



GREATER RALEIGH CONVENTION AND VISITORS BUREAU
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2016–2017 Business Plan

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 MARKETING ORGANIZATION (DMO)

The DMO is accredited by the Destination Marketing Accreditation Program (DMAP) of the Destination Marketing Association 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
- The Conference Table
- Greater Raleigh Sports Alliance Advisory Board
- Community Engagement Committee
- Cultural Presenters Forum
- Customer Advisory Board for Meeting Planners
- Live Music Advisory Committee
- Wake County Beer Summit

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Travel and Tourism Trends for 2016–2017

According to the March 2016 U.S. Travel Outlook prepared by the U.S. Travel Association (USTA): “For the travel industry, the recent Travel Trends Index shows that demand, particularly by domestic leisure travelers, is continuing to expand at a reasonably healthy pace, a sentiment that was echoed in a recent report by the Federal Reserve.” As of this writing, the outlook for the U.S. economy overall is one of cautious optimism.

Regarding labor outlook, the “March Labor Department employment report indicated that U.S. unemployment remained at its eight-year low of 4.9 percent in February—and analysis of these figures by economists at the U.S. Travel Association found that the travel industry continued to post jobs records.... Overall, the travel industry has been a consistent job creator for the U.S. economy, adding new jobs 18 out of the last 20 months” (as cited by USTA).

More than nine in 10 (95 percent) of travelers plan to take at least one vacation in 2016, spending an average of \$2,041 on their next getaway according to a recent survey from Travelex; “despite its growing popularity and perceived threat to the hotel industry, Americans are nearly eight times more likely to book a hotel room than an Airbnb listing ahead of their next vacation” (as cited by USTA).

Based on USTA forecasts, domestic leisure travel will grow by 2.1 percent and domestic business travel will grow by 1.4 percent in 2016; combined, the total domestic person-trip volume is expected to grow 2.0 percent—a slower growth rate than that forecasted for 2015. Total domestic travel spending in the U.S. will increase by 3.4 percent in 2016 (compared to 2.1 percent forecasted for 2015).

Other USTA forecasts for travel nationwide are:

- Total travel expenditures in the U.S.: up 3.9 percent in 2017
- Total international visitors to the U.S.: up 2.6 percent in 2016, up 3.8 percent in 2017
- Total domestic person-trips: up 1.5 percent in 2017
- Leisure domestic person-trips: up 1.6 percent in 2017
- Business domestic person-trips: up 1.3 percent in 2017

The Raleigh area’s own growth in person-stays volume outpaced average U.S. growth in calendar years 2010, 2011, 2012, 2013 and 2014 (2015 statistics soon to be available). Growth in direct spending volume for the Raleigh area has been weaker compared to the national averages across the same years; however, 2013 and 2014 expenditures grew significantly more than the U.S. averages. The Raleigh area captured 0.48 percent of all domestic overnight stays in the U.S. and 0.36 percent of all domestic direct spending for overnight travel. The destination entered calendar year 2015 in a strong position (2015 year-end data soon to be available from D.K. Shifflet & Associates Ltd. for GRCVB).

“According to Hipmunk, Millennials are making travel a priority. Always-connected, highly-mobile millennials are forging new norms for leisure and business travel, making technology, in-the-know experiences and adrenaline-rush adventures—not cookie-cutter vacation packages—some of the most striking hallmarks of the way they explore and enjoy their world” (as cited by USTA). New emphasis by GRCVB’s Marketing and Services Departments on soliciting and selling the “signature experiences” of the destination brand addresses this paradigm shift for young tourists who see themselves as explorers of an area’s undiscovered assets.

According to data from STR, Inc., and Tourism Economics, the U.S. hotel industry is projected to experience continued year-over-year performance increases through 2017. For 2016, the U.S. hotel industry is predicted to report a 0.6-percent increase in occupancy to 65.9 percent, a 4.4-percent rise in average daily rate (ADR) to \$125.30 and a 5.0-percent increase in revenue per available room (RevPAR) to \$82.60. During that same period, demand growth (at 2.3 percent) is expected to outweigh supply growth (at 1.7 percent). Comparable forecasts for 2017 are cited as: 0.2-percent occupancy growth, 4.3-percent ADR growth, 4.5-percent RevPAR growth, 2.1-percent demand growth and 1.9-percent supply growth nationwide.

“Among the Chain Scale segments in the U.S. [for 2016], Economy is expected to report the largest increase in occupancy (0.9 percent) during 2016. Upper Upscale is projected to see the greatest rise in both ADR (4.6 percent) and RevPAR (5.2 percent)” (as cited by Hospitality Net).

More specific to our market region, PKF Hospitality Research notes that “looking towards 2016, Raleigh-Durham RevPAR is expected to grow 2.8 percent. This is less than the rate of growth in 2015. Prospects for RevPAR growth in the lower-priced segment (4.6 percent) are better than in the upper-priced segment (0.2 percent).”

Specifically for calendar year 2016, PKF envisions for the Raleigh-Durham market:

- Occupancy: 66 percent, down 1.1 percent
- ADR: \$100.20, up 4.0 percent
- RevPAR: \$66.10, up 2.8 percent

Fuel recently released the results of its “2016 Leisure Travel Trends: What Smart Hotels Need to Know” (as cited by USTA): “The number of websites visited appears to be decreasing while distrust in online travel agencies appears to be increasing. Another key take-away from the survey was the increase in mobile use starting from the planning process through the duration of the stay.” Both findings could be interpreted to bode well for GRCVB’s 2016–2017 project to revamp visitRaleigh.com into a responsive-design website while maintaining its “official tourism site” trustworthiness for info and bookings.

A Dec. 2015 survey of 398 executive meeting professionals by The Kliman Group and FULCRUM revealed that, in order to offset the rising costs of key meeting elements, executives are increasingly turning to destination marketing organizations (DMOs) for access to financial incentives and other business growth strategies.

In the coming year, meeting executives expect their DMO partners to do more to demonstrate they understand the business elements of the meetings they are trying to place in their destinations (as cited by The Kliman Group). The Kliman Group and FULCRUM survey also found “the one thing that DMOs should start doing to better serve meetings executives [is] the curating of local intellectual capital....” This certainly corresponds with GRCVB’s initial deployment tactics of the destination brand strategy, as tuned-up and redeployed in 2015.

A survey of meeting planners by *Meetings Today*, released in Jan. 2016, indicated they were cautiously optimistic for 2016. “They remained concerned about lower hotel budgets and increasing costs although budget woes have somewhat subsided for association planners. Attrition and room block issues were of higher concern this year than in previous years. Attendance is not expected to be a major concern this year as the meetings industry has seemed to have plateaued [with] growth in hotel room rates increasing at a slower pace than in recent years. One-third of meeting planners indicated that the economy was the biggest potential threat to the meetings industry” (as cited by USTA).

The International Air Transport Association reported demand for air travel in 2015 was the highest it had been in the past five years (as cited by USTA). At RDU International Airport, “the year 2015 included a 4.1-percent increase in the number of passengers traveling through RDU over 2014.... As oil prices dropped and economic forecasts improved, airlines have added 11 new routes, thereby increasing the number of available seats from RDU and contributing directly to the rise in passengers this year.” RDU’s Annual Report also calls 2015 “a year of routes,” including the Sept. 2015 announcement that Delta Air Lines will add nonstop services from Paris-Charles de Gaulle Airport in May 2016. GRCVB is responding to the potential for new international visitor arrivals with more staff resources devoted to international tourism strategy in 2016–2017.

