

January 25, 2017

To: BCTDA

From: Stephanie Pace Brown, Executive Director

Subject: Recap of December 2016 Staff Activities

The CVB team took on a number of new challenges as the year drew to a close, making for an especially demanding and exciting end to 2016. On December 6, Lonely Planet named Asheville the #1 US Destination for 2017. The next day, the team learned that our organization would relocate before the end of the fiscal year. And, we embarked on planning and executing a multi-dimensional advertising campaign to boost winter visitation.

Staff immediately identified available relocation options that were presented to the Fiduciary Task Force for evaluation. The FTF visited three sites, and a location was chosen by January 7. A Letter of Intent has been fully executed and a lease will soon be completed for the Asheville Office Park. The announcement generated positive press coverage.

We made significant progress on the transition to an independent organization, completing Articles of Incorporation and By Laws while planning employee benefits, technology infrastructure, payroll administration, etc.

MONTH AT A GLANCE

- Stephanie, Marla and Brooke traveled to New Orleans to finalize the winter campaign and discuss strategy for upcoming campaign development.
- The ACVB assisted Black Mountain in achieving the TripAdvisor designation “Prettiest Small Town in America.”
- The sales team traveled to Raleigh, Chicago, DC and Atlanta for trade shows and sales calls.
- Dianna attended an organizing meeting for the 2018 World Equestrian Games and has actively engaged with the Tryon Equestrian Center and regional CVBs.
- We hosted the “ChristmasVille” tour operator FAM for 31 attendees in partnership with Nashville and Louisville.
- A stakeholder advisory group was convened to kick off the development of a tourism training program identified in the BCTDA Strategic Plan for implementation in the next fiscal year.

- The annual ACVB Holiday Party attracted 218 industry partners who contributed 133 toys and \$220 in cash to the Toys for Tots toy drive.
- 12 new tourism partner accounts were created.
- Magellan Strategies has been retained to update the Buncombe County Tourism Overview.

DECEMBER CVB METRICS: BY THE NUMBERS

- During December, the sales team posted 977 personal contacts (up 2%). December sales activities generated 64 sales leads (up 16%) and 19 convention bookings (down 39%), representing 6,125 rooms (up 9%). Six months into the fiscal year, year-to-date bookings are down 11 percent and room nights represented are up 7 percent.
- CVB leads generated 12 group events in December (down 37%), with revenue of \$191,583 (up 19%). The services team assisted 13 groups (up 18%).
- The Asheville Visitor Center welcomed 12,490 visitors (down 3%), and the Pack Square Park Visitor Pavilion is closed for the winter.
- The PR team landed 69 significant placements in December (up 26%), with 45 media touchpoints (up 50%). The publicity value of print and broadcast placements totaled \$99,582 with reach of over 4.2 million. Online placements added \$113,758 in value and reach of over 119 million.
- ExploreAsheville.com attracted 279,962 visits (up 20%), including 175,093 to the mobile site (up 29%). Our Facebook fan base grew by 4,806 (up 21%) and video views totaled 80,590 (down 70%).
- Online hotel reservations totaled 52 room nights (down 44%) with total room revenue of \$6,146 (down 52%).

HOTEL & AIRPORT RESULTS

- Buncombe County Finance reported lodging sales totaling \$29,151,289 in November, up 18.6 percent. Five months into the fiscal year, YTD 2016-17 sales are up 17.3 percent.
- Smith Travel Research reported hotel occupancy of 72.6 percent during November (up 0.1%). The average daily room rate was \$157.39 (up 8.3%), and RevPAR (revenue per available room) was \$114.23 (up 8.4%). Room demand increased 3.1 percent with 156,157 rooms sold.
- Passengers at the Asheville Regional Airport increased 16.3 percent to total 72,164 in November.

