



2020-22 Strategic Plan - Board Mandate

It will take more than the paid staff of the Jackson County TDA to move into a more strategic forward-thinking Destination that realizes opportunities on the horizon. To that extent, the Board, individually and collectively, must take ownership of the Destination's future success and work expeditiously towards accomplishing it. The Board must be innovative, hardworking, and dedicate time and efforts not only during but outside of Board meetings to achieve this vital work.

Board Committees, when used, have one essential role – to strengthen and support the work of the Board as a whole. Board Committees are not to interfere with delegation from Board to Executive Director, or from the Executive Director to other staff.

As schedules are set for the year to accomplish the important Committee work that is crucial to carrying out our strategic plan, your calendar should reserve these dates without exception as we are providing them a year in advance. If you cannot attend a specific meeting at this point, please notify myself as soon as possible. Any emergency absences should also be sent to my attention as opposed to staff.

Ann Self
JCTDA Board Chair

Accordingly:

1. Board Committees may be established to help the Board do its job, not to help, advise or exercise authority over the staff.
2. Board Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation, undertaking activities not delegated to the Executive Director, or by performing specific monitoring functions. Board Committees will normally not have direct dealings with current staff operations.
3. Board Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
4. A Committee is a Board Committee only if its existence and charge come from the Board, regardless of whether Board members sit on the Committee. The only standing Board Committees are those which are set forth in this policy. Unless otherwise stated, a Committee ceases to exist as soon as its task is complete. Executive Director will serve as a non-voting member of each Committee.
5. Committee recommendations will go to the Executive Committee for vetting and consideration for forwarding to the Full Board at the beginning of 2021. Not all recommendations, can or will be implemented in their entirety or even part, due to budget, priorities, or their alignment with our Strategic Plan, Board Consensus, or County Commissioner approval in the case of Capital Projects.
6. Committees may consist of voting Board members, ex-officio Board members, and public stakeholders selected by the Executive Committee.

Community and Visitor Engagement Committee

Standing Quarterly Meetings: Fridays, Mar. 6, June 5, Sept. 10, Dec. 4; all meetings at 10 a.m. at the JCTDA office unless otherwise notified.

The Community and Visitor Engagement Committee will be centered on Destination Management with a focus on enhancing the Visitor's experience while in Jackson County. This will be done by studying Visitor needs related to a number of aspects inclusive of but not limited to Visitor centers, print and digital collateral and products, and unmet Visitor needs. This Committee must be made up of big picture, creative, and hardworking individuals that are driven by bettering the community as a whole. *This Committee is tied to Strategic Plan Goals 6 & 7.*

Note: This Committee should not largely focus on brick and mortar or capital projects as those are being considered by another Committee. There may be some crossover, but this Committee is primarily focused on engagement with Visitors and the community.

- A. **Product #1:** Recommendations as to products, offerings, or services to implement in enhancing the Visitor Experience. The recommendations should be for new products or projects, not to take over existing projects by other parties. Recommendations should be focused on what other Destinations do well that we could implement; also recommendations looking at our own Destination and what we can do better. The Committee's recommendations should be prioritized in terms of need, impact and realistic implementation goals.
- B. **Product #2:** How can the TDA better interface with our Residents? Do people understand the role of the TDA vs. the role of Chambers of Commerce (and how we work together), what we offer the community and how it benefits? How can we better integrate ourselves in the fabric that makes up our communities? What products can we offer that benefit both Residents and Visitors alike?

Recommendations must be balanced throughout the County and equity in geographic representation is key.

- C. **Authority:** To incur costs of no more than \$500 in direct charges and no more than thirty (30) hours of staff time per calendar year. Charges must be approved in advance by Executive Director.
- D. **Composition (8 members):**
 - Chair: TBD based on Signups
 - Vice Chair: TBD based on Signups
 - Committee Members: TBD based on Signups
 - Staff Liaisons: Nick Breedlove or Caleb Sullivan

Product and Experience Development Committee

Standing Quarterly Meetings: Thursdays, Mar. 5, June 4, Sept. 9, Dec. 3; all meetings at 10 a.m. at the JCTDA office unless otherwise notified.

