

IN THE MATTER OF:  
JACKSON COUNTY TOURISM  
DEVELOPMENT AUTHORITY

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Jackson County Tourism Development Authority

Board of Directors Meeting

December 11, 2013

1:00 p.m.

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Pursuant to Notice  
At the Library  
Cashiers, North Carolina

Reported by:

Laurie Combs Deloach, Court Reporter

SPERLING & BARRACO, INC.  
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APPEARANCES

- Clifford Meads, Chairman
- Mary Lanning
- Ken Fernandez
- Debbie Hattler
- Robert Jumper
- Mickey Luker
- Alex Bell
- Merrily Teasley
- Bob Dewes
- Julie Spiro
- Deb Watson
- Stephanie Edwards
- Vicki Greene, County Commissioner
- Darlene Fox, Finance Director
- Brian Peterkin

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**MR. MEADS:** Welcome to the December TDA meeting. I would like to start off by introducing Debra Watson who is going to be joining us next year and has come to share this meeting with us so that she can catch up on the marketing plan.

It is good to have you.

**MS. WATSON:** Thank you.

**MR. MEADS:** Thank you for coming. Debra is with Landmark. Is that correct?

**MS. WATSON:** That's correct.

**MR. MEADS:** With Highland's office. It is good to have you here. Everybody I would assume is in receipt of the minutes from the meeting we had in November. Are there any additions, deletions, discussions to those minutes in lieu of that?

Would somebody like to make a motion to approve those minutes?

**MR. FERNANDEZ:** I will make a motion to approve.

**MR. MEADS:** All right. Thank you, Ken.

**MR. BELL:** I second.

**MR. MEADS:** Thank you, Alex. Any discussion on that?

All in favor say aye.

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**ALL MEMBERS:** Aye.

**MR. MEADS:** Opposed? (No response.)

**MR. MEADS:** Great.

**MS. EDWARDS:** Excuse me, Clifford.

**MR. MEADS:** Yes?

**MS. EDWARDS:** If I may, you may not have gotten an email, but Ashley Faulkner who is the other new member from Sapphire -- Clearfield Sapphire Windham is in Nashville today or she would have been here. She is very enthusiastic, delighted with her appointment, and I know she looks forward to coming next month.

**MR. MEADS:** It is good to have her.

**MS. EDWARDS:** Uh-huh.

**MR. MEADS:** I believe we have two positive reports from Darlene. So Darlene?

**MS. FOX:** I will go over the financial report for the month of November. The cash balance is \$530,468.42. For October rentals we had revenues of \$87,378.16. And for the month we had expenses of \$26,858.08. And 149 units reporting. That is up 19 from the same month last year. And

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based on the percentage for the prior year's collections, we are seeing a 10-percent increase for November. And also the average for the year is a 10.4 percent increase.

**MR. MEADS:** Any questions of Darlene?

A 10.4 percent increase is quite impressive, quite impressive.

Mitch Crisp who represents Dixon and Hughes who did our audit, our annual audit for the TDA has a report for us, as well.

Mr. Crisp?

**MR. CRISP:** Thank you. I know some of you, but for those that I don't, I am the partner in charge of the audit services for the TDA in Jackson County.

The County actually made the arrangements for auditing services for this year. But we work for you, the board members. We answer to you. This is part of your fiduciary responsibility.

This authority is a component of the County's financial reporting unit, but it is also set for legal institutions and it has its own financial reporting responsibilities.

The Local Government Commission and the State Treasurer's Office is also a party to our contract and

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1 they are some of the clients with North Carolina  
 2 General Assembly.  
 3 Formal auditor communication with the Board should  
 4 occur at least twice during the phase of the audit;  
 5 once during the audit planning phase, and then here at  
 6 the completion.  
 7 We have issued a written report to the Board of  
 8 Directors. It is in the dark blue covered binder. It  
 9 is a written document that is our method of fulfilling  
 10 the completion communication as well as my attendance  
 11 at this meeting today.  
 12 It contains contact information for myself as the  
 13 lead audit partner and also the audit manager who is  
 14 assigned to this year's engagement. Any time as a  
 15 Board member you have a questions or a concerns or want  
 16 to address something with the auditors, you have  
 17 contact information to me.  
 18 It also contains a letter that addresses several  
 19 of the communications that we are required to make  
 20 under the professional standards. None of those  
 21 communications in that letter contain any negative  
 22 report results or comments or results, so I'm not going  
 23 to go over any of those individually.  
 24 Had there been any internal control deficiencies  
 25 noted during the audit, they would also be addressed

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1 and communicated. There were none noted, no  
 2 communication during this audit.  
 3 The financial statements are in the other binder.  
 4 Those are the external financial statements for the  
 5 Board.  
 6 They are somewhat different than financial reports  
 7 that those of you who come from a business background  
 8 may be accustomed to because Governmental entities have  
 9 some unique financial reporting requirements and they  
 10 have some unique terminology.  
 11 Generally though, they do follow the same  
 12 accounting principles and reporting results of  
 13 operations that you would be accustomed to seeing in a  
 14 business entity.  
 15 The auditor's opinion that is included in those  
 16 financial statements is unmodified. It states the  
 17 financial statement prepared in accordance with  
 18 generally accepted accounting principles. That is the  
 19 highest level of assurance that we may provide as  
 20 auditors from a professional standard.  
 21 The document also includes management discussions  
 22 and analysis which is required by the Governmental  
 23 Accounting Standard Board to enhance the financial  
 24 reporting package.  
 25 That analysis contained certain highlights of

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1 financial results and provides additional information  
 2 regarding operations in a narrative format.  
 3 The balance sheet as presented on Page 7 provides  
 4 information based on both fund accounting critical to  
 5 Governmental entities and a more comprehensive  
 6 financial position.  
 7 The authority at the present state, there are  
 8 really no significant differences between those two.  
 9 The typical differences that you might observe would be  
 10 the authority on capital assets as far as it had  
 11 long-term liability.  
 12 The funds statements are focused on term resources  
 13 and obligations only as in accordance with the post  
 14 years obligations adopted by you.  
 15 The revenue and expenditure statement on Page 8  
 16 reflects the new tax revenues from January 1 through  
 17 June 30th this last year and the expenditures incurred  
 18 during that same period.  
 19 A special item is reported representing the  
 20 transfer of assets from the previous TDA effective  
 21 January 1 resulting in an overall surplus for the year  
 22 of \$295,899. That surplus and then also reporting any  
 23 fund balance going forward into the current year, the  
 24 total fund balance is \$202,209 is available for  
 25 appropriation of the 2014 budget.

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1 The remainder of that fund balance is restricted  
 2 by State statute and represents the 2013 revenues that  
 3 have not been actually received as cash as of the new  
 4 fiscal year.  
 5 That concludes my prepared remarks. I will be  
 6 glad to respond to any questions that you have if you  
 7 have any.  
 8 **MR. MEADS:** Does anybody have any questions for  
 9 Mr. Crisp?  
 10 Good, clean audit.  
 11 Thank you, Mr. Crisp.  
 12 **MR. CRISP:** I would like to thank the Board for  
 13 allowing me to provide you all with these services. I  
 14 wish you very well in your endeavors.  
 15 **MR. MEADS:** Thank you.  
 16 **MR. LUKER:** I make a motion to accept the  
 17 financial report and audit as presented.  
 18 **MR. MEADS:** There is a motion on the floor.  
 19 **MR. BALL:** Second.  
 20 **MR. MEADS:** All in favor say aye.  
 21 **ALL MEMBERS:** Aye.  
 22 **MR. MEADS:** Opposed?  
 23 (No response.)  
 24 **MS. SPIRO:** Thank you, Darlene.  
 25 **MR. MEADS:** Thank you, Darlene.

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1 Mr. Jumper, I believe at the last meeting we  
2 talked about some grant stuff. And I believe you have  
3 a recap report.

4 **MR. JUMPER:** Me?

5 **MR. MEADS:** Yes.

6 **MR. JUMPER:** Oh, yes.

7 Yes. As a matter of fact, there were a couple of  
8 minor things that we had reviewed, the policies for the  
9 grant application.

10 And I asked Clifford and then Julie to take a look  
11 at it and make corrections that we had identified in  
12 the last meeting. And Julie has done so.

13 So I want to pass that out to you all. And you  
14 all can look at it and see if it meets your needs.

15 I'll take a bunch and pass them out.

16 **MR. MEADS:** Thank you.

17 Okay. Moving right along --

18 Yes, ma'am?

19 **MS. HATTLER:** Robert, can you point out the places  
20 where the corrections are that you did in here so we  
21 know exactly what was changed?

22 **MR. JUMPER:** Julie did the wording. If I could  
23 defer to Julie and have her --

24 **MS. SPIRO:** I think it was just the eligibility  
25 clause. I know Stephanie had had a question about

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1 that. I think that maybe clears it up.

2 It was related to if an organization can apply  
3 more than once or for more than one event or project.  
4 So that is the rewording of that.

5 **MS. EDWARDS:** I think that is helpful. The  
6 clarification is very helpful.

7 **MS. SPIRO:** That was the only change.

8 **MS. HATTLER:** Okay. Thank you.

9 **MR. JUMPER:** The process was primarily handled  
10 within the chamber. So there is not anything that the  
11 Board needs to do except approving the grant, perhaps.  
12 So there is not a need for us to bring any of the  
13 logistics in to the Board.

14 **MR. MEADS:** As it should be. That is good.

15 **MR. JUMPER:** Right.

16 **MS. GREENE:** Mr. Chairman, I would like to mention  
17 this again. The Township is not a legal entity. A  
18 town is, a city is, a village is. A township is a  
19 geographic entity. So you will not be -- We will not  
20 be receiving applications from a township.

21 **MR. MEADS:** Okay.

22 **MS. GREENE:** That could be put in local government  
23 and that would take care of it.

24 **MR. MEADS:** So noted.

25 **MR. LUKER:** Mr. Chairman, are you going to make a

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1 motion for approval on this or is this just for  
2 clarification?

3 **MR. MEADS:** I think a motion for approval would be  
4 helpful because I think this is as close as we are  
5 going to get right now. It clarifies some things. We  
6 are getting people asking for grants now. And I  
7 personally think a vote would be appropriate.

8 **MR. LUKER:** To move it into discussion, I'll go  
9 ahead and make a motion to approval the grant  
10 application as presented by Mr. Jumper.

11 **MR. MEADS:** That is great. That is helpful.

12 We have a motion on the floor to accept. Do we  
13 have a second?

14 **MS. HATTLER:** Second.

15 **MR. MEADS:** We have a second from Debbie.  
16 Any more discussion on it?

17 **MS. FOX:** Under "Notification" it says all grants  
18 all grants are contingent upon approval of the  
19 appropriate fiscal year's budget. The County should  
20 be included in that.

21 **MR. MEADS:** We can make that change.

22 We have a motion on the floor. We have a second  
23 with accounting TDA.

24 **MS. HATTLER:** And the township.

25 **MR. MEADS:** And the township, absolutely.

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1 All in favor say aye.

2 **ALL MEMBERS:** Aye.

3 **MR. MEADS:** Opposed?

4 (No response.)

5 **MR. MEADS:** Great.

6 Robert, thank you.

7 Julie, thank you.

8 All right. Now for the headliner.

9 The Brandon Agency, we are glad to have you back.  
10 We have been anxiously awaiting this marketing plan for  
11 us. The show is all yours.

12 **MS. HATTLER:** I would like to introduce everyone.  
13 Barry Sanders, director of new business of Brandon  
14 Agency. George Durant who is director of strategic  
15 planning. And Andy Kovan, director of planning  
16 creative strategy.

17 Welcome. We are ready to go.

18 **MR. SANDERS:** Thank you. We are delighted to be  
19 here. And we have been looking forward to this day for  
20 some time now.

21 I have had the pleasure of meeting many of you in  
22 the room. I have gotten to know Jackson County really  
23 well. It is a wonderful place and not a difficult  
24 place to promote. The challenge is coming up with a  
25 plan to do that.

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1 So we have come to you today with a fully  
 2 integrated plan for 2014. So it is a 12-month plan.  
 3 And from an integrated standpoint, we are going to  
 4 touch on all of the disciplines so -- public relations,  
 5 social media, paid media, website; everything that  
 6 needs to be part of the marketing mix.  
 7 So there have been several handouts to support  
 8 what we are going to show you here. And then we will  
 9 have a copy of this presentation to give you as you  
 10 leave.  
 11 So with that said, George Durant who is our  
 12 strategy guy, the agency has been involved in tourism  
 13 marketing for some time. Our agency has been in  
 14 business 54 years.  
 15 Our first client was a resort hotel in Myrtle  
 16 Beach and we have never looked back. So 40 percent of  
 17 the Brandon Agency's business lies in destination  
 18 marketing. So that is organizations like yourself,  
 19 resorts, hotel cooperatives, attractions; you name it.  
 20 So that is in our DNA and we have a real passion for  
 21 tourism marketing and tourism promotion.  
 22 So with that said, I am going to turn it over to  
 23 George.  
 24 George has been the architect of the Wilmington,  
 25 North Carolina marketing plan as well as the Beaufort,

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1 South Carolina marketing plan. Those are two other  
 2 DMOs that we work with so he brings a lot of strategic  
 3 thinking to the table.  
 4 And then Andy Kovan here is our brand guy. You  
 5 guys have a brand, "Play On." We love it. We are  
 6 embracing it and we hope to bring that to life. But  
 7 Andy does that same role for our agency. He is also a  
 8 creative director who handles our research.  
 9 So I will turn it over to George. We will all be  
 10 involved. We want this to be dynamic and fun. So  
 11 speak up and let's roll with this.  
 12 Play on, George.  
 13 **MR. DURANT:** Thank you.  
 14 I'm going to walk around. If I obscure the  
 15 projector or anybody's sightline, forgive me.  
 16 I have got several housekeeping things here to  
 17 tell you. First of all, there is going to be a lot of  
 18 detail in this. And we don't apologize for it because  
 19 we do our due diligence and want to make sure that all  
 20 the bases are covered and that you have all of the  
 21 details you need to make decisions.  
 22 But don't fret about taking notes or anything  
 23 else, because again we have a handout. And this entire  
 24 deck will be available for all of you, so consume it  
 25 now.

