MARKETING PLAN

JOHNSTON COUNTY VISITORS BUREAU



Message from CEO

No one came out of 2020 doing things exactly the same as when the year began, and no doubt marketing has changed forever for Destination Marketing Organizations. We will always have an eye trained for the next disaster or possible major disruptor for our industry. Crisis plans that only came out during a pending hurricane will have more depth and additional action steps -- especially with ways we may have to "pivot" in the future.



We consider ourselves lucky to have received grants, marketing credits, and sponsorships so that in a small way we continued our

marketing presence in 2020, primarily to support our tourism partners, using e-newsletters, social media, or blog posts. While some destinations in North Carolina had their best year ever, as local markets headed to the mountains and beach destinations, many destinations in the Piedmont did not see the same influx of visitors. Loss of sporting events, contracts and corporate travel meant huge losses for our hotels.

How do we measure the past year in the normal way looking at visitor spending numbers? It's not a pretty picture with hotel revenue losses of more than \$12 million, and a 38% loss of our operating budget, reduction of staff, physical separation as we worked from home, and the toll of living through the pandemic. It's been like no other year in my 40 year career in hospitality.

As we enter a post-COVID world, we can't help but wonder about our path forward for marketing and the restructuring of the bureau staff without a sales manager. You may now find yourself pondering, "Where do we even go from here?"

Our location along I-40 and I-95 will fuel our recovery for the remainder of 2021, as our history of major disrupting events tells us. Following 9/11 and the recession of ten years ago, our leisure market on our interstates was our base business. Research indicates that corporate, group, and meetings markets will be slower to return. And although these markets represent a smaller share of business, we feel a balance of all markets is vital for the destination.

In this recovery year for us, there are many bright spots of new growth around the county. We will celebrate these new tourism partners and use our marketing tactics in public relations and social media to support them. Our marketing dollars will remain reduced to 2020 numbers, our travel is reduced as well, and the print budget is very conservative. Our plan is to review the growth of the recovery in January 2022, and make adjustments to our marketing at that time.

May I repeat again, we are in this together...our year of recovery!

Donna

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Where we are now?

As we write this plan, the country is receiving the vaccine at the pace of 3 million shots a day, and pent up travel is exploding. Are we ready to completely reopen as a possible 4th wave of COVID and/or new more contagious variants appear? We remain cautious with a high dose of excitement that travel starts to return for our destinations.

The latest research from Smith Travel research shows hotels are seeing occupancy levels of 50% during the Easter and Spring Break travel season in March 2021. If this trend continues through the spring and summer months, our hotels in Johnston County may be within 10% of 2019 hotel revenues.

Travelers Both Optimistic and Cautious

According to the latest Longwoods International tracking study of American travelers, 88% of them now have travel plans in the next six months, the highest level in more than a year. However, less than a third of them are likely to visit a tourism attraction or business which does not have clear COVID safety protocols, such as mask requirements and social distancing, in place.

According to the latest data, the pandemic continues to cause shifts in travel patterns, with domestic and drive destinations being favored over international and fly-to locations.

TRAVEL: THE HARDEST-HIT U.S. INDUSTRY



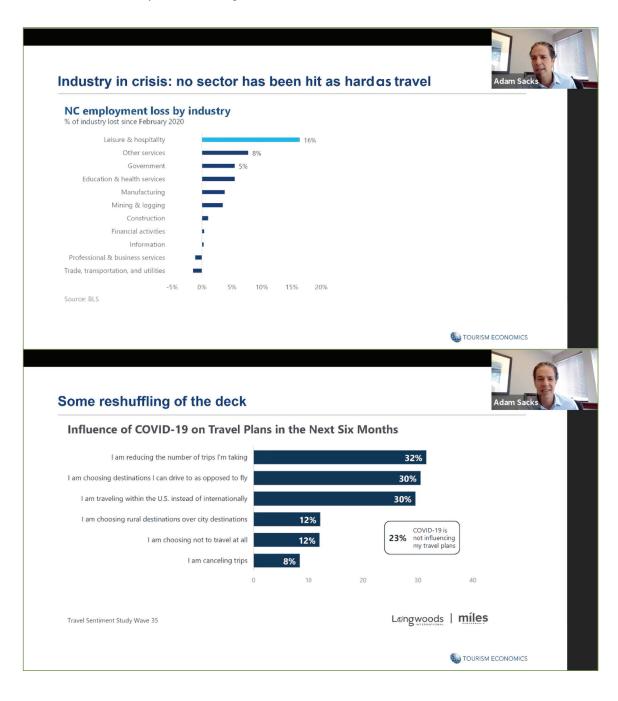
The decline in travel due to COVID-19 has devastated our economy and American jobs. The \$500 billion loss in travel spending has cost the U.S. \$1.1 trillion in economic output. Prior to the pandemic, direct travel jobs accounted for 6% of the workforce and total travel-supported jobs accounted for 11%. But in 2020, direct travel jobs accounted for a disproportionate 35% of jobs lost and total travel supported jobs accounted for a staggering 65%.

- US Travel Association

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Notes from the VisitNC 365 Conference

Adam Sacks, an expert on tourism economics, reported that we have an opportunity to convert international travelers to domestic trips in the US, as international travel will remain down until 2024. He reported that travel has to be part of the US economic recovery. DMO marketing will be critical to that success and the current increase in website traffic numbers indicates travelers are planning trips and are open to visiting rural destinations.



U.S. TRAVEL FORECAST	TRAVEL FORECAST						
	2018	2019	2020	2021	2022	2023	2024
Total Travel Spending in the U.S. (\$ Billions)	1,088	1,127	617	760	954	1,043	1,100
U.S. Residents	931	972	582	698	860	924	968
Business	282	291	131	157	236	258	266
Leisure	649	681	450	541	624	666	702
International Visitors ¹	157	155	36	62	95	118	132
Total International Visitors to the U.S. (Millions)	79.7	79.3	19.0	33.0	52.5	67.4	76.3
Canada	21.5	20.7	4.8	9.1	14.6	18.4	21.3
Mexico	18.4	18.1	7.1	10.6	14.7	18.2	18.9
Overseas	39.9	40.4	7.2	13.2	23.1	30.8	36.1
Global Long-Haul Travel (Millions)	342.3	357.0	99.3	169.2	253.8	314.9	357.6
U.S. Share of global long-haul travel (%) ²	11.7	11.3	7.2	7.8	9.1	9.8	10.1
Total U.S. Domestic Person-Trips ³ (Millions)	2,278	2,318	1,600	1,905	2,272	2,376	2,455
Business	459	464	185	229	395	433	457
Leisure	1,819	1,854	1,415	1,676	1,876	1,942	1,998
GDP, Nominal (\$ Billions)	20,612	21,433	20,948	22,158	23,257	24,247	25,225
Unemployment Rate (%)	3.9	3.7	8.3	6.7	5.5	4.6	4.2
Consumer Price Index (CPI) ⁴	251	256	259	263	268	273	278
Travel Price Index (TPI)4	287	292	265	273	282	290	306

