

# VISIT ROWAN COUNTY

SALISBURY, NORTH CAROLINA

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## ROWAN COUNTY TOURISM BOARD OF DIRECTORS MEETING TOURISM DEVELOPMENT AUTHORITY CONVENTION & VISITORS BUREAU

Wednesday, June 16, 2021, Noon, In person and Via GoToMeeting

### MEETING AGENDA

- I. Call to Order
- II. Presentation on Bell Tower Green Park
- III. Approval of May 2021 Meeting Minutes
- IV. Public Hearing on 2021-2022 Tourism Budget
  - A. Financial Summary
  - B. 2021-2022 Tourism Budget
- IV. Program of Work Report
  - A. Destination Marketing Report
  - B. Tourism and Hospitality Sector Update
- V. Additional Business:
  - A. No Tourism Board Meeting in July
- VI. Adjourn

# VISIT ROWAN COUNTY

SALISBURY, NORTH CAROLINA

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## ROWAN COUNTY TOURISM BOARD OF DIRECTORS MEETING – Virtual

Wednesday, May 19, 2021: 12:00 pm

### BOARD MEETING MINUTES

**Board Members Attending:** Michelle Patterson, Don Bringle, John Ketner, Stephen Kidd, Sada Stewart, Craig Pierce, Vivian Hopkins, Krista Osterweil

**Not Attending:** Cyndi Greenwood, Karen Alexander

**TDA Staff:** James Meacham, Sarah Michalec, Tara Furr

#### RCTDA Call to Order

Osterweil called the RCTDA to order at 12:00pm.

#### Approval of the Minutes

Motion: Craig Pierce made the motion for approval of the April 2021 minutes.

Second: Don Bringle

Motion: Approved

#### Organizational & Financial Update

Meacham gave an organizational update reporting occupancy taxes through March 31, 2021, are down 23% from the same period in fiscal year 2019-20. Collections in March 2021 are up about 28% from March 2020, but down 14.4% from March 2019. Revenues fiscal year to date from occupancy taxes equals \$670,345 and is ahead of budget projections. Fiscal year to date revenue is ahead of expenses by \$87,128. Meacham reported that occupancy tax loss to date since the onset of Covid-19 is \$374,786. Total losses are on pace to equal \$410,000 - \$420,000 by June 30, 2021.

Meacham reported total current assets with the TDA are \$291,336 which is an increase of \$50,667 from March 2021. Accounts receivable equal \$159,268. Cash on hand as of April 30, 2021, was \$132,068. Total assets equaled \$3,143,847.

Meacham reviewed local hotel data reports that reflect that the market is rebounding from 2020 but have not recovered to the pre-pandemic numbers.

## **Budget & Finance Committee Report**

Stephen Kidd presented the proposed 2021-22 TDA Budget and Program of Work to the board for review and consideration. Kidd and Meacham reviewed key points of the proposed TDA and CVB budgets. The budget presented reflects the prior two fiscal years budgets along with the 2021-22 budget. This allows one to see the changes that have occurred through the pandemic.

Motion: Craig Pierce made the motion to set a public meeting for June 16, 2021 at Noon to discuss and consider the 2021-22 Budgets.

Second: John Ketner

Motion: Approved

As was presented at the last meeting, there is \$350 billion through the American Rescue Act that is being given out across the country. Within that Legislation, the US Travel Association lobbied congress to have specific provisions put into the Legislation to offer a great deal of capacity for municipalities and counties to assist the tourism industry. Restaurants were able to secure grants through this act to assist with some of their losses. This Legislation allows local governments to directly assist other tourism segments like lodging and sites and attractions with some of their losses as well. The county should receive around \$28 million in funds that can be used to assist the local tourism industry segments.

Meacham presented a template of what the rescue funding request to the county could look like. Meacham reported that direct tourism losses in the county were approximately \$410,000 in occupancy tax revenues. In addition, the TDA had expenses of \$85,000 related to the Covid resource packets for community partners. Meacham touched on additional losses from Trolley operations and Gateway meetings in addition to potential resources available to support the tourism industry.

Meacham will continue to monitor opportunities and appreciates the consideration of the County and the efforts from Commissioner Pierce to secure reimbursement funding for the losses sustained by the TDA.

## **Destination Marketing Report**

Furr reported that due to meeting time constraints she was going to be brief and encouraged everyone to review their copy of the full marketing report later. The Destination Marketing Committee is once again meeting quarterly and has some fresh faces. Furr noted the one disappointing update that she must share is that the Little League Softball Tournament is not coming this summer. This event involves teams from several states so there are a lot of moving parts that just could not be worked out especially involving international teams and travel restrictions.