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1 The other piece of housekeeping is this. This is  
 2 a collaborative presentation. We don't present to  
 3 anybody. We like to have conversations with you.  
 4 I am personally delighted there are so many people  
 5 in the room. This is evidence that you care about this  
 6 county, you care about this TDA and you care about the  
 7 travel industry. And I just applaud your leadership,  
 8 and more than anything else I applaud you for putting  
 9 name tags around the table. You know who you are, but  
 10 this will be is very, very helpful for us.  
 11 We titled this "Boosting Jackson County's Travel  
 12 Industry through Integrated Marketing." And let's talk  
 13 about semantics real quickly here, too.  
 14 We use tourism interchangeably, but not so. You  
 15 are an industry. You affect the economy here. You  
 16 bring revenue to the area. And in the end, you  
 17 decrease the tax burden on residents and businesses in  
 18 this area.  
 19 Take a moment and let that sink in. That is how  
 20 important what you do is. You are not just tourism,  
 21 you are an industry with a palpable economic impact and  
 22 it does reduce tax burden and increases the quality of  
 23 life here; so take pride in that.  
 24 Every classic marketing plan starts out with an  
 25 objective. We have to know where the bar is set and

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1 what we are charged with doing.  
 2 I have put forward six here. But actually the  
 3 five that are really included in the marketing plan are  
 4 what I'm going to address more in detail. And the  
 5 sixth one you see here is something I will address in  
 6 just a second.  
 7 First of all, we do want to bring the "Play On"  
 8 brand to life. A brand is nothing you put on a shelf.  
 9 You already know that. It is a living, breathing  
 10 thing.  
 11 And if you are going to share it with your  
 12 constituents, your visitors, we need to bring it to  
 13 life. We need to take it out there in all the various  
 14 avenues there are from public relations to social  
 15 media, paid media to events and promotions, to a  
 16 variety of things. And we want to bring that to life  
 17 for you.  
 18 Secondly, we want to support the branding process  
 19 through the research and testing. You have already  
 20 gotten some research done. It is an ongoing thing.  
 21 Research is something else you also don't put on the  
 22 shelf because it is an evolving, dynamic thing because  
 23 trends change, visitors change, patterns change.  
 24 Three, create awareness and desire to explore and  
 25 fall in love with Jackson County. That is where the

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1 magic happens. While we frame you with research on the  
2 front end and measurement on the back, the fun stuff,  
3 the messaging, the creative media, the PR, the  
4 promotion stuff, social media and conversation; that is  
5 what happens in the middle.

6 And then finally we do keep score. Our agency  
7 will not recommend anything to you as a TDA that you  
8 can't measure. We hope that will make you happy. The  
9 old saying of "I know that 50 percent of my marketing  
10 works, I just don't know which 50 percent works;" not  
11 true anymore. We should know every single piece of  
12 data in every single thing that we do and how it  
13 performs for you. There are metrics in place to do  
14 that.

15 And then finally, Number Six, we want to work  
16 internally, not only in this county, but in the  
17 surrounding counties and in the North Carolina tourism  
18 landscape as well as the southeastern tourism landscape  
19 to build value in what you are doing with the TDA.

20 You need to continue to tell your constituents and  
21 your residents and the people that are in the travel  
22 industry here that you are the keeper of research, you  
23 are the leaders in thought leadership, you are an  
24 economic engine that drives a lot of revenue to come to  
25 this area, and take pride in that.

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1 a tourism, a DMO, in the inspiration or transaction  
2 business? Which do you think it is?

3 **MS. LANNING:** Inspiration.

4 **MR. DURANT:** Interesting.

5 This is something I want you to really digest here  
6 because this is a study that was done by Yesawich, MMGY  
7 Global, and Trip Adviser, and a few other tourism  
8 studies and they say this. Your guests and your  
9 visitors want you to inspire them by telling them  
10 stories and letting them know what is special about  
11 Jackson County.

12 We want to make it easy to buy. This is really,  
13 really critical. When we talk about a portal website  
14 and fulfillment, being able to field inquiries and  
15 channel leads and actually convert them to your  
16 properties here too, it is very important that it is  
17 easy for the consumer to do this.

18 And guess what. The old printed visitor guide is  
19 not dead. We in the digital business have tried to  
20 kill it, kill it, kill it, kill it, and it won't die.

21 People still want to hold things from time to time.

22 So fulfillment either from a digital standpoint or  
23 a written standpoint or a warm, living human being is  
24 very, very important. So make it easy to buy.

25 People want immediate gratification. They want it

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1 Again I am delighted to see so many people in the  
2 room as evidence of this.

3 But we can really boil this down to really one  
4 thing. And nothing really happens until somebody comes  
5 and stays in a room here. Room nights and heads and  
6 beds are what we are all about. I want to make sure  
7 that you know that, that there are a lot of other  
8 indicators that we can measure.

9 But when people come here and they stay, there are  
10 very real dollars attached to the fact that they have  
11 to deal with two things while they are here, sleep and  
12 eat. But then they are allowed to get out in this  
13 great community and enjoy everything that you have. So  
14 heads and beds are the primary drive of what we do, but  
15 it is not just anyone.

16 Jackson County isn't for everyone, and we know  
17 that. But it is for a lot of people, a lot of people  
18 who spend a lot of money who enjoy life that find this  
19 place very, very special.

20 And we want to make sure we deliver the right  
21 consumer to you. And that is where your research and  
22 your branding you have already done plays in as well as  
23 what we'll be able to do, too.

24 So this is something that is very, very important  
25 to me. I give this talk from time to time. Are you as

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1 and they want it now. If it is hard to buy and if it  
2 is cumbersome to come into your website where they find  
3 where they want to stay, how they want to play and  
4 spend their money here, we will fail.

5 People want to trust you. That is where an  
6 authority is very, very important. Understand that  
7 this is a legal entity that you are. It is so, so  
8 important to the fact they trust you.

9 But I will tell you something else. They trust  
10 their friends and even strangers even more. So peer  
11 review has become a powerful part of what happens.  
12 Whether it is that burgeoning -- Excuse me for turning  
13 my back to you.

14 Whether it is that burgeoning monster which is  
15 Trip Adviser or social media or just asking, peer  
16 review is very important to this process.

17 So in the inspiration part of it you have to be  
18 very, very aware that your job is to inspire people to  
19 act. And once they come to you, you need to deliver  
20 these people and disburse them among all the different  
21 things to do in the county.

22 Post inspiration. Commerce should take place.  
23 This is the transaction part of it. This is what we  
24 keep store on. There are certain levels of awareness  
25 that we can measure, but this is really where the

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1 rubber meets the road here.  
 2 In today's economy, unless you have unlimited  
 3 funds, the metrics of accountability usually becomes  
 4 how many impressions that you get, how many leads you  
 5 get, and how efficiently those leads were generated.  
 6 So these are the core measurements right here for  
 7 transactions.  
 8 We believe -- And that is quick that I will get  
 9 through this. We believe as you said that you can  
 10 coexist, that you can brand and you can do  
 11 transactions, too. And we have come up with the plan  
 12 that will accomplish this.  
 13 And there is only one true way to do that. And  
 14 let me show you here. This wheel is a continuum that  
 15 is so very, very important. It used to be we were an  
 16 era of specialists. Things could exist on their own.  
 17 They could be independent.  
 18 Anymore now integration is so very, very  
 19 important. A holistic view of marketing is where you  
 20 need to be, those things that work like a fine tuned  
 21 dovetail to help each other. The PR will enhance the  
 22 paid, the paid will enhance the social, the research  
 23 will verify that what we are doing is right, promotions  
 24 will give people an experiential view, what happens  
 25 here too, all working together, so very important.

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1 don't want, the rates they will pay for it, how they  
 2 want it delivered. So this two-way conversation is  
 3 important.  
 4 Passionate development of a brand tribe, our  
 5 marketing plan is based on loyalism and being an  
 6 evangelist. Okay? It is very important to us. In  
 7 fact, it is critical that in the decision-making  
 8 process, once they have had the experience of sampling  
 9 everything that is here, they talk about you. They  
 10 tell their friends. They tell their neighbors and  
 11 everybody else, too.  
 12 So we want to create a brand tribe for you. We  
 13 communicate with them as if we are speaking to each  
 14 individual's interest. We are fluid as trends develop.  
 15 I was telling Stephanie and Debbie a little bit  
 16 earlier and someone else in the room that we used to  
 17 write 18-month marketing plans. And then we would do  
 18 an annual marketing plan. And then we would do it for  
 19 a half of a year.  
 20 We are writing marketing plans now by the  
 21 three-month blocks. That is how fluid and dynamic  
 22 everything is.  
 23 I'll talk about optimization in a little while.  
 24 It is very important to understand that things change,  
 25 that we'll be on top of that. It is a daily grind for

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1 But all propped up by content. It is very, very  
 2 important to speak with a voice that is unique to  
 3 Jackson County and is unique to you and unique to  
 4 Sylva, Cashiers, Cherokee, Cullowhee, and every place  
 5 else. Everybody has their own uniqueness here. And  
 6 these voices have to come through very, very loud.  
 7 The guiding strategy is -- And I'll zip through  
 8 these. And this is for you as an organization. It is  
 9 total transparency, number one. I like it. I love  
 10 sitting here and hearing about the audit like we just  
 11 heard a while ago and the numbers are out there for  
 12 everyone to see. And you are clean and official and  
 13 working efficiently and everything else, too.  
 14 Marketing should be that way, too. How you spend  
 15 your constituent's and your stakeholder's money is  
 16 very, very important. So transparency is key to this  
 17 whole equation.  
 18 We lean on continued research to help people.  
 19 Total integration we have already talked about. We  
 20 believe that integration also translates to total  
 21 engagement.  
 22 Marketing should be a two-way conversation. If  
 23 you think it is only speaking to your guests now, that  
 24 is wrong. They talk back to you now. They tell you  
 25 what they like, they tell you what they want, what they

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1 us to look out and find out what is working, what is  
 2 not working, and adjust accordingly.  
 3 And then finally we will report to you. You will  
 4 hear us use our terminology and our promise of keeping  
 5 score often, and we will.  
 6 The game plan is we are going to target  
 7 conversions from marketing campaigns. We are going to  
 8 embrace digital. We usually come in and have a real  
 9 paradigm shift. We will take a 60- to 70-percent print  
 10 budget that a client usually has of the tourism  
 11 marketing business and flip that to 60- to 75-percent  
 12 digital.  
 13 After we have been looking at what we have done  
 14 here and the successes that you have had and the  
 15 research that we have done, that massive shift can't  
 16 take place right away. It is going to be more like the  
 17 majority of it digital, but about 50/50 until we ease  
 18 you into a situation to where you can depend on the  
 19 more measurable digital assets we have out there.  
 20 Be specific. There are some very real seasonal  
 21 differences with what you have here. There is some  
 22 little micro seasons, too, choose and cut fund to  
 23 extend the winter season back. Even though weather can  
 24 be iffy in the spring, there are some things we can do  
 25 to enhance that.

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1 Of course escape the heat is something that people  
2 want to deal with in the summertime. And all these  
3 distinct seasons need to be considered when we are  
4 developing our campaign.

5 Protect our strongholds, make sure to protect what  
6 we have. And we also need to pioneer out there for  
7 you. And we want to develop private sector  
8 partnerships.

9 We don't know it all. All of the people around  
10 this table right here and in the audience collectively  
11 makes up this community. And we need to lean on each  
12 other.

13 If there are ideas out there, if there are co-op  
14 plans we could help you put together that are very  
15 specific -- it could be fly fishing. It could be  
16 something else. But what we need to do is develop  
17 private sector partnerships that can address those  
18 niches. Because we don't have the budget -- you don't  
19 have the budget to go after every single niche there is  
20 here. So private sector on partnerships are very  
21 important too.

22 All right. The channel --

23 **MR. LUKER:** George, give me an example of that.

24 **MR. DURANT:** One of our strongholds, we put  
25 together golf partnerships, surrounding golf co-ops.

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1 The challenges. First of all, we talked about  
2 wrapping up the front end of what we do for every  
3 client with research and on the back end metrics to  
4 measure how we did.

5 We will want to take advantage of things that you  
6 have already implemented here in your branding process,  
7 too. There is more to discover. I told you it is an  
8 ongoing process.

9 I believe, Barry, you had been requesting end  
10 contact with a variety of people, getting into deeper  
11 data. And that will help us, too. But we can never  
12 stop this pursuit of research to make sure that --

13 And Andy coined this phrase --

14 And I stole it, Andy, so forgive me.

15 We invite the consumer into the room because what  
16 you believe and what we believe may not always be what  
17 the consumer believes.

18 So the research is very, very critical to find out  
19 what they want from a Jackson County travel experience  
20 versus what we think they want. And that is classic  
21 pull marketing where they pull us through the process  
22 versus us pushing our message on them. So research is  
23 very critical to it.

24 I just wanted to put forth to all of you what we  
25 need to continue to keep in front of us here in terms

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1 And I would guess the quintessential one would be a  
2 golf hold where people came together and we put  
3 together golf packages with hotels and you could buy  
4 with these hotels and come and play and all it is all  
5 efficient; those types of things.

6 That is not driven by the DMO, that is usually  
7 driven by a private sector co-op where like-minded  
8 industries come together to do it. And again I am just  
9 using the example of fly fishing. It could be  
10 something else, too.

11 And I want to make sure -- We would love to do an  
12 ad campaign for each of your interests in this room  
13 here. It is not practical. We will include it in copy  
14 and we will include it in creative messaging. We will  
15 include it in our overall campaign. But we will be  
16 able to address them if you could get together. We can  
17 enhance it and contribute to it and make it a goal  
18 there.

