant, sustainable economy.



Transylvania County Tourism Development Authority Minutes of 9/23/21 Virtual Board Meeting

Present: Grant Bullard, Layton Parker, Libby Freeman, David Guice, Dee Dee Perkins, Jessica Whitmire, Ali Lien

Absent: Dee Dee Perkins

Staff Present: Clark Lovelace, MJ Gordon, Corey Gafnea

Guests Present: Aaron Baker, Jonathan Griffin, Dana Antonuccio

Call to Order – Layton Parker

Layton Parker called the meeting to order at 8:34 AM.

Presentation of Minutes – Layton Parker

LP presented the minutes of the August 26, 2021, board meeting for review. Libby Freeman made a motion to approve as presented. Mac Morrow seconded. Motion passed unanimously.

Director's Report – Clark Lovelace

Financials – TCTDA now has one full year of lump sum payments by VRBO (technically VRBO and Homeaway), so the occupancy report now lists STR returns, which includes AirBNB, VRBO and Homeaway booking companies. It's worth noting that we have seen tremendous growth in the revenues coming from these companies. The Director's Report in the advance packet shared information reflecting the growth of the STR market and occupancy revenues from STRs. Mac Morrow made a motion to approve the financials as presented. Libby Freeman seconded. Motion passed.

Office Report and Tourism Update – Just a couple of updates in addition to the information in the advance board packet. Member Services Coordinator Willow Walker will be leaving the Chamber of Commerce at the end of the month. The County Commissioners appointed Layton to serve a second, two-year term at their meeting earlier this month based on the recommendation from the TCTDA board. Clark asked if there were any questions about these items or the advance report. There were none.

Chair Report – Layton Parker

TCT Organizational Structure – Layton, county staff, and a few individuals from the Chamber Executive Committee met last week to update each other on their research and discussions. It was a good conversation. Layton reiterated the TCTDA board's desire for a dedicated director and staff. The county is currently working on information regarding the option of TCTDA staff falling into the county payroll/HR, specifically looking into job descriptions and salaries for TCTDA staff positions. The county may hire an outside firm to do this work. The Chamber shared that they feel it is in their best interest to have a dedicated director and is working on a job description and plan for operations

under that new structure. They plan to provide a proposal for a contract with the TCTDA that covers the Visitor Center and office space.

2022 Board of Directors – Regarding the two open positions for the 2022 board, one for accommodations owner/operator and the other for an interested individual, Clark spoke with Paulette Todd, the GM of the Greystone Inn, and asked her to complete an application. At the last board meeting consensus was to recommend her for the open position as the accommodation owner/operator board member. In addition, there are three individuals who have been discussed for the open interested individual position, including one who completed an application to serve 18 months ago, one who completed one a little over two years ago, and one who has expressed interest, but not yet completed one. Following discussion, it was determined that Mike Hawkins would be the best candidate for the position, in part due to his vast experience on the TCTDA and Chamber boards, which will be beneficial as we alter the relationship in the near future. Grant was asked to reach out to have Mr. Hawkins complete an application. A final discussion and official decision will be made at the October meeting. Guest Dana Antonuccio inquired by chat function about being considered for service on a committee or the board. Corey Gafnea was asked to follow up to cover the process.

Miscellaneous – The board needs an appointee to the TEA board. Grant, Libby, and Clark were asked to meet and present ideas at the next meeting. Grant Bullard has generously offered Camp Gwynn Valley to the board for a social event. It will be scheduled for an afternoon. Grant to make the arrangements with CL and LP. It was decided that with so much going on with the TCTDA board currently that an additional meeting will be scheduled on January 6, 2022.

Transylvania County Funding Request – Clark Lovelace

The county submitted a funding request to restart the Transylvania County Community Appearance Initiative. It was sent in the advance packet. The request was directed to the Destination Infrastructure Committee and following a review they made a committee motion to recommend approval of the requested \$20,000 annual funds for a period of three years, with a reassessment at that time based on a report provided by the County on the results and success of the program. All seconded the recommendation. Motion carried unanimously.

TAC Update – Aaron Baker

Transylvania County/Brevard is in the running for the Green Destinations Top 100 Stories competition. We will find out on October 5th if they have won. This is a good opportunity for international recognition for the sustainability efforts of the TCTDA through the Transylvania Always initiative. The FBR Blueway plan is on schedule to be completed by the end of December 2021 and TAC will coordinate a meeting in early 2022 to announce the plan and its findings. TAC has funded NEPA work for the Butter Gap Trail in PNF. We have also reached out to the public land managers and let them know that we are ready to help in the aftermath of TS Fred. Currently the best we can do is to advise visitors to the conditions of our public lands.

Old Business – None

New Business

Layton informed the board that Martin Starnes, our auditor, while working with County Finance Director Jonathan Griffin, has uncovered potential issues with certain protocols that are required with

the request and use of federal tax dollars as it relates to the Visit NC Recovery Marketing Credit Program and the EDPNC \$10,000 grant. They are looking into the situation and will alert us if there is, in fact, an issue. If there is, it could result in these dollars needing to be reimbursed.

Layton also shared that with the higher scrutiny due to our increase in tax dollars and the various research and spotlight due to the conversation on the contract with the Chamber, there are a number of protocols and procedures that are now in place moving forward to ensure that we are operating as appropriately as possible. And, more will come. We will continue to keep you updated.

Public Comment

None

Meeting Adjourn

LP made a motion to adjourn the meeting at 9:40 AM

Minutes respectfully submitted by Corey Gafnea

Transylvania County TDA - Revenue/Expenditures

For the Month of September, 2021

Revenue	Current Month	FY22 YTD	FY22 Budget	Variance	FY21 September	FY21 YTD	FY21 Budget
Occupancy Tax Revenue	\$ 221,866	\$ 495,798	\$ 1,062,700	\$ (1,366,904)	\$ 213,366	\$ 408,977	\$ 848,000
Penalties	-	-	1,500	(1,500)	-	77	1,098
EDPNC CARES Allocation	N/A	N/A	N/A	N/A	-	-	-
Advertising	-	-	30,000	(30,000)	2,420	16,580	26,000
Map Sales	-	-	750	(750)	-	46	500
Interest Income	28	48	2,000	(1,952)	-	-	2,000
Fund Balance Appropriated	-	-	-	-	-	-	23,819
Total Revenues	\$ 221,894.64	\$ 495,844.00	\$ 1,096,950.00	\$ (1,401,105.94)	\$ 215,908.61	\$ 425,630.53	\$ 899,416.02
Expenses	Current Month	FY22 YTD	FY22 Budget	Variance	FY21 September	FY21 YTD	FY21 Budget
Overhead	-	-	-	-	-	-	-
County Admin Fee	-	-	28,627	(28,627)	-	-	18,123
Chamber Contract Services	17,500	57,500	215,000	(157,500)	17,500	52,500	210,000
Audit Contract Services	1,500	1,500	6,750	(5,250)	-	-	6,458
Office Expense	-	-	-	-	-	-	-
Supplies	62	77	5,000	(4,923)	15	379	2,500
Telephone	50	448	5,000	(4,552)	428	805	4,500
Postage	930	1,744	8,500	(6,756)	284	471	8,000
Travel	-	-	2,200	(2,200)	63	63	1,250
Dues, Subscriptions	-	-	1,200	(1,200)	-	375	750
Promotional Items	-	-	7,500	(7,500)	-	-	2,500
Advertising/Marketing	81,456	163,679	1,125,000	(961,321)	31,973	69,734	378,336
Strategic Plan	-	21	244,673	(244,652)	-	-	30,000
Transylvania Always	-	425	150,000	(149,575)	2,364	6,744	20,000
EDPNC CARES Expense	N/A	N/A	N/A	N/A	-	-	-
Grant & Partnership Funding	-	-	-	-	-	-	-
Tourism Grant Program	2,500	3,500	27,500	(24,000)	-	-	5,000
Partnership Funding	-	-	40,000	(40,000)	-	-	12,000
Destination Infrastructure Grant	-	-	30,000	(30,000)	-	-	-
Total Expenses	\$ 103,960.20	\$ 223,693.80	\$ 7,868,950.00	\$ (7,645,256.20)	\$ 82,008.08	\$ 131,072.00	\$ 699,416.02

Fund Balance

Fund Balance (Beginning)	Budget
\$ 1,268,414	\$ 1,268,414
-	-
50,000	50,000
1,218,414	1,218,414

Comments:
Revenues - Revenues continue to be up in August, but by a less extreme amount of 7%. STR continue to account for roughly half of revenues.
Expenses - Expenses are in line at this point early in the season.
General - As mentioned last month, revenues are trending ahead of budget. This, in combination with unallocated Strategic Plan dollars and a significant fund balance, may be something that the Finance Committee or board want to discuss in the not-too-distant future.



MARKETING REPORT

October 2021

The Adventurist, Field Notes & Blogs

At the beginning of the month, The Adventurist, focusing on "October in Transylvania County," was sent to **20,410 recipients with an open rate of 25.2%, which translates to 5,141 opens**. It generated **419 clicks** to explorebrevard.com, which represents top tier engagement for e-newsletters **7% more than October!** **65%** of viewers were on desktop computers, **35%** were on mobile devices.

In September, Field Notes, focusing on "The Amazing story of DuPont State forest," was sent to **20,473 recipients with an open rate of 25%, which translates to 5100 opens**. It generated **483 clicks** through to explorebrevard.com. **60%** of viewers were on desktop computers, **40%** were on mobile devices.

Over the last month, a couple new Blogs have been added to explorebrevard.com, including "Five Cool things to do in Rosman, Sapphire and Toxaway" and "Something's Brewing, Brevards local breweries".

On the 11th of this month a press release announcing Brevard was awarded "Brevard/Transylvania County Awarded Top 100 Destination Sustainability Stories," was sent to **858 recipients with an open rate of 22.3%, which translates to 186 opens**. It generated **4 clicks** through to explorebrevard.com. **88%** of viewers were on desktop computers, **12%** were on mobile devices.

Social Media

With 15,959 followers, Explore Brevard's Facebook efforts reached 23,173 people over the last month. Our Instagram fan page has grown to **17,500 followers**. Our twitter account audience has increased slightly to **2,489 followers**. Explore Brevard YouTube channel has grown to **238 subscribers** with **422,444 total views** among **54 videos**.

Digital

A full suite of shoulder season (late summer/early fall) digital advertising, including paid search, re-targeted display, digital pre-roll, native, digital display, and YouTube, is currently running, highlighting the Heart of Adventure/Waterfalls, Lodging, Mountain Biking, and a wide variety of seasonal activities. Metrics continue to improve showing a rise in traffic across platforms.

Overall, digital traffic is up **34.2%** over last year, same month, and top pages are waterfalls, lodging, food, Adventure Guide, and calendar. Top markets are Greenville (direct - TCT not advertising in this market), Charlotte, Raleigh, Atlanta and Nashville. Nashville continues to grow across platforms. New digital is producing results in Columbia and Charleston.

