



Jackson County TDA 2022-23 Proposed Budget

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Presented this 25th day of May, 2022



**JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
FY 2022 - 2023 PROPOSED BUDGET**

In accordance with G.S. 159, the Local Government Budget and Fiscal Control Act, the proposed budget for the fiscal year beginning July 1, 2022 and ending June 30, 2023, is hereby presented for your consideration and approval. A virtual Budget Hearing will be held on Wednesday, June 15, 2022 at 12:55 PM. Please call 828-339-1160 and request to be added to the virtual meeting to provide oral comment during the meeting. You will need to provide an email address or phone number to receive the link or number for the meeting. You must call to make this request by 11:00 AM, Wednesday, June 15, 2022. A public notice has been published in accordance with all the requirements of G.S. 159-12 as well as other State and Federal requirements.

The Room Occupancy Tax rate is four (4) percent. There is a significant increase this year in available fund balance due to excess collections during COVID-19 from leisure travel.

Staff: Adjustments are recommended for staff salaries based on Destinations International Compensation and Benefits Study. The Executive Director salary is set at \$98,000 in a three-year contract - this is a \$3,000 increase from total compensation in the final year of the last contract; no incentive pay or bonuses are included. The Sales and Marketing Manager salary is set at \$56,000 due to additional staff supervision responsibilities. A new full time position for Social Media Content Manager is set at \$50,000. All pay rates become effective July 1.

During FY 21-22, the JCTDA created a Tourism Capital Project Fund and placed \$500,000 into 24-4926-550-01. For FY 22-23, a \$250,000 allocation is recommended, bringing the total available for the TCPF for FY 22-23 to \$750,000. All Capital Projects must be approved by the JCTDA Board and the Jackson County Commissioners.

Public Relations in the amount of \$105,000 is proposed in the following line item:

24-4926-393-01	Public Relations	\$105,000
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The public relations figure includes the retainer fee of \$75,000 and a \$30,000 allocation for PR-related projects, influencers, and travel writers.

Additional budget information on the following page.

The Advertising budget has been broken down into advertising, website projects, and media components for a total cost of \$724,242.

24-4926-370-00	Ad Firm Media	\$473,310	65.35%
24-4926-370-01	Website Service	\$21,600	2.98%
24-4926-370-02	Creative and Production Services	\$90,000	12.43%
24-4926-370-03	Digital Campaign Reporting	\$13,200	1.82%
24-4926-370-04	Email Campaigns	\$21,600	2.98%
24-4926-370-05	SEM Management Fee	\$18,000	2.49%
24-4926-393-05	Website Projects	\$12,500	1.73%
24-4926-393-06	Ad Firm Retainer - Brand Leadership	\$60,840	8.40%
24-4926-393-08	Misc. Agency Expenses	\$13,192	1.82%

The Visitor Center operation contracts under 24-4926-393-00 are proposed to remain the same as the current year. Sylva and Cashiers Space Allocation will increase by 3%. Dillsboro costs are related to providing more brochure racks/displays in town as opposed to a staffed-center.

The total for all visitor center operations is \$168,067.

Jackson County Chamber of Commerce	\$72,000
Hooper House Foundation Space	\$10,227
Dillsboro projects	\$1,000
Office Supplies, Water Service for Visitors	\$3,500
Copier lease	\$2,264
GrowthZone lead software	\$1,896
Total Jackson Center	\$90,887
Cashiers Area Chamber	\$66,000
Cashiers Area Chamber - Space	\$9,180
Office Supplies, Water Service for Visitors	\$2,000
Total Cashiers Center	\$77,180



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS,
CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority

GOALS AND STRATEGY

2022-2023 Executive Director Goals

Top Priorities:

- Oversee the launch of our Tourism Capital Project Fund to deliver impactful projects to our residents and visitors alike.
- Use data and research to continually refine our target markets that bring the highest return on investment to our communities while reducing visitor impact.
- Focus on sustainability efforts to lessen the impact of tourism on our communities.
- Partner with other entities on solutions for workforce, affordable housing, and broadband, which all affect the visitor economy.
- Ensure our growing team receives ongoing education, advancement and support from our organization.

Ongoing:

- Build the destination brand around the community's goals, values and creative energy.
- Increase and prioritize messaging for the high-value, mindful visitor who contributes more to our community, economically and otherwise.
- Balance the need for growth with responsible and sustainable development.
- Develop outreach programs in the local community to broaden our networks.
- Be more involved in economic development initiatives.
- Connect visitor experience with the quality of life of residents in my community.
- Expand networks and collaboration with health, safety and security organizations to improve our destination's resilience to future shocks.
- Adopt operating standards and consistent measures of performance with other destination organizations.
- Develop new KPIs to better measure the economic and social impact of tourism and business events beyond visitor volume.
- Acquire competencies and skill sets to effectively compete in a disruptive economy.



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS,
CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority

GOALS AND STRATEGY

2022-23 Sales and Marketing Manager Goals

Social Media

- Create the best and most relevant content among competing DMOs – Increase the overall Engagement Rate for our Instagram and Facebook content
- Begin utilizing TikTok advertising and grow TikTok following to at least five hundred followers
- Mitigate decreased performance from algorithm changes by posting original content –grow our audiences by producing more video content
- Target new demographics by producing relevant campaigns specific to those audiences
- Get ahead of the latest social media trends while maintaining brand consistency

Blog & E-News

- Focus on authentically telling the story of Jackson County while also appealing to the right traveler
- Create more dynamic, creative, and relevant blogs
- Create the best E-News Content – Increase both Open Rates & Click-Through Rate
- Optimize all content for cross-channel integration between the website and social media to increase brand awareness and relevancy

Sales

- Increase efficiency of sales efforts by focusing on regional trade shows for key markets

Ongoing Departmental Goals FY 22-23

Social Media

- Couple data with audience sentiment to deliver relevant content
- Produce content that is representative of our audience with a focus on Diversity, Equity, and Inclusion
- Promote sustainability initiatives and encourage visitors to adhere to The Leave No Trace Seven Principles®
- Explore new creative approaches to content marketing
- Use data to create and deliver optimal paid campaigns - capitalize on opportunities year-round
- Use data-centric decision making to optimize ad delivery and efficiency

Sales

- Represent the JCTDA at sales trade shows that align with the JCTDA Sales Plan
- Focus on creating and sustaining relationships with buyers in market segments that work for Jackson County
- Present Jackson County's natural assets, unique meeting spaces, and accommodation inventory to buyers
- Continue to build group travel clientele for Jackson County
- Work with accommodation providers to fill room blocks during need periods
- Work with group planners, tour operators, and local stakeholders to create unique experiences for groups visiting Jackson County



