



# 2025–2026 Business Plan

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**GREATER RALEIGH CONVENTION AND VISITORS BUREAU**  
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# About the Greater Raleigh Convention and Visitors Bureau

## MISSION

The Greater Raleigh Convention and Visitors Bureau, as the official destination marketing organization of Raleigh and Wake County, accelerates sustainable economic growth and development by increasing visitor and convention business.

## INTERNATIONALLY ACCREDITED DESTINATION ORGANIZATION

The destination organization is accredited by the Destination Marketing Accreditation Program (DMAP) of Destinations International, 2025 M St., N.W., Ste. 500, Washington, D.C., 20036, U.S.A., Ph. 202.296.7888.

## ORGANIZATION VISION

To be the prime visitor advocate and regional leader of destination marketing and product development.

## GRCVB PHILOSOPHY AND CUSTOMER COMMITMENT

We perform effectively by adhering to values and guiding principles, and delivering on customer promises:

- Customer-centric
- Entrepreneurial
- Collaborative
- Innovative
- Ethical

## PARTNER PROMISE

We pledge, as an accountable and supportive partner, to offer enhanced exposure to visitor market opportunities and to appropriate community leadership through increased promotion of destination experiences and extended professional advocacy commitment.

## ADVISORY BOARDS, BOARDS AND COMMITTEES AT GRCVB

- GRCVB Board of Directors
- Greater Raleigh Sports Alliance Advisory Board
- Cultural Presenters Forum
- Destination 2028 Key Attractors Working Group

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# Visitor Profile for Raleigh and Wake County, N.C.

## BASIC FACTS AND FIGURES

- There were 18.5 million visitors in 2023—up 3.9% from 2022. These international (0.4%) and domestic (99.6%) visitors directly spent \$3.2 billion on Wake County trips in 2023—up 8.1% from 2022.
- Average overnight party size was 2.7 in 2023; average day-trip party size was 2.4 in 2023.
- Overnight travel totaled approximately 8.88 million visitors in 2023. Some 80% of 2023 overnight travelers to Raleigh/Wake County are repeat visitors; 60% of overnight travelers had visited before in the prior 12 months. The average number of nights spent here (2023) was 2.3 nights.
- Per traveler spending was \$172 in 2023.

## VISITOR BREAKDOWN

- Average age of Raleigh/Wake County's overnight visitors is 44.6 years old (2023). Distribution is:
  - 18–24 years: 9%
  - 25–34 years: 22%
  - 35–44 years: 22%
  - 44–54 years: 20%
  - 55–64 years: 15%
  - 65+ years: 12%
- Overnight travelers to Raleigh/Wake County in 2023 have children in their household as follows:
  - no children under 18: 55%
  - any 13–17: 20%
  - any 6–12: 21%
  - any child under 6: 17%
- Overnight travelers to Raleigh/Wake County in 2023 have household sizes as follows:
  - 1 member: 23%
  - 2 members: 33%
  - 3 members: 17%
  - 4 members: 15%
  - 5+ members: 11%
- Overnight visitors' transportation used to get to Raleigh/Wake County (2023) is: 68% own car or truck – 23% plane – 16% online ride or taxi service – 14% rental car – 6% train – 4% bus – 2% camper or RV – 3% other.
- The most popular overnight travel seasons for Raleigh/Wake County (2023) are July to Dec. (51%), followed by Jan. to March (25%) and April to June (24%). Day-trip visitors predominantly arrive in the first quarter.
- Household income distribution of Raleigh/Wake County's overnight travelers (2023) is: 45%, <\$49.9K; 24%, \$50–\$74.9K; 15%, \$75–\$99K; 12%, \$100–\$149.9K; 4%, \$150K+.
- Accommodation type for Raleigh/Wake County visitors (2023): 48% hotel – 33% home of friends/relatives – 10% motel – 6% rented home/condo/apartment – 5% resort hotel – 5% B&B – 2% country inn/lodge. For 2023, 4% of overnight visitors reported that staying at a resort was the main purpose of their leisure trip—up 2 percentage points from 2022.

## GEOGRAPHIC BREAKDOWN

- Some 35% of Raleigh/Wake County's overnight visitors in 2023 came from North Carolina. Other top states (2023) are: 8%, Virginia; 6%, New York; 6%, Florida; and 5%, South Carolina.
- Some 72% of Raleigh/Wake County's day-trip visitors in 2023 came from North Carolina. Other top states (2023) are: 6%, Virginia; 3%, New York; 3%, Florida; and 3%, South Carolina.

## VISITOR ACTIVITIES AND MOTIVATORS

- The main purpose provided by overnight visitors for a Raleigh/Wake County trip (2023) is: 59% visiting friends/relatives – 8% special event – 6% touring – 4% city trip – 3% outdoors – 6% other leisure – 2% conference/convention – 7% other business trip – 5% bleisure.
- By activity grouping, Raleigh/Wake County overnight travelers (2023) are participating in: 52% entertainment activities – 47% outdoor activities – 29% cultural activities – 20% sporting activities – 17% business activities.
- Specific activity and experience participation of Raleigh/Wake County overnight visitors (2023):
 

33%, shopping	14%, waterfront
21%, sightseeing	13%, local parks/playgrounds
21%, attending celebration	12%, landmark/historic site
20%, bar/nightclub	12%, swimming
15%, museum	11%, business meeting

## AVERAGE OCCUPANCY, AVERAGE DAILY RATE AND VISITOR-RELATED TAX REVENUE HISTORY

The following is a summary of the collections from Wake County's hotel occupancy and prepared food & beverage taxes as well as the average occupancy and average daily rates for 2024 and for the previous 10 years in Raleigh/Wake County paid accommodations:

	<u>AVERAGE OCCUPANCY</u>	<u>AVERAGE DAILY RATE</u>	<u>OCCUPANCY TAX REVENUE</u>	<u>F&amp;B TAX REVENUE</u>
2014	67.9%	\$91.31	\$20,261,653	\$23,015,254
2015	69.7%	\$95.87	\$22,401,795	\$25,262,981
2016	70.1%	\$100.85	\$24,273,522	\$26,910,616
2017	69.1%	\$102.90	\$25,144,387	\$28,326,065
2018	70.3%	\$106.55	\$27,899,926	\$30,004,566
2019	73.8%	\$109.22	\$30,617,786	\$32,536,123
2020	44.2%	\$86.68	\$14,287,830	\$25,055,592
2021	57.1%	\$97.10	\$22,665,333	\$34,149,993
2022	66.8%	\$119.39	\$32,951,657	\$40,855,292
2023	68.5%	\$129.22	\$38,102,031	\$44,657,965
2024	69.7%	\$135.61	\$41,031,129	\$46,423,123

## Destination Strategic Plan and Implementation for Destination 2028

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 this 2025–2026 Business Plan, when departmental objectives, audiences and strategies directly relate to year-seven implementation of any of the DSP priorities, they are marked with one or more of these symbols:

- |                          |                           |
|--------------------------|---------------------------|
| ① Meetings & Conventions | ⑤ Individual Leisure      |
| ② Sports                 | ⑥ Destination Development |
| ③ Events                 | ⑦ Regional Demand Drivers |
| ④ Key Attractors         | ⑧ Quality of Place        |

## Marketing and Communications Department

The Marketing and Communications Department is responsible for the Bureau's integrated marketing communications efforts, through which various destination marketing tools work together to maximize their total impact on (mostly external) target consumers or stakeholders. Based on consumer market research and other GRCVB marketing data, these efforts comprise the advertising, brand communications, cooperative partner programming, publications and tourism strategies that lead to consideration of Raleigh, N.C., as a destination for the leisure tourism, sports and convention vertical markets. The primary goal of the department is to increase overall visitation to the destination and area hotel and restaurant revenues.

### MARKETING OBJECTIVES

- Continue to grow Raleigh/Wake County's destination brand equity overall, as recommended through the 2023–2024 destination brand strategy, and build upon the Greater Raleigh Sports Alliance (GRSA) brand within the sports vertical market, according to GRSA's positioning statement
- Increase hotel occupancy and revenue through compelling domestic or international marketing programs—advertising, online, promotions—targeted primarily at leisure tourists.
- Establish Raleigh, N.C., as the convention and sports destination of choice through compelling advertising, collateral and online marketing communications targeted to industry professionals (or local connections to outside industry professionals).
- Encourage visitors to do and spend more by creating and maintaining accurate, compelling content showcasing what Raleigh, N.C., promises and delivers to its visitors and gain exposure for the official tourism content/promotions in visitor welcome centers and through online and social media marketing platforms.
- Increase visitor attendance for signature events/festivals and People-First Tourism (P1t) Inc.-organized and -hosted signature experiences, as well as convert day-trippers to overnight visitors (when possible), through online messaging and content marketing strategy.
- Stimulate website traffic levels (users) through a research-based, user-optimized [visitRaleigh.com](https://visitRaleigh.com)/[raleighsports.org](https://raleighsports.org) presence and via search engine optimization, search engine marketing, content marketing and other tactics.
- Continue to establish [visitRaleigh.com](https://visitRaleigh.com) as the single, official source for the area's tourism, restaurant, hotel, attraction/experience and event, meeting, sports, travel media and partner/local resident information.

### MARKETING STRATEGIES, ALL VERTICALS

- Steward the destination brand strategy for 2025–2026 and future years. Use the Raleigh, N.C., refreshed brand strategy to guide and reinforce well-aligned marketing, messaging/content and communication across all Bureau departments. Continue to shape the Bureau's future as the primary source or curator of a wide variety of tourism/destination content and for a wide variety of local and destination customer audiences. ③
- In all content produced, ensure as much cultural/social, racial/ethnic, gender/sexual and age/physical diversity as possible to promote all of the aspects of Raleigh/Wake County and also to include as many kinds of visitors as possible in diverse representations. Highlight accessibility in the destination to welcome and invite visitors of all abilities. Keep Bureau diversity, equity and inclusion goals in the conversation, internally and externally, at all times.
- Collaborate with local economic development allies to build consistent messaging and synergy between their traditional economic development strategies and GRCVB's visitor-related economic development strategies, e.g., convention sales strategy, destination brand, joint public affairs tactics in the Raleigh area. In 2025–2026, encourage allies and diverse stakeholder groups to embrace and participate in the area brand strategy for both tourism and other municipal or economic development uses. ③
- With the Destination Data, Technology and AI Department, further optimize and stimulate website usage by implementing an improved design for all site sections, based on findings of a 2023 usability study.

