



2021-2022 Business Plan

Greater Raleigh Convention and Visitors Bureau

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www.visitRaleigh.com ★ [#visitRaleigh](https://twitter.com/visitRaleigh)



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 offering 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 Blue Ribbon Task Force
- Destination 2028 Key Attractors Working Group
- Wake County Beer Summit

Table of Contents

About the Greater Raleigh Convention and Visitors Bureau1

Table of Contents2

Visitor Profile for Raleigh, N.C., and Wake County.....3

Talking Points for the 2021–2022 Fiscal Year5

Destination Strategic Plan and Implementation for Destination 2028.....6

Marketing and Communications Department..... 7

Public Relations and International Tourism Department11

Convention Sales Department.....16

Destination Services Department18

Greater Raleigh Sports Alliance21

Destination Technology Department24

Administration Department.....28

GRCVB Community Engagement Strategy30

Summary of GRCVB Measurable Performance Objectives32

Industry Leadership Positions Held by GRCVB Staff33

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

BASIC FACTS AND FIGURES

- There were 12.9 million visitors in 2020—down 29% from 2019. These international (0.2%) and domestic (99.8%) visitors directly spent \$1.676 billion on Wake County trips in 2020—down 43% from 2019.
- Average overnight party size was 1.69 in 2016–2018. Average day-trip party size was 1.61 in 2016–2018—compared to 1.63 in 2014–2016.
- Overnight travel totaled approximately 6.8 million visitors in 2020.
- Per traveler spending was \$130 in 2020.

VISITOR BREAKDOWN

- Average overnight traveler to Raleigh/Wake County by lifestage (2016–2018):
 - Moderate to Affluent Mature – 29%;
 - Maturing/Free – 22%;
 - Moderate to Affluent Family – 19%;
 - Young Family – 13%;
 - Young & Free – 13%.
- Average age of Raleigh/Wake County’s overnight visitors is 48 years old (2016–2018). Distribution is:
 - 18–34 years: 26%
 - Young & Free – Without children/any household income: 13%;
 - Young Family – With children/any household income: 13%.
 - 35–54 years: 41%
 - Maturing & Free – Without children/any household income: 22%;
 - Moderate Family – With children/household income under \$75K: 5%;
 - Affluent Family – With children/household income above \$75K: 14%.
 - 55+ years: 33%
 - Moderate Mature – Without children/household income under \$60K: 8%;
 - Affluent Mature – Without children/household income above \$60K: 21%.
- Raleigh/Wake County’s average party per overnight trip spending by age (2016–2018):
 - 18–34 years: \$767
 - 35–54 years: \$626
 - 55+ years: \$539
- The means of transportation for Raleigh/Wake County’s overnight visitors (2016–2018) is: 85% drive – 14% fly – 1% other.
- The most popular overnight travel months to Raleigh/Wake County (2016–2018) were Dec. (11%), followed by Nov. (10%) and May (10%), making the fourth quarter the most popular quarter for Raleigh’s overnight visitation. Day-trip visitors predominantly arrived in the fourth quarter as well.
- Average household income of Raleigh/Wake County’s overnight visitors (2016–2018) is: 35%, \$50,000–\$74,900; 16%, \$75,000–\$99,999; 47%, \$100,000 or higher.
- Accommodation type for Raleigh/Wake County visitors (2016–2018): 65% of stays occur in paid accommodations (hotels/motels/other), while 35% occur in non-paid (including private homes).

GEOGRAPHIC BREAKDOWN

- Some 36% of Raleigh/Wake County’s overnight visitors (2016–2018) came from North Carolina. The top 10 states are: 36.3%, North Carolina; 13.1%, Virginia; 7.2%, South Carolina; 7.0%, Georgia; 4.4%, Florida; 4.1%, New York; 2.5%, Pennsylvania; 2.3%, Maryland; 2.1%, Texas; and 1.6%, Ohio.

- Some 86% of Raleigh/Wake County’s day-trip visitors (2016–2018) came from North Carolina. The top 10 states are: 86.1%, North Carolina; 3.4%, South Carolina; 3.3%, Virginia; 1.9%, Georgia; 0.8%, Michigan; 0.7%, Pennsylvania; 0.6%, Maryland; 0.3%, New York; 0.2%, Florida; and 0.1%, Texas.

VISITOR ACTIVITIES AND MOTIVATORS

- Activity participation of Raleigh/Wake County overnight stays (2016–2018):

23%, culinary/dining	6%, live music
18%, shopping	6%, movies
10%, museums/exhibitions	6%, touring/sightseeing
7%, business/work	5%, amateur sports
7%, nightlife	5%, beach/waterfront
7%, state parks	5%, festivals/fairs
6%, holiday celebration	5%, historic sites

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 2020 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&B TAX REVENUE</u>
2010	58.9%	\$79.67	\$13,853,293	\$17,642,600
2011	61.8%	\$82.66	\$15,586,539	\$18,703,047
2012	61.6%	\$85.34	\$16,707,165	\$20,261,838
2013	63.6%	\$86.53	\$17,948,940	\$21,126,371
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

Talking Points for the 2021–2022 Fiscal Year

Talking points recommended for GRCVB staff, board members, economic development allies, stakeholders and area hospitality partners during the 2021–2022 fiscal year are three themelines that are core to the Raleigh, N.C., destination brand platform, as well as three themes that continue to reinforce the GRCVB Community Engagement Strategy with its target audiences this year (see GRCVB Community Engagement Strategy for more information).

RALEIGH, N.C., DESTINATION BRAND THEMELINES

Each of these major themelines encapsulates the strongest and most central attributes of the destination's brand, based on 2014–2015 research and articulation of brand strategy. (See the Raleigh, N.C., Destination Brand Strategy Manual at www.raleighncbrand.com for full information on messaging.)

Smart: Continually fueled by one of the world's most significant research and educational epicenters, Raleigh benefits from a stream of savvy students- and professionals-turned-residents who are collectively driving the city and area's cultural renaissance forth, creating experiences for enrichment and learning.

A Modern Establishment: Driven by the desire to innovate, a pursuit of prosperity and the need to live well, Raleigh's community is embracing a modern vision for their historic capital city area. This has given life to business big and small, new music, arts and cultural experiences that join Raleigh's existing cultural assets, expansive green spaces and institutions to create an appealing destination.

Undiscovered: Raleigh's unassuming stature as a destination has allowed it to develop organically and sustainably, evolving naturally for the greater good of those who live here and those who will visit. It is that genuine element that defines many of the destination's handcrafted experiences and provides the visitor with an assurance that discovery in Raleigh will always be authentic and unique—qualities rarely found in today's more established destinations.

COMMUNITY ENGAGEMENT THEMES FOR 2021

Destination Resilience Follows Recovery: Our destination's recovery from COVID-19 losses will be gradual and multiyear, and work to achieve long-term resilience continues, including support for the additional phases of our community's rebuild (retaining our genuine quality of place) and the sustainability of the Bureau as an integral organization.

The Value of Tourism: Local audiences should understand that attracting more visitor and convention business to the area (GRCVB's mission) is economic development. Stimulating outside customer demand for local businesses regrows sales of products/services and sustains livelihoods for locals both inside the hospitality industries and in other supporting industries.

Destination 2028: Implementation of the Destination Strategic Plan (DSP) has been retooled post-COVID, but the DSP remains the destination's best framework for achieving resilience while enhancing customer engagement. Recommitment to the DSP can shore up at-risk aspects of quality of place, strengthening other forms of economic development in Wake County.

