### WELCOME!

Welcome to the May 25, 2022 meeting of the Buncombe County Tourism Development Authority

## CALL TO ORDER

#### **Chair Kathleen Mosher**

### Call to Order the Joint Meeting of the BCTDA, Public Authority and BCTDA, Nonprofit Corporation



Buncombe County Tourism Development Authority A Joint Meeting of the Public Authority and Nonprofit Corporation

**Board Meeting** 

Wednesday, May 25, 2022 | 9:00 a.m. Explore Asheville Convention & Visitors Bureau | 27 College Place | Board Room (1<sup>st</sup> Floor) Members of the Public may attend in-person or <u>register here</u> to view the livestream of the meeting

#### <u>Agenda</u>

9:00 a.m.	Call to Order the Joint Meeting of the BCTDA, Public Authority and BCTDA, Nonprofit Corporation	Kathleen Mosher				
9:05 a.m.	Approval of 04.27.22 Meeting Minutes	Kathleen Mosher				
9:07 a.m.	Financial Reports a. April 2022 Financial Reports b. Budget Amendment	Don Warn, Buncombe County Finance Director/BCTDA Fiscal Agent Jennifer Kass-Green				
9:15 a.m.	President & CEO Report a. Industry Metrics b. Other Updates	Vic Isley				
9:25 a.m.	Asheville Buncombe Hotel Association Update	Michael Lusick				
9:30 a.m.	<ul> <li>Proposed BCTDA FY23 Budget</li> <li>a. Finance Committee Report</li> <li>b. Strategic Pillars &amp; Topline Objectives</li> <li>c. Storytelling Foundation</li> <li>d. BCTDA Proposed FY23 Budget Presentation</li> <li>e. Proposed BCTDA FY23 Budget Ordinances</li> <li>f. Motion to Set Public Hearing</li> </ul>	Leah Ashburn Vic Isley Stewart Colovin, EVP Global Brand Strategy, MMGY Global Vic Isley, Jennifer Kass-Green Jennifer Kass-Green Kathleen Mosher				
10:25 a.m.	Asheville City Council Update	Councilmember Sandra Kilgore				
10:30 a.m.	Buncombe County Commission Update	Commissioner Robert Pressley				
10:35 a.m.	Miscellaneous Business	Kathleen Mosher				
10:40 a.m.	Comments from the General Public	Kathleen Mosher				
10:50 a.m.	Adjournment	Kathleen Mosher				

The next joint BCTDA monthly meeting is on Wednesday, June 29, 2022, at 9:00 a.m., in the Board Room of Explore Asheville, located at 27 College Place. Please contact Jonna Sampson at jsampson@ExploreAsheville.com or 828.258.6111 with questions.

BCTDA Mission Statement

To be a leader in the economic development of Buncombe County by attracting and servicing visitors, generating income, jobs and tax revenues which make the community a better place to live and visit.

### FOR OUR REMOTE VIEWERS

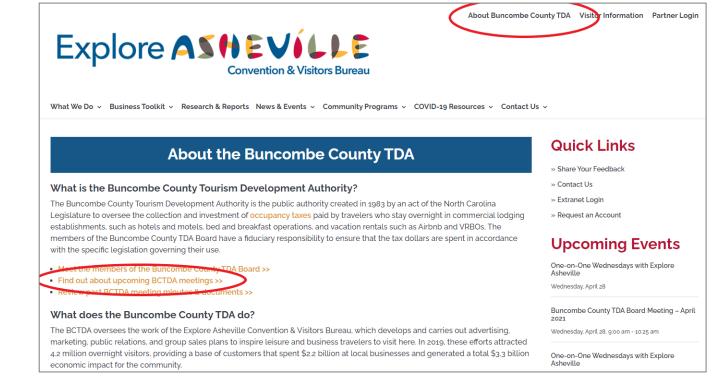
#### **Chair Kathleen Mosher**

For our viewers watching remotely, documents were emailed to everyone who registered on Zoom by 8:00 this morning.

The agenda and meeting documents are also available online and additional materials, including a recording of the meeting and the PowerPoint presentation, will be posted later today.

#### Go to:

- > AshevilleCVB.com
- > About the Buncombe County TDA
- > Find out about upcoming BCTDA meetings



### WELCOME BOARD & GUESTS

#### **Chair Kathleen Mosher**

- Welcome board members and guests who are in attendance
- Introductions around the room

MINUTES

#### **Chair Kathleen Mosher**

#### April 27, 2022 BCTDA Regular Meeting Minutes

- Questions/Comments
- Suggested Motion:

Motion to approve the April 27,2022 meeting minutes as presented.

- Motion Second
- Discussion

Explore ASHEVILLE Buncombe County Tourism Development Authority

Buncombe County Tourism Development Authority A Joint Meeting of the Public Authority and Nonprofit Corporation

Explore Asheville Convention & Visitors Bureau – 27 College Place, Asheville

Board Meeting Minutes Wednesday, April 27, 2022

Present (Voting):	Kathleen Mosher, Chair; Brenda Durden, Vice Chair; Andrew Celwyn, Matthew Lehman, Leah Ashburn, Michael Lusick, Scott Patel
Absent (Voting):	Larry Crosby, HP Patel
Present (Ex-Officio):	Buncombe County Commissioner Robert Pressley
Absent (Ex-Officio):	Asheville City Councilmember Sandra Kilgore
CVB Staff:	Vic Isley, Marshall Hilliard, Jennifer Kass-Green, Kathi Petersen, Jonna Sampson, Julia Simpson, Hannah Dosa, Glenn Ramey
BC Finance:	Don Warn, Buncombe County/BCTDA Fiscal Agent
Legal Counsel:	Sabrina Rockoff, McGuire, Wood & Bissette/BCTDA Attorney
In-Person Attendees:	Nathan Ramsey, Land of Sky Regional Council Demp Bradford, Asheville Buncombe Regional Sports Commission John Ellis, Past BCTDA Board Member Jane Anderson, Roy Harris; Area Residents
Online Attendees:	Larry Crosby, HP Patel; BCTDA Board Members Kathryn Dewey, Maggie Gregg, Connie Holliday, Holly Oakley, Michael Poandl, Sha'Linda Pruitt, Charlie Reed, Whitney Smith, Dodie Stephens; Explore Asheville Staff Randy Claybrook, Bent Creek Lodge Scott Kerchner, Element Asheville Downtown Rick Bell, Engadine Inn and Cabins Ruth Summers, Grove Arcade Public Market Foundation Jim Muth, Past BCTDA Board Member Daniel Walton, Mountain Xpress Sunshine Request
Executive Summary o	f Meeting Minutes

- Chairwoman Mosher called the in-person joint regular meeting of the BCTDA, Public Authority and BCTDA, Nonprofit Corporation, to order at 9:02 a.m. Introductions were made around the room.
- Minutes from the March 24, 2022, BCTDA meeting were approved with a 7-0 vote.
- Minutes from the March 25, 2022, BCTDA annual planning session were approved with a 7-0 vote.