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**Key to Destination 2028 symbols:** ① Meetings & Conventions, ② Sports, ③ Events, ④ Key Attractors, ⑤ Individual Leisure, ⑥ Destination Development, ⑦ Regional Demand Drivers, ⑧ Quality of Place

- Enact a revamped GRCVB social media marketing strategy to take as much advantage as possible of social conversations, engagement and networking, brand ambassadorship and shareable content, and strive to position Raleigh competitively among its peer destinations in these areas.
- Continue to empower the area's visitor sector partners representing all industries/verticals to "help themselves" to GRCVB's marketing programs and co-op opportunities (self-service) through Bureau projects, such as PIXL (Partner Information eXchange Login), Visit Raleigh Studio or advertising on the official website, while also retaining contracted resources to help maintain partners' event content at the highest levels. ❸, ❹
- Nurture new business relationships directly with select local producers or suppliers (entrepreneurs), providing GRCVB with brand-compliant promotional products for all verticals, while maintaining a business relationship with an outside promotional consultant who can facilitate all other product needs of Bureau departments. Continue to explore deployment of an online retail store featuring products that reinforce the destination brand and that could be purchased by individuals or arriving groups. ❺

## **MARKETING STRATEGIES, CONVENTION SALES**

- Continue collaborating with Destination Data, Technology and AI to assist in all the steps of the personal selling process, enabling convention sales and services staff to fully deploy prospecting, lead-nurturing, deal-closing or attendance-promoting tactics in accordance with the Bureau's selling strategies.
- Arm sales staff with new designs, prepackaged themes, collateral, promotional products and social media marketing strategy, in accordance with the destination brand, to supplement tradeshow booth installations, stunts or activations at all shows throughout the year. Continue to work towards completion of a monumental tradeshow booth and new collateral to promote the Raleigh Convention Center expansion and new Omni convention hotel (other exciting changes within Raleigh's convention campus etc.), working strategically and collaboratively with The Complex staff—all of the interrelated communications repeating in regular cadence until the capital projects' completion in 2028–2029. ❶
- Continue to put Raleigh on the list for consideration with convention and meeting planners through compelling advertising, the Meetings Watch e-newsletter, enhanced bid books, video content, the visitRaleigh.com website section for Meetings & Conventions and visitRaleigh meetings insider blog.
- Provide marketing support for a local connectors initiative, empowering and recognizing destination advocates who use their fields of influence and networks to increase bookings. Provide visual designs, collateral, social media support and other Internet marketing strategies and tactics.

## **MARKETING STRATEGIES, DESTINATION SERVICES**

- Work cooperatively with Services team to automate/digitize and otherwise enable the online implementation of Destinations International's handbook of CVB Attendance Promotion Practices and other new and revised programs/tools for Raleigh area convention and visitor services.
- Lend event production and promotional support to the Destination Services Department's Service Provider and Venue Summit—which will engage area hospitality partners with Event Services & Suppliers Listings via more education, best-practice discussions and business networking—as well as See For Yourself Tours for frontline staffs of area hospitality business partners.
- Continue to enhance conversion to visitors at in-state points of sale (state welcome centers) and increase circulation among Raleigh visitors at local information desks by proactively distributing collateral at major sites. Continue to redefine the official Visitor Information Center as a pivotal, physical space for fulfilling the sale of new signature experiences with individual leisure tourists or arriving groups. ❺

## **MARKETING STRATEGIES, DOMESTIC TOURISM**

- Through the use of strategic advertising, website content and social media publishing, promote Raleigh, N.C., as a destination for leisure visitors to plan overnight stays and day-trips by communicating key messages of the destination brand strategy and highlighting the many compelling tourism offerings across the area's 12 vibrant municipalities. ❻
- Take advantage of a refreshed visitRaleigh.com design and feature-set to continue to establish the Bureau as the official source of visitor information for Raleigh, N.C., using a new sitemap design at year-end to publish



additional inspirational editorial content, particularly related to itinerary ideas as well as enhanced guides to each of the municipalities in Wake County. Implement the 2025–2026 Editorial Calendar for the visitRaleigh insider blog in order to stimulate website traffic that results in better destination awareness and more visitor conversions.

- Influence and inspire potential visitors through an enhanced social media marketing strategy that places significant emphasis on vertical video content and includes the implementation of a collaboration program using a diverse group of local creators to showcase the best of the destination from authentic, first-person perspectives. Proactively engage with area hospitality partners to identify further opportunities to create and curate inspirational content that aligns with the Bureau's editorial strategies for social media promotion.
- Contract to again publish an inspirational, content- and photography-heavy Official Visitors Guide for 2026.
- Use technology platform Bandwango to entice visitors to spend more time in the Raleigh area by gamifying certain activities, i.e., rewarding visitors who use a digital Passport to check-in at hospitality businesses or notable landmarks. This includes the Raleigh Beer Trail, which has long been successful in encouraging participants to circulate through the Raleigh area.❹,❺
- Continue to strengthen initiatives with P1t Inc. to influence and guide creation of one-of-a-kind, signature experiences that will inspire memorable visits when marketed well; this includes continuing to build healthy, new relationships with area microentrepreneurs, non-profits or entrepreneurs/small businesses that can associate with GRCVB/the visitor sector to begin serving visitors (tourists or groups) in uniquely brand-compliant ways.❻
- Strengthen relationships with hospitality partners and with area allies/municipalities (e.g., City of Raleigh, Wake County, Downtown Raleigh Alliance, Hillsborough Street Community Service Corporation, Midtown Raleigh Alliance, United Arts, 12 town tourism task forces/committees) to collaborate in the best ways possible for content or tourism product to enhance the Raleigh, N.C., destination brand and attract or better serve visitors.
- Create and/or maintain strategic partnerships statewide and internationally with IGLTA, P1t, Michelin Guide, Outdoor N.C./Visit North Carolina, the N.C. Craft Brewers Guild and others in order to augment GRCVB's destination marketing efforts.
- Continue to explore ways in which GRCVB can assist with leisure visitor-related communications efforts surrounding celebrations of the U.S. Semiquincentennial in 2026 and future years.

## **MARKETING STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE**

- Collaborate with Destination Data, Technology and AI to assist in all steps of the sports marketing process, enabling GRSA staff to fully deploy new prospecting, lead-nurturing, deal-closing, attendance-promoting or relationship-building tactics in accordance with the Bureau's content marketing strategy.
- Continue to build upon the GRSA brand within the sports vertical through compelling advertising, collateral, promotional products, social media marketing tactics, video content and content development on [raleighsports.org](http://raleighsports.org).

## **MARKETING STRATEGIES, PUBLIC RELATIONS AND INTERNATIONAL TOURISM**

- Ensure the Bureau's overall content and social media strategies promote the positive media coverage garnered for the area, encouraging consumer sharing.
- Align the Marketing and Communications Department and Public Relations Department editorial calendars to foster consistent messaging to the domestic tourism vertical and media.
- Conduct bimonthly, multidisciplinary visits to Wake County's towns to engage with municipal downtown representatives, public servants and hyper-local hospitality business partners and to grow destination awareness and working knowledge for Marketing and Communications Department and Public Relations Department staff/tactical tourism applications.❸

## **MARKETING STRATEGIES, MARKETING RESEARCH**

- Update visitor volume and spending estimates through calendar year 2025 with research from Longwoods International and other marketing research vendors.

- Update and disseminate research on the overall annual economic impacts (direct, indirect and induced) of visitors to Wake County, as a Bureau performance indicator and as a communications tool for government relations and community engagement (Tourism Economics).
- Assist the Destination Data, Technology and AI and Administration Departments in evolving the Bureau's business intelligence and data engine (dashboard) platforms made possible by research and measurement vendors such as Arrivalist and Granicus/Simpleview. Continue provision of some of this destination data in summary to partners/stakeholders, whether through the ETA Wake County E-newsletter or through individualized new forms of dashboard access that could better inform strategic decision-making on their part as well as the Bureau's own marketing decisions quarter-to-quarter.
- With the Administration Department, continue to encourage local arts/culture/leisure tourism event partners to track event impact data about their annual events/festivals and provide additional research, destination brand training, marketing consultations and other stakeholder education to organizers identified for further development of signature events. ③

## Public Relations and International Tourism Department

The Public Relations and International Tourism Department is responsible for managing all external communication activities, which include media relations, public affairs, community awareness and advocacy, as well as crisis, issues and reputation management functions. Additionally, the department oversees international tourism marketing, sales and travel trade efforts for the Bureau. Media relations efforts include local and out-of-market earned media to generate visitation and community awareness in the meetings, leisure, group tours and sports markets. Public affairs efforts include advocating for the value of the visitor economy to Wake County and the Bureau's role in creating and fostering the visitor experience. International tourism marketing and travel trade efforts include working with airlines, tour operators, wholesalers, travel agents and media in key feeder markets (Canada, U.K., Germany, France and Iceland) abroad to increase brand awareness and drive foreign individual travelers (FIT) to Wake County.

### PUBLIC RELATIONS OBJECTIVES

- Elevate Raleigh and GRCVB brand awareness to residents, media and partners in the hospitality community.
- Engage in strong relationships with local media (all platforms), updating them on the tourism industry and initiatives in Wake County.
- Work with municipal Public Information Officers to develop communication objectives for promoting events, festivals and news of interest to leisure and meeting visitors.
- Work with communications and public relations representatives in local organizations to collaborate on story ideas and ensure consistent messaging on the area to expand quality-of-place theme lines. ⑧
- Generate earned media placements outside of Wake County through proactive media outreach.

