



Jackson County TDA 2023-24 Proposed Budget

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



Presented this 17th day of May, 2023



**JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
FY 2023 - 2024 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, 2023 and ending June 30, 2024, is hereby presented for your consideration and approval. An in-person Budget Hearing will be held on Wednesday, June 14, 2023 at 12:55 PM. 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.

In the fiscal year 2022-23, the Jackson County Tourism Development Authority (JCTDA) allocated \$750,000 to its Capital Project Funds. It is expected that these funds will be used in the 2023-24 fiscal year. For the upcoming 23-2024 allocation, we propose adding an additional \$600,000 to the Capital Project Fund, bringing the total balance for the fiscal year 23-2024 to \$1,450,000. Please note that all Capital Projects require approval from both 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 \$535,792.

24-4926-370-00	Ad Firm Media	\$294,652	55%
24-4926-370-01	Website Service	\$25,200	5%
24-4926-370-02	Creative and Production Services	\$90,000	17%
24-4926-370-03	Digital Campaign Reporting	\$13,200	2%
24-4926-370-04	Email Campaigns	\$16,800	3%
24-4926-393-05	Website Projects	\$12,500	2%
24-4926-393-06	Ad Firm Retainer - Brand Leadership	\$60,840	11%
24-4926-393-08	Misc. Agency Expenses	\$22,600	4%

The operating contracts for the Visitor Center, categorized under account number 24-4926-393-00, are proposed to be increased in order to accommodate inflation and Consumer Price Index (CPI) adjustments for services and space rental. These amounts have remained unchanged since 2013, and the updated figures are provided below. The total budget for all Visitor Center operations has risen to \$213,631, which is a 27% increase from the previous year's amount of \$168,067.

Jackson County Chamber of Commerce	
Jackson County Chamber of Commerce - Services	\$93,696
Hooper House Foundation - Space	\$13,308
Office Supplies, Water Service for Visitors	\$3,500
Copier lease	\$2,264
Total Jackson Center	\$112,768
Cashiers Area Chamber	
Cashiers Area Chamber - Services	\$85,932
Cashiers Area Chamber - Space	\$10,931
Office Supplies, Water Service for Visitors	\$2,000
New Computer for Visitor Services	\$2,000
Total Cashiers Center	\$100,863



Jackson County Tourism Development Authority

GOALS AND STRATEGY

2023-2024 Executive Director Goals

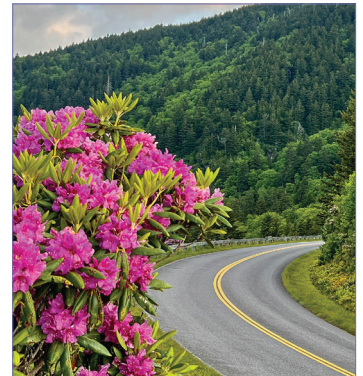
Top Priority:

- Oversee the first round of applications and funding for the Tourism Capital Project Fund.

Ongoing:

- Digital marketing: Strengthen our digital marketing efforts by leveraging social media, search engine optimization, and other digital channels to increase visibility and promote our destination to a wider audience.
- Sustainable tourism: Encourage responsible tourism practices that prioritize sustainability, minimize environmental impact, and support local communities and businesses.
- Accessibility and inclusivity: Ensure that our destination caters to diverse groups of travelers, including those with disabilities, by promoting accessible facilities, services, and experiences.
- Visitor experience: Continuously enhance the quality of visitor experiences by seeking feedback and working with local stakeholders to improve attractions, accommodations, and amenities.
- Market diversification: Attract a diverse mix of visitors by targeting new and emerging markets, as well as focusing on specific segments such as families, solo travelers, or adventure enthusiasts.
- Data-driven decision-making: Utilize data and analytics to make informed decisions, measure the effectiveness of marketing campaigns, and identify opportunities for growth.
- Workforce development: Participate in discussions with partners to ensure Jackson County has a skilled and motivated workforce capable of delivering exceptional visitor experiences.
- Strengthening partnerships: Collaborate with local and regional stakeholders, including businesses, government agencies, and tourism associations, to foster a strong tourism ecosystem and effectively promote our destination.

Photos courtesy, L to R: @a_e_rialp, @cashiersgreen, @ncbirdwatch, @honeybadgerimages





Jackson County Tourism Development Authority

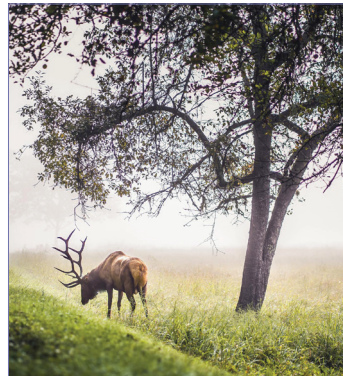
GOALS AND STRATEGY

2023-2024 Social Media Manager Goals

Social Media

- Develop a comprehensive social media strategy: Create a well-defined plan that outlines the goals, target audience, platforms, and content types to be used in the upcoming years. Keep up-to-date with social media trends and innovations to stay relevant and effective.
- Increase brand awareness and engagement: Use a mix of organic and paid strategies to reach a wider audience and foster a strong brand presence on social media platforms.
- Improve visitor service and support: Use social media as a platform for addressing visitor concerns, feedback, and queries in real-time.
- Strengthen community management: Foster a positive and engaged community around our brand by sharing valuable content, events, tips for visiting, and actively responding to comments and messages.
- Boost conversion rates and drive sales: Design campaigns that encourage followers to take desired actions, such as signing up for our e-newsletter or downloading our visitor guide. Track and analyze key performance indicators (KPIs) to optimize results.
- Enhance content quality and consistency: Focus on creating high-quality, engaging, and visually appealing content tailored to our audience's preferences. Maintain a consistent posting schedule to keep our followers engaged.
- Monitor and measure performance: Regularly analyze and report on the effectiveness of our social media campaigns, using tools like Sprout Social. Adapt strategies based on data-driven insights.