MARKETING & PUBLIC RELATIONS

Advertising: Top line results from the holiday campaign, which ran through December 16 (with retargeting ending December 31), are as follows:

- 21,094,227 impressions
- 60,379 sessions driven to the holiday landing page
- 83 percent were new sessions; slightly higher than the Harvest campaign's 79 percent
- 248,340 on-site engagements

Stephanie Brown, Marla Tambellini and Brooke Ptaszek traveled to New Orleans for a strategic discussion with the agency and to review the edit of the winter campaign TV spot. The winter digital display ads, social efforts and the custom landing page were finalized this month as was the custom content on Travelzoo.com, which launched January 9. Travelzoo will geo-target people through its newsletter and homepage to serve up the Asheville content. The team also hosted writer Andrew Evans, contributor to National Geographic Traveler, in a paid winter content/social opportunity and site visit in early January. In a separate, paid content opportunity, the team hosted the crew from the regionally syndicated "Dish Worth the Drive" program, which will air a three-to-four minute Asheville culinary piece in the spring that will air on more than 36 broadcast affiliates across the south and Comcast video on demand, reaching approximately 2.4 million households across Georgia, Alabama, South Carolina, Louisiana, Arkansas, and Tennessee. It is also included in at least four airings of the Atlanta Eats program, which run on WPCH TV Atlanta.

Paid search efforts: Cost per click (correlating to competition for keywords and phrases) went up in December, which resulted in a decrease in user sessions since the campaign wasn't able to reach as many people. However, the click through rate for the Google display campaigns by Simpleview although small, are more than 1,000 percent better than the industry average of .08 percent. Additionally, for the 2016 calendar year, ad position for AdWords search improved year-over-year from an average position of 4.1 to 2.0.

General Media Relations: After months of strategic planning with ACVB and Biltmore, Lonely Planet officially named Asheville its number one destination for 2017. The story hit more than 40 major outlets including Associated Press, Today, USA Today, MSN and ABC News. The opportunity was integrated into Q1 strategy with a press release and online/social content campaign. The "What You Can't Miss in Asheville in 2017" news release distributed via PR Newswire was picked up 246 times with a total potential audience of 12.4 million. It was also sent by ACVB to a custom list of 529 media and individually pitched to 67 journalists representing state, regional and national outlets. The content will be repurposed and used as a web element for the winter promotion. The ACVB also took advantage of the holidays to send Asheville Symphony Session music CDs as a gift for a targeted list of media. It was accompanied by a background piece on "The Top Five Reasons Why Asheville Is the Next Music City."

SIGNIFICANT PLACEMENTS IN DECEMBER

- *Lonely Planet* – "Asheville's the Top Destination for 2017"
- *Today* – "Here are the Top 10 Places in the U.S. to Visit in 2017"
- *ABC News* – "Lonely Planet Names Asheville Best in US Despite LGBT Flap"
- *New York Times* – "Lonely Planet Names Asheville Best in US Despite LGBT Flap"
- *Associated Press* – "Lonely Planet Names Asheville Best in U.S. Despite LGBT Flap"
- *AFAR* – "100 Places to Go in 2017"
- *Condé Nast Traveler* – "The 9 Best Places to Travel in December"

- *MSN Traveler* – “America’s Best Towns for the Holidays”
- *Atlanta Magazine* – “Destination Asheville”
- *Avenue Magazine* – “All Things Biltmore”
- *Business Insider* – “The Top 10 Places in the US to Travel to in 2017”
- *Insider* – “14 Photos That Show Why Asheville North Carolina was Just Named America’s Hottest New Travel Destination”
- *Our State Magazine* – “Tradition of Cloth in Western North Carolina”
- *Our State Magazine* – “Hotels & inns, Bunn House”
- *Sherman’s Travel* – “Checking in the Bunn House Asheville”
- *Sherman’s Travel* – “Asheville, North Carolina The Coolest Town You’ve Not Visited”
- *Lake Norman* – “The Taste of Beer”
- *Meetings Today* – “Rising Above: The Carolinas Stand Tall When It Comes to Group Business”
- *Smart Meetings* – “Meet on Top of the World: Mountain Meeting Destinations”
- *Dishing with DeMontis* – “North Carolina”
- *U.S. News & World Report* – “10 Top Art Deco U.S. Cities to Visit in 2017”

Content Development Projects: The ACVB social experts generated social buzz and votes around Black Mountain’s nomination in the TripAdvisor poll for “Prettiest Small Town in America.” Asheville developed the first blog post in early December when Black Mountain was 5th place in the poll. Within 48 hours, Black Mountain was in the lead by more than 1,000 votes. The content team continued its social push on Instagram, Facebook and Twitter, helping Black Mountain to win the contest by a 13 percent margin. The team followed up on TripAdvisor’s request for information to be included in a future article highlighting the title. In a separate effort, the holiday Pinterest effort to complement the paid campaign was successful in generating interest and creating backlinks to the site, an important factor in search engine optimization. During the six weeks of the promotion period, there were 1,353 site referrals from Pinterest, up 73 percent over the same period last year. ExploreAsheville.com content received more than 360,000 impressions on Pinterest during that time, and there were 1,484 new repins of site content.