As of this writing (April 2016), there is a wide range of opinion and concern about the Public Facilities Privacy and Security Act (HB2) signed into state law by N.C. Governor Pat McCrory on March 23. While the City of Raleigh, Town of Cary and Wake County maintain offerings of hospitality, dignity and respect for all travelers and their needs, GRCVB’s outlook for its 2016–2017 performance objectives and Wake County’s travel indicators is darkened by prospective declines in travel, especially business travel, resulting from protest statements nationwide and from already-announced tourism boycotts of N.C.

Visitor Profile for Raleigh and Wake County

BASIC FACTS AND FIGURES

- There were 14.28 million domestic visitors in 2014—up 7.7 percent from 2013. Including international and domestic visitors, there were 14.4 million person-stays in Raleigh/Wake County in 2014; these visitors directly spent \$2.2 billion on their trips to Wake County.
- Average overnight party size was 1.63 in 2012–2014—compared to 1.68 in 2010–2012. Average day-trip party size was 1.67 in 2010–2012—compared to 1.79 in 2010–2012.
- Overnight travel totaled approximately 7.17 million visitors in 2014.
- Overnight daily spending by visitors was \$118 per person in 2012–2014—compared to \$130 nationwide. Day-trip daily spending by visitors was \$86 per person in 2012–2014—compared to \$99 nationwide.

VISITOR BREAKDOWN

- Domestic leisure visitors – 10.5 million in 2014
- Domestic business travelers – 3.78 million in 2014
- Average overnight traveler to Raleigh/Wake County by lifestage (2012–2014):
 - Moderate to Affluent Mature – 26 percent;
 - Maturing/Free – 16 percent;
 - Moderate to Affluent Family – 21 percent;
 - Young Family – 10 percent;
 - Young & Free – 23 percent.
- Average age of Raleigh/Wake County’s overnight visitors is 44 years old (2012–2014). Distribution is:
 - 18–34 years: 33 percent
 - Young & Free – Without children/any household income: 23 percent;
 - Young Family – With children/any household income: 10 percent.
 - 35–54 years: 39 percent
 - Maturing & Free – Without children/any household income: 16 percent;
 - Moderate Family – With children/household income under \$75K: 8 percent;
 - Affluent Family – With children/household income above \$75K: 13 percent.
 - 55+ years: 28 percent
 - Moderate Mature – Without children/household income under \$60K: 10 percent;
 - Affluent Mature – Without children/household income above \$60K: 16 percent.
- Raleigh/Wake County’s average party per overnight trip spending by age (2012–2014):
 - 18–34 years: \$429
 - 35–54 years: \$664
 - 55+ years: \$561
- The means of transportation for Raleigh/Wake County’s overnight visitors (2012–2014) is: 87 percent drive – 12 percent fly – 1 percent other.
- The most popular overnight travel months to Raleigh/Wake County (2012–2014) were July (13 percent), followed by April and June (10 percent each), making the summer season the most popular season for Raleigh’s overnight visitation. Day-trip visitors predominantly came in the summer and winter seasons.

- Average household income of Raleigh/Wake County's overnight visitors (2012–2014) is: 18 percent, \$50,000–\$74,900; 18 percent, \$75,000–\$99,999; 33 percent, \$100,000 or higher.
- Accommodation type for Raleigh/Wake County visitors (2012–2014): 55 percent of stays occur in paid accommodations (hotels/motels), while 45 percent occur in non-paid (including private homes).

GEOGRAPHIC BREAKDOWN

- Some 42 percent of Raleigh/Wake County's overnight visitors (2012–2014) came from North Carolina. The top 10 states are: 42.3 percent, North Carolina; 12.7 percent, Virginia; 5.6 percent, New York; 5.2 percent, Florida; 4.4 percent, Maryland; 4.2 percent, South Carolina; 3.2 percent, Tennessee; 3.0 percent, Georgia; 2.3 percent, Pennsylvania; 2.2 percent, New Jersey.
- Some 89 percent of Raleigh/Wake County's day-trip visitors (2012–2014) came from North Carolina. The top states are: 89.3 percent, North Carolina; 6.3 percent, Virginia; 0.8 percent, Texas; 0.7 percent, Florida; and 0.5 percent, South Carolina.

VISITOR ACTIVITIES AND MOTIVATORS

- Activity participation of Raleigh/Wake County overnight stays (2012–2014):

24 percent, culinary/dining	6 percent, historic sites
20 percent, shopping	6 percent, museum/exhibition
11 percent, nightlife	6 percent, holiday celebration
9 percent, movies	5 percent, concerts/theatre/dance
8 percent, business/work	5 percent, state parks

AVERAGE OCCUPANCY AND AVERAGE DAILY RATE HISTORY

The following is a summary of the average occupancy and average daily rates for 2015 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>
2005	62.5%	\$70.83	\$11,343,565	\$13,719,288
2006	67.0%	\$74.75	\$12,938,961	\$15,287,475
2007	63.4%	\$83.76	\$14,382,332	\$16,176,924
2008	62.0%	\$87.51	\$14,510,239	\$17,537,562
2009	56.5%	\$80.92	\$12,863,589	\$17,326,526
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

New Developments for the 2016–2017 Fiscal Year

In 2016, two major outdoor/park expansions in Raleigh are slated for completion, at the **Museum Park at North Carolina Museum of Art (NCMA)** and at the **Dr. Martin Luther King Jr. Memorial Gardens** just southeast of downtown Raleigh. In West Raleigh, NCMA broke ground on its Museum Park expansion project in Nov. 2015. This expansion, to be completed in July 2016, will include a central elliptic lawn for community and museum programming, bike and walking paths, native and sensory gardens as well as tree-lined parking lots. A long-term expansion plan is also in place to include a new park entrance and streetscape, more parking, meadow restoration, more trails and additional outdoor works of art.

Also in Nov. 2015, the City of Raleigh broke ground on expansion plans for the gardens that commemorate Rev. Dr. King and state and national supporters of the civil rights movement. Construction is underway on a Civil Rights Path with education stations, a memorial masonry screen wall, covered patios with grills, additional parking and seating and more. The park/gardens are projected to reopen in Fall 2016, once the \$900,000 project concludes. The MLK-commemorative park is the first in the U.S. solely devoted to Rev. Dr. King, while the N.C. Museum of Art's park is the largest art park in the nation. Both expansions will better fulfill the needs of recreation- and culture-oriented travelers.

At North Carolina State University, plans are still in motion to transform the prior chancellor's residence at 1903 Hillsborough St., West Raleigh, into the new **Gregg Museum of Art & Design**, a permanent home for the university's collecting art museum. The \$9.8 million project will renovate the 7,000-sq.-ft. historic residence and also construct a 15,000-sq.-ft. contemporary addition. The construction project broke ground in April 2015, and completion is expected in Spring 2017. Once expanded, the Gregg Museum will become Raleigh's third visitor-friendly art museum, more easily accessible and marketable having relocated from former space in the Talley Student Center and temporary space on Brickhaven Dr.

A site directly across Glenwood Ave. from Crabtree Valley Mall will soon be home to another shopping area called **Crabtree North**. This 20-acre, mixed-use development will feature 125,000 sq. ft. of retailers and restaurants, as many as 708 residential units and a proposed hotel. A pedestrian bridge across Glenwood Ave. will connect Crabtree North to the existing Crabtree Valley Mall site. The new lifestyle center/development is slated to open in Fall 2017.