19 Is that fair enough?

20 **MR. LUKER:** Very good.

21 **MR. DURANT:** All right. We talked about  
22 integration. I am going to get through this fairly  
23 quickly. But again I told you all, this is a  
24 collaborative presentation. Please raise your hand and  
25 stop me if you have a comment or a question.

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1 of task. And they would be a solid visitor study that  
2 would yield a guest history and profile, focus groups  
3 that would continue to let's say pick your top market.  
4 The Raleigh Metro area, too.

5 We would want to get focus groups that measure  
6 their uses and attitudes there, too. Awareness and  
7 perception studies, conversation studies. That is  
8 very, very important not only that they like you and  
9 want to come here, but we find out the length of stay,  
10 how much they spent, party size, demographics; all  
11 those things, too, how they converted a competitor's  
12 space, who might be creeping into our space here and  
13 taking market share. We always want to find that out.  
14 And then of course economic impact.

15 And I will hammer this home for every TDA with  
16 whom we deal, is to continue to publish reports, all of  
17 you on the Board here to the community at large of the  
18 economic impact of the travel industry.

19 Paid channels. We will spend a little bit more  
20 time on this because, although an integrated approach  
21 is what we are touting here, and that includes all the  
22 channels I said, PR, owned, which can be social media  
23 and your website, and a variety of other assets, too.  
24 Paid, promotional, everything else; they all come  
25 together.

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1 But we will spend the most time on this because it  
 2 is the one we can control the most. We can measure it.  
 3 We can place it. We can tell people when our message  
 4 is heard and consumed, how it is consumed, and we can  
 5 control it. So I am going to spend a little more time  
 6 on that.  
 7 Next to your own media voice, this segment is the  
 8 most easily controlled and measured, as I said. Our  
 9 recommendations will deliver impressive impressions.  
 10 We do have impression goals out there in terms of  
 11 reach and frequency. We don't just say do an ad  
 12 campaign in our paid channel. We want to make sure  
 13 that we reach thresholds that mean something to you.  
 14 One ad is not going to do any good unless it is the  
 15 right size ad and the right message. A frequency of  
 16 three may not be appropriate in one place and it might  
 17 be 10 in another place.  
 18 But these metrics that we come in here with are  
 19 very, very important. And it all starts with eyeballs  
 20 on your product. And we will show you the impressions  
 21 that we have in this plan that we intend to deliver for  
 22 you.  
 23 But it will take on a qualified measurement and a  
 24 targeted field as we engage in prospects, where they  
 25 live. And digital, as we move more into that, and

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1 depending less and less on print allows us to optimize.  
 2 We can geo-target an area. We can get a street  
 3 corner if you want to. And we can behaviorally target  
 4 out there, too.  
 5 There is no reason to ever have wasted media  
 6 expenditures. The tools that we have now and networks  
 7 and all these targeting tools allow us to zero in on  
 8 who you need to come here, where they live, and how  
 9 this fits in with the project.  
 10 So the strategy would be building demand or  
 11 loyalists, as I have said, while harvesting new  
 12 visitors for Jackson County.  
 13 You will see when we hand out our media  
 14 recommendation in a little bit that we get people while  
 15 they are in the travel planning mode.  
 16 We have a saying at the agency called "Harvesting  
 17 Intent." We want to put messages out there while  
 18 people are looking. That could be Trip Adviser, while  
 19 they are looking at peer reviews. It could be a travel  
 20 site, a travel magazine.  
 21 We don't want to have to find them, educate them,  
 22 sell them, get the lead, and convert them. We need to  
 23 harvest intent while they are in the travel planning  
 24 process.  
 25 We will utilize proven media to generate leads.

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1 And you'll see it in the plan, especially in more  
 2 mature demographics as well as several exciting new  
 3 opportunities to reach younger audiences for you, too.  
 4 You'll see a careful blend when we hand out our  
 5 media. Three of our target media, and we have two, and  
 6 it is maintaining your base of a little older, more  
 7 affluent audience share. But, it also goes after a  
 8 younger audience, too.  
 9 There is a nice study that Steve Morris did with  
 10 Western Carolina on soft adventure and what is  
 11 adventure travel. And while that won't engage  
 12 everything there is to do in this county, again we  
 13 can't do it all. That is indicative of getting an  
 14 older audience, a full family audience, empty nesters  
 15 as well as young people and young couples, too.  
 16 So adventure probably would be to create a theme  
 17 and we would go along too. That is a piece of research  
 18 we do.  
 19 Look for flights to feature a significant shift to  
 20 digital, as I have said, peer reviews and geo and  
 21 behavioral targeting. And that aligns with the  
 22 creation of an inbound fulfilled source.  
 23 Does everybody know what inbound marketing is? It  
 24 has really shifted so that when somebody gets a message  
 25 and they come to you, there is a rich storehouse of

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1 information of color and visuals and information and  
 2 content and how to and make it easy.  
 3 So when people are coming inbound finding out what  
 4 they need to do, the most logical place to deliver this  
 5 is in a robust, content-rich website in there that they  
 6 can funnel in and then you can distribute them to all  
 7 of the various communities and the properties in this  
 8 area. And we will talk about that in a little while.  
 9 And this is very important right here, I am going  
 10 to say this throughout the presentation,  
 11 "Optimization." And a good example of that is we may  
 12 be placing an ad network buy in Atlanta. And we may be  
 13 placing an ad network buy in Greenville/Spartanburg.  
 14 And in the late fall in Atlanta if it is not  
 15 working well, but it is knocking them dead in  
 16 Greenville/Spartanburg, we can turn it off in Atlanta  
 17 and beef it up in Greenville/Spartanburg. Or if you  
 18 find out it is underperforming and we need to give it  
 19 more time, we'll do that, too. And that ultimate  
 20 optimization is something that was just not available  
 21 10 years ago. It is really amazing stuff.  
 22 While paid media's lead times require getting out  
 23 ahead of seasonal marketing, the paid channel is  
 24 already integrated with planned public relations,  
 25 social media, and interactive strategies.

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1 In other words, when we do a paid campaign and  
2 placed marketing for you out there, it would be  
3 carefully thought out with an article we may be  
4 creating.

5 And let's use the choose and cut example. On  
6 Christmas trees in this part of the country, and we may  
7 place appropriate media there, too, social media posts  
8 will address it, your favorite stories about driving up  
9 to Jackson County and getting a Christmas tree may be  
10 one of the posts. Web content and pop-ups on the web  
11 to capture data may come along with it, too.

12 So this carefully integrated plan, all these  
13 things working together is what is the beauty of this  
14 marketing plan.

15 We will go after lead generators. And this is  
16 more active media. And it will have some passive media  
17 out there, too. And passive means there will be much  
18 more of this branding thing. We will get the "Play On"  
19 message out there for you and really paint a picture of  
20 what makes you special here.

21 This is kind of a point of conversation with us  
22 right now. We realize you have a compressed  
23 geographical footprint. This is not a fly market, it  
24 is close by. You know where your customers come from.  
25 We know where your customers come from.

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1 But we will deliver leads weekly to you and monthly so  
2 you can immediately begin to remarket them.

3 While the above inbound strategies are important,  
4 we are planning outbound communications with our new  
5 and repeat guests via carefully targeted e-blast  
6 campaigns that will only increase in effectiveness as  
7 we grow our database.

8 You couldn't have forced me into email marketing  
9 six years ago. In-boxes were jammed up. Spam mail was  
10 just prevalent. It was just not something people  
11 looked at.

12 But with the increasing filters out there and the  
13 way that people are prequalified and opted in, it has  
14 become a real powerful force. They have already asked  
15 for information in some form from Jackson County. And  
16 we can communicate that to them directly on that  
17 interest.

18 **MR. SANDERS:** A great example is you asked about  
19 partnerships, Myrtle Beach Club Holiday, which is 90  
20 golf courses and 70 hotels. They put all their money  
21 together. They have got 800,000 opt-in emails in their  
22 database. So they send out weekly specials to these  
23 800,000 opt-ins emails. It is cheap and it works.

24 **MR. DURANT:** And it can be an newsletter. Usually  
25 an offer is attached because it incents people to act

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1 But am I correct in saying that practically -- I  
2 won't use the word no -- there is a small data base  
3 now, email addresses and things like that?

4 We want to build that data base because we also do  
5 outbound marketing. The only way to do that is to cast  
6 a little wider net. So we are going to go a little bit  
7 out of your comfort zone geographically to see what  
8 interests we may be able to harvest in some pioneer  
9 markets nearby. And when we do that we can optimize it  
10 if they are worth it. Great, we found the honey hole  
11 of prospects that can come visit here. If not, we turn  
12 it off and go to another area.

13 But we will cast a little bit wider net than I  
14 believe you are used to doing simply to get a more of a  
15 vibrant and bigger data base to which we can remarket  
16 again. That is real critical. I will talk about that  
17 in a little bit.

18 Paid channel tactics. Both printed and online  
19 media deliver leads weekly. This is important to you.  
20 We are big on reporting. I will tell you that the crux  
21 of what we do is on a whatever basis you ask us to do  
22 it to deliver reports to you.

23 Many times our media outlets, Trip Adviser, some  
24 of the other ad networks can get them to us weekly.  
25 And if it is germane and we can act on it, we will.

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1 and you can measure that response to those emails, too.

2 And another strategy also is to incent people to  
3 refer a neighbor or a friend or somebody else, which  
4 further builds your data base.

5 Or you can link that outbound e-blast to social  
6 media and they can link directly from that email in a  
7 social conversation about all the great fun they have  
8 had here and that they intend to have in the future.  
9 So outbound would be very important.

10 Okay. We don't have enough budget to routinely  
11 engage in niche publications. I'm sorry, we don't. I  
12 would like to, again, as I said, do a campaign for each  
13 of your individual interests here. But we will touch  
14 on all those things in the general messaging we have  
15 out there. And we'll have some micro-campaigns, too.

16 But niche marketing as a general practice is not  
17 as efficient as a little more targeted mass marketing.  
18 I know you may think that is a dichotomy there, but  
19 anyway, a broader brush out there can broadcast and  
20 help us get more eyeballs and more general interest,  
21 too.

22 Highly segmented online campaigns specifically  
23 will give us the dynamic capability to target young,  
24 active travelers and separate targeting to mainstay  
25 affluent baby boomers. We feel like we can get them

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1 both.

2 Tactics we will use, drilling down a little bit

3 further -- You guys all need to know this. How

4 familiar are you with all of the efforts of the State

5 of North Carolina North Tourism Department's action on

6 your behalf?

7 All of you? Most of you? They do a lot.

8 Obviously they are trying to generate intent and

9 travel to the state of North Carolina. They are trying

10 to distribute to the Coastal Region, the Piedmont

11 region, and the Mountain Region, and then dribbling

12 down even further to your individual communities,

13 counties, and TDAs.

14 However, they are having trouble doing it. Their

15 website right now is a mess and they know it. It is

16 nothing I'm talking out of turn with. Other TDAs we

17 deal with also find this.

18 And we want you to be there. So if you see us a

19 little bit light on using the co-opportunities with the

20 State of North Carolina to visit North Carolina right

21 now, even though they have prequalified audiences, it

22 is because they aren't quite refined in their process.

23 And listen, we have had to do from scratch

24 destination websites about the size that they have for

25 the state. It is a monstrous undertaking. So I hope

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1 you all will be patient with them. But we are not

2 going to have you dialed in from here to the State of

3 North Carolina right yet in our paid media strategies

4 until they have refined some of their processes there.

5 Is that a fair thing to say, those who know?

6 We will make cooperative opportunities available,

7 those that I have talked about, which will expand and

8 enhance what you are doing. And the obvious growing

9 rush to mobile will shape our fulfillment in digital

10 tactics.

11 It is very important to let you know, we never do

12 interactive and website design unless it is responsive

13 now.

14 Who knows what "Responsive Design" is?

15 (Hands shown.)

16 **MR. DURANT:** Very good.

17 It will optimize itself for whatever device you

18 are using. We know the habits for planning and

19 shopping and booking. They are delivered in a variety

20 of ways.

21 Somebody might sneak a few minutes at work on

22 their laptop and go home and research the destination

23 on their tablet. And then while they are driving

24 around they actually might book on their smart-phone.

25 And all of our digital designs right now, not

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1 while we are driving, Andy.

2 **MR. KOVAN:** No.

3 **MR. DURANT:** But, anyway -- And responsive design

4 allows the design -- the information that the content

5 created can deliver that tourism prospect to you to

6 optimize itself for all of those screens. There is a

7 second screen, a third screen, a fourth screen; and we

8 can go digital all day long. But anyway, it is a

9 beautiful thing.

10 Here are the numbers. Total print impressions, we

11 deliver a little over 7.5 million minimum online

12 impressions. This is bought a little bit different, as

13 you well know, anybody who buys in this space, you buy

14 impressions are guaranteed. That will be almost eight

15 million.

16 And right here is about the allocation of where we

17 are looking for this particular strategy for the paid

18 side.

19 And you all want to know budgets on the paid side

20 here. This is the allocation for a Plan A that would

21 utilize roughly \$250,000 of paid media. And you see

22 graphically the representation of digital versus print.

23 As time goes on, we would want this to increase

24 and be larger. It is just the most efficient thing to

25 do. It is the world we live in now. But this is the

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1 best we can do right now to protect some strongholds

2 that you have.

3 A more modest budget to make sure that if there

4 are allocations or dedications of monies that you may

5 have for visitor service, for instance, or something

6 like that that we bid a little more conservative in the

7 approach and we have a plan that also addresses a

8 \$200,000 budget here.

9 This is where I talked about broadening the reach.

10 We know this is where -- plus half-backs and everybody

11 else -- this is where the action is right now. We want

12 to farm and pioneer a little bit up the eastern

13 seaboard right here in certain seasons where they can't

14 get things there that they can get here and make sure

15 that we can do some damage right there.

