



SALISBURY TOURISM AUTHORITY
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SALISBURY TOURISM AND CULTURAL DEVELOPMENT COMMISSION
Minutes
January 11, 2012

The Salisbury Tourism and Cultural Development Commission met at the Gateway Building, 204 East Innes Street, second floor, at 11:30 a.m. for their regular meeting followed by a joint meeting of the Rowan County TDA and STCDC. Lunch was provided by the STCDC.

STCDC: Boris Bunich, Mark Lewis (Chair), Randy Hemann, Krista Osterweil, Michelle Patterson, Barbara Perry, and David Redden

Absent: Bill Burgin and Brian Miller

Staff representatives: James Meacham (RCCVB), Diana Moghrabi (STCDC Secretary), Joe Morris (City Staff Liaison), Lesley Pulliam (RCCVB), Wade Furches (City Finance Director), Gail Elder White (City Staff) and Michael Weaver of TMO Smith (Master Plan Consultant)

Rowan County TDA: Raymond Coltrain, Millie Cress, Steve Hall, Jeannie Moore, Wes Thompson, Andrew Waters, and Gretchen Witt

WELCOME AND OPENING REMARKS

Mark Lewis brought the STCDC meeting to order. Minutes of December 14, 2011, were approved as submitted.

FINANCIALS

Wade Furches presented the financial report which was received as presented. A copy of the full report is attached.

Only two January payments have been received so far. The budget amendment adopted at the December meeting was reflected in this report.

GOALS AND HIGHLIGHTS

As a precursor to budget submittals, the City Council receives goals for the next year and highlights from the previous year from various boards and commissions on an annual basis. The brief report from the STCDC will be a part of the January 17, 2012, City Council meeting. Joe Morris, James Meacham and Mark Lewis will include the impact of the Joint Marketing Committee, the Master Plan, the wayfinding signage and the purchase of the two new trolleys. One goal would be to continue to contribute to the development of the economic community.

It is important (the Tourism Development Authority is appointed by the City Council) because the commission wants to maintain communication with City Council. The most recent presentation to City Council was about the organizational changes to the Rowan Arts Council. There will be a report to City Council February 9, 2012, as part of the City Council retreat that will be focused on some of the Master Plan information.

OLD BUSINESS

A. Destination Development Committee Report

Barbara Perry reported that the Destination Development Committee did not meet in January due to the New Year holiday.

Tim Orr, Interim Athletic Director at Livingstone College, will join the DD Committee, replacing Terri Stevenson.

There will be a meeting of the Downtown Holiday Decorations Committee next week (January 18 at 10:30 in the 1st floor conference room at City Hall). The community responses to the *Salisbury Post* article and Access16 have been positive.

The Livingstone golf coach and the jazz band director are both interested in partnering with the Tourism Authorities.

Wayfinding Signage. Joe Morris spoke with J. P. Couch, traffic engineer with NCDOT. He will be in town January 18. Mr. Couch has concerns about the distance between the signage and certain destinations. He will look at possible alternatives to the standards for the NC Transportation Museum and for the hospital.

Randy Hemann suggested the Amtrak representative attend the meeting with J.P. Couch.

B. The Organizational Committee did not meet and did not have anything to report.

Report from Rowan County TDA

CALL TO ORDER of the RCTDA Board by Board Chair Michelle Patterson. RCTDA approved the meeting agenda. Both meetings ran simultaneously.

Michelle Patterson invited representatives Joe Morris, Bill Burgin, and Mark Lewis to work with Wes Thompson as part of the Ad Hoc committee to review James Meacham's contract.

Marriott Hotel

James Meacham reported that the Marriott Hotel project that is being developed by BPR has been delayed by the Rowan County Inspections Department. It is a new prototype that doesn't seem to be able to get a building permit in Rowan County. The City process has been completed.

The developer has reached out to The Rowan County Convention and Visitors Bureau because their initial goal was to break ground and be completed in time for the Democratic National Convention. There will be a meeting with James Meacham, BPR, Mark Lewis, Bill Burgin, Robert Van Geons and the Rowan County Inspections Department tomorrow January 12, 2012, at 2 p.m.

This is the developer's 26th hotel. The developer is committed to the project completion, but stated that Rowan County is the most difficult county with which to do business.

Joe Morris said that the site, although highly visible, presents greater issues with it being in a flood plain, topography issues, poor soil conditions, and limited access.

(The City of Salisbury, NC outsources building inspections to Rowan County.)

Joint Marketing Committee

A handout was provided to include the following:

DMANC January 26-27, 2012 Leadership Meeting will include the TDA leaders from North Carolina at the Rowan Museum.

The NGA Pro Golf Tour cannot work out the time at the Salisbury Country Club this year, but negotiations continue for next year.

SAF 2012 and 2012 NC State High School Fishing Championship March 16-18. The contract is for two years and includes a \$500 sponsorship each year plus a \$5 rebate per verified room night consumed.

Sanford Chamber of Commerce Leadership Retreat-Thirty attendees are coming January 20-21.

Group Prospect: NC Magistrates-135-150 attendees for an event that will be Sunday through Tuesday. They have been directed to the Holiday Inn to provide for their needs.

RAC

Applications are still being received for RAC board membership. There will be a series of partnership events with the libraries. James is working on the administrative structure and policies. Things are going well.

TOURISM INDUSTRY MASTER PLAN

Michael Weaver with Smith is really the chief architect of the Master Plan. He made a presentation to the joint TDAs and suggested that the name of the plan could be *Completion and Connection*. This is not the final plan but a check-point meeting.