### PUBLIC RELATIONS STRATEGIES, CONVENTION SALES AND DESTINATION SERVICES

- Facilitate ongoing discussions with Wake County Economic Development for developing a comprehensive sales and marketing strategy around key industry clusters, inclusive of tradeshow attendance and promotion, sales missions and fostering local connectors "Bring It Home."
- Work with Raleigh Convention Center and meeting industry partners to promote successes and new initiatives or developments of local hotels, venues and meeting facilities through media relations.
- Collaborate with Sales to identify relevant topics and trends in the meeting industry in which the Raleigh area has a relevant claim (e.g., smart) or major meetings and conventions within key industry clusters to develop a thorough local and national public relations plan to maximize exposure.

### PUBLIC RELATIONS STRATEGIES, MARKETING AND COMMUNICATIONS

- Work strategically with Marketing to promote tourism messaging to all audiences and potential visitors—including backgrounders on makers and spotlighting area community leaders.
- Integrate campaigns and editorials that utilize the 2025–2026 Leisure Tourism Editorial Calendar of brand themes, tourism assets and campaigns.
- Refresh content on visitRaleigh.com Media section and b-roll library to reflect the Raleigh, N.C., brand and tell the story of the entrepreneurial Raleigh residents who enhance the area's visitor appeal.
- Continue cultivating a restaurant and retail advisory committee related to Destination Strategic Plan for Wake County initiatives and advocacy. ⑤

### PUBLIC RELATIONS STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Maintain local sports, esports business, industry trade and traditional media lists and relationships by providing timely story ideas, attendance, room-nights and economic impact facts and figures.

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- Craft releases on major sports events to position the Raleigh area as a key market for amateur sports and premier sports destination and GRSA as an industry leader in sports destination marketing.
- Expand the strategy around increasing leisure and destination messaging in traditional competition-based media coverage of professional, amateur and collegiate sporting events within Wake County.

## **PUBLIC RELATIONS STRATEGIES, ADMINISTRATION**

- Sustain positioning as the singular voice for tourism in Wake County and position executive staff as travel industry experts and top-of-mind sources for media for local to national tourism stories—providing canned quotes regarding meetings and conventions, initiatives and local policies that affect tourism.
- Maintain a community awareness campaign to advocate for the value that tourism and hospitality bring to Wake County and educate the public on the impact of the visitor economy.
- Evolve the PR messaging around GRCVB's ongoing efforts to implement the Destination Strategic Plan for Wake County (Destination 2028). ❹
- Develop and execute an integrated tourism and economic development campaign strategy centered around quality of place in conjunction with Wake County Economic Development and the City of Raleigh. ❸

## **PUBLIC RELATIONS STRATEGIES, MEDIA RELATIONS**

- Promote the positive impact of tourism through public awareness initiatives and a series of pitches and press releases detailing travel figures specific to Wake County.
- Cultivate new and existing media relationships through one-on-one connections, including media tours, targeted pitches, networking events and site visits.
- Encourage journalists to infuse stories with destination brand messages, seasonal/niche story ideas, calls-to-action and conversational elements, including online resources, social accounts, hashtags, photography and events.
- Analyze advanced earned media analytics through media measurement software to guide earned media strategies, target markets and outlets and key performance indicators.
- Work with Visit North Carolina to participate in media missions in-state and key target markets.
- Pursue qualified media to visit the destination on individual visits or planned group press trips with custom pitching efforts and with firms representing local businesses.
- Keep the online press room updated with press releases, media alerts, quotes, accolades, industry facts and figures to communicate news and information for easy media access.
- Attend targeted media marketplace events and hold desk-side visits with key out-of-market media writing for travel, leisure and lifestyle outlets.
- Enhance public relations campaigns around blockbuster exhibitions at area attractions, signature events and the opening of destination restaurants and parks. ❺
- Develop future public relations campaigns and announcements surrounding the development and expansion of major interlocal projects, including the new Omni downtown convention hotel, Raleigh Convention Center expansion and Lenovo Center enhancements. ❶, ❷, ❸

## **INTERNATIONAL TOURISM AND TRAVEL TRADE OBJECTIVES**

- Elevate awareness of the value of the international visitor market within Raleigh/Wake County by working with local partners to update single- and multi-day itineraries for tour operators and travel agencies to sell. ❷
- Generate increased room-nights for Wake County lodging partners through selling via tour operators, bedbanks and other wholesalers in the FIT market. ❷
- Develop local hoteliers with proactive sales training meetings to enhance contracts and product in tour operators' and travel agencies' portfolios in key markets (Canada, U.K., France, Germany, Mexico and Central & South America) to generate more bookings of FIT in Wake County. ❷

- Collaborate with regional economic development to elevate strategies around increasing international bleisure travel (extending business travel into leisure time). ⑦
- Execute proactive outreach programs to generate earned media, ensuring the destination brand message is conveyed in editorial, broadcast and online placements in key international feeder markets. ⑦

## **INTERNATIONAL TOURISM AND TRAVEL TRADE STRATEGIES**

- Work with Wake County hotels, attractions and restaurants to educate them on the importance of international business, how to work with the market and help generate more business for partners. ⑦
- Attend tradeshow, sales and media missions targeted towards the international market, emphasizing supporting our new and existing nonstop international flights. ⑦
- Work closely with Brand USA, U.S. Travel Association, Destinations International, Travel South USA and Visit N.C. to participate in strategic marketing and sales initiatives, campaigns, travel trade sales, media missions and hosted site visits/familiarization tours. Additionally, source applicable research from these groups to help drive overall international departmental strategy. ⑦
- Conduct and maintain effective networking relationships with international travel trade industry representatives, including tour operators, wholesalers, travel agents, media and airlines. ⑦
- Execute proactive sales trainings with key tour operators, wholesalers and travel agencies to generate more FIT in Wake County and leads from domestic and international travelers alike. ⑦
- Maintain and expand international tour operators, wholesalers and travel agents within the Customer Relationship Management system and continue ongoing communications outreach strategy for contacts. ⑦
- Develop and execute marketing and sales promotions and collateral for key international markets. ⑦
- Research emerging international markets and create destination-specific strategies based on demand drivers of new or emerging markets, including Benelux countries, Nordic countries and India. ⑦
- Revamp strategic-integrated marketing, communications and sales strategies with airlines that serve RDU with international service to increase awareness/exposure for routes and generate bookings. ⑦
- Build upon the message of Raleigh, N.C., as a gateway city into the U.S. through compelling advertising and content development on [visitRaleigh.com/international](http://visitRaleigh.com/international). ⑦

## Convention Sales Department

The primary goal of the Convention Sales Department is to promote Raleigh/Wake County as a convention and meetings destination and establish a strong regional, national and international presence in the meetings industry, thus initiating direct economic impact by increasing room-night production for our area hotels.

### CONVENTION SALES OBJECTIVES

- Generate leads and produce room-night business for all Wake County hotels, Raleigh Convention Center, Lenovo Center and other county venues. ❶
- Execute convention sales strategies that align with the Destination Strategic Plan (DSP) for the Raleigh Convention Center and Wake County's five meeting districts to assist with advancing Wake County DSP prospect accounts to meet and exceed the multi-year glidepath. ❶
- Position the Sales team as industry experts, trusted advisors and partners to meeting clients and sales professionals at meeting venues and hotels, from a local and global perspective.
- Collaborate with the region's economic development and startup communities to gain insights and foster connections related to emerging markets and our four key industry clusters: Cleantech/Smart Grid, Advanced Manufacturing, IT/Technology and Life Sciences.
- Strengthen relationships with local and regional connectors to drive business opportunities, encouraging organizations with a strong regional presence to host meetings and events at the Raleigh Convention Center and Wake County hotels. This initiative will highlight the advantages of hosting events within connectors' own community, creating direct economic impact.

### CONVENTION SALES STRATEGIES

- Evaluate and adjust business development strategies for DSP accounts to align with our current and projected market analysis to meet and exceed the multi-year glidepath. ❶
- Identify and engage with key meeting professionals and decision-makers who have potential to bring conventions and meetings to Wake County and increase awareness of Raleigh in key feeder markets (Southeast, Mid-Atlantic, Midwest, Northeast).
- Advance the legacy initiative for local influencers that will empower City Champions to be catalysts influencing meetings and events booked into Raleigh/Wake County. This collective will embody a network of informed, passionate advocates who will leave a legacy by fostering economic growth, cultural enrichment and community pride. Members will become influential advocates for their city, driving increased interest and bookings for meetings and events. These members will be given recognition in the community, select Bureau-hosted events and social channels.
- Optimize the Anytime FAM Series for greater reach, expanding the scope of the familiarization tour program by increasing digital promotion through social media, streamlining the application process and integrating curated experiences to showcase Wake County's unique offerings to a broader audience of meeting planners. ❶
- Amplify the Convention Sales team social selling strategy, with targeted engagement, by investing in LinkedIn Premium Professional to elevate our personal brands. The focus will be strengthening new relationships with key decision-influencers and strengthening our presence with existing connections.
- Activate resources from Wake County Economic Development's team to continue to strengthen knowledge of Raleigh's emerging markets and four key industry clusters: Cleantech/Smart Grid, Advanced Manufacturing, IT/Technology and Life Sciences. Initiatives will include a focus on organizational synergies, industry education and messaging to include in prospecting efforts and bid books. ❶
- Engage our list of local business and community leaders to engage multicultural and diversity champions, organization members, board members and officers of groups that may consider Raleigh for their meeting destination or who are faculty of higher-education institutions in the region. The team will meet with influencers to gain support and intellectual capital on potential conferences.