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 2021–2022 Business Plan, when departmental objectives, audiences and strategies directly relate to year-three implementation of any of the DSP priorities, they are marked with one or more of these symbols:

- ❶ Meetings & Conventions
- ❷ Sports
- ❸ Events
- ❹ Key Attractors

- ❺ Individual Leisure
- ❻ Destination Development
- ❼ Regional Demand Drivers
- ❽ Quality of Place

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 sports, convention and leisure tourism 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 in the Raleigh, N.C., Marketing Blueprint (2015), 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, packaging, 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 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, on mobile-friendly online and social media marketing platforms and in local areas with high visitor traffic.
- Increase visitor attendance for signature events/festivals, with signature experiences and at special performances and venues, as well as convert day-trippers to overnight visitors (when possible), through online messaging and content marketing strategy.
- Increase website traffic levels (sessions and users) through a research-based, user-optimized visitRaleigh.com/raleighsports.org presence and via search engine optimization, search engine marketing, content marketing and other tactics.
- Enact GRCVB's Digital Content Marketing Strategy to continue to establish 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 2021–2022 and future years. Use the Raleigh, N.C., Destination Brand Strategy Manual and Marketing Blueprint to guide and reinforce well-aligned marketing, messaging/content and communication across all Bureau departments. Provide ongoing brand strategy education and more training resources for Bureau staff and other brand messengers, such as the 12 municipalities in the Raleigh area. Continue to shape the Bureau's future as the “go-to” source or curator of a wide variety of tourism/destination content and for a wide variety of local and destination customer audiences. ③
- 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, post-COVID recovery messaging.

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 enact a GRCVB/GRSA Social Media Marketing Strategy to take full advantage of social conversations, engagement and networking, brand ambassadorship and shareable content.
- 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), advertising on the official website or the expanded Digital Asset Library. ③, ④
- Continue to 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. Explore deployment of an online retail store featuring products that reinforce the destination brand and that could be purchased by individuals or arriving groups. ⑤

MARKETING STRATEGIES, CONVENTION SALES

- Continue collaborating with Destination Technology to template all the steps of the personal selling process, enabling convention sales and services staff to fully deploy new prospecting, lead-nurturing, deal-closing, attendance-promoting or relationship-building emails or other tactics in accordance with the Bureau’s Digital Content Marketing Strategy and refined tactical steps of strategic selling.
- 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 put Raleigh on the list for consideration with convention and meeting planners through the Meetings Watch e-newsletter, official Meeting Planners Guides, enhanced bid books, the visitRaleigh.com website section for Meetings & Conventions and visitRaleigh meetings insider blog.
- Through the group marketing manager role, continue to articulate and fill-in additional marketing strategy/tactics that can aid the four Meeting Districts beyond Downtown in selling to outside meeting professionals. ①

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.
- 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. With Services staff, 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. ⑤

MARKETING STRATEGIES, DOMESTIC TOURISM

- Promote the following to the Bureau’s target audiences*, inspiring overnight stays and day-trips for leisure purposes, the conversion of day-trips to overnight stays and brand ambassadorship:
 - Raleigh, N.C.’s destination brand;
 - entrepreneurial locals as well as the museums, arts, live music, craft culinary and beverage scene, handcrafted goods and historic experiences they are responsible for and have fostered here; and,
 - other compelling tourism product offerings (e.g., hotels, things to do, signature experiences, leisure tourism events, restaurants).
 Focus on promoting Raleigh experiences that leave visitors feeling enriched and energized. ⑤

*Backyard Boosters, Lifestyle Chameleons and Pulse Keepers (as defined in Marketing Blueprint)

- Constantly and strategically influence and inspire potential visitors at key touch-points through Internet platforms (e.g., articles and social media, email activations, search engines) in order to increase awareness of and preference for the Raleigh, N.C., destination brand and to inspire potential visitors to travel and/or stay overnight. Contract to again publish an inspirational, content- and photography-heavy Official Visitors Guide for 2023 designed to send readers to visitRaleigh.com for detailed trip-planning/conversion.
- Use the 2021 Editorial Timeline, the Digital Content Marketing Strategy and the Social Media Marketing Strategy as guides to continually steer all tourism marketing tactics (Internet marketing activities, point-of-sale initiatives) toward annual goals/objectives. Engage with area hospitality partners to create and curate inspirational content that supports themes and promotions. Keep partners updated with co-op partner program opportunities as they arise under each theme, timeframe and editorial emphasis.
- Establish and/or strengthen relationships with Raleigh, N.C.'s smart and passionate residents (in some cases through local third-party introductions) who are shaping the growth of the historic city's emerging creative businesses, innovative festivals and food establishments, passionate music and sports scenes and modern cultural experiences—to generate content that will entice visitors to experience the destination, become brand ambassadors and make return visits. ③
- Strengthen area partner relationships to influence and guide creation of one-of-a-kind, signature experiences that will inspire memorable visits when marketed well; this includes building healthy, new relationships with area microentrepreneurs, non-profits or entrepreneurs/small businesses that can associate with GRCVB/the visitor sector or with People-First Tourism (P1t) Inc., to begin serving visitors (tourists or groups) in uniquely brand-compliant ways. ⑤
- Strengthen relationships with hospitality partners and with area allies/municipalities (e.g., City of Raleigh Housing & Neighborhoods Department, Downtown Raleigh Alliance, Hillsborough Street Community Service Corporation, Midtown Raleigh Alliance, 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 nationwide with Airbnb, IGLTA, OpenTable, P1t, Priceline, Visit North Carolina, Yelp and others and augment GRCVB's destination marketing efforts.

MARKETING STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Collaborate with Destination Technology to template all steps of the sports marketing process, enabling GRSA staff to fully deploy new prospecting, lead-nurturing, deal-closing, attendance-promoting or relationship-building emails or other tactics in accordance with the Bureau's Digital Content Marketing Strategy. Re-conceptualize the printed/online bid proposals used by GRSA staff with sports event planners.
- Continue to build upon the GRSA brand within the sports vertical through collateral, promotional products, social media marketing tactics and content development on raleighsports.org.

MARKETING STRATEGIES, PUBLIC RELATIONS AND INTERNATIONAL TOURISM

- Conduct a local-oriented visiting-friends-and-relatives (VFR) and brand ambassador campaign. Recruit "insiders" or individuals from all walks of life who can help create content, become destination brand ambassadors and provide local, authentic and unbiased advice on "their" Raleigh. Encourage families who have settled in the area from outside to drive visitation from VFR, who in turn will showcase the destination's compelling story more on social media.
- Ensure the Bureau's overall content and social media strategies promote the positive media coverage garnered for the area, encouraging consumer sharing.
- Ensure the Marketing and Communications Department and Public Relations Department editorial calendars are aligned to foster consistent messaging to the domestic tourism vertical and media.

MARKETING STRATEGIES, MARKETING RESEARCH

- Update visitor volume and spending estimates through calendar year 2021 with research from DK Shifflet, the U.S. Travel Association or other 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).
- Continue to join with local arts/culture/leisure tourism event partners to maintain event impact data on 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. Facilitate formal applications for the Signature Event Development Pilot Program. ③

Public Relations and International Tourism Department

The Public Relations Department is responsible for managing all external communication activities, which include all media relations, influencer marketing, public affairs, community awareness and advocacy as well as crisis, issues and reputation management functions. Additionally, the department is responsible for overseeing international tourism marketing and travel trade efforts for the Bureau.

Media relations efforts include local earned media to generate community awareness and out-of-town earned media in the meetings, leisure, group tour and sports markets to help generate visitation. Public affairs efforts include advocating for the value of the visitor economy to Wake County and the role the Bureau plays in creating and fostering the visitor experience. International tourism marketing and travel trade efforts include working with airlines, tour operators, wholesalers and travel agents as well as media in key feeder markets (Canada, U.K. and France) abroad to increase brand awareness and drive frequent individual travelers (F.I.T.) to Wake County.