16 As they become effective, we increase. We never

17 get away from the core marketing budget right here. We

18 can increase, and if, for instance, something doesn't

19 happen that we intended to effect in this area or down

20 in Florida, we can decrease and optimize there, too.

21 It is important for you to note that these all are

22 part of some regional buys, too. The reason that some

23 of these regions are in here is it was just the type of

24 buy the print publications that include a Maryland, a

25 New Jersey, or a Pennsylvania or New York, too. And

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1 you clearly see this on a media plan, so don't worry  
 2 about that right now, but we will show you.  
 3 And Barry, if you would, I am going to take a  
 4 little break and get a swig of water right here. If  
 5 you will hand out the media plans.  
 6 You will see in great detail there our  
 7 recommendation both is in the impressions, the  
 8 publications, the network, the regions that we reach,  
 9 the demographics.  
 10 When we put together our media plan, we include  
 11 all of these so there is no guesswork.  
 12 **MR. SANDERS:** So before we create the plan there  
 13 is a media brief and a strategy that our media team  
 14 does. We have a five-person media department that  
 15 performs all the facets.  
 16 So the foundation and the rationale behind the  
 17 plan is in this. The spreadsheet is the actual --  
 18 Excuse me.  
 19 So a couple of things. We don't buy ads, we buy  
 20 programs. And there is deep rationale behind whatever  
 21 we recommend. So this is a lot of information. It is  
 22 too much to go through item by item. But if you want  
 23 to read the smaller document which is the briefing  
 24 which provides the strategy and then look at the  
 25 spreadsheet which is an annual plan.

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1 This is a \$250,000 paid media plan for 2014. It  
 2 is heavier in the first half of the year.  
 3 **MR. DURANT:** The correct order is to look at the  
 4 brief first which is the 8-and-a-half by 11 sheet, and  
 5 look at the rationale by which we have approached this.  
 6 And while we don't like to, as Barry says, kill a lot  
 7 of trees, this is best consumed in a print version  
 8 right here. If you will allow me to toggle back, get  
 9 my glasses here -- none of you need to do this --  
 10 speaker: I was hoping you would hold that across.  
 11 **MR. DURANT:** But the strategy you see here is to  
 12 reach travelers while they are planning. This is very  
 13 important. We will go nowhere where there is not  
 14 already intent.  
 15 You hear us use that phrase "harvest intent." It  
 16 is very important to know that while they are travel  
 17 planning is where we are going to get them. And we  
 18 have designed, as you see in the spreadsheet, a variety  
 19 of mechanisms to do that.  
 20 The secondary approach here, which is just as  
 21 important as I talked about active and passive media,  
 22 passive will do your branding for you. They will be  
 23 out there with great messaging. PR will help us there.  
 24 Social will help us there to paint a picture of your  
 25 personality and the unique character of your people and

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1 places here.  
 2 But our active media is designed to generate  
 3 leads. When we stand in front of you guys next we will  
 4 say, "Well, how did you do?" I guarantee "How many  
 5 leads did you generate?" will be one of the questions.  
 6 How much did it cost to generate those leads? What is  
 7 the quality of those leads? How were they handled? To  
 8 whom were they given?  
 9 And all of these things are very, very important.  
 10 And our digital assets all on the website allow us to  
 11 manage those leads in a very professional manner for  
 12 you.  
 13 **MR. LUKER:** Let me address this. But what is the  
 14 difference between the green and the yellow on here?  
 15 **MR. DURANT:** I will have to look at my sheet.  
 16 **MR. SANDERS:** If it is the green it is the --  
 17 **MR. DURANT:** Added values. Added value is yellow.  
 18 We have never put together -- As Barry well said,  
 19 we talk about this often, we don't buy ads, we buy a  
 20 program. And I guarantee when we get a paid strategy  
 21 out there for you two things are going to happen. We  
 22 are going to negotiate the heck out of it and get you  
 23 the very best price. These are proprietary prices that  
 24 we negotiated with our buying power.  
 25 The second thing of three that we are going to do

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1 is we are going to get added value. We won't stop with  
 2 buying the program that they recommended to us. We are  
 3 going to layer on top of that with digital bonuses,  
 4 with impression bonuses, with leads, with other direct  
 5 marketing opportunities they give us. So we leverage  
 6 added value galore for you.  
 7 And many times we can get at least a one to one  
 8 paid versus added value to negotiate into our plan.  
 9 People hire us most often for what we do that is  
 10 not obvious than is obvious because we negotiate and  
 11 get added value. So that is the green and yellow.  
 12 **MR. SANDERS:** And if it is not performing we would  
 13 contact the media outlet and let them know and ask for  
 14 something for additional added value.  
 15 The other thing that, having been in the travel  
 16 industry for so long, our media people have very good  
 17 relationships with the travel industry media. And that  
 18 goes a long way.  
 19 A lot of times if an opportunity comes up they  
 20 will call us first just based on relationship. We  
 21 don't treat media reps like vendors, we make them our  
 22 friends. We spend time with them. Because media  
 23 relationships is the key to the rates and the added  
 24 value we see there.  
 25 **MR. DURANT:** We take care of them. You know, we

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1 are good fiscal managers and stewards of the money. We  
2 pay very, very promptly all of our vendors, which  
3 allows us to get further discounts. And they just  
4 treat us very, very good. So that plan reflects that.

5 The third thing I want you to know, I said there  
6 are three things you are delivered, rate negotiation  
7 and great strategy and great programs. The second is  
8 the added value which you see there in yellow.

9 The other one is going back to the point of  
10 integration. We will do this with what we are doing in  
11 PR, social, and digital, and direct marketing and  
12 outbound. They just don't exist out there by  
13 themselves. They have a very real relationship with  
14 what we are doing in other disciplines.

15 **MR. SANDERS:** Any questions before we move on?

16 **MR. BELL:** Can you back up so I can see?

17 **MR. DURANT:** Sure.

18 **MR. BELL:** I don't know about these media bundles.  
19 What I do know from being around a lot of people, the  
20 markets that really are exploding for us are in Texas,  
21 Louisiana, Alabama, Mississippi.

22 And I think to be going up to Maine and Vermont  
23 and New Hampshire --

24 **MS. LANNING:** It is just too far.

25 **MR. BELL:** It just seems like through the markets

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1 out of Houston --

2 Houston is a huge market for us. We got a direct  
3 plane value, \$169 round trip. And those market are  
4 just exploding. They have got a lot of money.

5 I guess just generally I would rather see a little  
6 more emphasis on those markets.

7 **MR. DURANT:** Point well taken. And that is good  
8 intel for us.

9 I will tell you truthfully, why you didn't see  
10 that here, number one, these are generally very, very,  
11 very separate and distinct regions. They are not as  
12 easy to buy and bundle with your core market right  
13 here. So while we are buying this we get a little bit  
14 of this. We don't get this unless it is Southern  
15 Living or somebody like that that can give us a good  
16 regional buy there, too.

17 So a lot of times were we to add these, it would  
18 be at a great incremental cost. Not discounting is  
19 what you are talking about. But it would be at a great  
20 incremental cost. A lot of these are bundled with  
21 these buys which makes it a little bit easier.

22 Having said that, we are all about listening to  
23 your intel and you tell us where they are coming from  
24 and truly assessing what constitutes "exploding." Is  
25 it a thousand? Is it 20,000 people? You know, we

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1 would like to know that, what's better, who they are,  
2 are they affluent, are they young, are they households  
3 without children; those types of things. I would covet  
4 any intel that you could give us there. That would  
5 make us smarter.

6 Again, we are collaborative, so we want to know  
7 these types of things.

8 **MR. SANDERS:** So guest histories from the various  
9 properties, income, accommodations from people in the  
10 room would be great. This is a starting point, but we  
11 don't know as much as we hope to know. With your help,  
12 we could get a lot more educated in what we are doing  
13 here. So that data would be gold.

14 **MR. DURANT:** Really this is a disclaimer. We have  
15 spent a lot of time in this county and we have spent a  
16 lot of time researching. But again, we would never  
17 presume to know enough yet until we get to sit at the  
18 table with you and plan.

19 **MR. JUMPER:** The cost of online advertising must  
20 be on a continual rise. It is interesting to see in  
21 this report that your -- your print media, to buy the  
22 same amount of impressions it costs just a much to buy  
23 online media.

24 **MR. DURANT:** And the thing that you don't get, you  
25 don't get as much waste online because some character

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1 in a geode and behavior will target them where you may  
2 get some wasted circulation in a Triple A publication  
3 or even Southern Living and folks like that, too.

4 So there is a little bit of economy there in terms  
5 of efficiency. But also too I think it is reflective  
6 of declining circulation.

7 I can remember some of the -- the greats that just  
8 came out of nowhere like Coastal Living that went from  
9 nothing to that thick and now it is back to this  
10 (indicating).

11 And it is just expensive. It is tough. There are  
12 a lot of compelling reasons.

13 And I love it. I still love the whole USA Today.  
14 I like what we did with the iPad, but I like to have  
15 the whole US Today. I like to read magazines. But I  
16 may be unusual. Maybe it is my age, or whatever it may  
17 be. But consumption habits have really driven cost.

18 Point well taken, though. Thank you.

19 Okay. Other channels here, too. We are keenly  
20 aware that credibility, credentials, who you are, the  
21 legitimacy of this place as a destination and all the  
22 wonderful things, we couldn't buy enough ad space to  
23 communicate that. We like to tell stories. In our PR  
24 Department --

25 How many people are in our PR Department total

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1 between the offices now, Barry?

2 **MR. SANDERS:** Six.

3 **MR. DURANT:** Six?

4 This staff is working around the clock all the  
5 time to get story opportunities, feature opportunities,  
6 family tours, travel tours, a variety of things with  
7 writers, your blogs; everything else too to make sure  
8 we can get your message out there, too.

9 We recently had a campaign and we are very, very  
10 proud of it. It is one of our gold standards in  
11 Beaufort, South Carolina where we helped them get the  
12 designation come to life. Beaufort, the happiest  
13 seaside town in America.

14 And what is remarkable about that is that they are  
15 small. They are up against San Diegos and people like  
16 that, massive people that have voting power. But  
17 through social media and our PR coverage of the area we  
18 were able to leverage that. And as a result, it then  
19 got on the radar of USA Today and NBC Today and was  
20 featured on both of those national outlets as a result  
21 of this.

22 So you can see how it can mushroom. And it only  
23 takes one great story like Jackson County, something  
24 that has happened in one of your towns, one of the  
25 regions along that wonderful 107, spying the scenic

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1 The tactics we deploy would be an editorial  
2 calendar to make sure we plan it throughout a calendar  
3 year and make sure that something that happens in  
4 November and December as planned March/April or July  
5 and August.

6 Added value opportunities for paid channels, you  
7 have seen those in yellow. Those are some of the  
8 things we do, some of our added value and PR  
9 leveraging. Host trips to the area. If we can get  
10 them to come, "they" being the media to come try you  
11 and sample you, that is good, if we can get them here  
12 and sample what you are doing. Trial is the point.

13 Field organic media inquiries and qualify leads,  
14 solicit information from Chamber and TDA members. We  
15 treat you all as reporters. Everybody in this room is  
16 a reporter. We would love to have you give us  
17 information on a regular basis, some things that we may  
18 not know about unless you tell us.

19 Communicate media highlights and PR efforts to  
20 stakeholders and members. And this is just internal  
21 horn tooting of the wonderful job that you are doing as  
22 a TDA. And then of course the standard news release  
23 development and distribution and follow up.

24 Barry, we have some other handouts here, too?

25 **MR. SANDERS:** Yes.

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1 beauty. It only takes one great story out there to  
2 catch interest.

3 So we leverage PR to the hilt. It also tees up  
4 our paid and social initiatives, again all in concert  
5 with our total integration.

6 So on the strategies we would immerse ourselves  
7 locally so that we speak with the Jackson County voice.

8 And this is very important. You live here. You  
9 know the nuances. You know the syntax. You know  
10 everything that there is that makes you unique.

11 Speaking with your voice and using your local story  
12 telling, your local resources, local PR people here,  
13 assets that you have both human and technological, they  
14 are so important. So we make sure we work closely with  
15 you to help you get this voice that only you can send.

16 We leverage media relations to go on our positive  
17 media coverage, foster open communications with area  
18 restaurants, hotels, venues, outfitters and  
19 attractions. That is where we go back, not from a paid  
20 standpoint, but from a PR standpoint and can go niche  
21 by niche and write stories.

22 Identify and create newsworthy events and  
23 celebrations in a maximized effort -- excuse me -- by  
24 keeping Visit North Carolina informed and up to date on  
25 Jackson County news.

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1 This represents the universal possibilities when  
2 you look at the media. So what we have done is come up  
3 with a -- we will call it a target list of the media  
4 that we would talk to on your behalf.

5 And, you know, it is comprised of general media,  
6 of what we call Tier One, which is a national  
7 publication. And then you break it down by weddings,  
8 meetings, outdoor, food, and golf.

9 So these are the people that we are going to  
10 target with the press materials to be developed to tell  
11 the Jackson County story.

12 The outdoors is the biggest category. And within  
13 that we can promote the "Play On" mindset and that type  
14 of brand position for the county. We can talk about  
15 fly fishing. We can talk about your waterfalls. We  
16 can talk about a lot of outdoor things.

17 So that is where the meat and potatoes are on that  
18 list. There are no promises in PR, but we average 15  
19 to 1 for our PR clients. So for every dollar that they  
20 spend towards public relations, we deliver \$15 in media  
21 coverage.

22 So PR is the best bang in marketing. It is  
23 probably the least expensive thing you can do with the  
24 biggest potential.

25 And just like you, for Coastal Living and USA

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1 Today coverage, within a 45-day period it is a dream  
2 come true. We hope to do something like that.

3 **MR. DURANT:** There is a reason they call the  
4 channel The Learning Channel, you do learn.

5 How many of you here are in the PR business in  
6 some form?

7 (Hands shown.)