U.S. TRAVEL FORECAST (GROWTH)			TRAVEL FORECAST					
	2018	2019	2020	2021	2022	2023	2024	
Total Travel Spending in the U.S.	4.9%	3.5%	-45.2%	23.2%	25.5%	9.3%	5.5%	
U.S. Residents	5.5%	4.4%	-40.2%	20.0%	23.2%	7.5%	4.7%	
Business	2.6%	3.1%	-55.0%	19.4%	50.5%	9.3%	3.0%	
Leisure	6.9%	5.0%	-33.9%	20.2%	15.2%	6.8%	5.4%	
International Visitors ¹	1.1%	-1.8%	-77.0%	75.0%	52.0%	25.0%	11.5%	
Total International Visitors to the U.S.	3.3%	-0.6%	-76.0%	73.2%	59.2%	28.5%	13.2%	
Canada	4.8%	-3.5%	-77.0%	91.6%	60.3%	25.9%	15.9%	
Mexico	3.4%	-1.3%	-61.0%	50.1%	38.6%	23.4%	3.9%	
Overseas	2.5%	1.3%	-82.2%	83.7%	75.0%	33.4%	17.0%	
Global Long-Haul Travel	7.1%	4.3%	-72.2%	70.3%	50.0%	24.1%	13.5%	
Total U.S. Domestic Person-Trips ³	1.7%	1.8%	-31.0%	19.0%	19.3%	4.6%	3.4%	
Business	1.2%	1.1%	-60.2%	23.8%	72.7%	9.6%	5.6%	
Leisure	1.8%	1.9%	-23.7%	18.4%	12.0%	3.5%	2.9%	
Auto	1.4%	1.5%	-25.9%	19.4%	16.6%	3.3%	2.0%	
Air	4.9%	4.3%	-62.3%	15.7%	63.1%	25.4%	17.2%	
Real GDP (chained 2015 dollars)	3.0%	2.2%	-3.5%	3.7%	2.8%	2.3%	2.1%	
Consumer Price Index (CPI)	2.4%	1.8%	1.2%	1.6%	1.8%	2.0%	2.0%	
Travel Price Index (TPI)	2.5%	1.9%	-9.2%	3.0%	3.4%	2.7%	5.7%	

^{1.} Excludes international traveler spending on medical, educational and cross-border/seasonal work-related activities or international passenger fares on U.S. airlines

^{2.} Reflects the share of overseas visitations to the U.S. (ie: visitations from all countries except Canada and Mexico) to global long-haul (inter-continental) travel

^{3.} Each "person-trip" reflects one trip per person that is at least 50 miles away from home (one way) or any distance that includes at least one night away from home in paid accommodation

^{4. 1982-84=100}

2017-2023 Travel Forecast

The latest forecast prepared for the U.S. Travel Association by Tourism Economics projects total travel spending (both domestic and international).

- Domestic travel spending fell 45.2% in 2020.
- Total travel spending in the U.S. is predicted to increase 23.2% by the end of this year.
- Travel spending continues to grow in 2022 by **25.5**% and **9.3**% in 2023.







What do we do now?

UPDATING THE CRISIS PLAN

In 2020, as all tourism industry partners, the bureau also had to pivot in our marketing efforts and most of our campaigns were funded through marketing credit programs with VisitNC and a grant program via NCTIA providing funds to help DMOs in the state. Additional relief is ahead with the PPP loan awarded to the bureau in late March. Looking ahead to the next 12 months, the budget is very conservative, keeping spending in line with crisis mode cuts. As in 2020, we will evaluate the budget in January 2022 and make adjustments six months into the plan. This approach leans toward a conservative budget, but is the most logical at this time of tourism recovery.

The overarching mission of the Johnston County Visitors Bureau (JCVB) is to fuel the local business climate and increase visitor spending by supporting our tourism partners via diverse marketing campaigns. Our marketing messaging will showcase the county's tourism asset and several niche markets unique to Johnston County, to both state and regional feeder markets to stimulate the visitor economy. As the official destination marketing organization for Johnston County, the following goals are established to serve as a roadmap that guides all JCVB efforts for the 2021-22 year:

DMOs LEADERSHIP CORE ROLES

Some of the changes implemented in 2020 will continue to influence the marketing campaigns for the bureau in 2021-22. The following steps and suggestions are updated from last year's marketing plan:

ORGANIZATION RESET

Phase 1: Destination Maintained During the Crisis

Objective: Connect and engage with our community

Activities that will continue during recovery:

- Custom landing pages on the website focused on new travel trends - visiting friends and family, 50-mile radius travel, recreation and park visits, and the weddings market.
- Custom landing pages with Covid 19 updates on safe travel practices and resources for tourism businesses.
- Industry partner emails with updates such as Executive Orders or resources available concerning PPE, PPP and other programs.
- Continue promotion of virtual experiences and educational and fun materials to download from our website.
- Continue to search for grant programs that will allow a quicker return to full-scale marketing programs.

PROMOTION & SALES PIVOT

Phase 2: Destination Rebound and Recovery Marketing

Objective: Rethink marketing for the new normal

Engineer thoughtful Visiting Friends and Relatives (VFR), drive market, and regional campaigns to leverage pent-up demand, and use paid media to amplify messaging tailored to safety.

Marketing Goals and Objectives

· Expand awareness and understanding of

Johnston County as a destination brand

- Create desire for visitor experiences and drive demand for overnight lodging
- Use data-driven factors to shape creative messaging and determine the most effective distribution channels for paid and earned media
- Compliment paid media with integrated proactive media relations efforts
- Develop content development strategies, niche market promotions, and social media outreach that further expands destination messaging
- Show increase in site traffic related to marketing efforts
- Maintain high partner participation in marketing initiatives and annual hospitality association programs

Focus on these Marketing Topics

Eat. Drink. Farms.

Topics include: wine, craft beer, spirits, heritage cuisine, chefs + recipes, safe dining experiences, agritourism, and farm-to-fork dining.

History & Heritage

Topics include: museums, educational travel, historic battlefields, women's history, black history, and virtual history experiences.

Family Fun

Topics include: family-friendly destination activities, festivals, and value travel.

Outdoor

Topics include: hiking, biking, kayaking, camping, parks, trails, sustainable tourism, and outdoor sports.