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**Key to Destination 2028 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

- Incorporate and highlight all countywide diversity, equity and inclusion initiatives within destination proposals, prospecting efforts and business development discussions. Ensure these initiatives are woven into every aspect of our outreach, showcasing the commitment to creating an inclusive environment for all event attendees, stakeholders and partners. This approach positions the destination as a leader in fostering diverse and equitable opportunities across the meetings and events industry.
- Position the Sales team as industry experts through involvement as industry influencers, through speaking opportunities and serving in leadership roles, board of directors and committee positions with international, national and regional industry organizations (e.g., MPI, PCMA, AENC, SGMP and NCBMP).❶
- Continue to utilize social media platforms in partnership with the Marketing and Communications Department, with messaging to the meeting professional audience, to promote the value of the CVB as a partner and to create awareness of Raleigh/Wake County as a viable meetings destination.
- Leverage the destination brand and continue to curate signature experiences into client engagement tradeshow, client events, site inspections and sales missions, to showcase destination assets and to differentiate Raleigh/Wake County as a meetings destination. In an effort to provide collaboration, destination partners will also be invited to participate in the following:
  - client events in-market including the Midwest, Mid-Atlantic, Northeast and Southeast, in partnership with our local brand ambassadors around themes that reflect the destination brand;
  - themed familiarization tours and networking opportunities for potential clients that center around signature events, concerts, festivals and sporting events, in conjunction with our hospitality community, to showcase Raleigh's entertainment, culinary and cultural scenes;
  - select industry-related tradeshow and events to build relationships that result in direct sales.
- Contribute relevant content of interest to meeting professionals and other members of the larger GRCVB community for use in Meetings Watch, GRCVB blog posts and social media accounts.
- Launch a social media campaign in collaboration with Destination Services designed to educate meeting professionals on the benefits of partnering with the CVB, from sourcing to servicing.
- Integrate Full-Service Hotel DOS Connection Forums, including both in-person and digital meet-ups, to cultivate partnerships, strengthen relationships and drive business development with area directors of sales (DOSes).
- Quarterly DOS engagement with full-service meeting hotels to reinforce our role as a trusted partner and resource for business development. This will include partner connect visits, educational opportunities, sales strategies, meetings/conventions Partner Information eXchange Login (PIXL) training, best practices and new business development opportunities.❶

## Destination Services Department

The Destination Services Department impacts the visitor experience by connecting visitors, attendees and planners to the destination's resources.

### DESTINATION SERVICES OBJECTIVES

- Event, Sports and Esports Services: Use event planning for meetings, conventions and sports events and the servicing process to provide “one-stop shop” event planning services.
- Visitor Services/Visitor Information Center (VIC): Offer comprehensive visitor information and personalized counseling to enhance destination awareness, fostering positive experiences that lead to extended stays and increased visitor expenditure.
- Partner Relations: Create and facilitate connections between our planners and visitors with local hospitality partners.

### PRIORITIES AND INITIATIVES FOR 2025–2026

1. Enhance attendee experiences through group welcomes for Tier 1 groups (700+ attendees), city-wide events and other key segments by strengthening partnerships with hospitality industry partners, hoteliers and local businesses. Work with partners to develop and implement both electronic and traditional welcome signage, such as posters, banners and lighting solutions, to create memorable arrivals for attendees. Utilize Interactive Kiosk Engagement (IKE) kiosks for dynamic welcome signage in downtown Raleigh and Uber for Business to coordinate group welcomes through that platform to streamline transportation and enhance attendee experience. ❶
2. Enhance attendee engagement and strengthen brand reputation by integrating select Corporate Social Responsibility (CSR) initiatives into events, contributing to regional economic growth. Research and establish partnerships with specific CSR organizations that align with our mission, providing event planners with curated options to incorporate philanthropic efforts into their events. Maintain our ongoing partnership with Activate Good to connect event organizers with impactful community projects, offering attendees meaningful opportunities to give back and leave a lasting positive impact on the destination.
3. Enhance attendee satisfaction and encourage repeat business by fostering relationships with new and existing hotel and hospitality partners through strategic engagement, including face-to-face meetings and site visits, to align destination experiences with attendee needs. ❶
4. Continue collaboration with Marketing and Destination Data, Technology and AI teams to host quarterly See For Yourself Tours, showcasing key meeting district assets and incorporate platforms like Microsoft Polls to boost learning and engagement for sales and frontline staff at area hotels and attractions. ❶
5. Enhance operational efficiency and consistency within the Destination Services team by developing and refining Standard Operating Procedures (SOPs).
6. Position the Visitor Information Center (VIC) as the premier starting point for curated downtown tours, enhancing awareness of destination offerings through collaborative pop-ups, visitor gatherings and programming with local businesses and attractions. ❷
7. Continue to provide visitors and conference attendees, from our expert VIC staff, comprehensive destination information, including personalized recommendations on local shopping to support small businesses and drive economic impact. ❷

### DESTINATION SERVICES STRATEGIES, CONVENTION AND SPORTS EVENT SERVICES

- Continue to position GRCVB as a leader in the convention, meetings, sports and esports marketplace by expanding and enhancing our services, while maintaining high levels of departmental efficiency and service quality.

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- Continue to maintain departmental servicing levels and efficiencies working interdepartmentally to identify opportunities for service expansion and improvement, ensuring a comprehensive approach to meeting the diverse needs of our clients.
- Enhance the visibility and engagement of the department's involvement with Tier 1 groups (700+ attendees) and selected convention and sports groups by collaborating with Marketing and Communications staff. Highlight the active involvement and positive experiences of attendees through various channels, emphasizing the value and impact of the department's services.
- Continue to research ways to enhance and strengthen our Tourism Ambassador program by identifying new best practices of recruitment, collaborating with higher-education institutions and leveraging volunteer platforms to connect with individuals passionate about tourism and community service.
- Continue to support existing groups and signature events by collaborating with rights-holders and local partners to improve the "event experience," focusing on visitor services, marketing, sponsorship support, hospitality programs, ancillary programming and VIP gifting. Focus on best practices that build on the unique proposition that destination services teams provide by:
  - still using and refining the Meeting Planners Digital Marketing Tool Kit to effectively promote events, collaborating with the Marketing and Communications Department to monitor successes and make necessary adjustments;
  - continuing to evaluate our newly defined scope of services and adjust based on the size of the group, ensuring efficient use of resources and appropriate service levels;
  - continuing to focus on attendance promotion prioritizing strategies that drive attendance, aiming to meet planners' key success indicators such as total attendance and overall attendee satisfaction;
  - continuing to work with Marketing and Communications and Convention Sales Departments to review and enhance services for groups outside the convention center, considering new sales strategies focused on major hotel-anchored meeting districts.❶
- Assess the effectiveness of our do-it-yourself (DIY) "grab and go" pages when servicing weddings, reunions and general group tours and referral bookings (non-Bureau generated leads); the goal is to allocate resources strategically, dedicating more support to groups that offer a higher return-on-investment (ROI), while ensuring that all clients receive satisfactory service.
- Maintain active participation in local host organizing committees to provide valuable support to local partners and connectors who bring conventions, meetings, sports and events to Raleigh.❶
- Leverage our affiliation with the Event Service Professionals Association (ESPA) to facilitate collaborative learning experiences, enhancing understanding and recognition of service managers and event manager roles across various venues, including hotels and facilities.
- Work with the Destination Data, Technology and AI Department to continue to evaluate and enhance reporting and tracking systems to improve accuracy and effectiveness of our ROI reporting:
  - Continue the utilization of standardized tracing methods for all primary convention and sports group service functions to enhance the accuracy and effectiveness of our ROI reporting.
  - Continue to monitor room-night pick-up following key sporting events by verifying contracted room-nights and utilizing companies and technologies like Arrivalist and Overnight Room Demand Analyzer (ORDA) to assess trends and uncontracted rooms, providing a comprehensive view of room demand and direct economic impact.❷
- Strengthen collaboration with event service providers to enhance service offerings and foster a diverse and inclusive event community through the following strategies:
  - Continue partnering with Marketing and Communications Department to recruit new event service providers and update existing listings in our Event Services and Suppliers directory, thereby expanding our network of collaborators.
  - Work with Marketing and Communications Department to advertise the annual Event Services Provider and Venue Summit, providing local suppliers and venues with opportunities for education, best practice discussions and networking.
  - Collaborate with the Marketing and Communications Department to encourage local minority-owned and women-owned business enterprises (MWBE) or LGBTQ-owned businesses to self-identify and optimize their listings on visitRaleigh.com; enhancing the platform's search capabilities.
- Collaborate with the Marketing and Communications and Destination Data, Technology and AI Departments to recruit new Unique Meeting Sites (UMSes) and enhance search functionality, improving efficiency for end users.

- Collaborate with the Sales, GRSA, Marketing and Communications and Public Relations Departments to identify and engage three to four convention and sports groups, maximizing visibility and showcasing the impact of services efforts highlighting recognition and positive testimonials through GRCVB social media and E-newsletters.
- Deliver targeted destination content to meeting, convention, event and sports attendees to enhance their experience, boost satisfaction and support overall attendance growth for these events.

## **DESTINATION SERVICES STRATEGIES, VISITOR SERVICES/VISITOR INFORMATION CENTER (VIC)**

- Regularly review and update all VIC SOPs to ensure alignment with best practices for health and safety, prioritizing the well-being of both visitors and staff.
- Ensure that the VIC space embraces the Raleigh, N.C., brand by:
  - continuing to collaborate with the Marketing and Communications Department to jointly promote small signature experiences, such as those of the People-First Tourism (P1t), highlighting their unique value and appeal to visitors and groups; **4, 5**
  - continuing to align with the Marketing and Destination Data, Technology and AI teams to maximize the impact of VIC display monitors, showcasing attractions, event calendars, restaurants, in-house downtown conventions, meetings and sporting events.
- Expand VIC visitation and effectiveness while exploring new ways to enhance visibility by:
  - continuously strengthening local partnerships to develop unique programming, activations and increased visibility;
  - maintaining and developing relationships with other visitor and welcome centers through active engagement and ongoing partnerships;
  - continuing to collaborate with the Marketing and Communications Department to help promote the VIC as a premier “one-stop shop” for destination assistance for Wake County. Continue work on securing visibility on key attractions’ and partners’ websites one step at a time, to help drive VIC visitation and awareness;
  - continuing to partner with the Marketing and Communications Department to create curated events and programming with local destination partners, businesses and attractions, drawing visitors to the VIC and highlighting the destination’s resources and encouraging photo opportunities in front of the VIC mural.