PUBLIC RELATIONS OBJECTIVES

- Local Objectives:
 - Elevate GRCVB brand awareness to residents, media and partners in the Wake County hospitality community.
 - Engage in building and fostering strong relationships with local television, print, radio and online media, updating them on GRCVB initiatives and the tourism industry in Wake County, building credibility in the local and business community.
 - Work with Public Information Officers from all Wake County municipalities to develop communication objectives for promoting events, festivals and news of interest to leisure and meeting visitors.
 - Work in collaboration with appropriate communications and public relations representatives in local organizations including Wake County Economic Development, City of Raleigh, North Carolina State University Centennial Campus and Research Triangle Regional Partnership to collaborate on story ideas and to ensure that we have consistent messaging on how we are branding and marketing the area and continue to develop quality-of-place theme lines.
 - Develop a local connectors' network of travel writers to pitch "hometown" travel articles to state, regional and national publications.
- Out-of-market Objective:
 - Execute a proactive media outreach program to generate earned media with an emphasis on relationship-building and targeting to ensure the destination brand message is conveyed in editorial, broadcast and online placements outside of Wake County.

PUBLIC RELATIONS STRATEGIES, CONVENTION SALES

- Facilitate a joint sales and marketing summit between the Convention Sales, Destination Services as well as Marketing and Communications departments and those of Wake County Economic Development with the goal of developing a comprehensive sales and marketing strategy around aligned key industry clusters inclusive of tradeshow attendance and promotion, sales missions and fostering local connectors.
- Work with Raleigh Convention Center and all Wake County meeting industry partners to promote successes of the Raleigh Convention Center and new initiatives and developments of local hotels, venues and meeting facilities through media relations tactics. Work with Marketing and Communications to support the meetings blog editorial calendar with media relations efforts aligning with convention themelines.
- Provide easy access to standard tools through pre-written editorial pieces, destination descriptions and quotes that reflect the Raleigh, N.C., brand.

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- Collaborate with the Convention Sales Department to identify relevant topics and trends in the meeting industry in which the Raleigh area has a relevant claim (e.g., smart) for major media push.

PUBLIC RELATIONS STRATEGIES, DESTINATION SERVICES

- Identify the major meetings and conventions within the key industry clusters to develop a comprehensive local and national public relations plan to maximize exposure.
- Regularly update the “Do It Yourself Media Relations Toolkit” for meeting and convention planners to include best practices for garnering local media exposure for their meeting or event.

PUBLIC RELATIONS STRATEGIES, MARKETING AND COMMUNICATIONS

- Work strategically with the Marketing and Communications Department to promote tourism messaging to local, statewide and regional audiences and potential visitors—efforts to include backgrounders on ambassadors and putting the area’s passionate people in the spotlight.
- Develop integrated marketing campaigns and editorial that utilize the Marketing and Communications Department’s 2021–2022 Editorial Calendar of brand themelines, tourism assets and campaigns.
- Update and maintain a b-roll library of stock video footage available on-demand to media outlets working with Marketing and Communications Department.
- Update content of the Media section on visitRaleigh.com to reflect the Raleigh, N.C., brand and tell the story of the entrepreneurial Raleigh residents who enhance the area’s visitor appeal.
- Develop a social media marketing strategy with senior marketing manager, group marketing manager and content marketing manager to promote positive media coverage garnered for the area—encouraging sharing.

PUBLIC RELATIONS STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Build local sports and traditional media lists and relationships by providing timely story ideas, facts and figures such as participant numbers, room-nights and economic impact figures on a timely basis.
- Build sports and esports business and industry trade media lists to use in promoting Wake County as a sports destination and GRSA as an industry leader in sports destination marketing.
- Craft press releases on key sports events taking place in the area, as well as continue to position the Raleigh area as a key market for amateur sports.
- Develop strategy around increasing leisure and destination brand messaging inclusion in traditional competition-based (sport or team beat reporter) media coverage of professional, amateur and collegiate sporting events within Wake County. Deploy a toolkit for athletic communications departments to share with visiting team and sports media.

PUBLIC RELATIONS STRATEGIES, ADMINISTRATION

- Position GRCVB as the singular voice for tourism in Wake County and position executive staff as travel industry experts for journalists to use as top-of-mind sources for stories on local and national tourism.
- Develop and implement a comprehensive 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, working in conjunction with the Marketing and Communications Department.
- Develop a comprehensive public relations campaign around GRCVB’s ongoing efforts to implement the Destination 2028 Strategic Plan for Wake County.

- Create talking points for internal use relating to travel and tourism issues. These reference documents will aid in Administration and other staff members being on the same page regarding issues facing Wake County tourism.
- Maintain a series of canned quotes regarding meetings and conventions, tourism initiatives and local policies that affect the tourism industry in Wake County.
- 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.

PUBLIC RELATIONS STRATEGIES, MEDIA RELATIONS

- Promote positive impact of tourism through public awareness initiatives and a series of pitches and/or press releases detailing travel figures specific to Wake County.
- Create customized pitches aimed at journalists, influencers, cable network producers and digital editors alike. Identify and respond to pitch opportunities generated through partner organizations and tourism public relations firms representing local hotels, restaurants and attractions.
- Cultivate new and existing media relationships through one-on-one connections including media tours, targeted pitches, virtual or in-person networking events and site visit facilitation.
- Work with local hotel partners, attractions and restaurants to provide complimentary stays and hosted visits when possible for qualified media leads.
- Encourage journalists on assignment to expand and infuse stories with destination brand messages and callouts where appropriate to the area's passionate-minded people as well as seasonal and niche story ideas. Promote inclusion of call-to-action, conversion-oriented elements including online resources, social media accounts, hashtags, campaign-specific URLs, travel packages and events.
- Utilize social media as an integrated tool for media outreach, relationship development and targeted pitching.
- Oversee influencer marketing strategy working with the senior marketing manager and content marketing manager to foster relationships with digital influencers and develop strategic content partnerships.
- Work with the Destination Technology Department to integrate targeted keywords into traditional and online PR efforts to align with SEO efforts.
- Integrate advanced earned media analytics through media measurement software to guide earned media strategies, advanced analytics and KPIs moving forward.
- Work with Visit North Carolina's Public Relations Department to participate in virtual or in-person media missions in key target markets as well as in-state.
- Pursue qualified travel media to visit the destination on individual visits or during any planned group press trips.
- Create customized pitches for editors, freelance writers, influencers etc. and continue to respond to inquiries that come directly to the department.
- Keep the online press room updated with press releases, backgrounders, media alerts, quotes and accolades as well as industry facts and figures to communicate news and information for easy access to media.
- Attend targeted in-person or virtual media marketplace events, as well as hold in-person or virtual desk-side visits with key out-of-market media writing for travel, leisure and lifestyle outlets.

- Collaborate with the Marketing and Communications Department to align public relations strategies with major marketing campaigns surrounding tourism recovery efforts.
- Develop a public relations campaign around blockbuster exhibitions at area attraction partners and the opening of destination restaurants. ③

TRAVEL TRADE OBJECTIVES

- Generate increased room-nights for Wake County lodging partners through selling via tour operators, bedbanks and other wholesalers working in the F.I.T. market.

TRAVEL TRADE STRATEGIES

- Develop and execute a proactive sales training program with key tour operators, wholesalers and travel agencies to generate more F.I.T. in Wake County from both domestic and international travelers alike.