ExploreAsheville.com Editorial Content:

- During the month of December, one new story and four new blog posts were added to ExploreAsheville.com, including a round-up of “what’s new” for 2017, a list of holiday music and theater performances, a round-up of New Year’s Eve events, coverage of the Lonely Planet accolade and the Black Mountain TripAdvisor nomination.
- The most popular story/blog content this month was the Lonely Planet announcement, which received 13,191 page views. The second most popular content was “50 Things to Do in Asheville,” which received 11,335 page views.

Social Media Stats:

Facebook:

Visit Asheville page

- December saw 4,806 daily new likes to Facebook for a total of 241,700.
- There were 40 new Facebook posts added to the Visit Asheville page in the month of December.
- The most popular unpaid Facebook post during the month was a photo of Christmas at Biltmore. It has reached 89,431 people organically, generating 5,304 total reactions, 332 comments and 767 shares.
- The most popular paid post this month was a link to the announcement of Asheville as Lonely Planet’s #1 destination for 2017. It reached 243,385 users in total (165,746 of those organically), generating 12,840 total reactions, 1,314 comments and 2,338 shares.

- The most engaging post this month was a link to our blog post about Black Mountain's nomination for TripAdvisor's "Prettiest Small Town" poll. It engaged 10 percent of the 174,328 users reached.

Foodtopia page

- December saw 731 daily new likes to the Foodtopia page for a total of 24,178 likes.
- There were 6 new Facebook posts added to the Foodtopia page in the month of December.
- The most popular post—a link to the Lonely Planet announcement, shared from the Visit Asheville page—reached 7,018 people organically, generating 196 reactions and 14 comments.

Video:

- There were 10,253 new organic YouTube views in December. The most popular video by organic views this month was the Fall Time Lapse, which received 1,931 non-paid views. The Dancing Santa video came in second with 1,386 new views.
- New Facebook Live videos in December included broadcasts from the Asheville Guitar Bar, Echo Mountain Recording Studios and Chimney Rock State Park.
- Across all of our video platforms, there were 80,590 views, most from Facebook.
- Asheville video content has received 2.7 million views since July 1, 2016 (fiscal YTD).

Pinterest:

- The combined fan total for our two accounts now totals 4,350. Foodtopia accounts for 1,356 of those; Visit Asheville – 2,994.

Instagram:

- Our VisitAsheville account has 23,744 followers.
- There were 21 new posts in December. The most popular—a twilight view of Biltmore with the illuminated Christmas tree—received 1,619 engagements (likes and comments).

Twitter:

- Across all of our accounts we have a total of 33,556 followers. The most popular account continues to be Foodtopia, which has 13,815 followers. We continue to provide a mix of proactive response to travel inquiries and pushes of website and Instagram content.

Asheville Traveler E-newsletter:

- Subscribers: We have 115,933 active subscribers.
- Opens/Click-throughs: In December, we sent out our monthly e-newsletter to 116,491 subscribers. We had a unique open rate of 10.7 percent and a click-through rate of 2 percent.

ExploreAsheville.com:

In December, website user sessions for ExploreAsheville.com increased 20 percent year-over-year, which includes a 27 percent increase in organic user sessions, a 1,123 percent increase in social referral sessions, and a 33 percent increase in email referral sessions. The team is evaluating two user-generated content software vendors that could assist with the goal of creating a trending section on ExploreAsheville.com

Online Reservations:

There were 24 orders for 52 room nights in December, with a total of \$6,145 in booking revenue (down 52%) and \$276 in commission (down 46%). The top 5 states for room nights booked in November were: North Carolina (11), Alabama (10), Virginia (7), Louisiana (6), and Ohio (4).

Travel Guide:

There were 906 requests for the Official Asheville Travel Guide in December, a 22 percent decrease from last December. Year-to-date, there are 11,306 travel guide requests, a 10 percent decrease from last year.