Sarah Michalec reported that the "Local Eats" contest went very well and enhanced all the digital platforms with a lot of additional web traffic and social media engagement. The "Local Eats" Contest was promoted across all platforms and tied in with local tourism blogs on the tourism website. Local restaurants were the focus of the blogs with Local Eats contest winner's photos featured on social media. The contest required folks to visit a local Rowan County restaurant, take a photo, make a comment, post and tag that photo on a Visit Rowan social media platform. Two winners were selected each week and awarded a \$50 gift card. There were 12 winners over the six weeks. Michalec reported that the contest was promoted with Google ads PPC (Pay per View) with 501,000 impressions, reached 8,800 people on social media and just under 9,000 blog views.

Furr reported that the Trolley rentals are starting to turn around with three rentals this week. In addition, two new contracts came in this week for future trolley rentals. Furr said that events and activities are officially starting back up, and everyone is excited. Furr reported that the Salisbury Sculpture Show received assistance from the DMC for the launch of this year's show. Downtown Salisbury Inc.'s Wine about Winter, the Chamber

of Commerce's Dragonboat Race, Farmer's Day at China Grove, and the Firetruck Festival at NCTM are all events that are scheduled for the next several weeks.

Meacham directed the group to the last page of the marketing report that now tracks the VRBO and Airbnb data for the local rentals in the county. Meacham reported that roughly 10-12% of local monthly occupancy collections is made up of these two types of rentals.

Furr reminded the group that Day Out with Thomas tickets go on sale for this month. NCTM has received the okay from the state as well as Disney on the go ahead for those events. Thomas will occur in late September and early October. The Polar Express will begin the weekend of Thanksgiving and run through December. Staff are promoting and assisting with packages for both events once again this year. Packages for Wine about Winter are also on sale. Furr noted that there has been a great deal of staff changes with the tourism partners (NCTM) as well as lodging facilities and this is requiring a little bit of retraining on the various aspects of packages, but everyone is taking this in stride.

Michalec reported that the "Let's Give it Another Go" videos on the YouTube channel continues to grab attention. Staff is working on some new videos for the breweries and wineries for a new campaign beginning in early May. These will be added to YouTube in May. The Farm app has seen a major uptick this month with the opening of the local Farmer's Markets.

The Covid-19 resource site continues to share important relevant community information and continues to have good views and usage.

### **Program of Work Report**

Meacham reported that the Farmer's Market Organizers asked him to express their thanks to the TDA Board for the use of the Pavilion for the Saturday market. The facility is working well and is enjoyed by all.

The 2021-22 Rowan Tourism Budget will be considered for approval at the public meeting set for June 16, 2021 at noon.

The meeting adjourned at 1 pm.

Respectfully submitted.

Lesley Pullium

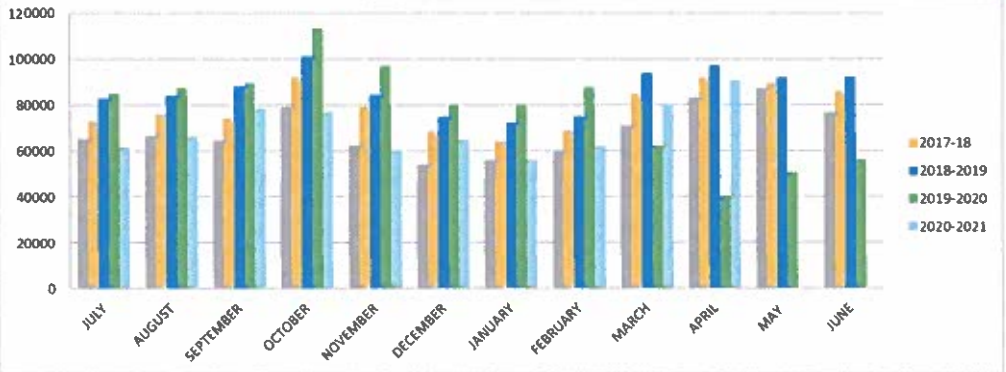
SRCVB

Rowan County Occupancy Tax Receipts (GROSS)