Also in Fall 2017, Raleigh's new transportation hub is expected to open, housing both the relocated downtown Amtrak Station and the City's bus transfer facility relocated from Moore Square. The new **Union Station** in downtown's Warehouse District will accommodate longer trains and have larger platforms among other improvements. The project will cost approximately \$79.8 million and simplify rail and ground transportation connections for visitors arriving in downtown Raleigh.

Seven new hotel developments are scheduled for completion in the 2016–2017 fiscal year. The Town of Knightdale will see its second lodging property open in Dec. 2016 in the form of a 110-room **Hampton Inn & Suites** on Hinton Oaks Blvd. In the Morrisville/RTP area, a 110-room **Wyndham Garden Hotel** is under construction and is projected to open by March 2017. The 130-room **Hyatt House Raleigh/Durham Airport-Brier Creek**, being developed by CMC Hotels on Sellona St., Raleigh, may be open by April 2017.

Meanwhile four hotels with Marriott International brands are under construction. The 108-room **Fairfield Inn & Suites Raleigh-Cary** is being built on Ledsome Ln., Cary, and due to open by Sept. 2016. The much-anticipated, 166-room **Residence Inn Raleigh Downtown** will open in Spring 2017, adjacent to the Raleigh Convention Center at 616 S. Salisbury St. Also in Spring 2017, Raleigh's first **AC Hotel by Marriott** will open in North Hills, Midtown Raleigh, with 135 rooms. **StateView Hotel**, a 164-room Autograph Collection property with 22,000-sq.-ft. conference center, is expected to open in Summer 2017 on North Carolina State University's Centennial Campus.

April 2016

Goals for the 2016–2017 Fiscal Year

- Explore ways to increase or leverage GRCVB's marketing and sales budget through partnerships, sponsorships or new streams of support.
- Continue to work with the region's economic development organizations to ensure that there is a comprehensive communications plan for Wake County with consistent messaging and guiding brand strategies.
- Build upon regional marketing and advertising opportunities that will jointly promote the region to national leisure visitor and economic development targets.
- Work to maintain and attract key signature events and conventions for the county that have significant, trackable hotel room-nights and that fit with destination brand attributes.
- Work with county and community leaders to improve the infrastructure, policies and regulations that deliver the most tourism ROI and that positively impact quality of life. Identify destination-enhancing developments that should be considered for future public-sector investment.
- Continue to advocate to elected officials and to the private sector for enhancements to sports venue options in Wake County that would draw overnight visitors and visitor economic impact, in order to continue attracting high-quality sporting events and tournaments to the Raleigh area.
- Maintain excellent customer-service programming in all aspects of GRCVB. Continue to work with visitor-sector businesses, organizations/municipalities and their employees throughout the county to monitor, maintain and enhance the service experience at all visitor touch points.
- Be a constant advocate for the development of area hotel product, in conjunction with the City of Raleigh and the surrounding communities throughout Wake County.
- Continue to ensure that GRCVB remains on the cutting edge with social media marketing/technology and with content marketing strategy, to engage new and existing customers of the destination.
- Continue to execute effective sales and marketing programs, implementing the destination brand strategy even more fully, to remain a top meetings and sports destination for state, regional and national planners and their events.
- Continue to ensure that GRCVB remains as the official voice of tourism in Wake County, a curator of destination content and a trusted partner of area economic development organizations in making decisions that will impact the area's visitor/tourism infrastructure.
- Increase community awareness and support of GRCVB's meetings connector program, to elevate local understanding of the importance of hosting conventions and to increase the number of conventions with local connections that can be hosted in the Raleigh area.
- Increase community awareness and understanding of GRCVB's economic development role and long-term value to the area overall.

Talking Points for the 2016–2017 Fiscal Year

Talking points recommended for GRCVB staff, board members and area partners during the 2016–2017 fiscal year (as well as in future years) are three themelines that are core to the Raleigh, N.C., destination brand platform. Each of these major themelines encapsulates the strongest and most central attributes of the destination's brand, based on 2014–2015 research. (See the Raleigh, N.C., Destination Brand Strategy Manual at www.raleighncbrand.com for more 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.

Marketing Department

The Marketing Department is responsible for destination brand research, stewardship and strategy as well as marketing within the sports, convention and tourism vertical markets. The primary goal of the department is to create accurate and compelling online and traditional advertising, promotions and partnership programs, increasing overall visitation to the destination and 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 (e.g., large-scale leisure tourism events, select local media opportunities).
- Increase visitor attendance at major events/festivals, special performances and venues, attract more day-trippers and convert day-trippers to overnight visitors (when possible), through hotel packaging, online messaging and sales incentives.
- Increase website traffic levels (visits) through a research-based redesign of visitRaleigh.com/ raleighsports.org and via search engine optimization, search engine marketing and other tactics.
- Expand GRCVB/GRSA advertising impact or reach by offering valuable co-op opportunities to local partners, such as area hotels or the Raleigh Convention Center.
- Establish www.visitRaleigh.com as the single, official source for the area's tourism, restaurant, hotel, attraction and event, meeting, sports, travel media and partner information.

MARKETING STRATEGIES, ALL VERTICALS

- Steward the destination brand strategy for 2016–2017 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. Start 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.
- Conclude a three-year strategy during Fortify (the I-40/440 Improvement Project) to raise awareness of the project with Raleigh visitors in all verticals and share messaging that Raleigh remains accessible and approachable during the construction project.
- Collaborate with local economic development partners to build consistent messaging and synergy between their traditional economic development strategies and GRCVB's visitor-related economic development strategies, e.g., destination brand, joint public affairs tactics in the Raleigh area.

- Continue to enact a GRCVB/GRSA social media marketing strategy to take full advantage of social conversations, engagement and networking, brand ambassadorship and shareable (viral) imagery, and position Raleigh competitively among its peer destinations in these areas.
- Continue to empower the area's visitor sector partners representing all industries/verticals to "help themselves" to GRCVB's marketing programs and co-op opportunities (self-service) through Bureau projects such as PIXL (Partner Information eXchange Login, which soon will be upgraded to version 4.0 in concert with Simpleview) or advertising on the official website.
- Upgrade visitRaleigh.com and raleighsports.org to a Simpleview responsive design, in collaboration with IT, thus giving each Bureau department access to mobile marketing platforms and allowing for multiple presentations of existing and newly developed official site content.
- 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.

MARKETING STRATEGIES, CONVENTION & MEETING SALES

- Continue collaborating with IT to template all of the steps of the personal selling process, enabling convention sales and services staff to fully deploy lead-nurturing, deal-closing or relationship-building emails through the Distributed Marketing Platform (DMP), with aspects of the sports event-planning process to follow on additional email templates.
- Arm sales staff with new designs, themes, collateral, promotional products and social media marketing strategy, in accordance with the rearticulated 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 compelling advertising, the Meetings Watch e-newsletter, official Meeting Planners Guides, professionally printed pieces as needed, video content and the visitRaleigh.com website section for Meeting Planners.
- Contribute, alongside Communications Department staff, to a comprehensive communications/public relations plan, including media buy, pre-written editorial placement and television appearances, for a community awareness campaign (explaining the local economic impact of meetings, highlighting local meeting planners/existing ambassadors and encouraging connectors to new outside business to step forward and work with GRCVB).

MARKETING STRATEGIES, SERVICES

- Work cooperatively with Services team to update GRCVB's current taxi training program format to include elements of the tuned-up destination brand for Raleigh, N.C., and also to encourage placement of Official Visitors Guides in taxicabs.
- Continue distribution of standalone Destination I.D. Guides (containing a large-format, fold-out map), apart from distribution of the annual Visitors Guide, for use in servicing convention delegates and sports attendees on site, who will carry it along with them during their visits in the area.
- 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 (operated by a redefined Visitor Information Center Manager) for portraying the destination brand to visitors/customers.