Arts & Culture

Topics include: music + performances, sociallydistanced live performances, art, craftsmanship, and public art.

Americana Communities

Topics include: small towns, downtown features, community events, retire communities, profiles of notable Johnstonians, and neighborhoods.

PROMOTION & SALES PIVOT (cont.)

Activities that will continue during recovery:

- Paid Media (PPC, video, social) to boost traffic to the website(s)SEO to optimize for new content opportunities
- Email Marketing to amplify messages to new audiences
- All social channels will continued to be used for local messages for our tourism partners with modest paid promoted posts.
- Continue drive market campaigns, with a focus on our rural beauty, off the beaten path activities, and culinary trails. Target will include a 50-mile radius up to 150 miles out from the county.
- Billboards will remain in place to reach the drive market along I-95 and I-40.
- Public Relations and low-cost influencers recruited for in-market visits for recreation, culinary trails, Ava Gardner new opening, and shopping will remain priorities in 2022.
- Grants are being written with the JoCo Grows Agriculture Marketing Committee, to fund design and advertising support for agritourism and special events.
- Creative for the destination will focus on experiences like weekend itineraries, recreation, driving self-guided trails, and culinary experiences such as the BWST.
- Investment in photography and video will continue to increase the bureau's assets for marketing the destination.

EXPERIENCE REFIT

Phase 3: Destination Growth and reinvestment in tourism development

Objective: Re-establish brand authority

After adjustments have been made to the bureau's strategy to account for new behaviors and traveler needs, the shift to growth should occur. Leverage

the learnings from Phase 2 to increase budget in effective channels, build an A/B testing roadmap for continuous optimization, and engineer new marketing automation funnels to begin fine-tuning messaging efforts.

Activities that will continue during recovery:

- Completion of the corporate brand document for the new JoCo logo and the other branded campaigns managed by the bureau.
- Marketing Automation to streamline new processes in social media using Sendible and Mobile Monkey.
- App Promotion to provide better trip personalization, NC Farms App, and Bentonville App

Suggestions moving forward on tourism development:

Staff will research which messages gain the most traction using insights from Google, JCVB website, and social channels to double-down on the most productive message and creative for the county.

Improvements to the website design, graphics, fonts, and colors are currently underway to keep our most powerful marketing tool competitive and useful for visitors, residents, groups, sports, and other partners in Johnston County.

Work on digital publications completed were the Meeting Facility Guide and Sports Venue Guide. Efforts to use these guides as marketing tools while the sales manager position is open will need to be implemented.

Investment of JoCo Grows Agriculture sponsor dollars to promote agritourism, on-farm experiences, rural excursions, farm to table dining, buying local products, are all opportunities for Johnston County, and aligns with our brand.

Thoughts for the long-term future for tourism in Johnston County.

Over the next 24 months, the strength and reach of our marketing message(s) has the opportunity to create new partnerships as our tourism partners, towns, and the county strive to recover from this pandemic.

Investment in video and photography is a still a key component as more than ever before, a visual experience and message will be needed to promote the destination.

How our recreation assets grow in the next 2 years under the leadership of Adrian O'Neil with open space, trail development, Howell Woods, and more will build on our appeal for "getting outside the city", for rural experiences.

The bureau's support and involvement in these areas will remain a priority for the destination.

Tourism development grants have been suspended in 2021 and to build up the bureau reserves will remain suspended in 2022. This may be reevaluated in January 2022, and will all depend on the time-frame of recovery for the tourism industry and strength of the bureau's budget.

The bureau's role in the community as it pertains to attraction management, trails, packaging, the Hospitality Association, the Recreation & Sports Council, the JoCo Grows Agritourism, and other county organizations remains critical to our county's growth.

Phase 4: Destination Thrive with Plans for the Future

Objective: Create omni-channel synergy

During this phase, attention should be given

to creating omni-channel synergy, syncing our messaging and channels from top to bottom. Scale high performing channels and fully harvest the demand of our top of funnel awareness campaigns have been creating. Use insights gained from your contact lists, data, and web analytics to do prospecting and build look-a-like audiences for incremental growth.

What the future of digital marketing will look like for Johnston County.

Our goal is to have the best message and information for visitors on all channels with the desired content whether they are on travel apps, our website, social and third-party platforms, via email marketing, or while actually in the destination.

Johnston County's diversity, sheer size, number of attractions, and eleven municipalities has made this synergy the most challenging mission of the bureau. Landing on precise messaging for all target markets and getting the omni-channel experience dialed in for the destination is critical.

Staff will need to take a hard-look at how all our channels are currently working together and use the data from all our channels to give the customer the path and inspiration to travel to the county.

It is our hope that over the next 24 months, the brand of Johnston County as a rural landscape deserving to be explored will be solidified, and that we land on the marketing tagline that pulls us all together.



Target Market Strategies

Focus on big picture messaging for weekend trips, recreation opportunities, culinary trails, and shopping trips integrating these messages into the website, print, social, and email campaigns for consistency. The uncertainty about events/festivals will affect ad copy, social, SEM and all channels. We will begin to reach out to media influencers now to pitch visits to the destination.

Our key message for 2022 will focus on some major events and take a holistic look at pitches:



Ava Gardner Museum reopening
Farm and Rural Experiences – 50 Miles from Home
Food & Culinary Inspiration – Food Trails, BWST excursions, New Food Hall
Shop & Save – weekends, back to school, After Thanksgiving, Christmas Shopping
Recreation on the rise in JoCo
Pet-Friendly travel in JoCo

WEEKEND ITINERARIES

Continue the development of weekend itineraries for the towns of Benson, Smithfield/Selma, and Clayton with content on the website, promotion in email blasts, and social media promotions.

NEW LANDING PAGE

The new Visitors Guide concept, with streamlined listings and more editorial, aims to send visitors to the website with new landing pages for custom itineraries.

DEVELOPING MORE CONTENT

Expanding the content on the blog and around the website that is contributed from influencers, town/county Public Information Officers, and local contacts as it relates to tourism partners, new business openings, events, and news stories.

GIRLS SHOPPING WEEKEND

Continue the development of the girls weekend packages on the website, using the weekend as a special itinerary landing page for Smithfield and Selma microsites. Use Google Ads, social media, and public relations to continue to drive visits for outlet shopping to Smithfield and Selma. All materials, coupons, bags, etc., need to be updated as soon as the budget allows.



BEER, WINE, AND SHINE TRAIL

Continue the development of the Sip and Stay for the BWST packages on the website, using the weekend as a special itinerary landing page for microsites. Use Google Ads, social media, and public relations to continue to drive visits for culinary travelers to the county. All materials, coupons, bags, etc., need to be updated as soon as the new JoCo Brewery opens in the summer of 2021.

