



FISCAL YEAR 2021-2022
MINUTES



Minutes

Discover Durham
Tourism Development Authority

NO MEETING IN JULY



Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, August 24, 2021,
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Caesar Swift
Jennings Brody	Barry Van Deman	Wendy Jacobs
Javiera Caballero	Michael Page	Tom Lubbe
Daniel Edwards		

Staff Present

Susan Amey	Cara Rousseau	Parmod Chandna	
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At 3:03 p.m. Chair Aubrey Zinaich called the meeting to order. The Board took the following actions:

- Approved the minutes of the June 2021 meeting
- Reviewed and approved the unaudited June 2021 end of year financial status report
- Reviewed and approved the July 2021 financial status report
- Internal control policy amendment reviewed and approved
 - Board approved the recommended changes to the organization's internal control policy as included in the Appendix to the August board packet. Of particular note, the board approved the staff recommendation not to have new board officers sign bank signatory cards each year, since all required signatures are now completed electronically.
- Forecast outlook
 - Conversation around venues and restaurants requiring proof of vaccination for entry
 - Review of occupancy tax revenue projections
- Full-service Lodging Board open seat
 - Caesar Swift's second term will be completed after the October meeting
 - Board reviewed application from Carlos Rubio and voted to recommend his appointment to the TDA to the city council.

- The board will be asked to complete annual conflict of interest forms electronically. These will be sent out by Jamie Palmer.
- Project updates
 - o RRTF/Back on the Bull
 - o Rediscover Durham integrated sales and marketing campaign
 - o Hospitality workforce initiatives
 - o Durham Convention & Arts Complex
 - o Vaccination support / outreach
- Destination Master Plan
 - o Susan Amey noted that we will consider recommending a restart of the Destination Master Plan project later in the year for the following reasons:
 - Discussions about the sports facility are focused on land owned by the city and county near the Durham Stadium; this location may lend itself to a broader “district” concept, embracing Rock Quarry Park and the Museum of Life and Science. A DMP could aid in defining the scope and opportunity.
 - Downtown Durham Inc. is considering requesting ARP funds to complete a study on the use of downtown spaces that could have significant overlap with the exploration envisioned by the DMP. Included in both projects could be an assessment of the community’s future needs for conference space. We are exploring the potential for combining efforts on the anticipated studies.
 - o A current limitation is that while we’ve set aside funds for the DMP consultants, our FY22 budget does not include the needed project management support for this effort, although we’re hopeful revenue will grow faster than budget this year and allow more flexibility in spending.

The meeting was adjourned at approximately 4:32 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

DISCOVER DURHAM
 212 W Main Street, Suite 101
 Durham, NC 27701
 TF: (800) 446-8604
 W: discoverdurham.com



Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, September 28, 2021
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Caesar Swift
Ron Hunter	Barry Van Deman	Wendy Jacobs
Jennings Brody	Michael Page	Tom Lubbe
Daniel Edwards		

Staff Present

Susan Amey	Cara Rousseau	Parmod Chandna	Marcus Manning
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At 3:01 p.m., Chair Aubrey Zinaich called the meeting to order. The Board took the following actions:

- Approved the FY21 audit following a presentation of the audit by Jay Sharpe of Sharpe Patel
- Approved the minutes of the August 2021 meeting
- Reviewed and approved the August 2021 financial status report
- Agreed to scheduling the Nov/Dec TDA meeting on November 30, 2021
- Ron Hunter is retiring and Aubrey will align with the executive committee on needed changes to the executive committee. (Mr. Hunter will stay on the board through October)
- Marcus Manning, executive director of the Durham Sports Commission, presented on the plan for the sports facility project and sports tourism opportunities.
- Reviewed President's Report and opened for any questions.
- Reviewed the CEO evaluation process. Board members will receive an email link to the survey tomorrow (September 29).
- Moved into executive session at 4:22 pm as permitted by GS 143-318:11 (a) to consider the conditions of appointment of an individual public officer.
- Upon completion of executive session, returned to regular session at adjourned at 4:30.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, October 26, 2021,
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Caesar Swift
Ron Hunter	Barry Van Deman	Wendy Jacobs
Javiera Caballero	Michael Page	Tom Lubbe
Daniel Edwards	Jennings Brody	Carlos Rubio

Staff Present

Susan Amey	Cara Rousseau	Parmod Chandna	
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At 3:02 p.m., Chair Aubrey Zinaich called the meeting to order. The Board took the following actions:

- Introductions with new TDA member Carlos Rubio
- Recognized outgoing TDA members Caesar Swift and Ron Hunter
- Voted Daniel Edwards as new Vice Chair of the TDA
- Approved the minutes of the September 2021 meeting
- Reviewed and approved the September 2021 financial status report
- Discussion around forecasting for the fiscal year and hotel / lodging performance
 - Hoteliers shared that October is performing well and stronger than September
- Cara gave a brief update on the Rediscover Durham campaign
- Approved the unaudited financial report for September 2021
- TDA seat to replace Ron Hunter is open for applications
 - Question from Commissioner Jacobs about the Durham County residency requirement
- Board voted to move to Executive Session to conduct performance evaluation of President & CEO.
- Board completed the Executive Session and adjourned at approximately 4:50 pm.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, November 30, 2021
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Carlos Rubio
Jennings Brody	Barry Van Deman	Wendy Jacobs
Javiera Caballero	Daniel Edwards	Tom Lubbe

Staff Present

Susan Amey	Cara Rousseau		
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At 3:16 p.m., Chair Aubrey Zinaich called the meeting to order. The Board took the following actions:

- Approved the minutes of the October 2021 meeting
- Reviewed and approved the October 2021 financial status report
- Susan shared that Parmod Chandna resigned as VP of Finance, HR and Operations and provided an overview of transition plans to ensure continuity in our financial operations. A search is underway for his replacement.
- Discussion around forecasting for the fiscal year and hotel / lodging performance
 - Hoteliers shared that November is performing well but not as strong as October
- Cara and Susan gave a brief update on the Dplex logo and branding work
- Cara gave an update on Rediscover Durham campaign – more analytics to share in January
- Update on recruiting for Ron Hunter's former seat
 - Continuing to look before making a recommendation
 - City Clerk willing to entertain a non-resident if they are actively engaged in a Durham property
- Meeting survey data showed that not all responded, but those who did all responded they would be willing to meet in person, although some would like a larger space than the Discover Durham conference room
 - Daniel suggested we watch the developing variants
 - Javiera shared she may not be the City Council representative starting in January
- Barry shared information on the NC Science Trail project he is leading; Susan has joined the group

- Susan shared that Parmod Chandna resigned as VP of Finance, HR and Operations and provided an overview of transition plans to ensure continuity in our financial operations. A search is underway for his replacement.
- Aubrey adjourned the meeting at 3:59 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Minutes

Discover Durham
Tourism Development Authority

NO MEETING
IN DECEMBER



Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, January 25, 2022,
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Leonardo Williams
Carlos Rubio	Barry Van Deman	Wendy Jacobs
Jennings Brody	Michael Page	Tom Lubbe
Daniel Edwards		

Staff Present

Susan Amey	Cara Rousseau		
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At 3:03 p.m., Chair Aubrey Zinaich called the meeting to order. The Board took the following actions:

- Approved the minutes of the November 2021 meeting
- Reviewed and approved the November 2021 financial status report
- Reviewed and approved the December 2021 financial status report
- Discussed forecast outlook
 - Hoteliers shared they were making strides in Q2, and now Omicron has weakened travel. In particular, corporate travel has paused, but some SMERF traffic is still occurring. Expecting Feb/March to pick back up based on bookings
 - Lack of housekeeping is pushing hotels to raise room rates for the rooms that they can sell with limited inventory
 - Bed & Breakfast shared they had the best quarter of the past decade; people feel safe in smaller properties
- Most movement in the proposed budget amendment are around salaries and benefits, increases to the lead generation budget for sales, and added advertising expense for campaigns
- Budget amendment reviewed and approved