Photos courtesy, L to R: @hotelcashiers, @honeybadgerimages, @ezekiel_coppersmith, @adam_saari





Jackson County Tourism Development Authority

GOALS AND BUDGET

Executive Director Notes for 2023-24 Budget

- Anticipating a potential economic slowdown or mild recession in FY 23-24, we have reduced the marketing budget by approximately 10%. Our modest forecast projects a \$2.5 million collection this year. To fund capital projects in FY 23-24, we will utilize around \$1 million of our \$3 million fund balance.
- For FY 23-24, we have allocated funds for a contract with Jackson County-based firm TemboHG, who will create videos for the JCTDA, eliminating the need for an in-house position. This contract was approved in April 2023. Additionally, a new partner will manage our Search Engine Marketing in FY 23-24, with the proposed service costs reflected in our budget.
- Although a significant portion of the fund balance is allocated for this year's budget, most of it rolls back into next year's budget, accounting for the \$750,000 currently designated for capital projects from the general fund/fund balance, as these projects will not be funded until the upcoming FY.
- In line with our strategic plan pillars, we have increased funding for sustainability-related projects in the proposed FY 23-24 budget. We have also allocated \$5,000 for a study on the economic impact of the Railroad and its passengers' spending habits in Dillsboro. As train ridership is expected to significantly increase in the area, this data will be valuable. We are contributing a small portion of the overall cost, shared by GSMR, Swain County TDA, and Smoky Mountain Host, who will conduct the study.
- Visitor Center contracted services and rent payments have remained unchanged since 2013. Working with Visitor Center directors, we have calculated the appropriate amount considering the CPI and inflation indexes, and adjusted this year's budget accordingly.
- Regarding pipeline projects, Phase I of the Kessler project in Cashiers, a 110-room hotel, is expected to commence in 2024 according to developers. However, we have not accounted for any tax receipts from this project in our next FY budget due to uncertainty surrounding the opening date.

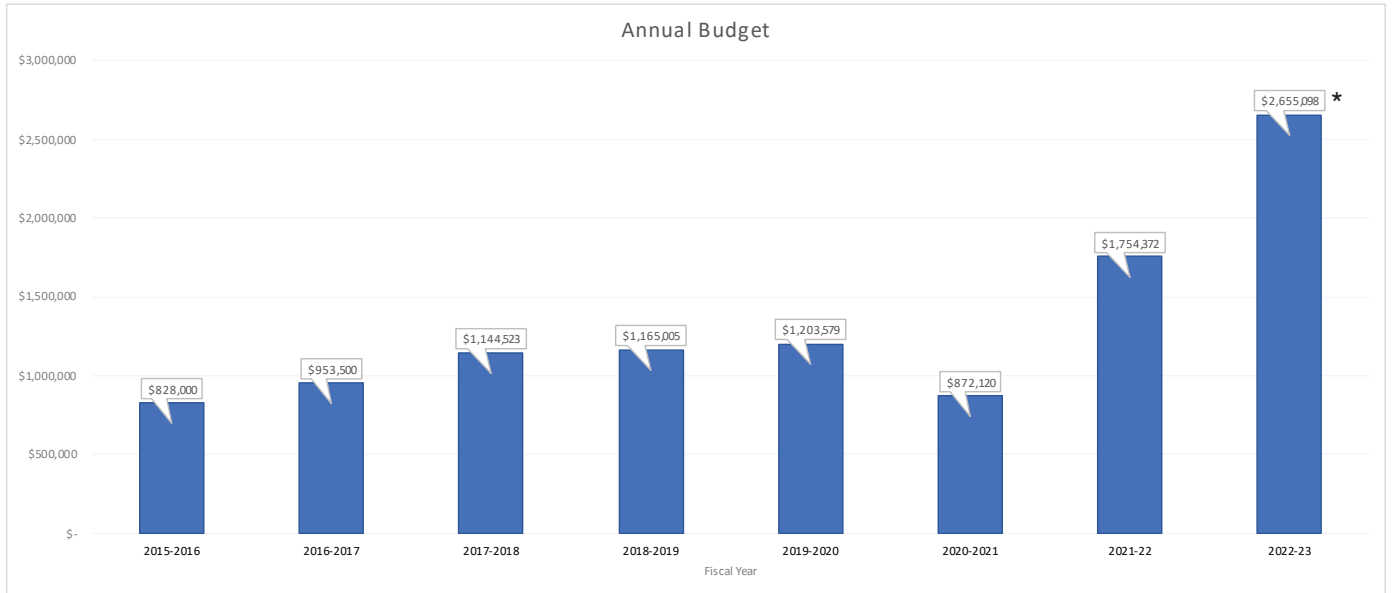




NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority

BUDGET & FINANCE FY 22-23



*Projected; current fiscal year still in collection

Year	2016	2017	2018	2019	2020	2021	2022
Fund Balance Ending June 30	\$ 546,117	\$ 575,908	\$ 535,808	\$ 541,937	\$ 700,167	\$ 1,837,439	\$ 2,752,608

Jackson County - 2021														
County	Visitor Spending, 2021 (millions)							Spending Growth Rate (2021/2020)	Employment	Share of State	Labor Income (Millions)	State Taxes (Millions)	Local Taxes (Millions)	State/Local Tax Savings per Resident
	Lodging*	F&B	Recreation	Retail	Transport**	Total Spending (Millions)	Share of State							
Jackson	\$115.20	\$129.70	\$63.68	\$39.63	\$89.21	\$437.41	1.5%	49.5%	2,343	1.2%	\$110.40	\$15.60	\$15.60	\$723.41

* Lodging includes 2nd home spending.