There were 40 influential executive interviews and interviews with several focus groups within the community. There is qualitative research and well as quantitative research. Michael will share the key most actionable findings of that research. He will not be giving examples because you would have to see the whole thing together later else it be a distortion.

The principle on which this plan is based is that the value of thing increases when it has a purpose. The Master Plan is intended to increase the value of assets, investments and property in Salisbury and Rowan County by orchestrating a purpose for them.

The contents (of the master plan) will include an executive summary, situation analysis to include insights into the visitor market and a look at what kinds of business we want to attract, the competitive framework, buying incentives, and a look at institutional administrative structures.

The strategies and tactics will be divided into three parts—the visitor, the destination, and the journey.

The implementation plan will be in a 3-year, 5-year and a 10-year perspective. What seems to be shaping up is asset development, infrastructure improvement and secondary development. There will be a systematic way to evaluate what we develop and have to offer.

Definition—The destination is a center which draws visitors to stay for some considerable period (An overnight stay) by virtue of a combination of attractions, facilities and amenities which meet their various interests and needs.

Salisbury and Rowan County has the potential to capitalize effectively on the visitor trends that we see nationally and regionally. Folks in the community are not aware of how well our assets match up with visitor desires.

Aware, acquire, assemble—We need to connect outside to let more people know we have what they want. We have to make connections about inbound routes and make easy transitions among the assets after people get here.

Michael said, “We’ve never seen a destination that was better organized to cooperate and operate with critical mass and power—it is one of your key assets.”

Drag—Nostalgia for industry past adds up to an environment of which there is substantial diversions for moving forward. There is not a universal appreciation for how qualified Salisbury/Rowan are—there are people clinging to the past.

We may have to rely less on philanthropy and a little more on organization to achieve the quality of life and the quality of attraction we have enjoyed in the past. (Healthy cash-churning industry like tobacco, furniture, rail, and grocery)

Visual and performing arts represent a substantial proportion of our self-image and our appeal to upscale visitors. The visual arts assets need a more lucrative business model. Performers need a community that truly recruits visitors rather than just intercepting them from the interstate.

Salisbury/Rowan can be a sense of place with a value and identity of its own. One reason we get more visitors from Charlotte than Winston/Salem is because Winston/Salem still has some authenticity and Charlotte has bulldozed all of its authenticity. Proximity to Charlotte or Winston/Salem does not seem to get us too many over-nighters. We have to do better than intercept accidental tourists.

The plan won’t be ho-hum, because putting connections and completions together with our assets will not only require some innovation and some insight, but it will require a lot of will and a lot of effort.

Business traveler information came from the hoteliers. Supporting them will be our main strategy. That is how we earn as we develop. It is possible to make such an impression that the business traveler will want to return.

Partnerships are a huge part of this. We cannot do it all with money; we cannot do it all with our own money. The system will attract partners from the private sector and the public sector, too.

The same things that raise us up in the visitor industry improve our quality of life, too.

ADJOURNMENT

The STCDC meeting adjourned at 1:10 p.m. The next full committee meeting is Wednesday, February 8, 2012, at 11:30 a.m. in the Gateway Building, 204 E Innes Street, Salisbury.

Respectfully submitted,

Diana Moghrabi

Salisbury Tourism and Cultural Development Commission

Balance Sheet

January 10, 2012

ASSETS

Cash and investments \$ 226,324

LIABILITIES AND FUND EQUITY

LIABILITIES

Accounts payable \$ -

FUND EQUITY

Fund balance:

Reserved for Capital \$ 188,855

Unreserved 37,469

Total fund equity \$ 226,324

Total Liabilities and Fund Equity \$ 226,324

Salisbury Tourism and Cultural Development Commission

Statement of Revenues and Expenditures and Change in Fund Balance

For the Year to Date Period Ending January 10, 2012

	<u>Actual</u>	<u>Budget</u>	Variance with Budget Positive (Negative)
REVENUES:			
Occupancy Tax Receipts	\$ 163,195	\$ 298,000	\$ (134,805)
Interest Income	<u>-</u>	<u>2,000</u>	<u>(2,000)</u>
Total revenues	\$ 163,195	\$ 300,000	\$ (136,805)
OTHER FINANCING SOURCES:			
Appropriated fund balance	<u>\$ -</u>	<u>\$ 79,000</u>	<u>\$ (79,000)</u>
Total revenues and other financing sources	<u>\$ 163,195</u>	<u>\$ 379,000</u>	<u>\$ (215,805)</u>
EXPENDITURES:			
Marketing	\$ 141,399	\$ 258,000	\$ 116,601
Capital	7,613	112,000	104,387
Administrative Fee	<u>4,896</u>	<u>9,000</u>	<u>4,104</u>
Total expenditures	<u>\$ 153,908</u>	<u>\$ 379,000</u>	<u>\$ 225,092</u>
NET INCREASE (DECREASE) IN FUND BALANCE	\$ 9,287	<u>\$ -</u>	<u>\$ 9,287</u>
FUND BALANCE, JULY 1, 2011	<u>\$ 217,037</u>		
FUND BALANCE, JANUARY 10, 2012	<u><u>\$ 226,324</u></u>		

Salisbury Tourism and Cultural Development Commission
Collection Summary Report for FY2012 as of January 10, 2012

Total Receipts Previously Reported	\$ 148,016.26
Total Receipts December 14, 2011 – January 10, 2012	<u>15,178.89</u>
 Total Gross Receipts Received	 <u>\$ 163,195.15</u>