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority GOALS AND BUDGET

Executive Director Notes for 2022-23 Budget

- We are budgeting conservatively for the upcoming fiscal year and projecting a budget of \$2.1 million. This is up considerably from almost \$1.1 million pre-pandemic. The increase is largely a result of COVID-19 traveler preference and an increase in leisure travel, but also the reopening of High Hampton. We expect that demand will slow over time as the market corrects itself and inflation-controlling measures and a potential mild-recession slow travel. Currently we have \$2 million in fund balance and over \$300,000 in investments, so we are in a strong cash position should we recognize a shortfall. We are expected to end the current fiscal year above budgeted revenue, and if this occurs, there will be additional available fund balance going into FY 22-23.
- We have included funds for a full-time Social Media Content Manager in FY 22-23.
- Proposed salary adjustments for staff are based on Destinations International Compensation and Benefits Study to comparable destinations within our budget size. The adjustments will place our staff within the 25th percentile of pay ranges in their positions. The will get us closer to being competitive to retain the highest trained staff which is a pillar of our strategic plan. Jackson County also underwent an adjustment of employee salaries this year. I consider the adjustments an investment for the future of the TDA, the destination, and its programs and success.
- The JCTDA identified a suitable office location for staff during FY 21-22 and the full annual costs of office space are included in the FY 22-23 budget. We were fortunate to sign a five year lease during FY 21-22 to secure office space at a set price to limit inflation in lease costs.
- The costs for printing have increased significantly during FY 21-22 due to rising supply costs and inflation. We've budgeted for an increase this fiscal year as well and are being prudent about printed products and are supplementing them with digital offerings when/where feasible.
- We will continue promotion of off-peak and shoulder-season travel to generate demand during need periods. This effort has proven successful in the past few years seeing occupancy increase several percentage points in the January-March time period when compared with the same period in prior years. Shifting demand provides much needed revenue to our businesses but also accomplishes our strategic goal pillar of becoming a year-round destination.
- In sales efforts, we are shifting focus from group sales-related trade shows to more motorcoach and local markets to better maximize our return on investment. We will field leads received for larger groups, however, will continue to focus representation at shows on smaller market meetings and regional drive and motorcoach markets.

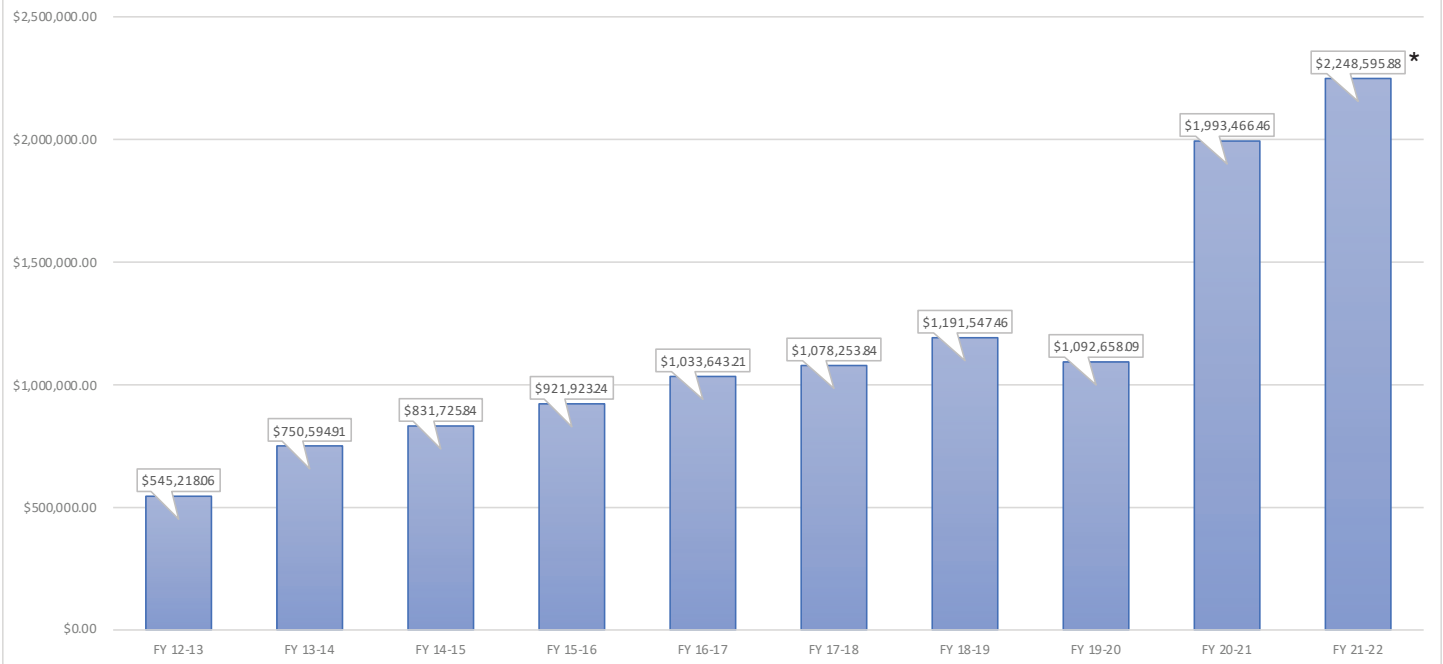




NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority BUDGET & FINANCE FY 22-23

Fiscal Year Occupancy Tax Collections



*This figure will increase as there are remaining months of the current fiscal year.