## **DESTINATION SERVICES STRATEGIES, PARTNER RELATIONS**

- Maintain collaboration with Marketing and Communications and P1t Inc. to promote ongoing initiatives aimed at boosting program demand and enhancing group engagement with signature experiences. **4, 5**
- Continue to advocate for the Tourism U training and community engagement program to educate key hospitality partners and stakeholders on the importance of tourism. Updated versions of Tourism U or partner orientations may include new learning opportunities, such as workshops on visitor accessibility services, integrated tours, destination awareness and customer service training.
- Continue to support the event management development initiatives of GRCVB by continuing to serve on City of Raleigh’s Events Task Force and Downtown Raleigh Alliance’s Accessibility Task Force. **1, 3, 5**
- Continue to offer quarterly See For Yourself Tours, with special emphasis on exploring meeting district assets.
- Continue to locate new placements while maintaining our consistent and proactive distribution of Visitor Guides to local hotels, attractions and businesses, a practice that has proven valuable in building direct relationships with frontline staff and management. This approach enables us to effectively communicate key initiatives and opportunities.
- Continue to seek partnerships and collaborate with other hospitality partners to rebuild relationships with offsite venue offerings or UMSes for our destination and their respective staff members. **1**

## Greater Raleigh Sports Alliance

The Greater Raleigh Sports Alliance—a department of the Greater Raleigh CVB—markets and promotes Raleigh, all of Wake County and the area's sports venues to create economic development for the region in the form of sports events, tournaments, championships and meetings. The GRSA works closely with local partner organizations to successfully host and service existing events for the purpose of enhancing the product and developing repeat business. Both the sales/marketing and hosting components are designed to effectively position and brand Greater Raleigh as one of the nation's leading sports event destinations. The Raleigh area was named Best Sports Host City in America by *SportsTravel* magazine in 2022, and this recognition is a testament to the partnerships and teamwork in place throughout this destination. The GRSA has a 23-member Advisory Board, made up of sports, government, tourism and hospitality leaders who play key roles in the sports event industry in Greater Raleigh.

### GRSA OBJECTIVES

- Create economic impact by filling hotels and restaurants with sports-related business.
- Position, or brand, Greater Raleigh as one of the nation's premier locations for sporting events and a "championship destination."
- Provide excellent leadership and/or support in the area of event hosting and servicing.
- Generate positive media exposure and visibility for Greater Raleigh and its venues.
- Increase local awareness of the sports event industry as a key generator of economic development in Wake County.
- Continue to develop and strengthen relationships with local host partners and sports organizations.
- Continue to strengthen the GRSA's reputation as the foremost authority on the sports event industry in Wake County.
- Advocate for new and improved sports facilities and venues in Wake County that will spur economic impact from visitor spending, following the guidelines of the Destination Strategic Plan. ❷

### PRIORITIES AND INITIATIVES FOR 2025–2026

1. Continuing sales efforts focused primarily on state, regional and national events along with retaining existing annual events
2. Hosting major events including ACC Championships, visitRaleigh.com Showcase Series, NCAA DI Men's College Cup, City of Oaks Volleyball Challenge, USA Baseball's National High School Invitational, The Soccer Tournament (TST), NCAA DII Baseball National Championship, PPA Tour and more
3. Supporting Town of Cary and local partners in securing The Soccer Tournament (TST) for 2026 and beyond
4. Continue advancing Destination Strategic Plan initiatives including increased support and communication with Wake County's 13 parks and recreation departments and an emphasis on multi-municipality partnerships
5. Continuing to manage and actively vet new/growing sports markets and opportunities including pickleball, esports and emerging sports that align with the goals and capabilities of our venues ❷
6. Tradeshow participation and sponsorship activation pre- and post-show
7. Advocating for and providing increased planning support and communication for appropriate and significant sports venue and facility projects that are proposed or currently in development in municipalities throughout Wake County ❷
8. Emphasis on online platforms (website and social media) and new content
9. Leveraging Marketing and PR outreach—messaging to community, local media and national industry publications

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## 10. Utilizing Event Impact Calculator for sporting events

### GRSA STRATEGIES

- Attend national tradeshows to meet one-on-one with event owners and rights-holders and to promote Raleigh and Wake County as a premier sports event destination.
- Activate and utilize sponsorship opportunities with key industry tradeshows to enhance GRSA's presence.
- Focus on the following sales priorities: (1) collegiate, high school and amateur sports; (2) core sports including soccer, softball, baseball, basketball, volleyball, lacrosse, swimming, tennis, cross country and cheerleading; (3) emerging sports including esports, pickleball, cricket, disc golf, BMX, Ultimate, table tennis; (4) state, regional, national and, in some cases, international markets; and (5) multi-year event opportunities (including NCHSAA State Championships and various youth, collegiate and amateur events). ❷
- Prospect strategically for new business, primarily through existing contacts and client relationships and by attending tradeshows but also via "events available" databases and industry online publications.
- Research and evaluate potential events to determine which ones are the "right fit" for Greater Raleigh.
- Develop and generate qualified sports leads on a consistent basis for Wake County hotels.
- Produce high-quality bid proposals and presentations for select sporting events as needed. Work closely with hotels, venues and local host organizations and partners.
- Travel as needed to make sales calls/presentations, in order to recruit and secure new sports business.
- Organize and host site inspections and client events for rights-holders and event planners to showcase the area's sports venues, accommodations and attractions.
- Contact local sports organizations, clubs and associations to determine which event opportunities might be a reasonable and desirable fit for Wake County and determine which of those organizations would be interested in helping to recruit, manage and host the event once it has been booked.
- Schedule individual monthly meetings with Parks & Recreation directors in Wake County, meeting on-site with each of our 12 municipalities over 12 months. ❷
- Organize multi-municipality meetings of local parks & recreation directors to discuss ways that their communities can work together to leverage their collective facilities to create more effective marketing strategies and greater event hosting opportunities, and to discuss plans for future facility projects and how they can be best maximized for economic development as well as local community needs. ❷
- Manage the Sports Event Investment Program and work closely with GRCVB Board of Directors and GRSA Advisory Board to generate new sports business opportunities and economic impact.
- Support the efforts of local organizations to bring sporting events to the area. This includes but is not limited to N.C. State University, Lenovo Center, City of Raleigh, Triangle Volleyball Club, Cary, NCFC Youth, USA Baseball and many more.
- Continue to build brand awareness and establish the value of the Greater Raleigh Sports Alliance within the national and regional sports event industry, as well as within the local market. The GRSA brand will continue to grow through professionalism, hospitality, reliability and a commitment to excellence—plus various marketing, advertising and proactive media initiatives.
- Continue to update and develop a comprehensive database of sports event owners and rights-holders.
- Continue to utilize the GRSA sports website as a primary sales and marketing tool and as the number one information resource for the sports event industry in Wake County.
- Maintain active membership and leadership roles with the Sports ETA, N.C. Sports Association and N.C. Sports Leadership Council and Women in Sports & Events.
- Schedule meetings with one GRSA Advisory Board member per month.

## Destination Data, Technology and AI Department

The Destination Data, Technology and AI Department oversees the Bureau's cloud-based software solutions, technological infrastructure, web development, data analytics, business intelligence (BI), Artificial Intelligence (AI)-driven solutions, content and Internet marketing/social media platform technologies. With a strong emphasis on data-driven insights—including economic impact analysis, visitor movement, destination trends, future forecasting and development updates—the department plays a pivotal role in supporting Wake County's Destination Strategic Plan (DSP), the organizational Business Plan and the business objectives of individual departments. By ensuring the seamless integration of secure, scalable and innovative digital solutions, the department enhances visitor engagement, optimizes digital operations, strengthens cybersecurity and provides destination data intelligence that supports destination marketing, sales, visitor services and economic impact analyses.

### DESTINATION DATA, TECHNOLOGY AND AI OBJECTIVES

- Maintain a stable, scalable and secure organization-wide IT/AI environment, ensuring all systems comply with data protection regulations while supporting evolving business needs.
- Implement AI-driven solutions and automation to streamline operations, enhance visitor engagement and optimize data-driven organizational strategies that drive measurable impact.
- Proactively detect and mitigate cyber threats through continuous system monitoring, enhanced security protocols and staff training—ensuring digital resilience and trust.
- Advance cloud-based data management strategies to improve reporting, real-time analytics and informed decision-making that supports strategic growth.
- Deploy advanced AI-driven analytics and business intelligence tools based on a data lake to provide stakeholders with actionable insights into visitor behavior, economic impact and destination performance.
- Maintain and enhance the integration of Customer Relationship Management (CRM), Content Management System (CMS), Enterprise Resource Planning (ERP) and digital platforms to ensure synchronized data flow across marketing, sales, services and operations—driving efficiency and strategic alignment.
- Continuously improve website speed, functionality and search visibility to reinforce visitRaleigh.com as the definitive source for visitors, partners and industry stakeholders.
- Collaborate with economic development and hospitality partners to ensure technology and data initiatives contribute to visitor demand, industry growth and community impact.
- Uphold compliance with evolving AI, data privacy and IT governance frameworks, ensuring ethical, transparent and responsible use of digital tools.
- Implement modern data lake architecture to centralize data sources, enhance visualization capabilities and support deep-dive reporting across CRM metrics, key performance indicators economic impact, DSP and strategic partner insights. This foundational change will enable greater accessibility, visibility of data and integration with AI-driven applications.
- Future-proof GRCVB's data ecosystem by reshaping data management practices to support GenAI-powered tools and applications. Optimize the modern data stack with scalable, cost-efficient solutions that enhance AI-driven decision-making, automation and destination intelligence.