JOCO CULINARY TRAILS

Continue to use culinary trails and maps as a unique tool to group tourism partners together and expand the promotion of assets and fun things to do in Johnston County. Recently added trail maps include the Coffee Trail, Sweets Trail, Red Hot Dog Trail, and future non-culinary trails have been identified including the Historic Markers Trail. These trails are very attractive to use with media, social promotion on Instagram for Guides, and for content on the website.

ON-FARM FAMILY FUN - AGRITOURISM

Continue the development of marketing initiatives with the JoCo Grows Agriculture Committee including the NC Farms App push notifications to attract visitors to the county. These marketing tactics fall in line nicely with our "Get Outside the City" campaigns as a rural destination in the Triangle region and along the I-95 corridor.

GET OUTSIDE FOR RECREATION

Continue the promotion of outside recreation as the trend for travel to explore rural destinations and family activities in parks, trails, camping, and water sports remains high following COVID. Make this market segment part of the special itineraries landing page to promote Clemmons and Howell Woods in particular.

Destination Marketing

The overall focus of destination marketing efforts of the Johnston County Visitors Bureau is to drive visitor demand in the five top target markets for leisure travel. The bureau's in-house team of marketing professionals use data insights to place the county's destinations in the forefront of visitor's minds as they travel Interstates 95 & 40 in North Carolina.

Strategic Goal

To achieve higher destination brand awareness and conversion through targeted promotional strategies.

Target Markets

Visiting Friends & Relatives and Pass-Thru Travel
Outdoor Recreation and Soft-Adventure Travel
Arts and Cultural Heritage Tourism
Culinary and Agritourism
Retail Shopping Tourism

Leisure Pass-Thru Travel

Primary Target

Interstate travelers in peak season, March to October. Vacation travelers during summer months and snowbird travelers April and November months.

Secondary 50-mile radius (outside JoCo)

Raleigh, Durham, Chapel Hill, Goldsboro and Fayetteville are the top markets for day-trip visitors for events, outlet shopping, and festivals.

Top Feeder States

Top states for inquiries and visitor spending combined are North Carolina, Florida, South Carolina, Virginia/Washington DC, Pennsylvania, New York, New Jersey, Maryland, Georgia, and Texas.

Family Travel Segment

Mid & Low-Income Families - \$50K-75K

65% are married and 75% own a home. Look for deals when shopping, college educated and work a mix of white-collar management and professional jobs. Activities include hunting, NASCAR, college football; they are pet owners and drive American made cars.

Seniors/Retiree Segment

Mid & Lower Income Seniors - \$50K-75K

61% are married and 85% own a home. Not typically up-to-date with the latest technology, prefer cultural activities, listens to talk radio, spends less than one hour a day on social network sites, shops for name brands and mid-level dining options like Outback Steakhouse. Engage in activities such as live theatre, art museums, symphony, and golf.

Measurable Objectives

- Restore occupancy tax collections in 2021-22 to the levels reached in 2019.
- Refine and invest in best ROI for leisure travel niche market programming from JCVB Strategic Plan.
- Formulate and implement an expanded digital/mobile marketing and social strategy in all niche markets in top five feeder cities.
- Use VISA spending data to measure increase in visitation from targeted feeder cities.
- Increase the use of email marketing to established and curated email lists.
- Implement a marketing campaign using WAZES to reach interstate travelers during high travel months of March-October to increase travel off the interstate.

Visiting Friends & Family

Capturing the resident's eye for what there is to do in the county, and especially while they have friends and family visiting for special events or extended stays will enhance the community's awareness of tourism and the quality of place we all enjoy.

Strategic Goal

Prepare and execute a dedicated bleisure, and visiting friends and relatives conversion program.

Target Markets

Johnston County Residents Local corporate leaders New home owners in the Triangle Region

Measurable Objectives

- Continue outreach to area chambers, realtors, and tourism partners to share content, place events on our calendar and provide materials to each.
- Develop a RDU/RTP regional and day trip visitors promotional program.

Marketing Support Action Plan

Monthly events calendar email blast campaign to residents.

Conduct a resident survey of awareness of things to do when friends and family visit.

Present "Get to Know Your CVB" PowerPoint in the county to chambers, town boards, and civic groups. Create a Visiting Friends and Family section on the website.

Shop Local campaign in October/November.

Marketing support for major festivals and events that draw attendance from 50-100 miles of Johnston County.

Outdoor Recreation & Adventure Travel

The potential for outdoor recreation and adventure travel in Johnston County is high as biking, hiking, hunting, and camping are all activities readily available and growing in the county.

Strategic Goal

Step up active outreach to leisure travellers seeking outdoor recreation and adventure travel.

Measurable Objectives

 Increase cabin stays at Howell Woods, Raleigh Oaks, and new on-farm stays with new outdoor and agritourism leisure packages.

Marketing Support Action Plan

Digital email campaigns with targeted lists of outdoor enthusiasts.

Re-evaluate the golf traveller demand with county golf courses.

Howell Woods is a great family attraction with future expansions for the lake.

Update the geo-caching program with new locations as needed.

Continue to promote all GALOT race event weekends with hotel deals for the Hampton Inn Benson.

Tourism Publications

Print JoCo Runs 4×9 rack card which promotes annual 5 K runs in the county for the return of races in 2022.

Retail Shopping Tourism

Shopping remains the number one driver of visitor spending in Johnston County with the concentrated outlet shopping in Smithfield and Selma.

Strategic Goal

To retarget the message to top destinations feeding shopping tourism visitation to the Smithfield and Selma area.

Measurable Objectives

- Use research from VISA out-of-market spending numbers to re-target marketing messages for shopping tourism.
- Re-start the marketing of the Girls Weekend to increase trip bookings.
- Redesign the shopping coupon programs with shopping partners on the website.

Marketing Support Action Plan

Continue Google paid keyword program for outlet shopping to drive traffic to the website.

Get Girls Weekend re-designed with partners and available for booking online directly with third party agents.

Use re-targeting in conjunction with print or digital campaigns to increase reach to top performing markets.

Ways to improve current programs for shopping tourism:

The girlfriends getaway was rebranded as the Girls Weekend to better align with Google searches to drive more traffic to the website. Work is needed on new logo and other support materials. Add more partners to the program like new restaurant coupons.

Additional partners will be recruited to the program, especially obtaining hotel packages booking sites with hotels and third party sites.

Similar improvements will be made to the Sip & Stay Package for the Beer, Wine and Shine Trail, adding more partners and more ways to book.