Foot Traffic is a new analytic tracking program that is part of our platform this year with Media One. Each month, Media One can track viewers who have seen Explore Brevard digital ads and made actual visits to and/or spent overnights in Brevard and Transylvania County. With the program just set up and beginning in the last couple of weeks of August, very first results show the following:

3,818 People digitally tracked to Brevard

3,416 of those visited for one hour at least - day trippers - primarily from Charlotte, Raleigh/Durham, and Atlanta

402 of those visited/stayed at least 18 hours - overnight visitors - primarily Charlotte, Raleigh/Durham, and Atlanta

Transylvania destinations that were tracked/visited: 1. Pisgah, 2. Downtown, 3. Toxaway, 4. Oskar Blues, 5. Brevard Music Center

- A suite of digital ads promoting the mountain biking scene are live on pinkbike.com. PinkBike has launched a new Travel Tuesday sweepstakes featuring Brevard which will provide a micro-targeted email list for our use with the new biking sub brand roll out in late fall.

- Digital display advertising continues Blue Ridge Outdoors, the Blue Ridge Parkway official website, Romantic Asheville and Visit North Carolina.

Public Relations

Press planning and creation of 2022 Explore Brevard press kits, including pitch sheets, FAQs, fact sheets and updated press lists, are continuing. After working with Meredith Publishing/NYC, publishers of the annual Visit North Carolina Travel Guide, TCTDA has been notified that Explore Brevard may be represented on the cover of the guide in 2022. Our State Magazine and Outside Magazine Online featured Explore Brevard in their online newsletters in dedicated content. We continue to work with Visit NC to help facilitate a FAM visit to Greystone Inn from a NY Lifestyles travel writer, plus other opportunities.

A press release announcing Brevard's designation in the top 100 Green Destinations was distributed in October to 858 local, regional and national journalists and media outlets. With an open rate of 22% or 186 persons, the release was opened by media in Canada, London, NPR, NY Times, Garden & Gun, National Geographic, Condo Nast and many more.

Advertising

Placement of FY 2022 new marketing and advertising opportunities continues with digital placements, including the Blue Ridge Parkway guide and online, Romantic Asheville, several Visit NC digital co-ops, and the special Pink Bikes Tuesday Travel Sweepstakes, which is running currently and targeted at mountain bikers and cyclists nationally. TCTDA ran a full-page ad in Our State's October Mountain Getaway issue. Over the last month, Greenville and Asheville Airport Displays have been updated in terminal and baggage areas.

Partner Marketing Program

With several partners currently participating in various 2021 tourism partner opportunities, TCT prepared and launch the 2022 Partner Marketing Program, featuring opportunities in the Adventure Guide, the new Stand-alone Regional Map, various print publications, Explore Brevard digital ad placements, and more. The Program was presented online through a zoom meeting and in person at the Depot. Interested partners will contact Corey by Oct. 29 to request placements for next year.

Adventure Guide

The TCT Marketing Committee is working closely with Market Connections to review and update information for an all-new Adventure Guide and waterfall map to be published in early January for 2022 distribution.

New Creative and Sub-Brand Campaign Development

Market Connections has developed an all-new "Be Cool" creative campaign that will launch in January 2022. Creative development is underway including a recent photo shoot to capture lifestyle photos in the fall. Special emphasis during the shoot was placed on playing and staying in the area. The new overarching TCT creative campaign is targeted toward the following: increasing shoulder season and mid-week stays, and responsible tourism.

Multi-Year Marketing Plan

Market Connections and Magellan Strategies (Chris Cavanaugh) are partnering to coordinate and produce a new multi-year marketing plan that include a significant Market Research Study. Karen and Chris will be meeting with Clark in the next few weeks to finalize and recommend the process and budget. The process to complete the plan is estimated to take seven months from start date.

Transylvania Always – Clean-Up Crews – Leave It Better

Market Connections is finalizing refreshed materials for a relaunch of the LIB Clean-Up Crews campaign over the next two weeks. Over the next month, updated invitations to participate in the program will appear on the web, in social media, in the Transylvania Times, local news outlets, E-newsletters and more.

Website Metrics

Please see accompanying Marketing Update PDF.

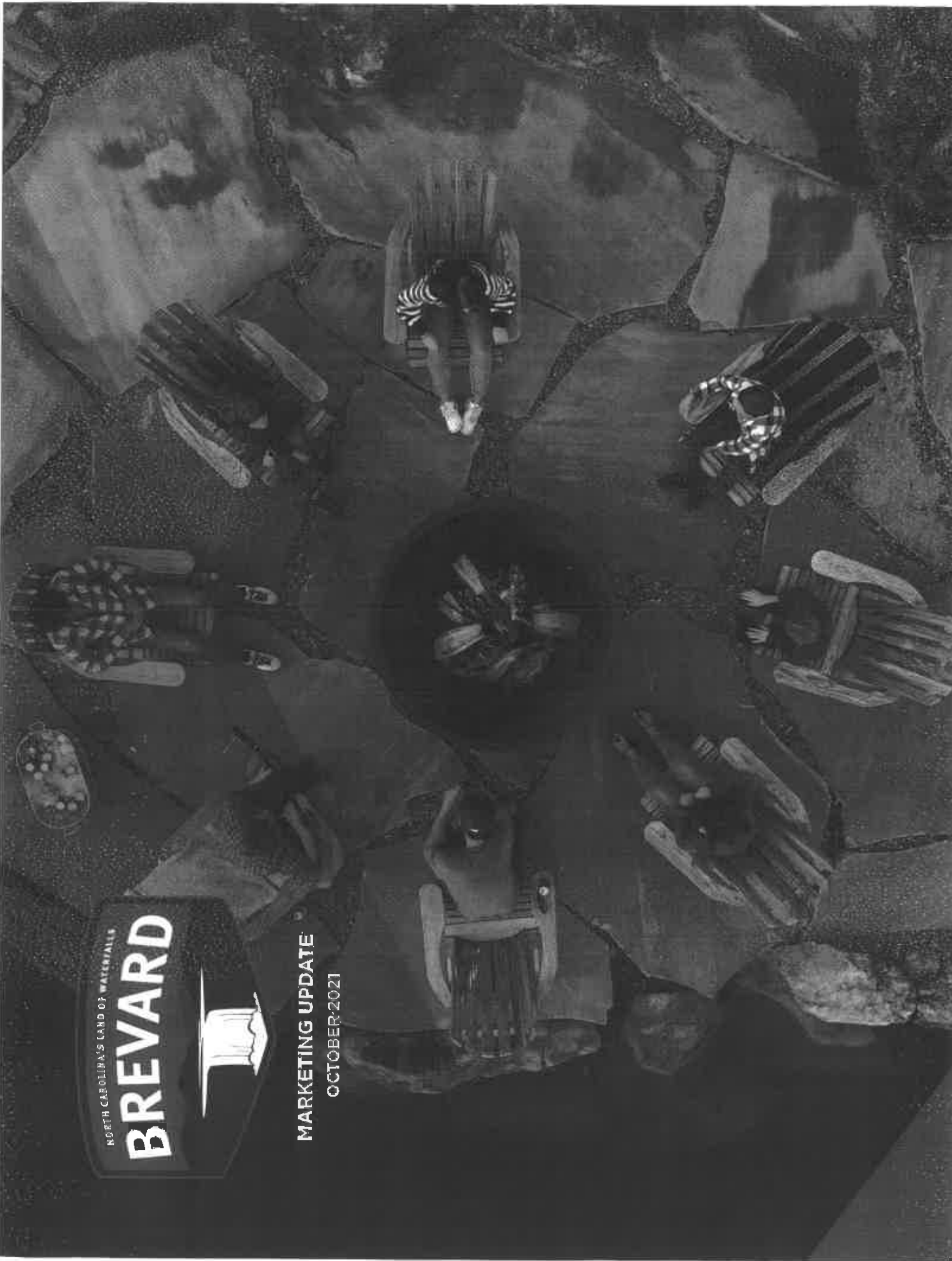
NORTH CAROLINA'S LAND OF WATERFALLS

BREVARD



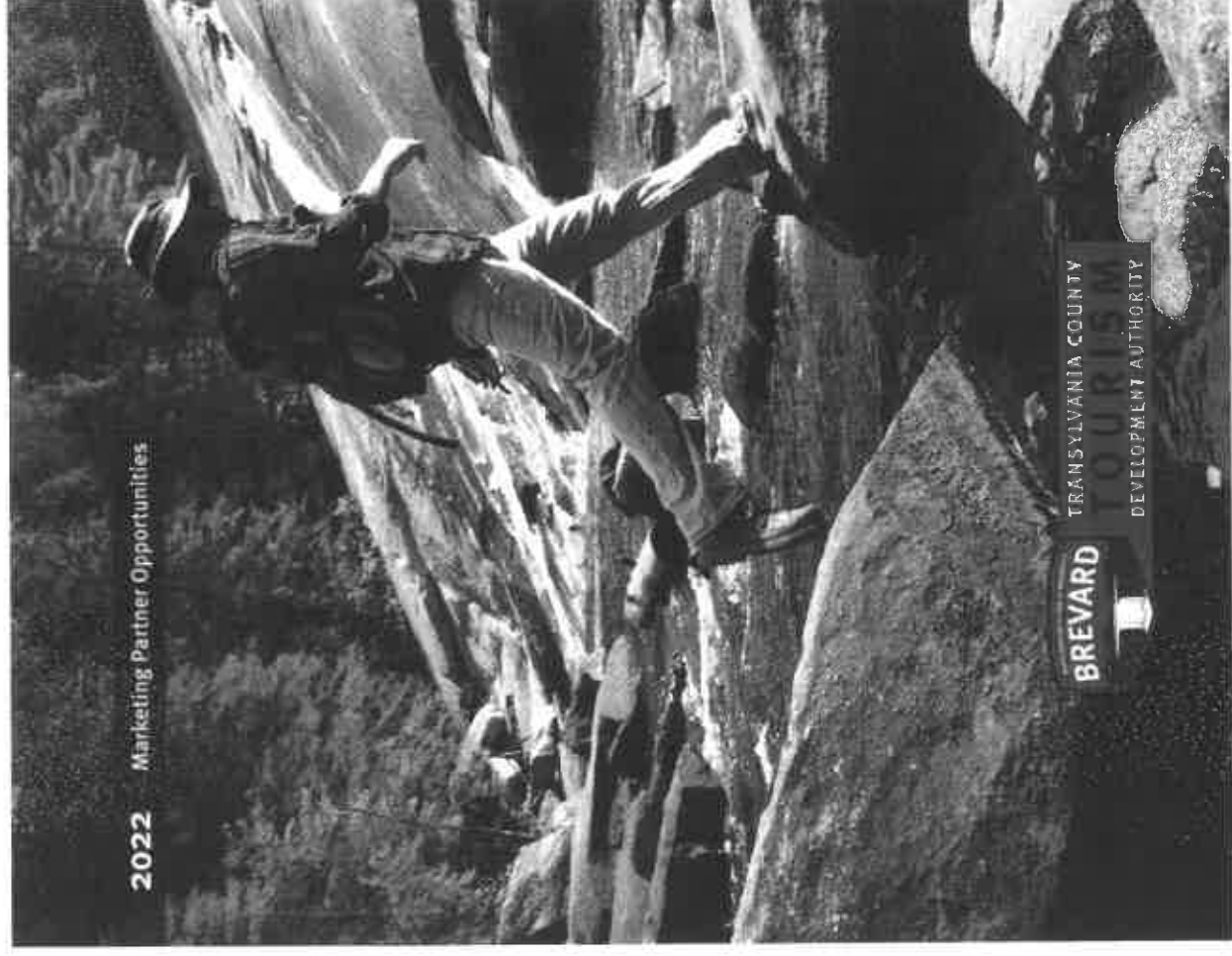
MARKETING UPDATE

OCTOBER 2021



2022 PARTNER MARKETING PROGRAM

Launched 10/18-Online, 10/19 In-Person



ONLINE SUCCESS

Foot Traffic Program

Insights:

- Total of 3,818 tracked visitors to locations with (3,416) one hour visitors and (402) 18 hour visitors
- Top DMA for 1 hour visitors is Charlotte with top visitor rate coming from Greenville DMA
- 1 hour visitors shows prospecting delivering more visitors but higher visitor rate from retargeting
- 18 hours visitors are only tracked to Transylvania county
- Charlotte top DMA and Greenville DMA has best visitor rate
- Prospecting has the most visitors

Total Foot Traffic 1 Hour Visitors

3,416

DMA	Impressions	Exposed Visitors by Impression DMA	CVR
1. Charlotte	436,063	1,120	0.26%
2. Raleigh/Durham	341,624	414	0.12%
3. Atlanta	223,876	392	0.18%
4. Greenville/Spartanburg/Asheville/Anderson	8,295	287	3.46%
5. Orlando/Daytona Beach/Melbourne	365,180	250	0.07%
Location	Exposed Visitors By Location		CVR
1. Pisgah National Forest Transylvania		2,186	
2. Downtown Brevard NC		547	
3. Lake Toxaway		98	
4. Rosman 28772		46	
5. Gorges State Park		38	
6. Cedar Mountain 28718		32	
Grand total		2,992	

Tactic	Impressions	Exposed Visitors	CVR
1. prospecting	1,582,341	2,462	0.16%
2. retargeting	575,652	954	0.17%

Total Foot Traffic 18 Hour Visitors

402

DMA	Impressions	Exposed Visitors by Impression DMA	CVR
1. Charlotte	433,134	142	0.03%
2. Raleigh/Durham	340,614	67	0.02%
3. Atlanta	221,655	37	0.02%
4. Orlando/Daytona Beach/Melbourne	363,876	29	0.01%
5. Greensboro/High Point/Winston-Salem	192,526	26	0.01%
6. Charleston-SC	83,316	22	0.03%
7. Greenville/Spartanburg/Ashville/Anderson	4,177	19	0.45%
8. Nashville	79,718	18	0.02%
9. Locations outside of DMA boundaries	26,466	10	0.04%
10. Birmingham	56,293	6	0.01%

Tactic	Impressions	Exposed Visitors	CVR
1. prospecting	1,568,307	261	0.02%
2. retargeting	573,889	141	0.02%

ONLINE SUCCESS

Google Paid Search

Top Paid Search Keywords

Search Keyword	Impressions	Clicks	CTR
1. brevard nc	2,755	478	17.35%
2. things to do in North Carolina	6,883	213	3.09%
3. Brevard waterfalls	1,442	172	11.93%
4. Explore Brevard	736	157	21.33%
5. hiking north carolina	4,176	149	3.57%
6. waterfalls north carolina	3,380	126	3.73%
7. things to do in north carolina	2,237	100	4.47%
8. camp grounds north carolina	1,187	53	4.47%
9. waterfalls in nc	643	51	7.93%
10. places to visit in nc	444	50	11.26%
11. camping in north carolina	999	49	4.9%
12. brevard north carolina	268	39	14.55%
13. backpacking north carolina	519	26	5.01%
14. things to do in nc this weekend	172	24	13.95%
15. outdoor activities north carolina	556	24	4.32%
16. western nc things to do	536	23	4.29%
17. western nc attractions	499	15	3.01%
18. north carolina waterfalls	145	13	8.97%
19. waterfalls in north carolina	178	10	5.62%
20. things to do in brevard nc	106	9	8.49%

Ad Copy Examples

Visit Brevard North Carolina | Plan Your Trip | The Heart of Adventure
www.visitbrevard.com
 Discover 250 waterfalls, 300 miles of single track, 100,000 acres of public lands, 100,700 waterfalls, epic adventures, essential experiences & a stunning area to visit

Insights:

- Total clicks of 1,703 this month.
- Top performing landing pages are home page and great outdoor pages.
- Top clicks coming from brand and things to do searches.
- Best month so far for bounce rate at 44.9%.

Campaign	Impressions	Clicks	CTR
1. Search - Brevard	5,338	851	15.94%
2. Search - Outdoor Activities	12,936	553	4.27%
3. Search - Things to do	11,016	438	3.98%
4. Search - Local Brevard	0	0	0%
Grand total	29,290	1,842	6.29%

Landing Page	Sessions	Bounce Rate	Avg. Session Duration
1. /	650	29.08%	00:03:41
2. /the-great-outdoors/	511	46.38%	00:01:11
3. /festivals-events/	415	60.24%	00:00:47
4. /top-10-waterfalls/	42	73.81%	00:01:02
Grand total	1,703	44.86%	00:02:08

Month of Year	Sessions	Bounce Rate	Avg. Session Duration	Pages/Session
1. Sep 2021	1,703	44.9%	00:02:08	2.47
2. Aug 2021	1,453	48.9%	00:02:22	2.5
3. Jul 2021	2,016	58.8%	00:02:10	2.38

ONLINE SUCCESS

Outbound Link Clicks

Insights:

- "Event Action" shows outbound link clicked on and "Event Label" shows page user exited from
- Outbound link click volume is at 8,500 up 49.8% compared to last year.
- Top clicks coming from top 10 waterfalls and visitor guide.

Event Action	Event Label	Total Events	% Δ
1. https://goo.gl/maps/8B76e9xEb5q	https://explorebrevard.com/top-10-waterfalls/	291	77.4% ↑
2. https://goo.gl/maps/CW13CHkY9q42	https://explorebrevard.com/top-10-waterfalls/	226	100.0% ↑
3. https://www.polkadotyourworld.com/content/TDA2020/	https://explorebrevard.com/	180	59.3% ↑
4. https://goo.gl/maps/N45pp61fgQ2	https://explorebrevard.com/top-10-waterfalls/	158	107.9% ↑
5. https://goo.gl/maps/5D3E4PKjhcR2	https://explorebrevard.com/top-10-waterfalls/	121	112.3% ↑
6. https://goo.gl/maps/6jEMFv3x8gu	https://explorebrevard.com/top-10-waterfalls/	113	121.6% ↑
7. https://www.mountain-song-festival.com/	https://explorebrevard.com/event/15th-annual-mountain-song-festiva...	112	-
8. https://earthshinenc.com/odgjing/	https://explorebrevard.com/accommodation-specials/	96	-
9. https://www.facebook.com/events/321216125385420/	https://explorebrevard.com/halloweenfest-october/	83	315.0% ↑
10. https://goo.gl/maps/KwMeYcEwVh2	https://explorebrevard.com/top-10-waterfalls/	82	141.2% ↑
11. https://goo.gl/maps/KJjhgErr0yZ	https://explorebrevard.com/top-10-waterfalls/	82	121.6% ↑
12. https://www.mountain-song-festival.com/	https://explorebrevard.com/mountain-song-festival-september/	78	333.3% ↑
13. https://www.strava.com/routes/7464367	https://explorebrevard.com/the-great-outdoors/hiking/	76	100.0% ↑
14. https://goo.gl/maps/5RbAdLqNauA2	https://explorebrevard.com/top-10-waterfalls/	67	97.1% ↑
15. https://goo.gl/maps/NaF9Yz2cpr	https://explorebrevard.com/top-10-waterfalls/	65	91.2% ↑
Grand total		8,500	49.8% ↑

ONLINE SUCCESS

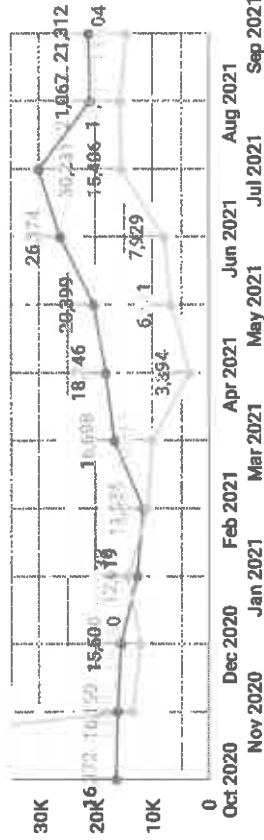
Google Analytics Top Metrics

MediaOne has paid search, display, and native in top 10.

Traffic is up 45.9% compared to September 2021

Sessions
21,312
 ↑ 45.9%

● Sessions ● Sessions (previous year)



Source/Medium	Sessions	%	Avg Session Duration	% Change
1. google / organic	9,354	391.0% ↑	00:02:31	-13.0% ↓
2. (direct) / (none)	4,578	32.8% ↑	00:02:38	-8.6% ↓
3. mediacore / google	1,703	13.2% ↑	00:02:38	-11.1% ↓
4. mediacore / native	1,213	-14.9% ↓	00:00:36	41.5% ↑
5. visitnc.com / referral	833	-33.4% ↓	00:02:18	-35.4% ↓
6. mediacore / display	742	-36.4% ↓	00:00:43	-25.4% ↓
7. bing / organic	605	19.3% ↑	00:03:21	-25.2% ↓
8. romanticasheville.co...	472	-55.6% ↓	00:02:35	0.3% ↑
9. yahoo / organic	408	51.7% ↑	00:02:37	-14.9% ↓
10. duckduckgo / organic	238	76.3% ↑	00:02:41	-29.8% ↓

1 - 100 / 127

Most pages are up in the top 10, elevated by paid and organic media.

