

Destination Strategic Plan Year-Two Implementation

In 2017, GRCVB commissioned a Destination Strategic Plan (DSP), to develop a platform through which destination partners can work together seamlessly to strengthen the area’s destination product and increase overnight visitation over 10 years (to the year 2028). The CVB engaged JLL’s Hospitality and Tourism Group to facilitate and lead this yearlong, countywide planning effort, which culminated with the Aug./Sept. 2018 release of the DSP final report and presentation of specific municipality plans to each of Wake County’s 12 municipalities.

The DSP final report identifies actions that destination partners, stakeholders and allies can take, in conjunction with GRCVB, to impact overnight visitation along three visitation channels: meetings and conventions, sporting events and leisure visitation. It is meant to serve now as a blueprint for the area’s destination development, with Wake County government, the 12 municipalities, GRCVB and many destination partners having collective and individual roles in its implementation, transforming Raleigh/Wake County into the ideal destination it can be in 2028. The final plan and the Destination 2028 implementation are organized according to eight priorities.

Throughout the 2020–2021 Business Plan, when departmental objectives, audiences and strategies directly relate to year-two implementation of any of the DSP priorities, they are marked with one or more of these symbols:

- ❶ Meetings & Conventions
- ❷ Sports
- ❸ Events
- ❹ Key Attractors
- ❺ Individual Leisure
- ❻ Destination Development
- ❼ Regional Demand Drivers
- ❽ Quality of Place

During the 2020–2021 fiscal year (officially implementation year-two), GRCVB staff had to pause their work on plan implementation due to the COVID-19 pandemic and the organizational response that was needed on behalf of our Wake County partners. By Jan. 2021, GRCVB leadership and staff—alongside a Destination 2028 Blue Ribbon Task Force—felt that the time was right to resume work on the plan. An abbreviated number of strategic recommendations will be implemented or completed (by June 30, 2021) as follows. More details and updates will be presented online at www.visitRaleigh.com/2028 and in the Bureau’s 2020–2021 Annual Report.

1. MEETINGS & CONVENTIONS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Optimize use of the RCC</i>			
	Ungerboeck shared software integration with RCC for Prioritization Sales Management	GRCVB and RCC sales management to have view-only access to RCC booking software for ability to review and assess prioritization strategy related to month and year availability for convention and competitions	Underway Within year-2
	Sales team continues to work on Prioritization Account Data and starts implementation of Lead Scoring System via Act-On	GRCVB sales team to gather data specific to each priority group related to meeting month, market segment and next open year; Lead Scoring System launched to track account sales & marketing engagement	Within year-2

Strategy	Tactics	GRCVB Role	Status/ New Timing
	COVID-19 Recovery Summit conducted to discuss short-term recovery strategy for RCC; BDF Short-Term Funding and COVID-19 Health, Safety and Production Credit approved by City and County	GRCVB to take lead administrative role in the use of BDF funds for both existing groups and short-term business opportunities from 1/1/21-12/31/21; usage to include standard BDF measurement	Underway Within year-2
<i>Develop/articulate strategy for marketing/selling other meeting districts in the county</i>			
	Redefine/affirm GRCVB Sales team role in supporting other meeting districts	GRCVB Marketing, Sales, Destination Services and Technology Departments to provide district-specific resources via digital content that includes 360° virtual tours, aerial drone footage and photo imagery of districts	Within year-2

2. SPORTS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Advocate for needed sports developments</i>			
	Advocate for Multipurpose Indoor Sports Complex	Advocate for the continued funding and relocation of the Cary Indoor Sports Facility to new site within Town of Cary	Underway Within year-2
<i>Implement Countywide Sports Cluster Model</i>			
	Parks Director Summit via Wake County Parks & Recreation for aligning strategy on Countywide Sports Cluster Model; alignment for safety and health protocols related to COVID-19	Advocate for a multi-municipal, quarterly scheduling approach for large-scale tournaments that utilize Interlocal-funded facilities; parks directors to align on health and safety protocols under County and State of N.C. guidelines	Within year-2

3. EVENTS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Create a process with criteria by which events could return to a level of next normal in 2021</i>			
	Updates from N.C. Live Coalition specific to COVID-19 guidelines; monitor return of events based on State of N.C. guidelines for health and safety related to COVID-19	GRCVB to advocate for health and safety protocols, scalable event attendance to align with State of N.C. guidance and the promotion of consumer confidence campaigns for events	Underway Within year-2
	Blue Ridge Corridor Alliance is conducting partner interfaces with PNC Arena, N.C. State Fairgrounds, NCMA specific to events and is having NCSU and	GRCVB will serve in an advise-and-consent role as a tourism liaison member of the BRCA	Underway Within year-2

Strategy	Tactics	GRCVB Role	Status/ New Timing
	Meredith College work on the tracking of outcomes		
	Utilize the Event Impact Calculator to measure ROI for events	GRCVB to be the source for measurement and reporting but will need source data from events; events will be required to utilize criteria determined and provide data to GRCVB	Underway Within year-2

4. KEY ATTRACTORS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Leverage Dorothea Dix Park as a future key attractor to increase overnight visitation</i>			
	Begin discussion to include an iconic feature as part of the site's master plan	GRCVB to provide data, research and support for development at Dorothea Dix to include Adventure Play Area and Events Chapel	Within year-2
	Monitor the appointment of a new Conservancy director for future tourism engagement	D. Edwards serves on the Conservancy Advisory BOD and will engage and partner with new director	Underway Within year-2

5. INDIVIDUAL LEISURE PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Continue to create, curate and develop unique experiences to drive overnight stays to provide more interconnected and user-ready experiences for the leisure traveler</i>			
	Update strategy with People-First Tourism (P1t) program; work with P1t to create pathway to participation with possible town beta tests and town coordinators	Work with municipal beta partners in Apex and Zebulon to create this inventory of experiences by being the curator and coordinator	Underway Within year-2

6. DESTINATION DEVELOPMENT PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Encourage repurposing or redeveloping key parcels throughout the county to serve the needs of travelers and concentrate destination assets around demand drivers</i>			
	Work with development community to inform on visitor trends for asset development	GRCVB Administration team will assume role in the absence of a Director of Destination Development	Within year-2

7. REGIONAL DEMAND DRIVERS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Strengthen relationships with regional demand drivers and leverage their power to support and grow Wake County's gateway brand</i>			
	Expand relationships with the drivers	GRCVB needs to stay informed on updates throughout the region that affect tourism in Wake County positively or negatively as industry moves to recovery in 2021	Underway Within year-4

8. QUALITY OF PLACE PRIORITY

Strategy	Tactics	GRCVB Role	Status/ New Timing
<i>Continue to develop amenities and attractions for new residents (the growing population) that will also be of interest to the visitor</i>			
	D. Edwards and L. Gold conducted direct discussions with city/town managers on 3-4 agenda items related to development, quality of place tourism branding and CARES Act project recap	Advocate for the value of tourism, parks, facility and hotel development, the establishment of tourism committees and updates on Interlocal Fund usage; additional outreach to municipal chambers in 2021	Underway Within year-2