Year	2016	2017	2018	2019	2020	2021
Fund Balance Ending June 30	\$ 546,117	\$ 575,908	\$ 535,808	\$ 541,937	\$ 700,167	\$ 1,837,439

Year	Tax Rate	Totals	Accommodation Sales	YOY Change in Sales
FY 19-20	4%	\$1,092,658.09	\$27,316,452.25	-8.30%
FY 18-19	4%	\$1,191,547.46	\$29,788,686.50	10.51%
FY 17-18	4%	\$1,078,253.84	\$26,956,346.00	4.32%
FY 16-17	4%	\$1,033,643.21	\$25,841,080.25	12.12%
FY 15-16	4%	\$921,923.24	\$23,048,081.00	10.84%
FY 14-15	4%	\$831,725.84	\$20,793,146.00	10.81%
FY 13-14	4%	\$750,594.91	\$18,764,872.75	3.25%
FY 12-13	3%	\$545,218.06	\$18,173,935.33	---

Visitor Spending & Impact

Year	Lodging	F&B	Recreation	Retail	Transport
2020	\$72,900,000	\$93,100,000	\$37,800,000	\$29,500,000	\$59,400,000

Year	Expenditures	Change	Payroll	Employment	State Tax Receipts	Local Tax Receipts	Tax Savings
2020	\$292,700,000	1.20%	\$84,500,000	2,141	\$11,100,000	\$12,800,000	\$537.62
2019	\$295,000,000						
2018	\$280,940,000						
2017	\$268,600,000						
2016	\$251,990,000						

Due to a change in 2021 related to the methodology for calculating economic impact by VisitNC only detailed statistics are available for 2020 and total spend for prior years. Source: The Economic Impact of Travel on North Carolina Counties. This study was prepared for Visit North Carolina by Tourism Economics

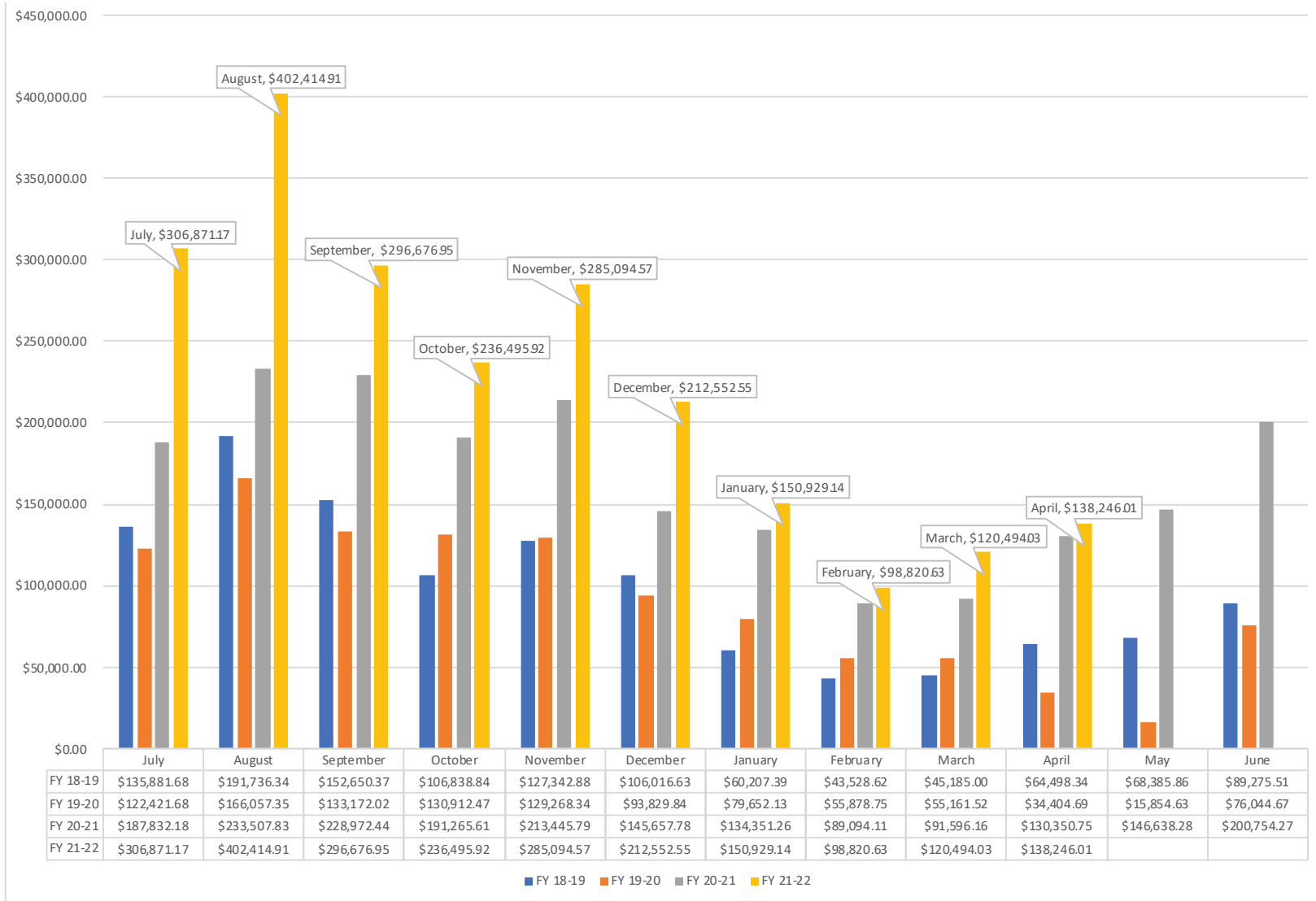


NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority

BUDGET & FINANCE FY 22-23

Monthly Occupancy Tax Collections



Collections in process for FY 22-23 as of this report



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS,
CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority FUND RESERVE POLICY

Jackson County Tourism Development Authority Fund Balance Reserve Policy

Fund Balance Reserve Purpose

The Fund Reserve Policy is created for the following purposes:

1. Avoid cash-flow interruptions
2. Provide funding for unanticipated, non-recurring, significant expenses that cannot be absorbed with annual revenues and cannot be avoided
3. Allow the TDA to sustain operations during unanticipated emergencies

Fund Balance Reserve Establishment

Contributions can be made to the Fund Reserve gradually so as not to disrupt the Occupancy Tax available for TDA use. The Target Balance should be reached no later than 24 months past the creation of this policy.

Reserves

The Fund Reserve Balance will be an amount equivalent to 30-percent of the current fiscal year's budget. The target fund balance will fluctuate depending on future annual operational budgets. An additional eight percent of the unappropriated fund balance will be reserved and restricted as required by the Local Government Commission for local government entities.

Fund Balance Reserve Use and Replenishment

The Executive Director will determine when use of the Fund Reserve is needed and will present its petition to the Board for evaluation and approval.

Restoring the Fund Reserve Balance to its target level should be a priority. The Board should determine the means and timeframe to replenish amounts used from the Fund Reserve.