INTERNATIONAL TOURISM OBJECTIVES

- Local Objectives:
 - Elevate awareness of the value of the international visitor market within Raleigh/Wake County. ⑦
 - Work with local hoteliers to sign contracts with and get product into tour operators and travel agencies portfolios in key markets (Canada, U.K. and France). ⑦
 - Work with local partners, businesses to create single- and multi-day itineraries for tour operators and travel agencies to sell. ⑦
 - Work with regional economic development groups such as RDU International Airport, Economic Development Partnership of North Carolina, Visit North Carolina, Travel South USA, Research Triangle Regional Partnership, Wake County Economic Development, N.C. State University and others to develop strategies around increasing international bleisure travel (extending business travel into leisure time). ⑦
- Out-of-market Objectives:
 - Develop and execute a proactive media outreach program to generate earned media with an emphasis on relationship-building and targeting to ensure the destination brand message is conveyed in editorial, broadcast and online placements in key international feeder markets. ⑦
 - Develop and execute a proactive sales training program with tour operators and travel agencies to generate more bookings of F.I.T. in Wake County. ⑦

INTERNATIONAL TOURISM STRATEGIES

- Work with Wake County hotels, attractions and restaurants to educate them on the importance of the international business, how to work with that market and help generate business for our partners. ⑦
- Generate tour operator and receptive operator leads for hotels, attractions and other partners. ⑦
- Produce and conduct trainings on Wake County market and product offering to international tour operators, wholesalers and travel agents. ⑦
- Develop and maintain effective networking relationships within the international travel trade industry representatives including tour operators, wholesalers, travel agents, media and airlines. ⑦
- Compile and maintain a database of international tour operators, wholesalers and travel agents within the CRM and create ongoing communications outreach strategy for contacts. ⑦
- Attend in-person or virtual tradeshow, sales and media missions targeted towards the international market with an emphasis on supporting our international flights from Canada, the U.K. and France. ⑦

- Work closely with Brand USA, Travel South USA and Visit N.C. Participate in zero-cost strategic marketing and sales initiatives, campaigns, virtual travel trade sales and media missions and hosted site visits/familiarization tours. Additionally, source applicable zero-cost research from these groups to help drive overall departmental strategy.
- Work closely with Visit North Carolina to coordinate site visits/familiarization trips to the area. ⑦
- Create recommended itineraries for international visitors and work with the Marketing and Communications Department to produce necessary collateral and electronic communication material. ⑦
- Develop and execute marketing and sales promotions in key markets working with Marketing and Communications Department on any creative, collateral or electronic communication materials needed. ⑦
- Oversee participation in integrated sales and marketing campaign with Hotelbeds and Travel South USA.
- Research emerging international markets and create destination-specific strategies based on travel drivers of each including India, Germany, China and Mexico. ⑦
- Develop 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

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 hotel partners.

CONVENTION SALES OBJECTIVES

- Generate leads and produce room-night business for Wake County hotels, Raleigh Convention Center, PNC Arena 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. ❶
- Continue to position the GRCVB Convention Sales team members as Industry experts locally and from a global perspective.
- Support our partners and meeting professionals with the latest COVID-19 guidelines recommended to host safe meetings and events in order to contribute to Raleigh/Wake County's Economic Recovery.
- Continue to engage the region's economic development and start-up communities to gain insights and connections related to emerging markets and our four key industry clusters: Cleantech/Smart Grid, Advanced Manufacturing, IT/Technology and Life Sciences.
- Identify and engage with key meeting planners and decision-makers who have the potential to bring conventions and meetings to Wake County and increase awareness of Raleigh as a meeting destination in key feeder markets (Southeast, Mid-Atlantic, Midwest and Northeast).
- Influence business headquartered in the region or with a strong regional presence to host meetings and events at the Raleigh Convention Center and meeting hotels.
- Enhance relationships with connectors locally and regionally to showcase the benefits of hosting events in their community generating direct economic impact.

CONVENTION SALES STRATEGIES

- Continue to evolve in our role as a business strategist and advisors for Meeting Professionals and Partners by evaluating current processes and embracing best practices on how we can add value-driven results.
- Position the Sales team as industry leaders, by seeking out leadership, board of directors and committee positions with international, national and regional industry organizations (e.g., MPI, PCMA, AENC, SGMP and NCBMP).
- Lead the charge in conveying the latest state guidelines to partners and Meeting professionals by providing clarifications on Executive Orders regarding Meeting Industry guidelines to help navigate the evolving industry changes based on the current data.
- Enhance prospecting data intelligence tactics to include Identifying organizations within a six- to eight-hour drive of Raleigh/Wake County, national associations that have Southeast chapters, in-depth research of overall membership geographic location and industries with higher potential to return to hybrid/in-person events ahead of the national projections.
- Optimize partnerships with Association Management Companies (AMCs) and multivolume, third-party accounts in all regions to increase the sales prospecting funnel.

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

- Partner with Wake County Economic Development’s team 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 messaging, organizational synergies, industry education and messaging. ❶
- Leverage the destination brand and continue to curate passionate locals and signature experiences into client engagement at virtual and in-person tradeshows, client events, site inspections and sales missions in order to showcase destination assets and to differentiate Raleigh/Wake County as a meeting 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 from our markets around signature events, concerts, festivals and sporting events, in conjunction with our hospitality community, to showcase Raleigh’s entertainment, culinary and cultural scene.
 - Select industry-related tradeshows and events to build relationships that result in direct sales.
- Evaluate and adjust business development strategies for DSP accounts to align with our current and projected market analysis. ❶
- Advance the Wake County DSP prospect accounts by strategically *targeting business* based on rotation, industry cluster and partners business objectives. ❶
- Curate and engage a relevant list of local business and community leaders who include multicultural and diversity champions, organization members, board members and officers of groups that may consider Raleigh for their meeting destination or are faculty of higher-education institutions in the region. The team will schedule virtual “connectors” meetings with those identified to gain support and intellectual capital on potential conferences.
- Utilize data intelligence from Act-On to identify priority prospects from engagement scoring for targeting of future business.
- Execute hotel and facility site visits using destination drone footage and 360° tours. The site will be personalized and yield a positive ROI for our Wake County partners and the planners. ❶
- Redeploy Social Media Series in partnership with Marketing Department, with messaging to the meeting professionals audience, to promote the value that the CVB as a partner and create awareness of Raleigh/Wake County as a viable meeting destination.
- Contribute relevant content of interest to meeting professionals and other members of the larger GRCVB community for use in the “Meeting Planner Spotlight” or other elements of the Meetings Watch, GRCVB blog posts and social media accounts. Such spotlights give concrete examples of how individuals have assisted in bringing business to our community through leads, letters of support etc.
- Schedule virtual and in-person connections with sales leaders who represent Raleigh/Wake County meeting districts to reevaluate Bureau strategies and align business objectives with future trends and target markets. 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 and Sports Services: Use the 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): Provide visitor information, counseling and destination awareness to encourage positive experiences that result in longer stays and increased visitor spending.
- Partner Relations: Create and facilitate connections between our planners and visitors to area hospitality partners.