- Continue to collaborate with the Services team to develop and implement regularly scheduled partner education sessions, not only to encourage partner buy-in for co-op marketing tactics (which is taking place in quarterly Marketing Update Meetings or regular advisory board/committee meetings) but also to encourage destination brand adoption, PIXL use and deeper understanding of GRCVB/GRSA in general.

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, leisure tourism events, restaurants).

Focus on promoting Raleigh experiences that leave visitors feeling enriched and energized.

*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., blogs and social media, email activations, search engines), print ads, publications and event sponsorships 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. Publish a reconceived Official Visitors Guide for 2017, based on recent findings that indicate the guide could be just as effective if more inspirational, less listings-oriented and designed to send readers to visitRaleigh.com for detailed trip-planning/conversion.
- Use the 2016–2017 Editorial Calendar of brand themelines, tourism assets and campaigns as a guide to continually steer all tourism marketing tactics (Internet marketing activities, print advertising, point-of-sale initiatives) toward annual goals/objectives. Keep area partners updated with co-op partner program opportunities under each theme, timeframe, campaign and promotion.
- 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—in order to generate content that will entice visitors to experience the destination, become brand ambassadors and make return visits.
- Strengthen area partner relationships in order 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 entrepreneurs, non-profits or small businesses that can associate with GRCVB/the visitor sector or with People-First Tourism, Inc., to begin serving visitors (tourists or groups) in uniquely brand-compliant ways.
- Strengthen relationships within standing committees (e.g., Cultural Presenters Forum, Live Music Advisory Committee, Wake County Beer Summit) and with area allies (e.g., Downtown Raleigh Alliance, Hillsborough Street Community Service Corporation, Midtown Raleigh Alliance) in order to collaborate in the best ways possible on promotions, content or campaigns to enhance the Raleigh, N.C., destination brand and attract or better serve visitors.

- Create and/or maintain strategic partnerships statewide and nationwide with Amtrak, Brand USA, CVNC, Economic Development Partnership of N.C., GLCVB, the International Gay & Lesbian Travel Association, N.C. Craft Brewers Guild, OpenTable, Priceline and others and augment GRCVB's destination marketing efforts (with referral-based funding when possible).

MARKETING STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Continue to collaborate with IT to create toolkit content for DMP uses, such as lead-nurturing or deal-closing emails, with emphasis in 2016–2017 on re-conceptualizing 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 compelling advertising, collateral/Sports Watch e-news, promotional products, social media marketing tactics and upgrades to the raleighsports.org website.

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.
- Further develop with the Communications Department a specific social media strategy for better reaching the news and travel media with messaging, to include proactive and reactive tactics in growing and maintaining social relationships. Ensure the Bureau's overall social media strategy promotes the positive media coverage garnered for the area, encouraging consumer sharing.
- Develop, with Communications Department staff, collateral and electronic communication materials about Raleigh, N.C., and about special-interest travel promotions or specifically recommended travel packages, to aid in that department's pursuit of international tourism sales during 2016–2017.

MARKETING STRATEGIES, MARKETING RESEARCH

- Update visitor volume and spending estimates through calendar year 2016 with research from D.K. Shifflet & Associates and the U.S. Travel Association.
- 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).
- Join with local arts/culture partners to obtain actionable marketing data on past visitors to Raleigh and cooperatively targeting customers with the highest potential for repeat visits and arts participation (Ruf Strategic Solutions and/or TRG Arts).
- Collaborate with all Bureau departments on research and survey needs on customer conversion, impact and satisfaction, in order to better pursue internal process and training improvements and to underscore to locals the importance of Raleigh area visitors.

MARKETING ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
Annual Meeting	x	x										
Annual Progress Report	x	x										
Content Marketing World, Cleveland, Ohio			x									
Conversational Marketing, Internet Marketing, Social Networking and Video Production (ongoing)	x	x	x	x	x	x	x	x	x	x	x	x
Cultural Presenters Forum (monthly)	x	x	x	x	x	x	x	x	x	x	x	x
Digital and Website Content (site-wide, ongoing)	x	x	x	x	x	x	x	x	x	x	x	x
DMAI Destination Marketing and Management Forum, Minneapolis, Minn.		x										
DMAI Marketing Innovation Summit									x			
DMANC Tourism Leadership Conference			x									
Fortify Visitor Strategy (ongoing)	x	x	x	x	x	x						
Internet Summit, Raleigh					x							
Live Music Advisory Committee meetings (quarterly)			x			x			x			x
Local and National Partnership Building (ongoing)	x	x	x	x	x	x	x	x	x	x	x	x
Marketing Department Half-Day Retreat										x		
Marketing Update Meetings for partners (quarterly)					x			x			x	
Meetings Watch e-newsletter (bimonthly)	x		x		x		x		x		x	
New Research Exploration (ongoing)	x	x	x	x	x	x	x	x	x	x	x	x
Official Meeting Planners Guide										x	x	x
Official Visitors Guide				x	x	x	x	x	x			
Sports Watch e-newsletter (quarterly)	x			x			x			x		
Simpleview Summit, Tucson, Ariz.										x		
Social Media Tourism Symposium, TBD					x							
Tradeshaw Themes (ongoing)	x	x	x	x	x	x	x	x	x	x	x	x
Visit North Carolina 365 Conference, Greenville									x			
Visitor Volume and Spending Estimates											x	
visitRaleigh the E-magazine (monthly)	x	x	x	x	x	x	x	x	x	x	x	x
Wake County Beer Summits (tri-annually)					x			x			x	

Communications Department

The Communications Department is responsible for managing all external communication activities, which include all public relations, media relations and community awareness functions. Public relations and media relations include local publicity to generate community awareness and out-of-town publicity in the meetings, leisure, group tour and sports markets to help generate visitor traffic. The department's mission is to craft for the Bureau and Raleigh/Wake County a positive public image for potential visitors, the general populace and the news media.

COMMUNICATIONS OBJECTIVES

- Local Objectives:
 - Elevate GRCVB brand awareness to local consumers, media and members of the Wake County hospitality community.
 - Engage in building strong relationships with local television, print, radio and online media to help build credibility in the local and business community.
 - Organize quarterly meetings with local media to update them on GRCVB initiatives and the tourism industry in Wake County.
 - Promote positive impact of tourism through public awareness initiatives and a series of press releases detailing travel figures specific to Wake County.
 - 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.
 - Continue to work in collaboration with appropriate communications and public relations representatives in local organizations including: Wake County Economic Development, Raleigh Economic Development, North Carolina State University Centennial Campus, City of Raleigh 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-life themelines.
 - Develop a local connectors' network of travel writers to pitch "hometown" travel articles to state, regional and national publications.
- Out-of-market Objective:
 - Continue a proactive media outreach program to generate earned media with an emphasis on relationship-building and targeting to ensure the brand message is conveyed in editorial, broadcast and online placements.

COMMUNICATIONS STRATEGIES, CONVENTION SALES

- Collaborate with appropriate Convention Sales team members to identify and plan a series of targeted sales/media events using brand-specific themes on a quarterly basis including Atlanta, Chicago, New York and Washington, D.C.
- Work to develop a comprehensive communications/public relations plan, including media buy, pre-written editorial placement and television appearances, for a community awareness campaign to highlight local connectors, local businesses that are bringing major conventions to the area and the impact that "staying local" means to Wake County.
- Continue to 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 a series of targeted, timely press releases, media relationships and individual visits. Develop an editorial calendar focusing on meeting and convention themelines.
- Provide easy access to standard tools through pre-written editorial pieces, destination descriptions and quotes that reflect the Raleigh, N.C., brand.

