

VISIT ROWAN COUNTY

SALISBURY, NORTH CAROLINA

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

Wednesday, May 19, 2021, Noon, In person and Via GoToMeeting

MEETING AGENDA

- I. Call to Order
- II. Approval of April 2021 Meeting Minutes
- III. Financial Report
 - A. Financial Summary
 - B. 2021-22 Fiscal Year Tourism Budgets
 - C. Schedule Public Hearing for 2021-22 Fiscal Year Budget
- IV. Program of Work Report
 - A. Destination Marketing Report
 - B. Gateway Building
 - C. Destination Development
- V. Additional Business
- VI. Adjourn

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ROWAN COUNTY TOURISM BOARD OF DIRECTORS MEETING – Virtual

Wednesday, April 21, 2021: 12:00 pm

BOARD MEETING MINUTES

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

Not Attending: Cyndi Greenwood, Karen Alexander, Krista Osterweil

TDA Staff: James Meacham, Sarah Michalec, Mary Scott

RCTDA Call to Order

Meacham called the RCTDA to order at 12:00pm. Osterweil and Greenwood were unable to attend the meeting today due to labor shortages at their properties.

Approval of the Minutes

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

Second: Don Bringle

Motion: Approved

Organizational & Financial Update

Meacham gave an organizational update reporting that as of today. Occupancy taxes through Feb, 28, 2021 were down 27% from same period in fiscal year 2019-20. Collections in February are down about 29% from February 2020. Initial figures from March do show improvement over February. Revenue fiscal year to date from occupancy taxes equals \$576,077 and is right in line with budget projections. Gateway Building revenues year to date equal \$90,555 and are in line with projections. Fiscal year to date revenue is ahead of expenses by \$35,360. Meacham reported that occupancy tax loss to date since the onset of Covid-19 is \$360,963. Total losses are on pace to equal \$410,000 - \$420,000 by June 30, 2021.

Meacham reported total current assets with the TDA are \$240,699 which is an increase of \$28,236 from February 2021. Accounts receivable equal \$126,428. Cash on hand as of March 31, 2021 was \$114,270 and fixed assets equaled \$3,093,210. Meacham noted that many corporations are still heavily limiting company travel. There has been an uptick in leisure travel and March 2021 has been the best month since early March 2020.

Meacham presented an audit contract to the board for consideration from Eddie Carrick, CPA.

Motion: Craig Pierce made the motion to approve the audit contract from Eddie Carrick, CPA for fiscal year 2020-21 at \$4,500.

Second: John Ketner

Motion: Approved

Destination Marketing Report

Meacham is reporting for Furr who could not attend the meeting today. Meacham reported that the Destination Marketing Committee (DMC) met in April and will be meeting quarterly. Meacham reported that two tourism support applications were approved at the DMC meeting last week. Meacham shared that A Day Out With Thomas and Polar Express events are happening this year and tickets go on sale for Thomas in May 2021. 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 will be promoting and assisting with packages for both events once again this year.

Don Bringle said that the county parks will probably not have Autumn Jubilee event this fall due to the large numbers of attendees in such a small area. Meacham noted that ticketed events are easier to manage than events such as Autumn Jubilee or Farmer's Day.

Meacham said staff should know something soon regarding the Little League Softball Tournament that is once again being discussed. This event involves teams from several states so there are a lot of moving parts that must be worked through.

Sarah Michalec gave the digital marketing report stating that the email newsletter continues to grow in subscribers and do well with an increasing open rate. The visitsalisburync.com website is being refreshed and updated daily to reflect which sites and businesses are open and promoting primary marketing campaigns. March marketing and promotion focused on the "Local Eats" contest. The "Local Eats" Contest was promoted across all platforms and tied in with the blog. 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. Michalec reported that the contest was also promoted with Google ads PPC (Pay per View) with 464,000 impressions and 5,000 clicks recorded as of March 31st. The contest is getting seen and showing good feedback.

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.

Meacham announced that Mary Scott Norris is leaving for a new opportunity in Atlanta, Georgia. Her last day will be May 7th. She will be missed at the CVB, but staff wishes her all the best. The Visitor Services/Trolley position will be posted soon.

Program of Work Report

Meacham reported that the CVB Offices have officially moved to suite 280 in the Gateway building. Meacham reported that staff is starting to receive meeting room requests again for the Gateway building. Organizations are starting in-person meetings again.