GROUP SALES & SERVICES

Group Sales reported 19 definite group bookings in December, (down 39%). Of these group bookings, 14 were for meetings & conventions, one was group tour, and four were weddings. The decrease in the number of leads can be explained largely because of two accounts with multiple leads. (There was a group tour series with five leads and one sports account with four leads for separate baseball events.) The combined total definite room nights were 6,125, up 9 percent. Sixty-four leads (52 for meetings and conventions, seven for weddings and five for motorcoach), representing 14,162 room nights, were distributed to Buncombe County accommodations in December. Leads distributed were up 16 percent and rooms represented were up 31 percent.

Estimated revenue for leads issued was \$1,800,302 (up 24%). Actualized revenue was \$191,583 (up 19%). Person-to-person outreach totaled 977 contacts (up 2%). Indirect outreach totaled 4,235 (down 48%). Year-to-date, however, indirect outreach is up 46 percent.

Sales Calls/Missions/FAMS:

- Molly Nelson and Carli Adams exhibited at the Association Executives of North Carolina's Annual Trade Show in Raleigh. Sixty-two planner contacts were made. Participating industry partners in the Asheville block included: Biltmore/Inn on Biltmore, Crowne Plaza, Grand Bohemian, Biltmore Farms Hotels and Renaissance Asheville Hotel. Prior to AENC, staff made sales calls in Charlotte.
- Shawn Boone traveled to Chicago to exhibit at Association Forum of Chicagoland's Annual Holiday Showcase, partnering with The Omni Grove Park Inn. More than 70 Midwest planners came by the booth. Sales appointments were hosted in conjunction with this event. Five RFPs totaling 894 potential room nights were received during the visit.
- Carla McGlynn traveled to D.C. to attend Connect DC and conduct sales calls, making 26 planner contacts. She also attended AMPS and met Omni area global sales offices.
- Dianna Pierce attended the 5th annual Travel South International Showcase in Atlanta, meeting with 90 international tour and receptive operators. Partnering with the CVB were Asheville Outlets and Biltmore. Four operators conducted site visits through Asheville as part of the showcase. A new Chinese targeted tour product has been developed as a result of attendance at this event.
- Dianna, along with Charlotte and Greenville SC CVB directors of sales, met with Tryon Equestrian Center staff to discuss the 2018 World Equestrian Games. Approximately 500,000 people are expected to visit as part of the September 10-23, 2018 experience.
- Beth McKinney hosted a ChristmasVille motorcoach tour operator FAM with 31 attendees. This was a joint FAM held in partnership with the Nashville, TN, and Louisville, KY, CVBs. Guests experienced The Omni Grove Park Inn, Biltmore, Lexington Glassworks, Asheville by Foot Tours, and other offerings.

- Group sales and public relations/marketing co-hosted eight staff and domestic and international contractors working for or on behalf of North Carolina in Germany, the United Kingdom and Canada. The FAM incorporated Biltmore, The Omni Grove Park Inn, a guided tour and art stop, and other points of interest.
- In preparation for the upcoming wedding season, group sales hosted a Wedding Professionals Networking Breakfast. Attendees were updated on CVB services, wedding initiatives undertaken by the CVB, and more. Approximately 50 industry partners attended.

Site Visits/Bookings/Leads: The team hosted/assisted six visits in December. They included: 2017 US Lawns – 324 rooms; 2019 National Sand, Stone and Gravel Association – 415 room nights; Tour Mappers (a Boston based receptive operator for FIT and group); Adventure World (an Australian operator launching a program in 2/17 with overnights here); Go Amerika & Target Travel Marketing (a German based FIT operator scouting out Asheville); and Travel South International China Initiatives (two representatives responsible for China programming). December bookings included among others:

- 2017 Yamaha Motor Corporation – 1,415 rooms
- 2018 Clayton Homes – 700 rooms
- 2017 NC Recreational Therapy Association – 108 rooms
- 2017 Rolex Girls Junior Golf Championship – 256 rooms
- 2018 Environmental Grant Makers Association – 1,200 rooms
- 2017 Academic and Business Research Institute – 90 rooms
- 2017 North American Fusion Society – 50 rooms
- 2016 US Club Soccer – 400 rooms

A total of 30 wedding guide requests were fulfilled this month. This is down from 35 requests in December 2015.

AAA Initiatives:

Staff hosted two webinars for AAA employees located throughout the southeast. Attending clubs included: AAA Carolinas, AAA Alabama, AAA South and AAA Allied. Approximately 49 AAA staff participated. The webinar highlighted Q1 activities and featured Biltmore, Gray Line Trolley Tours and Hilton Garden Inn.