### DESTINATION DATA, TECHNOLOGY AND AI STRATEGIES, SECURE AND SCALABLE SOLUTIONS

- Steward the advancement of GRCVB's cloud-based IT infrastructure, ensuring secure, scalable and AI-integrated platforms across all Bureau operations.
- Maintain and enhance organization-wide cybersecurity protocols, conducting ongoing risk assessments and deploying AI-powered threat detection solutions.
- Oversee deployment and training of AI-driven efficiencies to enhance CRM and website workflows, visitor interactions and data processing across internal platforms.

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- Transition to a new Digital Asset Management platform, currently Visit Raleigh Studio, which will integrate seamlessly with the new website backend plus Adobe, ensuring AI-enabled tools for media, partners, agencies, clients and the public.
- Oversee key system integrations, including CRM, CMS and ERP systems, ensuring alignment under the Bureau's Responsible AI Framework.
- Collaborate with the Marketing and Communications Department during the fiscal year to integrate brand refresh opportunities into new website design, Wander Maps mapping capabilities and technology enhancements, including site navigation improvements, more seamless generative AI chatbot integration, website user research and AudioEye accessibility remediation.
- Refresh visitRaleigh.com's layout, functionality and technological innovations, ensuring optimal performance on both desktop and mobile.
- Maintain IT infrastructure and software to support GRCVB's administrative office and the official Visitor Information Center, ensuring visitors have access to up-to-date destination content.
- Continue enhancing the CRM system for destination management, ensuring seamless integrations with Act-On, Tourism Economics' Event Impact Calculator (EIC), Overnight Room Demand Analyzer (ORDA), Authorize.net, Cvent and MINT+. Maintain CRM's partner login functionality, empowering local hotels and hospitality partners to manage their data inputs directly.

## **DESTINATION DATA, TECHNOLOGY AND AI STRATEGIES, WORKFORCE EMPOWERED FOR DATA AND AI ADOPTION**

- Deploy a next-generation data lake to centralize data sources and enhance data visualization, analytics and forecasting for all Bureau departments.
- Strengthen methodologies for EIC reporting, ensuring robust and accurate economic impact calculations for municipal and tourism partners.
- Expand adoption of dynamic data visualization dashboards, providing comprehensive insights into CRM performance, visitor behavior, hotel pace trends, hotel booking forecasting and key market indicators.
- Continue working with Data Engine, Arrivalist, FuturePace, Amadeus and CoStar to enhance GRCVB's market forecasting and strategic planning capabilities.
- Position the Bureau as a leader in data governance and AI-driven business intelligence, ensuring compliance with AI ethics, data privacy regulations and cybersecurity best practices.
- Manage Google Analytics 4 to analyze visitor behavior, optimize website performance and provide actionable insights on the customer journey across devices and platforms.
- Continue to support the PR and International Tourism Department in delivering localized, dynamic international content for visitRaleigh.com, ensuring the Muck Rack PR solution remains integrated with Outlook for seamless media tracking and journalist database management.
- Support all staff in reporting data to partners and meeting planners using CRM's DSP, EIC technologies, CoStar analytics, device movement data and ORDA insights.
- Manage and support PR, Sales and Destination Services in utilizing online bid proposals via SendSites, ensuring the latest video content, destination information and CRM/CMS integrations. Support alignment with Act-On, UGC and Threshold 360 to enhance strategic lead-scoring and bid book processes.
- Distribute destination pace data reports to hotel sales and management teams, providing proactive booking strategy insights through short-term and competitive-set reports. Integrate pace data with FuturePace and Tourism Economics quarterly forecast reports to establish market benchmarks.
- Continue to leverage Threshold 360 to enhance site inspections and familiarization tours for PR, Sales, GRSA and Destination Services, ensuring seamless access to 360° virtual tours and video itineraries. Maintain updated partner data and align integrations with CRM, website and SendSites bid book processes.
- Continue preparing direct economic impact calculations for Wake County municipalities and facility partners using the Tourism Economics' Meeting, Sports and Festival EIC. Standardize EIC methodologies to ensure consistency in economic impact reporting, aligning with Arrivalist, ORDA and survey-based visitor insights for data validation.

- Distribute the quarterly Wake County ETA report via Act-On, ensuring partners and stakeholders receive actionable insights on economic performance, travel trends and market dynamics. Leverage Act-On's behavioral scoring and engagement tracking to assess report reach and impact.

## **DESTINATION DATA, TECHNOLOGY AND AI STRATEGIES, RESPONSIBLE AND ETHICAL AI GOVERNANCE**

- Establish a Responsible AI Framework to guide ethical AI adoption, ensuring compliance with GDPR, CCPA and AI governance standards while maintaining transparency and security.
- Implement an AI data governance strategy, integrating privacy controls and security safeguards across AI-powered visitor engagement tools.
- Oversee the development and evaluation of a private, internal Large Language Model (LLM) for GRCVB, ensuring responsible AI use in knowledge management and decision-making.
- Increase cybersecurity training for all staff, reinforcing best practices in phishing prevention, data privacy and AI risk mitigation.
- Ensure AI-powered visitor engagement tools align with ethical AI standards, prioritizing transparency, privacy and user control.
- Improve event-specific generative AI chatbot responses to provide more accurate information to leisure visitors and align AI-driven data with new website design and functionality.
- Continue refining Search Engine Optimization (SEO) and Pay-Per-Click (PPC) strategies in collaboration with Marketing and Communications, ensuring high search visibility for visitRaleigh.com and optimizing AI-driven Google Ads for targeted content and paid search campaigns.
- Maintain and refine partner data access through PIXL, ensuring transparent and secure engagement with local hotels, attractions and tourism stakeholders. Enable self-service data retrieval for partners, empowering them with insights into visitor trends, economic impact and destination performance.

## **DESTINATION DATA, TECHNOLOGY AND AI STRATEGIES, INNOVATION AND CYBERSECURITY**

- Evaluate and deploy Microsoft AI solutions to pilot AI-driven process automation, enhancing Bureau-wide operational efficiency.
- Strengthen cybersecurity defenses with advanced solutions, including Microsoft Defender, Darktrace, Sentinel One and Cisco Secure, while assessing a Zero Trust Security Model for future implementation.
- Expand AI-powered threat monitoring and detection tools, ensuring real-time response capabilities against cybersecurity risks.
- Continue developing AI-powered visitor engagement tools, enhancing generative chatbot functionality and automated customer interactions across digital platforms.
- Support the integration of AI in digital marketing, optimizing SEO, SEM, PPC, programmatic advertising and predictive audience targeting to maximize campaign efficiency
- Maintain and support visitRaleigh.com's AI-enhanced content management system, ensuring content is structured in a conversational manner for improved visitor engagement and content distribution with AI bots.
- Continue to leverage Bandwango's geofencing check-in technology to track visitor participation in free digital passports like the Raleigh Beer Trail and Outdoor Mural Trail, with plans to expand to new trails showcasing key Wake County attractors and hospitality partners.
- Expand the use of device movement data with Arrivalist, providing meeting planners, hoteliers and visitor-sector partners with enhanced insights into visitor behavior, demographics and origin markets.
- Support and manage PR, Sales, Sports and Destination Services' use of SendSites and online bid proposals, ensuring up-to-date content, seamless integrations and AI-enhanced lead-scoring.
- Support all staff with social media technology applications and social management tools, ensuring seamless content distribution, AI-driven analytics and real-time engagement tracking.

- Manage a Bureau-wide AI-driven marketing automation platform (Act-On) to enhance targeted communications, optimize lead nurturing for Sales and GRSA and support integrated CRM engagement tracking for visitor interactions and partner outreach.
- Continue optimizing AI-driven advertising strategies, leveraging Google Ads' smart bidding, Performance Max and predictive audience targeting to enhance visitor engagement and maximize return-on-investment. Align PPC efforts with SEO strategies to ensure a strong digital presence across Google's channels, including Gmail, YouTube and the Display Network.



## Administration Department

The primary goal of the Administration Department is to provide managerial guidance to all GRCVB departments related to staffing, management, operational efficiencies, organizational strategic planning, education and community-based initiatives that position the GRCVB to be the leader in hospitality and tourism-based economic development for Wake County, N.C.