DESTINATION SERVICES STRATEGIES, EVENT AND SPORTS EVENT SERVICES

- Work across all CVB departments to expand the services we offer and the speed at which we can provide them with a goal that services provided will help to position GRCVB as a leader in the convention and meetings marketplace.
- Reorganize the department to now include sports event services; work toward department efficiencies that can happen due to having all event services in one team.
- Focus on best practices that build on the unique proposition that destination services teams provide—including services that reflect best practices due to COVID impacts. Services protocols, scope of services provided and timing of what is provided will be revised and revisited as needed as we proceed into the future. This process will include but won't be limited to:
 - Deploy use of the *new* meeting planner toolkit, monitor successes and work with Marketing to fine-tune as needed so that tools reflect best practices for meeting in and visiting Raleigh safely.
 - Continue to revise our scope of services (what services a group receives based upon size of the group, which could be smaller for some time ahead as planners and attendees develop a comfort level for large events again) to ensure that our services resources are expended appropriately.
 - Keep “attendance promotion” as the driving force for our servicing efforts and that the planners’ key indicators of success (total attendance and overall attendee satisfaction) are met.
 - Working with the Marketing and Communications and Convention Sales Departments, revisit the services we provide to groups outside of the convention center campus, considering new sales strategies focused on major hotel-anchored meeting districts.❶
- Revisit the services we provide to weddings, reunions and group tours, as well as those provided to referral bookings (groups that book directly with venues and hotels that come to us for servicing); the goal is to service them effectively and efficiently yet preserve our resources for groups that yield higher ROI. Focus on tools that are “grab and go” while also moving these services to come through our VIC.
- Continue to build on the value of corporate social responsibility in meetings and conventions, to yield a positive benefit from hosting events in our community. Maximize our relationship with Activate Good for servicing the needs of our groups to provide “voluntourism” or corporate social responsibility “plug and play” options, while also promoting the giving back opportunities our partners are developing. We will focus on developing relationships for opportunities that support local needs and that also may be done with safe practices in place or be done virtually.❶,❸

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

- Leverage participation in local host organizing committees as a key value to local host partners/local connectors who bring conventions and meetings home to Raleigh. ❶
- Maintain a high standard for event servicing by increasing the awareness of and the return on investment that stellar event servicing yields. Leverage our involvement in the Event Service Professionals Association (ESPA) to provide shared learning opportunities and more awareness of and appreciation for all convention services manager (CSM)/event manager (EM) roles, at all intersects (hotels, venues and our own CVB team).
- Work with the Destination Technology Department to improve our reporting and tracking:
 - Use consistent and uniform traces for all primary group servicing functions to result in better reporting of the ROI we provide.
 - Use our new post-event recap report for our planner clients, report that condenses post-event hotel pickup reports, services provided and actualized economic impact.
- Due to budget cuts which resulted in discontinuation of our in-house housing service, use our partnership with Orchid Events, a leading, third-party provider of convention and events housing services for events needing housing.
- Returning events will have an increased need to have strong event service provider partners. Grow the effectiveness of our event service vendor partnership by strengthening our relationships with them by:
 - Launching a new series of virtual engagement webinars targeted to event service providers, to refresh relationships with them, and to strengthen our awareness of what they can provide to our mutual clients.
 - Continue to support the Marketing Department in an ongoing audit of all partner accounts/contacts and working with Marketing and Destination Technology to encourage partners to designate their cleanliness and health/safety practices for their listings.
 - Work cross-departmentally to encourage local MWBE and LGBTQ-owned businesses to maximize their listings by self-identifying in either or both categories so these may be displayed through the site search tool.
 - Work to ensure that our newest category of event services listing “Cleanliness, Health and Safety Resources” is robust and provides appropriate resources, supplies and services for needed products and services for meeting in Raleigh. ❶
- Target three to four groups and work with PR to maximize visibility of key arriving groups, when it’s safe for groups to return and telling the success stories of meeting safely in Raleigh, N.C.

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

- Continually review the success of our reopened VIC and revise processes for safe operation for our visitors and our staff.
- Our top priority as we begin recovery efforts is to ensure that our VIC conveys hospitality with obvious health safety practices in mind, which include main desk with health/safety barrier around it; new cleanliness practices implemented including frequent cleaning and sanitizing with the use of a fogging disinfecting sprayer and installation of an air purifier. The combined efforts are planned to ensure that staff and visitors alike are safe.
- Continually revise all VIC standard operating procedures (SOPs) to reflect best practices for health and safety.
- Ensure that the VIC space reflects the Raleigh, N.C., brand by:
 - Working cooperatively with Marketing to promote signature experiences and People-First Tourism experiences; ❹, ❺
 - Coordinating efforts with Marketing and Destination Technology Departments to maximize use of updated display monitors in the VIC, to promote: attractions, restaurants and hotels that have are certified with their Count On Me NC training; current local updates related to COVID, by prominent display of visitRaleigh.com’s COVID updates page; current safe practices (wash your hands, wear your mask, practice safe distancing).

- Grow VIC visitation and effectiveness in these ways:
 - Revisit local partnerships for development of unique programming/activations and visibility when it's safe to do so.
 - Increase awareness to minimize visitor frustrations in finding the VIC by highlighting the need for updated wayfinding and external signage to better direct visitors to the VIC, including placement of VIC signage in the parking garages.
 - Reestablish optimum levels of brochure inventory to ensure distribution that represents Wake County well, including all municipalities; quarterly review the number, type and quality of visitor-related businesses that are represented in the VIC to ensure that we are meeting visitors' needs. (Current research findings are that it is safe to distribute paper materials, and the use of the disinfection fogger daily will help to minimize any contact exposure for staff and visitors.)
 - Reestablish relationships with other visitor centers to include state welcome centers, Capital Area Visitor Services etc., by actively engaging the personnel in these centers for ongoing partnerships.
 - Support efforts to convey that downtown Raleigh, where the VIC is located, is an area that is safe for visitors, by renewing relationships with Raleigh Convention Center, Raleigh Marriott City Center and Sheraton Raleigh Hotel security teams, as well as Raleigh Police Department and DRA Ambassadors.
 - Work with Marketing to develop inquiry fulfillment opportunities.
 - Work with the Marketing and Communications Department on any special promotions (like grand openings of new exhibits, new attractions etc.).

DESTINATION SERVICES STRATEGIES, PARTNER RELATIONS

- Support partners who are rebuilding staff as recovery begins. Use customer service as a key strategy for excellent hospitality delivery by encouraging use of existing training programs that impact experience delivery including:
 - Count on Me NC for best health safety practices and certifications.
 - Tourism U training and implementation.
 - Reignite partners' knowledge and enthusiasm for the destination, by developing and implementing a virtual See For Yourself Tour program, possibly by hotel meeting district.
- Support the event management development initiatives of GRCVB by continuing to serve on City of Raleigh's Events Task Force. ❶, ❸, ❺
- Continue our proactive Visitors Guide delivery service as a shared team responsibility using existing staff, maximizing on the role that hotels and key attractions have in providing accurate visitor information to arriving visitors. (This valued program has a GRCVB representative regularly onsite with these key partners and brings the materials to them.) This has proven to yield an important side benefit of developing face-to-face relationships with frontline staff and management, allowing us to communicate key initiatives and training opportunities.)
- Provide visitor information (visitor guides and maps) to hosts of short-term rentals by working in partnership with GRCVB's Marketing and Public Relations Departments to maximize their relationship with City of Raleigh regarding short-term rental policies.
- Seek partnerships and work with other CVB departments to renew relationships with the offsite venue offerings for our destination, get updated on their health safety practices and reestablish relationships with the staffs of each. ❶

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 in order 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 GRSA has a 21-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. ❷

PRIORITIES AND NEW INITIATIVES FOR 2021–2022

1. Industry recovery and rebuilding—sales efforts will focus primarily on regional and state events, outdoor events and participant-driven events, along with retaining existing annual events
2. Hosting safely major events including Deep South Classic, visitRaleigh.com Showcase Series, NCAA Men’s College Cup, NCAA DII Baseball Championship, BODYARMOR State Games, and more
3. Adapting the servicing component of sporting events related to health/safety protocols and realignment with the Destination Services Department
4. Next steps with NCAA Championships awarded for 2022–2026 (13 Championship events)
5. Destination 2028—next steps with sports-related projects and county-wide collaboration on future event opportunities (multi-venue/multi-municipal marketing and sales strategy)
6. Continued focus and progress on esports—event recruitment, hosting and participation on the GRELOC
7. Virtual/Live tradeshow participation and sponsorship activation pre- and post-show
8. Increased emphasis on social media platforms and video/new content
9. Increased role as resource/advocate for new sports venues and facility improvements
10. PR outreach—messaging to community, local media and national industry publications
11. Event Impact Calculator for sporting events