- Reviewed three candidates for recommendation to City Council for consideration and appointment to the TDA.
 - Like the idea of representation in N. Durham; already have strong representation from RTP
 - Many stressed importance of racial diversity
 - Board voted to recommend Prerna Desai for the role. (Leonardo Williams abstained.)
 - Since the candidates for the position weren't known by the board, there was discussion about adding a step to allow board representatives to interview candidates in the future. Wendy suggested checking with the City Clerk about this to ensure it will be approved.
- Brief introduction of board members to new member Leonardo Williams
- Local business support
 - Susan provided an overview of a recent meeting between small downtown business owners (mostly restaurants) and elected officials and community leaders. The board discussed challenges facing the hospitality community at this time and ideas for what action or position DD should take.
 - Proposed actions for staff to follow up on:
 - Prepare a specific and focused letter to the Durham elected bodies on behalf of the TDA, and in parallel with the DDI and Chamber boards, requesting the bodies develop common core messaging and allocate additional financial support for businesses and/or communications efforts. Massive investments that have been made in local hospitality businesses will go to waste, and damage Durham's attractiveness as a visitor destination, if local businesses fail. It was acknowledged that the limitations on staff capacity in the current environment will also need consideration.
 - Additional ideas discussed:
 - Promote ways our businesses are following best practices
 - Investigate whether DDI and the Chamber could be asked to contribute toward a communication campaign.
 - Challenge our corporate and institutional leaders to support our local businesses by sponsoring take out meals for their staff who are working at home or offering virtual office luncheons. Could the Chamber lead this?
- Two agenda items were postponed for discussion at the February meeting: CEO's goals and the fall campaign review.
- Aubrey adjourned the meeting at 4:50 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, February 22, 2022,
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Carlos Rubio
Prerna Desai	Barry Van Deman	Wendy Jacobs
Leonardo Williams	Michael Page	Tom Lubbe
Daniel Edwards	Jennings Brody	

Staff Present

Susan Amey	Cara Rousseau	Margaret Pentrack	Jonathan Lee
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At 3:04 p.m., Chair Aubrey Zinaich called the meeting to order.

Prerna Desai was welcomed as a new TDA member this month and the board did introductions. Prerna represents Durham Hospitality, Incorporated as owner and general manager.

The Board took the following actions:

- Approved the minutes of the January 2022 meeting
- Reviewed and approved the January 2022 financial status report
- President's report
 - o Traveler sentiment is on the rise and appetite for travel, especially leisure, is on the rise
 - o Lodging metrics for Durham show strong rate with occupancy lagging behind comp sets
 - RTP is seeing increase in business in February
 - Prerna shared that elective surgery returning at Duke is improving medical-based travel
 - Transient is coming along with small group business
 - Corporate still banning travel for business

- o Update on support for local business community:
 - Elected official messaging was not met with a large amount of appetite, but are watching the mask mandate
 - Lois mentioned the swift criticism and backlash against the Mayor's social media posting from a local restaurant, understanding that we can expect pushback but the overall messaging is important
 - Jennings shared that there is a very small group of social media users that have banned together to oppose support to dine in restaurants
 - Durham Returns spreadsheet to document what downtown businesses are doing regarding reopening to bring workers back and sharing that information with restaurants
 - Economic advisory council has been convened by Leo Williams. Starting process to become an official advisory board to City Council. Objective is to create momentum to fall back on ("Bull City Restart").
 - Call for elected officials to hold in person meetings; Michael Page urged elected officials to also keep people safe as we push for in person gatherings; Leo responded that we need to say something about how we will move forward and guidelines on how to stay safe; Barry weighed in about the importance to message how to travel safely
 - Susan proposed the TDA meet in person starting in March – need a space larger than the DD conference room; good ventilation. TDA is invited to follow up if there are certain accommodations to request.
- o Approved CEO goals and objectives
- o Presentation by Jonathan Lee, Margaret Pentrack, and Cara Rousseau on fall recovery campaign and analytics garnered
- Aubrey adjourned the meeting at 4:38 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, March 22, 2022,
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Carlos Rubio
Prerna Desai	Barry Van Deman	Wendy Jacobs
Leonardo Williams	Daniel Edwards	Tom Lubbe

Staff Present

Susan Amey	Cara Rousseau		
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At 3:02 p.m., Chair Aubrey Zinaich called the meeting to order. The meeting began with an update by Susan on the Visit NC 365 2022 conference held in Durham March 20-22, 2022 and sharing a photo slideshow of the event.

The Board took the following actions:

- Approved the minutes of the February 2022 meeting
- Reviewed and approved the February 2022 unaudited financial status report

President's report:

- FY22 revenue continues to exceed forecast by strong numbers, and Susan noted the staff has raised its expectations on occupancy tax from the \$3.25M approved in January to \$3.4M for the year. (The forecast increase will be incorporated into a future FY22 budget amendment.)
- With this mind, Susan presented five forecast scenarios for use in FY23 budgeting, recommending the second most conservative, at \$4,108k, a 20% increase over the new FY22 forecast, which the board approved.
- Additional notes on the forecasting discussion:

- o US Travel notes leisure returning strong and business travel not expected to fully return until 2024.
- o Unknown variable is price of fuel and impact on travel.
- o RTP hotels have been busy and very short-term, transient, some government. Recently, group requests are skyrocketing.
- o Air travel is picking up significantly in April.
- o Conversation about how business relocation affects projections such as Apple employment, Hub & RTP and Topgolf; how does this also affect needs for hotels and convention center facilities.
- o Aubrey voiced preference for being positioned to add to budget, rather than err on the side of scaling back
- o In light of strong revenue results, the board approved a proposed increase of \$200k in the spring advertising campaign budget. This will be reflected in the next budget amendment.
- Cara provided an update on the DPlex project, sharing renderings of the public art component.
 - o Audrey suggested the LED bull is a bit ostentatious, could be a more subtle treatment
 - o Leonardo stressed the importance of public art in Durham to honor the history and founders
- Update on sports facility project and DSC 1T1D fund to support youth in Durham to participate in sports
- Organizational notes:
 - o Bringing staff back to office formally 3 days a week
 - o Visitor Info Center opened this past week
 - o Continue to search for VP role, have 3-4 strong candidates in the pipeline
 - o RTA Miami leadership tour is rescheduled for later this month
 - o Thanked Carlos Rubio for providing the meeting space.
 - o The board approved the suggestion to return TDA meetings to the Discover Durham conference room beginning with the April meeting.
- Aubrey adjourned the meeting at approximately 4 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, April 26, 2022
3:00 p.m.

Board Present		
Daniel Edwards	Leonardo Williams	Carlos Rubio
Jennings Brody	Barry Van Deman	Wendy Jacobs

Staff Present			
Susan Amey	Cara Rousseau	Tony Hall	

The meeting time was delayed until 4 pm due to a conflict with an NCCU ribbon-cutting ceremony some of the board members planned to attend.

At 4:20 p.m., Vice Chair Daniel Edwards called the meeting to order.

Tony Hall, VP of Finance, HR, Operations, introduced himself to the board.

The Board discussed the March 2022 unaudited financial status report and balance sheet. Because a quorum was not present at the time, they did not vote to approve the financial report or minutes from the March meeting, so these should be voted on at the May meeting.

President's report:

- Preliminary FY23 budget discussion
 - In May the executive team will present a complete, balanced budget for review and feedback.
 - Susan shared the assumptions built into the budget around personnel costs, and strategies planned for recruitment and retention of employees that carry budget implications.
 - Susan presented a proposed financial goal for the fund balance to be applied in completing the FY22 budget amendments and finalizing the FY23 budget. The board agreed with this approach, and suggested the staff develop a written policy statement regarding the fund balance for the board to approve in the next meeting.
- Cara presented highlights from the Strategic Blueprint being develop for FY23.
 - The board was particularly interested in how the Sports Commission's 1 Team, 1 Durham fund could align with city and county interests and initiatives, and discussed the positive impact sports can have to contribute to the community's public safety efforts to address violent crime.

- Daniel adjourned the meeting at approximately 5:40 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority
Meeting Tuesday, May 24, 2022
3:00 p.m.

Board Present

Aubrey Zinaich	Lois Deloatch	Carlos Rubio
Jennings Brody	Barry Van Deman	Tom Lubbe
Daniel Edwards		

Staff Present

Susan Amey	Cara Rousseau	Tony Hall	
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Aubrey called the meeting to order at 3:08 p.m.

Susan introduced Tony Hall, new VP of Finance, HR, and Operations.

Voted to approve the March meeting minutes and financials. Voted to approve the April meeting minutes and financials.

- The Durham 150 Anthem budget has been invoiced by the musician team with the remainder of the line going to the Museum of Durham History as agreed upon in the contract for the sesquicentennial.

Reviewed the FY22 proposed budget amendment. We are bringing some infrastructure expenses into this year, given the revenue above what was forecasted. Voted to approve the FY22 proposed budget amendment. A final FY22 budget amendment will be presented next month.

Reviewed and discussed the FY23 proposed budget.

- We will pursue the Destination Master Plan project next fiscal year and will move \$200K held in the reserve to our operating budget.
- Carlos asked about the excess income line that comes to Discover Durham after DPAC and the Museum of Life and Science, which Susan explained.

- Lois asked about if there would be any implications of the DMP to the budget in FY23 outside of the \$200K. We do not expect there to be.

Discussion around the proposed reserve policy.