** Transport includes both ground and air transportation.

Source: Tourism Economics, 2022

Due to a change in 2021 related to the methodology for calculating economic impact by VisitNC only complete data for 2021 is shown above.
Source: The Economic Impact of Travel on North Carolina Counties. This study was prepared for Visit North Carolina by Tourism Economics

Year	Tax Rate	Totals	Accommodation Sales	YOY Change in Sales
FY 22-23	4%	\$2,650,000.00	\$66,250,000.00 *	0.48%
FY 21-22	4%	\$2,637,438.19	\$65,935,954.75	32.30%
FY 20-21	4%	\$1,993,466.46	\$49,836,661.50	82.44%
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	---



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

Jackson County Tourism Development Authority

BUDGET TRENDS

Fiscal Year	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-22	2022-23
Budget	\$ 828,000	\$ 953,500	\$ 1,144,523	\$ 1,165,005	\$ 1,203,579	\$ 872,120	\$ 1,754,372	\$ 2,655,098
Projected Tax Collections	\$ 825,000	\$ 900,000	\$ 1,080,000	\$ 1,112,400	\$ 999,600	\$ 864,120	\$ 1,375,000	\$ 2,060,000
Actual Tax Collections	\$ 921,923.24	\$ 1,033,643.21	\$ 1,078,253.84	\$ 1,191,547.46	\$ 1,092,658.09	\$ 1,993,466.46	\$ 2,637,438.19	\$ 2,650,000.00
Investment Earnings	\$ -	\$ -	\$ 2,023.00	\$ 2,500.00	\$ 5,000.00	\$ 3,000.00	\$ 1,000.00	\$ 1,000.00
Penalties	\$ 3,000.00	\$ 3,500.00	\$ 2,500.00	\$ 2,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Advertising Income	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	\$ 10,000.00
Fund Balance Utilized	\$ -	\$ 50,000.00	\$ 60,000.00	\$ 37,605.00	\$ 183,979.00	\$ -	\$ 363,372.00	\$ 579,098.00

From the above data on occupancy tax collections for Jackson County, North Carolina, we can observe the following insights and trends:

Budget Allocation:

- The budget allocated for occupancy tax collections has been increasing over the years, except for a slight decrease in the fiscal year 2020-2021. The budget increased from \$828,000 in 2015-2016 to \$2,655,098 in 2022-2023.

Projected Tax Collections:

- The projected tax collections show the estimated amounts that were expected to be collected. They have generally increased over the years, with a few exceptions.
- The projected tax collections for 2020-2021 were significantly lower than the previous years, possibly due to the COVID-19 pandemic and its impact on tourism and travel.

Actual Tax Collections:

- The actual tax collections represent the real amounts collected during each fiscal year. They have shown an overall increasing trend, with some variations.
- The actual tax collections for 2020-2021 saw a significant decrease compared to the previous year, likely due to the aforementioned pandemic.

Investment Earnings:

- Investment earnings represent the additional income generated through investments made using the occupancy tax funds. It started at \$0 and gradually increased over the years, reaching \$3,000 in 2020-2021.

Penalties:

- Penalties refer to the fees imposed for late or non-payment of occupancy taxes. They have generally remained stable over the years, with a slight increase in recent years, reaching \$5,000 from 2019-2020 onwards.

Advertising Income:

- Advertising income represents the revenue generated through advertising related to occupancy tax collections. It started in 2018-2019 and has remained consistent at \$10,000 since then.

Fund Balance Utilized:

- The fund balance utilized indicates the amount of reserve funds from previous years that were utilized to supplement the current year's budget.
- The fund balance utilization has been increasing significantly over the years, particularly from 2019-2020 to 2022-2023, indicating a reliance on reserves to meet budgetary needs and to supply funds for capital projects.

Overall, the occupancy tax collections for Jackson County, North Carolina, have shown an upward trend in budget allocation, actual tax collections, and investment earnings. However, the COVID-19 pandemic had a noticeable impact on the tax collections in 2020-2021, resulting in a decrease compared to previous years. The JCTDA has also utilized a significant portion of the fund balance in recent years to spend down reserves and supplement the budget.



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

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



JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
FY 2023-2024 PROPOSED BUDGET

NUMBER	DESCRIPTION	LAST YEAR BUDGET FY 2021-2022	CURRENT YEAR BUDGET FY 2022-2023	CURRENT YEAR ACTUAL YTD FY 2022-2023	CURRENT YEAR REMAINING FY 2022-2023	REQUESTED BUDGET FY 2023-2024	PROPOSED BUDGET FY 2023-2024
REVENUES							
24-3230-130-00	JACKSON COUNTY TDA	2,200,000.00	2,060,000.00	1,936,777.32	123,222.68	2,500,000.00	2,500,000.00
24-3270-170-01	JACKSON TDA - PENALTY	5,000.00	5,000.00	2,114.09	2,885.91	5,000.00	5,000.00
24-3270-190-00	MARKETING AND ADVERTISING	10,000.00	10,000.00	-	10,000.00	10,000.00	10,000.00
24-3831-491-00	INVESTMENT EARNINGS	1,000.00	1,000.00	79,852.02	(78,852.02)	50,000.00	50,000.00
24-3991-000-00	FUND BALANCE	413,075.00	600,098.00	-	600,098.00	802,472.00	834,472.00
TOTAL REVENUES		\$ 2,629,075.00	\$ 2,676,098.00	\$ 2,018,743.43	\$ 657,354.57	\$ 3,367,472.00	\$ 3,399,472.00
EXPENDITURES							
24-4926-121-00	SALARIES & WAGES	153,009.00	210,000.00	139,856.47	70,143.53	170,000.00	170,000.00
24-4926-126-00	PART-TIME SALARIES	300.00	-	-	-	-	-
24-4926-170-00	BOARD MEMBER EXPENSE	4,500.00	900.00	633.22	266.78	900.00	900.00
24-4926-181-00	SOCIAL SECURITY CONTRIBUTION	9,500.00	13,020.00	8,683.83	4,336.17	10,540.00	10,540.00
24-4926-182-00	RETIREMENT EXPENSE	16,020.00	25,410.00	14,416.37	10,993.63	21,845.00	21,845.00
24-4926-183-00	HOSPITALIZATION INSURANCE	16,225.00	22,758.00	11,585.70	11,172.30	23,214.00	23,214.00
24-4926-185-00	UNEMPLOYMENT INSURANCE	720.00	780.00	2,871.57	(2,091.57)	592.00	592.00
24-4926-186-00	WORKMAN'S COMPENSATION	1,330.00	2,055.00	2,327.50	(272.50)	2,117.00	2,117.00
24-4926-187-00	MEDICARE TAX	2,382.00	3,045.00	2,030.90	1,014.10	2,465.00	2,465.00
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	7,250.00	7,200.00	7,200.00	-	7,200.00	7,200.00
24-4926-192-00	LEGAL SERVICES	2,000.00	2,000.00	-	2,000.00	2,000.00	2,000.00
24-4926-260-00	OFFICE SUPPLIES	9,500.00	6,000.00	2,218.61	3,781.39	6,000.00	6,000.00
24-4926-299-00	MISCELLANEOUS	21,454.00	10,520.00	4,825.53	5,694.47	13,970.00	13,970.00
24-4926-311-00	TRAVEL	35,845.00	49,550.00	29,419.18	19,635.82	28,150.00	28,150.00
24-4926-321-00	TELEPHONE	1,964.00	5,800.00	2,772.19	3,027.81	4,600.00	4,600.00
24-4926-321-01	TELEPHONE-VISITOR CENTERS	9,230.00	4,430.00	7,899.68	(3,469.68)	-	-
24-4926-321-02	TELEPHONE-TDA	-	-	-	-	6,000.00	6,000.00
24-4926-325-00	POSTAGE	34,678.00	34,678.00	22,700.95	11,977.05	18,678.00	18,678.00
24-4926-331-00	UTILITIES	3,250.00	2,000.00	2,865.56	(865.56)	2,700.00	2,700.00



JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
FY 2023-2024 PROPOSED BUDGET

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24-4926-341-00	PRINTING	100,066.00	106,741.00	68,295.52	38,445.48	97,341.00	97,341.00
24-4926-351-00	REPAIRS & MAINT-BUILDING	500.00	500.00	-	500.00	500.00	500.00
24-4926-370-00	AD FIRM MEDIA	441,804.00	473,310.00	311,562.11	161,747.89	294,652.00	294,652.00
24-4926-370-01	WEBSITE SERVICE	19,200.00	21,600.00	19,600.00	2,000.00	25,200.00	25,200.00
24-4926-370-02	CREATIVE & PRODUCTION SERVIC	136,000.00	90,000.00	68,389.83	21,610.17	90,000.00	90,000.00
24-4926-370-03	DIGITAL CAMPAIGN REPORTING	12,000.00	13,200.00	12,000.00	1,200.00	13,200.00	13,200.00
24-4926-370-04	E-MAIL CAMPAIGNS	7,200.00	21,600.00	15,900.00	5,700.00	16,800.00	16,800.00
24-4926-370-05	SEM MANAGEMENT	14,700.00	18,000.00	16,200.00	1,800.00	150,000.00	142,000.00
24-4926-370-07	SOCIAL MEDIA	-	21,000.00	21,000.00	-	-	-
24-4926-370-08	VIDEO PRODUCTION	-	-	931.07	(931.07)	-	-
24-4926-370-09	SOCIAL MEDIA SPEND	82,000.00	123,000.00	87,239.55	17,622.01	132,000.00	132,000.00
24-4926-393-00	VISITOR CENTER OPERATIONS	178,421.00	168,067.00	154,858.37	13,208.63	213,631.00	213,631.00
24-4926-393-01	PUBLIC RELATIONS	111,200.00	105,000.00	88,025.43	16,974.57	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	225.76	1,174.24	1,400.00	1,400.00
24-4926-393-05	CONTRACTED-WEBSITE	38,400.00	12,500.00	9,750.00	2,750.00	12,500.00	12,500.00
24-4926-393-06	CONTRACTED-AD FIRM RETAINER	60,840.00	60,840.00	55,770.00	5,070.00	60,840.00	60,840.00
24-4926-393-07	CONTRACTED SERVICES-STR	8,280.00	8,280.00	8,942.00	(662.00)	8,280.00	8,280.00
24-4926-393-08	CONTRACTED-AD FIRM MISC	24,892.00	13,192.00	13,553.87	(361.87)	22,600.00	22,600.00
24-4926-393-11	SOFTWARE,INTERNET,MISC SERVI	59,913.00	64,024.00	50,916.15	13,047.85	59,758.00	59,758.00
24-4926-393-14	CONTRACTED SERVICES-HR OUTSO	6,643.00	6,259.00	6,111.80	147.20	6,920.00	6,920.00
24-4926-393-15	RESEARCH AND ANALYTICS	62,000.00	68,500.00	62,950.00	5,550.00	68,500.00	68,500.00
24-4926-393-16	VISTNC FARMS APP	-	1,500.00	-	1,500.00	-	-
24-4926-399-00	CONTRACTED SERVICES	-	-	-	-	48,000.00	48,000.00
24-4926-412-00	BUILDING RENT	23,816.00	23,280.00	20,900.00	2,380.00	23,280.00	23,280.00
24-4926-454-00	INSURANCE	3,447.00	3,447.00	4,000.50	(553.50)	3,795.00	3,795.00
24-4926-491-00	DUES AND SUBSCRIPTIONS	7,503.00	7,362.00	9,653.30	(2,703.30)	9,454.00	9,454.00
24-4926-550-00	CAPITAL OUTLAY	23,349.00	5,000.00	1,149.99	3,850.01	9,400.00	9,400.00
24-4926-550-01	CAPITAL PROJECTS	500,000.00	742,000.00	-	742,000.00	1,450,000.00	1,450,000.00
24-4926-699-00	GRANTS	50,000.00	50,000.00	15,130.00	34,870.00	65,000.00	105,000.00
24-4926-699-02	MISCELLANEOUS DONATIONS	8,275.00	8,100.00	11,687.28	(3,587.28)	15,200.00	15,200.00



JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY
FY 2023-2024 PROPOSED BUDGET