Vote

Buncombe County Tourism Development Authority - April 27, 2022 BCTDA Meeting - Page 1 of 6

### FINANCIAL REPORTS

### DON WARN BUNCOMBE COUNTY FINANCE DIRECTOR BCTDA FISCAL AGENT

BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY Monthly Statement of Revenues, Expenditures, and Changes in Fund Balance Operating and Earned Revenue Funds, Budget and Actual April 30, 2022

					(%)	Prior	Year
	Current Budget	Current Month Actual	Year to Date Actual	Budget Remaining	Budget Used	Year to Date Actual	(%) Change Fror
Revenues:							
Occupancy tax, net	\$20,369,690	\$ 2,001,097	\$20,147,870	\$ 221,820	98.9%	\$ 13,668,391	47.49
Investment income	-	514	1,896	(1,896)	-	220	760.89
Other income	-	-	171,401	(171,401)	-	-	
Earned revenue	150,000	31,115	139,938	10,062	93.3%	189,574	-26.29
Total revenues	20,519,690	2,032,725	20,461,104	58,586	99.7%	13,858,186	47.6%
Expenditures:							
Salaries and Benefits	2,889,976	254,263	2,007,819	882,157	69.5%	1,711,706	17.39
Sales	1,236,063	54,774	476,674	759,389	38.6%	440,181	8.3%
Marketing	15,321,893	545,699	5,860,786	9,461,107	38.3%	3,028,034	93.6%
Community Engagement	123,178	13,456	57,924	65,254	47.0%	33,678	72.09
Administration & Facilities	798,580	175,342	656,495	142,085	82.2%	487,276	34.7%
Events/Festivals/Sponsorships	200,564	-	138,667	61,897	69.1%	66,287	109.2%
Total expenditures	20,570,254	1,043,534	9,198,363	11,371,891	44.7%	5,767,160	59.5%
Revenues over (under) expenditures	(50,564)	989,192	11,262,741			\$ 8,091,025	39.2%
Other Financing Sources:							
Carried over earned income	50,564	-	-				
Total other financing sources	50,564		-				
Net change in fund balance	\$ -	\$ 989,192	11,262,741				
Fund balance, beginning of year			19,776,549				
Fund balance, end of month			\$ 31,039,290				

As directed by State statute, 75% of the occupancy tax revenue is invested in tourism promotion (reflected in the operations budget presented here) and 25% is dedicated to the Tourism Product Development Fund (TPDF) to be used for tourism-related community grants. The TPDF is budgeted by project ordinance due to the nature of the fund. Revenue dedicated to TPDF is projected at \$6,789,897 for FY22.

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#### BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY Monthly Revenue Summary

April 30, 2022

	Operating Fund										Product Development Fund									
		By Month			Cumulative Year-to-Date						By	Month		Cumulative Year-to-Date						
Month of room sales:	Current Year	Prior Year	(%) (%)	_	Current Year		Prior Year	(%) Change	_	Current Year		Prior Year	(%) Change	Current Year	Prior Year	(%) Change				
July	\$ 2,807,310	\$ 1,390,343	102%	\$	2,807,310	\$	1,390,343	102%	\$	935,770	\$	463,448	102%	\$ 935,770	\$ 463,448	102%				
August	2,327,847	1,576,516	48%		5,135,157		2,966,859	73%		775,949	\$	525,505	48%	1,711,719	988,953	73%				
September	2,282,494	1,598,161	43%		7,417,651		4,565,021	62%		760,831	\$	532,720	43%	2,472,550	1,521,674	62%				
October	3,095,441	2,329,272	33%		10,513,092		6,894,292	52%		1,031,814	\$	776,424	33%	3,504,364	2,298,097	52%				
November	2,532,306	1,557,487	63%		13,045,398		8,451,779	54%		844,102	\$	519,162	63%	4,348,466	2,817,260	54%				
December	2,163,491	1,517,197	43%		15,208,889		9,968,976	53%		721,164	\$	505,732	43%	5,069,630	3,322,992	53%				
January	1,376,073	1,095,262	26%		16,584,963		11,064,238	50%		458,691	\$	365,087	26%	5,528,321	3,688,079	50%				
February	1,561,811	1,044,459	50%		18,146,773		12,108,697	50%		520,604	\$	348,153	50%	6,048,924	4,036,232	50%				
March	2,001,097	1,559,694	28%		20,147,870		13,668,391	47%		667,032	\$	519,898	28%	6,715,957	4,556,130	47%				
April	-	1,898,355	-		-		15,566,746	-		-	\$	632,785	-	-	5,188,915	-				
May	-	2,119,721	-		-		17,686,467	-		-	\$	706,574	-	-	5,895,489	-				
June	-	2,438,581	-		-		20,125,048	-		-	\$	812,860	-	-	6,708,349	-				
Total revenues	\$20,147,870	\$ 20,125,048		\$	20,147,870	\$	20,125,048		\$	6,715,957	\$(	6,708,349		\$6,715,957	\$6,708,349					

BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY Monthly Product Development Fund Summary

#### April 30, 2022

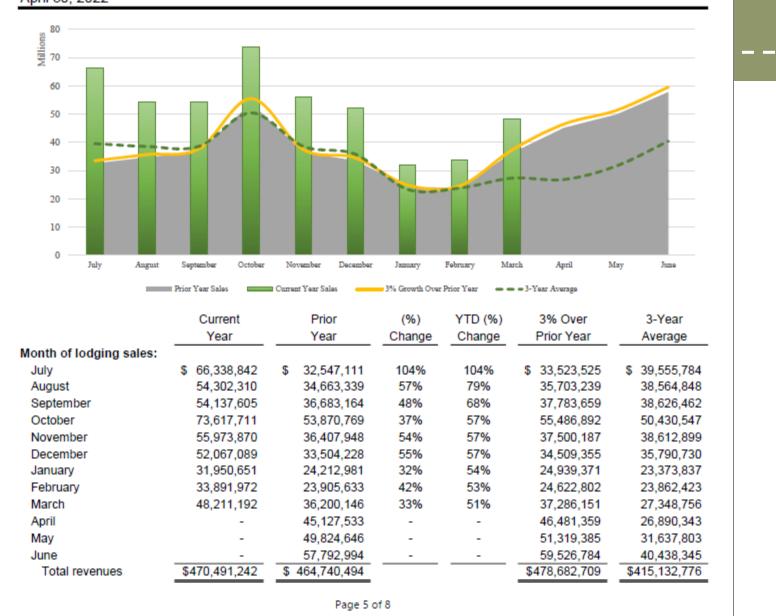
	Budget	Life to Date Actuals	Remaining Budget	(%) Budget Used
Revenues:				
Occupancy Tax	\$18,360,000	\$ 29,942,913	\$(11,582,913)	163.1%
Investment Income		1,242,026	(1,242,026)	0.0%
Total revenues	18,360,000	31,184,939	(12,824,939)	169.9%
Expenditures:				
Product development fund projects:				
2012 Montford Park Players (Welcome Facility & Amphitheatre Renovations)	125,000	-	125,000	-
2014 City of Asheville (Riverfront Destination Development 1.0)	7,100,000	7,100,000	-	100.0%
2016 Asheville Community Theatre (Theatre Expansion & Renovation)	1,000,000	430,000	570,000	43.0%
2017 Buncombe County Government (Woodfin Greenway & Blueway)	2,250,000	-	2,250,000	-
2018 Buncombe County Government (Enka Recreation Destination)	6,000,000	-	6,000,000	-
2018 Eagle Market Streets Dev. Corp. (YMI Cultural Center Improvements)	800,000	42,863	757,137	5.4%
2018 River Front Development Group (African-American Heritage Museum at Stephens-L	100,000	-	100,000	-
2021 African American Heritage Trail	500,000	21,867	478,133	4.4%
2021 Wortham Center for the Performing Arts (Air Ionization System)	45,000	45,000		100.0%
Total product development projects	17,920,000	7,639,730	10,280,270	42.6%
Product development fund administration	440,000	94,472	345,528	21.5%
Total product development fund	\$ 18,360,000	\$ 7,734,202	\$ 10,625,798	42.1%
Product Development Funds Available for Future Grants				
Total Net Assets		\$ 23,450,736		
Less: Liabilities/Outstanding Grants		(10,280,270)		
Less: Unspent Admin Budget (Current Year)		(345,528)		
Current Product Development Amount Available		\$ 12,824,939		
Page 3 of 8				

#### BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY

Monthly Balance Sheet Governmental Funds April 30, 2022

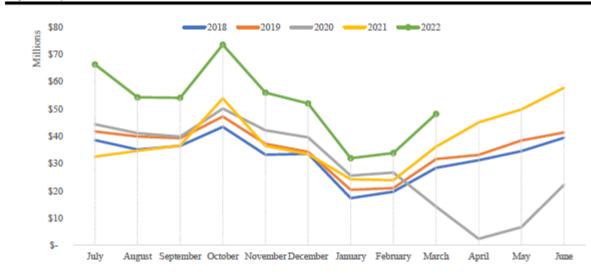
	Operating and Earned Revenue Funds	Product Development Fund	Total
Assets:			
Current assets:			
Cash and investments	\$ 31,211,500	\$ 23,450,736	\$ 54,662,237
Receivables	-	-	-
Total current assets	\$ 31,211,500	\$ 23,450,736	54,662,237
Liabilities:			
Current liabilities:			-
Accounts payable	\$ 26,810	\$ -	\$ 26,810
Future events payable	145,400	\$ 10,280,270	\$ 10,425,670
Total current liabilities	172,210	\$ 10,280,270	\$ 10,452,480
Fund Balances:			-
Restricted for product development fund	-	13,170,466	13,170,466
Committed for event support program	93,562	-	93,562
State Required Contingency	1,629,575	-	1,629,575
Designated Contingency	10,184,845	-	10,184,845
Undesignated (cash flow)	19,131,308		19,131,308
Total fund balances	31,039,290	13,170,466	44,209,756
Total liabilities and fund balances	\$ 31,211,500	\$ 23,450,736	\$ 54,662,237

BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY Total Lodging Sales Shown by Month of Sale, Year-to-Date April 30, 2022



BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY History of Total Sales by Month Shown by Month of Sale, Year-to-Date

April 30, 2022



	2018		2019	2020	2021	2022
Month of lodging sales:						
July	\$	38,602,612	\$ 41,734,276	\$ 44,385,965	\$ 32,547,111	\$ 66,338,842
August		35,118,463	39,917,550	41,113,655	34,663,339	54,302,310
September		36,475,819	39,327,048	39,869,174	36,683,164	54,137,605
October		43,473,922	47,272,253	50,148,618	53,870,769	73,617,711
November		33,231,722	37,240,595	42,190,154	36,407,948	55,973,870
December		33,597,999	34,272,393	39,595,569	33,504,228	52,067,089
January		17,286,992	20,347,077	25,561,453	24,212,981	31,950,651
February		19,676,430	20,985,316	26,696,319	23,905,633	33,891,972
March		28,406,443	31,638,002	14,208,120	36,200,146	48,211,192
April		31,240,963	33,141,034	2,402,461	45,127,533	-
Мау		34,544,014	38,464,222	6,624,541	49,824,646	-
June		39,441,126	41,413,202	22,108,839	57,792,994	-
Total lodging sales	\$ 3	91,096,506	\$ 425,752,967	\$ 354,904,866	\$ 464,740,494	\$ 470,491,242
			Page 6 of 8			

BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY Total Lodging Sales by Type

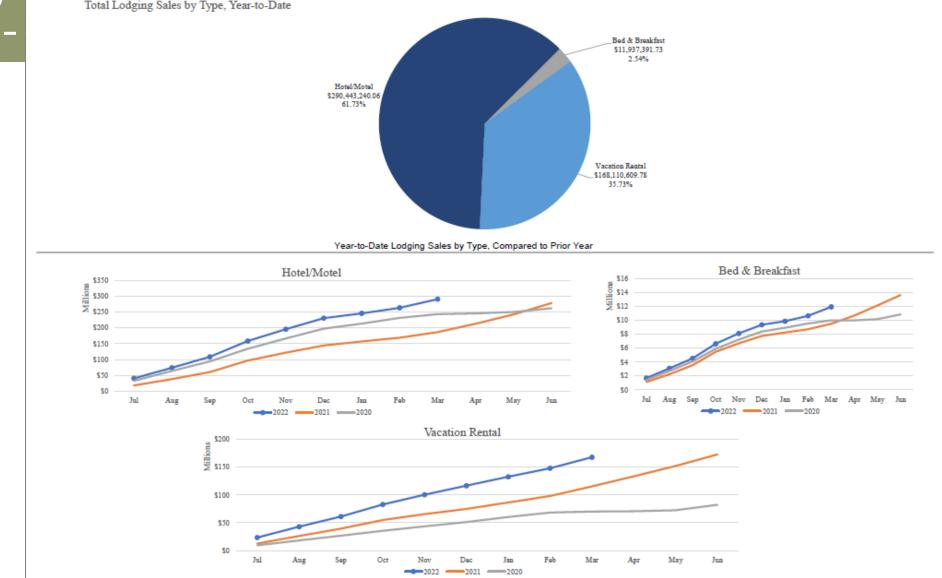
Shown by Month of Sale, Year-to-Date

April 30, 2022

		Hotel/Mot	tel			Vacation Ren	ntals			В	ed & Breakf	ast			Grand Total	s	
Month of room sales:	Current Year	Prior Year	% Change	YTD % Change	Current Year	Prior Year	% Change	YTD % Change	Current Ye	ar F	Prior Year	% Change	YTD % Change	Current Year	Prior Year	% Change	YTD % Change
July	\$ 41,364,569	\$ 19,132,318	116.2%	116.2%	\$ 23,292,383	\$ 12,282,646	89.6%	89.6%	\$ 1,681,8	90 \$	1,132,148	48.6%	48.6%	\$ 66,338,842	\$ 32,547,111	103.8%	103.8%
August	33,288,678	19,815,648	68.0%	91.7%	19,599,745	13,723,974	42.8%	64.9%	1,413,8	87	1,123,717	25.8%	37.2%	54,302,310	34,663,339	56.7%	79.5%
September	34,410,077	22,012,507	56.3%	78.9%	18,288,385	13,374,865	36.7%	55.4%	1,439,1	43	1,295,793	11.1%	27.7%	54,137,605	36,683,164	47.6%	68.2%
October	49,777,745	36,464,280	36.5%	63.0%	21,743,236	15,478,848	40.5%	51.2%	2,096,7	30	1,927,642	8.8%	21.0%	73,617,711	53,870,769	36.7%	57.4%
November	36,931,580	24,630,899	49.9%	60.4%	17,559,159	10,553,316	66.4%	53.6%	1,483,1	31	1,223,733	21.2%	21.1%	55,973,870	36,407,948	53.7%	56.8%
December	34,591,966	22,871,661	51.2%	59.0%	16,224,495	9,595,156	69.1%	55.6%	1,250,6	28	1,037,411	20.6%	21.0%	52,067,089	33,504,228	55.4%	56.6%
January	15,401,453	12,224,275	26.0%	56.4%	16,049,967	11,501,937	39.5%	53.5%	499,2	32	486,770	2.6%	19.9%	31,950,651	24,212,981	32.0%	54.2%
February	17,587,944	11,683,923	50.5%	56.0%	15,516,290	11,724,546	32.3%	50.9%	787,7	38	497,164	58.4%	22.1%	33,891,972	23,905,633	41.8%	53.1%
March	27,089,228	17,985,847	50.6%	55.5%	19,836,950	17,425,713	13.8%	45.3%	1,285,0	14	788,586	63.0%	25.5%	48,211,192	36,200,146	33.2%	50.8%
April	-	25,959,680	-		-	17,989,856	-				1,177,997	-		-	45,127,533	-	
May	-	29,663,713	-		-	18,720,234	-				1,440,698	-		-	49,824,646	-	
June	-	35,631,307	-		-	20,645,736	-				1,515,951	-		-	57,792,994	-	
Total	\$ 290,443,240	\$ 278,076,058	_		\$ 168,110,610	\$ 173,016,827			\$ 11,937,3	92 \$	13,647,609			\$ 470,491,242	\$ 464,740,494		
			=													•	

#### BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY Total Lodging Sales by Type Shown by Month of Sale, Year-to-Date April 30, 2022





## FINANCIAL REPORTS

### **Questions/Discussion**

## FINANCIAL REPORTS

#### **Chair Kathleen Mosher**

- Suggested Motion:
  - Motion to approve the April 2022 Financial Reports as presented.
- Motion Second
- Discussion
- Vote

### BUDGET AMENDMENT

	BUNCOMBE	COUNTY TOURISM DEVELOF BUDGET AMENDMENT FUND 130 OPERATING FU			
		BOARD MEETING DATE: May 25, 2	022		
Budget Amendment Item:	Media Opportunities				
Background Information: Additional paid media partnership o	pportunities aligned with our pillars, such as the	AFAR Ethical Traveler Partnership (Encoura <u>c</u>	e Safe and Responsible Travel).		
Funding Source: Occupancy Tax					
				Increase (E	)ecrease)
COST CENTER/DEPARTMENT	PROGRAM (IF APPLICABLE)	LEDGER ACCOUNT	REVENUE/SPEND CATEGORY	REVENUES	EXPENDITURES
General Revenues		4310:Appropriated Fund Balance		500,000.00	
Marketing	(Blank)	6100: Net Media	Media Contingency		500,000.00
			TOTA	L 500,000.00	500,000.00
Attest:			APPROVED BY:		
Jonna Sampson, Executive Operations	5 Manager	DATE	Kathleen Mosher, Chairman of the Board		DATE

A budget amendment is being requested for FY22 in the amount of \$500,000 for media opportunities aligned with our strategic pillars, such as the AFAR Ethical Traveler Partnership.

### BUDGET AMENDMENT

### **Questions/Discussion**

### **BUDGET AMENDMENT**

### **Chair Kathleen Mosher**

Suggested Motion:

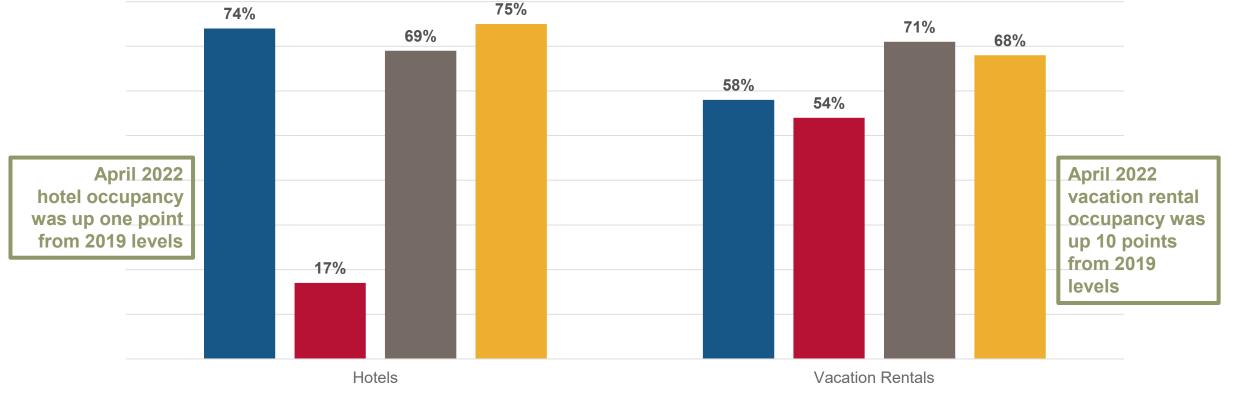
Motion to approve the Budget Amendment in the amount of \$500,000 from Appropriated Fund Balance to Media Contingency for media opportunities as presented.

- Motion Second
- Discussion
- Vote

## PRESIDENT & CEO REPORT

### VIC ISLEY PRESIDENT & CEO

### APRIL LODGING OCCUPANCY



■ Apr-19 ■ Apr-20 ■ Apr-21 ■ Apr-22

### Explore ASHEVÍLLE

### TOURISM SUMMIT 2022 THE FUTURE OF TRAVEL

WEDNESDAY MAY 18 | 12 - 5 PM | OMNI GROVE PARK INN

### TPDF 2022 CYCLE TIMELINE



# Monthly Highlights Report Destination Dashboard

Questions?

### ASHEVILLE BUNCOMBE HOTEL ASSOCIATION UPDATE

### MICHAEL LUSICK HOTEL ASSOCIATION CHAIR

## PROPOSED BCTDA FY23 BUDGET

LEAH ASHBURN BCTDA FINANCE COMMITTEE CHAIR

> VIC ISLEY PRESIDENT & CEO

STEWART COLOVIN EVP GLOBAL BRAND STRATEGY | MMGY GLOBAL

> JENNIFER KASS-GREEN DIRECTOR OF FINANCE



**BCTDA FINANCE COMMITTEE REPORT** LEAH ASHBURN | BCTDA NONPROFIT TREASURER & COMMITTEE CHAIR



# STRATEGIC PILLARS & TOPLINE OBJECTIVES

VIC ISLEY | PRESIDENT & CEO



**Convention & Visitors Bureau** 





#### **Deliver Balanced Recovery & Sustainable Growth**

Balance resident and visitor needs, recognizing the necessary role that sustainable, long-term growth of travel has in achieving a healthy, collective economy.

Focus on the quality of each visit to our community - balancing growth across the seasons, business and leisure travel, and throughout Asheville and Buncombe County.

### TOPLINE OBJECTIVES

- Balance quality of life for residents & experience for visitors through project investments
- Collaborate with broader community leaders to ensure sustainable growth & alignment
- Protect and evolve Asheville's brand to further differentiate from competing destinations and inspire higher quality visits
- Improve quality of each visit by inspiring increased length of stay & dispersal
- Accelerate proactive sales efforts to increase net new business to the destination
- Drive revenue in need periods through updated group sales strategy
- Review and update Wayfinding pedestrian signage to increase dispersal out of the downtown core



#### **Encourage Safe & Responsible Travel**

Engage residents and visitors with shared values to care for and respect natural, cultural and human resources vital in delivering quality guest experiences.

Collaborate with community organizations, local businesses and environmentally focused partners to support the sustainability and growth of our outdoor economy.

### TOPLINE OBJECTIVES

- Influence visitors to respect, protect and preserve natural, cultural and human resources
- Increase number of bookings that participate in community projects
- Identify, qualify and engage purpose-driven companies for purposes of holding meetings here
- Encourage partners to embrace sustainable and responsible tourism practices



### **Engage & Invite More Diverse Audiences**

Extend a genuine invitation to Black travelers and other diverse audiences including LGBTQ visitors – connecting them with local neighborhoods, businesses and entrepreneurs – creating more opportunities for all to win.