Marketing events and entertainment at shopping venues like the carnival at Carolina Premium Outlets, 301 Endless Yard Sale, and special sales at DeWaynes.



Restaurants held on and adapted during COVID and some new ones opened.

Culinary & Agritourism

JCVB will expand the Beer, Wine & Shine Trail brochure, website presence and app to include the new JoCo Brewery opening in mid-July, 2021 and Gilded Pear Micro Brewery in Smithfield.

Strategic Goal

Revamp the culinary and agritourism leisure messages to all new target markets as one of the county's strengths.

Measurable Objectives

- Have 200 visitors complete all 7 stops on the new trail program and receive t-shirt gift or other top-shelf gifts from venues.
- Have 200 visitors complete 4 stops on the new trail program and receive the bureau gift.
- Complete the new NC Farms App project, increase marketing awareness of the app, and the importance of agriculture in Johnston County.

Marketing Support Action Plan

Implement monthly digital campaigns in target markets in peak season travel months.

Use paid social, digital, and re-targeting to drive traffic to Beer, Wine, Shine Trail website.

Expand listings on the NC Farms App up to 100 partners.

Work with the Johnston County Agriculture Marketing Steering Committee on branding partners with the JoCo Grows logo.

Increase exposure of culinary and agritourism partners in the Johnston County Visitors Center - establishing for-sale months for local products.

Encourage more cross promotion with farmers, craft beverage, and restaurants owners to attract the culinary traveller.

Working with food travel influencers and podcast culinary programs.

Prepare and execute new marketing campaign for Food Hall at Eastfield in Selma

Arts & Cultural Heritage

Arts and history are key in-market activities for visitors and in some cases, such as Bentonville Battlefield, key drivers for leisure visits.

Strategic Goal

To enhance the offerings of arts and cultural activities via digital marketing to encourage more visitation.

Measurable Objectives

- Participate with the opening committee for the renovated Paul A. Johnston Auditorium in mid-spring 2022.
- Utilize top festivals such as the Clayton Harvest Festival/Shindig, and Benson Mule Days to drive media placements, social engagement, and website sessions.

Marketing Support Action Plan

Email marketing campaigns for major arts and cultural heritage events in Johnston County to target feeder cities that would encourage overnight stays.

Public relations support and outreach for arts and cultural heritage sites and events.

Paid social ad campaigns for arts and cultural heritage events in the county.

Concentrated ad campaigns for the Bentonville Battlefield annual events, driving traffic to the microsite hosted on the website.

Tactics & Programs

The following tactics and programs will be executed to reach the goals for leisure market visitation.

Billboards along I-95 and I-40
Visit NC Co-op Ad Programs
Our State Magazine
Southern Living
AAA Go Magazine
Hotel Coupon Plan
NC Travel Guide



PAUL A. JOHNSTON AUDITORIUM

JCC will reopen the renovated auditorium in the spring of 2022 with new programing and meeting space.

Digital Campaigns

Google Adwords Campaigns for Shopping, BWST, Ava, Towns Hosting Podcast programs Philly Voice Sponsored Content Paid Facebook/Instagram campaigns Excelerate digital email and retargeting campaigns Visitnc.com co-op programs NC Farms App

Leisure & Retire Travel Shows

Military Travel Shows - Fayetteville, Goldsboro, Virginia Beach, VA AAA Superbowl Show Our State Best of the State event Host Welcome Center staff in JoCo whenever possible

Printed JCVB Publications for Leisure Market

Official Johnston County Visitors Guide You are Here - Smithfield Selma Guide JoCo Bike Routes Geocaching Brochure JoCo Runs Rack card Girls Weekend Rack Card Beer, Wine, Shine Trail Guide

NC Welcome Center Visits

1-800-Call Center Visits
National Tourism Week - May 2020
I-95 Welcome Center Visits - Summer & Christmas



Performing Arts will start to recover this fall and next year as things open back up

Sales and Services

The annual focus of this strategic goal is to drive more visitors to the county and its communities through three-priority target markets including group tours, meetings, and wedding markets. The key marketing support and targeted marketing strategies with action plans follow.

** Without a sale person on the JCVB staff at the time this marketing plan was written, outgoing sales campaigns are suspended. Current staff will handle incoming inquiries and services for these markets until the 2022-23 budget year.

Strategic Goal

To attain higher group and leisure travel business through targeted integrated sales and services strategies.

Target Markets

Group/Motorcoach Tours
Small Meetings, Wedding and Reunions
Sports Tourism

Group/Motorcoach Tours

Getting partner involvement for group sales whether it be direct sales calls to meeting planners in Raleigh monthly, or sales missions to motor coach companies in Virginia; the JCVB team is ready to shift our efforts to bring more group business to the county.

Primary Markets

North Carolina and our southern states continue to be the largest target markets for group business for Johnston County.

Targets

Motor coach companies, SGMP, AENC, MPI meeting planners, wedding shows for brides, and reunions planners.

Measurable Objectives

- Increase partner participation in direct sales missions to motor coach companies in NC, SC, and VA.
- Increase group sales leads/bookings.

Marketing Support Action Plan

Create new group tour itineraries for new attractions like the Food Hall in Selma, and major festivals that are group friendly.

Biannual email newsletter blast to motorcoach database with "what's new" and book Christmas dates at Live @ The Rudy.

Follow up with all VisitNC group sales missions with direct mail piece/gift.

Small Meetings, Weddings, Reunions

With another new venue for weddings, Water's Edge near Benson, the wedding market continues to grow in the county. However, the Preston Woodall House and The Hall at Landmark both closed due to COVID restrictions. Hopefully, we will see these meeting venues reopen in the new 12-24 months as the meetings market recovers.

Measurable Objectives

- Set and execute new sales calls goals for local, regional, and state meeting planners.
- Increase group sales leads/bookings.
- Conduct a regional sales blitz to state meeting planners and JoCo corporations to promote meeting space at Eastfield.

Marketing Support Action Plan

Quarterly sales email blast campaign to meeting planners. Monthly personal visits to meeting planners in the Raleigh/ Durham/Chapel Hill market.

Rejoin MPI and become active in the Carolina's Chapter.

Design and print new marketing piece for small meetings at Eastfield.

Expand on the "Meet Outside the City", campaign that positions the new Eastfield conference center as accessible, affordable, and a relief from big city noise, traffic and congestion for attendees.



Use external lead-generating vendors, such as Helms Briscoe, Conference Direct and Experient to qualify meeting prospects with a focus on corporate and association planners.

Maintain an expanded destination profile on Cvent and respond to leads received.

Encourage industry partners to join the JCVB sales outreach at trade shows and personal visits.