The Product and Experience Development Committee is devoted to enhancing the traveler's experience through several outlets. A primary objective of this Committee will be discovering new considerations for Visitor experiences. As the JCTDA in future years will consider capital investment, what should our priorities be to generate additional visitation and economic impact? *This Committee is tied to Strategic Plan Goal 5.*

All recommendations must be grounded in our strategic plan by driving increased visitation during off-peak (need) season and positioning Jackson County as a year-round Destination. The roles of this Committee will include but are not limited to, identifying new attractions, capital projects, identifying any gaps in current efforts, working with Main Street and Merchant Associations and other groups.

- A. **Product #1:** This Committee is focused on brick and mortar projects that will enhance both the Visitor and Resident experience. "If you build it, they will come" is not always true, so recommendations should be grounded with rationale and studies from other communities where recommended approaches and projects are grounded in successful results.

What should the TDA prioritize in terms of building the brand promise of an 'active outdoor experience'?

What are other Destinations doing that is really driving additional visitation, interest, and impact in spending?

Recommendations must be balanced throughout the County and equity in geographic representation is key.

- B. **Authority:** To incur costs of no more than \$500 in direct charges and no more than thirty (30) hours of staff time per calendar year. Charges must be approved in advance by Executive Director.
- C. **Composition (8 members):**
- Chair: TBD based on Signups
 - Vice Chair: TBD based on Signups
 - Committee Members: TBD based on Signups
 - Staff Liaisons: Nick Breedlove or Caleb Sullivan

Sustainability and Stewardship Committee

Standing Quarterly Meetings: Tuesdays, Mar. 3, June 2, Sept. 7, Dec. 1; all meetings at 10 a.m. at the JCTDA office unless otherwise notified.

The focus of this Committee will be to protect our greatest natural assets in perpetuity for future generations to enjoy the same opportunities our Visitors and Residents have today. With a large percentage of our Visitors coming to experience our region's natural beauty, keeping our Destination clean will be a priority of the Sustainability and Stewardship Committee. Achieving this will be done by working with public and private sector community partners to address issues such as litter, adequate access to natural resources, proper site signage, restrooms, and other facilities, and addressing de-promotion and overtourism. *This Committee is tied to Strategic Plan Goal 5.*

- A. **Product #1:** How can the TDA be more sustainable in all aspects of its operations. Sustainability in this context is broad, and this Committee should consider best recommendations not just for Destination Organizations/Destination Marketing Organizations, but businesses in general.
- B. **Product #2:** How can we combat overtourism? More is not always better. What considerations should we look toward for the future, so our resources are not 'loved to death'? Destinations large and small struggle with too many Visitors, which degrades the experience for Residents. *(Ex. While we can attract fewer, better-quality visitors who spend more money, we don't want to be viewed as only attracting wealthy customers, driving up rental prices on homes and leading to housing shortages as hosts can earn more by renting them out.)*
- C. **Product #2:** How can we give back to ensure our natural assets are protected for future generations? This does not necessarily need to be a monetary contribution, but that is an option. How can we partner with organizations to ensure our resources are cared for and not overutilized? Examine new potential partnerships.

Recommendations must be balanced throughout the County and equity in geographic representation is key.

- D. **Authority:** To incur costs of no more than \$500 in direct charges and no more than thirty (30) hours of staff time per calendar year. Charges must be approved in advance by Executive Director.
- E. **Composition (8 members):**
 - Chair: TBD based on Signups
 - Vice Chair: TBD based on Signups
 - Committee Members: TBD based on Signups
 - Staff Liaisons: Nick Breedlove or Caleb Sullivan

Grant Program Committee

With the current grant program on hold, the formation of a new Grant Program Committee is needed to base future grant guidelines on research and insight gathered from past efforts. This Committee will be responsible for reviewing the grant program itself, application, evaluative measures and making a recommendation to the full board. Those on the grant Committee should share experience development and similar recommendations with the Product and Experience Development Committee in an effort to create programs that will promote off-season travel, to bring in Visitors when our economy needs it the most.