8 **MR. DURANT:** It is tough, isn't it? It is a  
9 continual drip, drip, drip, ideas, ideas, ideas, great  
10 content all the time. It is just a wonderful,  
11 wonderful adjunct to everything that we are doing.

12 The next channel --

13 **MR. BELL:** How do you do this? Do you have to  
14 write articles?

15 **MR. SANDERS:** I think the biggest thing is the  
16 editorial calendar. We have a software that allows us  
17 to go in and bring in media outlets such as you are  
18 seeing there. We can see what they are going to write  
19 about and cover for the year. So if they are writing  
20 about whitewater rafting in July, then we call the  
21 editor and say, "Hey, you can't write this story  
22 without including Jackson County. Let me send you some  
23 information."

24 And the media outlets are struggling, so -- A lot  
25 of them are going out of business, so there are a lot

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1 less media people out there. They are overworked. I  
2 don't want to say they are lazy, but if you make it  
3 easy for them, they will write for you. And we load  
4 them up with press kits and video.

5 So we just kind of fish where the fish are, find  
6 out what opportunities are out there.

7 And really we sell you to them directly. We are  
8 pleasantly persistent.

9 **MR. BELL:** The press kits, you guys would --

10 **MR. SANDERS:** Yes.

11 **MR. BELL:** You guys are in a position so they  
12 could get it because they are going to take what you  
13 give them.

14 **MR. SANDERS:** Right.

15 Then the press kit is in a tangible form, but it  
16 really lives on the website. And that is the first  
17 place the media is going to go to, they are going to go  
18 to your online press kit. That would be the first  
19 thing we would do.

20 In a bit of a shift from the way it used to be is  
21 you would send out press releases either in a wire or  
22 fax them or things like that. Now it is a much more  
23 active dialogue between the media and our public  
24 relations team where we will send them something and  
25 follow up and follow up again until we get some

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1 coverage.

2 **MR. DURANT:** Those are both actually important.  
3 We use the word "collaboration" a whole lot. They many  
4 times will ask us from outbound efforts. I will let  
5 you in on one of the big keys, which is the editorial  
6 calendar that we have.

7 And almost always, even when we come up against  
8 that blank screen and that blank sheet of paper, we  
9 can't have that story idea, we have tapped everything  
10 else too that we could find, editorial calendar and  
11 say, as you said, wow, the best waterfalls in the  
12 world. And right. So it is a unique situation and  
13 fun, very fun.

14 Nothing thrills us more, we could control a banner  
15 ad or an ad in a magazine. But when we see it appear  
16 in print, something neat that is happening Jackson  
17 County, it is really a cool thing. We love it.

18 Earned channel. In our purchase journey we talk  
19 about consideration, trial, the experience of buying.  
20 And then it jumps into a moment of truth, as I call it,  
21 a trigger point.

22 Once they come here and they have really enjoyed  
23 what they have experienced in Jackson County, we want  
24 them to talk about it. And that is where remark is.  
25 That is where social media comes in as a very, very

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1 powerful tool.

2 And social media has even gotten segmented now.  
3 As look at the demographics it shows to Facebook,  
4 Pintrist, Instagram, You Tube; everything else. The  
5 demographics have shifted; how it is used, the  
6 frequency of which it is used, the voice in which it is  
7 used and engagement and everything else, too. It is  
8 very, very important.

9 And there is a big reason that this has been  
10 successful. Advertising and marketing, up until about  
11 eight years ago was what, interruption. Okay?  
12 Everything we did interrupted your daily grind, your  
13 life, your routine, everything else, too.

14 Social media is the ultimate permission-based  
15 market where people go out and they gather information  
16 because they want to and they talk to people like them.

17 And the reason that social media is successful is  
18 the very same reason that Trip Adviser has become an  
19 800-pound gorilla, because people are interested in  
20 your opinion, your opinion, and your opinion. And  
21 they'll trust me, you, more than they will sometimes  
22 even an authority or DML. So peer review is very, very  
23 important. In this sort of social media it really,  
24 really comes into play.

25 Owned channel strategies. We create a consistent

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1 proactive social media content campaign across key  
2 platforms that focus on what Jackson County audiences  
3 find interesting and valuable so that they, your fans,  
4 are continually engaged in the content and want to  
5 share with their friends.

6 If you do the math and get 30,000 likes, and I'm  
7 using just that old, archaic Face Book measurement that  
8 is not it is all about -- times an average now, Barry,  
9 of over a 200 likes per -- fans per like, friend per  
10 like?

11 **MR. SANDERS:** Yes, ingrown.

12 **MR. DURANT:** You do the math there. You could  
13 have a 20-million person media machine, literally 20  
14 million impressions pretty quickly. So we make sure  
15 that we engage very, very relevantly, too.

16 And content also has to have context. We use  
17 content a whole lot, too. But if it is not in context  
18 with the right season, the right voice, the right time,  
19 whatever the deal may be, it will fail.

20 **MR. BELL:** Can I ask a question?

21 **MR. DURANT:** Yes, please.

22 **MR. BELL:** You guys referred to fly fishing a  
23 couple of times, which got my ears perking. But when  
24 you look at the list, there is nothing -- no magazines  
25 that are directly related to fly fishing.

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1 I was wondering why you mentioned it two or three  
2 times in the presentation, but it wasn't listed  
3 anywhere in your --

4 **MR. DURANT:** This is a sample. And we can refine  
5 it once we go along, too. I'm sure we will uncover  
6 more niches that we really need to focus on.

7 **MR. SANDERS:** You placed an ad in a fly fishing  
8 publication for 2014, we know that. So we would  
9 capitalize on that, especially if you are spending  
10 money with them, hard dollars, that would give us a lot  
11 of leverage if we go to them and go, "Hey, could you  
12 give us coverage?" We would be all over that.

13 Some of those publications in there do cover  
14 fishing. But we would want to, with your input --  
15 Because you are the fly fishing expert in the room. We  
16 would love to have a conversation with you to help us  
17 understand. I mean, there are probably things that we  
18 are not aware of in the fly fishing realm.

19 **MR. BELL:** Thank you.

20 **MR. DURANT:** Again we want to make sure we get  
21 people engaged in all parts of the vacation planning  
22 process.

23 Let me give you a little bit of real hard data  
24 right now. People don't book with social media, they  
25 plan with it. And most often it would lead up to a

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1 trip and then something would happened in a booking  
2 process and they get away from it.

3 Then postexperience or during the experience I'll  
4 use a lot of the social media outlets, too, in the  
5 platform that we engage. But it is real interesting,  
6 it is a role in this overall matrix that we have.

7 And finally one of the big things that we always  
8 set as the goal for our social media campaign is we  
9 always want to be among the top three referrals to our  
10 website. When they are ready to book, we want them to  
11 go bam and link right to our website, look at all the  
12 wonderful things there are to do in the portal website  
13 and then distribute and refine their interest, a locale  
14 or something to do while they are here and then book  
15 from there.

16 So we always want social media when we do our  
17 analytics every month and look at it to show us it is  
18 among the top three referrals to our website.

19 Tactics. Social media is a customer service tool.  
20 You can't talk to everybody. Not everybody will engage  
21 you personally. But a lot of times, heaven forbid when  
22 there may be that one or two negative comments where  
23 somebody didn't get a positive customer service  
24 experience following a vacation here, social media, if  
25 monitored properly, can be a great customer service

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1 tool.

2 We implement a blog that focuses on all areas  
3 interested in the area, therefore, increasing visitor  
4 visibility. You get other people writing for us.  
5 There are also indexes, as well.

6 We develop new social media platforms, wholly  
7 integrate You Tube and Pintrist along with enhancing  
8 existing platforms that amplify your voice and put it  
9 in print exposure.

10 But also let me see if I can say this right so we  
11 will all understand here. Of all the things that  
12 people do when they go online, 90 percent of the time  
13 after they go online they look at video. Video content  
14 is critical, very, very critical.

15 And this is such a visual destination. Would you  
16 agree? So you know that a picture is worth a thousand  
17 words. I think a video is worth a million or a billion  
18 words.

19 And we have some strategies there that I think  
20 will be very exciting.

21 **MR. SANDERS:** So one thing our clients love about  
22 us with social media is we are proactive. So if any of  
23 you tried to do social media in-house on your own, I  
24 hear a lot of people on Monday morning, "Oh, crap, what  
25 are we going to talk about this week? What are we

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1 going to post? What are we going to tweet?"  
 2 So what we do is about the middle or the end of  
 3 the prior month we get together as a team and we come  
 4 up with a monthly content calendar.  
 5 So that is what we are about to pass out. And  
 6 this is just done kind of in a vacuum by our social  
 7 media team. But this -- We have already kind of  
 8 thought through what we would talk about in the month  
 9 of January if we had the opportunity. So this just  
 10 gives you an idea of the tone and the personality of  
 11 our social media conversation.  
 12 And we have got people fresh out of -- They are  
 13 whippersnappers out of college that do nothing but work  
 14 on social media content.  
 15 So this makes it easy. You don't have to worry  
 16 about what you are going to do. It is out 30 days  
 17 ahead. And you can change it, of course. But it just  
 18 gives people peace of mind knowing what their  
 19 conversation is going to be for the next 30 days. We  
 20 are going to post twice a day, we are going to tweet  
 21 once. And it just seems to give our clients a lot of  
 22 peace of mind knowing.  
 23 But, you know, this is not done in a vacuum. We  
 24 have a monthly call with our clients. And this is how  
 25 this calendar happens. We don't spend a lot of time,

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1 but hey, what is going on in your area or with your  
 2 company next month, what do we need to talk about.  
 3 Because things change, opportunities come up.  
 4 So it is fluid, but at the same time it is your  
 5 roadmap for your social media program. And the beauty  
 6 is this content goes out across Face Book, across  
 7 Twitter. If it is video, it goes to You Tube. If it  
 8 is photos it goes to Pintrest. So it is a  
 9 cross-platform content calendar. But it really helps  
 10 make life easier for everybody involved.  
 11 **MR. DURANT:** We had a recent interesting  
 12 occurrence.  
 13 Have any of you ever been to the Boone Hall  
 14 Plantation in Charleston?  
 15 The owner is a single owner. He lives on the  
 16 property. He is kind of a curmudgeon. He is a great  
 17 guy and I love him to death. But all that he cared  
 18 about in social media was beating Magnolia Plantation.  
 19 And so we languished around 12,000 likes when we  
 20 first started working with him. And he didn't look at  
 21 the other levels of engagement that we measure like  
 22 EdgeRank and all the other things that really are the  
 23 true quality of social media, not just likes.  
 24 He was just so focused on those likes. So he  
 25 challenged us to catch Magnolia by the end of the year.

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1 And this challenge came in August during the months of  
 2 October and November.  
 3 One of our -- Alex reported this morning in an  
 4 email we just passed them. We got 10,000 in the course  
 5 of 3 months. And it was a real, real, real integrated  
 6 campaign through social media. And there were some  
 7 techniques that we used to beef it up.  
 8 And every now and then a client will challenge us.  
 9 And we will take on the challenge and do it. And now  
 10 he is not so focused on that archaic measure of social  
 11 media, just raw likes in volume. But now he is like,  
 12 "Tell me a little more about engagement. Tell me a  
 13 little more about reputation management. Tell me more  
 14 about cross media -- I mean cross-platform  
 15 applications."  
 16 So, anyway, that was a nice little success story  
 17 and a great attraction, too.  
 18 **MR. SANDERS:** So we have about 44 social media  
 19 clients or agencies. So we have a full team on that  
 20 that knows the toolbox because it changes all the time.  
 21 I'm too old to figure it out. Luckily we have  
 22 hired people that know every element, they know what is  
 23 next.  
 24 So with that said, that is the fastest growing  
 25 part of our agency, the social media. It is the most

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1 interesting form of marketing. It is changing  
 2 everything.  
 3 **MR. DURANT:** Mr. Zuckerberg is always trying to  
 4 capture our data and change Face Book. So we have to  
 5 do certain things, too.  
 6 And I had a staggering statistic brought up to me  
 7 last week. It is past 550 now. Google has rewritten  
 8 their algorithms for search 550 times over the past  
 9 year.  
 10 So just when you think you got it figured out --  
 11 And they are doing this for our benefit. So when  
 12 someone is truly searching for a vacation destination,  
 13 that organic search and all the things that make you  
 14 legitimate do take place, too. But social media is  
 15 also trudging right along behind Google in terms of  
 16 complexity and rewriting algorithms.  
 17 So just when you thing you have got some technique  
 18 that can trick the system, they change it. So our guys  
 19 stay on top of this on a regular basis. It is really  
 20 staggering stuff.  
 21 **MR. SANDERS:** We are near the end.  
 22 **MR. DURANT:** I'm running out of breath here. That  
 23 is good.  
 24 I have been hoping somebody would interrupt me.  
 25 Strategies and initiatives for our website

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1 fulfillment overview. This is the most critical part  
2 about what you do. We appreciate all of the efforts  
3 that have gone into your individual companies, the web  
4 presence of your sites and the rich content that you  
5 have, the stories that you tell, the way you interact  
6 with the client.

7 We appreciate what the individual Chambers of  
8 Commerce have done here, too. What the time is ripe  
9 for us now is to create a marketing campaign that will  
10 have interest generated in such a powerful manner. And  
11 data and the leads and the people and the eyeballs of  
12 visitors craving information about you that we have to  
13 create a formal website for you so that the people can  
14 go to one trusted service, get the information they  
15 need.

16 What did I say earlier on? Quickly, easily, and  
17 from a trusted manner, and then be able to either  
18 self-guide themselves and go to information about  
19 Cashiers or go to information about fly fishing or go  
20 to information about the best time to come to cut your  
21 Christmas tree, or whatever the deal may be. And they  
22 can be distributed from that portal website.

23 It also captures data. It is so important -- I  
24 can't tell you how important it is to build your data  
25 base because again if they have opted in, you are

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1 already talking to them, we need to continue that  
2 dialogue and conversation.