Meacham reported that the RailWalk Pavilion signage and ghost sign restoration have been completed. The approval process for the signage was interesting with two hearings required but worked out well in the end. The Farmer's Market first Saturday went very well, and the new signage looks great.

Meacham thanked the board for 100% participation in the questionnaire that was sent out prior to meeting asking each board member their input on various topics moving forward. Meacham reviewed and discussed the results of the survey with the group. The questionnaire asked opinions on what primary focuses should be, thoughts on time and fund investment, etc. Responses were unique and Meacham reviewed several comments received from the surveys.

5 key program of work areas for Rowan County Tourism

1. Sales & Marketing
2. Business Development
3. Destination & Product Development
4. Program & Visitor Services
5. Community & Business Resources

Administration priorities for Rowan County Tourism post COVID-19 internal operations

1. General Operations
2. Marketing & Sales
3. Tourism Capital Projects
4. Human Capital
5. Retire Debt

The input will be utilized to develop the program of work and budget for the 2021-22 fiscal year.

Meacham thanked Commissioner Craig Pierce for all his help over the years for Tourism. Meacham noted that 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/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 tourism authorities, lodging and sites and attractions with some of their losses as well.

Commissioner Pierce stated that lost occupancy revenue tax revenue can be reimbursed to the local tourism authority. Pierce and Meacham are working through the details of the legislation, the local tourism related losses and opportunities to assist local tourism segments to regain some of these losses. The county should receive around \$28 million in funds that can be used to assist the local tourism industry segments. Meacham said that by late May or early June staff will know more about the actual details of the funds available for partners.

The meeting adjourned at 1 pm.

Respectfully submitted.

Lesley Pullium, SRCVB

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FINANCIAL SUMMARY REPORT AS OF April 30, 2021

Report Date: May 18, 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 4-30-2021

- Revenue on an accrual basis fiscal year to date from occupancy taxes equals \$670,345 and is ahead of the 2020-21 budget projections
 - Total occupancy tax revenue loss to date since onset of COVID-19: (\$374,786)
 - Total tax losses from COVID as of 6-30-21 are on pace to equal between \$410,000 to \$420,000
 - Occupancy tax revenue collections through 3-31-21 are down 23% from the same period in FY2019-20.
 - March 2021 occupancy tax collections were up 28% from March 2020, but were down 14.4% from March 2019. (pandemic economic impacts began second week of March 2020 in Rowan County)
 - March figures were inline with initial data and early projections
 - Initial figures from April 2021 show improvement over March 2021 but are short in all major indicators from April 2019.
- Fiscal Year to Date revenues are ahead of expenses by \$87,128

Balance Sheet: Summary as of 4-30-2021

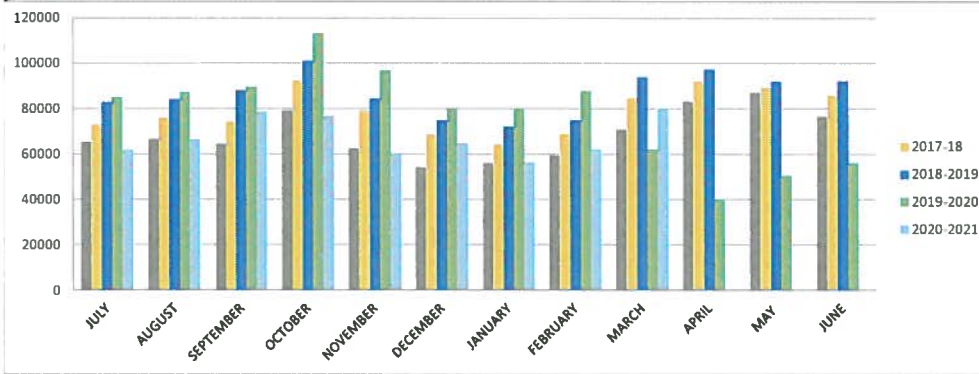
- Total Current Assets with the TDA equaled \$291,336 an increase of approximately \$50,667 from March 2021.
- Accounts Receivables equaled \$159,268 consisting of March and April occ. taxes.
- Cash on hand as of 4-30-21 equaled \$132,068 \$114,270 an increase of \$17,798 from March
 - Cash position in NC Capital Management Trust is being increased each month to provide for additional reserve funds
- Total assets equaled \$3,143,847