- 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 (i.e., smart) for major media push.

COMMUNICATIONS STRATEGIES, CONVENTION SERVICES

- Identify the major meetings and conventions within the key vertical markets to develop a comprehensive local and national public relations plan to maximize exposure.
- Update the “Do It Yourself” tools for meeting and convention planners to guide them in the process of garnering local media exposure through press releases, press conferences and media alerts.

COMMUNICATIONS STRATEGIES, MARKETING

- Continue to strategically work with the Marketing Department to promote tourism campaigns to local, statewide and regional audiences and potential visitors—efforts to include up-to-date, dedicated press releases and backgrounders on “Rooted in Raleigh” ambassadors and putting the area’s passionate people in the spotlight.
- Develop Raleigh editorial that reflects that experiential and people-centric destination brand that can be used for web content, blog posts and any additional editorial needs.
- Update content and redesign of the Media Center on visitRaleigh.com to reflect the tuned-up Raleigh brand and tell the story of the entrepreneurial Raleigh residents who enhance the area’s visitor appeal.
- Work with senior marketing manager and communications & tourism manager to develop a social media strategy for working with media. This includes both a proactive and reactive strategy to develop social media relationships. Develop a social media strategy to promote positive media coverage garnered for the area—encouraging sharing.
- Continue to identify packages, programs or innovative ideas for creating buzz through integrated marketing efforts utilizing the Marketing Department’s 2016–2017 Editorial Calendar of brand themelines, tourism assets and campaigns.

COMMUNICATIONS STRATEGIES, GREATER RALEIGH SPORTS ALLIANCE

- Build local sports media list and relationships by providing timely story ideas, facts and figures such as participant numbers, room-nights and economic impact figures on a timely basis.
- 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.
- Help to build upon Raleigh’s reputation as a running destination through media partnerships with Rock ‘N’ Roll Marathon and IRONMAN Raleigh 70.3.

COMMUNICATIONS 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.
- Write a series of press releases highlighting Bureau initiatives and awards, to be distributed to local print, television, radio and Internet media.

- Develop an open media list hosted on the Bureau's CRM for continuity with other departments in keeping one central database.
- Create talking point "cheat sheets" for internal use relating to travel and tourism issues. These reference documents will aid in Administration, Communications and other staff members being on the same page in regards to issues facing Wake County tourism.
- Create a series of canned quotes in regards to meetings and conventions, tourism initiatives and local policies that affect the tourism industry in Wake County.

COMMUNICATIONS STRATEGIES, PUBLIC RELATIONS

- Create customized pitches aimed at journalists, bloggers, cable network producers and online editors. 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, networking events and site visit facilitation.
- Encourage journalists on assignment to expand and infuse stories with 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, campaign-specific URLs, travel packages and events.
- Broaden use of social media as an integrated tool for media outreach, relationship development and targeted pitching.
- Integrate targeted keywords into traditional and online PR efforts to align with SEO efforts.
- Continue to develop a system to track media relations efforts by utilizing a clip service. Develop a quarterly report of all media earned.
- Work with Visit North Carolina's Media Department to participate in media receptions in key markets like New York City, Atlanta and Washington, D.C., as well as in-state.
- Develop template for easy distribution to hospitality partners when destination coverage is secured. This template will allow for a standard format of attaching the article, partners mentioned and (if available) circulation and ad equivalency numbers.
- Pursue qualified travel media to visit the destination on individual visits or during a planned group press trip.
- Continually create customized pitches for editors, freelance writers, bloggers etc. and continue to respond to inquiries that come directly to the Communications Department.
- Regularly keep the online press room updated with press releases, backgrounders, media alerts and industry facts and figures to communicate news and information for easy access to media.
- Host group press tour surrounding Wide Open Bluegrass. Work in conjunction with partner public relations agencies to host two joint media tours.
- Host 100 individual media visits in 2016–2017. This is an increase due to proactive targeting of online travel journalists and bloggers on a consistent and monthly basis.
- Travel to New York City to hold desk-side visits with key media writing for leisure, lifestyle and meeting and convention publications.

- Attend Society of American Travel Writers Conference and Marketplace, both national and chapter meetings.
- Attend Public Relations Society of America Conference and Marketplace.
- Collaborate with the Marketing Department to align public relations strategies with major marketing campaigns surrounding live music, craft breweries and passionate people.
- Develop a public relations campaign around blockbuster exhibitions at area attraction partners.
- Develop online and print collateral piece to assist meeting and sports planners with writing media alerts, press releases and tips on pitching the local media.

COMMUNICATIONS AND SALES STRATEGIES, INTERNATIONAL TOURISM

- Research international market and create destination-specific strategies based on travel drivers of the international market.
- Develop and arrange distribution of collateral materials, develop special-interest travel promotions and compile a database of international customers.
- Work closely with Visit North Carolina to coordinate site visits/familiarization trips to the area. Attend joint tradeshows and sales missions targeted towards the international market.
- Create recommended travel packages for international visitors and work with Marketing Department to produce necessary collateral and electronic communication material.
- 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.
- Develop and maintain effective networking relationships within the international leisure travel industry with both trade and media.
- Conduct solicitation to international organizations to encourage tourist activities in Wake County; develop and give tradeshow presentations, respond to inquiries from potential international clients and visitors.
- Generate tour operator and receptive operator leads for hotels, attractions and other partners.
- Work with airlines that serve RDU with international service in marketing the area.

COMMUNICATIONS ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
ESTO, Boca Raton, Fla.		x										
Fall Press Tour			x									
Family-Themed Press Tour											x	
IBMA Press Tour				x								
Individual Media Visits	x	x	x	x	x	x	x	x	x	x	x	x
International Pow Wow							x					
International Sales Mission										x		
North American Travel Journalists Conference			x									
Public Relations Society of America Conference											x	
Sales/Media Events (N.Y.C., Chicago, D.C., Atlanta)	x			x			x			x		
Society of American Travel Writers Conference										x		
Simpleview Summit										x		
Spring Press Tour									x			
Travel South						x						
Visit North Carolina Media Events (state, regional and N.Y.C.)			x				x				x	

Convention Sales Department

The primary goal of the Convention Sales Department is to promote Raleigh/Wake County as a convention and meetings destination, establishing 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.
- Continue to increase awareness of Raleigh in key feeder markets (Southeast, Mid-Atlantic and Northeast), by identifying key meeting planners and decision-makers who have potential to bring conventions and meetings to Wake County.
- Educate area business leaders, residents and meeting professionals on the role of GRCVB. Community awareness will increase the opportunities for local connectors to be advocates to host meetings and events in their own backyard.
- Utilize the destination brand in all aspects of the sales process. Working with a people-centric positioning statement and brand promise, Sales will continue to curate passionate locals and signature experiences into client engagements at tradeshow, client events, site inspections and sales missions. Sales and marketing tactics will stay in synch with the tuned-up destination brand strategy, in both local and regional convention and meeting markets.
- Continue to serve on and seek out leadership, board of directors and committee positions with national and regional industry organizations (e.g., MPI, AENC, SGMP and NCBMP).
- Establish connections with tradeshow companies that manage shows congruous with our venue size, e.g., Raleigh Convention Center, PNC Arena and Dorton Arena sizes, to bring vertical market-related shows to the area.
- Continue to focus on direct sales and face-to-face meetings. Participate in industry-related tradeshow and events.
- Showcase the diversity of events and the destination to meeting professionals in all markets by hosting them for inbound events exclusive to Raleigh.
- Increase the sales prospecting funnel by utilizing third-party channels to generate more business in our key industry segments.
- Develop a strategic sales plan with our business development manager to form stronger relationships with the corporate meetings sector. Support events that allow us to connect with decision-makers.
- Cultivate relationships and educate third-party planners on existing and new Raleigh product.
- Increase GRCVB sales presence with Association Management Companies in all regions to attract more multi-volume accounts.
- Work with Marketing Department to create a promotional campaign to generate new business that fills need times for the area hotels and convention center.