Host quarterly hotel sales meetings to exchange information on sales efforts and missions our partners can participate in.

Create a marketing tool kit for meeting planners for site selection and for services.

Use the JCVB LinkedIn page to push out information on Johnston County as a meeting destination.

Improve content on johnstoncountync.org on the meeting, sports and group sections adding more editorial content, photos, and video.

Investigate how to use social platforms to promote the county as a meeting destination.

Sports Tourism

Participation with the Johnston County Recreation & Sports Council to build the relationships with sports tournament bids, and services will continue to be the strategy with sports tourism.

Measurable Objectives

Provide exceptional support and services for the Cycle NC event in Smithfield in October 2021.

Submit at least two bids for rugby events when new fields are complete in Wilson's Mills.

Marketing Support Action Plan

Host JoCo Recreation & Sports Council meetings to build relationships with venues and supply services for events being held.

Maintain membership in NC Sports Association and follow up with all leads from tradeshows.

Complete Joco Sports facility inventory for NC Sports Association and evaluate the need for a new Sports Venue Guide.

Find a sports venue partner that can attend TEAMS and Connect Sports with the JCVB sales staff when there is a partner interested in pursuing tournaments. Consider non-traditional sports now gaining in popularity: Quidditch, Flag Football, Corn Hole, Pickle Ball, E-Sports and Disc Golf.

With GALOT available for rentals, the car club market should be one to pursue.

Sales team will meet with Clayton Parks & Recreation to market the new turf fields which will be built in 2021. The new director has a strong interest in bringing in tournaments to the area.

Group Services

Events in 2021-22 are scheduled and will require staff involvement and group services. The Cycle NC Mountains to the Sea bike ride will stay overnight in Smithfield on October 7, 2021. Funding for transportation has been allocated as well as the staff will be involved in on-site information/registration.

Visitor Center Goals & Tactics

- Increase traffic to the visitor center by 10% in 2020.
- Engage visitors staying in area campgrounds to seek out "things to do" while camping in the area.
- Host (4) tourism partner events aligned with the JoCo Hospitality Association Meetings.
- Weekly social media outreach on the local products available for sale at the Visitor Center.
- Return to delivery brochures to area tourism partners.

JoCo Retirement Community

Johnston County now has three 55+ communities that may partner with the bureau to promote visits here for a site tour and consider retiring to the county.

Marketing Support Action Plan

Hold biannual meetings with 55+ communities to engage them in the Retire NC program.

Tactics

Ideal LIVING Expo - Tysons Corner, VA, September 2021 ideal-LIVING Expo - Feburary 27-28, 2022

Destination Development

JCVB when the budget is restored, will continue to invest tourism dollars into marketing grants for festivals and community events, as well as capital funding for tourism development projects.

Measurable Objectives

- Conduct a resident survey on wants and needs for tourism development in Johnston County.
- Form a relationship with the new Parks, Open Space and Trails Coordinator with the county.

Marketing Support Action Plan

Update the website with list of grants awarded for matching marketing and capital grants.

Include news about grants program in the "Tourism Does That" monthly newsletter.

News releases and social announcements for each grant awarded by the JCVB board.

Update the five year review of capital grants and survey tourism partners on future development plans.

Matching Marketing Grants

Until the bureau recovers from COVID, all marketing grants programs are on hold. No funds are in the budget for 2021-22 for festival or event support.

Capital Grants

The grants program is also on hold with funds budgeted in 2021-22 to pay out grants that were awarded in 2019. Funds for the towns' 2% funds will continue to be used for town tourism related projects as requested by each town.

Public Relations

JCVB will continue to invest in public relation activities to tell our tourism stories in target markets supporting all strategic initiatives for leisure, group, and small meetings/weddings markets.

Measurable Objectives

- Host at least five mini-media fams or visits to the county in 2021-22.
- (10) Bureau-generated article placements in national or international publications in 2021-22 and generate \$1 million in earned media impressions.
- Increase all social channel engagement and followers by 10%, drive visitors to johnstoncountync.org with 1/2 million-page views.

Marketing Support Action Plan

Audit the website for content keywords to align with strategic plan and new initiatives.

Monthly news releases and weekly BLOG posts to support all leisure, group, and festival campaigns.

Use all social channels to drive visitation to johnstoncountync.org and other JCVB websites.

Curate content that engages potential visitors to learn more about Johnston County and encourages visits and support of local tourism assets.

Utilize partnerships with the Hospitality Association, hotels, attractions, trails and others to share content and use bureau hashtags whenever possible.

Create new customized pitch sheets based on new (5) target markets aimed at traditional media, bloggers, and influencers.

Host media tours and site visits with regional partners and VisitNC team whenever assignment aligns with our top five.

Conduct desk tops in media markets from the top DMAs from research, especially in the North Carolina and Virginia/DC markets.

Engage top-tier digital influencers as brand ambassadors for our top marketing messages for leisure visitors.

The following media outreach missions are scheduled for FY 2021-22:

State Media Mission, VisitNC, Date TBD IMM (Int'l Media Marketplace) - January, 2022, New York, NY VisitNC 365 Media Roundtable, April 2022

Partner Relations & Tourism Advocacy

JCVB will embark on strengthening our relationship with tourism partners in the county, as well as launch a new campaign of community awareness on the importance of tourism in Johnston County.

Measurable Objectives

- Design and implement a new community awareness campaign during National Tourism Week
 (May), Summer Travel is Important (July/August),
 and Shop Local (Nov/Dec).
- Build the local audience email database to 1,000 recipients for in-market messaging.
- Goal of (10) speaking engagements at area chamber and civic club meetings.
- Relaunch the JoCo Hospitality Heroes Program with tourism partners.



• Relaunch the Johnston County Hospitality Association in 2022 with membership fees and meetings.

Marketing Support Action Plan

Host quarterly events in the Visitors Center featuring local Johnston County products for sale.

Have National Tourism Week proclamation read and adopted by the County Commissioners in 2022.

Prepare a Memorandum of Understanding (MOU) with each 2% room tax committee to better align expectations and explain general statutes on spending the room tax.

Monthly "Tourism Does That" newsletter to explain the mission and activities of the bureau to local leaders and elected officials.

Host (4) Hospitality Association educational and networking events to build relationships with our partners.

Support the Johnston County Economic Development industry appreciation event with staff and PR efforts.

Develop a streamlined dashboard report for the board and community outreach programs.

Visitors Bureau Management & Resources

Investing in the professional management of the bureau and providing educational opportunities for the staff are key initiatives for the long term viability of the organization.

Measurable Objectives

- Complete the cross-training and long-term succession plan for the bureau.
- Review and update the JCVB Crisis Plan and align with Johnston County Emergency Service and Public Information Officer to show how the visitors bureau assists during disasters.