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	195,779.40	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%	80,068.73	28.8%
Quarter Total	186,352.75	217,577.62	16.8%	240,982.61	10.8%	230,144.88	-4.5%	198,409.63	-13.8%
April	83,161.39	92,168.35	10.8%	97,300.73	5.6%	39,870.97	-59.0%		
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	\$ 825,422.45	\$ 948,193.46	14.9%	\$ 1,038,301.23	9.5%	929,851.33	-10.4%	607,009.67	

Compared to Pre-Pandemic
-14.7%
-17.7%

Decrease in tax revenues since COVID:
\$374,785.22



Rowan County Tourism Development Authority
Statement of Financial Position
As of April 30, 2021

Accrual Basis

	<u>Apr 30, 21</u>
ASSETS	
Current Assets	
Checking/Savings	
1052 · F&M Bank-Operating 9224	13,060.15
1020 · Petty cash	16.83
1050 · First Bank checking #0436	18,070.50
1065 · NC Capital Mgmt Trust	40,005.44
1070 · First Bank MM account-4509	<u>60,915.27</u>
Total Checking/Savings	132,068.19
Accounts Receivable	
1201 · Accounts Receivable	<u>159,268.04</u>
Total Accounts Receivable	<u>159,268.04</u>
Total Current Assets	291,336.23
Fixed Assets	
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>
Total Fixed Assets	2,838,174.20
Other Assets	
1900 · Pension Asset	<u>14,337.00</u>
Total Other Assets	<u>14,337.00</u>
TOTAL ASSETS	<u><u>3,143,847.43</u></u>

Rowan County Tourism Development Authority
Statement of Financial Position
As of April 30, 2021

Accrual Basis

	<u>Apr 30, 21</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2039 · United Way	-380.00
2033 · State withholding payable	120.00
2035 · Retirement withholding	184.63
2100 · Payroll Liabilities	<u>2,433.30</u>
Total Other Current Liabilities	<u>2,357.93</u>
Total Current Liabilities	2,357.93
Long Term Liabilities	
2105 · Interlocal Payable	350,000.00
2700 · Pension Deferrals	16,932.00
2500 · Compensated Absences	<u>12,590.38</u>
Total Long Term Liabilities	<u>379,522.38</u>
Total Liabilities	381,880.31
Equity	
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>88,777.34</u>
Total Equity	<u>2,761,967.12</u>
TOTAL LIABILITIES & EQUITY	<u><u>3,143,847.43</u></u>

Rowan County Tourism Development Authority
Statement of Activities Actual vs Budget
July 2020 through April 2021

Accrual Basis

	<u>Jul '20 - Apr ...</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Ordinary Income/Expense			
Income			
4070 · Misc and Ticket Sales	1,550.80	500.00	1,050.80
4060 · Holiday Caravan Parade	39,801.47	33,333.34	6,468.13
4010 · Occupancy taxes	670,345.57	666,666.66	3,678.91
4000 · Trolley Operations	9,733.20	5,000.00	4,733.20
4300 · Gateway Building Revenue	99,469.77	91,666.66	7,803.11
4025 · Partner Services	56,439.12	47,500.00	8,939.12
Total Income	<u>877,339.93</u>	<u>844,666.66</u>	<u>32,673.27</u>
Gross Profit	877,339.93	844,666.66	32,673.27
Expense			
6501 · Tourism Capital Projects	4,739.40	58,333.34	-53,593.94
6510 · Holiday Caravan Parade Expense	60,211.77	50,000.00	10,211.77
6511 · Partner Service Expense	367.48	8,333.34	-7,965.86
60001 · Marketing & Visitor Services			
6135 · Salisbury-Rowan CVB	606,260.79	583,333.34	22,927.45
6465 · Trolley	5,141.50	8,333.34	-3,191.84
6165 · Marketing Supplies & Equipment	929.46	3,333.34	-2,403.88
6070 · Miscellaneous	1,064.22	3,083.34	-2,019.12
Total 60001 · Marketing & Visitor Services	<u>613,395.97</u>	<u>598,083.36</u>	<u>15,312.61</u>
60002 · Operations & Administration			
6010 · RCTDA Operations Staff	28,392.53	31,666.66	-3,274.13
6025 · Payroll taxes and unemployment	2,182.85	4,083.34	-1,900.49
6030 · Retirement	2,981.06	3,333.34	-352.28
6040 · Worker's comp insurance	886.00	10,000.00	-9,114.00
6105 · Professional Services	10,370.00	14,166.66	-3,796.66
6600 · Gateway Building Expenses	65,035.53	66,666.66	-1,631.13
Total 60002 · Operations & Administration	<u>109,847.97</u>	<u>129,916.66</u>	<u>-20,068.69</u>
Total Expense	<u>788,562.59</u>	<u>844,666.70</u>	<u>-56,104.11</u>
Net Ordinary Income	<u>88,777.34</u>	<u>-0.04</u>	<u>88,777.38</u>
Net Income	<u><u>88,777.34</u></u>	<u><u>-0.04</u></u>	<u><u>88,777.38</u></u>