Date Approved: November 13, 2019



**JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
REQUESTED BUDGET**

Number	Description	LAST YEAR BUDGET FY 2020-2021	CURRENT YEAR BUDGET FY 2021-2022	ACTUAL YTD FY 2021-2022	CURRENT YEAR REMAINING FY 2021-2022	REQUESTED BUDGET FY 2022-2023	PROPOSED BUDGET FY 2022-2023
REVENUES							
24-3230-130-00	JACKSON COUNTY TDA	1,939,628.00	2,200,000.00	1,940,230.65	259,769.35	2,060,000.00	2,060,000.00
24-3270-170-01	JACKSON TDA - PENALTY	5,000.00	5,000.00	1,534.22	3,465.78	5,000.00	5,000.00
24-3270-190-00	MARKETING AND ADVERTISING	8,706.00	10,000.00	-	10,000.00	10,000.00	10,000.00
24-3496-260-00	NC DEPT OF COMMERCE-EDPNC	25,750.00	-	-	-		
24-3496-260-01	NC DEPT OF COMMERCE DES TAX	244.00	-	-	-		
24-3496-260-02	MOUNTAIN BIZWORKS PPP	24,497.00	-	-	-		
24-3831-491-00	INVESTMENT EARNINGS	3,000.00	1,000.00	255.19	744.81	1,000.00	1,000.00
24-3839-890-00	MISCELLANEOUS	-	-	-	-		
24-3991-000-00	FUND BALANCE	-	413,075.00	-	413,075.00	71,913.00	579,098.00
TOTAL REVENUES:		\$ 2,006,825.00	\$ 2,629,075.00	\$ 1,942,020.06	\$ 687,054.94	\$ 2,147,913.00	\$ 2,655,098.00
EXPENDITURES							
24-4926-121-00	SALARIES & WAGES	120,271.00	135,159.00	121,688.02	13,470.98	204,000.00	210,000.00
24-4926-126-00	PART-TIME SALARIES	-	20,000.00	-	20,000.00	-	-
24-4926-170-00	BOARD MEMBER EXPENSE	425.00	9,500.00	3,385.64	6,114.36	900.00	900.00
24-4926-181-00	SOCIAL SECURITY CONTRIBUTION	7,457.00	8,690.00	7,557.80	1,132.20	12,648.00	13,020.00
24-4926-182-00	RETIREMENT EXPENSE	12,208.00	16,020.00	12,483.78	3,536.22	24,684.00	25,410.00
24-4926-183-00	HOSPITALIZATION INSURANCE	18,540.00	19,425.00	13,608.03	5,816.97	22,758.00	22,758.00
24-4926-185-00	UNEMPLOYMENT INSURANCE	524.00	720.00	556.09	163.91	780.00	780.00
24-4926-186-00	WORKMAN'S COMPENSATION	1,266.00	1,330.00	446.00	884.00	2,055.00	2,055.00
24-4926-187-00	MEDICARE TAX	1,744.00	2,032.00	1,917.72	114.28	2,958.00	3,045.00
24-4926-190-00	PROFESSIONAL SER-COUNTY	16,250.00	16,250.00	13,541.70	2,708.30	16,250.00	16,250.00
24-4926-191-00	PROFESSIONAL SER-AUDIT	8,750.00	7,250.00	7,250.00	-	7,200.00	7,200.00
24-4926-192-00	LEGAL SERVICES	3,000.00	2,000.00	-	2,000.00	2,000.00	2,000.00
24-4926-260-00	OFFICE SUPPLIES	3,963.00	9,500.00	8,765.81	734.19	6,000.00	6,000.00
24-4926-299-00	MISCELLANEOUS	6,810.00	20,954.00	9,195.29	11,758.71	10,520.00	10,520.00
24-4926-311-00	TRAVEL	8,299.00	35,845.00	27,751.70	8,093.30	49,550.00	49,550.00



**JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
REQUESTED BUDGET**

Number	Description	LAST YEAR BUDGET FY 2020-2021	CURRENT YEAR BUDGET FY 2021-2022	ACTUAL YTD FY 2021-2022	CURRENT YEAR REMAINING FY 2021-2022	REQUESTED BUDGET FY 2022-2023	PROPOSED BUDGET FY 2022-2023
24-4926-321-00	TELEPHONE	7,746.00	2,764.00	2,548.38	215.62	5,800.00	5,800.00
24-4926-321-01	TELEPHONE-VISITOR CENTERS	-	8,430.00	7,911.35	518.65	4,430.00	4,430.00
24-4926-325-00	POSTAGE	24,003.00	34,678.00	23,843.20	10,834.80	34,678.00	34,678.00
24-4926-331-00	UTILITIES	2,165.00	3,250.00	2,584.86	665.14	2,000.00	2,000.00
24-4926-341-00	PRINTING	79,741.00	99,741.00	33,693.16	66,047.84	106,741.00	106,741.00
24-4926-351-00	REPAIRS & MAINT-BUILDING	500.00	500.00	-	500.00	500.00	500.00
24-4926-370-00	AD FIRM MEDIA	810,570.00	438,529.00	381,203.51	57,325.49	473,310.00	473,310.00
24-4926-370-01	WEBSITE SERVICE	28,588.00	19,200.00	16,000.00	3,200.00	21,600.00	21,600.00
24-4926-370-02	CREATIVE & PRODUCTION SERVIC	62,915.00	135,000.00	131,253.85	3,746.15	90,000.00	90,000.00
24-4926-370-03	DIGITAL CAMPAIGN REPORTING	9,600.00	12,000.00	10,000.00	2,000.00	13,200.00	13,200.00
24-4926-370-04	E-MAIL CAMPAIGNS	5,700.00	7,200.00	5,875.00	1,325.00	21,600.00	21,600.00
24-4926-370-05	SEM MANAGEMENT	14,400.00	14,400.00	12,300.00	2,100.00	18,000.00	18,000.00
24-4926-370-07	SOCIAL MEDIA	8,400.00	-	-	-		
24-4926-370-09	SOCIAL MEDIA SPEND	-	82,000.00	52,649.44	29,350.56	120,000.00	120,000.00
24-4926-393-00	VISITOR CENTER OPERATIONS	167,872.00	178,421.00	141,441.99	36,979.01	168,067.00	168,067.00
24-4926-393-01	PUBLIC RELATIONS	68,250.00	111,200.00	86,392.54	24,807.46	105,000.00	105,000.00
24-4926-393-02	CONTRACTED SERVICES	22,000.00	22,000.00	18,333.30	3,666.70	22,000.00	22,000.00
24-4926-393-03	CONTRACTED SERVICES-RECORDIN	1,400.00	1,400.00	250.00	1,150.00	1,400.00	1,400.00
24-4926-393-05	CONTRACTED-WEBSITE	7,500.00	38,400.00	-	38,400.00	12,500.00	12,500.00
24-4926-393-06	CONTRACTED-AD FIRM RETAINER	44,550.00	60,840.00	50,505.00	10,335.00	60,840.00	60,840.00
24-4926-393-07	CONTRACTED SERVICES-STR	8,280.00	8,280.00	8,280.00	-	8,280.00	8,280.00
24-4926-393-08	CONTRACTED-AD FIRM MISC	12,200.00	18,392.00	17,204.78	1,187.22	13,192.00	13,192.00
24-4926-393-11	SOFTWARE,INTERNET,MISC SERVI	26,328.00	58,713.00	31,716.39	26,996.61	54,024.00	54,024.00
24-4926-393-14	CONTRACTED SERVICES-HR OUTSO	7,320.00	6,408.00	5,237.50	1,170.50	6,259.00	6,259.00
24-4926-393-15	RESEARCH AND ANALYTICS	-	62,000.00	46,000.00	16,000.00	68,500.00	68,500.00
24-4926-393-16	VISITNC FARMS APP	-	-	-	-	1,500.00	1,500.00
24-4926-412-00	BUILDING RENT	6,000.00	22,580.00	21,916.00	664.00	23,280.00	23,280.00
24-4926-454-00	INSURANCE	2,749.00	3,447.00	2,973.00	474.00	3,447.00	3,447.00



**JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
REQUESTED BUDGET**

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24-4926-491-00	DUES AND SUBSCRIPTIONS	4,150.00	7,503.00	7,144.98	358.02	7,362.00	7,362.00
24-4926-550-00	CAPITAL OUTLAY	5,448.00	23,349.00	22,251.11	1,097.89	5,000.00	5,000.00
24-4926-550-01	CAPITAL PROJECTS	20,000.00	500,000.00	-	500,000.00	250,000.00	750,000.00
24-4926-630-00	NC TOURISM RECOVERY GRANT	25,750.00	-	-	-		
24-4926-699-00	GRANTS	17,000.00	50,000.00	41,300.00	8,700.00	50,000.00	50,000.00
24-4926-699-02	MISCELLANEOUS DONATIONS	3,275.00	8,275.00	3,400.00	4,875.00	8,100.00	8,100.00
24-4926-990-00	CONTINGENCY	292,918.00	285,500.00	-	285,500.00	5,000.00	5,000.00
TOTAL EXPENDITURES:		\$ 2,006,825.00	\$ 2,629,075.00	\$ 1,412,356.92	\$ 1,216,718.08	\$ 2,147,913.00	\$ 2,655,098.00
TOTAL TRAVEL AND TOURIMS FUND 24		\$ -	\$ -	\$ 529,663.14	\$ (529,663.14)	\$ -	\$ -



**JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY PAYROLL BUDGET
FY 2022 - 2023**

Dept	Emp#	Last Name	First Name	Position	FTE	FY 2021 - 2022				FTE	FY 2022 - 2023
						Annual Salary	Incentive	Retention	Totals		New Salary
JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY											
4926	P1	Breedlove	Nicholas	Executive Director	1.00	\$ 80,000.00	\$ 5,000.00	\$ 5,000.00	\$ 90,000.00	1.00	\$ 98,000.00
4926	P2	Sullivan	Caleb	Sales and Marketing Manager	1.00	\$ 45,000.00	\$ 2,500.00	\$ -	\$ 47,500.00	1.00	\$ 56,000.00
4926		NEW POSITION		Social Media & Digital Content Specialist	0.50	\$ 23,920.00	\$ -	\$ -	\$ 23,920.00	1.00	\$ 46,000.00
TOTAL JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY					2.00	\$ 148,920.00	\$ 7,500.00	\$ 5,000.00	\$ 161,420.00	3.00	\$ 200,000.00



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority INTEGRATED MARKETING

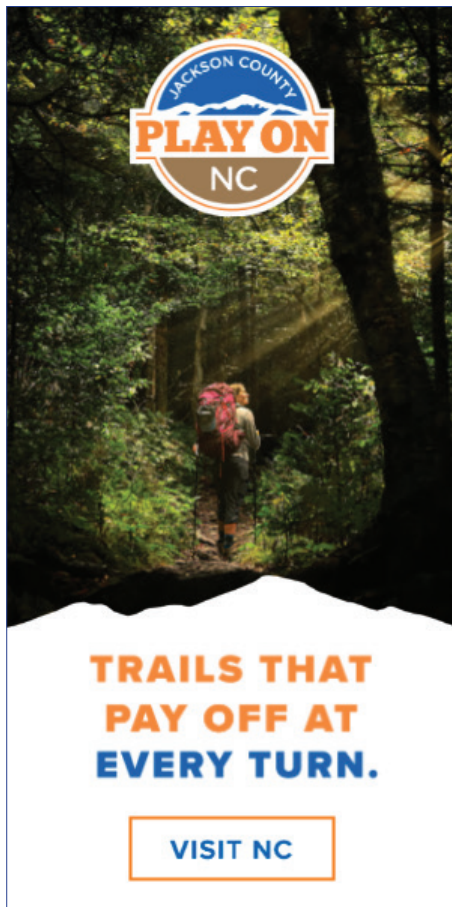
In collaboration with the Jackson County TDA's Executive Director, Buffalo Groupe Rawle Murdy (BGRM) sets strategy then plans and executes the integrated marketing programs for JCTDA. Based in Charleston, SC, BGRM has been leading successful marketing communications for travel and tourism clients for more than 40 years. The agency began working with the JCTDA in 2016.

Paid Media (Advertising)

Research, plan, buy and evaluate a variety of print and digital advertising media that drives quality leads/inquiries and visits to Jackson County.

Creative Development

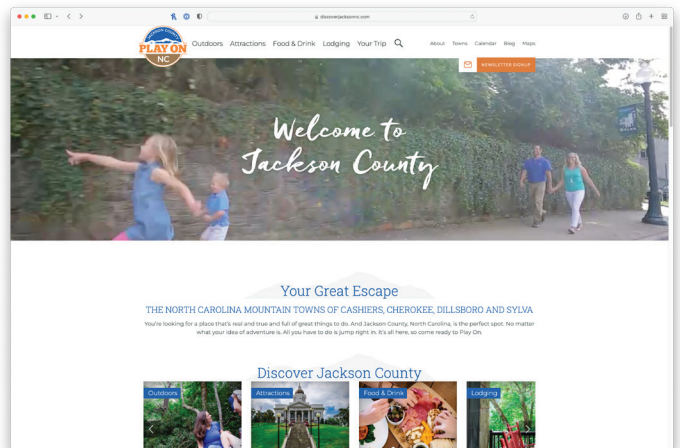
Creation of digital, print and video advertising promising that a trip to Jackson County is escape from their everyday lives they've been looking for. The 'Play On' brand is featured in all advertising and further supported through authentic imagery of Jackson County.