- Susan presented the drafted policy
- The board expressed interest in maintaining a conservative approach and agreed the proposed policy is consistent with that.
- The board would like to ensure that the language in the policy does not conflict with language used in the sale of the building and utilization of those funds. The board will return to the proposed policy next month for a vote after reviewing Morgan Street fund language.

Reviewed and approved the proposed slate of officers for FY23:

Daniel Edwards, Chair
Barry Van Deman, Vice Chair
Jennings Brody, Secretary/Treasurer
Aubrey Zinaich, Immediate Past Chair

Discussed board seat recruitment and possible candidates for the Visitor Feature and Entertainment seat. The board would like to see the diversity makeup/audit of the board at the June meeting.

President's report:

- Update on Destination 2040: Destination Strategic Plan (D2040) and approach to assembling the steering committee along with top priority initial steps.
 - Board agreed a smaller steering committee than proposed in 2020 will allow for a smore manageable process. Also, we should work to insure the timing of the meetings makes them as accessible as possible.
 - Board urged mindfulness to insure the steering committee represents the breadth of people in Durham.
 - Recruiting for the steering committee and drafting the RFP will happen at the same time this summer; hiring the Executive Assistant position as soon as possible; would like to have the project underway in July 2022
- Cara presented highlights from the proposed Strategic Blueprint for FY23
 - TDA was asked to review the blueprint in advance of June meeting and bring any questions to Cara and Susan

Aubrey adjourned the meeting at approximately 4:30 p.m.

Respectfully Submitted,

Barry Van Deman, Secretary/Treasurer

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Draft Minutes

Discover Durham
Tourism Development Authority Meeting
Tuesday, June 28, 2022
3:00 p.m.

Board Present		
Lois Deloatch	Carlos Rubio	Aubrey Zinaich
Tom Lubbe	Leonardo Williams	Jennings Brody
Daniel Edwards	Michael Page	

Staff Present			
Susan Amey	Cara Rousseau	Tony Hall	

Chair Aubrey Zinaich called the meeting to order at 3:05 p.m.

The TDA took the following actions:

- Approved the meeting minutes from May 24, 2022.
- Reviewed the unaudited May financials. Noted that there is one edit – we were actually \$70,260 below the budgeted expenses. Approved unaudited May financial status report.
- Reviewed the proposed final amendment to the FY22 budget. Forecast that our FY22 expenses will be under and revenue will be approximately \$300,000 more than shown in this report based on June revenue that was just reported. Approved the amended FY22 budget.
- Opened the floor to the public for comments or feedback on the proposed FY23 budget. With no public in attendance, the public hearing was closed at 3:31 pm.
- Approved the FY23 budget.

Tom Lubbe asked for clarification on the Morgan Street Funds. Susan explained the history behind the sale of the building in 2016 and the funds being given to DCVB from the County. The understanding was to use the funds for strategic and innovative opportunities.

Cara presented the FY21-23 Strategic Blueprint. Aubrey expressed her enthusiasm for the Blueprint, specifically the additions of DEI and the Zartico software.

- The Strategic Blueprint for FY23 was approved.

Reviewed additional elements of the President's Report:

- Discussed economic outlook and possibility of a softer economy than forecasted and contingency plans for conservative budget planning, including pausing hiring on a few open positions while we watch things very closely.
 - Lois asked about how we will fulfill the data analyst needs given our Zartico contract; Susan explained that the software will not be onboarded until September and we plan to fill the position closer to that time.
 - Susan explained a plan to hire a part-time project manager for the Destination Master Plan and the possibility of using Morgan Street Funds to support that position if revenue forecasts are soft and additional salary support is needed.
- Susan detailed the small business tours we have been hosting with elected officials; Mayor O'Neal is asking Councilman Leonardo Williams to take a leading role and Discover Durham plans to play a supporting role. Leo talked about ways for Discover Durham to be supportive and collaborative
- Cara shared creative and campaign highlights for the "Hightail it to Durham" campaign
- DPlex update provided by Susan
- Next meeting in August will be in person to take a group TDA board photo.
- Susan mentioned the recruitment for the board seat that Lois currently holds, which represents "visitor feature or entertainment." It is unique in that it is City/County jointly appointed. Plan to have applications for the TDA to review at the August TDA meeting. Aubrey encouraged the group to continue seeking diversity in potential candidates. The group agreed there is not a need to interview potential candidates before making a recommendation.

Aubrey adjourned the meeting at approximately 4:11 p.m.

Respectfully Submitted,

Jennings Brody, Secretary/Treasurer

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