* This report reflects activity as of 5/5/2021.

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

06/05/21

	Jul '20 - Jun 21	Budget	Annual	Jul '20 - Jun 21
Ordinary Income/Expense				
Income				
4070 - Misc and Ticket Sales	1,550.80	600.00	1,550.80	1,550.80
4060 - Holiday Caravan Parade	39,801.47	40,000.00	39,801.47	39,801.47
4010 - Occupancy taxes	670,345.57	800,000.00	670,345.57	670,345.57
4000 - Trolley Operations				
4215 - Trolley - Ridership/Tours	0.00	0.00	0.00	0.00
4210 - Trolley - Rentals	0.00	0.00	0.00	0.00
4000 - Trolley Operations - Other	9,733.20	6,000.00	9,733.20	9,733.20
Total 4000 - Trolley Operations	9,733.20	6,000.00	9,733.20	9,733.20
4300 - Gateway Building Revenue	99,469.77	110,000.00	99,469.77	99,469.77
4025 - Partner Services	56,439.12	57,000.00	56,439.12	56,439.12
4045 - Other Revenue	0.00	0.00	0.00	0.00
Total Income	877,339.93	1,013,600.00	877,339.93	877,339.93
Gross Profit	877,339.93	1,013,600.00	877,339.93	877,339.93
Expense				
6501 - Tourism Capital Projects	4,739.40	70,000.00	4,739.40	4,739.40
6510 - Holiday Caravan Parade Expense	60,211.77	60,000.00	60,211.77	60,211.77
6511 - Partner Service Expense	367.48	10,000.00	367.48	367.48
60001 - Marketing & Visitor Services				
6000 - Covid-19 Contingency	0.00	0.00	0.00	0.00
6135 - Sallsbury-Rowan CVB	606,260.79	700,000.00	606,260.79	606,260.79
6140 - Destination Mkg Programs/Ser				
6465 - Trolley	0.00	0.00	0.00	0.00
6165 - Marketing Supplies & Equipment	5,141.50	10,000.00	5,141.50	5,141.50
6070 - Miscellaneous	929.46	4,000.00	929.46	929.46
60001 - Marketing & Visitor Services - Other	1,064.22	3,700.00	1,064.22	1,064.22
60001 - Marketing & Visitor Services	0.00	0.00	0.00	0.00
Total 60001 - Marketing & Visitor Services	613,395.97	717,700.00	613,395.97	613,395.97
60002 - Operations & Administration				
6010 - RCTDA Operations Staff	29,930.99	38,000.00	29,930.99	29,930.99
6025 - Payroll taxes and unemployment	2,293.48	4,900.00	2,293.48	2,293.48
6030 - Retirement	2,981.06	4,000.00	2,981.06	2,981.06
6020 - Health Benefits	0.00	0.00	0.00	0.00
6040 - Worker's comp insurance	886.00	12,000.00	886.00	886.00
6105 - Professional Services	10,370.00	17,000.00	10,370.00	10,370.00
6600 - Gateway Building Expenses	65,035.53	80,000.00	65,035.53	65,035.53
6145 - Office Postage	0.00	0.00	0.00	0.00
Total 60002 - Operations & Administration	111,497.06	155,900.00	111,497.06	111,497.06
6560 - Payroll Expenses	0.00	0.00	0.00	0.00
Total Expense	790,211.68	1,013,600.00	790,211.68	790,211.68
Net Ordinary Income	87,128.25	0.00	87,128.25	87,128.25
Net Income	87,128.25	0.00	87,128.25	87,128.25