Website

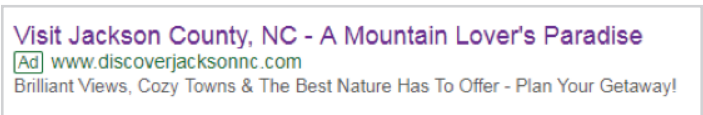
www.DiscoverJacksonNC.com is an online platform for all brand content supporting social media, paid search, email and paid media channels. The website features information on outdoor adventures, attractions, food & lodging listings and trip planning. The JCTDA reinvests in its website annually with new features and technology to stay in the forefront of the traveler's mind.

2021 Website Visitors - 380,000



Paid Search (SEM)

Sponsored ads that appear when a user is searching for anything Jackson County related on Google or Bing.



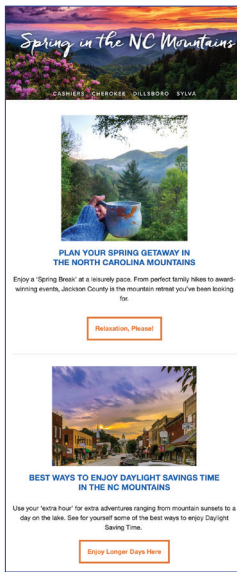


NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority INTEGRATED MARKETING

E-Mail

Engaging monthly emails to our database of 62,500 people promoting the happenings in Jackson County and encouraging overnight trips. The JCTDA authors the content and RawleMurdy deploys.



Social Media Advertising (Paid efforts)

- 215% Increase in Impressions at over 24 million
- 136.5% Increase in Engagements to over 1.1 million
- 98.3% Increase in Link Clicks to over 791,000
- Cost Per Result and Cost Per Impression were down 20%



Lou Hammond Group is the Jackson County TDA's Public Relations Firm.

Research, Reporting and Analysis

A variety of leading-edge analytics tools are used to gather and analyze data, allowing for continual performance improvement of the website and digital marketing efforts. Data is evaluated from festivals and events, hotel feeder cities, Smith Travel Research, and a variety of sources that influence media buys and targeting across all platforms and campaigns.

Social Media

Organic and Paid Social is handled in house by Staff.

2021 Overview

Organic Social Media

- 161.1% Increase in Impressions across our platforms at 67.8 million
- 108% Increase in Engagements at 3.6 million
- 13.6% Increase in Post Link Clicks at 304,000
- Audience Growth by 35% with over 257,000 followers

Each day the LHG team combs through 70 newspapers and nearly 200 websites. The team also reads 100+ regional and national magazines monthly to track client/competitor coverage and identify placement opportunities. Recaps are shared and often discussed throughout the agency. This team approach is also reflective when meeting and pitching journalists and social media influencers. In 2019, LHG account representatives met individually with 50+ top-tier writers/influencers, conducted 29 media missions with clients in target markets such as New York, Atlanta, Los Angeles, Chicago, Houston, Dallas, Miami and Washington, D.C. and conducted 240 journalist visits. Adapting to travel sentiment, LHG hosted virtual events ongoing for various clients in 2020, including a wine tasting with Sonoma County Tourism, Kentucky Derby precelebration for Kentucky Tourism and cocktail class with Visit Providence.



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority INTEGRATED MARKETING

LHG conducts the following for Jackson County:

- Strategic planning
- Aggressive media relations implementation
- Thought leadership
- Media events, missions
- Media training, as needed
- Deskside appointments
- Group and individual press trips
- Awards and accolades planning and outreach
- Synergistic partnership and promotions
- Crisis strategy and management
- Reporting

The annual plan includes:

- Comprehensive media relations, including national and regional print, broadcast and digital
- Coordination of 8-10 media visits, either group or individual
- Organization of two media missions; thought leadership and account administration, including biweekly conference calls, monthly coverage reports and dashboard; inclusion on LHG social media channels
- Crisis planning and support
- Development industry partner relationships & ongoing strategic direction
- Events and promotional activities after budget direction

News Bureau

Respond 24/7 to media inquiries, refer coverage opportunities, give advice on trends and developments; develop & maintain fact file, image library; maintain dedicated media lists, segment & update ongoing; monitor key outlets through staff reading program, provide media clips

Media Pitching

Craft proactive pitch angles for multi-distribution with personalization, outreach across all platforms; print, digital, & broadcast. Includes segmented story ideas, dedicated pitch & editorial calendars, award outreach & tracking

Press Materials

Create press releases, review current materials, make updates

Media Missions/ Desk Sides

Schedule, provide briefing book, attend & follow up

Individual Visits

Schedule, provide briefing book, attend & follow up

Influencer Outreach

On a campaign basis: conduct research, determine strategies, develop targeted lists

TRAVEL+ LEISURE

March 18, 2022
UMV: 5,562,500

The Best Places to Travel in May

These are the best places to travel in May 2022.



By Patricia Doherty | March 18, 2022



It's time to enjoy the outdoors, so our list of the [best places to travel](#) in May includes [national parks](#) – one of the oldest, Yosemite, along with an introduction to the newest, [New River Gorge](#), in West Virginia. Greater Zion is home to Zion National Park, and if you prefer wine with your scenery, why not plan a visit to Oregon's Willamette Valley.

[Small towns](#) are blossoming in spring, and we present [Cashiers, North Carolina](#) and Greenville, South Carolina along with perennial favorites, San Antonio and Williamsburg. Oceanside, California has a walk-on role in a new movie. When an island vacation is called for, consider San Juan, just a few hours from Miami, or a bit further away, Madeira, Portugal. Italy's Amalfi Coast welcomes fewer visitors in May before the summer tourist season.