CONVENTION SALES TARGET MARKETS

- State, regional and national corporate business*
- State, regional and national association Business*
- Continue to focus on regional in-house business that is within the drive market or one-hour flight time, by emphasizing value, bottom-line cost and ROI to the host organization when meeting in Raleigh.

* Emphasis on key feeder markets, life sciences and biotechnology, CleanTech and technology

CONVENTION SALES STRATEGIES

- Work with the Marketing and Communications team to plan and execute a multilevel GRCVB awareness campaign that speaks to a broad audience to include local business leaders, residents and meeting professionals that represent all markets. Utilize local, state and national media; host local destination awareness event to educate the community on how to host a meeting in their own backyard.
- Collaborate with GRCVB departments to increase the number of opportunities to host potential clients in market at signature events, e.g., Rock 'n' Roll Raleigh Marathon etc.
- Conduct regional third-party events, concentrating on Helms Briscoe, ConferenceDirect and Experient. Initiate relationships with companies that offer lead generation and prospecting services, to increase the volume in the sales prospecting funnel that will generate new business.
- Identify meetings and events to host that target our key industry clusters, life Sciences and biotechnology, CleanTech and technology. Use these events as opportunity to connect with key decision-makers and influencers who have the potential to bring a meeting or event to the destination.
- Continue to cultivate relationships with staff at the North Carolina Museum of Natural Sciences.
- Focus on Association Management Companies (AMC) in all regions. Attend tradeshow specifically for AMC, conduct sales calls and make onsite presentations.
- Coordinate with area hotels and convention center plan to attract qualified meetings during peak times and need dates. Collect incentives from partners to post on meetings webpage and also schedule three targeted email activations throughout the year.
- Maintain presence in our D.C. regional office. Make sales presentations and host events quarterly. Invite our local hospitality partners to participate.
- Utilize social media, e-blasts and direct mail to implement a multilevel, annual meetings and convention campaign with a call-to-action to generate leads.
- Sales managers will attend and participate in industry tradeshow and events for the Midwest, Mid-Atlantic and Southeast regions. Major shows this year will include focus on Association Management Companies, corporate, national and state associations and third-party meeting professionals. This focus will be monitored and redesigned, if need be, based on changing economy, altered product availability or newly realized market potential.
- Promote Wake County to tradeshow companies that represent vertical market clients through sales calls, attending market-related tradeshow, in-bound client events and direct mail.

- Utilize third-party online destination sales and marketing channels like empowerMINT.com and Cvent to work to obtain and maintain a cohesive presentation from DMOs through these third-party sales systems. These channels assist us in extending our sales reach to Central and Western U.S. meeting planners. These systems also provide planners with dynamic resources like hotel and venue search, RFP generators and post-convention profiles.
- Continue to work closely with Wake County Economic Development (WCED) on specific, high-growth industry clusters based on recognized strengths of the region. Concentrate on new emerging markets that are coming into the Research Triangle Region: bio-ag technologies, defense technologies, biotechnology, medical devices and non-woven textiles, interactive gaming and e-learning. Utilize WCED industry contacts to pursue bringing associated conferences to Raleigh. Host a combined cluster reception/event in D.C.
- Conduct bimonthly or quarterly (depending upon the market) sales calls while attending various chapter meetings in key feeder markets, concentrating on local, Southeast regional and Northeast regional markets. We will sponsor chapter events throughout the year including MPI, GAMPI, PCMA and AENC.
- Work with our business development manager to connect with locals who are members, board representatives, officers or who are affiliated with groups that may consider Raleigh for their meetings destination. We will be asking them for their initial support via letter, phone call or personal visit, to get us in the door with the correct meeting contact.
- Continue to develop relationships with leadership and faculty from area universities and museums seeking academia-based conferences. This will include assistance from GRCVB business development manager, regular sales calls, hosting onsite events and mini-fam trips.
- Continue congruously with the Services Department to work with the established Customer Advisory Board of Meeting Planners from within an hour's drive of Wake County, as well as a representative in the D.C. area, Northeast, Midwest and Southeast. The board's purposes will be to review our marketing materials, give feedback on our sales, marketing and service initiatives throughout the year and discuss hot topics regarding our destination sales efforts. This is being done under the direction of David Kliman, CMP, CMM, facilitator, who will coordinate two meetings during the upcoming year with the Customer Advisory Board.
- Continue to contribute articles to Meetings Watch, our in-house publication, informing potential clients of what's new in our area, as well as where our Sales team is traveling and sales events in which we are participating.
- Host local planners who are not currently working with us for "Lunch and Learn" or "Coffee Connection" to increase community awareness and how working with a CVB can help their bottom line.
- Host multiple in-bound client events with our hospitality community from our feeder markets in the Southeast, Mid-Atlantic and Northeast regions, familiarization tours, signature events etc.
- Our D.C. regional office will make sales presentations quarterly to multi-planner volume accounts in the D.C. area, inviting our local hospitality community to participate.
- Design out-of-market client events in the Midwest, Northeast and Southeast, with partnership of our local brand ambassadors, around themes that reflect the destination brand such as culinary, breweries, music or arts & culture.
- Promote Raleigh/Wake County by inviting area partners to participate in "Raleigh, N.C., on the Road" sales mission, focusing on association management offices located in the Midwest, Northeast and Southeast.

- Utilize local university students from business, marketing & finance and parks & recreation departments as interns for an ongoing marketing research program, freeing up Sales team members from the front-end research necessary for consistent prospecting.
- Conduct 90 individual site inspections for prospective and tentative clients per year.
- Submit bimonthly Meetings Watch e-news profile of a “Meeting Planner Spotlight” recognizing an individual who aided in bringing business to our community through leads, support etc.
- Work with Marketing Department to keep meeting ad placement focused primarily on outlets with distribution consistent with our target sales markets in the Southeast, Northeast and Mid-Atlantic.
- Continue to work with Marketing Department to develop an educational piece for working with destination partners, i.e. hotels, venues etc.; this will be used as an education tool on working with the GRCVB.
- Work with Communications Department to develop quarterly story pitches to local newspapers, broadcast media and radio, to aid in educating locals on the GRCVB’s sales efforts and its mission of increasing sustainable economic impact from meetings and conventions. Work to put PSAs in the RTN, a local informational station, as well as monthly “accolades from clients” in the “Events” section of *The News & Observer*.
- Work with Communications Department to develop quarterly news releases and briefs targeting meetings industry publications like *Successful Meetings*, *M&C*, *Meetings Today*, *Meeting Mentor*, *Convene* and *The Meeting Professional* (MPI).