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GRSA STRATEGIES, SALES

- Attend (virtual or live) 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.
- Utilize, leverage and activate 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 of soccer, softball, baseball, basketball, volleyball, lacrosse, swimming, tennis, cross country and cheerleading; (3) emerging sports of esports, disc golf, BMX, Ultimate, table tennis; and (4) state, regional, national and, in some cases, international markets.📍
- Prospect strategically for new business, primarily through existing contacts and client relationships and by attending tradeshows, but also via "events available" databases, digital listings, sports directories, industry online publications and industry contacts.
- Research and evaluate potential events (in coordination with our host partners) 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 and 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 learn which events they compete in at the statewide, regional or national levels, and determine which of those events might be a reasonable and desirable fit for Wake County. At the same time, determine which of those organizations would be interested in helping to recruit, manage and host the event once it has been booked.
- Manage the Sports Event Investment Program (SEIP) and work closely with GRCVB Board of Directors and GRSA Advisory Board to generate new sports business opportunities and economic impact for Greater Raleigh.
- Support the efforts of local organizations to bring sporting events to the area. This includes but is not limited to N.C. State University, PNC Arena, City of Raleigh, Town of Cary, NCFC Youth, USA Baseball and many more.

GRSA STRATEGIES, MARKETING

- 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 more accurate and comprehensive database of sports event owners and rights-holders at the state, regional and national levels, and categorize each entry by sport for digital marketing purposes. Expand the database by researching and entering new and potential client organizations.

- Distribute periodic e-marketing communications that targets event owners and rights-holders by sport with venue-specific updates and other key updates regarding the sports destination. These can also be distributed to local partners, host organizations and media.
- 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. Promote the GRSA sports website to event owners and rights-holders through emails and collateral materials.
- Increase emphasis on social media, primarily through Twitter, Instagram and blogs. Determine if new platforms are useful.
- Update and manage master calendar of Wake County sporting events that are affiliated with GRSA.
- Expand or maintain the GRSA's sports photo/video library for promotional and media purposes.
- Continue to develop proactive local media relations plan designed to increase awareness of the sports event industry as a vital generator of economic development in Wake County.
- Continue to develop proactive national media relations plan designed to position Greater Raleigh as a premier destination for sporting events.
- Maintain active membership in the Sports ETA and the North Carolina Sports Association.

GRSA STRATEGIES, HOSTING & SERVICING

- Place our traditional strong emphasis on hosting and servicing a series of signature sporting events in fiscal year 2021–2022. Work with event planners and local partners to plan and successfully host these events.
- Take a leadership role in housing issues while staying current with changes within the industry—continuing to lead, coordinate, provide and improve hotel and housing services and options for events rights-holders and planners.
- Emphasize continued excellence in traditional visitor services for sporting events—as requested, as needed and at a service level commensurate with the impact of the event on the local hospitality industry.
- Serve on Local Organizing Committees, as needed.
- Provide volunteer ambassadors on site at select sporting events, when applicable.
- Support existing priority events by collaborating with rights-holders and local partners to strengthen the event or enhance the “event experience” through such avenues as visitor services, marketing and sponsorship support, hospitality programs, ancillary programming and VIP gifts, for the purpose of leveraging strong community support to help retain desirable events (repeat business). With limited funds, we will work to develop programs that can achieve these goals without a financial investment.
- Continue hotel room-night tracking and pick-up following all key sporting events, with an emphasis on being as thorough and accurate as possible. Identify two separate numbers: (1) room-nights tracked; and (2) GRSA's educated best-estimate of actual room-nights generated in the market.
- Continue gathering post-event report information following selected key sporting events.
- Continue post-event evaluations by surveying event owners and rights-holders.
- Create and host sports event microsites (landing pages) for major events, when applicable.

Destination Technology Department

The Destination Technology Department is responsible for all of the Bureau’s cloud-based software solutions, technology infrastructure, web development, business intelligence and social media, content and Internet marketing technologies. The primary goal of the department is to support the Destination Strategic Plan (DSP), organizational business plan and individual departments’ business objectives through the effective use of information technology and cloud-based services—providing the resources to support the destination management and marketing that attracts more visitors.

DESTINATION TECHNOLOGY OBJECTIVES

- Train, support and enable staff on all organization-related technology deployments in an effective manner, to promote productivity and empower staff with continuous learning opportunities via existing webinars and knowledge-base access.
- Identify, manage and solve/address all organizational technology-related opportunities.
- Automate the organization’s use of internal information to ensure that data are organized and shared in a manner that adds value, enhances productivity, protects against loss and promotes customer retention.
- Continue to evolve and maintain enterprise intelligence for the Bureau and destination by working closely with each department on maintaining critical metrics and analytics.
- Work closely day-to-day with the Marketing and Communications Department to implement Internet and content marketing strategies that ultimately attract more visitors and visitor spending.
- Maintain, support and upgrade infrastructure for GRCVB administrative offices and the official Visitor Information Center (VIC).
- Continue to maintain alternative methods of communication during crises or emergency situations in the destination or during unscheduled server downtimes.
- Increase website traffic levels (sessions and users) via search engine optimization and marketing.
- Establish 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 through the effective application of new web technology.
- Maintain and support social media aggregation tools for user-generated content and a digital asset management system.

DESTINATION TECHNOLOGY STRATEGIES

- Closer to the end of the fiscal year, start the migration process to the new versions of Customer Relationship Management (CRM) software and business intelligence update for 2021–2022 with all Bureau departments; collaborate with all departments to maintain and support all destination vertical markets through these software solutions.
- Work with all departments to continue educate and review contact suppression CRM data to make sure we are reaching our partner and key stockholders. Monitor email deliverability to make sure systems are in alignment and email spoofing threats.

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- Continue to support Marketing and Communications and Services Departments to technologically empower area partners to manage promotion of one-of-a-kind, signature experiences that will inspire memorable visits; this includes building healthy, new relationships with area microentrepreneurs, non-profits or entrepreneurs/small businesses and creating new online/offline experience fulfillment strategies and data reporting processes. Evaluate new technologies to help manage and transact signature experiences on one aggregated platform; also look to partner with Airbnb, Viator and other integrations. ⑤
- Continue to support templating for all steps of the sales and sports marketing processes, enabling Sales and GRSA staff to deploy new prospecting, lead-nurturing, deal-closing, attendance-promoting or relationship-building emails or other tactics by using Act-On and Outlook plugin for customized, tailored communications.
- Continue to support the Services team with services module to house post-event survey data. Align with them on new CRM reporting and Act-On tracking process for communication with meeting planners and partners.
- Deploy and train staff and partners on Threshold 360 tours and mapping system. Build out tour maps for “Hanging Around Downtown” and for sales meeting districts. Work with Threshold 360 on a beta for identifying accessibility tools in the platform to help identify accessibility options and venues. Also, research and evaluate options to allow for drone footage to be added to the platform.
- Work with Convention Sales, GRSA and Destination Services Departments on using the Threshold 360 platform to assist in familiarization tours and site inspections—allowing these departments to create and share custom itineraries with 360° tours and custom videos.
- With local community and economic development allies, Simpleview and DTN, work on Yext beta-testing with select partners. This beta will deliver a program for Digital Reputation Management powered by Yext. The program is focused on helping partners meet the visitors where and how they shop today in a modern, digitally disrupted and post-COVID-19 world.
- Continue to work with Arena to provide pace reporting to partners. As a replacement to Arena, look to evaluate and test a new pace-reporting system called Future Pace.
- Work with Marketing and Communications and Destination Services Departments to maximize use of updated display monitors in the VIC with 360° tours and aerial video, to promote attractions, restaurants and hotels that have are certified with their Count On Me NC training; current local updates related to COVID, by prominent display of visitRaleigh.com’s COVID updates page; current safe practices (wash your hands, wear your mask, practice safe distancing).
- Deploy a new, beta version of the printed/online bid proposals used by Sales and GRSA staff with event planners. This will be deployed with integrations with current platforms like Act-On, with user-generated content, Threshold 360 and video capabilities. This will provide strategic lead-scoring capabilities on embedded links and planner usage of virtual bid book.
- Work closely with Sports, Sales and Services to ensure that the integration, upgrades and communication between third-party online destination sales and marketing channels like website RFP submission and Cvent are seamless via the CRM and maintain a cohesive presence that represents our destination well.
- Research alternative encompassing solutions, like Madden Voyager, Tourism Economics Symphony that will integrate with our CRM and dashboards for visitor device movement tracking. Allowing us to maintain traveler conversion, profiling and segmentation data through a research platform. ⑤
- Continue to support and evolve our data business intelligence platform, providing each Bureau department access to track key metrics and allow for multiple charts and graphs of CRM metrics, key performance indicators and strategic partner metrics. Continue to evolve each municipality’s, the Raleigh Convention Center’s and overall future pace reporting to help with forecasting, feasibility, developer and municipal inquiries. Work with all departments in developing real-time dashboards for Act-On email tracking and behavioral scores trends for DSP prospects and partner contacts that will be used as a tool to