Group Sales Communications:

Work with the team's agency, Market Connections, included finalizing a new trade show banner for the Group Tour market. A web banner ad was designed for upcoming ad placement on the *Successful Meetings* website. December was also a busy month for media coverage and client outreach through email marketing. The *Lonely Planet* accolade made waves in meetings and conventions media, and Market Connections designed a badge featuring the accolade to be used in advertisements and other marketing materials. Work with the CVB PR team included planning for 23 pitches to the meetings and group tour media. Outreach to meeting hotel partners and new group opportunities asking for news also occurred as the team started preparations for a 2017 Press Sheet for meetings media.

Media Coverage included:

- *Smart Meetings* published an online article about the *Lonely Planet* top 10 destinations for 2017 with a message to meeting planners, "make sure you know which destinations are trending." *Successful Meetings* also ran an online story about the list and Asheville's #1 placement.

- A writer with *Meetings Today* reached out for information for an Asheville article planned for the January issue that will complement the first-run of the team's new full-page advertisement. CVB assistance included a video interview with Dianna that will be featured, and information on what's new for meeting planners in 2017 from the CVB PR team.
- A writer with *SportsEvents* contacted staff for information for the upcoming February issue featuring North Carolina.
- The November/December issue of *Prevue* published its Prevue Visionary Awards. The Asheville CVB was selected as a **Gold winner in the Destinations/CVBs, Best Planner Support from CVB category** in the *Southeast* region.

Mass Communications included:

- Postcards inviting clients to attend the 2017 48-Hour Meeting Planner Experiences were mailed to 674 direct clients and 414 third party planners.
- An e-blast was sent to 664 NC association planners in advance of the AENC annual trade show. Open Rate: 27 percent; Click Through Rate: 9 percent
- A pre-tradeshaw e-blast was sent to 441 attendees of the Holiday Showcase. Open Rate: 29 percent; Click Through Rate: 14 percent
- A newsletter with information for the Group Tour market was sent to 1,802 clients. Open Rate: 21 percent; Click Through Rate: 5 percent

Convention Servicing:

A total of nine groups that met in December were booked by sales and were assisted/contacted by the convention service manager during planning. Four additional groups met in December contacted the CVB directly for assistance. Specific assistance for future events included planning assistance for the 2017 Husqvarna Sales Meeting and the WRESA Summer Leadership Conference, and preparations for services for the 2017 The Gala Gymnastics competition. A microsite listing hotel rates was created for the 2017 Asheville Running Experience.

STRATEGIC PLAN AND OTHER ADMINISTRATIVE INITIATIVES

Workforce Development for the Hospitality Sector:

On December 8, Glenn Cox attended a meeting at Eliada Homes for a new program being developed to provide qualified workers in the hospitality industry. He had agreed to convene a key group of hotel GMs and HR directors for the meeting. The Workforce Development Steering Committee met on December 13 with Jim Barrett, the executive director of Pisgah Legal Services. The committee and Pisgah are interested in strengthening the ties between the two, possibly as an added benefit to employees. On December 15, a Hospitality and Tourism Industry Career Pathways meeting was held at WCU's Biltmore Park campus, convened by Mountain Area workforce Development Board. The purpose was to accept final input on the \$150,000 Career Pathways Implementation grant.

Wayfinding:

Staff has initiated a process to plan for the update of the wayfinding system.

Visitor Readiness:

The Visitor Readiness Advisory Team convened on December 5 to discuss the development of a program designed to better prepare front-line staff for questions and assistance around tourism sites and activities in Buncombe County. The team all agreed this is needed and were enthusiastic about being a part of its creation. Matters of importance to them included: 1) History: Especially for the sake of context and the economic vitality of Asheville, especially prior

to the 1990s. 2) Customer Service: First impressions created and knowledge to provide assistance. 3) Exposure/Experience: So many front-line staff have not visited the key destinations in Buncombe County and therefore, are unable to convey the experience to the visitor. 4) Knowledge: Focus on utilizing ExploreAsheville.com as the go-to resource for tourism-related information.

Transitioning:

On December 15, Stephanie and Glenn spoke with attorney, Anna Mills, on the process for filing for incorporation and the development of Articles of Incorporation and Bylaws for the new 501(c)6 corporation. Throughout the month, Stephanie and Glenn met and communicated with two property owners and a commercial real estate broker. Ultimately, we narrowed the field down to three properties that best meet the CVB's needs in terms of location, space and cost. On January 4, the Fiduciary Task Force convened. The meeting began with a tour of the three sites: City Centre, Asheville Office Park (The Atom Building) and 84 Coxe Avenue. The committee then convened at The Omni Grove Park Inn to discuss the options.