Page	Page Views	%
1. /	8,351	76.4% ↑
2. /top-10-waterfalls/	3,746	228.7% ↑
3. /business-categories/eat-drink/	2,118	69.3% ↑
4. /business-categories/lodging/	2,111	5.1% ↑
5. /the-great-outdoors/waterfalls/	1,597	-10.8% ↓
6. /events-calendar/	1,541	80.2% ↑
7. /adventure-guide/	1,159	57.5% ↑
8. /festivals-events/	1,093	274.3% ↑
9. /nine-iconic-brand-experiences/	775	97.7% ↑
10. /the-great-outdoors/	774	-22.4% ↓

Top traffic sources mirror drive markets then further out

DMA	Users	Users Previous Year	% Change
1. Greenville-Spartanburg SC-Ashville NC-Anderson SC	2,864	1,255	128.2%
2. Charlotte NC	2,217	1,778	24.7%
3. Raleigh-Durham (Fayetteville) NC	1,581	1,297	21.9%
4. Atlanta GA	1,182	983	20.2%
5. Nashville TN	978	409	139.1%
6. Greensboro-High Point-Winston Salem NC	668	505	32.3%
7. Orlando-Daytona Beach-Melbourne FL	655	449	45.9%
8. Washington DC (Hagerstown MD)	502	187	168.4%
9. Charleston SC	328	214	53.3%
10. Columbia SC	266	300	-11.3%

ONLINE SUCCESS

SEO - Landing Pages & Queries

Landing Pages

Reflects top landing pages last month, many of which have been optimized for SEO.

	Landing Page	Sessions
1.	/	3,036
2.	/top-10-waterfalls/	991
3.	/events-calendar/	700
4.	/business-categories/eat-drink/	439
5.	/downtown-brevard/	395
6.	/event/15th-annual-mountain-song-festiv...	251
7.	/the-great-outdoors/waterfalls/	249
8.	/business-categories/lodging/	221
9.	/festivals-events/	175
10.	/the-great-outdoors/biking/	157
11.	/5-best-swimming-holes-splash-down/	130
12.	/arts-and-culture/downtown-brevard/	122
13.	/insider-tips-waterfalls/	122
14.	/live-music/	121
15.	/the-great-outdoors/fly-fishing/	114
16.	/event/15th-annual-mountain-song-festiv...	114
17.	/event/2021-halloween-fest-downtown-br...	114
18.	/event/6th-annual-pumpkin-fest-at-silver...	107
19.	/five-fabulous-fall-hikes/	102
20.	/event/white-squirrel-cycling-classic/	97
21.	/the-great-outdoors/equestrian/	63
22.	/insider-tips-swimming-holes/	50
23.	/how-to-float-your-boat-or-inner-tube-jum...	50
	Grand total	10,647

Search Queries

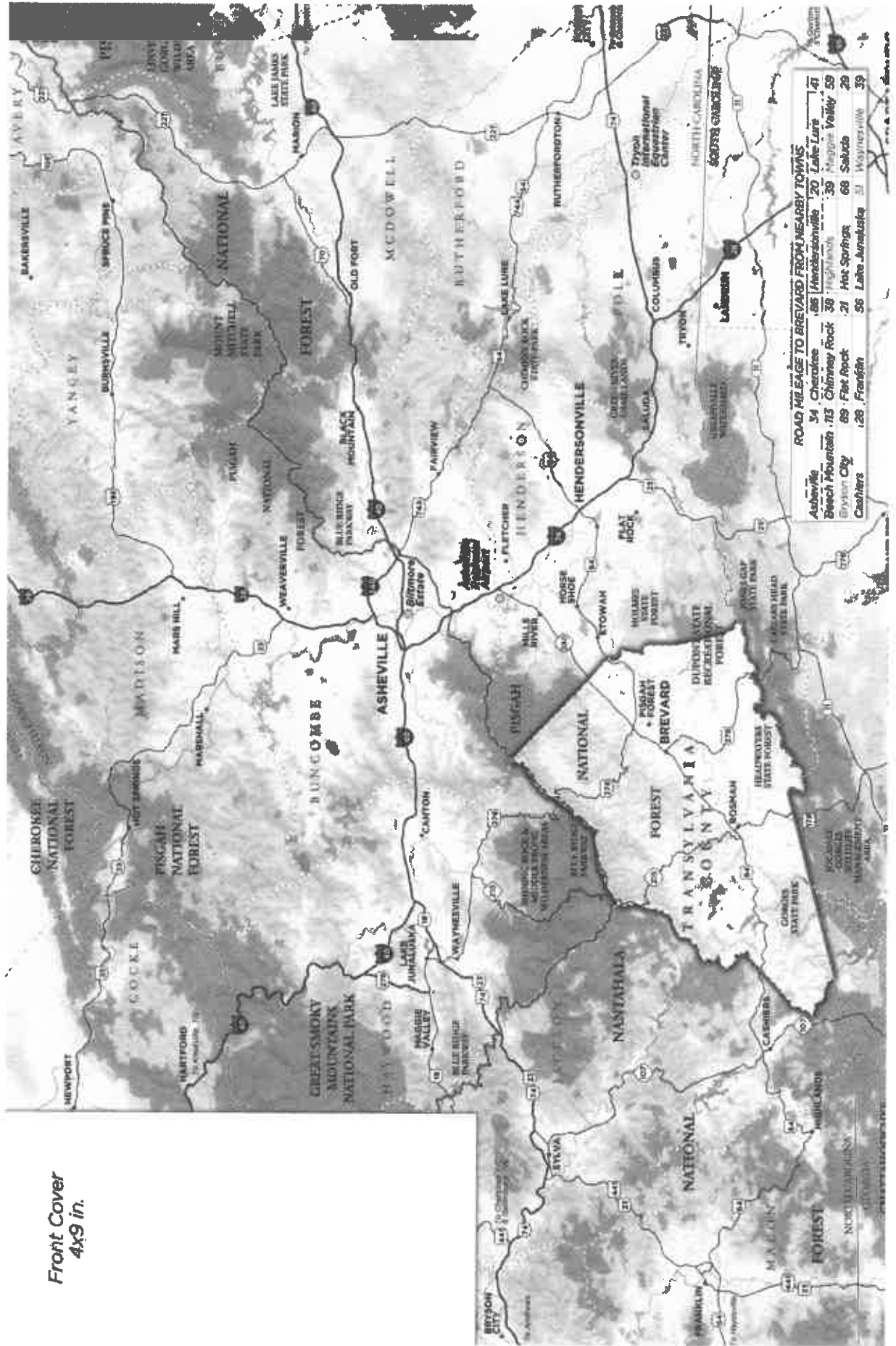
Search phrases driving the most traffic. Reflects the increase in traffic driving keyword usage of "Brevard," "Brevard NC," and "waterfalls".

	Query	Impressions	Clicks	CTR	Average Position
1.	brevard nc	22,837	1,281	10.9%	3.7
2.	brevard	9,340	296	3.9%	3.1
3.	brevard north carolina	3,482	219	18.4%	3.5
4.	downtown brevard nc	282	110	42.9%	2.3
5.	brevard waterfalls	402	102	22.1%	1.7
6.	brevard, nc	1,758	96	13.5%	3.1
7.	downtown brevard	279	90	15.4%	1.9
8.	brevard nc waterfalls	312	81	21.4%	1.5
9.	waterfalls near brevar...	307	70	9.4%	1.9
10.	mountain song festiva...	1,765	69	3.9%	6.0
11.	brevard nc events	169	67	59.5%	2.1
12.	waterfalls in brevard nc	162	57	9.6%	1.4
13.	brevard nc restaurants	1,150	55	52.8%	4.4
14.	brevard, north carolina	1,419	53	35.9%	3.1
15.	explore brevard	93	48	9.4%	1.0
16.	waterfalls brevard nc	123	44	15.8%	1.5
17.	restaurants in brevard ...	1,204	40	2.6%	4.8
18.	restaurants brevard nc	1,193	37	11.9%	4.5
19.	brevard restaurants	1,557	37	42.3%	6.0
20.	visit brevard nc	61	30	11.1%	1.3
21.	brevard halloween 2021	129	27	285.7%	2.3
22.	live music brevard nc	109	24	9.1%	2.1
	Grand total	259,564	7,922	8.0%	18.4

STANDALONE MAP

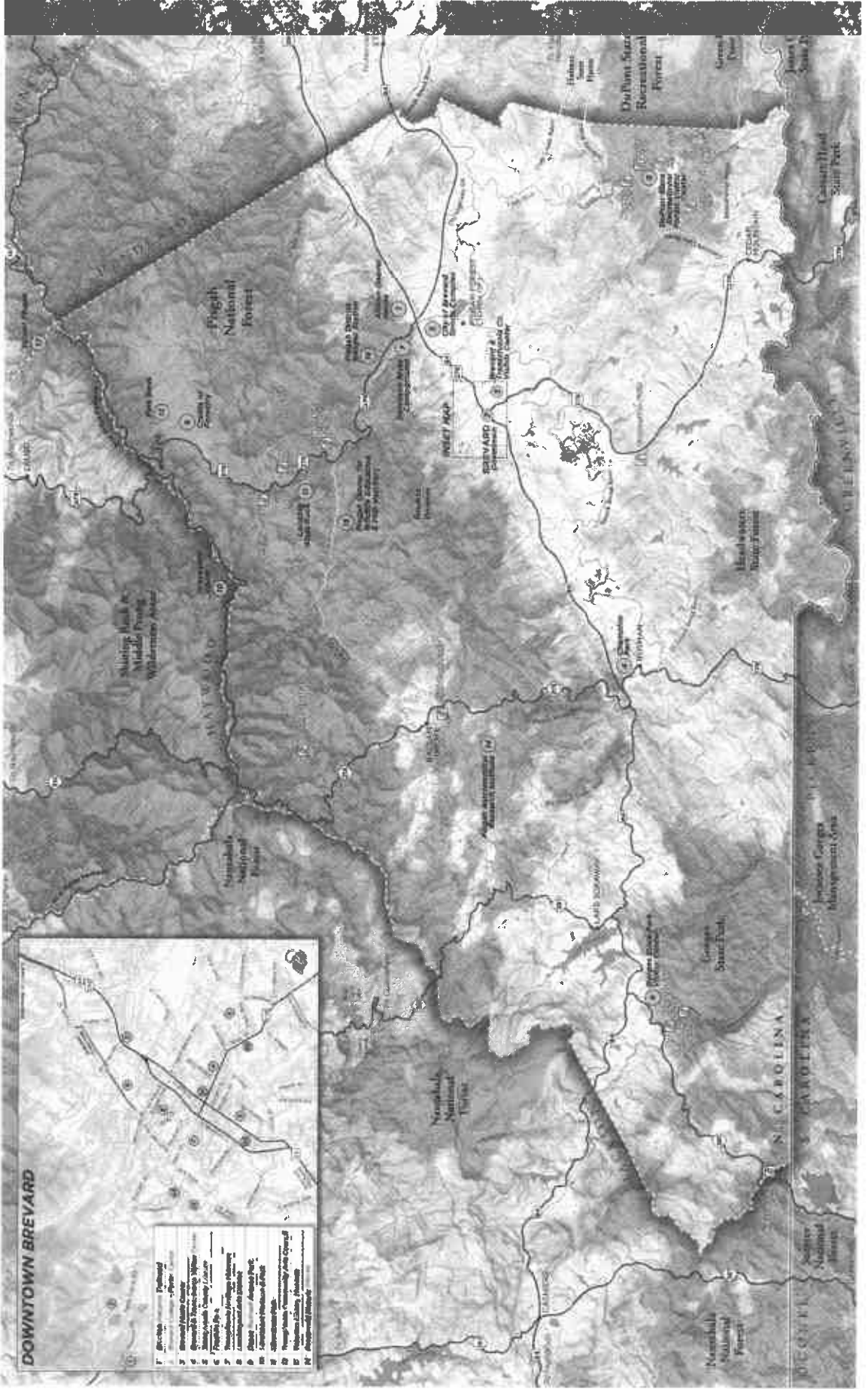
Regional Map - Initial sketch - Move T. County to more central location

Front Cover
4x9 in.