### ADMINISTRATION OBJECTIVES

- Continue to enhance the proactive reporting, measurements and formats of monthly and yearly tourism data through the acquisition of third-party research and economic metrics to better communicate tourism economic impacts to media, industry and policymakers.
- Directly communicate overall tourism measurement via the data dashboards reporting and benchmarking system for group sales, group booking pace and interactive analytics for visitRaleigh.com/owned media to all countywide partners. Collaborate with the Raleigh Convention Center (RCC) and downtown hotel partners on the RCC booking pace report. These measurements will be used for both internal and external analysis, strategic decision-making and articulating the value of the Destination Strategic Plan (DSP).
- Continue to collaboratively manage the Wake County and City of Raleigh Business Development Fund (BDF) for increasing citywide convention and tradeshow business at RCC.
- Continue to identify opportunities for the use of the Signature Event Fund to attract new and grow existing signature events that will draw significant overnight visitation. ❸
- Continue to use international research to determine top origin markets, volume of visitors, reason for visit, visitor spend and length of stay. ❶
- Work with the municipalities, county, and partners to ensure the major projects funded by the Interlocal Fund are completed:
  - Lenovo Center: Through the Centennial Authority, engage in continued discussions specific to final expansion design, timing and plans pertaining to enhancements and development for the existing complex.
  - Omni Hotel: Maintain future engagement around final design/build, City booking policy implementation, pre-opening sales timelines with developer and hotel operator along with multi-organizational integration into the downtown Raleigh entertainment and arts district.
  - Expanded Raleigh Convention Center: Actively serve as strategic partner to give input to the design/build process, client focus groups, final timelines and collaborative/joint preopening sales and marketing initiatives.
  - Work with all GRCVB departments to ensure there is an integrated and cohesive plan to market and sell all the new Wake County tourism infrastructure projects that are coming online in future years. Additional strategies are outlined in departmental plans. ❶, ❷
- Continue to serve on the Wake County Hospitality Tax Review Committee to forecast the future performance of the Interlocal Fund model and to have engagement and input on the future Small Capital Projects review and recommendation process within fiscal year 2025–2026 and beyond.
- Continue to serve on the Dorothea Dix Park Conservancy Board and give input on the Dorothea Dix Park Master Plan to ensure that elements are considered for development that will be iconic and help draw overnight leisure visitation. ❸, ❹, ❻
- Continue to be the lead resource to all Wake County municipalities and facility partners for assisting in the calculation of projected direct economic impact of meetings, events and festivals using the Tourism Economics' meeting, sports and festival Event Impact Calculator, along with secondary data from Arrivalist, Overnight Room Demand Analyzer and survey intercept measurement resources managed by GRCVB. ❸
- Work with Wake County municipalities, economic developers, and local planning organizations to continue to emphasize the need for tourism development assets and how to incorporate those assets into future developments and planning conversations. ❸

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**Key to Destination 2028 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

- Continue to provide data, input and support regarding future air service and other local transportation channels. ⑦
- Increase proactive engagement and briefings with local municipalities, making the case for why tourism matters and is a necessity of a destination development and quality-of-place strategy. Support the ongoing implementation of municipal tourism plans and collaborative tourism committees to ensure continuity and trackable success via the destination data manager and the Community Engagement Committee. ⑧
- Work with the Raleigh and County managers along with their staffs to determine the process and timing on how to reallocate the \$75 million that will no longer be used for an indoor sports complex in Cary.

## ADMINISTRATION STRATEGIES

- Host quarterly partner meetings with hotels, attractions, restaurants and other interested partners specific to GRCVB designated projects, programs and initiatives noted in the fiscal year 2025–2026 Business Plan.
- Maintain engagement with our technology partner to aggregate the data from our Customer Relationship Management (CRM) system and provide a reporting and benchmarking dashboard for group sales transactions, with countywide hotels and the RCC via a group booking page, interactive analytics from [visitRaleigh.com/owned](https://visitRaleigh.com/owned) media and project management and tracking of the DSP implementation. This data is shared with our hotel, facility partners, attractions and community stakeholders for forecasting, budgeting, feasibility studies and ROI measurement.
- Continue collaborating with community and regional organizations to promote programs, information, planner resources and events that gain our partners recognition for their tourism economic development efforts and programs. This information will be aggregated and listed in a dynamic microsite on [visitRaleigh.com/2028](https://visitRaleigh.com/2028). Topics and partners will include those that are assisting in Destination 2028 and specific examples of the collaborative work going into each of the eight DSP Priorities.
- Serve in a proactive partnership and advocacy role with local economic development allies such as City of Raleigh Economic Development, Wake County Economic Development (WCED), Raleigh and Wake County parks and recreation departments and the RDU Airport Authority specific to the following projects:
  - RDU Airport Authority Masterplan;
  - Regional Transportation Alliance priorities;
  - City of Raleigh Parks and Recreation Dorothea Dix Master Plan;
  - town/municipal sports and leisure tourism master plans;
  - Downtown Raleigh Alliance Master Plan.
- Continue working with our elected city and county officials, municipal managers, their staffs and our hospitality partners to ensure that future Interlocal Fund review, project measurement, project selection and distribution of project funding via Room Occupancy and Prepared Food and Beverage Taxes are founded on visitation infrastructure that will deliver the best return-on-investment and address facilities that we don't currently have in our countywide inventory. The DSP's implementation continues to provide strategic direction to various community stakeholders on the highest and best use of future visitation facilities over the next three years. There will be a continued future focus on the performance of interlocal taxes, and timelines for future large, medium or small capital projects will continue into fiscal year 2025–2026.
- Involve GRCVB staff with Regional Transportation Alliance, U.S. Travel Association, Visit North Carolina, the N.C. Travel & Tourism Coalition, N.C. Travel Industry Association, Destinations International and the N.C. Restaurant & Lodging Association, to ensure that we have a voice on local, state and national issues impacting Wake County tourism.
- Under Destination 2028 and with GRCVB staff in year-seven implementation mode, a continued strategic focus will guide the scope of services delivered by one contractor position within the GRCVB to achieve year-seven implementation goals related to esports event activations and the position of our global ecosystem. ②
- Continue to identify Signature Event Fund opportunities through a collaborative strategic process with municipal partners and other economic development organizations throughout the county that will have measurable and significant impact on overnight visitation for the county through blockbuster exhibitions, festivals and competitions as outlined in the DSP Event Priority. ③

- Work with national and local partners along with staff to ensure GRCVB is implementing and follows the best practices regarding diversity, equity and inclusion. Implement new forms of equity, diversity and inclusion training and best practices based on results from Destinations International's Social Impact Assessment Tool.
- Work with state leaders to ensure Wake County is positioned to receive funding from the state's Sports Wagering Major Events, Games and Attractions Fund. Collaborate with partners to apply for events that qualify.
- Collaborate with local partners to successfully host the Council of Engineering and Scientific Society Executives 2026 Annual Convention.
- Continue to analyze staff structure from an organizational and department perspective. Consider a scope of services agreement to develop a Long-Term Organizational Plan (three-to-five years) around organizational structure, jobs of the future, skills for employees, resources, growth and funding.
- Continue management and leadership training for directors and executive staff in a series of multi-part modules. The proposed modules will be aligned to Strategic Planning, Change Management, Leadership Principles, Building Team Process, Building Culture and Diversity, Equity and Inclusion.
- Continue to provide managerial oversight of Microsoft Teams/Planner rollout for organizational, interdepartmental and departmental efficiencies and define baseline standards for projects, communication and timelines. A Technology section will be added to the employee review process to include TEAMS, CRM, data, AI adoption and security or other areas identified by Admin and senior staff.
- Continue integration of NetSuite Enterprise Resource Planning system along with accounts payable and expense reporting upgrades in alignment with new banking partner.

## **GRCVB Community Engagement Strategy**

Beyond annual Bureau-wide goals, objectives and strategies to increase visitor and convention business for Raleigh/Wake County directly through bookings and arrivals, GRCVB also joins the interests of travel suppliers, city/town/county governments, trade and civic associations and other local stakeholders in achieving overall tourism-related economic development.

Differing from Bureau staff's day-to-day relations with the area's 4,100+ hospitality partners (attractions, hotels, restaurants and other service providers), the GRCVB Community Engagement Strategy formalized in 2018–2019 (to be updated annually) comprises specific objectives for engaging target audiences other than traditional partners. These other audiences represent high- and mid-level community leaders, including key local influencers, who can advocate strategic talking points relating to Wake County's pursuit of tourism development.

By engaging the community this way, the Community Engagement Strategy, as outlined each year by the Administration, Marketing and Communications and Public Relations Departments, can build awareness, relationships, support and resources for the Bureau and for Raleigh/Wake County's continued success as a travel destination.

### **COMMUNITY ENGAGEMENT OBJECTIVES**

- Educate locals (living or working in Wake County) on the mission, shared value/benefits and relevance of tourism and of the successful economic development work of GRCVB.
- Increase the perceived value of the Bureau in the business community and in the municipalities, giving us “seats at more tables” and expanding the network of collaborators and advocates (especially advocates for priority project investments of the Interlocal Fund).
- Indirectly persuade our area hospitality partners to be more engaged with us as leaders, as well as create synergy among stakeholders and partners with similar or overlapping missions, bringing them into the overall fold of tourism-related economic development (developing product).

### **TARGET AUDIENCES**

- Target audiences for 2025–2026:
  - Area alliance/chamber executives, their members and emerging leaders/young professionals cohorts
  - GRCVB Board of Directors
  - GRSA Advisory Board
  - Key corporate/institutional leaders in the Raleigh area, including human resources professionals
  - Municipal elected officials and leaders as well as their citizen advisory boards/councils/committees/task forces
  - State and federal elected officials
  - University leaders from the area (some via Cooperating Raleigh Colleges)
  - Wake County Hospitality Alliance members
  - News media
- Other important community audiences include:
  - Area residents at large
  - Area high-school students representing our future hospitality workforce
  - Local LGBTQ and other diverse communities of residents/workers
  - Workforce from non-hospitality industries

### **COMMUNITY ENGAGEMENT STRATEGIES**

- Provide updates annually for all Wake County-based town managers and chambers of commerce, while encouraging each to officially designate a tourism task force or committee for furthering the implementation of Wake County's Destination Strategic Plan in its final years.