Support product development, place making and community connections, enabling new experiences and business opportunities throughout our community.

### TOPLINE OBJECTIVES

- Extend a genuine invitation to diverse audiences
- Develop and invest in community projects that attract and engage diverse audiences
- Increase outreach in recruiting diverse meetings and events
- Promote minority owned businesses through group sales initiatives
- Increase diversity of partner network



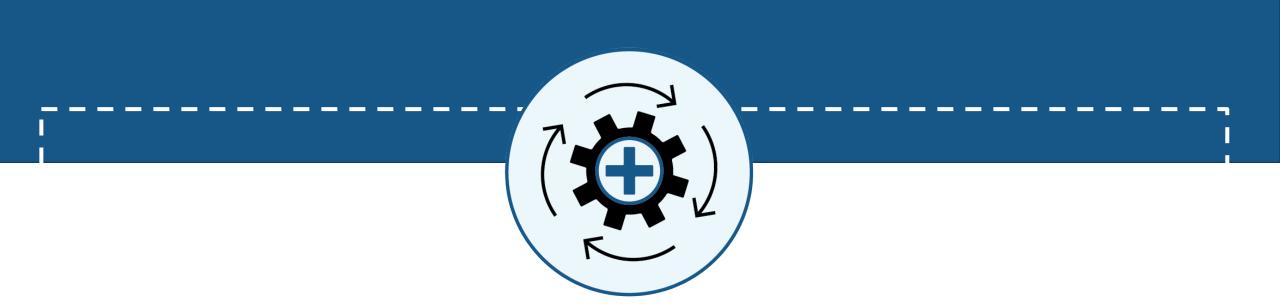
#### **Promote & Support Asheville's Creative Spirit**

Share stories of creators and makers who help differentiate our destination through food and drink, visual and performing arts, experiences and more.

Support product development, place making and community connections, enabling new experiences and business opportunities throughout our community.

## TOPLINE OBJECTIVES

- Elevate Asheville's creative experiences to differentiate and inspire visits
- Actively promote creative community and resources to groups and events
- Create opportunities for partners to learn about and support creative spirit



#### **Run a Healthy & Effective Organization**

Invest in people, policies and practices to serve our community with integrity within the organization's legislative requirements.

## TOPLINE OBJECTIVES

- Demonstrate organizational commitment to local, diverse creators, makers & vendors
- Increase team performance and effectiveness
- Prioritize professional development and training
- Increase diversity of candidate pool and employees
- Focus on events and communications strategy to increase community engagement

# STEWART COLOVIN | EVP GLOBAL BRAND STRATEGY | MMGY GLOBAL

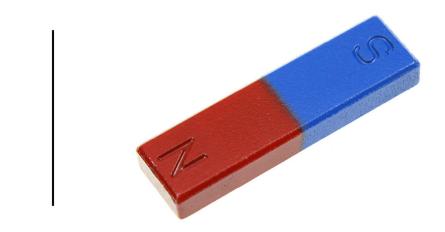


#### MM GY

#### **Explore Asheville**

PLATFORM FOR STORYTELLING





# Paradox

A situation, person, or thing that seems contradictory, and yet it is actually valid or true.



#### Less is more.



# "Nobody goes there anymore. It's too crowded."

**YOGI BERRA** 

# "It's weird not to be weird."

States Server

"Asheville is one of those places that's comfortable with who it is and has grown with it."



"Asheville is one of those places that's comfortable with who it is and has grown with it."

"Asheville is a like a gangly teenager that just went through a growth spurt. It can be a little awkward."



"This place attracts creative people who add to the tapestry that is our community."



"This place attracts creative people who add to the tapestry that is our community."

"When everyone strives to be outside the box, it can create a lot of little boxes."



"People here have always pulled themselves up by the bootstraps. It's who we are."



"People here have always pulled themselves up by the bootstraps. It's who we are."

"What if your boots didn't have any straps?"



#### "We're welcoming to everyone."



#### "We're welcoming to everyone."

"To the black and brown communities, that's code for LGBTQ."



"For a long time, nobody went downtown. It was all boarded up."



"For a long time, nobody went downtown. It was all boarded up." "When people say 'no one was there,' they're saying the entire black community was nobody. You might not have been there, but we were."



"It can be annoying to go downtown when I can't find parking and it's overcrowded with tourists."



"It can be annoying to go downtown when I can't find parking and it's overcrowded with tourists." "My clients love that it's so easy to park and get around and there are so many great restaurants."



# THE MORE WE CREATE THE MORE WE STAY THE SAME.



#### Architecture

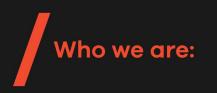


### Positioning Statement









we are a tight-knit and independent community of paradoxes;





we are a tight-knit and independent community of paradoxes;

drawn together by a natural attraction that nurtures and propels us to stand apart,



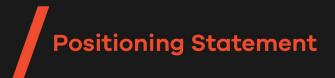


we are a tight-knit and independent community of paradoxes;

drawn together by a natural attraction that nurtures and propels us to stand apart,

creating a place that is deeply-rooted and ever-evolving.





we are a tight-knit and independent community of paradoxes;

drawn together by a natural attraction that nurtures and propels us to stand apart, creating a place that is deeply-rooted and ever-evolving.



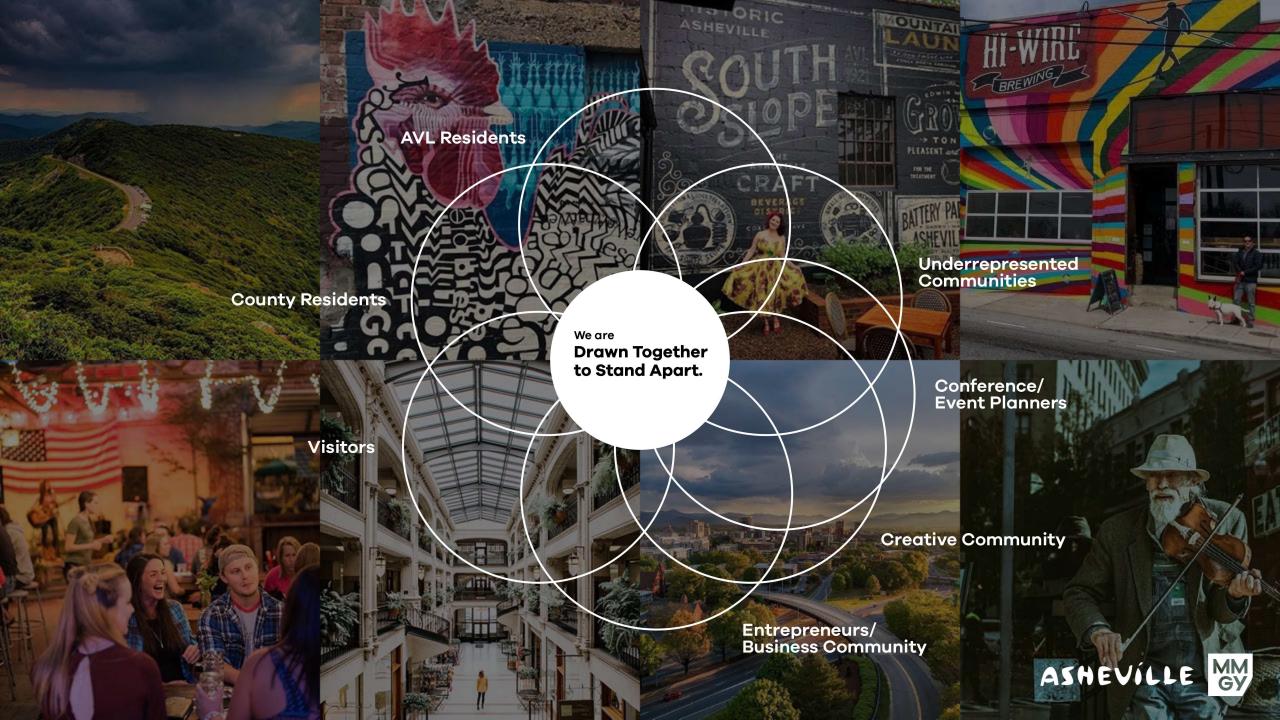
#### Our story





## We are Drawn Iogether to Stand Apart





### Our Values



We are Drawn Together to Stand Apart.

