

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

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

During the 2019–2020 fiscal year (officially implementation year-one), GRCVB leadership and staff—alongside a Destination 2028 Blue Ribbon Task Force—logged many accomplishments across the eight priorities. A summary (though not comprehensive in every detail for the sake of space) of strategic recommendations already being implemented or completed (as of April 2020) follows. More details and updates will be presented online at www.visitRaleigh.com/2028 and in the Bureau’s 2019–2020 Annual Report.

1. MEETINGS & CONVENTIONS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ Original Timing
<i>Optimize use of the RCC</i>			
	Build and agree on strategy to focus on Priority One events	Facilitate final session and present needed detail for City to adopt booking policy	✓ Within 6-mos.
	Update the RCC booking policy	Use RCC booking policy as a guide when marketing to potential events	✓ Within 6-mos.
	Set RCC occupancy goal based on Scenario 2	GRCVB Sales team will set internal goals to help RCC reach that goal	✓ By July 1, 2019
	Create a prospect tracking system	Utilize Simpleview to drive prospecting efforts	✓ Within year-1
	Use shared software		✓ Within year-1
<i>Better leverage other elements of the downtown events campus to strengthen competitiveness of RCC as a meetings venue</i>			
	Use DECPA more for meetings where possible to increase utilization and revenue potential	Promote a campus experiences with groups where venues could be a fit	✓ Year-2
	Consider relocation of Red Hat – pending Dix decisions – and use space for RCC expansion	Be a resource and advocate for this move with the City, Dorothea Dix Park Conservancy and others	✓ Beginning in year-1
<i>Increase downtown Raleigh room inventory</i>			
	Explore the creation of a public-private partnership to facilitate	Advocate for and be a resource to provide data for this effort	Underway (City of Raleigh RFI)

Strategy	Tactics	GRCVB Role	Status/ Original Timing
	hotel development in downtown Raleigh		
<i>Develop/articulate strategy for marketing/selling other meeting districts in the county</i>			
	Reposition/reaffirm the role of GRCVB Sales team as the leader of the effort to recruit meetings to the county	Get communities and districts affected to buy in	✓ Within year-1
	Redefine/affirm GRCVB Sales team role in supporting other meeting districts	Get communities and districts affected to buy in	Underway Within year-2
<i>Develop renovation and expansion plans for RCC</i>			
	Hire architect to determine space requirements from DSP recommendations	Provide data to City and consultant, inform on desired outcomes	Underway Aligned with hotel development within year-3

2. SPORTS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ Original Timing
<i>Advocate for needed sports developments</i>			
	Advocate with partners for needed inventory developments	GRSA to provide data as support for specific inventory needs, e.g., basketball arena	Underway Within year-4
	Support City-owned assets for potential investment	For assets like the RCC and PNC Arena, GRCVB should continue to advocate for capital improvements where needed based on organizer feedback	Underway Within year-3
	Advocate for Multipurpose Indoor Sports Complex	Advocate for, and potentially provide data to a developer, to create an opportunity for this development	✓ Within year-5

3. EVENTS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ Original Timing
<i>Create a process with criteria by which events would receive funding via public dollars and, in doing so, create a transparent platform</i>			
	Form a group to meet on finalizing event funding criteria	GRCVB is the convener to bring this group together on the topic	✓ Within year-2
	Identify opportunities for a signature event	GRCVB is the initial convener to bring this group together on the topic and lead planning efforts with an organizer if there is support	✓ Within year-5
	Utilize the Event Impact Calculator to measure ROI for events	GRCVB to be the source for measurement and reporting, but will need source data from events; events will be required to utilize criteria determined and provide data to GRCVB	Underway Within year-2

4. KEY ATTRACTORS PRIORITY

Strategy	Tactics	GRCVB Role	Status/ Original Timing
<i>Collaboratively identify how each of the four, key attractor museums can grow demonstratively more compelling</i>			
	Form a group to meet on linking assets via development features	GRCVB is the convener to bring this group together on the topic	✓ Within year-2
<i>Leverage Dorothea Dix Park as a future key attractor to increase overnight visitation</i>			
	Begin discussion to include an iconic feature as part of the site's master plan	GRCVB to provide data, research and support for development at Dorothea Dix (designate liaison)	✓ (Dennis Edwards liaison)
	Consider relocation of Red Hat – pending Dix decisions – and use space for RCC expansion	Be a resource and advocate for this move with the City, Dorothea Dix Park Conservancy and others	Underway Aligned with Dorothea Dix Park timing
	Include Dix in discussion to better link districts in and around downtown Raleigh		✓ Within year-1

5. INDIVIDUAL LEISURE PRIORITY

Strategy	Tactics	GRCVB Role	Status/Original Timing
<i>Continue to create, curate and develop unique experiences to drive overnight stays to provide more interconnected and user-ready experiences for the leisure traveler</i>			
	Solidify relationship with People-First Tourism (P1t) program; work with P1t to create pathway to participation	Work with partners to create this inventory of experiences by being the curator and coordinator	✓ Within year-1

6. DESTINATION DEVELOPMENT PRIORITY

Strategy	Tactics	GRCVB Role	Status/ Original Timing
<i>Encourage repurposing or redeveloping key parcels throughout the county to serve the needs of travelers and concentrate destination assets around demand drivers</i>			
	Work with development community to inform on visitor trends for asset development	GRCVB will need to designate a liaison in this space to build these relationships	Underway (Daniel Douglas liaison; two Hotel Dev. Summits held)

7. REGIONAL DEMAND DRIVERS PRIORITY

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

8. QUALITY OF PLACE PRIORITY

Strategy	Tactics	GRCVB Role	Status/Original Timing
<i>Continue to develop amenities and attractions for new local residents (the growing population) that will also be of interest to the visitor</i>			
	Support enhancements to the county's transportation product, especially in the transportation arena, with any eye toward better servicing the visitor	Participate in work groups and committees to further the visitor experience when it comes to transportation within the county	Underway (Dennis Edwards chairing RTA's Tourism & Business Travel committee)

Many more implementation steps will evolve into GRCVB department-led projects in upcoming fiscal years and will be designated for completion within the departmental sections of future annual business plans.