3 Remember I said marketing is a two-way  
4 conversation? This is so true. This website should be  
5 able to do that in a very efficient manner. And we  
6 also have some tricks of the trade to up your email  
7 acquisition on your website, too.

8 Also this is very, very important, too. For our  
9 real estate clients, virtual version right here. We  
10 consider -- We used to consider a tour if somebody came  
11 to a real estate development and they engaged a  
12 salesperson and they tour the property. Now they have  
13 a virtual tour that is just as high quality.

14 What is the average number of web sites, Barry,  
15 that people visit before they buy usually?

16 **MR. SANDERS:** It is 22.

17 **MR. DURANT:** Twenty-two. They have shocked you to  
18 death. They look at the competition. They look at  
19 other destinations. And that experience where they do  
20 take that virtual tour of that 22, you need to be  
21 memorable. So that is very, very important.

22 The other most important thing is this, the  
23 analytics. We constantly, on a monthly basis, because  
24 we create custom dashboards for our clients, a lot of  
25 folks do, so we can only deliver what you need to find

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1 out: Where they came from, where they entered the site  
2 from, how long they spent on this page, the actual  
3 traffic and the critical path that they took while they  
4 were there, user sessions, habitual behavior, media  
5 sources that actually got their attention to get them  
6 to the website, where they linked out of; all those  
7 different things. And then there are some other  
8 quantitative things that really can help you, too.

9 So these analytics on the back end are very, very  
10 important to your success, too. And it can also help  
11 you determine how to spend your ad dollars.

12 You are looking at it. What we may believe to be  
13 true -- I will just use your example, which is a great  
14 one, wherever you are looking at, the greater DC area  
15 to come here, too. We may find that unsolicited,  
16 organically that Louisiana and Texas come to the  
17 website wanting to find out about Jackson County. So  
18 we redirect dollars. It is a great tool to find that  
19 out.

20 So website and fulfillment strategies include  
21 combining the unique locales, all the various things in  
22 and around Jackson County to do into a single  
23 destination and a single digital portal to manage data  
24 and inquiries.

25 Content, content, content. It has to be relevant.

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1 It has to be rich and it has to be fresh. It can't  
2 just sit there.

3 You want to a research engine to kick you out, be  
4 stable.

5 Complete optimization for maximizing organic  
6 search. It is optimization that is my favorite thing  
7 about the digital space right now. Again it allows us  
8 to change almost realtime our strategies.

9 Fully responsive design. We talked about that a  
10 while ago. It is critical nowadays. Just don't do a  
11 website if you don't think it is responsive.

12 Engaging visitor interface. We will make it  
13 pretty. While it has to be work and be functional and  
14 easy to navigate, it does have to be pretty and reflect  
15 that unique personality that is Jackson County.

16 Both automated and customized inquiry fulfillment.  
17 There will be some automated things that you won't be  
18 able to actually talk to someone at 1:00 in the morning  
19 while they can't sleep and they are looking for that  
20 next great vacation. So we will have some automated  
21 responses as well as conventional responses.

22 Robust data capture for outbound campaigns.  
23 Customize analytics for timely reporting. And create a  
24 user-friendly content management system.

25 CMS is the acronym for this. The CMS system is so

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1 important because it allows you back-in access to the  
2 website so you don't have to pay web developers like us  
3 to make a simple change, a date change for a festival  
4 or something that may need to be added in a certain  
5 area or a rate change or just some descriptive data  
6 about something that comes along.

7 We always empower our clients with a good, robust,  
8 back-end user interface to come in and manage the  
9 content so that you are not dependent upon us.

10 If you want us to do it all, we will. We will be  
11 happy to. But we feel like you don't have to. So  
12 content management is very, very important.

13 I want to let you know one of the sites we did,  
14 and this was a bear to take care of. This would be  
15 sort of kind of our vision for Jackson County where the  
16 promo space would feature the umbrella destination  
17 here, which is Wilmington and Beaches. And you would  
18 obviously be able to do Cashiers or Cherokee or  
19 Cullowhee or Sylva or wherever right here and then  
20 drill down to all the various things to do in those  
21 areas.

22 Or when you come to the umbrella destination, if  
23 you just really want to find out things to do in a  
24 photo gallery, you can do that, too. But this  
25 maintains the uniqueness and it maintains the character

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1 of all of the components that make up this county.

2 **MR. SANDERS:** We are not proposing that we do away  
3 with Julie's site and Stephanie's site. If you think  
4 about this, what we are thinking about is creating a  
5 pyramid.

6 So this new portable site is the top of the  
7 pyramid for the County. It has the words "Play On."  
8 It is where that campaign lives. It is the front door  
9 to Jackson County.

10 From there we feed the Chambers and we feed  
11 everybody in the room leads. So I want to make that is  
12 clear.

13 And the reason we are showing this is because we  
14 have the same dynamic with Wilmington. Wilmington is  
15 historical and then you have the three beach towns. So  
16 we are taking all of that into consideration with this  
17 opportunity.

18 But you need a Jackson County portable site to  
19 tell the story. It is the first place they go to. And  
20 then we can distribute them wherever they want to go  
21 from there.

22 We have already mapped it out. So just like an  
23 architect with a house, this is our first shot at what  
24 this portal website would look like. So here are your  
25 house plans for the Jackson County portal site.

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1 **MR. DURANT:** Barry, again reiterate that those  
2 same things you see as navigational would be the same  
3 things for the individual destination within Jackson  
4 County.

5 **MR. LUKER:** That is part of the \$250,000 plan?

6 **MR. SANDERS:** No.

7 **MR. LUKER:** What?

8 **MR. SANDERS:** The 250 is for the paid plan. I'm  
9 sorry.

10 **MR. LUKER:** So you are saying this is a caveat to  
11 it? Just kidding.

12 **MR. SANDERS:** It is just a line item, I guess.

13 **MR. BELL:** Is it a bargaining tool?

14 **MR. DURANT:** You see how complex this is.  
15 Barry, if you will walk us through it. It is a  
16 classic destination website.

17 And again, it is so critical again for it to work  
18 and work quickly.

19 Even load times are important. You know how  
20 people get really disenchanted with a site if it takes  
21 more than three seconds to load. So it is very  
22 important that all the code in that foundation of the  
23 house -- we use house analogies all the time -- they  
24 are solid, they are firm and they are well rounded and  
25 they work very beautifully.

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1 Furnishing those rooms in the house is another  
2 story all together. But fast load time and easy  
3 navigation and watch of navigation is very important.

4 **MR. SANDERS:** I think the document speaks for  
5 itself in terms of how we would map out the site in  
6 terms of primary navigation and secondary navigation  
7 and what you guys could control through the CMS.

8 So this would come with your input and with your  
9 approval. And then from there we would start the  
10 actual design process. But it always starts with a  
11 good, sound architectural plan.

12 **MR. LUKER:** What do you see that value, cost  
13 value?

14 **MR. SANDERS:** The cost? We are looking at \$40,000  
15 or \$50,000 for a portable site. Maybe we can do it for  
16 less.

17 But from our experience in creating the Wilmington  
18 site and the Beaufort Chamber site, and many, many  
19 others, that is about what it would take.

20 **MR. LUKER:** And then this would be maintained  
21 in-house?

22 **MR. SANDERS:** We would maintain the site. We  
23 would host the site. We would provide search engine  
24 marketing to the site. So it would be our -- We would  
25 be the keepers of the site.

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1 The content management system would allow people  
2 in this room to go in and make low-level, easy changes  
3 if needed.

4 **MR. BELL:** I assume the \$40,000 or \$50,000 would  
5 be the original fee. What would the next year  
6 maintenance be, the fee for that that we could budget  
7 for?

8 **MR. DURANT:** That is a good question. It is hard  
9 to know because we would have to look at scope. And I  
10 am not going to give you the pat answer of we don't  
11 know until we find out.

12 We would have to look at scope, how much you are  
13 doing on your own, how much we are doing.

14 We want a website to live in its form for at least  
15 three years. But in three years it has to change. So  
16 we would hope we would set up the architecture to where  
17 it had a lifespan that would last around three years  
18 and then we could freshen it up and change it after  
19 that.

20 So it would drop dramatically unless you add  
21 functionality, some type of data capture or some --

22 **MR. SANDERS:** Every site is different. I really  
23 can't say.

24 **MR. DURANT:** I wish I could answer, but I just  
25 don't know. It depends on complexity. We have had

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1 some sites that are autopilot. There are some that  
2 require continual addition and enhancement. So we  
3 could give you some scenarios.

4 **MR. PETERKIN:** Don't you think to spend money to  
5 draw people to that site --

6 **MR. SANDERS:** And that is out of the paid -- out  
7 of the 250. That is where we are driving eyeballs to  
8 the site.

9 speaker: That is still in the 250?

10 **MR. DURANT:** Nobody wants the greatest website  
11 nobody ever sees. So what you invest in it -- All of  
12 our efforts from fulfillment, whether it is print, PR,  
13 or social or digital, will be geared to getting people  
14 either to come here or to go to this website and get  
15 more information, buy more, stay longer, do whatever  
16 the deal may be.

17 But this will be the fulfillment service. Every  
18 message we have out there is going to be going to this  
19 URL in trackable manners, too.

20 Yes?

21 **MS. TEASLEY:** Which of these blocks on this  
22 diagram would have the actual names of the town? Is it  
23 the Masthead Navigation?

24 **MR. DURANT:** Yes, absolutely.

25 Everything you see on there we would add really

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1 above Masthead.

2 **MS. TEASLEY:** Above?

3 **MR. DURANT:** Yes, right there, so it would take on  
4 this look so that you could go --

5 **MS. TEASLEY:** So the recognizable town names would  
6 be on the first page?

7 **MR. DURANT:** Absolutely. Absolutely.

8 That is why I wanted you to see this example.

9 If someone chose to do so, they could find out  
10 everything there is to do in New Hanover County and go  
11 to "Things to do. Places to see. Events. Send me a  
12 visitor's guide;" or whatever the deal may be. Or they  
13 can say, "I already know all that. I just want to find  
14 out when the fireworks are at Carolina Beach" so they  
15 could go there. So all of your municipalities or your  
16 townships are protected.

17 **MR. KOVAN:** And this is a static image of this  
18 website. If you go to this site you can see this giant  
19 picture, it changes out. So this is Downtown  
20 Wilmington. The next shot may be a scene of Carolina  
21 Beach. The next shot could be Kure Beach.

22 You would have that same type of architecture here  
23 showing Sylva.

24 **MR. SANDERS:** We promote the entire county with a  
25 rotating page.

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1 **MR. DURANT:** And, in fact, when you go to, let's  
2 just use Sylva as an example, when you go to Sylva it  
3 has Carolina Beach. The promo panel which is this,  
4 would be imagery you need of Sylva. So that is the  
5 cool thing about it. These micro-sites, so to speak,  
6 are really the way to go with a portal website. And  
7 you have it in front of you.

8 Any questions on that before we move on?

9 We are near the end, y'all, I promise you.

10 Again you have seen how we have built integration  
11 here. We want to generate curiosity and consideration  
12 and love for the Jackson County product that can be  
13 done in PR and social right-of-way and inexpensively.

14 We want to control the number of impressions that  
15 you get and how they target markets measurably with  
16 paid media. We want to wrap that with research to make  
17 sure that we are talking to the consumers we need to  
18 and that leads and fulfillment are done properly. We  
19 want to have a place for them to come to buy this  
20 product, which is your website. So you see how the  
21 integration all works together how and it is maintained  
22 as a machine.

23 This is an idea of how an overall marketing  
24 budget, using that integration I just talked about,  
25 would flesh out.

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1 And these could possibly change, but we feel  
2 pretty comfortable with these being the percentages  
3 allocated to the various disciplines from paid all the  
4 way down to content development here.

5 So these are all the things that an integrated  
6 campaign entails, what it would take to do them, and  
7 the amount of resources dedicated to getting them done.

8 **MR. SANDERS:** Half the budget is in paid media.  
9 That is why we spent so much time in developing the  
10 media, reaching and going through that large four-year  
11 plan. That is where the heavy lifting is going to have  
12 to take place.

13 **MR. BELL:** Do you ever talk about the name of the  
14 site?

15 **MR. SANDERS:** That is our next title. We would  
16 like to -- I think that is a separate discussion about  
17 the logo and "Play On." I think we would look forward  
18 to that because we have some ideas. I think that is  
19 its own planning session. What does that mean to you  
20 guys? How can we bring it to life?

21 **MR. DURANT:** All right. I talked about the front  
22 end being research, the middle being all that stuff you  
23 just saw, and then the back end is keeping score.

24 I won't go over all this right now with all of  
25 you. But every one of the disciplines and the channels

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1 you see that we deploy have measurements to them. This  
2 is how we measure our effectiveness. So take a look at  
3 that, if you would, and digest it. If you have any  
4 questions about these key performance indicators,  
5 please feel free.

6 We have very sophisticated software and human  
7 resources that pay a lot of attention to the reports,  
8 and especially with a public entity like a TDA. Those  
9 reports are very, very important to you.

10 All right. Steps to Success. Roadmap for  
11 integration. Ongoing research; marketing plan  
12 development, which we have brought to you today;  
13 creative campaign development, which will be the  
14 messaging we would apply to those media; execution  
15 across all these channels. Track it and then campaign,  
16 optimization, continually tweaking it, refine it, go  
17 from DC to Texas to wherever and continually optimize  
18 it.

19 Again, we would never and have never said here is  
20 the plan, set it in place, we'll see you next year. It  
21 is a daily, weekly, monthly effort. And that  
22 optimization is a very big part of it.

23 We have a timeline that we published and it  
24 doesn't show up here, I don't know why. Anyway, you'll  
25 see it in the handout when you get the data.

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1 **MR. SANDERS:** There are bars going across for each  
2 of the action items on the left. It goes month by  
3 month, how long it would take to do those. So we'll  
4 walk through that. That could start as soon as you  
5 guys are ready.