MONTH	FY16-17	FY17-18	%CHNG	FY18-19	%CHNG	FY19-20	%CHNG	FY20-21	%CHNG
July	65,208.17	72,999.06	11.9%	82,827.79	13.5%	85,062.04	2.7%	61,737.08	-27.4%
August	66,663.57	76,010.73	14.0%	84,227.53	10.8%	87,388.13	3.8%	66,399.96	-24.0%
September	64,467.53	74,220.99	15.1%	88,060.74	18.6%	89,694.58	1.9%	78,562.08	-12.4%
Quarter Total	196,339.27	223,230.78	13.7%	255,116.06	14.3%	262,144.75	2.8%	206,699.12	-21.2%
October	79,169.16	92,286.61	16.6%	101,229.40	9.7%	113,427.41	12.0%	76,794.51	-32.3%
November	62,445.01	79,174.98	26.8%	84,418.19	6.6%	97,848.24	15.9%	60,357.00	-38.3%
December	54,165.23	68,584.25	26.6%	74,894.47	9.2%	79,686.64	6.4%	64,749.41	-18.7%
Quarter Total	196,779.40	240,045.84	22.6%	260,542.06	8.5%	290,962.29	11.7%	201,900.92	-30.6%
January	56,069.00	64,114.21	14.3%	72,190.74	12.6%	80,100.88	11.0%	56,291.87	-29.7%
February	59,387.76	68,703.79	15.7%	74,900.88	9.0%	87,894.99	17.3%	62,049.03	-29.4%
March	70,895.99	84,759.62	19.6%	93,890.99	11%	62,149.01	-33.8%	84,372.26	35.8%
Quarter Total	186,352.75	217,577.62	16.8%	240,982.61	10.8%	230,144.88	-4.6%	202,713.16	-11.9%
April	83,161.39	92,168.35	10.8%	97,300.73	5.6%	39,870.97	-59.0%	90,628.43	127.3%
May	87,164.78	89,394.40	2.6%	92,104.89	3.0%	50,585.59	-45.1%		
June	76,624.86	85,776.47	11.9%	92,254.88	7.6%	56,142.85	-39.1%		
Quarter Total	\$ 246,951.03	267,339.22	8.3%	281,660.50	5.4%	146,599.41	-48%		
Adjmts Penalties									
Penalties									
Year Total	\$ 826,422.46	\$ 948,193.46	14.9%	\$ 1,038,301.23	9.6%	929,851.33	-10.4%	611,313.20	

Compared to Pre-Pandemic  
-10.1%  
-15.9%  
-6.9%

Decrease in tax revenues since COVID:  
\$377,154.99



Rowan County Tourism Development Authority  
2021-2022 Proposed Amended Budget

Revenues	FY19-20	FY20-21	FY21-22	Budget Notes
Occupancy Tax Revenue	1,175,000	800,000	925,000	Projected increase of 15.8% from the 2020-21 budget as revenues to the market are returning from the impacts of COVID-19. FY21-22 is projected to be 21.2% less than pre pandemic budget levels for the 2019-20 budget.
Partner Services	33,000	57,000	57,000	Revenues from partners in the Gateway building specifically for shared services provided through the TDA and CVB in the Gateway Building. Services include phone, data, server and Gateway front desk staff support. no projected change
Holiday Caravan Parade	30,000	40,000	40,000	Revenues from the Holiday Caravan Parade. Rowan Tourism will continue to support the Parade by processing the parade's fiscal transactions. No occupancy tax revenues will be utilized for supporting the Parade. only Parade revenues and Parade funds to be used to cover Parade expenses
Misc. and Ticket Sales	3,000	600	1,000	Annually TDA averages \$1,000 to \$2,000 in misc. revenues and processing ticket sales for partners
Gateway Building	90,000	110,000	110,000	Revenues from office space leases and meeting space rentals in the TDA owned Gateway building
Tourism ARP Funding			595,000	\$595,000 total in ARP funding received for FY2021-22. \$495,000 to general fund for lost tax revenues (\$410,000) and reimbursable COVID expenses (\$85,000). \$100,000 designated to administer a program to support local lodging businesses and arts, cultural and historic organizations in Rowan County.
Trolley	60,000	6,000	33,000	Revenues from trolley tours, rentals, sponsorships & ticketed events. Projecting revenues to be less than FY19-20 budget with an increase from 20-21 based on current booking schedule and a reduction in COVID restrictions
<b>Total Revenue</b>	<b>1,391,000</b>	<b>1,013,600</b>	<b>1,761,000</b>	

Expenses

Marketing & Visitor Services	Budget Notes			
CVB: Marketing, Branding/Visitors Services	900,000	700,000	910,000	Tourism funding to the CVB (501c6). Funding for marketing, communications, public relations, visitor services, tourism staff, branding, Trolley programming and CVB operations; per the TDA-CVB Memorandum of Understanding and operating structure since FY2016-17. An additional \$45,000 allocation for FY21-22 for upgrades to digital infrastructure and staff support from the impacts of the pandemic.
Tourism Capital Projects	190,000	77,500	420,000	Allocate \$350,000 from general fund to retire the Railwalk interlocal agreement and \$70,000 for additional capital expenditures
Lodging, Arts & Culture ARP Support			100,000	Designated ARP funding to launch a program to support Rowan County lodging, arts, cultural and historic organizations impacted by the COVID pandemic.
Tourism Operating Reserves			100,000	Tourism program operating reserves for General Fund
Holiday Caravan Parade	30,000	60,000	40,000	Expenses associated with the Holiday Caravan Parade, expenditures are approved by the Parade Committee/Organizers. Rowan Tourism will continue to support the Parade by processing the parade's fiscal transactions. No occupancy tax revenues will be utilized for supporting the Parade. only Parade revenues and funds to be used to cover Parade expenses
Gateway Building	80,000	80,000	90,000	Operational costs for Gateway (maintenance, janitorial, utilities, repairs, service agreements, property and liability insurance)
Partner Services	24,000	10,000	10,000	Expenses paid on behalf of partners in the Gateway building specifically for shared services provided just through the TDA (expenses coded to CVB are included in CVB operating budget)
Trolley	24,000	5,000	10,000	Trolley related expenses specific to ownership costs related to the Trolley (maintenance, repairs, tags, insurance)
Supplies & Equipment	6,500	4,000	4,000	Office supplies and materials for the TDA and copier usage
Miscellaneous	5,000	4,100	4,000	
<b>Total Marketing &amp; Visitor Services</b>	<b>1,259,500</b>	<b>940,600</b>	<b>1,688,000</b>	