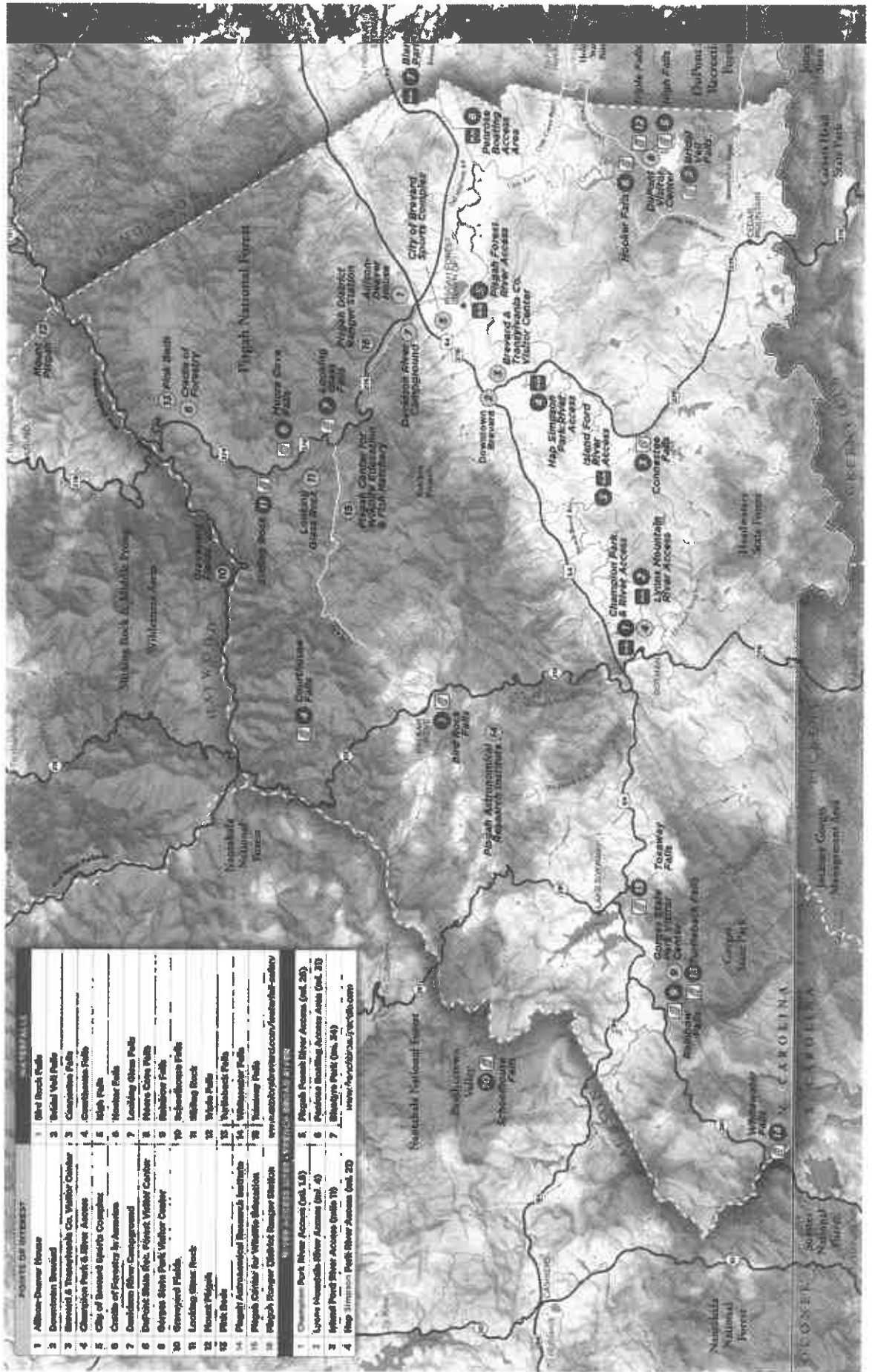
STANDALONE MAP

Points of Interest Map - Initial sketch



ADVENTURE GUIDE MAP

Foldout Map - Initial sketch



NEW PHOTOGRAPHY

Drone Capture

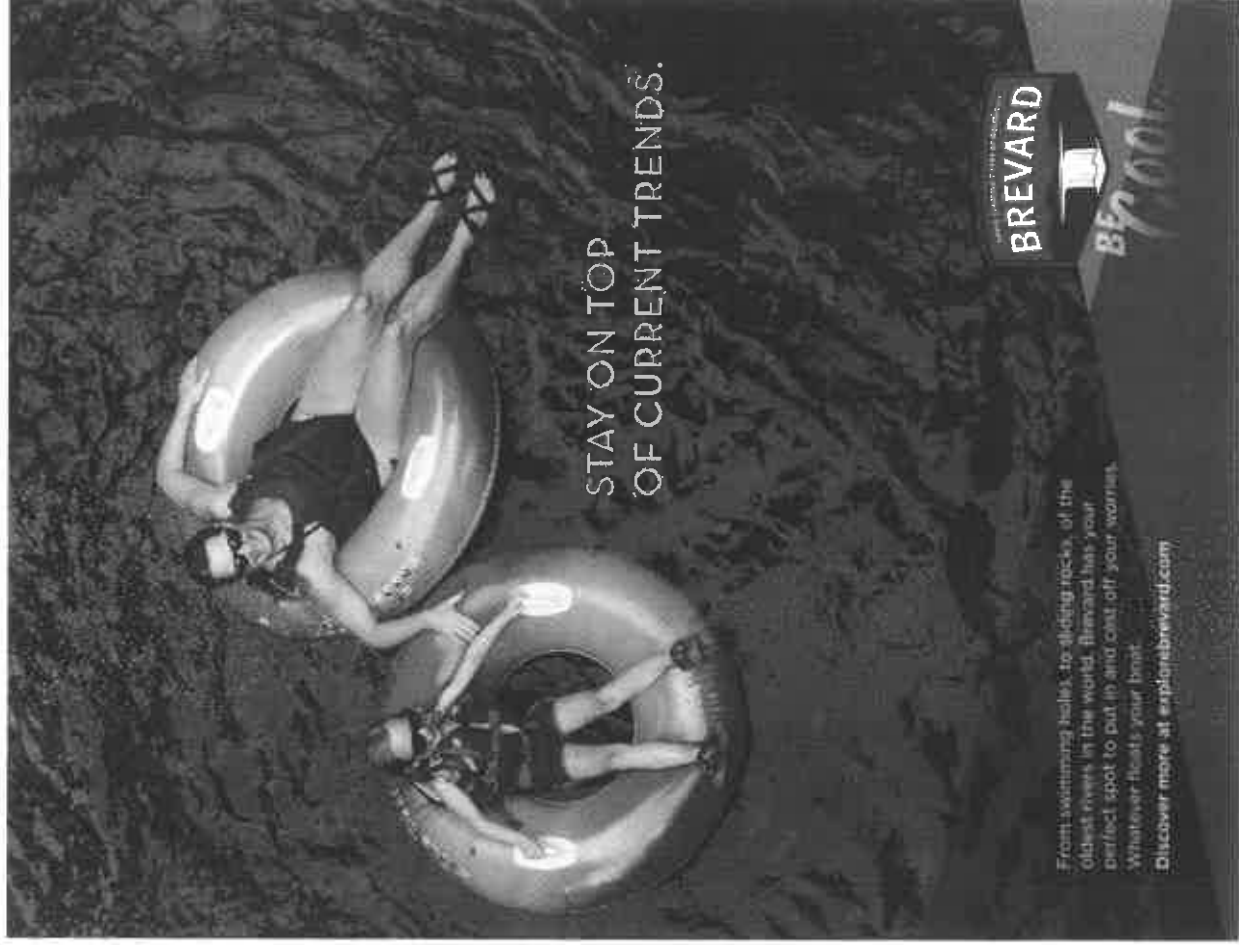




The magic of this tagline is that it works on multiple levels and has several meanings, all positive. When we think, literally, about "being cool," it conjures all kinds of pleasurable associations, many of which are relevant to the experiences that Brevard promises: drinking a cold craft beer at a local brewery, taking a dip at a hidden swimming hole, going down Sliding Rock, enjoying ice cream at Dollies, etc.

"Being cool" is also a compliment and a state-of-mind. "Being cool" means being with it, being hip, being chill, being relaxed.

And finally, and perhaps most importantly, when we tell someone to "Be cool," we're asking them to do the right thing, to behave in a manner that is a credit to themselves and a benefit to others. Which is why "Be cool" is such a powerful call to action related to sustainability. We also believe that it could be a powerful mini-campaign that dovetails with or buttresses the "Leave it better" campaign.



STAY ON TOP
OF CURRENT TRENDS.

From swimming holes, to sliding rocks, of the oldest rivers in the world, Brevard has your perfect spot to put in and coast off your worries. Whatever floats your boat. Discover more at explorebrevard.com

CHECK OUT
A HOT NEW SCENE.



In Brevard, the nightlife can get pretty wild.
Find your soul by the campfire. Or by the
fire. Or by the fire. Or by the fire. Or by the fire.

Discover more at explorebrevard.com

HUMP DAY.



Drag big air and enjoy bigger discounts when
you visit midweek. Come chill out amidst over
100,000 acres of public lands and trail of the
coolest small towns in America.