# is **CREATIVE.**



# is DEEPLY-ROOTED.



# is INDEPENDENT.



# is COLLABORATIVE.







## Our Promise





Asheville draws you in, nurtures and inspires.

She grounds us and propels us to never stop creating who we are.



## Our Experience



# Creators & innovators Creative culture



# Creators & innovators Nurturing by nature Story of place



Creators & innovators Nurturing by nature Roots that run deep Commitment to local, history



Creators & innovators Nurturing by nature Roots that run deep Nothing fits together, perfectly







VALUES: Creative Deeply-rooted Independent Collaborative

Open



VALUES: Creative Deeply-rooted Independent Collaborative

VOICE:

Open



VALUES: Creative Deeply-rooted Independent Collaborative

Open

VOICE: Colorful



VALUES:	VOICE:
Creative	Colorful
Deeply-rooted	Grounded
Independent	
Collaborative	
Open	



VALUES: Creative	VOICE: Colorful
Deeply-rooted	Grounded
Independent	Unafraid
Collaborative	
Open	



VALUES:	VOICE:
Creative	Colorful
Deeply-rooted	Grounded
Independent	Unafraid
Collaborative	Connected

Open



values: Creative	VOICE: Colorful
Deeply-rooted	Grounded
Independent	Unafraid
Collaborative	Connected
Open	Compassionate



### ASHEVILLE Platform for Storytelling

Essence	Values	Promise	Experience	Voice
We are Drawn Together to Stand Apart.	CREATIVE DEEPLY-ROOTED INDEPENDENT COLLABORATIVE OPEN	Asheville draws you in, nurtures and inspires. She grounds us and propels us to never stop creating who we are.	Creators & innovators Nurturing by nature Roots that run deep Nothing fits together, perfectly	COLORFUL GROUNDED UNAFRAID CONNECTED COMPASSIONATE







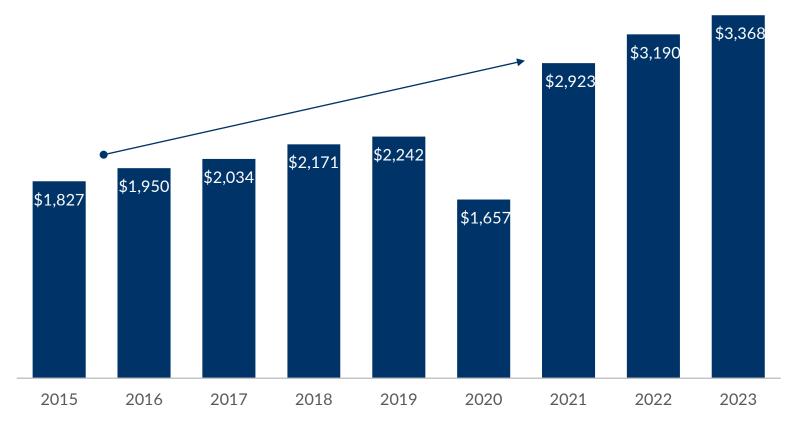
## BCTDA PROPOSED FY23 BUDGET JENNIFER KASS-GREEN | DIRECTOR OF FINANCE



# VISITOR SPENDING

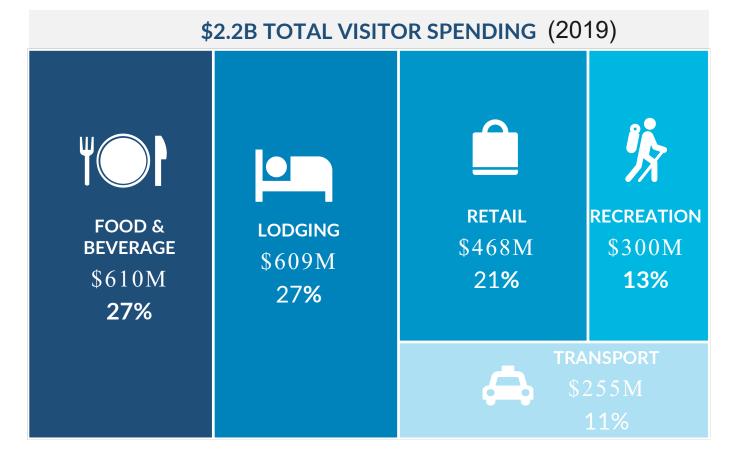
#### Asheville & Buncombe County total visitor spending

Amounts in millions of nominal dollars



Source: Tourism Economics

# VAST BENEFICIARIES OF TOURISM



- While lodging shoulders 100% of the marketing expense for the community, other business sectors reap the lion's share of the financial rewards.
- Visitor-supported businesses contribute significant property taxes to the county and city towards their annual budgets and sales tax paid by visitors that funnels to state, county and city coffers.

Note: Lodging spending is calculated as an industry, including meetings, catering, etc. Spending also includes dollars spend on second homes. Transport includes both air and local transportation.

Source: Tourism Economics

## **BUDGET CONSIDERATIONS**

- Revenue forecast of \$40,806,000 for FY23, which represents a 12% increase over FY22 revenue forecast
  - Previously approved by the BCTDA board based on revenue projections provided by Tourism Economics
- Takes into consideration potential legislative changes that if introduced will impact the allocation from three-quarters/onequarter split to two-thirds/one-third split (limit of state guidelines)

## FY22 OPERATING BUDGET & FORECAST

Revenue	FY22 Budget	FY22 Forecast
Occupancy Tax Revenue	20,369,690	27,325,811
Expense		
Salaries & Benefits	2,889,976	2,734,253
Administration & Facilities	798,580	797,243
Marketing	*15,821,893	*15,792,736
Sales	1,236,063	1,233,782
Community Engagement	123,178	118,889
Total Expense	20,869,690	20,676,903
Net Revenue (Loss)	*(500,000)	6,648,908

\*FY22 Budget and Forecast for Marketing includes the requested \$500,000 budget amendment previously presented.

### FINANCIAL MANAGEMENT POLICY AMENDMENT IN FY21

Designated contingency should equal 6 months of annual operating costs, in alignment with best practices for emergency, crisis management and recovery. Use of designated contingency must be approved by the BCTDA board. Requests should include an analysis, determine the use of funds and plans for replenishment. The organization's goal is to replenish the funds used within 12 months to restore the designated contingency to the target minimum amount. If the use of contingency will take longer than 12 months to replenish, the request should have an additional layer of scrutiny prior to approval.