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24-4926-990-00	CONTINGENCY	279,819.00	-	-	-	5,000.00	5,000.00
TOTAL EXPENDITURES		\$ 2,629,075.00	\$ 2,676,098.00	\$ 1,428,924.79	\$ 1,228,067.77	\$ 3,367,472.00	\$ 3,399,472.00
TOTAL TOURISM DEVELOPMENT AUTHORITY FUND 24		\$ -	\$ -	\$ 589,818.64	\$ (570,713.20)	\$ -	\$ -



JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY PAYROLL BUDGET
FY 2023-2024

Dept	Emp#	Last Name	First Name	Position	FTE	FY 2022 - 2023	FY 2023-2024
						Salary	New Salary
JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY							
4926	P1	Breedlove	Nicholas	Executive Director	1.00	\$ 98,000.00	98,000.00
4926	P5	Addy	Kara	Social Media Manager	<u>1.00</u>	<u>\$ 72,000.00</u>	<u>72,000.00</u>
TOTAL JACKSON COUNTY TOURISM DEVELOPMENT AUTHORITY					2.00	\$ 170,000.00	\$ 170,000.00



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

Jackson County Tourism Development Authority

OCCUPANCY TAX TRENDS

In reviewing and analyzing FY 2020 to FY 2023, we can provide the following insights:

Seasonal Patterns:

- There is a clear seasonal pattern in occupancy tax collections. July, August, and June consistently have the highest collections, indicating the peak tourism/visitation season.
- Conversely, the winter months, such as January and February, generally have lower collections, suggesting a lower influx of tourists during those months. The JCTDA's strategic plan addresses promoting the 'Secret Season' campaign during these months to increase occupancy. Years after the deployment of 'Secret Season' campaign, average occupancy has increased on average about 10-percent during winter months.

Year-to-Year Growth:

- Comparing the fiscal years, there is an overall increasing trend in occupancy tax collections.
- In FY 2021-2022, there is a significant increase in collections compared to the previous year, indicating a potential recovery from the COVID-19 pandemic's impact on tourism.
- FY 2022-2023 shows relatively stable collections, similar to the previous year, suggesting a sustained level of tourism activity.

Potential Seasonal Fluctuations:

- There are fluctuations in collections within each fiscal year. For example, December collections are generally lower compared to November and January, possibly due to a decrease in holiday-related tourism.

Revenue Growth:

- Looking at specific months across the three fiscal years, there is an overall growth trend in most months. For instance, collections in August and September consistently show year-over-year growth.

Summary:

Overall, the data suggests a seasonal pattern in occupancy tax collections, with higher revenue during peak tourist seasons. There is a general trend of increasing collections over the years, with a significant recovery in FY 2021-2022 compared to the previous year. However, it's important to consider additional factors that could influence collections, such as local events, marketing efforts, and external economic conditions.



'Secret Season' campaign photos





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 INTEGRATED MARKETING

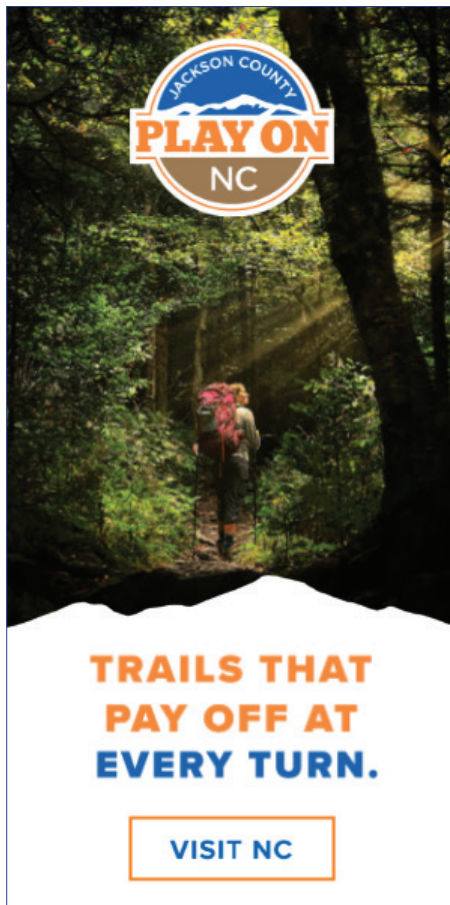
In collaboration with the Jackson County TDA's Executive Director, Buffalo Groupe Rawle Murdy (BGRM) sets strategy then plans and executes the integrated marketing programs for JCTDA. Based in Charleston, SC, BGRM has been leading successful marketing communications for travel and tourism clients for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

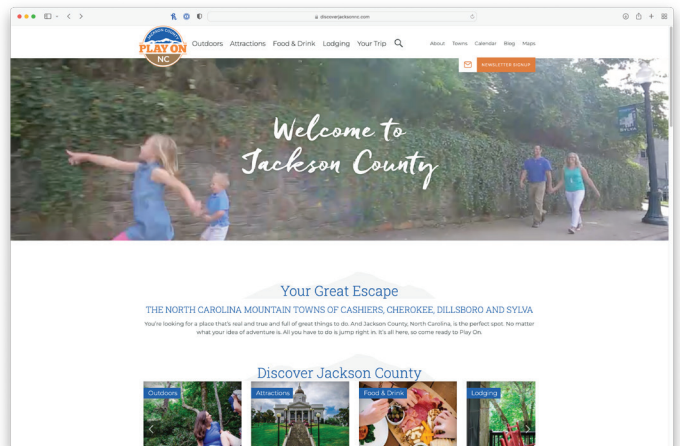
Creation of digital, print and video advertising promising that a trip to Jackson County is escape from their everyday lives they've been looking for. The 'Play On' brand is featured in all advertising and further supported through authentic imagery of Jackson County.



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.

2022 Website Visitors - 719,000



SEO

Search Engine Optimization (SEO) is a digital marketing strategy that aims to improve the visibility of a website or web page in organic search engine results. By utilizing various techniques, such as keyword research, on-page optimization, and backlink building, SEO seeks to enhance a site's relevance, authority, and user experience.