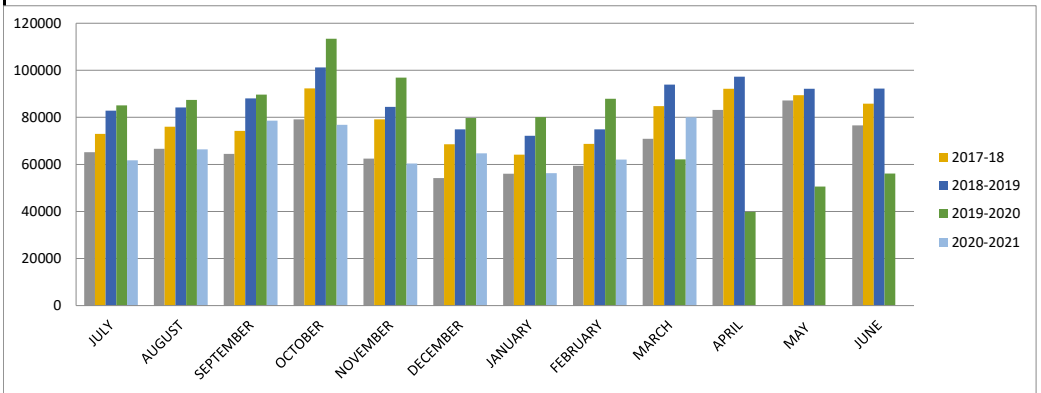
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Rowan County Occupancy Tax Receipts (GROSS)

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%
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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	195,779.40	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%	80,068.73	28.8%
Quarter Total	186,352.75	217,577.62	16.8%	240,982.61	10.8%	230,144.88	-4.5%	198,409.63	-13.8%
April	83,161.39	92,168.35	10.8%	97,300.73	5.6%	39,870.97	-59.0%		
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%		
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Penalties									
Year Total	\$ 825,422.45	\$ 948,193.46	14.9%	\$ 1,038,301.23	9.5%	929,851.33	-10.4%	526,940.94	

Compared to Pre-Pandemic
-14.7%
-17.7%

Decrease in tax revenues since COVID:
\$374,786.22



**VISIT
ROWAN COUNTY**

SALISBURY, NORTH CAROLINA

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

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 2019-2020. 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.

Sincerely,



James Meacham
Chief Executive Officer
Rowan County Tourism
www.visitsalisburync.com

VISIT
ROWAN COUNTY

SALISBURY, NORTH CAROLINA

Be an original.

2021-2022 STRATEGIC MARKETING GOALS

2021-2022 OBJECTIVES AND GOALS

- 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.**

DESTINATION AWARENESS MARKETING

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.**

DIGITAL MARKETING

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.**

BRANDING

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.**

GROUP SALES

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.**

VISITOR SERVICES

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.**

TROLLEYS

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.**

OVERARCHING MARKETING TRENDS

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.**

**Rowan County Tourism Development Authority
2021-2022 Proposed Budget**

Revenues

Budget Notes

	FY19-20	FY20-21	FY21-22	
Occupancy Tax Revenue	1,175,000	800,000	925,000	Projected increase of 15.6% 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
COVID Rescue Funds				Once final funds are determined TDA Board would be required to amend the budget based on timing and receipt of funds. Staff will present a supplemental budget for rescue funds.
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.
Total Revenue	1,391,000	1,013,600	1,166,000	

Expenses

Budget Notes

Marketing & Visitor Services

CVB: Marketing, Branding/Visitors Services'	900,000	700,000	865,000	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
Tourism Capital Projects	190,000	77,500	70,000	Capital budget Railwalk Interlocal to County
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	
Total Marketing & Visitor Services	1,259,500	940,600	1,093,000	

Operations & Administration

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
Total Operations & Admin.	131,500	73,000	73,000	
Total Expenses	1,391,000	1,013,600	1,166,000	
Difference	0	0	0	

Rowan County CVB Fiscal Year 2021-22 Proposed Budget

Revenue	Budget Notes			
	FY19-20	FY20-21	FY21-22	
Tourism Support, Marketing-Visitors Services	900,000.00	700,000.00	865,000.00	Tourism funding from Rowan County TDA (Public Authority) 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
Cooperative Marketing Partnerships	57,000.00	0.00	0.00	Currently no plans for cooperative marketing programs due to budget constraints from COVID and impacts to partner budgets. Staff will explore opportunities as the fiscal year unfolds.
Misc.	1,000.00	0.00	1,200.00	
Total Revenue	958,000.00	700,000.00	866,200.00	