Discover more at explorebrevard.com



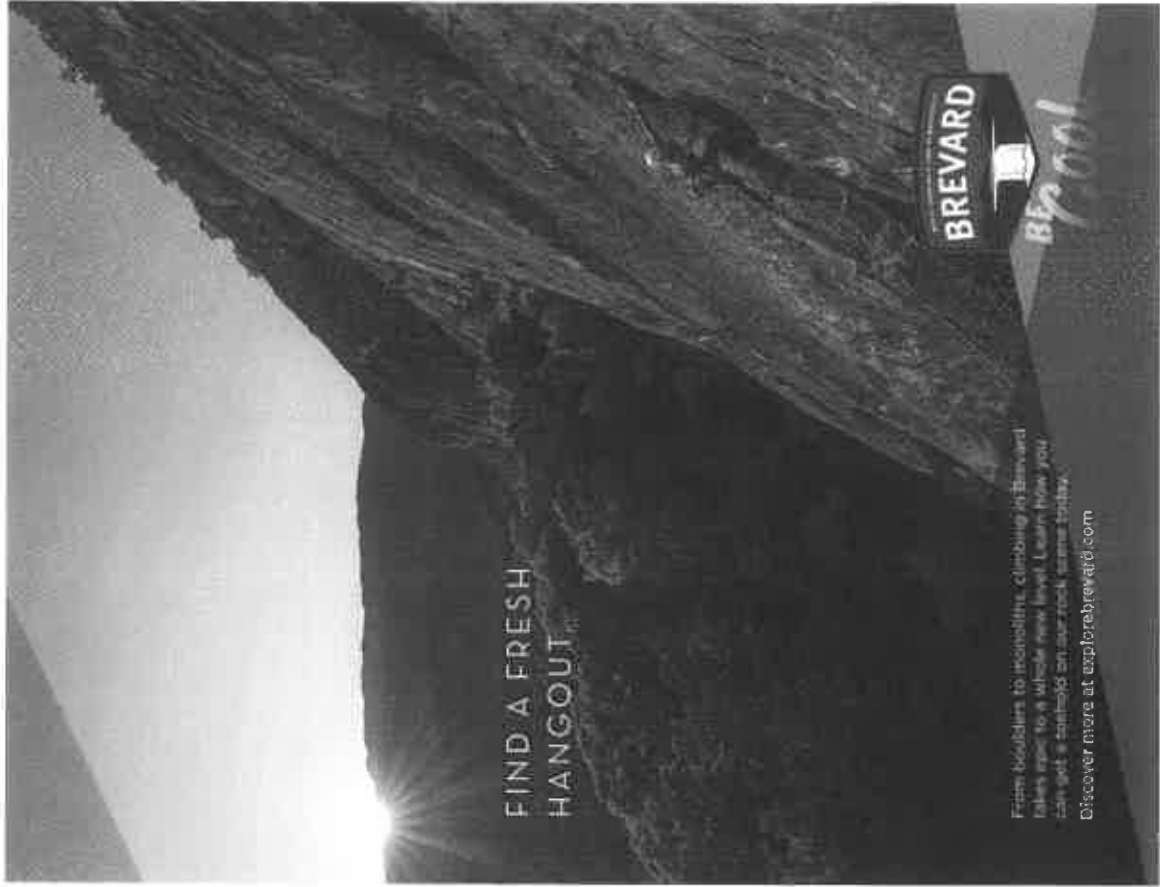
CHECK OUT
A HOT NEW SCENE.

In Brevard, the nightlife can get pretty wild. Food, your seat by the campfire, fires included. BYOB (bring your own beer).

Discover more at explorebrevard.com

BREVARD
COUNTY
FLORIDA

Be Cool



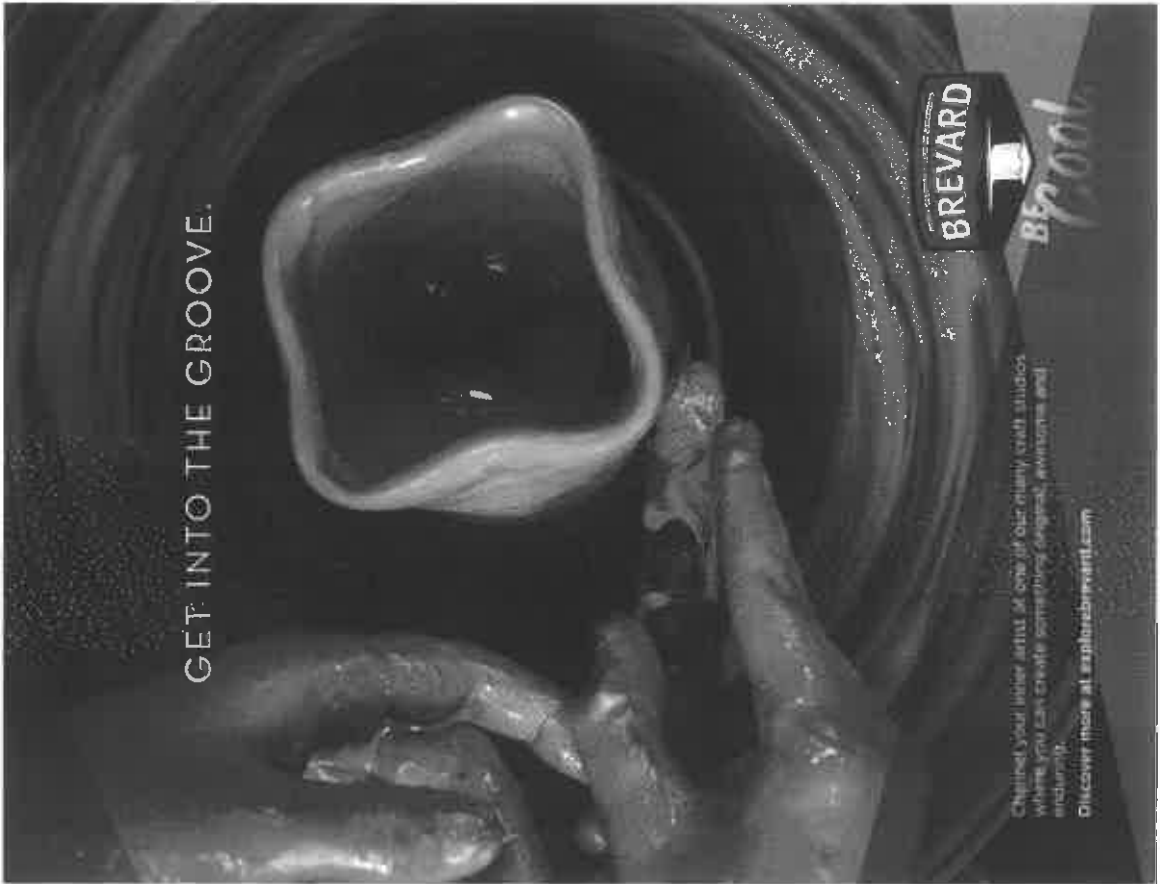
FIND A FRESH
HANGOUT

From boulders to rockblitz, climbing in Brevard takes you to a whole new level. Learn how you can get a foothold on our rock scene today.

Discover more at explorebrevard.com

BREVARD
COUNTY
FLORIDA

Be Cool

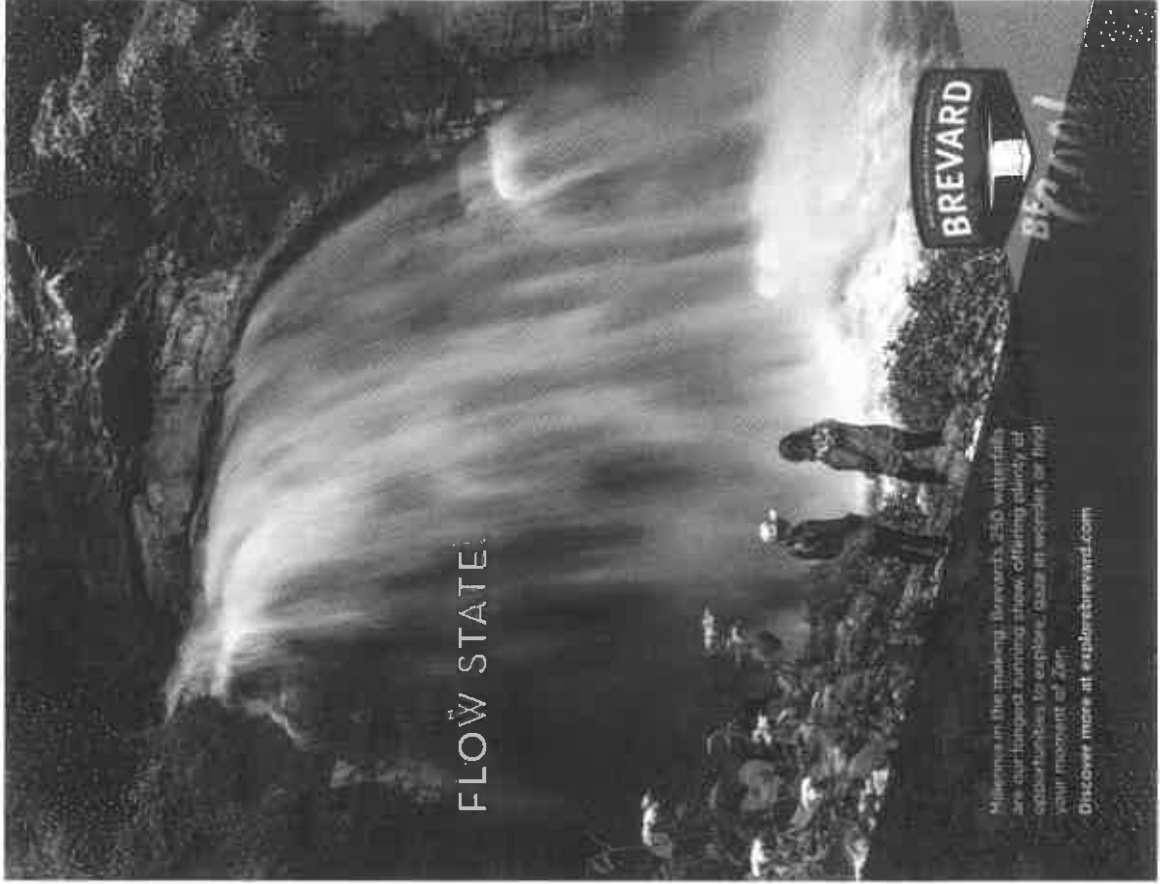


GET INTO THE GROOVE.

BREVARD

Check out your latest artist at one of our retail credit studios where you can create something original, artistic and enduring.

Discover more at explorebrevard.com



FLOW STATE.

BREVARD

Hike over in the morning, Brevard's 250 waterfalls are exhilarating, soothing, offering plenty of opportunities to explore, gaze in wonder, or find your moment of Zen.

Discover more at explorebrevard.com

Profile

Profile: Mark B Tooley
First Name Middle Initial Last Name Suffix

marktooley@citcom.net
Email Address

3103 Rich Mtn Rd.
Street Address Suite or Apt

Brevard NC 28712
City State Postal Code

Mailing Address (if different):

Mobile: (828) 553-9260 Mobile:
Primary Phone Alternate Phone

KEIR Mfg.
Employer

Which Boards would you like to apply for?

TOURISM DEVELOPMENT AUTHORITY: Submitted

First Preference

TCTDA

Second Preference

Residency

Question applies to multiple boards

Are you a Transylvania County resident? A resident is defined as someone who lives in Transylvania County the majority of the year and claims Transylvania County as their domicile for legal purposes.

Yes No

Question applies to multiple boards

Voter registration is a tool the Board of Commissioners uses to determine residency. Are you registered to vote in Transylvania County? If not, explain.

Yes I am registered to vote in Transylvania County.