Operations & Administration

	Budget Notes			
Rowan County TDA Operations Staff	72,500	38,000	38,000	Funding for TDA staff, Tourism Services Coordinator position. TDA required to maintain an employee in the NCLGERS Pension system per initial membership.
Payroll Taxes	5,400	3,000	3,000	
TDA Employee Retirement	11,600	5,000	5,000	LGERS pension and NC457 contributions
NCACC Insurance	12,000	12,000	12,000	Annual insurance for TDA properties and liability insurances
Professional Services	30,000	15,000	15,000	Accounting, legal and audit services for TDA
<b>Total Operations &amp; Admin.</b>	<b>131,500</b>	<b>73,000</b>	<b>73,000</b>	
<b>Total Expenses</b>	<b>1,391,000</b>	<b>1,013,600</b>	<b>1,761,000</b>	
<b>Difference</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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## FINANCIAL SUMMARY REPORT AS OF 5-31-2021

Report Date: June 14, 2021

**\*The Tourism Authority utilizes accrual-based accounting. Year to date expenses typically run about 6 weeks ahead of year-to-date revenues. \***

### Year to Date Statement of Activities: Highlights as of 5-31-2021

- Revenue on an accrual basis fiscal year to date from occupancy taxes equals \$759,613 and is ahead of the 2020-21 budget projections by \$26,280 or 3.6%.
  - Total occupancy tax revenue loss to date since the onset of COVID-19: (\$377,155)
    - Total tax losses from COVID as of 6-30-21 are still on pace to equal between \$410,000 to \$420,000
  - Occupancy tax revenue collections through 4-30-21 for FY20-21 are down 29% from the same period utilizing pre-pandemic figures.
  - April 2021 occupancy tax collections were up 127% from April 2020, but were down 6.9% from April 2019. (April 2020 was the worst month economically during the pandemic)
    - April figures were inline with initial data and early projections
    - Initial figures from May 2021 show improvement over April 2021
    - Substantial increases in consumer spending on travel and hospitality began in April and carried into May and coincided with an increase in tax refunds and additional stimulus payments plus new child tax credits. Concerns rest around long term sustainability of the consumer demand for travel with business travel still down from pre-pandemic levels.
- Fiscal Year to Date revenues are ahead of expenses by \$111,820
  - Revenues are ahead of budget by \$50,666
  - Expenses are under budget by \$61,154

### Balance Sheet: Summary as of 5-31-2021

- Total Current Assets with the TDA equaled \$314,600 an increase of approximately \$23,264 from April 2021.
- Accounts Receivables equaled \$169,268 consisting of April and May occ. taxes.
- Cash on hand as of 5-31-21 equaled \$145,332 an increase of \$13,264 from April
  - Cash position in NC Capital Management Trust is being increased each month to provide for additional reserve funds and will be a minimum of \$60,000 by the end of the fiscal year.
- Total assets equaled \$3,167,111