- Participate in an annual work session with the Raleigh City Council and with the Wake County Board of Commissioners and their management staffs to discuss and provide updates on tourism development initiatives and strategies.
- Beyond GRCVB executive leadership's participation in strategic events with all 11 towns/chambers, explore an "adopt a town" initiative to embed other Bureau leaders, each assigned to a single Wake County municipality and attending its key events/programs consistently, showing the same "face" from GRCVB and building fresh rapport.
- Continue executing a multilevel training program titled Tourism U, which starts with the basics of tourism in Wake County and its relationship to overall economic development goals and progresses to more in-depth information about visitor-generated tax revenues and Interlocal Fund priorities (Tourism U 200 Level). Update an infographic for Bureau leadership's use with any Tourism U 200 Level requested meetings during 2025–2026.
- Engage further with a local high-school audience representing our future hospitality workforce via our renewed relationships with Wake County Public School System's administrators and particularly with Broughton's Academy of Hospitality, Tourism & Sports Marketing.
- Convene a countywide Hotel Development Summit II with hotel developers, major industry cluster representatives and municipal leaders for furthering their strategic objectives and realizing future development opportunities especially in eastern and southwestern Wake County.
- Track the following major projects supported by the Interlocal Fund and augment Bureau communications of all varieties, as needed, to advocate that they continue to move forward and are completed on time: Lenovo Center's enhancements, a new Omni convention hotel, Red Hat Amphitheater's rebuild and the Raleigh Convention Center's expansion.
- Pitch and secure local media coverage of GRCVB, including news releases and announcements that highlight the importance of tourism or sports tourism to the local economy. Meet regularly with leadership of area television stations to encourage more positively balanced coverage of our hospitality and tourism sector locally.
- Re-scope with the Destination Data, Technology and AI Department an Advocate Relationship Management functionality or module for the Bureau's next Simpleview/Granicus-developed Customer Relationship Management system, which would better document target stakeholders' attributes, their participation in/exposure to our community engagement tactics and their past tourism advocacy efforts.
- Produce the monthly Tourism Economic Development Report and charts, designed especially to articulate the benefits of tourism strategy and tourism economic development. Produce and disseminate the biweekly Tourism Talk blog, also designed for community engagement.
- Maintain a resource kit at [visitRaleigh.com/tourismmatters](http://visitRaleigh.com/tourismmatters) that contains talking points, Tourism Talk blog posts, educational/training materials and white papers.

## Summary of GRCVB Measurable Performance Objectives

MEASURE	2024 GOAL	2024 ACTUAL	2025 GOAL	VARIANCE
1. Wake County Occupancy	68.7%	69.7%	69.3%	-0.6%
2. Wake County ADR	\$131.02	\$135.61	\$137.78	1.6%
3. Wake County Occupancy Tax	\$39,626,112	\$41,031,129	\$42,262,062	3%
4. Wake County PFB Tax	\$46,444,283	\$46,423,123	\$48,280,047	4%

MEASURE	24-25 GOAL	24-25 FORECAST	25-26 GOAL	VARIANCE
5. Group Definite Bookings	307	358	338	10%
6. Group Definite Room-Nights	256,266	269,510	281,893	10%
7. Definite Economic Impact	\$175.4 million	\$192.965 million	\$192.9 million	10%
8. Group Leads	699	699	769	10%
9. Group Leads Room-Nights	568,950	568,950	625,845	10%
10. Economic Impact of Leads	\$300 million	\$300 million	\$330 million	10%
11. Social Media, Meta Data*	20 million	43.8 million	33 million	65%
12. Net Reach/Impressions from Earned Media	2.1 billion	2.55 billion	2.3 billion	9.5%
13. Significant Placements	81	110	90	11%
14. Speakers Bureau Presentations	72	74	75	4.2%
15. Groups Serviced	525	424	433	-18%
16. Visitors at VIC	7,950	8,320	8,486	6.7%
17. Visitor Requests Fulfilled	3,675	3,668	3,740	1.8%
18. Visitors Guide Delivery Service Guides/Maps Delivered	39,700	51,680	52,197	31%
19. Visitors Guide Delivery Service Partners Serviced	570	521	523	-8.2%

\* Total impressions for the visitRaleigh brand on Facebook as well as total engagements (video views + likes, shares, saves and comments) for the visitRaleigh brand on Instagram

## Industry Leadership Positions Held by GRCVB Staff

### **ANDREW H. BAKER, TMP, FEP**

- Grants Panel, City of Raleigh Arts Commission

### **KATIE CLARK, CGSP®**

- Membership Engagement Committee, Meeting Professionals International–Carolinas Chapter

### **VERONICA CLARK**

- Community Leader, City of Raleigh Western BRT Station Area Planning Group
- Community Engagement Board, City of Raleigh

### **TORI COLLINS**

- Co-Chair, Greater Raleigh Esports Local Organizing Committee

### **MARC DOONER**

- Community Service Committee, Philadelphia Chapter, Professional Convention Management Association
- Board of Directors, VP of Membership, Greater New York Chapter, Meeting Professionals International
- Membership Committee, New England Chapter, MPI

### **SCOTT DUPREE**

- Chair, North Carolina Sports Leadership Council
- Government Relations Committee, North Carolina Sports Association
- Board of Directors, North Carolina Baseball Museum

### **DENNIS EDWARDS**

- Board of Directors, U.S. Travel Association
- Chair, North Carolina Travel & Tourism Coalition
- Board of Directors, Regional Transportation Alliance
- Board of Directors, Wake County Economic Development
- Board of Directors, Downtown Raleigh Alliance
- Liaison, The Centennial Authority
- Dorothea Dix Conservancy Board
- Litter Task Force, North Carolina Department of Transportation
- Board of Directors, North Carolina Travel & Tourism
- Board of Directors, Triangle Trails Initiative

### **JONATHAN FREEZE, CDME, EDP**

- Professional Development Committee, Destinations International
- Wake County Arts and Cultural Plan Advisory Task Force, United Arts Council
- Wake County Core Committee, America 250 NC

### **LOREN J. GOLD**

- MINT+ Steering Committee, Destinations International
- Co-Chair, Greater Raleigh Esports Local Organizing Committee
- Advisory Board, Hospitality START, Wake Technical Community College
- Advisory Board, Simpleview, Inc.
- Sales Innovation Roundtable, Simpleview, Inc.
- Liaison, Raleigh Convention Center Commission
- Advisory Board, Hospitality Academy, Broughton High School
- Liaison, Raleigh Business Alliances
- Tourism Committee, Blueridge Corridor Alliance

### **DANA GOODWIN**

- Co-Chair, Marketing Task Force, Young Professionals Network, Greater Raleigh Chamber of Commerce

**AMBER HARMON**

- Community Board, Raleigh Chapter, American Institute of Graphic Artists

**MALINDA HARRELL, CMP FELLOW, CASE**

- Anti-Human Trafficking Committee, Meeting Professionals International
- Meeting Professionals International, Global Board Development Committee, MPI
- Past Presidents Council, MPI–Carolinas Chapter
- MPI-CC Governance and Nominating Committee, MPI–Carolinas Chapter
- Diversity, Equity and Inclusion Committee, MPI–Carolinas Chapter
- Awards Committee, Association Executives of North Carolina

**GRAY HENDERSON, CGSP®**

- Local Organizing Committee, 2025 NCAA Men's College Cup
- Joint Local Organizing Committee, 2026 ACC Rowing Championships/Lake Wheeler Challenge

**JESSICA HOLT**

- Public Relations & Communications Committee, Destinations International
- Board of Directors, Raleigh Sister Cities
- Foreign Direct Investment Committee, Wake County Economic Development

**STEPHEN JACKSON, CMP**

- Emerging Professionals, Capital Chapter, Professional Convention Management Association
- Recruitment and Retention Committee, Potomac Chapter, Meeting Professionals International
- Annual Event Committee, CVBReps
- Membership Committee, Washington, D.C., Chapter, International Association of Exhibitions and Events®

**TAMMY JEFFRIES, CGSP®**

- Board of Directors, Event Service Professionals Association, 2<sup>nd</sup> term
- Continuing Education Committee, ESPA
- Diversity, Equity and Inclusion Committee, ESPA
- Education Committee, Meeting Professionals International–Carolinas Chapter
- Accessibility Task Force, Downtown Raleigh Alliance
- City of Raleigh Special Events Task Force

**NICOLE KESHLER**

- Chapter Membership and Advisory Council, Meeting Professionals International
- Co-Chair, Membership Sub-Committee, MPI
- Destinations International Social Inclusion Committee
- Past Presidents Council, MPI–Carolinas Chapter
- Destinations International Sales and Services Committee

**ASHLEE KIRK**

- Co-Chair, Government Relations Committee, North Carolina Sports Association

**MARIA LOPEZ**

- Anti-Human Trafficking Committee, Meeting Professionals International (GLOBAL)
- FUNdraising Committee, MPI–Carolinas Chapter
- Volunteer Engagement Committee, MPI Carolinas Chapter

**JOCELYN O'SULLIVAN**

- Board of Directors, North Carolina Sports Association
- Board of Directors, Women In Sports & Events (WISE) Greater Raleigh Chapter



**JASON PHILBECK, STS**

- Board Development Committee, North Carolina Sports Association
- Local Organizing Committee, NCAA Men's College Cup
- Local Organizing Committee, The Soccer Tournament
- Local Organizing Committee, Cary Cup

**KATHRYN SHORT, CMP**

- Treasurer, North Carolina Society of Government Meeting Professionals
- North Carolina Liaison, National Capital Chapter, Society of Government Meeting Professionals
- Director of Fundraising, Board of Directors, MPI—Carolinas Chapter
- Diversity, Equity and Inclusion Committee, MPI—Carolinas Chapter
- Meeting Planning Committee, MPI—Carolinas Chapter
- FUEL Committee, Association Executives of North Carolina
- Advisory Board, Young Professionals Network, Greater Raleigh Chamber of Commerce
- Women's Leadership Conference Task Force, Greater Raleigh Chamber of Commerce
- Women's Leadership Conference Co-Chair, Development, Greater Raleigh Chamber of Commerce

**VIMAL VYAS, CDME**

- Marketing Professionals Committee, Destinations International
- Event Impact Calculator Super User Group, Destinations International and Tourism Economics
- MINT+ Steering Committee, Destinations International
- Co-Chair, AI & Technology Sub-Committee, Destinations International

**LORETTA YINGLING, CMP FELLOW**

- Vice President of Membership, Chicago Area Chapter, Meeting Professionals International
- DEI Committee, Greater Midwest Chapter, Professional Convention Management Association
- Tradeshow Taskforce, Association Forum