Interests & Experiences

PREVIOUS BOARD AND/OR LEADERSHIP EXPERIENCE (INCLUDE ANY COUNTY, CITY, NON-PROFIT OR EMPLOYMENT RELATED LEADERSHIP POSITIONS OR BOARDS YOU HAVE SERVED ON AS A MEMBER OR CHAIR)

Transylvania Natural Resources Council Transylvania Economic Alliance - chair Transylvania County Planning Board - vice chair Conserving Carolina Board of Directors Upper French Broad River Stewards Transylvania County Transportation Advisory Committee Cedar Mountain Small Area Planning Committee Friends of Ecusta Trail Board of Directors St. Philips Episcopal Church - Finance Committee Brevard/Transylvania VISION class 2007-2008

COMMUNITY INVOLVEMENT:

See "Previous Board and/or Leadership Experience"

WHAT EXPERIENCE, TRAINING OR QUALIFICATIONS DO YOU HAVE THAT WOULD BE HELPFUL SERVING ON THIS BOARD?

I have had a variety of experience in County and non-profit boards in the community and could bring that knowledge to bear on this board, particularly as tourism relates to our economy and our maintenance of "sense of place" that is so unique and valuable to Transylvania County. An example is my involvement with helping to organize the "Balancing Nature and Commerce" conference that was held in 2014.

WHY DO YOU WANT TO BE A MEMBER OF THIS BOARD AND HOW DO YOU FEEL YOU COULD CONTRIBUTE TO THE OVERALL BOARD?

As an at-large member I would represent the interests of the citizens of the county and not have an agenda related to a business that relies upon tourism. I feel that we need to build upon the sustainability focus of the TCTDA and do more to preserve and enhance the assets that now draw visitors to our county as well as those assets that serve the needs of our citizens.

WHAT COMMUNITY TOPICS CONCERN YOU THAT RELATE TO THIS BOARD?

In the previous question I touched upon some of those. I think we need to do less to attract people here to visit and do more to preserve the assets that they seek to enjoy and to educate them on safety and etiquette once they arrive. We must work with our city and county governments and public land managers in a concerted manner to sustain our tourism assets while developing new assets that will not only be appealing to visitors, but also to our residents and potential business owners wanting to make investments here. There is an under current of resentment towards tourism that needs to be addressed in a manner consistent with the TDA mission but at the same time being sensitive to our citizens' concerns.

BOARDS MAY MEET IN THE MORNING, AFTERNOON OR EVENING HOURS. WHAT LIMITATIONS DO YOU HAVE FOR ATTENDING MEETINGS?

None.

Mark B Tooley

HOW DID YOU FIND OUT ABOUT THIS BOARD?

Other

Profile

Prefix:	<u>Paulette</u>	Middle Initial	<u>Todd</u>	Suffix
	First Name		Last Name	

ptodd@greystoneinn.com
 Email Address

<u>220 Greystone Lane</u>	Suite or Apt	
Street Address		
<u>Lake Toxaway</u>	<u>NC</u>	<u>28747</u>
City	State	Postal Code

Mailing Address (if different):

220 Greystone Lane

<u>Home: (828) 966-4700</u>	<u>Mobile: (706) 836-5392</u>
Primary Phone	Alternate Phone

The Greystone Inn
 Employer

Which Boards would you like to apply for?

TOURISM DEVELOPMENT AUTHORITY: Submitted

First Preference

Second Preference

Residency

Question applies to multiple boards

Are you a Transylvania County resident? A resident is defined as someone who lives in Transylvania County the majority of the year and claims Transylvania County as their domicile for legal purposes.

Yes No

Question applies to multiple boards

Voter registration is a tool the Board of Commissioners uses to determine residency. Are you registered to vote in Transylvania County? If not, explain.

No, I have residency in Aiken, SC and that is why I have not registered.

Interests & Experiences

PREVIOUS BOARD AND/OR LEADERSHIP EXPERIENCE (INCLUDE ANY COUNTY, CITY, NON-PROFIT OR EMPLOYMENT RELATED LEADERSHIP POSITIONS OR BOARDS YOU HAVE SERVED ON AS A MEMBER OR CHAIR)

COMMUNITY INVOLVEMENT:

WHAT EXPERIENCE, TRAINING OR QUALIFICATIONS DO YOU HAVE THAT WOULD BE HELPFUL SERVING ON THIS BOARD?

WHY DO YOU WANT TO BE A MEMBER OF THIS BOARD AND HOW DO YOU FEEL YOU COULD CONTRIBUTE TO THE OVERALL BOARD?

WHAT COMMUNITY TOPICS CONCERN YOU THAT RELATE TO THIS BOARD?

BOARDS MAY MEET IN THE MORNING, AFTERNOON OR EVENING HOURS. WHAT LIMITATIONS DO YOU HAVE FOR ATTENDING MEETINGS?

HOW DID YOU FIND OUT ABOUT THIS BOARD?

Current Member

Profile

Prefix First Name Middle Initial Last Name Suffix

Dana

Antonuccio

Email Address

dana.antonuccio@protonmail.com

Street Address Suite or Apt

310 Jeffy Passmore

City State Postal Code

Brevard

NC

28712

Mailing Address (if different):

PO Box 2161, Brevard, NC 28712

Primary Phone Alternate Phone

Mobile: (704) 291-0609

Employer

Self

Which Boards would you like to apply for?

TOURISM DEVELOPMENT AUTHORITY: Submitted

First Preference

I would like to serve on the TDA in any capacity

Second Preference

Residency

Question applies to multiple boards

Are you a Transylvania County resident? A resident is defined as someone who lives in Transylvania County the majority of the year and claims Transylvania County as their domicile for legal purposes.

Yes No

Dana Antonuccio

Question applies to multiple boards

Voter registration is a tool the Board of Commissioners uses to determine residency. Are you registered to vote in Transylvania County? If not, explain.

As of 9/23/21: I am waiting for the county to finalize the name change of our road and then I will change my driver's license at which time I will change my voter registration from Union County to Transylvania County. We closed on our property end of July and just submitted the road name change application in September.

Interests & Experiences

PREVIOUS BOARD AND/OR LEADERSHIP EXPERIENCE (INCLUDE ANY COUNTY, CITY, NON-PROFIT OR EMPLOYMENT RELATED LEADERSHIP POSITIONS OR BOARDS YOU HAVE SERVED ON AS A MEMBER OR CHAIR)

Annandale Community HOA Elected Officer, Indian Trail, NC November 2018 – July 2021 President, December 2019 - July 2021 Board Member, November 2018 – December 2019 Executive Officer of the Board of Directors. Led contract negotiations and managed all orders, and documents on behalf of the Association. Handle the daily administration of the Association with the community's best interests in mind. Led renovation projects for front entrances, playground and tennis court, and remodeling all vegetation at pool and common area Heidelberg International School Volunteer, Heidelberg, Germany January 2015 – July 2017 Communication Coordinator, Events, Mom's Group, New Member Liaison Events Committee Member. Introduced and led the Fall event that earned more money than any other event to date New Parent Liaison. Developed "Welcome Package" to orient all new families Coordinated all communication and calendar activities between PTO, Teachers and Parents Led the Mom's Group (Breakfast Club, Lunch Club, Mom's night out), and the Touring Group Girl Scouts USA Volunteer, Union County, NC September 2008 – December 2014 Service Unit Event Coordinator & Troop Leader Events Coordinator for the Union County Service Unit. Organized and led a "Camporee" which was the largest event in a decade (325 people) Troop Leader. Planned & led all activities as well as managed the troop accounting and records

COMMUNITY INVOLVEMENT:

Over the past 15 years I have served my community as an elected officer as well as a volunteer in social, support and management capacities. I volunteered at the elementary school assisting teachers in the classroom as well as for the PTA. I served as chair person for the neighborhood social committee for 2 yrs and later was elected as a Board Member then President of the neighborhood HOA. My community involvement extended to all of Union County through Girl Scouts. I served my international community while living in Germany for almost 3 years. My time in Germany afforded me a plethora of diverse experiences and cultural interactions which led to my love of the hospitality industry.

WHAT EXPERIENCE, TRAINING OR QUALIFICATIONS DO YOU HAVE THAT WOULD BE HELPFUL SERVING ON THIS BOARD?

In addition to my 15 years of elected and volunteer experience in NJ, NC and Germany I have a business management degree with 14 years work experience, hospitality training, have traveled to 24 countries in 2 1/2 years and will open a small resort like hospitality business in Brevard in 2022. I have knowledge of the tourism industry from both a management and consumer perspective.

WHY DO YOU WANT TO BE A MEMBER OF THIS BOARD AND HOW DO YOU FEEL YOU COULD CONTRIBUTE TO THE OVERALL BOARD?

I live in Transylvania County and am opening a business that is directly dependent on tourism. I want to make sure the county maintains a healthy balance between tourism and living, and the best way to do that is to serve on the TDA board. I can contribute to the overall board with my diverse background of experience and expertise in an advisory and hands on capacity.

WHAT COMMUNITY TOPICS CONCERN YOU THAT RELATE TO THIS BOARD?

Tourism. Maintaining the beauty, serenity and inclusiveness of the county for it's residents as well as it's guests.

BOARDS MAY MEET IN THE MORNING, AFTERNOON OR EVENING HOURS. WHAT LIMITATIONS DO YOU HAVE FOR ATTENDING MEETINGS?

None.

HOW DID YOU FIND OUT ABOUT THIS BOARD?

Other

Profile

_____	<u>Isaac</u>	_____	<u>Allen</u>	_____
Prefix	First Name	Middle Initial	Last Name	Suffix

isaac@whitesquirrelrealty.com
 Email Address

107 N. Caldwell St. _____
 Street Address Suits or Apt

Brevard _____ NC _____ 28712
 City State Postal Code

Mailing Address (if different):

Same

Home: (828) 553-6283 _____
 Primary Phone Alternate Phone

White Squirrel Realty
 Employer

Which Boards would you like to apply for?

TOURISM DEVELOPMENT AUTHORITY: Submitted

First Preference

Second Preference

Residency

Question applies to multiple boards

Are you a Transylvania County resident? A resident is defined as someone who lives in Transylvania County the majority of the year and claims Transylvania County as their domicile for legal purposes.

Yes No

Question applies to multiple boards

Voter registration is a tool the Board of Commissioners uses to determine residency. Are you registered to vote in Transylvania County? If not, explain.

No

Interests & Experiences

PREVIOUS BOARD AND/OR LEADERSHIP EXPERIENCE (INCLUDE ANY COUNTY, CITY, NON-PROFIT OR EMPLOYMENT RELATED LEADERSHIP POSITIONS OR BOARDS YOU HAVE SERVED ON AS A MEMBER OR CHAIR)

2013 Brevard Board of Realtors President, Asheville Board of Realtors Treasurer 2018-2020, WNC Regional MLS Board Treasurer 2013, Finance Committee Chair Asheville Board of Realtors, Building Committee Asheville Board of Realtors

COMMUNITY INVOLVEMENT:

I have been a Main Street merchant since 2015 and Transylvania County property owner since 1992

WHAT EXPERIENCE, TRAINING OR QUALIFICATIONS DO YOU HAVE THAT WOULD BE HELPFUL SERVING ON THIS BOARD?