**Rowan County Tourism Development Authority**  
**Profit & Loss Budget Performance**  
 July 2021 through June 2022

12/09/21

	Jul '21 - Jun 22	Annua Budget	Jul '21 - Jun 22
Ordinary Income/Expense			
Income			
4350 - Tourism ARP Funding	595,000.00	595,000.00	595,000.00
4070 - Misc and Ticket Sales	94.06	1,000.00	94.06
4060 - Holiday Caravan Parade	54,360.00	40,000.00	54,360.00
4010 - Occupancy taxes	521,194.00	925,000.14	521,194.00
4000 - Trolley Operations	14,451.80	33,000.00	14,451.80
4300 - Gateway Building Revenue	40,737.30	109,999.86	40,737.30
4025 - Partner Services	6,000.00	57,000.00	6,000.00
<b>Total Income</b>	<b>1,231,837.16</b>	<b>1,761,000.00</b>	<b>1,231,837.16</b>
<b>Gross Profit</b>	<b>1,231,837.16</b>	<b>1,761,000.00</b>	<b>1,231,837.16</b>
Expense			
6002 - Operating Reserves	0.00	100,000.00	0.00
6001 - ARP Grants	152,483.32	100,000.00	152,483.32
6501 - Tourism Capital Projects	373,087.50	420,000.00	373,087.50
6510 - Holiday Caravan Parade Expense	45,829.70	40,000.00	45,829.70
6511 - Partner Service Expense	0.00	10,000.00	0.00
60001 - Marketing & Visitor Services	0.00	0.00	0.00
6000 - Covid-19 Contingency	398,728.63	910,000.00	398,728.63
6135 - Salisbury-Rowan CVB	0.00	0.00	0.00
6140 - Destination Mktg Programs/Ser	3,500.00	3,500.00	3,500.00
6050 - Destination Development	0.00	0.00	0.00
6485 - Trolley	1,033.74	10,000.00	1,033.74
6165 - Marketing Supplies & Equipment	115.92	3,999.98	115.92
6070 - Miscellaneous	1,375.00	4,000.02	1,375.00
60001 - Marketing & Visitor Services - Other	0.00	0.00	0.00
<b>Total 60001 - Marketing &amp; Visitor Services</b>	<b>404,753.29</b>	<b>928,000.00</b>	<b>404,753.29</b>
60002 - Operations & Administration	10,490.69	38,000.00	10,490.69
6010 - RCTDA Operations Staff	786.04	3,000.00	786.04
6025 - Payroll taxes and unemployment	704.03	5,000.00	704.03
6030 - Retirement	-135.24	0.00	-135.24
6020 - Health Benefits	459.00	12,000.00	459.00
6040 - Worker's comp insurance	8,721.40	15,000.00	8,721.40
6105 - Professional Services	61,912.16	90,000.00	61,912.16
6600 - Gateway Building Expenses			
<b>Total 60002 - Operations &amp; Administration</b>	<b>82,938.08</b>	<b>163,000.00</b>	<b>82,938.08</b>
<b>Total Expense</b>	<b>1,059,091.89</b>	<b>1,761,000.00</b>	<b>1,059,091.89</b>
<b>Net Ordinary Income</b>	<b>172,745.27</b>	<b>0.00</b>	<b>172,745.27</b>
<b>Net Income</b>	<b>172,745.27</b>	<b>0.00</b>	<b>172,745.27</b>

10



**Rowan County Tourism Development Authority**  
**Statement of Financial Position**  
**As of May 31, 2021**

Accrual Basis

	<u>May 31, 21</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1052 · F&M Bank-Operating 9224	13,060.15
1020 · Petty cash	16.83
1050 · First Bank checking #0436	10,660.97
1065 · NC Capital Mgmt Trust	50,005.44
1070 · First Bank MM account-4509	71,588.85
<b>Total Checking/Savings</b>	<u>145,332.24</u>
<b>Accounts Receivable</b>	
1201 · Accounts Receivable	169,268.04
<b>Total Accounts Receivable</b>	<u>169,268.04</u>
<b>Total Current Assets</b>	314,600.28
<b>Fixed Assets</b>	
1503 · RAILWALK PAVILION	506,594.36
1501 · Land	250,604.00
1500 · Building	2,098,436.00
1505 · Computers	13,223.52
1510 · Furniture & fixtures	51,529.00
1515 · Office equipment	23,278.13
1516 · Trolley cars	319,880.00
1990 · Accumulated depreciation	<u>-425,370.81</u>
<b>Total Fixed Assets</b>	2,838,174.20
<b>Other Assets</b>	
1900 · Pension Asset	14,337.00
<b>Total Other Assets</b>	<u>14,337.00</u>
<b>TOTAL ASSETS</b>	<u><u>3,167,111.48</u></u>

**Rowan County Tourism Development Authority**  
**Statement of Financial Position**  
**As of May 31, 2021**

Accrual Basis

	<u>May 31, 21</u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2039 · United Way	-380.00
2033 · State withholding payable	120.00
2035 · Retirement withholding	184.63
2100 · Payroll Liabilities	<u>2,654.57</u>
<b>Total Other Current Liabilities</b>	<u>2,579.20</u>
<b>Total Current Liabilities</b>	2,579.20
<b>Long Term Liabilities</b>	
2105 · Interlocal Payable	350,000.00
2700 · Pension Deferrals	16,932.00
2500 · Compensated Absences	<u>12,590.38</u>
<b>Total Long Term Liabilities</b>	<u>379,522.38</u>
<b>Total Liabilities</b>	382,101.58
<b>Equity</b>	
3050 · Investment in fixed assets	2,488,174.00
3100 · Fund balance	105,460.78
3105 · Restricted Fund Balance	79,555.00
Net Income	<u>111,820.12</u>
<b>Total Equity</b>	<u>2,785,009.90</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>3,167,111.48</u></u>