## FY22/23 OPERATING FUND BALANCE

	FY22 Beginning Fund Balance	FY22 Forecast Change in Fund Balance	FY22 Year- End Forecast Fund Balance	FY23 Beginning Fund Balance (2/3 split)	FY23 Beginning Fund Balance (3/4 split)
Earned Revenue	92,291	(4,445)	87,846	87,846	87,846
State Required Contingency (8% Revenue Budget)	1,629,575	-	1,629,575	2,177,408	2,448,360
Designated Contingency (50% Expense Budget)	10,184,845	*250,000	*10,434,845	14,608,801	15,302,250
Undesignated (Cash Flow)	7,869,838	6,648,908	14,518,746	9,796,957	8,832,556
Total	19,776,549	6,894,463	26,671,012	26,671,012	26,671,012

\*FY22 Year-End Designated Contingency changed from Beginning Designated Contingency, based on \$500,000 budget amendment previously presented.

# BUDGET SCENARIOS

	OPERATING FUND	TPD FUND	TOTAL
FY22 Forecast	27,325,811	9,108,604	36,434,415
FY23 (2/3 and 1/3)	27,205,360	13,600,640	40,806,000
*FY23 (2/3 and 1/3) +\$2m fund balance to operating budget	*29,205,360	13,600,640	42,806,000
FY23 (3/4 and 1/4)	30,604,500	10,201,500	40,806,000

\*Recommendation to allocate \$2 million from fund balance to FY23 operating budget, should legislation change to two-thirds/one-third split

# FY23 PROPOSED OPERATING BUDGET (2/3 OCCUPANCY TAX SPLIT)

Revenue	FY22 Revenue Budget	FY23 Revenue Forecast (2/3)	% Total Revenue
Occupancy Taxes	20,369,690	27,217,602	67%
Fund Balance Designation	*500,000	2,000,000	
Total	20,869,690	29,217,602	68%
Expense	FY22 Budget	FY23 Proposed Budget (2/3)	% Total Revenue
Salaries & Benefits	2,889,976	3,713,360	9%
Administration & Facilities	798,580	1,150,000	3%
Marketing	*15,821,893	21,895,242	51%
Group Sales	1,236,063	2,159,000	5%
Community Engagement**	123,178	300,000	1%
Total	20,869,690	29,217,602	68%

\*FY22 Revenue and Expense Budgets include \$500,000 budget amendment previously presented.

\*\*Additional community investment funded through TPDF Administration and Earned Revenue Fund, details on upcoming slides.

# FY23 PROPOSED OPERATING BUDGET (3/4 OCCUPANCY TAX SPLIT)

Revenue	FY22 Revenue Budget	FY23 Revenue Forecast (3/4)	% Total Revenue
Occupancy Taxes	20,369,690	30,604,500	
Fund Balance Designation	*500,000	0	
Total	20,869,690	30,604,500	75%
Expense	FY22 Budget	FY23 Proposed Budget (3/4)	% Total Revenue
Salaries & Benefits	2,889,976	3,713,360	9%
Administration & Facilities	798,580	1,250,000	3%
Marketing	*15,821,893	23,132,140	57%
Group Sales	1,236,063	2,209,000	5%
Community Engagement**	123,178	300,000	1%
Total	20,869,690	30,604,500	75%

\*FY22 Revenue and Expense Budgets include \$500,000 budget amendment previously presented.

\*\*Additional community investment funded through TPDF Administration and Earned Revenue Fund, details on upcoming slides.

## EARNED REVENUE POLICY AMENDMENT

For FY22 the board agreed upon a policy amendment to maintain 50% of beginning fund balance in Earned Revenue reserve each year, with President & CEO authorization to approve up to \$25,000 per any one sponsorship/event, and for the BCTDA's board chair to approve amounts in excess of \$25,000.

## FY23 EARNED REVENUE FUND

Beginning Fund Balance	87,846
Forecast Revenue	183,000
Budgeted Expenses (Festivals, Cultural Events, Sponsorships, etc.)	225,000
Ending Fund Balance (50% Reserve)	45,846

### FY23 TOURISM PRODUCT DEVELOPMENT FUND

	Tourism Product Development Fund (1/3)	Tourism Product Development Fund (1/4)
Beginning Fund Balance	14,884,708	14,884,708
Budgeted Revenue	13,600,640	10,201,500
Administrative Budget	415,000	415,000
Available Funds	28,070,348	24,671,208

# BUDGET RECAP

- Revenue forecast of \$40,806,000 for FY23, which represents a 12% increase over FY22 revenue forecast
  - Previously approved by the BCTDA board based on revenue projections provided by Tourism Economics
- Takes into consideration potential legislative changes that if introduced will impact the allocation from three-quarters/one-quarter split to twothirds/one-third split (limit of state guidelines)
- Recommendation to allocate \$2 million from fund balance to FY23 operating budget, should legislation change to two-thirds/one-third split



## PROPOSED BUDGET ORDINANCE #1

#### ORDINANCE # 06.29.22

#### BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY NORTH CAROLINA BUDGET ORDINANCE FISCAL YEAR 2022-2023

#### BOARD MEETING DATE: June 29, 2022

BE IT ORDAINED by the Board of the Buncombe County Tourism Development Authority of Buncombe County, North Carolina on this the 29th day of June, 2022:

Section 1: The following amounts are hereby appropriated and revenues estimated to be available in the Operating Fund for the operation of the Buncombe County Tourism Development Authority and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023:

APPROPRIATION		
Salaries and Benefits	\$	3,635,000
Marketing		21,973,602
Group Sales		2,159,000
Community Engagement		300,000
Administration & Facilities		1,150,000
TOTAL APPROPRIATION:	\$	29,217,602
REVENUE		
Occupancy Tax Revenue	\$	27,217,602
Fund Balance - Undesignated	\$	2,000,000
TOTAL APPROPRIATION:	ė	29,217,602

Section 2: The following amounts are hereby appropriated and revenues estimated to be available in the Tourism Product Development Fund for the operation of the Buncombe County Tourism Development Authority's Tourism Product Development Fund Administration Budget and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023:

-		
	APPROPRIATION	
	Product Development Administration	\$ 190,000
	Wayfinding Administration	225,000
	TOTAL APPROPRIATION:	\$ 415,000
	REVENUE	
	Occupancy Tax Revenue	\$ 415,000
	TOTAL APPROPRIATION:	\$ 415,000

Section 3: The following amounts are hereby appropriated and revenues estimated to be available in the earned income fund for the operation of the Buncombe County Tourism Development Authority's Earned Revenue Budget and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023:

APPROPRIATION			
Local Support from Earned Revenue		\$	225,000
TOTAL APPROPRIATION:		\$	225,000
REVENUE			
Earned Revenue		\$	183,000
Fund Balance - Committed for Event Support Progra	am	\$	42,000
TOTAL APPROPRIATION:		\$	225,000
ATTEST:	TOURISM DEVELOP		
	By:		
Jonna Sampson, Executive Operations Manager	Kathleen Mosher, BCT	TDA Board Cha	air

Proposed Budget Ordinance based on potential legislative changes that, if introduced and passed, will change the occupancy tax allocation of the **Operating/TPDF** split from 75%/25% to 67%/33%. Leadership in the local hotel community is advocating for this change.

### PROPOSED BUDGET ORDINANCE #2

ORDINANCE # 06.29.22

Proposed Budget Ordinance based on the current occupancy tax legislation directing 75% to the Operating Fund and 25% to the Tourism Product Development Fund.