Marketing and Visitor Services

Marketing, Communications & Partner Services	360,000.00	184,000.00	267,000.00	Decrease from FY19-20 budget and pre pandemic levels with an increase in FY21-22 from FY20-21 as revenues have increased as the economic impacts of COVID have decreased. The Tourism Board prioritized marketing, partner services and support and returning staff to pre pandemic levels.
CVB Staff Wages	360,000.00	300,000.00	360,000.00	Staff hours and wages returned to pre pandemic levels after reductions were implemented at the end of FY19-20 and carried over into FY20-21.
Rowan County Branding/Dig. Inf. Loan	86,400.00	86,400.00	86,400.00	No changes from FY20-21, continuation of all scheduled payments.
Trolley	14,000.00	3,000.00	10,000.00	Decrease in expenses due to decrease in Trolley demand, ridership and usage compared to FY19-20 budget with an increase from FY20-21 based on current booking schedule and a reduction in COVID restrictions.
Visitor Center & Office Rent	27,000.00	27,000.00	19,200.00	Decrease in rent costs with the CVB relocating offices in the Gateway building to the second floor.
Professional Development	3,600.00	3,600.00	3,600.00	No changes from FY19-20 and FY20-21. Training and travel expenses for CVB staff and expenses for hosted CVB meetings
Miscellaneous	1,000.00	1,000.00	1,000.00	
Total Marketing & Visitor Services	852,000.00	605,000.00	747,200.00	

Administration

Office Supplies	4,000.00	4,000.00	4,000.00	Office supply expenses
Payroll Taxes	28,000.00	23,000.00	28,000.00	
Employee Retirement	12,000.00	5,000.00	12,000.00	(Matching contribution from the CVB for employees, budget based on full participation) Returning to plan to pre pandemic employer match level from FY19-20 budget).
Insurance (health, work comp,	60,000.00	46,000.00	60,000.00	(Includes health and ancillary benefit plan for CVB employees) Increase from FY20-21 budget due to reduction in force in FY20-21 from COVID-19 labor reductions.
Workers Comp, Liab. Ins.	2,000.00	2,000.00		Moved to insurance line item to consolidate line items
Professional Services	0.00	15,000.00	15,000.00	Accounting, legal and audit fees.
Total Operations	106,000.00	95,000.00	119,000.00	
Total Expenses	958,000.00	700,000.00	866,200.00	
Difference	0.00	0.00	0.00	

Rowan County Tourism
 Fiscal Year 2021-2022
 Destination Marketing Program Budget
 Appendix B

General Budget Allocation FY 2021-2022

		Budget Notes
Destination Marketing Program Funding	267,000.00	Appropriation from CVB General Budget

Program Revenue **267,000.00**

Expenses	Year to Date	Budget Notes (Expenses)
Direct Support Programs	100,500.00	Marketing funds to support for Day out With Thomas and Polar Express
Tourism Partner Support Funds	12,000.00	Tourism support funds allocated by the Destination Marketing Committee (DMC) for tourism partner support requests and sponsorships that adhere to and meet funding requirements for support funds as outlined and adopted by the DMC.
Tourism Digital Infrastructure/ Marketing	124,500.00	Includes unallocated funds for utilization of general digital marketing, including: updated website, updated photography and video, social media paid promotion, influencer program, PPC, GeoFencing. All digital infrastructure, SimpleView (including: website, CMS, CRM, e-newsletters, blogs, database, server, cloud, server hosting cost, and data), telecommunication, Walser Technologies, and copier/postage
Tourism Marketing Programs	20,000.00	Unallocated funds for utilization by the Destination Marketing Committee and Tourism Staff for, but not limited to collateral production, brand marketing, community/partner engagement, fulfillment costs, trolley marketing and marketing supplies and production costs.
Marketing Reserves	10,000.00	Reserve funds for marketing opportunities and programs that may arise during FY 21-20 that were not initially identified at the start of the Fiscal Year and additional partner support requests

Total Marketing & Visitor Services **267,000.00**

Difference **0.00**