CONVENTION SALES ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
Association Execs of N.C. Annual – Williamsburg, Va.	x											
CESSE – Norfolk, Va.	x											
Fraternal Executive Association – Scottsdale, Ariz.	x											
MPI-WEC – Atlantic City, N.J.	x											
PCMA/MPI N.E. Chapter Meeting –N.E. Area	x											
PCMA Capital Chapter Event – D.C. Area		x										
Connect Marketplace – Pittsburgh, Pa.		x										
ASAE – Salt Lake City		x										
PMPI Chapter Event – D.C. Area		x										
PCMA/MPI N.E. Chapter Meeting – N.E. Area		x										
PCMA/MPI N.E. Chapter Meeting – N.E. Area			x									
N.C. SGMP Chapter Meeting – TBD			x									
MPI-CC Tradeshow – Raleigh, N.C.			x									
Professional Fraternity Association			x									
PMPI Chapter Event – D.C. Area			x									
CMP Conclave – TBD			x									
EXPOATL			x									
AENC Golf Outing – Raleigh, N.C.				x								
MPI-CC Chapter Meeting – TBD				x								
N.C. SGMP Chapter Meeting – TBD				x								
PMPI/PCMA Capital Chapter Joint Event – D.C. Area				x								
GAMPI Golf Classic – Atlanta, Ga.				x								
PCMA/MPI N.E. Chapter Meeting – N.E. Area				x								
Rejuvenate Marketplace – Dallas, Texas					x							
PCMA/MPI N.E. Chapter Meeting – TBD					x							
XSITE – S.E. Location				x								

CONVENTION SALES ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
National Coalition of Black Meeting Planners – TBD					x							
N.C. SGMP Chapter Meeting – TBD					x							
PCMA Capital Chapter Annual Meeting – D.C. Area					x							
PMPI Chapter Event – D.C. Area					x							
CVB Reps Holiday Client Event – D.C. Area						x						
N.C. SGMP Mid-Winter Meeting						x						
AENC Annual Tradeshow – Raleigh						x						
Association Forum Holiday Showcase – Chicago, Ill.						x						
IAEE Expo! Expo! – Baltimore, Md.						x						
PCMA/MPI N.E. Chapter Meeting – N.E. Area						x						
PMPI Chapter Event – D.C. Area						x						
PCMA – Vancouver, B.C.							x					
RCMA – Birmingham, Ala.							x					
N.C. SGMP Chapter Meeting – TBD							x					
MPI Carolinas Chapter Meeting (bimonthly)	x		x		x		x		x		x	
Connect Association, Corporate and Specialty – Grapevine, Texas		x										
GAMPI – Atlanta, Ga. (bimonthly)	x		x		x		x		x		x	
Connect Diversity	x											
PMPI Chapter Event – D.C. Area							x					
DMAI Destination Showcase – Washington, D.C.								x				
Plan Your Meeting – Atlanta, Ga.								x				
Smart Meetings – D.C. Area								x				
PCMA/MPI N.E. Chapter Meeting – N.E. Area								x				
N.C. SGMP Chapter Meeting – TBD								x				
PMPI Mid-Atlantic Conference & Exposition – D.C. Area								x				
PCMA Capital Chapter Mix N Bowl – D.C. Area								x				
AMC Institute – TBD									x			
PMPI Chapter Event – D.C. Area									x			
N.C. SGMP Chapter Meeting									x			
MPI/PCMA Northeast									x			
PMPI Chapter Event – D.C. Area										x		
PCMA Capital Chapter Event – D.C. Area										x		
N.C. SGMP Chapter Meeting – TBD										x		
PCMA/MPI N.E. Chapter Meeting – N.E. Area										x		
N.C. Technology Association Technology Conference – RTP										x		
N.C. Defense Business Association Expo & Symposium – Pinehurst, N.C.										x		
AMPS Golf Event – Washington, D.C.										x		
ASAE Springtime in the Park – D.C.											x	
ExpoNC – Raleigh										x		
PMPI Chapter Event – D.C. Area											x	
PCMA Capital Chapter Event – D.C. Area											x	
Collaborate – Orlando, Fla.												x
MPI/PCMA Northeast – N.E. Area												x
Plan Your Meeting – Raleigh												x
PMPI Evening of the Stars – D.C. Area												x

Services Department

The Services team is responsible for making visitors feel welcome and helping to pave the way for a distinct and pleasant visitor experience while they are here! We accomplish this by working with our partners to help deliver the Raleigh, N.C., experience to visitors. Our department focuses in two areas: convention services (services provided to meetings, conventions and other groups) and visitor services (operation of the Visitor Information Center). We believe that by building strong relationships and providing extraordinary experiences, we build a “services to sales” approach that will affect repeat and referral business.

SERVICES OBJECTIVES

- **Customer Service:** We will continue to work to maintain a high commitment to customer service excellence internally (to our partners and peers) and externally (to our clients and visitors).
- **Convention/Group Services:** We will use the convention servicing and planning process to grow client relationships, one convention and meeting at a time. By providing “one stop shop” services, we will integrate a cooperative spirit between our planners and Raleigh, N.C., hospitality partners. We will expand these services to include group tour services.
- **Visitor Services/Visitor Information Center:** We will strengthen the role of the Visitor Information Center (VIC) so that it plays a key role in enhancing Raleigh, N.C., visitor experiences. By providing visitor information, counseling and destination awareness, we will strive to increase visitor volume one visitor at a time, thus encouraging positive experiences (with longer stays and increased visitor spending) and ultimately repeat visits.

SERVICES STRATEGIES

Customer Service

- Continue offering the Guest Service Gold® program for customer service certification on a quarterly basis. The program, developed by the American Hotel & Lodging Educational Institute (AHLEI), is a partnership with the N.C. Restaurant and Lodging Association (NCRLA) which allows our partners to participate at a cost savings.
- Continue our existing relationship with Wake Technical Community College for the Customer Care for the Hospitality Industry program, as a resource for partners interested in offering a customized, onsite customer service training program.
- Continue, in support of the overall strategy of GRCVB to better immerse our partners in the brand attributes of our destination, “See For Yourself” tours on a quarterly basis. Tour themes will reflect the year’s marketing editorial calendar. These tours have been valued and popular training tools serving to acquaint our partners with area visitor attractions. A new tactic in the year ahead will be to partner with Sales to invite clients to attend as well, to grow brand champions within our local community of planners.
- Work cooperatively with GRCVB’s Marketing team on the development of a new online tool for destination awareness training related to destination brand. A key element of customer service is having a community of business partners who understand and support the brand strategy while delivering the promise enthusiastically to our visitors.
- Continue to participate in monthly educational webinars and share this with our partners by hosting monthly “Lunch and Learns” for networking and training. Active involvement in the Event Service Professionals Association (ESPA) provides us with great event service training opportunities.