BUNCOMBE COUNTY TOURISM DEVELOPMENT AU NORTH CAROLINA BUDGET ORDINANCE FISCAL YEAR 2022-2023	ITHORI	тү
BOARD MEETING DATE: June 29, 2022		
BE IT ORDAINED by the Board of the Buncombe County Tourism Development Authority North Carolina on this the 29th day of June, 2022:	y of Bunco	mbe County,
Section 1: The following amounts are hereby appropriated and revenues estimated to be Operating Fund for the operation of the Buncombe County Tourism Development Authori the fiscal year beginning July 1, 2022 and ending June 30, 2023:		
APPROPRIATION Salaries and Benefits Marketing Group Sales Community Engagement Administration & Facilities	\$	3,635,000 23,210,500 2,209,000 300,000 1,250,000
TOTAL APPROPRIATION:	\$	30,604,500
REVENUE		
Occupancy Tax Revenue	\$	30,604,500
TOTAL APPROPRIATION:	\$	30,604,500
Section 2: The following amounts are hereby appropriated and revenues estimated to be Product Development Fund for the operation of the Buncombe County Tourism Developm Product Development Fund Administration Budget and its activities for the fiscal year beg ending June 30, 2023:	nent Autho	ority's Tourism
APPROPRIATION		
Product Development Administration Wayfinding Administration	\$	190,000 225,000
TOTAL APPROPRIATION:	\$	415,000
REVENUE		
Occupancy Tax Revenue	\$	415,000
TOTAL APPROPRIATION:	\$	415,000

Section 3: The following amounts are hereby appropriated and revenues estimated to be available in the earned income fund for the operation of the Buncombe County Tourism Development Authority's Earned Revenue Budget and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023:

APPROPRIATION Local Support from Earned Revenue		\$	225,000
TOTAL APPROPRIATION:		\$	225,000
REVENUE			
Earned Revenue Fund Balance - Committed for Event Support Program		s s	183,000 42,000
TOTAL APPROPRIATION:		\$	225,000
ATTEST:	TOURISM DEVELOPMENT FOR THE COUNTY OF BUI		
	By:		
Jonna Sampson, Executive Operations Manager	Kathleen Mosher, BCTDA B	oard Chair	r

# MOTION TO SET PUBLIC HEARING

### **Chair Kathleen Mosher**

Suggested Motion:  $\bullet$ 

> I move that the Board direct that the two presented ordinances be made available for public review and that a public hearing be set for the consideration of the ordinances for the next board meeting on June 29 at 9:00 a.m.

- Motion Second
- Discussion

ORDINANCE # 06.29.22

BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY NORTH CAROLINA BUDGET ORDINANCE FISCAL YEAR 2022-2023

BOARD MEETING DATE: June 29, 2022

BE IT ORDAINED by the Board of the Buncombe County Tourism Development Authority of Buncombe County North Carolina on this the 29th day of June, 2022:

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APPROPRIATION		
Salaries and Benefits	\$	3,635,000
Marketing		21,973,602
Group Sales		2,159,000
Community Engagement		300,000
Administration & Facilities		1,150,000
TOTAL APPROPRIATION:	\$	29,217,602
REVENUE		
Occupancy Tax Revenue	s	27,217,602
Fund Balance - Undesignated	\$	2,000,000
TOTAL APPROPRIATION:		29,217,602

section 2: The following amounts are hereby appropriated and revenues estimated to be available in the Tourism Product Development Fund for the operation of the Buncombe County Tourism Development Authority's Tourism Product Development Fund Administration Budget and its activities for the fiscal year beginning July 1, 2022 and anding June 30, 2023:

<u>\$</u> \$	415,0 415,0
\$	415,0
\$	415,0
\$	190,0 225,0
	\$

APPROPRIATION

REVENUE

ATTEST

Famed Revenue

Fund Balance - Committed for Event Support Program

TOTAL APPROPRIATION

Jonna Sampson, Executive Operations Manage

00 000 00 Section 3: The following amounts are hereby appropriated and revenues estimated to be available in the earned income fund for the operation of the Buncombe County Tourism Development Authority's Earned Revenue Budget and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023 APPROPRIATION Local Support from Earned Revenue s 225.000 TOTAL APPROPRIATION 225,000 REVENUE

\$

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FOR THE COUNTY OF BUNCOMBE

Kathleen Mosher, BCTDA Board Chai

ORDINANCE # 06.29.22

BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY NORTH CAROLINA BUDGET ORDINANCE FISCAL YEAR 2022-2023

BOARD MEETING DATE: June 29, 2022

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Community Engagement		300,000
Administration & Facilities		1,250,000
TOTAL APPROPRIATION:	\$	30,604,500
REVENUE		
Occupancy Tax Revenue	s	30,604,500

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APPROPRIATION	_	
Product Development Administration	\$	190,00
Wayfinding Administration		225,00
TOTAL APPROPRIATION:	\$	415,00
REVENUE		
Occupancy Tax Revenue	s	415,00
TOTAL APPROPRIATION:	\$	415.00

Section 3: The following amounts are hereby appropriated and revenues estimated to be available in the earned income fund for the operation of the Buncombe County Tourism Development Authority's Earned Revenue Budget and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023: Local Support from Earned Revenue 225,000 TOTAL APPROPRIATION 225,000 183,000 183 000 Earned Revenue Fund Balance - Committed for Event Support Program 42.000 42,000 TOTAL APPROPRIATION 225.000 225.000 ATTEST TOURISM DEVELOPMENT AUTHORITY FOR TOURISM DEVELOPMENT AUTHORITY FOR FOR THE COUNTY OF BUNCOMBE Jonna Sampson, Executive Operations Manage Kathleen Mosher, BCTDA Board Chai

# CITY COUNCIL UPDATE

### **Councilmember Sandra Kilgore**

Asheville City Council Update

# BC COMMISSION UPDATE

### **Commissioner Robert Pressley**

**Buncombe County Commission Update** 

# MISCELLANEOUS BUSINESS

### **Chair Kathleen Mosher**

# LIVE VIRTUAL PUBLIC COMMENTS

### **Chair Kathleen Mosher**

Members of the Public were invited to sign-up to virtually share live comments during today's in-person BCTDA meeting.

As of the 12:00 p.m. registration deadline on Tuesday, May 24, no requests to speak had been received.

## **IN-PERSON PUBLIC COMMENTS**

### **Chair Kathleen Mosher**

Upon arrival to this morning's BCTDA meeting, anyone who indicated a desire to make public comments completed the Public Comment Sign-In Sheet, affirming that they have read, understand, and agree to abide by the Rules of Decorum.

### RULES OF DECORUM FOR PUBLIC COMMENTS

#### **Rules of Decorum for Public Comments during BCTDA Meetings:**

- Public commenters will have up to 3 minutes to speak and agree to follow the Rules of Decorum.
- Public commenters shall refrain from personal attacks and/or threats directed towards the BCTDA board members, Explore Asheville staff, and meeting presenters and attendees.
- Public commenters agree to be civil and courteous with their language. Insults, profanity, use of vulgar language or gestures, or other inappropriate behavior are not allowed.
- Public commenters should not expect BCTDA board or Explore Asheville staff members to respond to their comments during the meeting.
- Failure to follow these rules will result in the immediate termination of the privilege of commenting, whether calling-in virtually or attending the meeting in-person.
- The chair or online moderator has the authority to enforce the Rules of Decorum.

# ADJOURNMENT

**Chair Kathleen Mosher** 

Motion for Consideration:

Motion to adjourn the BCTDA meeting

- Motion Second
- Discussion
- Vote

# NEXT BCTDA MEETING



Thanks for attending! The next BCTDA meeting will be on Wednesday, June 29, 2022 | 9:00 a.m. Explore Asheville Board Room 27 College Place | Asheville