I am active in the vacation rental industry and connect with thousands of tourists annually. I moved to Brevard in 1982 and feel that it is my hometown. I understand the dynamics of serving on a board and feel my experience in leading the Brevard Board of Realtors and serving as the Treasurer for several organizations would be an asset.

WHY DO YOU WANT TO BE A MEMBER OF THIS BOARD AND HOW DO YOU FEEL YOU COULD CONTRIBUTE TO THE OVERALL BOARD?

I want to lend my perspective as one of the largest accommodations providers in the area. Want to be an agent of positive change. I believe in Brevard.

WHAT COMMUNITY TOPICS CONCERN YOU THAT RELATE TO THIS BOARD?

Housing, tourism, economic growth

BOARDS MAY MEET IN THE MORNING, AFTERNOON OR EVENING HOURS. WHAT LIMITATIONS DO YOU HAVE FOR ATTENDING MEETINGS?

I would not be able to attend Friday afternoon meetings. I make my own schedule and would be able to have a flexible meeting schedule

HOW DID YOU FIND OUT ABOUT THIS BOARD?

Current Member

Isaac Allen

Profile

First Name Mike Middle Initial Last Name Hawkins Suffix

Email Address mike@pisgahfishcamp.com

Street Address 148 Placid Drive Suite or Apt

City Brevard State NC Postal Code 28712

Mailing Address (if different):

Primary Phone Mobile: (828) 553-2863 Alternate Phone

Employer Pisgah Enterprises Inc

Which Boards would you like to apply for?

TOURISM DEVELOPMENT AUTHORITY: Submitted

First Preference

Second Preference

Residency

Question applies to multiple boards

Are you a Transylvania County resident? A resident is defined as someone who lives in Transylvania County the majority of the year and claims Transylvania County as their domicile for legal purposes.

Yes No

Question applies to multiple boards

Voter registration is a tool the Board of Commissioners uses to determine residency. Are you registered to vote in Transylvania County? If not, explain.

Yes

Interests & Experiences

PREVIOUS BOARD AND/OR LEADERSHIP EXPERIENCE (INCLUDE ANY COUNTY, CITY, NON-PROFIT OR EMPLOYMENT RELATED LEADERSHIP POSITIONS OR BOARDS YOU HAVE SERVED ON AS A MEMBER OR CHAIR)

Numerous

COMMUNITY INVOLVEMENT:

Numerous

WHAT EXPERIENCE, TRAINING OR QUALIFICATIONS DO YOU HAVE THAT WOULD BE HELPFUL SERVING ON THIS BOARD?

Numerous

WHY DO YOU WANT TO BE A MEMBER OF THIS BOARD AND HOW DO YOU FEEL YOU COULD CONTRIBUTE TO THE OVERALL BOARD?

I've been on TDA off and on for many years and would be interested in continuing this work, especially with the changing structure which might be occurring.

WHAT COMMUNITY TOPICS CONCERN YOU THAT RELATE TO THIS BOARD?

Sustainability, balanced economy

BOARDS MAY MEET IN THE MORNING, AFTERNOON OR EVENING HOURS. WHAT LIMITATIONS DO YOU HAVE FOR ATTENDING MEETINGS?

None for this board

HOW DID YOU FIND OUT ABOUT THIS BOARD?

Other

Mike Hawkins

Profile

<u>Kevin</u>	<u>Howell</u>
<small>First Name</small>	<small>Last Name</small>

kevin@davidsonflyfishing.com
Email Address

119 Mountain Laurel Lane
Street Address

NC
State

Pisgah Forest
City

28768
Postal Code

Mailing Address (if different):

Home: (828) 553-2328
Primary Phone

Business: (828) 877-4181
Alternate Phone

Davidson River Outfitters
Employer

Which Boards would you like to apply for?

TRANSYLVANIA COUNTY TOURISM DEVELOPMENT AUTHORITY: Submitted

First Preference

Tourism Development Authority

Second Preference

Natural Resources Council

Interests & Experiences

PREVIOUS BOARD AND/OR LEADERSHIP EXPERIENCE (INCLUDE ANY COUNTY, CITY, NON-PROFIT OR EMPLOYMENT RELATED LEADERSHIP POSITIONS OR BOARDS YOU HAVE SERVED ON AS A MEMBER OR CHAIR)

Brevard Chamber of Commerce, President, Vice President, Secretary, Board Member; Transylvania County Tourism Development Authority; North Carolina Outdoor Heritage Advisory Council (General Assembly Appointment); Marketing Committee Chair North Carolina Outdoor Heritage Advisory Council

COMMUNITY INVOLVEMENT:

Active with Project Healing Waters (for Disabled Veterans), Coach For Brevard High School Bass Fishing Team, Boat Captain Brevard High School Bass Team

WHAT EXPERIENCE, TRAINING OR QUALIFICATIONS DO YOU HAVE THAT WOULD BE HELPFUL SERVING ON THIS BOARD?

Outside of boards and committees listed above, I have built a successful business that has been marketed around the United States, In 2009 I formed and started a second company that has grown into a one of the largest guiding operations in South America, and in 2018 formed and stated a third company (with my two sons) to meet growing needs in the tackle industry.

WHY DO YOU WANT TO BE A MEMBER OF THIS BOARD AND HOW DO YOU FEEL YOU COULD CONTRIBUTE TO THE OVERALL BOARD?

Have successfully marketed and grown three outdoor related business. I have a very unique ability to find target markets and capitalize on their needs to escape heat, cold, city etc. I would hope that I could help increase tourism in the county while helping maintain the small town feel and uniqueness.

WHAT COMMUNITY TOPICS CONCERN YOU THAT RELATE TO THIS BOARD?

Potential over use of natural resources in the county, How to balance tourism with the other needs of the county industry, water resources etc. How do we keep Asheville and Hendersonville from capitalizing on our natural resources while we foot the bill for the infrastructure.

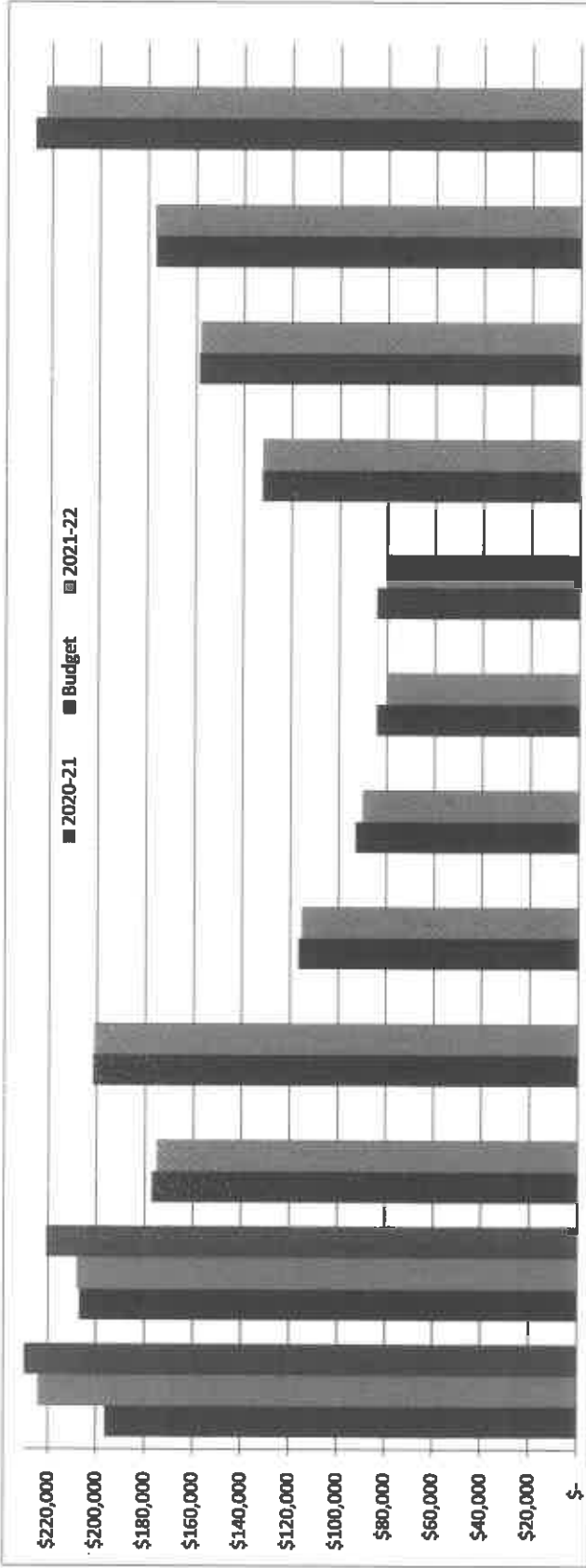
BOARDS MAY MEET IN THE MORNING, AFTERNOON OR EVENING HOURS. WHAT LIMITATIONS DO YOU HAVE FOR ATTENDING MEETINGS?

No limitations as Long as I have advance notice

HOW DID YOU FIND OUT ABOUT THIS BOARD?

Newspaper

PENNSYLVANIA COUNTY TOURISM DEVELOPMENT AUTHORITY OCCUPANCY TAX INCOME



	July	August	September	October	November	December	January	February	March	April	May	June	TOTALS
FY22 Budget	\$ 224,000	\$ 208,000	\$ 175,000	\$ 201,000	\$ 115,000	\$ 90,000	\$ 80,000	\$ 80,000	\$ 132,000	\$ 158,000	\$ 177,000	\$ 222,700	\$ 1,862,700
FY22 Actual	\$ 272,190	\$ 220,862											\$ 493,052
Penalty	\$ 2,744	\$ -											\$ 2,744
Variance	\$ 48,190	\$ 12,862											\$ 61,052
Occupancy	86%	67%											78%
ADR	\$ 188	\$ 224											\$ 202
STR	\$ 130,876	\$ 112,256											\$ 243,132
FY21 Actual	\$ 196,308	\$ 207,114	\$ 177,243	\$ 201,634	\$ 116,655	\$ 93,063	\$ 84,448	\$ 84,454	\$ 132,281	\$ 158,805	\$ 176,750	\$ 227,193	\$ 1,855,927
FY21 YTD	\$ 196,308	\$ 403,420											\$ -
Occupancy	77%	73%											75%
ADR	\$ 170	\$ 176											\$ 173
STR	\$ 99,380	\$ 107,479											\$ 206,859

Notes:
 - YTD stats vs. prior year: Occupancy Revenue (+22%), ADR (+17%), Hotel/Motel/Inn Occupancy (-3.5%), AirBnB Collections (18%).
 - STR is a combination of lump sum payments from Airbnb/Homeaway/VRBO. Note that taxes are recorded by these third parties when funds are received, not necessarily at time of visit.