provide to guide strategic business decisions utilizing the data contained in the Bureau CRM and interaction with Act-on.❶

- Continue to maintain cybersecurity training and software needs by accessing current enterprise-system security to identify areas that are lacking controls and empowering staff with training to be more aware of potential cyber threats either external or internal via network.
- Work closely with the PR Department to ensure that the integration and communication between Cision, Google Analytics, CRM and destination dashboards are seamless and maintain data integrity, better representing our destination's PR reach.
- Continue to work with PR and International Tourism and Marketing and Communications Departments to build out dynamic international content for visitRaleigh.com based on targeted localization.
- Continue to support and work with all departments on a Bureau-wide marketing communications automation platform to integrate with current platforms, allowing for the ability to track very specific behaviors and reach consumers and clients with approved, personalized messaging and electronic collateral from all integrated marketing communication channels; help departments redefine their prospecting processes by tracking key data points for meeting profiles, which will allow the teams to target specific new business based on rotation, industry and other demand drivers.❷
- Manage aspects related to visitRaleigh.com and raleighsports.org including updates and improvements to the Content Management System (CMS) and booking engine as well as Yelp, OpenTable, Google Maps, external data feeds and CVNC.org events API integrations. Continue support and build out functionality via integrated CMS for visitRaleigh.com and raleighsports.org. Work with Google's partnership program to integrate Google reviews onto partner listings via API.
- Continue to manage opportunities to serve partners' advertising on the official website and other sections like GRSA and Meetings & Conventions sections.
- Manage and evolve the CRM system for destination marketing that provides the tools to promote organization and productivity and to power sales, services and other processes Bureau-wide. Also support all third-party integrations from marketing communications automation platform, Authorize.net, CVENT and Mint+, Destinations International and pace reporting (ARENA).
- Continue to support all staff and partners with the CRM's DSP Event Impact Calculator (EIC) tool, streamlining the data collection process from Bureau staff and partners. This will allow a partner to submit raw/input data for EIC evaluation and for staff to manage the economic impact analysis and output process.❸
- Continue to support the CRM's integrated partner login with staff, with local hotels/meeting facilities and with local hospitality partners whose information is housed in the CRM. Evaluate customizations to the Partner Information eXchange Login (PIXL) system based on feedback.
- Maintain and support user-generated content feeds via Instagram, Twitter, Facebook for tradeshow, social walls, website and widgets for the official Visitor Information Center and convention groups.
- Deploy, support and train staff on social media applications, social posting strategies and management tools. Monitor Google Analytics and manage Search Engine Marketing (SEM)/Pay-Per-Click (PPC)/YouTube to evaluate, troubleshoot and improve visibility in search engine results.
- Manage the digital asset management system, Visit Raleigh Studio allowing for visual content to be accessed not only internally by employees but also externally by media, partners, agencies, clients and even the public. Work with Marketing and Communications to deploy a new version of the Meeting Planners Digital Marketing Tool Kit via the Barberstock platform, to help approve and track digital asset usage. Also, deploy and train on system improvements, reporting and functionality changes to this system. For the asset inventory, continue to refine and update digital asset metadata to help with search functionality. Add all GRCVB updated assets, Destination Virtual Tours drone footage and Threshold 360 digital asset media with updated metadata.

- Continue to support devices that will enable staff to interact more effectively with sports event organizers, meeting planners and partners.
- Continue to support security surveillance and existing technology tools for improved delivery of services at the VIC.

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 the measurements of 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 new 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. Monitor and continue to pursue short-term business opportunities for the RCC with the revised BDF guidelines, COVID-19 Credit and increased BDF balance sheet for FY 2022. Advocate to Wake County and City of Raleigh officials if the revised program should continue beyond its sunset on Dec. 31, 2021. Reporting will include robust total tax generation and a strong return-on-investment ratio in the use of Interlocal Funds.
- Work with the City of Raleigh and Wake County in creating a committee to review the future of the PNC Arena to determine future enhancements and development around the existing complex or options to build a new facility.
- Support the City of Raleigh's ongoing efforts to optimize and expand the RCC along with attracting an adjacent 500-plus-room, full-service convention hotel. ❶
- 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, ❺
- 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 other measurement resources managed by the GRCVB. ❹
- 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. ❺
- Continue to provide data, input and support regarding future air service and other local transportation channels. ❷
- Increase engagement and briefings with local municipalities, making the case for why tourism matters and is a necessity of a quality-of-place strategy. Support the ongoing implementation of municipal tourism plans and collaborative tourism committees to ensure continuity and trackable success. ❸

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

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 2021–2022 Business Plan.
- Maintain engagement with our technology partner to aggregate the data from our CRM system and provide a reporting and benchmarking dashboard for group sales transactions, with countywide hotels and the RCC via a group booking pace, interactive analytics from visitRaleigh.com/owned media and project management and tracking of the DSP implementation. This data will be shared with our hotel, facility partners, attractions and community stakeholders for forecasting, budgeting, feasibility studies and ROI measurement.
- Continue work 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. 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 (ED), 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 and Regional Transportation Alliance Air Service Advancement Program
 - City of Raleigh Parks and Recreation Dix Master Plan
 - Town/municipal sports and leisure tourism master plans
 - Comprehensive economic development activations, to include aligned messaging and branding with City of Raleigh and Wake County around a recovery campaign, regular COVID-19 updates and media outreach.Also, the Destination 2028 Blue Ribbon Task Force will meet periodically in FY 2022 and will continue the advocacy and implementation of the 10-year DSP.
- Continue working with our elected city and county officials, municipal managers, their staffs and our hospitality partners to ensure that the 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 ROI 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 10 years.
- Involve GRCVB staff with Regional Transportation Alliance, Visit North Carolina, the N.C. Travel & Tourism Coalition, N.C. Travel Industry Association, Destinations International, N.C. Restaurant & Lodging Association and the American Society of Association Executives, 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-three implementation mode, a continued strategic focus will guide the scope of services delivered by one contractor position within the GRCVB to achieve year-three implementation goals related to esports event activations.

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 4,000+ 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 industry insiders/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. (See Talking Points for the 2021–2022 Fiscal Year.)

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 tourism destination.

COMMUNITY ENGAGEMENT OBJECTIVES

- Educate locals (living or working in Wake County) on the mission, value, benefits and relevance of tourism and of the successful tourism-related 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 advocates and collaborators.
- Indirectly persuade our area hospitality partners to be more engaged with us as leaders, as well as create synergy among partners with similar or overlapping missions, bringing them into the overall fold of tourism-related economic development (developing product).