Standing Monthly Meetings: Mondays, Feb. 3, May 4, Aug. 3, Dec. 7

- A. **Product #1:** As many on this Committee will be those directly involved with filling out grants, their evaluations, and managing events, we want to know what works really well with the process, what does not, what is frustrating, and how you think we can drive more Visitors to our towns with the key goal of overnight stays.
- B. **Product #2:** A Balanced approach. While our key goal is overnight stays, during our identified need periods, events, festivals and programming make for a vibrant community. Without that vibrancy, we cannot attract overnight stays. We need to find a balance of funding events that generate a vibrant community but balance it with those that generate overnight stays.
- C. **Product #3:** New events and initiatives. What do we not program now that should be considered to drive visitation? The TDA itself does not have the capacity to produce events but could provide support to organizations to do such.
- D. **Authority:** To incur costs of no more than \$5,000 in direct charges, to include Board assessment tools/assistance, compensation surveys and outside counsel to draft contract (if Board chooses to enter into an Employment Agreement), and management time as needed.
- E. **Composition (8 members):**
 - Chair: TBD based on Signups
 - Vice Chair: TBD based on Signups
 - Committee Members: TBD based on Signups
 - Staff Liaisons: Nick Breedlove

Crisis Management Team

The Crisis Management Team is a Committee that is an influential and informed group of TDA leaders, employees, and community leaders. If a crisis were to occur, the CMT would be activated to work through` media requests, community information needs, Visitor information needs, and to determine the best course of action following a crisis. This Committee will also be responsible for knowing the Jackson County TDA Crisis Communication Plans intricacies as they pertain to tourism maintenance, safety concerns, potential crises, what defines a crisis, and recovery. Additionally, this Committee will be reviewing the CCP annually for updates. This Committee has already been designated as contained in the JCTDA CCP.

- A. **Product #1:** Enact the crisis management plan as necessary and serve as the CMT in the time of Crisis.
- B. **Product #2:** Evaluation: On an annual basis, evaluate the Crisis Management Plan no later than December of the current year for updates or revisions as necessary and prepare them for the full board.
- C. **Authority:** To operate as outlined in the approved Crisis Management Plan.
- D. **Composition:**

Current Board Chair	Jackson County TDA
JCTDA Staff	Jackson County TDA
Appointed by County	County Commissioner
Deborah Stone	Pineapple PR
Account Manager(s)/ Representatives	Pineapple PR
Julie Spiro	Jackson County Chamber Executive Director
Stephanie Edwards	Cashiers Area Chamber Executive Director
Todd Dillard	Jackson County Emergency Management

Executive Committee

The Executive Committee shall consist of the JCTDA Board Chair, Vice Chair, Secretary, Finance Officer, Executive Director, and other members as appointed by the Chair.

Standing Monthly Meetings: Jan. 8, Jan. 27, March 11, April 1, May 13, June 10, July 8, Aug. 12, Sept. 9, Oct. 14, Nov. 11, Dec. 9

- A. **Product #1:** Policy Development: As directed by the Board or requested by the Chair, preparation of policy alternative, implications and specific language for Board consideration.
- B. **Product #2:** Board Evaluation: Annual Assessment of the Board's fulfillment of its duties and performance standards. Assessment of collective and individual performance, with tools/methodologies as the Committee may determine
- C. **Product #3:** Annual Performance Evaluation of Executive Director. This evaluation shall be used to determine incentive pay as defined in ED's contract alongside other metrics to be determined. The Executive Board, not the full board are responsible for the ED evaluation.
- D. **Product #4:** Properly screened potential board members and proposed slate of officers, consideration being given to inclusion of City/County and hospitality industry representation.
- E. **Product #5:** Agenda Development: As requested by the Chair, assistance/input re: development of Board work-plans, meeting agendas, etc.
- F. **Product #6:** Marketing plan review. The Executive Committee will review all marketing and communication plans prior to their passage each fiscal year. The full board will receive a brief preview of the plans which will have been fully vetted and approved by the Executive Committee. After approval the Executive Director has the authority to modify marketing plans and reprogram funding in line with the JCTDA's strategic direction.
- G. **Product #7:** Annual Budget: The Executive Committee will review occupancy tax collections, budget trends and staff recommendations as to the annual budget process in order to have a budget approved by the new fiscal year.