**Rowan County Tourism Development Authority  
Statement of Activities**

Accrual Basis

May 2021

	May 21	Jul '20 - May 21
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4070 · Misc and Ticket Sales	4.57	1,555.37
4060 · Holiday Caravan Parade	0.00	39,801.47
4010 · Occupancy taxes	89,268.04	759,613.61
4000 · Trolley Operations		
4210 · Trolley - Rentals	0.00	0.00
4000 · Trolley Operations - Other	8,607.19	18,340.39
<b>Total 4000 · Trolley Operations</b>	8,607.19	18,340.39
4300 · Gateway Building Revenue	4,580.28	104,050.05
4025 · Partner Services	0.00	56,439.12
<b>Total Income</b>	102,460.08	979,800.01
<b>Gross Profit</b>	102,460.08	979,800.01
<b>Expense</b>		
6501 · Tourism Capital Projects	1,806.56	6,545.96
6510 · Holiday Caravan Parade Expense	0.00	60,211.77
6511 · Partner Service Expense	0.00	367.48
60001 · Marketing & Visitor Services		
6135 · Salisbury-Rowan CVB	58,542.15	664,802.94
6140 · Destination Mktg Programs/Ser	0.00	0.00
6465 · Trolley	0.00	5,141.50
6165 · Marketing Supplies & Equipment	75.92	1,005.38
6070 · Miscellaneous	259.00	1,323.22
60001 · Marketing & Visitor Services - O...	0.00	0.00
<b>Total 60001 · Marketing &amp; Visitor Services</b>	58,877.07	672,273.04
60002 · Operations & Administration		
6010 · RCTDA Operations Staff	3,076.92	31,469.45
6025 · Payroll taxes and unemployment	442.51	2,625.36
6030 · Retirement	315.08	3,296.14
6020 · Health Benefits	0.00	0.00

**Rowan County Tourism Development Authority  
Statement of Activities**

Accrual Basis

May 2021

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	<u>May 21</u>	<u>Jul '20 - May 21</u>
6040 · Worker's comp Insurance	878.00	1,764.00
6105 · Professional Services	575.00	10,945.00
6600 · Gateway Building Expenses	13,446.16	78,481.69
<b>Total 60002 · Operations &amp; Administration</b>	<u>18,733.67</u>	<u>128,581.64</u>
<b>Total Expense</b>	<u>79,417.30</u>	<u>867,979.89</u>
<b>Net Ordinary Income</b>	<u>23,042.78</u>	<u>111,820.12</u>
<b>Net Income</b>	<u><u>23,042.78</u></u>	<u><u>111,820.12</u></u>

**Rowan County Tourism Development Authority**  
**Profit & Loss Budget Performance**  
 July 2020 through June 2021

06/10/21

	Jul '20 - Jun '21	Budget	Jul '20 - Jun '21
<b>Ordinary Income/Expense</b>			
Income			
4070 - Misc and Ticket Sales	1,555.37	600.00	1,555.37
4060 - Holiday Caravan Parade	39,801.47	40,000.00	39,801.47
4010 - Occupancy taxes	759,613.61	800,000.00	759,613.61
4000 - Trolley Operations	18,340.39	6,000.00	18,340.39
4300 - Gateway Building Revenue	104,050.05	110,000.00	104,050.05
4025 - Partner Services	56,439.12	57,000.00	56,439.12
4045 - Other Revenue	0.00	0.00	0.00
<b>Total Income</b>	<b>979,800.01</b>	<b>1,013,600.00</b>	<b>979,800.01</b>
<b>Gross Profit</b>	<b>979,800.01</b>	<b>1,013,600.00</b>	<b>979,800.01</b>
<b>Expense</b>			
6501 - Tourism Capital Projects	6,545.96	70,000.00	6,545.96
6510 - Holiday Caravan Parade Expense	60,211.77	60,000.00	60,211.77
6511 - Partner Service Expense	367.48	10,000.00	367.48
60001 - Marketing & Visitor Services			
6000 - Covid-19 Contingency	0.00	0.00	0.00
6135 - Salisbury-Rowan CVB	664,802.94	700,000.00	664,802.94
6140 - Destination Mktg Programs/Ser	0.00	0.00	0.00
6465 - Trolley	5,141.50	10,000.00	5,141.50
6165 - Marketing Supplies & Equipment	1,065.38	4,000.00	1,065.38
6070 - Miscellaneous	1,323.22	3,700.00	1,323.22
60001 - Marketing & Visitor Services - Other	0.00	0.00	0.00
<b>Total 60001 - Marketing &amp; Visitor Services</b>	<b>672,273.04</b>	<b>717,700.00</b>	<b>672,273.04</b>
60002 - Operations & Administration			
6010 - RCTDA Operations Staff	35,680.82	38,000.00	35,680.82
6025 - Payroll taxes and unemployment	2,928.20	4,900.00	2,928.20
6030 - Retirement	3,296.14	4,000.00	3,296.14
6020 - Health Benefits	0.00	0.00	0.00
6040 - Worker's comp insurance	1,764.00	12,000.00	1,764.00
6105 - Professional Services	10,945.00	17,000.00	10,945.00
6600 - Gateway Building Expenses	78,481.69	80,000.00	78,481.69
6145 - Office Postage	0.00	0.00	0.00
<b>Total 60002 - Operations &amp; Administration</b>	<b>133,095.85</b>	<b>155,900.00</b>	<b>133,095.85</b>
6560 - Payroll Expenses	0.00	0.00	0.00
<b>Total Expense</b>	<b>872,494.10</b>	<b>1,013,600.00</b>	<b>872,494.10</b>
<b>Net Ordinary Income</b>	<b>107,305.91</b>	<b>0.00</b>	<b>107,305.91</b>
<b>Net Income</b>	<b>107,305.91</b>	<b>0.00</b>	<b>107,305.91</b>