6 **MR. DURANT:** And then finally we feel like this is  
7 important. There is not a DMO destination CVV or TDA  
8 that we deal with that we also don't spend time selling  
9 the value of what you do for your constituents.

10 It is very important that the people who fund you,  
11 the taxes that help support you, the people who benefit  
12 from the efforts that you put forth in this area --

13 We know all the things, they are communicated  
14 with. And we want to continually make sure that they  
15 know that you have economic impact, you create tax  
16 relief, revenue generation, and an overall improvement  
17 of quality of life just by doing what you do with the  
18 TDA.

19 Now I'm going to take a breath and let Andy take  
20 the floor and lead us into a quick discussion of where  
21 we are with the brand.

22 And Andy, if you will jump up and just tell us  
23 what is next on that, we can kind of put a vote on  
24 this.

25 **MR. KOVAN:** I think the idea here is an idea,

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1 "Play On" is pretty intuitive. But before we got into  
2 the creative development and really bring in this idea  
3 to life we want to do a planning session with the key  
4 stakeholders, the people in this room to understand  
5 what this means to you and how we can bring it to life  
6 and how it is relevant to the consumer.

7 We are exited about working with it. We just want  
8 to again gauge some more perspective on the intent.

9 **MR. DURANT:** And along with this, to your  
10 question, one of the things that would be yielded from  
11 this would be URL monitor, you know, the way you are  
12 referred to and these things, too.

13 So this needs to be given a face now that you have  
14 a brand position. It needs to be applied to the  
15 message.

16 **MR. SANDERS:** And it represents a significant PR  
17 opportunity, going down the road we understand what it  
18 means. Part of our PR effort would be to unveil the  
19 "Play On" to the travel industry and to the consumers.

20 You really can't do that until you start marketing  
21 it. So I talked to our PR team about how soon can we  
22 launch the plan from a PR standpoint. She said, "Show  
23 me the goods. Where is it? Show me a magazine where  
24 you see the 'Play On.' Show me the website."

25 So once the marketing machine is built and we can

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1 say "Play On," go check it out, it lives here, here and  
2 here, so it is a PR opportunity. It is going to give  
3 you guys some momentum, an identity.

4 And people across the state of North Carolina are  
5 going to pay attention to Jackson County. It is not  
6 just a sleepy, little mountain town. They are doing  
7 something. They know what they stand for and they are  
8 shouting it from the mountains. It creates a PR  
9 bonanza for you if you do it right.

10 **MR. LUKER:** You brought the plan, Plan A and Plan  
11 B. And you brought this. So you have got \$200,000,  
12 \$250,000. And then you have got a \$50,000 website.

13 What would be the timeframe on that?

14 **MR. SANDERS:** On the website?

15 **MR. LUKER:** Yes.

16 **MR. SANDERS:** Once we have the creative done we  
17 are going to need at least 12 weeks from that point to  
18 program the site and make it finished. It is not a --  
19 It is a long process. We have to test it once we  
20 finish it. I wish it was faster.

21 **MR. LUKER:** So you are halfway through 2014 at a  
22 minimum?

23 **MR. SANDERS:** I think we would be ready for the  
24 season, be ready for late spring, the best we could do.

25 We could do it in phases. We have had clients

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1 where they said, "I got to have the site up in eight  
2 weeks. Maybe you could do a Phase One site and then  
3 behind the curtain finish it up."

4 We can work with you on that.

5 Some of that might be photography. Do we have the  
6 photography we need to build a great site? If not, we  
7 might have to wait. There are a lot of factors in.

8 Because visually it has got to knock people dead.

9 **MR. DURANT:** Questions or comments?

10 **UNIDENTIFIED SPEAKER:** I have a question.

11 **MR. DURANT:** Yes, sir.

12 **UNIDENTIFIED SPEAKER:** You have \$250,000 in the  
13 budget plus \$50,000 to create the website. Is the  
14 maintenance for the website part of the \$250,000 or is  
15 that going to be above and beyond the budget that has  
16 been set?

17 **MR. SANDERS:** That would be above and beyond. The  
18 total budget -- I'm aware that the total funds for the  
19 TDA is in excess of \$600,000 or something like that.

20 I don't think we know enough about what the real  
21 number is to go against this marketing plan yet. We  
22 have an idea of it. I'm not so sure that I have a firm  
23 number to work on.

24 So we are not trying to dance around the budget,  
25 but at the same time we are not exactly sure what that

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1 number is based on.

2 **MR. DURANT:** That is not something we were  
3 prepared to hear. We knew hard numbers would be asked  
4 about. But it is sort of kind of a moving target right  
5 now. We have recommended a plan. And we feel  
6 comfortable we can deliver all of the components for X  
7 amount within the understood budget.

8 But until we know -- To Barry's point, we need a  
9 little more information.

10 **MR. MEADS:** It is going to need to go back to the  
11 finance committee and to the marketing committee to not  
12 talk globally, but talk specifically so you guys could  
13 get closer to this moving target.

14 **MR. SANDERS:** That would be helpful.

15 **MR. MEADS:** \$600,000 is \$600,000. But when you  
16 start taking big chunks out of it, we are already  
17 committed, we are not close to what you all have here.

18 **MR. DURANT:** Understood.

19 **MS. EDWARDS:** Barry, do I understand too that on  
20 the content management side, the more that we can  
21 provide to you, whether it is the photography or the  
22 information, event calendars, that helps reduce the  
23 cost overall, would it not, on a maintenance basis?

24 **MR. SANDERS:** It would.

25 And we would love to work -- There are people in

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1 this county that could help us with PR stories and  
2 ideas. And we want to utilize those. We don't want to  
3 do it in a vacuum. And it just works better that way,  
4 if we have participation from the client side.

5 It doesn't have to be the committee. It could be  
6 anyone in this room that has an interesting story or a  
7 business angle. That would help.

8 You know, if you have great photography, that  
9 saves thousands and thousands of dollars.

10 **UNIDENTIFIED SPEAKER:** For those of us that are  
11 not on the Board, if we have input or questions, who do  
12 we go to? Clifford? Stephanie? Or directly to you  
13 all?

14 I am interested in hearing that. What is the  
15 correct --

16 **MR. MEADS:** You can funnel it through either  
17 Stephanie or Julie, depending on what part of the  
18 county you are from. They will get with Robert or one  
19 of his representatives, I would guess.

20 **MR. SANDERS:** That would be fine. We would  
21 welcome that.

22 And that is an opportunity. I mean, just off  
23 Highway 107, if you branch out, there is so much cool  
24 stuff there, the rock and stuff that I didn't even know  
25 existed. There is a lot to talk about there.

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1 **MR. DURANT:** Is there anything else? We want to  
2 make sure that --

3 **MS. HATTLER:** I want to say we really appreciate  
4 your efforts and what a wonderful program that you have  
5 brought together for us and the marketing plan and how  
6 in-depth it is. I think that it all works extremely  
7 well together.

8 And again, I know you put a lot of effort and time  
9 and energy into this. And we really appreciate you  
10 taking the time bringing everybody up here to come up  
11 and present this plan to us.

12 **MR. DURANT:** We enjoy it. We love travel.

13 We thank you all very, very much for this  
14 opportunity, all the great people. Everybody has been  
15 warm and hospitable. I can tell there is a lot of  
16 community pride here. DMOs we love to work with.

17 **MR. SANDERS:** Thank you.

18 **MR. DURANT:** Thank you.

19 (Applaud.)

20 **MR. MEADS:** We have some quick updates.

21 **MR. SANDERS:** Yes. Let me pass these out real  
22 quick, one more handout.

23 **MR. LUKER:** Before we leave this: What is our  
24 process of the Board to approve this before we move on  
25 to the next topic as in approval or nonapproval? Are

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1 you wanting this to go back now into subcommittee now  
2 that we have gotten this?

3 **MR. MEADS:** I think we need to take a good, hard  
4 look at it and let the dust settle and come up with  
5 some numbers. There are some things that we have to  
6 discuss.

7 We have the RFP getting ready to go out for PTR  
8 services. So that may be a part of it or it may not be  
9 a part of it. I think there are a couple of pieces  
10 that have to become more clear so that we as a Board  
11 know what we are voting for and how we are going to  
12 divide it up.

13 **MR. LUKER:** And I understand it is an 800-pound  
14 elephant. But it has been a 1,200 pound elephant when  
15 we have had it for a year now and we are just now  
16 getting to it. At some point we have got to move this  
17 marketing plan and move forward --

18 **MR. MEADS:** I would hope we --

19 **MR. LUKER:** -- and not drag it out for another 12  
20 months and lose another season.

21 **MR. MEADS:** I don't disagree with you at all. I  
22 think none of us here are --

23 **MR. LUKER:** So I guess what I'm saying is not --  
24 not have -- Okay. We are going to wait another month  
25 to have a marketing meeting or a financial committee

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1 meeting for 30 minutes before this meeting, whatever.

2 I'm looking to you for some timeframes as to say,  
3 okay, in a week we are going to have this back into the  
4 subcommittees or whatever and start looking at it. And  
5 when are we due in these other proposals and things?

6 **MR. MEADS:** I can't answer the other proposal,  
7 that is yet to go out. I don't know what the status is  
8 of that right now, to be honest with you. It is  
9 probably worth going out if we have something. That is  
10 what we need to look at.

11 I don't think that there is any reason from the  
12 Board why we couldn't come to some form of a formal  
13 vote at least by the next meeting, if not the following  
14 meeting. That would be Robert's decision at that  
15 particular point in time.

16 Because you can't swallow the whole thing. But we  
17 could get comfortable with parts of it and start having  
18 Brandon put together some things while other chips get  
19 into position.

20 **MR. LUKER:** I agree. I just think at some  
21 point --

22 **MR. MEADS:** We are there.

23 **MR. LUKER:** -- we have got to do something.

24 **MR. MEADS:** We are at that point. I believe we  
25 are right at that point. I don't think it is today,

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1 but it is certainly within the next two or three  
2 meetings.

3 **MR. LUKER:** Thank you.

4 **MR. MEADS:** Ma'am?

5 **MS. HATTLER:** When we started this, when the  
6 marketing committee started this plan, it was on the  
7 benefit of the Board going towards the goal of having a  
8 marketing company that would be completely encompassing  
9 most of the different things that we were doing, the  
10 media plan, public relations, doing all of the  
11 different things.

12 But I think that this is what they have done  
13 beautifully to show us all parts of bringing it  
14 together.

15 **MR. MEADS:** Great job.

16 **MS. HATTLER:** I was sitting on the marketing  
17 committee and -- the chairman of it. It has been  
18 extremely difficult to handle all these things  
19 together.

20 So I think as we are looking over it for the next  
21 month, I think it would be very beneficial to keep in  
22 mind the ease and the convenience and probably a much  
23 better outcome if we keep it with an agency.

24 We have certain things that we want to break out.  
25 Obviously we have some media that has already been

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1 placed. That they can deal with.  
 2 But I would like for the Board to really consider  
 3 keeping this in one shot because then you have one  
 4 person, one company you are looking at that is  
 5 responsible for having us achieve our goal for the  
 6 results and have somebody that is really completely in  
 7 charge of showing us results and something that we can  
 8 market, that we can say, okay, you are doing your job;  
 9 you are not doing your job.

10 I think if we break it up into many pieces it  
 11 becomes a lot more difficult.

12 **MR. LUKER:** Debbie, I will agree with you. In my  
 13 experience over the years in the resort business, it is  
 14 that I agree a hundred percent. When you start  
 15 piecemealing it and you start giving this piece of pie  
 16 and this piece of pie, you no longer have a cherry pie,  
 17 you have a poop pie.

18 **MR. FERNANDEZ:** Did you get that?

19 **MS. HATTLER:** That was good.

20 **MR. LUKER:** And if anybody wants to know in the  
 21 media who that was, that was him (indicating).

22 **MR. MEADS:** Anything else? Okay.

23 Stephanie, do you have a quick report for us? We  
 24 are running late.

25 **MS. EDWARDS:** I will move through it very quickly

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1 Those will include significant esthetic improvements to  
 2 increase the visibility along Highway 107.

3 And many of you actually pass this property on the  
 4 west side of 107 at Slab Town Road just north the  
 5 crossroads.

6 And although not yet formally announced, I  
 7 understand there will also be a new restaurant in the  
 8 complex. And that is going to be a welcome -- an added  
 9 amenity for Cashiers area visitors.

10 This weekend the Chamber will host the 39th annual  
 11 Christmas Parade which also is an attraction for out of  
 12 town visitors who return every year as part of their  
 13 tradition.

14 The event will be streamed live on the internet.  
 15 We have been promoting that regionally to reinforce  
 16 that there are compelling reasons to visit in November  
 17 and December after the mountains fall leaf season.

18 The Sapphire Ski Area also opens this Saturday.  
 19 And early indications are it is going to be a great  
 20 year. They already anecdotally are enjoying strong  
 21 bookings in anticipation of a good snow season and the  
 22 snow making equipment is already in use.

23 2014 looking ahead is the 60th anniversary of the  
 24 Sapphire development. And we are planning to help them  
 25 maximize that market exposure for the occasion.

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1 then.  
 2 In late November Cashiers, of course, had a strong  
 3 holiday season kick off with the Thanksgiving weekend.  
 4 We had the start of the Festival of Trees at Village  
 5 Green, which we will continue into January. We  
 6 promoted and enjoyed a very strong Small Business  
 7 Saturday. And the reports of the sales in fact I think  
 8 are in the paper this morning. We are well over last  
 9 year, so that is very positive.

10 The Choose and Cut Christmas Tree activities are  
 11 now underway. And as you mentioned in your  
 12 presentation, I think there is a good opportunity to  
 13 promote overnight stays and family visitation in  
 14 concert with that industry. And I hope we will  
 15 continue to actively pursue that.