Marketing Support Action Plan

Review the visitor bureau's progress on the 2019 Strategic Plan and create a report for the tourism authority, setting goals on completing remaining projects.

Investigate the work involved in the accreditation program with Destination International.

Conduct educational sessions throughout the county on "Working with the Visitors Bureau" whenever possible.

The following staff education and programs are scheduled for FY 2021-22:

NCTIA Tourism Leadership Conference, September, 2021

VisitNC 365 Conference, April 2022



Marketing Messaging

What to say to visitors in this new post-COVID year?

We will continue to promote the recreation attractions that have been in high demand for hiking, biking and kayaking venues in the county. Places like Howell Woods are "new" to many who are discovering it for the first time, and we plan to continue our efforts to promote recreation in the county.

Our agricultural heritage remains a focus of our messaging as a family-friendly activity, as well as an outdoor opportunity for visitors. As the JoCo Grows Agriculture committee grows in memberships and sponsorships, more marketing will strengthen our position in the region as a destination with onfarm fun for families to enjoy.

Our culinary offerings continue to grow with two additions to the Beer, Wine and Shine Trail expected in 2021, a new restaurant opening in Clayton by Scott Crawford, an award winning chef from Raleigh, and the first interstate food hall in Selma. Many of our influencer fams in the next year will be around these new additions to our food and beverage scene.

Our private meeting facilities struggled without revenues in 2020 and several did close, but the weddings market offers the fastest recovery path for our tourism partners. Our strategy for sales is going social, with connecting to social groups like NC Weddings and others.

The content calendar and copy for our target markets will be streamlined this year with the best performing content. Examples of content follows and will be the guide for social, Google Ads, and print campaigns.

Benson

Visit Benson...A Small Town with Big Charm!

Create a unique weekend experience in the Benson area, including dog-friendly accommodations at the Hampton Inn, tours at Broadslab Distillery, a yummy waffle breakfast at Cornerstone Cafe, a wine tasting at Gregory Vineyards, shopping along Benson's Main Street followed by dinner at La Piazza and an evening of fun at Fainting Goat Brewery.

Get outside the city and visit a small town full of charm. Stroll along Main Street enjoying boutiques and antique shops, yummy waffles, real-deal Italian pizza, and treat yourself to tastings at Broadslab Distillery, Gregory Vineyards or Fainting Goat Brewing.

Smithfield Area

Create a unique weekend experience in the Smithfield area, including outlet shopping at Carolina Premium Outlets and a stop at DeWayne's for sure!

Visit Downtown Smithfield for a visit to the Ava Gardner Museum, a walk along the Neuse River Walk and some local shopping and lunch. After a full day, drop by Hinnant Vineyards for a wine tasting or Double Barley if you love craft beer. Check the calendar for shows at The Rudy Theatre, Paul A. Johnston Auditorium or the Neuse Little Theatre.

Smithfield Shopping

Smithfield...For Fashion Inspiration, Visit Ava & Outlets!

Girls Shopping Weekend

Save more and have fun at Carolina Premium Outlets with your girlfriend. It's a great getaway for back to school, after Thanksgiving or for the Holidays -- get a great discount at area hotels, and a gift bag with chocolates, coupons for dining and the Ava Gardner Museum, specialty shops, and more for a fun weekend! A great getaway!

Recreation

Get Outside the City for Hiking, Biking, and Birds - Oh My!

Treat yourself to beautiful rural landscapes for your next road trip. Take one of four JoCo Bike Routes,

enjoying the attractions and stops along the way, or head for Clemmons State Forest or Howell Woods, for hiking trails, bird watching and a selection of programs and events. JoCo now has two sections of the Mountains to the Sea Trail, in Clayton and Smithfield offering a great place to stretch your legs!

Get the whole family out for a walk!

Culinary

It's New... It's Food... Don't Pass Us By!

Hit the brakes for Exits 97 and 95 on your next road trip.

The first ever interstate food hall has opened in Selma, I-95, Exit 97 with 10 food vendors offering the variety of culinary flavors your family will love.

Welcome award winning Scott Crawford to Clayton! And meet innovative chefs and their connection to local farm products -- farm to table dining in JoCo.

Selma

Don't Pass by Selma - Make a pit stop at Exit 97! The exit that you don't want to miss.

Enjoy antique shopping, new coffee shops, ice cream and sandwich shops in Downtown and catch a show at The Rudy Theatre.

The new Food Hall will make Selma, I-95, Exit 97 your new favorite top-stop in North Carolina.

Beer, Wine, Shine Trail

See you on the Craft Beverage Trail in JoCo!

Maybe you can't do the entire BWST in a day, so we invite you to visit us twice or three times! Find your favorites and become regulars in Johnston County. We offer a Sip & Stay hotel package with suggested itineraries with gift bag and additional coupons from area restaurants and specialty shops.

Wine tasting, a beer flight, and a shot of moonshine combined with shopping, great BBQ along the trail, or farm to table fine dining, and it's a weekend for two on the Sip & Stay package.

Get Outside the City

Treat Yourself to Tours and Tastings!

Seek your adventure on our Trails in JoCo!

Escape the hustle and bustle of the city and enjoy a weekend in Smithfield/Johnston County, NC. We're a rural county just a short drive from Virginia, down I-95 at Exit 95. While exploring the county, check out the events calendar for music, art, food festivals, and other fun activities. Shop for great discounts at Carolina Premium Outlets, taste sweet wines at Hinnant's Vineyards or enjoy a flight at the beer garden at Double Barley Brewery.

Hey Triangle!

Hey Triangle - What you don't know about JoCo!

JoCo - we are closer than you think!!

How far away is Johnston County, you may wonder? It's closer to Raleigh than you think, only 20 minutes from downtown to Clayton, so why not discover what you don't know about JoCo?

Shop like a local at Carolina Premium Outlets, or discover North Carolina's most famous actress, Ava Gardner, and the museum dedicated to her life and career in Smithfield.

Just love to get outdoors? Then stretch your legs along the many hiking trails, greenways from Clayton to Smithfield, or take the kids to Howell Woods for the day for hiking, the bird of prey sanctuary, or get a little scared in the reptile display!

While in the county, enjoy the dining options and craft beverage scene at Deep River, Double Barley, or Fainting Goat Breweries, or walk the vineyard and sip wines at Gregory or Hinnant Wineries.

Don't leave JoCo until you meet Jeremy Norris at Broadslab Distillery -- he's a real character!

And did we mention the BBQ? Get outside the city -- head to JoCo!

Performing Arts are Back!

Arts are now open and performing for you.