**VISIT  
ROWAN COUNTY**

SALISBURY, NORTH CAROLINA

*Be an original.*

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**2021-2022 ROWAN COUNTY TOURISM  
PROPOSED BUDGET AND PROGRAM OF WORK**

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# 2021-2022 ROWAN COUNTY TOURISM BUDGET MESSAGE MAY 20, 2021

Rowan County Tourism Board of Directors:

The Rowan County Tourism staff in partnership and coordination with the Tourism Budget and Finance Committee are honored to submit a proposed program of work, strategic direction and operating budgets for the Tourism Authority and Convention and Visitors Bureau for fiscal year 2021-2022. The work plan and budgets are focused on supporting Rowan County Tourism and Hospitality Sector as it continues to recover from the economic impacts of the COVID-19 pandemic. As of May 2021 the local tourism economy is rebounding but not recovered to pre pandemic levels. Rowan County Tourism will dedicate resources to continuing economic recovery.

Rowan County Tourism is County-wide in scope, its efforts are directed towards the development and promotion of Rowan County's tourism-related businesses and organizations including all sections and communities of the County through strategies and programs that seek to increase visitation and grow annual visitor expenditures in Rowan County.

County tourism efforts are organized to tell Rowan County's original story, promote and encourage visitor expenditures and to assemble and disseminate information designed to further develop Rowan County's position with visitors.

For fiscal year 2021-2022 the Tourism Board identified strategies, goals and scopes of work for the organization to focus on in 2021-2022. The proposed budget seeks to provide capacity to manage and implement the expectations and goals of the Tourism Board.

***Key areas identified by the Tourism Board:***

- Sales and marketing to support increased economic activity and recovery from the impacts of COVID-19 on the local tourism economy.
- Allocate resources to continuing Tourism's existing program of work and resources for tourism-related businesses and organizations.
- Further emphasis on digital marketing, packages and incentive travel.
- Resources to support tourism staff and general operations.
- Flexible approach to future tourism related capital projects.



**James Meacham**  
Chief Executive Officer  
Rowan County Tourism  
[www.visitsalisburync.com](http://www.visitsalisburync.com)

VISIT  
ROWAN COUNTY

SALISBURY, NORTH CAROLINA

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**2021-2022 STRATEGIC MARKETING GOALS**



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## 2021-2022 OBJECTIVES AND GOALS

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- Promote COVID-19 safe travel to Rowan County based on current executive orders/restrictions and monitor local health conditions.
- Continue to promote the Rowan County brand through destination marketing and digital avenues to reach a regional audience.
- Emphasize Rowan County key attractions and activities as developed to boost and promote overnight visitation.
- Foster relationships between key Rowan County tourism partners and their activities to create destination awareness.
- Develop consistent regional marketing through strategic traditional and digital advertising.
- Promote and grow tours and programming of the F&M Bank Historic Trolley System through visitor services and digital avenues.
- Manage and maintain relationships with existing and potential groups hosting events and making group accommodations in Rowan County lodging properties.
- Continue to increase engagement within the destination and expand communication with partners and communities

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## DESTINATION AWARENESS MARKETING

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Destination Awareness Marketing will be completed throughout the year to attract new and returning visitors to Rowan County. Marketing will be done through numerous avenues in order to keep Rowan County top of mind and encourage overnight stays.

- Play a central role in advocacy in promoting Rowan County as a destination for overnight travel, as well as business travel to promote community growth.
- Promote Rowan County as a destination with a rich array of original destination experiences with personalized options for our visitors and overnight travelers.
- Stay and Play Packages will be offered in conjunction with tourism partners to promote overnight stays in Rowan County in exchange for various incentive options related to their stay.
- Continue offering support to partners and their activities through the Tourism Support Program that fosters hospitality, lodging and overnight event packages.
- Develop up-to-date video and photo assets that promote the destination.