- H. **Product #8:** Compensation: Annual determination (and negotiation, as necessary) of changes to the Executive Director's or Staff's compensation/benefits package. To be completed by April of each year, subsequent to the Board's annual review/evaluation of Executive Director's performance.
1. Decisions to be based upon acquired data re: compensation for similarly qualified persons in functionally comparable positions in similar organizations.
 2. Maintenance of contemporaneous documentation and recordkeeping with respect to deliberations and decisions regarding Executive Director compensation.
 3. Review of the Director's Contract upon appropriate renewal timeline. Review of staff's compensation and any annual adjustments such as COLA or increased duties taken on that should be compensated appropriately for.
- I. **Product #9:** Review annual contracts with partner agencies and make recommendations as to any additions, changes or requests to those agencies.
- J. **Product #10:** Review and vet all proposals from Committees before they go to the Full Board and work with those Committees to provide feedback and or guidance on submittals for the full board's consideration for potential implementation.
- K. **Authority:** To authorize expenditures and move funds within the budget as needed in accordance with the JCTDA's plan of work in conjunction with the finance officer.
- L. **Composition (6 members):**
- Chair: Ann Self
 - Vice Chair: Robert Jumper
 - Committee Members: Kathy Korb (Secretary), Darlene Fox (Finance Officer), Dale Collins (Appointed)
 - Staff Liaisons: Nick Breedlove



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

Please fill out this form and return it to Executive Director or send an e-mail letting us know of your interests.

All Board Members – Voting and Ex-Officio are eligible to serve on committees. Please indicate those committees on which you have an interest in serving. If you are interested in serving on **multiple** committees, please note each of those with an “**M**”.

If you are interested in serving only on one, please rank them in order of your preference – 1, 2 or 3. (If you only have interest in one, then only note the 1. If you have interest in only 2, just rank them 1 and 2.)

The committees will each meet on at least a quarterly basis; those dates and times are listed on the preceding pages.

Your Name: _____

_____ I don't have a specific preference – assign me wherever I am needed most.

_____ I am willing to serve as a Committee Chair or Vice Chair.

_____ My workload is too busy this year and I am unable to serve on a committee.

Preferences:

_____ Community and Visitor Engagement Committee

The Community and Visitor Engagement Committee will be centered on Destination Management with a focus on enhancing the visitor's experience while in Jackson County.

_____ Product and Experience Development Committee

The Product and Experience Development Committee will be devoted to enhancing the traveler's experience through several outlets. A primary objective of this committee will be discovering new considerations for visitor

_____ Sustainability and Stewardship Committee

The focus of this committee will be efforts to protect our greatest natural assets in perpetuity for future generations to enjoy the same opportunities our visitors and residents have today.

_____ Grant Program Committee

The focus of this committee will be reworking our existing grant program to ensure it meets the needs of applicants and achieves our key business goals.

Nomination/Recommendations for others to serve on Strategic Plan Committees

Please recommend only those who have strong ties to the community and those who are hardworking individuals who would grow the work we do as Committees.

Their Name: _____ **City/Community in County:** _____

Why would they be an asset to the Committee(s)?

Contact information if available: _____

What committee would they be good to serve on?

_____ Community and Visitor Engagement Committee

_____ Product and Experience Development Committee

_____ Sustainability and Stewardship Committee

_____ Grant Program Committee

Their Name: _____ **City/Community in County:** _____

Why would they be an asset to the Committee(s)?

Contact information if available: _____

What committee would they be good to serve on?

_____ Community and Visitor Engagement Committee

_____ Product and Experience Development Committee

_____ Sustainability and Stewardship Committee

_____ Grant Program Committee

Nomination/Recommendations for others to serve on Strategic Plan Committees

Please recommend only those who have strong ties to the community and those who are hardworking individuals who would grow the work we do as Committees.

Their Name: _____ **City/Community in County:** _____

Why would they be an asset to the Committee(s)?

Contact information if available: _____

What committee would they be good to serve on?

_____ Community and Visitor Engagement Committee

_____ Product and Experience Development Committee

_____ Sustainability and Stewardship Committee

_____ Grant Program Committee

Their Name: _____ **City/Community in County:** _____

Why would they be an asset to the Committee(s)?

Contact information if available: _____

What committee would they be good to serve on?

_____ Community and Visitor Engagement Committee

_____ Product and Experience Development Committee

_____ Sustainability and Stewardship Committee

_____ Grant Program Committee