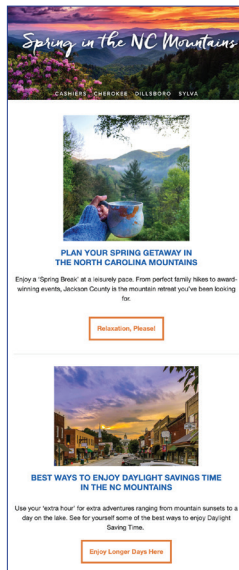


NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS,
CHEROKEE, DILLSBORO AND SYLVIA

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)

- Impressions: 35,281,920
- Engagements: 3,744,719
- Link Clicks: 1,529,556
- Cost Per Engagement: \$.02/ CPC: \$.06



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

- Impressions across our platforms: 60,474,000
- Engagements: 3,013,877
- Post Link Clicks: 473,452
- Audience: 299,456

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.



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

InsideHook

March 2, 2023
UVM: 1,364,418

TRAVEL | MARCH 2, 2023 6:45 AM

This Luxe Southern Mountain Town Is a Refreshing Getaway Any Time of Year

Where to eat, drink, stay and play in Cashiers, North Carolina



This locale offers views for days

Jackson County TDA

BY LAUREN WICKS

Cashiers just might be one of North Carolina's best-kept secrets. It's where Southerners have long flocked for an escape from the big city, Floridians road trip to get a taste of autumn leaves or a white Christmas, and it's where golf enthusiasts from across the globe buy real estate to enjoy the luxurious

<http://bit.ly/3STcU2S>



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

Jackson County Tourism Development Authority VISITOR CENTERS

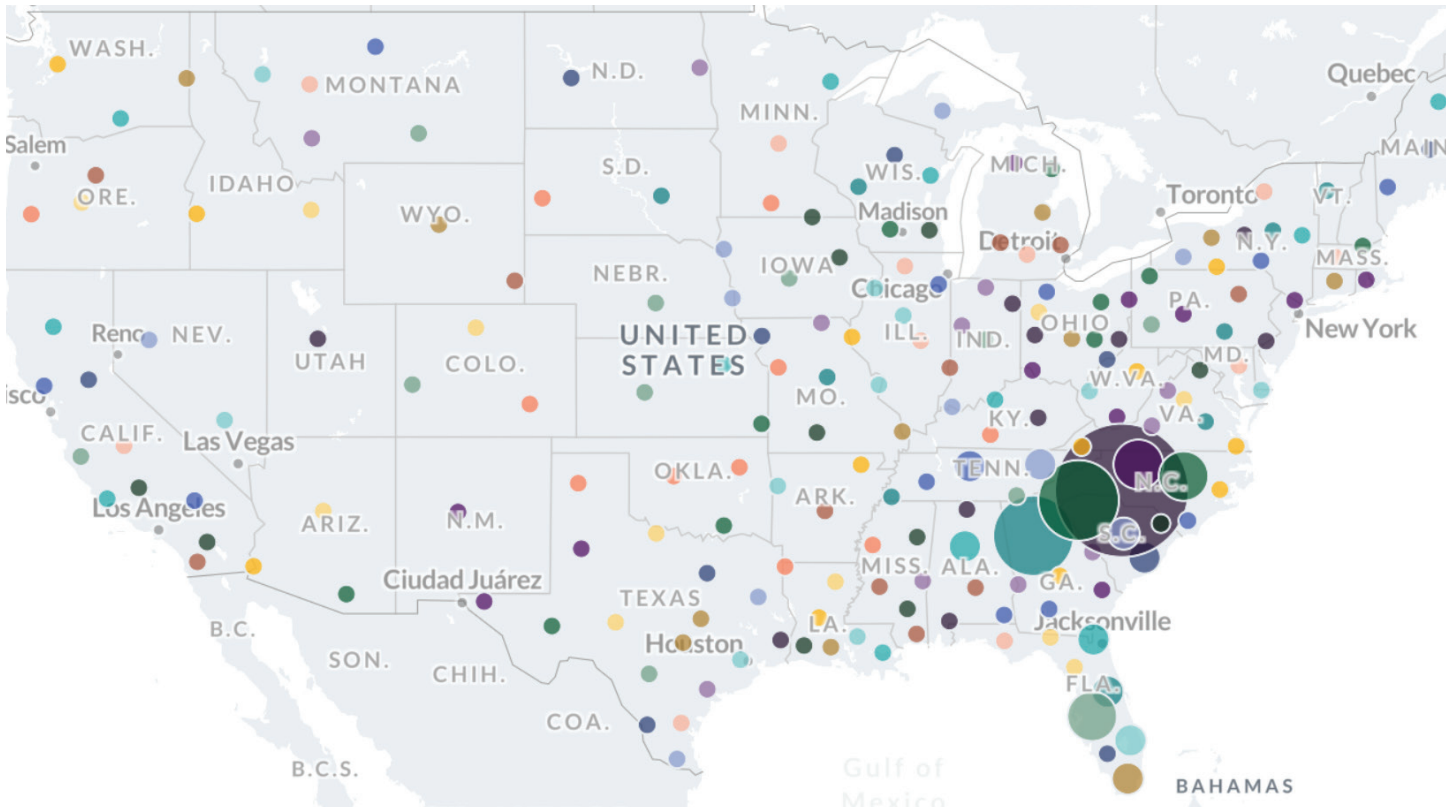


The JCTDA provides funding to operate the county's three visitor centers located in Sylva (left), Dillsboro, and Cashiers (right). The Visitor Centers greet thousands of walk-in visitors and tourists, providing information about activities, directions, events, accommodations and restaurants. They answer 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 2022



Source: Zartico; Timeframe: 2022 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.