Have you missed the thrill of live performances like we have? Check out our calendar of events and see what's happening.

The Rudy Theatre is back this summer and it's not too early to reserve your sit for the popular Christmas Show!

It's been closed for renovations and we have missed them - the Paul A. Johnston Auditorium will reopen in March 2022.

JoCo Grows Agriculture!

Get outside the city to an on-farm experience in Johnston County.

Buy local and know where and who grew your food.

It's strawberry harvest time and one of the most memory-making experiences you can have with your family.

It's pumpkin harvest time and finding just the right one is fun for the whole family.

Enjoy hayrides, tours, farm animals and more on area farms in JoCo.

Ava Gardner Museum Re-Opens

For over 30 years, volunteers for the Ava Gardner Museum continue to keep Ava's legacy and story alive for visitors from around the world.

Head to Smithfield to explore the newly renovated museum and enjoy all that our downtown has to offer shops, restuarants, and a walk along the greenway.

Tourism Development on the Rise

What's under development for 2021-22?

Despite one of the most difficult years in any small business' history, there are some new developments underway in Johnston County. Coffee shops and small retail stores continue to open in all our of towns - including three ice cream shops in 2021 already. We agree ice cream makes us happy -- so we totally support them all!

Although we experienced a few restaurant closings some are now reopening, and new restaurants are on the horizon. Under the Oak Restaurant is reopening for lunch in 2021 and Scott Crawford is opening a new concept restaurant in downtown Clayton. It was delayed due to COVID, but the Food Hall in Selma is expected to open in the fall of 2021. Renovations, expansions, and re-openings are all encouraging for the restaurant industry in the county.

The long anticipated renovations for the Paul A. Johnston Auditorium will be completed in the Spring of 2022 with a renewed strategy for performances and use of the meeting facilities at JCC.

The lake, the new ADA cabin, additional programming, trail improvements and more are underway at Howell Woods, offering more recreation options in the county.

The newly organized Friends of Johnston County Parks is supportive of the expansion of parks in the county. A survey of projects under development for the next 3-5 years is needed to note what's ahead for recreation in the county. The county has completed the update of the County wide Master plan and it has been adopted by the commissioners. Next steps for a Master Plan for the Cleveland Park, and including trails in the county's land use plan is also needed.

Currently under construction is the Hilton Tru Hotel in Smithfield which is slated to open in early 2022. The hotel at Eastfield development has been delayed, with the best case scenario it will begin construction in 2022-23.

The Town of Clayton continues to desire an upscale hotel development project to support the corporate base, residential demand, and new commercial projects currently underway indicate hotels are on the way.

Clayton is currently executing a recreation bond for parks improvements for residents and future sports tournament use including turf fields. In addition, a D-1 baseball team is considering Clayton and will host 25-30 games starting in 2023, although, mostly drawing local residents it will benefit local hotels use for teams visiting for games.

The Town of Smithfield is making some renovations to the Amphitheater at Town Commons, developing a new soccer complex on Hwy 210, and considering several tourism related projects that the 2% room tax could support in the next several years.

The Town of Benson has formed the Benson Art Advisory Board who installed the first mural in downtown in 2020, and the committee is continuing on with a sculpture project and additional mural projects. Also under construction in Benson, is the new baseball fields and Fieldhouse at Lee Street Complex.

The Town of Selma's Activate Committee has infused enthusiasm for business development, beautification projects, public art, and networking. The committee is 100+ strong and a huge benefit for the health and wellbeing for the community.

Capital Grant projects being supported by the Visitors Bureau, but still under development are the Heritage Center's Freedman School Renovation, the Princeton Community Building Renovation, and the completion of the Paul A. Johnston Auditorium renovations.

The Johnston County Heritage Center is moving the exhibits to the Rose Building next to the Ava Gardner Museum, with a new 5,000 square foot museum. Also, after the flood at the Ava Gardner Museum, plans for the next festival and the Ava 100th Birthday Celebration will shift to 2022-23.

For the FY 2021-22, the staff of the bureau will conduct a tourism development survey to gather an updated list from our towns and tourism partners to create a 3-5 year destination development plan.

Budget Planning following COVID

Throughout the fiscal year 2020-21, the budget was monitored and all expenses were held to the absolute minimum. From July to March, revenues were down significantly with hotels holding occupancy levels at approximately 38-40%. Not until March with spring break and Easter, did revenues show some improvement. The budget was projected and approved by this time, and does not project high revenue increases. It was agreed that the staff and board would revisit revenues in January 2022, and at that time adjust any programs or budget items to bring back for marketing the county.

The Capital Grants and Matching Marketing Grant programs are both unfunded for 2021-22, with plans to pay out any encumbered capital grants with completed projects in the fiscal year.

Based on research, expecting travel to get better did not give us enough confidence to project revenues to 2018-19 levels. This is a very conservative approach until we see a real turn around for the tourism industry. This will also be a rebuilding year for the bureau's reserve funds to establish a stronger financial position for any future crisis.

Revenues	
Room Tax 1,143,510 1,196,000	
Misc. Rev. 27,700 98,720	
Total 1,171,210 1,284,720	
Expenses	
Human Resources 553,300 532,810	
Operations 765,972 751,910	
Total 1,319,272 1,284,720	
Net -/+ -148,062 - 0 -	



Johnston County Tourism Authority

Scotty Henley, Chairperson

Rick Childrey, Vice-Chairperson

Melody Worthington, Secretary

Randy Capps, Special Project Committee Chair

Paul Boucher, Marketing Committee Chair

Ben Cook, Sports Council Representative

Michael Mancuso

Jeff Jennings

Bud Andrews

Mark McDonnell

Chad McLamb, Ex-Officio Finance

JCVB STAFF

Donna Bailey-Taylor, President/CEO dbtaylor@johnstoncountync.org

Angel Phillips, Office Manager aphillips@johnstoncountync.org

Eric Dean, Creative Director edean@johnstoncountync.org

Ashby Brame, Marketing/PR Manager abrame@johnstoncountync.org

Jenna Andreasen, Content Manager jandreasen@johnstoncountync.org

Kristin Radford, Visitor Center Assistant kradford@johnstoncountync.org

Dates for JCTA Meetings - 2021-22

July - no board meeting
August 11
September 8
October 13
November 10
December - Angel Tree Project
January 12
February 9
March 9
April 13
May 11
June 8

The Tourism Authority meets the second Wednesday each month at 12N, excluding July. Meetings are open to the public, please join us as we tackle the task of marketing the county.













Johnston County Visitors Bureau 234 Venture Drive, Smithfield, NC 27577 919.989.8687 info@johnstoncountync.org