16 Along those lines, I'm pleased to share that the  
 17 former Mountain Laurel Inn, which previously had been  
 18 in receivership recently was purchased by Tom Sawyer of  
 19 Sawyer Family Farmstead and Christmas Tree Farm. And  
 20 this is to add an accommodation component to his  
 21 wedding, special event, and holiday visitor business,  
 22 as well as providing additional rooms for area seasonal  
 23 guests.

24 There are plans by another investor to renovate  
 25 that retail center that is associated with the motel.

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1 I believe Ken mentioned at the last meeting we are  
 2 working with the folks at Sapphire to ensure that we  
 3 create as much synergy as possible on mutual promotion  
 4 and tourism support there.

5 I will distribute quickly -- Or I will let Julie  
 6 do her program first. I will distribute the 2014 major  
 7 community events calendar that includes many of the  
 8 activities that were supported by TDA grant funds for  
 9 the purpose of promoting overnight stays. And we have  
 10 already input this information on Visit North Carolina  
 11 or visitnc.com's website. It began efforts to  
 12 capitalize on the public relations activities that are  
 13 related to those.

14 As usual, we have compiled the inquiry tracking  
 15 data and lead responses which revealed -- I will make  
 16 sure those are handed out.

17 We also have a directory with our new members'  
 18 names for your convenience. And I will circulate that  
 19 to you digitally.

20 We have also received a number of requests for the  
 21 TDA grant funding which Robert addressed. And I think  
 22 it will be important. We are looking forward to  
 23 working with the Board on that to ensure that those  
 24 opportunities align with the overall marketing  
 25 strategy.

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1 In closing, I want to mention that Steve Morris  
2 who has been talked about, the director of Hospitality  
3 and Tourism Department at WCU recently spoke here in  
4 Cashiers to the Rotary Club of Cashiers Valley. And he  
5 reiterated -- quantified exactly what George was  
6 discussing today, the importance of a successful  
7 tourism industry here in the county.

8 He talked about the impact on restaurants,  
9 retailers, and all the other businesses. And his  
10 presentation was very well received among that  
11 audience.

12 And I believe Rich Prise -- Is he still here?

13 If I may, I will take the opportunity, he is the  
14 new director of economic development for Jackson County  
15 and he is with us here today. And I wanted to  
16 recognize him, but also thank him for his interest and  
17 support acknowledging the importance of tourism affairs  
18 and the extended community development across the  
19 county.

20 So with that, I wish everybody a happy holiday. I  
21 am looking forward to working with the TDA Board for a  
22 very productive 2014.

23 I'll make these available as soon as Julie has  
24 completed her report.

25 **MS. SPIRO:** There are two things there for you.

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1 There is the monthly inquiry reports and such. There  
2 is also a grant evaluation form here completed by the  
3 WNC Pottery Festival. They were a recipient of TDA  
4 money. And as required, you are supposed to complete a  
5 grant evaluation form and return it within 30 days, and  
6 they did do that. So there is that form for you to  
7 read over.

8 Just a couple of quick things. On November 25th  
9 Rachel with Our State Magazine contacted me. And this  
10 is a direct follow up to information we sent to  
11 Elizabeth Hudson of Our State, our former PR rep Craig  
12 Disti had pitched the Sapphire Valley Outhouse Race to  
13 Elizabeth.

14 I sent him a CD of photographs that I had from  
15 2012. And I sent Rachel those photographs. And  
16 luckily Kelly Dawson had a bunch more.

17 Thank you, Kelly.

18 And we sent those to Rachel at Our State. She got  
19 with Steve Martell at Sapphire, talked with him. And  
20 hopefully we are going to have a good story in Our  
21 State coming out.

22 Following up on visitnc.com, they are having some  
23 growing pains there. We have uploaded about 56 photos  
24 to go with the accommodations and restaurants. And it  
25 takes sometimes five to eight days for those updates to

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1 appear. So I would appreciate your patience if you  
2 have sent photos to upload, it just takes some time.  
3 It does show up, but it takes a while.

4 We also updated the social media links for anyone  
5 on that.

6 Alex, I will give you just a moment. I thought  
7 you might want to mention the WNC Fly Fishing Expo you  
8 just participated in.

9 **MR. BALL:** That was with the Asheville Ag Center.  
10 It was a great event.

11 We gave out over or right at 500 maps and about a  
12 thousand chapsticks. We had a lot of inquiry.

13 A good thing, a lot of people from Tennessee and  
14 Alabama, some Louisiana people were there, as well. So  
15 it wasn't just people from Buncombe County that were  
16 there, they were from all over the area.

17 It went very well. And hopefully it will be good  
18 next year.

19 **MS. TEASLEY:** Julie?

20 **MS. SPIRO:** Yes?

21 **MS. TEASLEY:** May I mention something that just  
22 happened yesterday? We had guest come in with a great,  
23 big, beautiful book called "A Hundred Years of Dining."  
24 And they are all restaurants in all the states in the  
25 United States that are over a hundred years old. And

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1 Balsam was in there, too.

2 (Applaud.)

3 **MS. SPIRO:** I have to mention this last. I  
4 bragged very heavily on Merrily's wonderful article in  
5 Our State Magazine last month. We are still getting  
6 inquiries from that. I hope it helps her bookings, as  
7 well. So I applaud the efforts there at Balsam  
8 Mountain Inn.

9 Also the Fly Fishing Federation, the Southeast Fly  
10 Fishing Federation has booked the Ramsey Center for  
11 2014, May 15th and 16th.

12 Luminaires is this weekend again, this Friday and  
13 Saturday. The fireworks are Saturday night 8 p.m,  
14 weather permitting.

15 The Sylva Christmas parade is this Saturday at 2  
16 p.m. And New Year's Eve at Balsam Mountain Inn, you  
17 need to make a reservation for that. And Harrah's  
18 Cherokee is having ZZ Top in concert at 10:30 p.m. And  
19 all the restaurants are staying opening in light of the  
20 New Year's Eve Special.

21 Merry Christmas.

22 **MR. MEADS:** Thank you.

23 I think at this point I will turn the --

24 Yes, ma'am?

25 **MS. HATTLER:** Before you turn it over to Robert, I

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1 want to say to the Board and to the commissioners that  
2 it has been an honor to serve on this TDA Board. I was  
3 very excited and very happy that we have accomplished  
4 everything that we have accomplished this year. I  
5 think we set a direction moving in the right direction  
6 and being able to streamline and move forward.

7 And again I just wanted to say thank you, I have  
8 really appreciated the chance to serve on the Board.

9 At this point I'm not going forward, but again I  
10 know you have a wonderful group of people coming  
11 forward and I wish you the best.

12 And if there is anything that I can help you with  
13 in the future, any information or anything I have I  
14 will be glad to share.

15 And thank you so much.

16 **MR. MEADS:** Before I was going to turn it over to  
17 Robert, I was going to thank you for the work that you  
18 did this year. There was a lot of it. We had to crawl  
19 before we walked. And it was a tough process. But I  
20 thank you very much.

21 And as well, I thank all the other Board members  
22 here for the help that you have given me this year.  
23 The audit report looks good. The bank account records  
24 look good. The platform in which we move into in the  
25 future looks very, very exciting. "Play On" is going

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1 to be around here for a long, long time. I think that  
2 a lot of good happened this year.

3 So with that, Robert?

4 **MR. LUKER:** Mr. Chairman, before you turn it over.  
5 I want to say something as one of the Board members and  
6 somebody else can chime in. Thank you as our chairman  
7 for this past year. And Debbie, as well.

8 Like you said, it has been a very tough year  
9 forming this group and bringing them together and  
10 putting up with a lot. I don't envy you a bit. That  
11 is not a year I would want to do.

12 And I know that at times it has been tough, the  
13 leadership part. I commend you for that. Not  
14 everybody can always be as pleasant as me coming into  
15 meetings.

16 No. But it has been a very tough year. I know  
17 even on the marketing side, I wouldn't say we crawled,  
18 but we were in a foxhole for a long time and we had to  
19 come out. It has been a mountain to climb.

20 I think that Robert has come in at a good time.  
21 He had had a good foundation laid.

22 **MR. JUMPER:** Absolutely.

23 **MR. MEADS:** Thank you to you and Debbie Hattler.  
24 Mr. Jumper?

25 **MR. JUMPER:** Are you sure?

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1 Guys, first of all, I want to thank the Board of  
2 Commissioners for their confidence. And I want to  
3 thank you all for your confidence in allowing me to do  
4 this, this upcoming year.

5 I think again you guys have done historic work.  
6 This has been, as a you said, an amazing year with lots  
7 of challenges. Unifying two bodies like this is  
8 stressful probably is an understatement as far as  
9 trying to organize, especial the leadership of this  
10 TDA. So I commend everyone.

11 Deb, thank you for your work. My goodness, what a  
12 challenge coming into and to be the head of the  
13 marketing committee. I commend you for the work that  
14 you have done and the time that you have put in and the  
15 effort that you have given this. Truly I can see that  
16 your heart was in this. We thank you for that.

17 Clifford, friend, colleague, you have served on  
18 boards with me for several years. What an amazing  
19 thing you have done here over this past year.

20 (Applaud.)

21 **MR. JUMPER:** We appreciate your service. We  
22 appreciate your dedication to this process. And we  
23 look forward to working you to death in 2014.

24 Just really quick I would like to say, I don't  
25 have a personal agenda coming into this, but I did when

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1 I got on the Board. And I continue to have it.

2 I was born in Harris Hospital. I was raised in  
3 Sylva in the Jackson County community. I went to  
4 Sylva-Webster. I am not a Smoky Mountain, I'm a  
5 Sylva-Webster guy, the class of '79. Western Carolina  
6 University class of '83.

7 I have worked and lived in this area and I have  
8 been working in this county all of my life. I love  
9 Jackson County, I love it to death.

10 Tourism is important to the Jackson County  
11 community. But we are not working for the sake of  
12 tourism, we are working for the sake of Jackson County.

13 And I want us to work towards that unified goal of  
14 making our community better through tourism, not making  
15 tourism better and then think about the community  
16 secondly. So that is my only agenda.

17 I have no politics in the running. I have no  
18 other agenda than the success of Jackson County through  
19 tourism.

20 Thank you for the time to say that.

21 I have asked three folks to step up and take  
22 charge of some committees. I have asked Clifford to be  
23 the head of the marketing committee. I have asked  
24 Brian to take care of finance and Alex to take care of  
25 government. They have all three accepted. So I will

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1 be working with them.  
 2 If at all possible, next week is an executive  
 3 committee meeting together quickly to talk about the  
 4 marketing plan and the PR plan and whether those are  
 5 going to be integrated or separate issues.  
 6 Certificates of appreciation.  
 7 Deb, we have a little gift for you, too. I will  
 8 get that as soon as we adjourn.  
 9 And Clifford, thank you, sir. That is a nice  
 10 autograph you can keep forever.  
 11 **MR. MEADS:** It has the right logo on it.  
 12 **MR. JUMPER:** Quickly, you have your meetings on --  
 13 typically on the third Wednesday, right, not the  
 14 second? So the next one would be -- What is the date  
 15 of the next meeting, January, I think the 15th.  
 16 **MR. LUKER:** It is the 15th.  
 17 **MR. JUMPER:** Everybody okay with the 15th at 1:00?  
 18 I like communication via email. You can send me  
 19 texts. An email is the easiest way for me to remember  
 20 to follow up with you. So if you have any questions or  
 21 concerns, by all means if you want to call and talk to  
 22 me on the phone, that is great. But probably the  
 23 easiest and best way would be email.  
 24 And the last thing on the agenda is public  
 25 comments.

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1 be here today. I look forward to working directly with  
 2 you folks in any way possible to help your cause be  
 3 successful.  
 4 Thank you.  
 5 **MR. SANDERS:** Thank you. We appreciate that.  
 6 **MR. JUMPER:** Anyone else?  
 7 I had an hour speech prepared.  
 8 **MR. LUKER:** By yourself?  
 9 **MR. JUMPER:** Motion to adjourn?  
 10 **MR. LUKER:** So moved.  
 11 **MR. JUMPER:** And second?  
 12 **MR. FERNANDEZ:** Second.  
 13 **MR. JUMPER:** Everybody in favor say aye.  
 14 **ALL MEMBERS:** Aye.

(These proceedings were concluded.)

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1 Do we have anybody in the gallery that would like  
 2 to say anything?  
 3 Rich?  
 4 **MR. PRICE:** First of all, thank you for  
 5 acknowledging me earlier. My name is Rich Price. I am  
 6 the new director of Economic Development for Jackson  
 7 County. And I am actually thrilled to be at my first  
 8 TDA meeting.  
 9 Your work is absolutely critical and paramount to  
 10 the overall economic success of Jackson County. And  
 11 being someone who has come from the travel and tourism  
 12 industry, most recently I was the director of marketing  
 13 with Harrah's Cherokee. I also have had private  
 14 businesses on the Cherokee Reservation for sometime.  
 15 Your work is near and dear to my heart.  
 16 The County certainly wants to be a resource and  
 17 partner with you and vice versa to be an advocate for  
 18 business of all sorts and all types, to leverage those  
 19 successes and those established brands that we already  
 20 have.  
 21 Gentlemen, I commend you for what I saw today.  
 22 I can certainly vouch that their work is thorough.  
 23 And it took me back to a time of great headache and  
 24 sleepless nights.  
 25 But again thank you very much for allowing me to

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1 **CERTIFICATE**  
 2 **E OF NORTH CAROLINA)**  
 3 **TY OF MCDOWELL )**  
 4  
 5  
 6 I, Laurie Combs Deloach, a court reporter and  
 7 notary public in and for the State of North Carolina,  
 8 do hereby certify that the foregoing pages constitute a  
 9 true and correct transcription of the proceeding taken  
 10 in the aforementioned cause;  
 11 That I am not of kin or in any way associated with  
 12 any of the parties to said cause or their counsel and  
 13 that I am not interested in the event thereof.  
 14 **DATE: January 8, 2014**

Laurie Combs Deloach

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