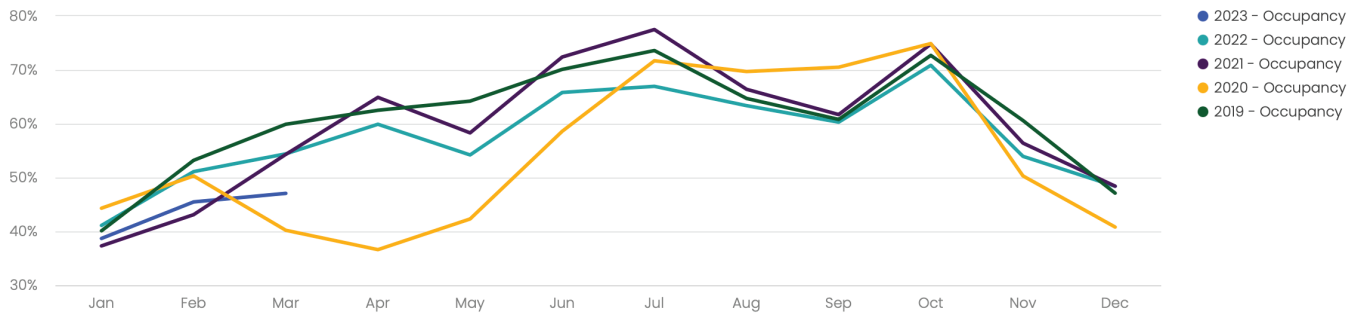
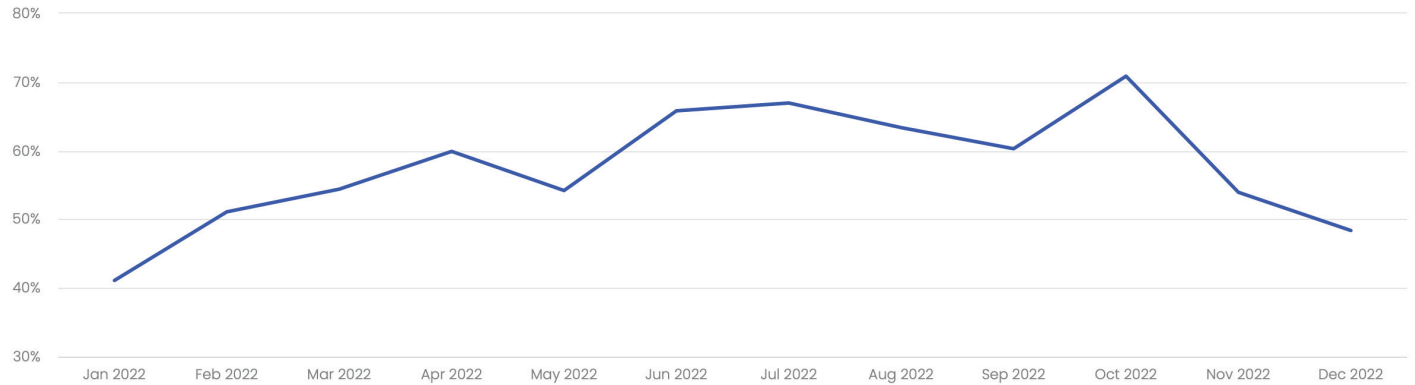
NORTH CAROLINA MOUNTAIN TOWNS OF CASHIERS, CHEROKEE, DILLSBORO AND SYLVA