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## DIGITAL MARKETING

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Digital Marketing will continue to support and enhance the larger Destination Marketing Plan for Rowan County. Digital Marketing will be accomplished through the use of VisitSalisburyNC.com website and blog, Visit Rowan County social media platforms, e-Newsletters and Google Ads.

- Encourage two-way conversation and engagement through Visit Rowan County social media platforms to connect with customers through all stages of their experiences in Rowan County.
- Maintain and increase various styles of blogs for distribution through VisitSalisburyNC.com and Visit Rowan County social media platforms to inform visitors of original attractions and experiences awaiting them in Rowan County. These blogs present highly customized content about the destination to potential audiences.
- Redesign and update VisitSalisburyNC.com to meet post pandemic digital marketing trends and demands, while maintaining a visitor friendly experience in finding information about attractions, restaurants, special offers, lodging accommodations and more.
- Continue to promote Rowan County attractions and special events through the use of Google Pay Per Click and GeoFencing in order to reach a larger audience on multiple websites who may be searching for destinations or activities similar to what can be found in Rowan County.
- Digital Marketing efforts will focus on presenting consistent, compelling content that displays an original destination experience. This will be accomplished through the use of user generated content and testimonials to display a first-hand view of Rowan County as a destination.
- Place greater emphasis on market segmentation in order to attract distinct groups to our destination. Avoid promotion that suggests Rowan County has something for everyone, but rather promote what distinct experience it has for individual groups. This will allow for highly curated and customized destination content.
- Encourage visitors, locals and other destination stakeholders to promote and share the destination brand and experience through their own eyes through social media platforms
- Develop a partnership with regional tourism influencers to promote travel to Rowan County to a larger audience

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## BRANDING

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The Convention and Visitors Bureau will continue to promote and foster the countywide branding initiative. We will continue to support our community partners with the Be an Original branding. The Convention and Visitors Bureau will continue to promote our own brand, as well as our key assets that make our county a destination for travelers and overnight guests.

- All promotional materials, traditional and digital, will follow brand guidelines and stand as good representation of the Visit Rowan County brand. The Be an Original tagline will serve as the basis of all marketing and branding.
- Protect Rowan County's assets by presenting a cohesive look and feel, promoting an original experience. Presenting an original brand image will influence travel decisions and help attract visitors seeking a deep and transformative experience in Rowan County.

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## GROUP SALES

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Continuous efforts will be made to work with groups and organizations wishing to make large group arrangements in Rowan County lodging properties. Rowan County CVB staff will work alongside groups to support and help them make preparations for their event and assist with implementation.

- Staff will maintain and protect current group relationships, as well as foster new group relationships to attract tournaments, conferences, events and more to Rowan County in order to be catalysts for economic development.
- Continue to place emphasis on market segmentation in order to attract distinct groups to our destination. Avoid promotion that suggests Rowan County has something for everyone, but rather promote what original experiences it has to offer for individual groups. This will allow for highly curated and customized destination content.
- Staff will maintain communication between Rowan County lodging properties to make them aware of groups visiting the county.
- Staff will maintain follow-up communication after groups visit Rowan County.

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## VISITOR SERVICES

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Traditional visitor services will continue to be offered through the Rowan County Visitors Center. Visitors can request brochures to be mailed, or stop in for additional information on attractions.

- Continue to accommodate visitor requests for materials to be mailed.
- Provide a visitor friendly atmosphere by assisting with questions about attractions, directions, events and more.
- New collateral pieces will be designed and produced as needed to promote the destination.
- Visitor Center will continue to serve as central hub for F&M Bank Trolley System

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## TROLLEYS

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The F&M Bank Trolley System will continue to be used as a destination experience for tours, weddings, groups and more.

- Maintain and increase F&M Bank Trolley System programming and Historic Salisbury tours.
- Continue communication and relationships between the Trolley System and partners, such as: F&M Bank and Novant Health.
- Explore new holiday specific trolley tours.

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**

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## OVERARCHING MARKETING TRENDS

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CVB marketing team will stay abreast to current overarching marketing trends in the tourism industry.

- Travel safety Information
- Inspiration Tactics
- Amazing Digital Experiences
- Influencers
- Outdoor Focused Keywords
- Paid Google Searches
- Context Aware Marketing
- Emphasis on Local Destinations
- User generated content
- Video and Photo
- Promote the experience instead of the benefits
- Family travel

**\*\*\*Programs will be implemented as COVID-19 restrictions and market demand develop.**

**\*\*\*Continue to support local tourism businesses and their efforts to recover from COVID-19.**