TARGET AUDIENCES

- Target audiences for 2021:
 - Local elected officials, area chamber/municipal leaders and mid-level chamber/municipal managers
 - Key corporate and institutional leaders in the Raleigh area and their human resources professionals
 - News media
- Other important community audiences include:
 - Area residents
 - Colleges/universities
 - Local LGBTQ and other diverse communities of residents/workers
 - Workforce from non-hospitality industries

COMMUNITY ENGAGEMENT STRATEGIES

- 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 weekly Tourism Talk blog, designed especially for community engagement.
- Maintain a resource kit at visitRaleigh.com/tourismmatters that contains talking points, Tourism Talk blog posts, educational/training materials and white papers.
- Participate in work sessions or provide updates annually with all Wake County-based town councils and chambers of commerce. Share annual tourism report cards, powered by predefined data fields from the GRCVB CRM, and participate in strategic events with all 11 towns/chambers to reinforce engagement, collaboration and the value of tourism-related economic development.

- 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.
- Based on results from a research project conducted with 2019–2020 target audiences, refine/expand and continue executing a multilevel training program titled Tourism U (a set of in-person presentations for a speakers bureau), 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.
- Explore the establishment of an Advocate Relationship Management (ARM) system likely made up of a subset of accounts/contacts/assigned tags/additional fields within the Member/Partner module of the Bureau’s existing CRM system, to better document target stakeholders’ attributes, their participation in/exposure to our community engagement strategies and their past tourism advocacy efforts.
- Explore formation of an annual advocacy plan committee, possibly comprised of Bureau staff, board members or other leaders external to the Bureau, to identify specific advocacy needs, create an “ask” for those needs and match resources/advocates to those upcoming asks (through use of the ARM system etc.).
- 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. Collaborate with other economic development allies, such as Downtown Raleigh Alliance and Wake County Economic Development, on pitches and hosting of journalists.
- Pitch and secure local media coverage on the impact of COVID-19 on the tourism and hospitality industry within Wake County. Generate and issue regular “COVID-19 State of the Industry Reports.”

Summary of GRCVB Measurable Performance Objectives

MEASURE	2020 GOAL	2020 ACTUAL	2021 GOAL	VARIANCE FROM ACTUAL
1. Wake County Occupancy	52.4%	44.2%	55.4%	25.3%
2. Wake County ADR	\$97.42	\$86.68	\$87.63	1.1%
3. Wake County Occupancy Tax	\$23,581,819	\$14,287,830	\$15,716,613	10%
4. Wake County PFB Tax	\$25,846,697	\$25,055,592	\$26,057,815	4%

MEASURE	20-21 GOAL	20-21 ACTUAL	21-22 GOAL	VARIANCE FROM GOAL
5. Group Definite Bookings	235	194	242	3%
6. Group Definite Room-Nights	195,896	179,331	201,772	3%
7. Definite Economic Impact	\$126 million	\$114 million	\$129.7 million	2.9%
8. Group Leads	562	423	562	0%
9. Group Tentative Room-Nights	426,746	528,550	426,746	0%
10. Tentative Economic Impact	\$308.4 million	\$263 million	\$308.4 million	0%
11. Website Sessions	2,550,000	2,304,697	2,900,000	13.7%
12. Net Reach/Impressions from Earned Media	568 million	525 million	450 million	-20.8%
13. Significant Placements	64	63	64	0%
14. Speakers Bureau Presentations	42	45	50	19%
15. Groups Serviced	466	106	348	-25.3%
16. Service Survey Response Rate	34%	N/A	34%	0%
17. Average Survey Score (out of 5)	4.75	N/A	4.75	0%
18. Visitors at VIC*	9,155	N/A	6,867	-25%
19. Visitor Requests Fulfilled*	6,923	2,729	6,923	0%
20. Visitors Guide Delivery Service Guides/Maps Delivered**	39,900	3,625	29,925	-25%
21. Visitors Guide Delivery Service Partners Serviced**	396	36	297	-25%

* Visitor Information Center (VIC) closed March 2020–June 2021; visitor request fulfillment suspended March–July 2020.

** Visitors Guide Delivery Service part-time employee cut in March 2020 with hope to rehire by Fall 2021.

Industry Leadership Positions Held by GRCVB Staff

TORI COLLINS

- Co-Chair, Greater Raleigh Esports Local Organizing Committee

MARC DOONER

- Community Service Committee, Philadelphia Chapter, Professional Convention Management Association
- Diversity and Inclusion Committee, Greater New York Chapter, Meeting Professionals International

SCOTT DUPREE

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

DENNIS EDWARDS

- Treasurer, North Carolina Travel & Tourism Coalition
- Board of Directors, Regional Transportation Alliance
- Chair, Tourism & Business Travel, RTA
- Board of Directors, Wake County Economic Development
- Board of Directors, Downtown Raleigh Alliance
- Advisory Board, School of Hospitality Leadership, East Carolina University
- 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
- Advocacy Committee, Destinations International

JONATHAN FREEZE, CDME

- Faculty, Certified Destination Management Executive Program, Destinations International

LOREN GOLD

- Convention Sales & Services Committee, Destinations International
- MINT+ Steering Committee, Destinations International
- Equity, Diversity & Inclusion Committee, Destinations International
- Co-Chair, Greater Raleigh Esports Local Organizing Committee
- Tri-Chair, 2021 IBMA World of Bluegrass 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

MALINDA HARRELL, CMP, CASE

- Anti-Human Trafficking Task Force, Meeting Professionals International
- Membership Committee, Destinations International
- Past Presidents Council, MPI-Carolinas Chapter
- Scholarship and Awards Committee, MPI-Carolinas Chapter
- Scholarship and Awards Committee, Association Executives of North Carolina

GRAY HENDERSON, CGSP®

- Annual Conference Planning Committee, Event Service Professionals Association

KATHRYN HOLLOWOMON

- Young Professionals Network Task Force, Membership, Greater Raleigh Chamber of Commerce

STEPHEN JACKSON, CMP

- Emerging Professionals, Capital Chapter, Professional Convention Management Association
- Membership Committee, Potomac Chapter, Meeting Professionals International

TAMMY JEFFRIES, CGSP®

- Annual Conference Planning Committee, Event Service Professionals Association
- Education Committee, Meeting Professionals International–Carolinas Chapter
- City of Raleigh Special Events Task Force

NICOLE KESHLER

- Communications Committee, Professional Convention Management Association
- Young Professionals Network Task Force, Programs, Greater Raleigh Chamber of Commerce

SCOTT PEACOCK

- Co-Chair, PR & Communications Task Force, Destinations International
- Chair, Target Country Subcommittee, International Business Development Committee, Wake County Economic Development
- Edge 6 Marketing Committee, WCED
- Advisory Board, North American International Media Marketplace, TravMedia

JASON PHILBECK, STS

- Immediate Past Chair, North Carolina Sports Association
- Chair, Board Development Committee, NCSA
- Local Organizing Committee, NCAA Men's College Cup

VIMAL VYAS

- MINT+ Steering Committee, Destinations International
- CMS User Group, Simpleview, Inc.

LORETTA YINGLING, CMP

- Membership Committee, Chicago Area Chapter, Meeting Professionals International
- Awards Committee, Greater Midwest Chapter, Professional Convention Management Association
- Membership Engagement Committee, Greater Midwest Chapter, PCMA
- Liaison for the Inclusion, Diversity & Equity Task Force, Membership Engagement Committee, Greater Midwest Chapter, PCMA
- Co-Chair, Holiday Showcase Tradeshow Advisory Group, Association Forum
- Business Model Focus Group, Association Forum