Jackson County Tourism Development Authority

VISITOR RESEARCH

Visitation Trends, 2022 Calendar Year

Monthly Occupancy ▾

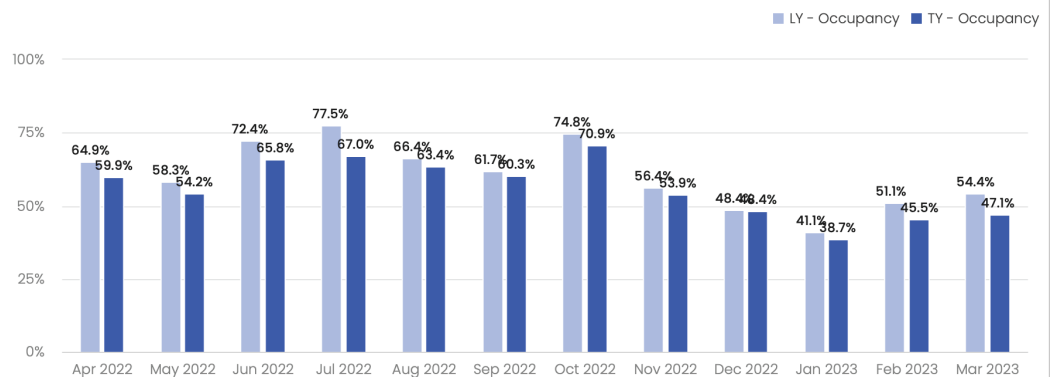


Rolling 12-Month Hotel Occupancy

55.6%

-8% Versus 60.6% LY - Occupancy

Occupancy by Month



Source: AirDNA

Short Term Rental Revenue

\$95.2 M

↑ 11% change \$85.7 M prev. year

Short Term Rental ADR

\$221

↑ 6% change \$209 prev. year

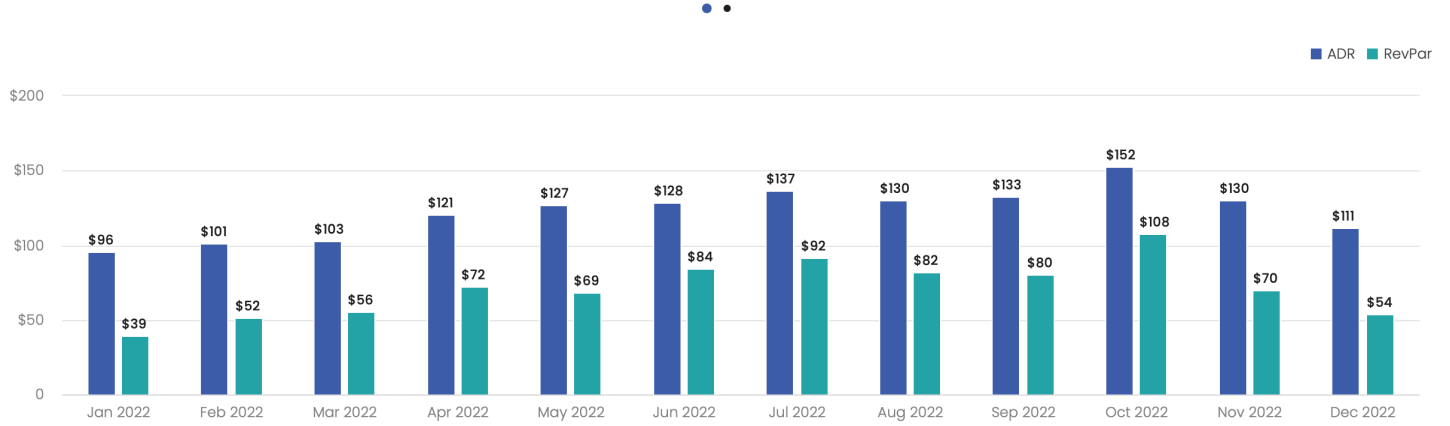
Short Term Rental Occupancy

46.2%

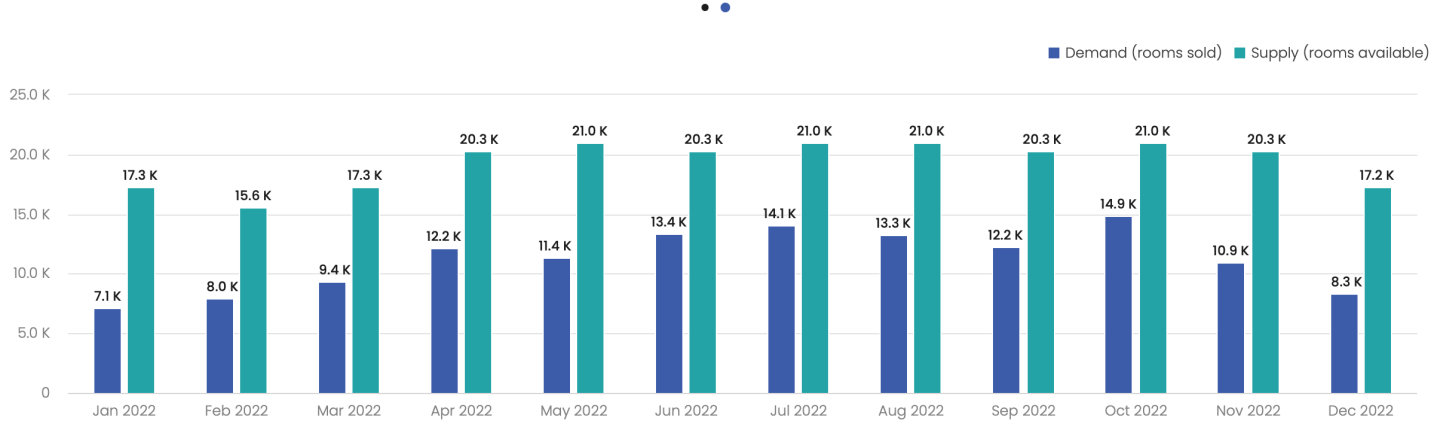
↓ -7% change 49.9% prev. year

Source: Zartico & STR

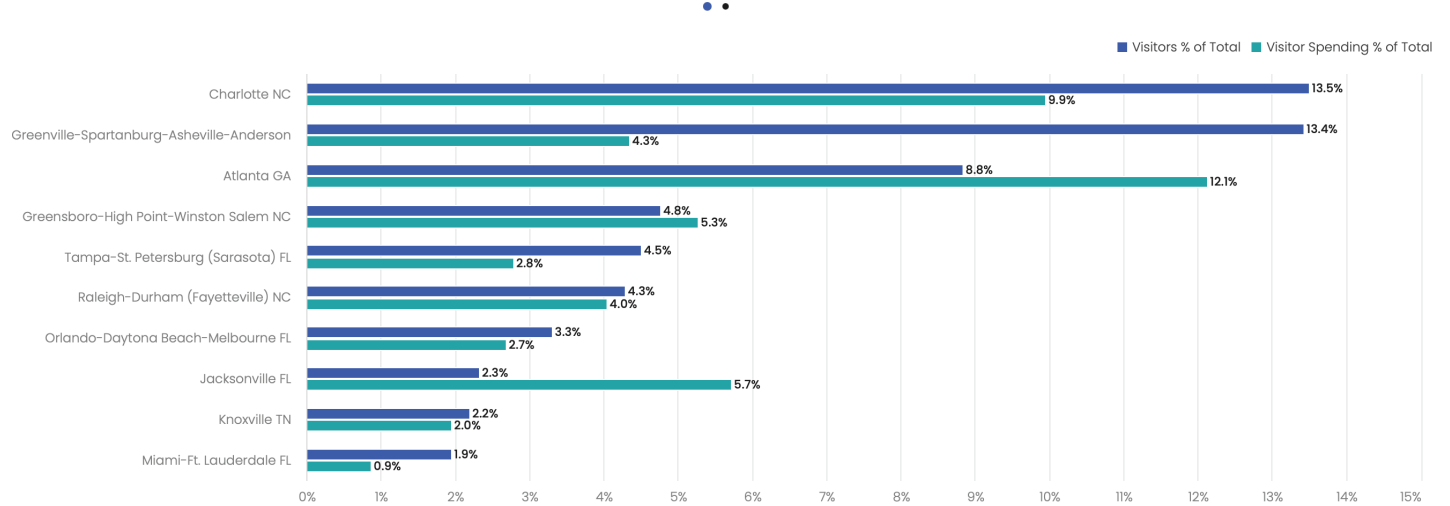
Monthly ADR & RevPAR ▾



Monthly Supply & Demand ▾



Top 10 Origin Markets - % Visitation & % Visitor Spend ▾





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.**