<https://bit.ly/3Ju4f1s>



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority VISITOR CENTERS

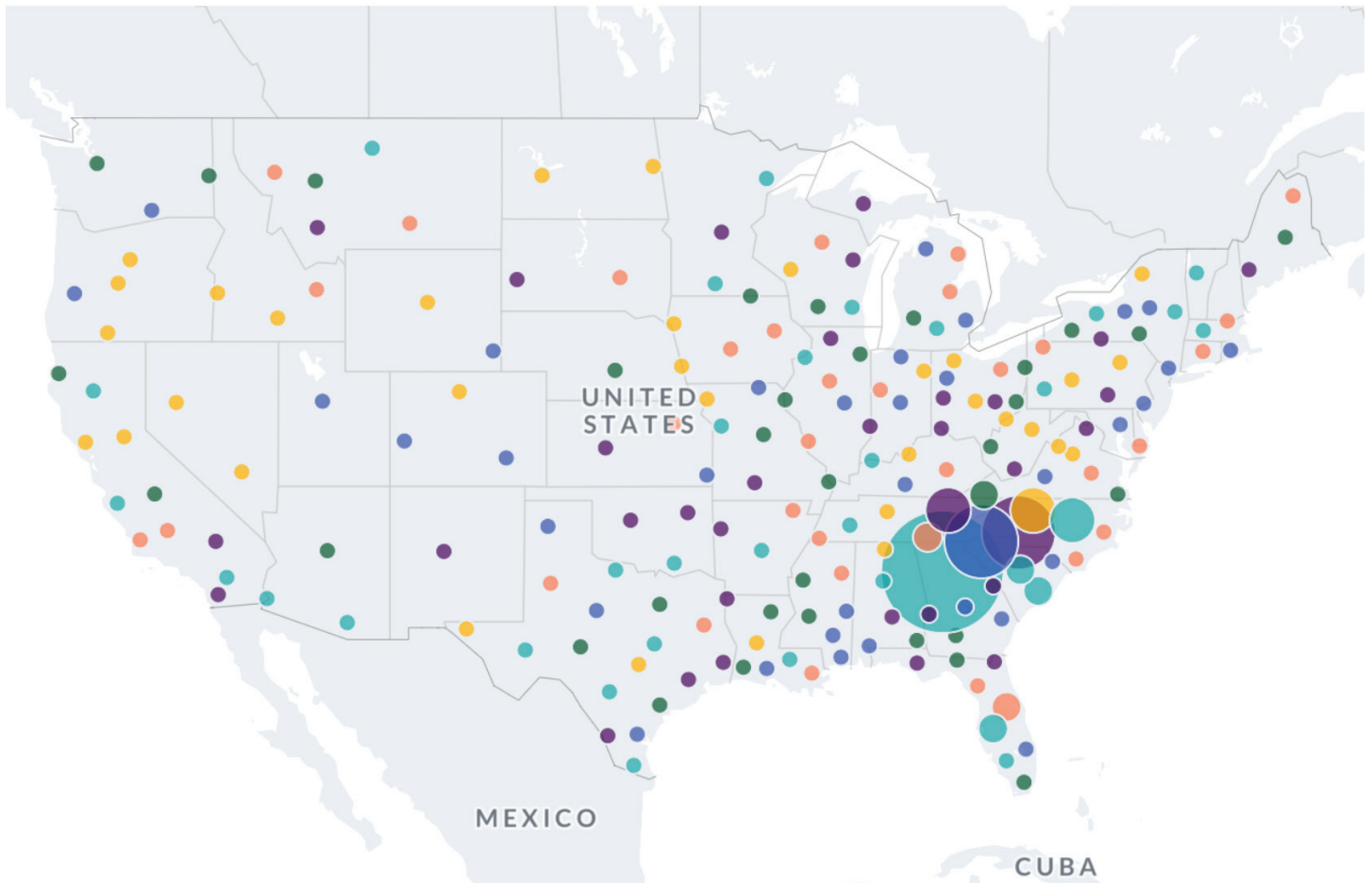


The JCTDA provides funding to operate the county’s three visitor centers located in Sylva (left), Dillsboro, and Cashiers (right). The Visitor Centers greet thousands of walk-in visitors and tourists, providing information about activities, directions, events, accommodations and restaurants. They answer visitor telephone calls, fulfill Visitor Guide requests and stock kiosks throughout the county and ensure a good experience for visitors before, during and after their visit.



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority VISITORS IN 2021



Source: Zartico; Timeframe: 2021 Calendar Year (Alaska and Hawaii visits not pictured). Representative sampling of visitor origin markets to Jackson Co. based on depersonalized cellular phone movement, sample represents approximately five percent of all mobile devices.



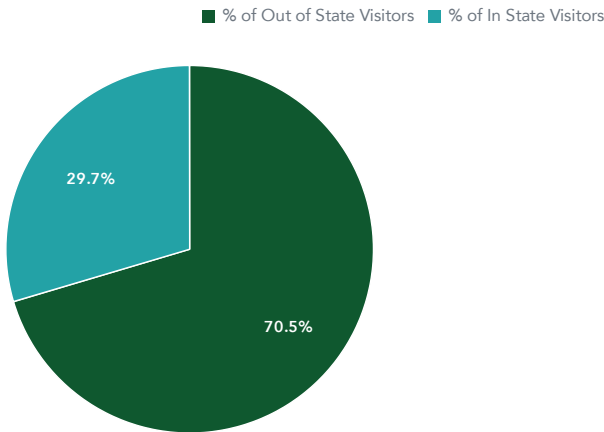
NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority

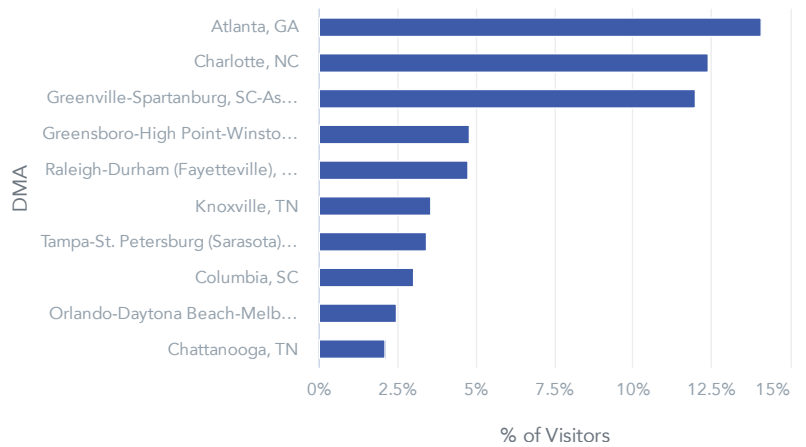
VISITOR RESEARCH

Visitation Trends, 2021 Calendar Year

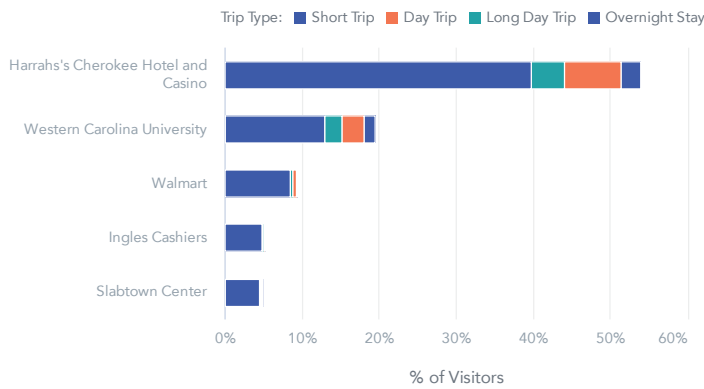
In State vs. Out of State Visitors



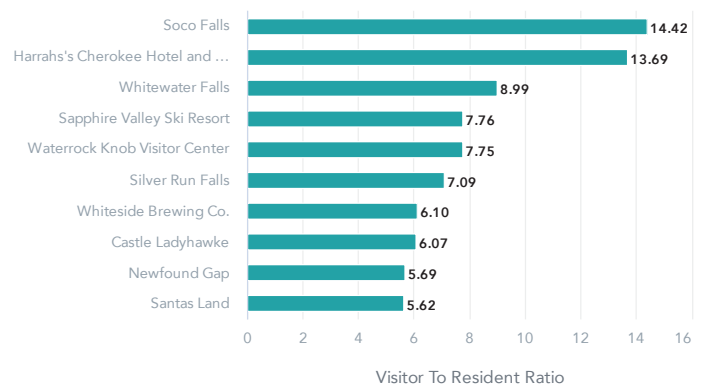
Markets Driving Overnight Trips



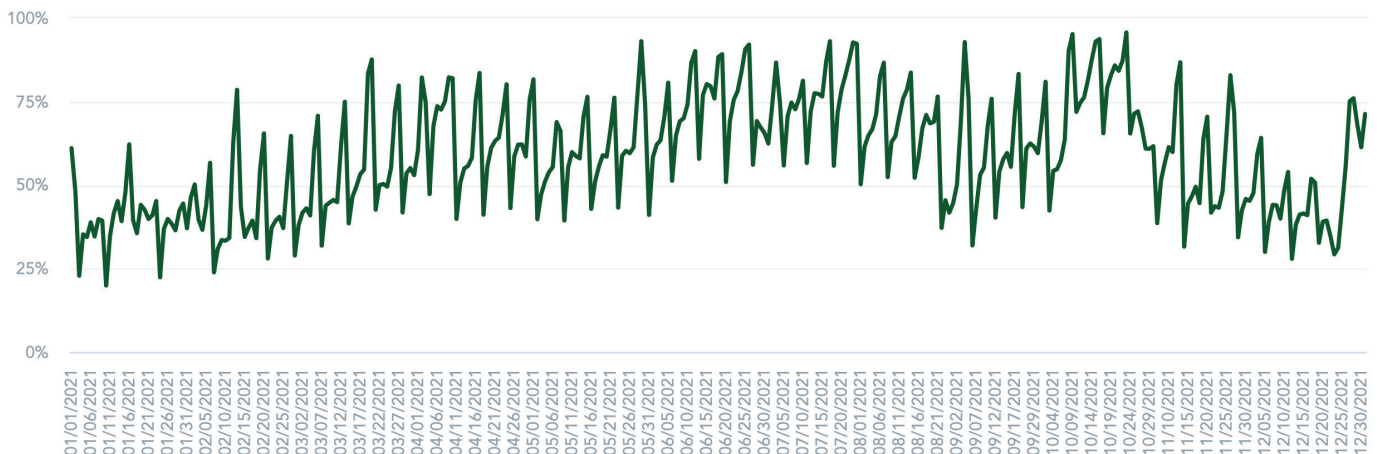
Top 5 Places Visited by Trip Type



Highest Visitor to Resident Ratio



Occupancy %



Source: Zartico & STR



NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVIA

Jackson County Tourism Development Authority

STRATEGIC PLAN

Strategic Direction

Travel to Jackson County is currently driven by leisure demand for scenic mountain beauty, Cherokee, and major WNC regional attractions. Western Carolina University and group travel are also drivers of visitation. The Jackson County TDA will drive growth in visitation and visitor spending by promoting an active-lifestyle destination and focusing on longer weekend stays, weekdays, shoulder and off-seasons. A combination of leisure and group promotion will drive maximum ROI.

Destination Marketing – Expand and promote the “play-on” brand to an active-Outdoors Mountain Brand

- 1. Maintain and support the highest skilled and most dynamic sales and marketing team.** JCTDA will meet the highest standards of accreditation and performance (research driven ROI) with measurable results as a research-based DMO driven by a team of professionals.
- 2. Promote and expand the active-lifestyle brand based on the market research.** Jackson County requires a brand that sets it apart as unique from other mountain destinations while capturing the active outdoors vacation/getaway experience. The brand will serve as a foundation for all marketing, sales and public relations as well as future destination development.
- 3. Maintain/expand a comprehensive research/ tracking program to guide all decisions–** Track KPIs (Key Performance Indicators) for all programs with ROI reported at all Jackson County TDA Board meetings. Provides annual reports to County Commission.
- 4. All plans, marketing, activities, events must be on-brand** – deliver on the active mountain lifestyle experience.

Destination Management – Enhance the Active Outdoors Lifestyle – a mountain destination unlike any other

- 5. Connect Jackson County visitors with memorable experiences.** Jackson County is large and visitors must be able to find activities to engage in them. Implement county-wide directional signage and way-finding systems. Improved cellular and Wi-Fi service provides visitor with connectivity. Support traffic planning efforts to diminish traffic jams during peak periods.
- 6. Support improved and expanded access to traveler experiences,** with emphasis on year-round outdoor experiences. Expand & improved parking at trail heads and waterfalls. Improved trail quality and safety. Create new trails. Support outfitters to equip visitors for biking, kayaking, canoeing, fishing
- 7. Encourage and support unique mountain dining, shopping and entertainment that set Jackson County apart from other mountain destinations.**