PUBLIC AFFAIRS UPDATE

Tourism Product Development Efforts:

Contract development for the 2016 TPDF awards is currently in progress. Pat Kappes continues to meet with the awardees to finalize project scopes and contractual details.

New Major Works Request

The Town of Woodfin presented a Major Works proposal request to the BCTDA at the December 21 board meeting. The proposal for the Woodfin Greenway & Blueway projects includes approximately five miles of new greenway along Beaverdam Creek and the French Broad River that will ultimately be linked to Asheville's emerging greenway system extending through the River Arts District. It also includes multiple new boating access sites into the French Broad River, a new Silverline Park on the river in the heart of Woodfin's river district, and a new Whitewater Wave feature in-stream near one of the parks. The BCTDA expressed interest in learning more about the project, and requested the TPDF committee move forward with assessing the details as pertains to TPDF requirements. Staff will coordinate next steps including outlining an application document and scheduling a meeting with the applicant and the committee.

Ribbon-cutting Ceremony

The City of Asheville's ribbon-cutting for the trailhead at Craven Street and the new French Broad River Greenway section, part of the Riverfront Destination Development Project 2014 award, has been rescheduled from January 5 to warmer weather days sometime in the spring.

Annual Reports

Pat has been assisting TPDF awardees as they prepare their submissions for the annual report update due on January 15 of each year. The reports will be compiled and presented to the BCTDA in early 2017.

Partner Engagement:

Holiday Party – December 6

The annual ACVB Holiday Party was a great success with 218 industry partners in attendance. The party was generously sponsored by the Renaissance Asheville Hotel and US Foods, with

beverage donations from the Asheville Brewers Alliance, Biltmore, and The Omni Grove Park Inn. CVB Superstar Awards were presented to four well-deserving industry partners including Robert Foster/Doubletree Hotel, Josh Blake/ACME music partner, Sherry Masters/Art Connections, and Leslie Brewer/Biltmore. The TapSnap photo booth company provided a fun party souvenir for attendees. Additionally, attendees contributed 133 toys and \$220 in cash to the Toys for Tots toy drive!

Partner Forum – January 24

AIR (Asheville Independent Restaurant Association) is joining the CVB to co-present the January Partner Forum focused on Social Media & PR Tips. The marketing and PR team will present helpful tips and information for using social media and public relations for industry partner businesses, and will also provide an overview of ExploreAsheville's channels. Partners will have the opportunity to ask questions of CVB marketing experts during a panel discussion.

Hospitality Outlook – February 24

Save the date for the annual Hospitality Outlook. The event is a reinvention of the Investors Meetings in the past; attendees will hear Chad Church from STR present an update on lodging industry trends, and gain insight on local supply and demand. The event will take place at the Diana Wortham Theatre on Friday, February 24, from 1:00 – 3:00 p.m.

Projects

Brit Martin continued to work with Rachel Baumgardner, Alex Mitchiner, and Joe Weber as part of the Workforce Development creative team finalizing designs and marketing materials. A final presentation for the Workforce Development Steering Committee is scheduled for January.

Outreach

Twelve new partner accounts were created in December, including four new music artist accounts. Brit and Pat continue to reach out to qualified partners to submit information for a listing as well as service the partners who request listings.

A formalized effort to increase music venue participation in the event calendar has been developed, and will include a monthly email reminder to the venues along with outreach to venues not yet listed on the website.

Brit, Pat and Carli met to develop a strategy on increasing and enhancing partner lists on the Meeting Planner section of the website. Plans are underway to formalize outreach to educate partners about these different types of listings, and encourage them to respond with group-specific information.

VISITOR SERVICES UPDATE

The Asheville Visitor Center welcomed 12,490 guests during the month of December 2016. The Pack Square Park Pavilion is closed for the season.

The Volunteers attended a performance of "Snowbound" at Asheville Community Theatre and "All is Calm" at NC Stage Co. They also attend a Holiday Open House at Private Mountain Communities. Future events include NC Stage and Asheville Community Theatre.

Training for the Volunteers continued with email updates along with "on the job" daily briefings from staff members.