- Be actively involved again in the Local Organizing Committee as well as our typical role of supporting the International Bluegrass Music Association (IBMA) World of Bluegrass week overall. Hosting IBMA provides us with a marquee opportunity to exemplify our servicing role with an extraordinarily high level of customer service care. Key areas of engagement include hospitality and welcome services, volunteer recruitment and training and partner engagement, as well as expanding accessibility awareness for special needs audiences.
- Work proactively to grow awareness of GRCVB's hospitality excellence awards programs and encourage nominations for the Annual Meeting awards recognition, with the goal of increasing awareness of the awards program year-round to increase the number of and quality of nominations.
- Continue our taxi driver training program including a cooperative program with Raleigh Police Department and RDU taxi services at RDU International Airport. Taxi drivers present a great opportunity to make excellent first impressions of the destination, which makes brand awareness and customer service training for these partners vitally important. The new year presents new opportunities to work cooperatively with GRCVB's Marketing team to update our current taxi program training format to train to the Raleigh, N.C., destination brand and also encourage placement of GRCVB's official visitor information guides in the taxis.
- Work with our Marketing Department to grow opportunities for product delivery of the brand attributes by our partners in unique ways (packaging, development of unique Raleigh opportunities, intentional experiences that reinforce the community's best assets). Target initiatives here will include: focusing on partners who have the greatest impact for servicing convention, meeting and event groups; leveraging relationships with organizations like Downtown Raleigh Alliance, Hillsborough Street and North Hills districts and Shop Local Raleigh to engage the right partners; working to ensure cohesive training and implementation of GRCVB's PIXL extranet; and working cooperatively to use partner meetings to extend training on how to better work with and service large groups. A key tactic will be hosting the partner meetings with both Marketing and Sales.
- Implement the destination brand tangibly by working with Marketing and IT to create and promote a website commerce portal, which will provide a way for arriving visitors and groups to purchase merchandise that fits the brand.
- Continue to use tools that Marketing has developed, as the destination enters the final stage of the Fortify Raleigh construction project, to ensure that proper and updated messaging is provided as follows:
 - Visitor Information Center staff and Tourism Ambassadors will be trained to in turn educate visitors with accurate campaign messages.
 - Services Department staff to ensure that area welcome desk staff (e.g., RDU), rental car staff and transportation services (RDU services/taxis) staff are educated with messaging.
 - Services Department staff to ensure that taxi drivers are educated with messaging through existing trainings.
 - Services Department will check and ensure that state welcome centers are prepared and will encourage the DOT through the Division of Tourism to put a message on the state travel map, if possible.
- Foster GRCVB's relationship with North Carolina State University's Cooperative Extension Service and People-First Tourism, Inc., which remains important to us to develop unique, leisure visitor package experiences.
- Continue to fine-tune our post-event reporting systems (both the use of post-event surveys and MINT reporting adherence) to better understand our successes and how to correct any potential customer service or product delivery weaknesses.

- Work cooperatively with Sales in hosting the Customer Advisory Board of Meeting Planners, through which we will solicit feedback of our planners to help us fine-tune our services for the future.
- Continue to offer our proactive Visitors Guide delivery service, 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 to provide hard-copy materials (as well as an important side benefit has been to develop a face-to-face relationship with front-line staff and management to communicate key initiatives and training opportunities). Moving forward we plan to grow the program by providing mini-kiosk racks for materials at up to 10 key partners.
- Explore the impacts of shared economy service providers (like Uber, Lyft and Airbnb) and work with Marketing to develop methods to raise awareness of the Raleigh, N.C., brand, the value of great customer service and Official Visitors Guides. One key tactic will be to host town-hall meetings for shared economy transportation providers and one for Airbnb partners.
- Focus on two key areas of service needs for the year ahead:
 - Embrace tour guide service and tour company development.
 - Raise awareness for accessibility services and accommodations for special needs visitors for both leisure travelers and group attendees; reach out to key partners locally (like City of Raleigh) for implementing this.
 - Host town-hall meetings as needed to accomplish these goals.

Convention Planning and Assistance/Convention Services

- Continue to focus on efficiency in the servicing of our groups by fine-tuning our primary areas of the website (Event Services Directory listing-ESL, Unique Meeting Sites-UMS tools, and our Services portal) and related Simpleview products; primary planning tools are important to our success. A new enhancement planned is a pop-up tool/shopping cart at engagement in either the ESL or UMS.
- Work cooperatively with our Marketing and IT Departments to ensure that our groups receive servicing that incorporates high technology, social media and online access to tools that allow for optimum efficiency and effectiveness. A primary goal will be the implementation of a social media toolkit that enables us to assist our planners with social media for their Raleigh events.
- Maintain a new partnership with Activate Good for servicing the needs of our groups. “Voluntourism” or corporate social responsibility remains a high priority to our arriving groups. Activate Good maintains the relationships with volunteer and philanthropic needs and the backend of the portal for connecting our groups to volunteer opportunities.
- Continue to stay abreast of “green” planning practices, growing knowledge of our partners’ adherence to nationally accepted guidelines and promoting unique opportunities that Raleigh provides in the area of green tourism and meeting/convention planning via a continuing update to GRCVB’s sustainable tourism page on the website.
- Use our participation in the Event Services Professionals Association (ESPA) to provide shared learning opportunities and participate in ESPA’s 7th National Annual Celebrate Service Event for more awareness of and appreciation for the convention services manager (CSM)/event manager (EM) roles. Our department will continue its role of raising the level of awareness for the importance of the planning and hosting roles provided by the destination’s CSMs and EMs.
- Work with our key local host partners to align on a security and crisis plan that may be used as a servicing tool for our arriving groups.

- Continue to work with Communications to guide event planners on “Do It Yourself” tools for garnering local media exposure through press releases, press conferences and media alerts. Media resources are very important to our arriving groups.
- As we approach the renewal time for our current housing software system Lanyon/ Passkey, we will investigate available online housing software tools and determine what is best for the future for our clients’ needs.
- Continue to use our Tourism Ambassador program to maximize the hospitality of the destination for our groups. Improvements in recruiting, training and support tools will be made as the year progresses, and we will continue our annual We Love Our Tourism Ambassadors event. As well during this fiscal year, we will migrate the management of this program into the VIC operations.
- Freshen our Red Carpet Welcome program to reflect the tuned-up destination brand.
- Continue to work with Marketing to use the Convention/Group Alert program to create awareness for our arriving groups, to better prepare our partners for provide a high level of hospitality for the attendees.
- Refresh the SmartCard program (special deals for arriving groups) to increase the numbers of partner businesses particularly by leveraging relationships with DRA, Shop Local Raleigh and key shopping areas (Cameron Village, Crabtree, Midtown and North Hills areas etc.).

Visitor Information Center (VIC)/Visitor Services

- It will be an important transition year for us as we work through the retirement of our VIC manager and hire a new one. We will focus on the opportunities this may bring, due to the timing of the new hire and tuned-up destination brand strategy, training for VIC staff and raising our VIC operations to a new level.
- We will continue utilizing our VIC as a key tool for enhancing the overall visitor experience and expand on unique opportunities presented by our location inside the Raleigh Convention Center connector.
- The VIC will respond to the heightened need created by GRCVB’s destination brand update to freshen the look of our VIC; it will be a priority in the year to work cooperatively with Marketing on this. It is our goal that the VIC be a pivotal space for selling the brand attributes. This will involve décor, alignment on materials/ brochures offered and concentration on the right messages (in person, on the phone and via online communications) offered by staff working there.
- Strive to grow VIC visitation in these ways:
 - Use our GRCVB website presence and convert web interest to visits and/or inquiries.
 - For minimizing visitor frustrations in finding the VIC:
 - Work with our Administrative team to highlight the need for updated wayfinding and external signage to better direct visitors to the VIC.
 - Work with our Administrative team and the RCC staff to place VIC signage in the parking garages and RCC connector space.
 - Catalog visitor feedback and complaints, working internally and externally to ensure that responses are provided and local partners are aware to allow for future improvement.
 - Brochure distribution remains vital to our success. Once the visual brand update is in place in the VIC, we will continue to develop brochure information distribution methods and tools that are appropriate and relevant including best practices for mobile and technology applications. Quarterly we will review the number, type and quality of visitor-related businesses that are represented in the VIC to ensure that we are meeting visitors’ needs.

- Work with Marketing to incorporate social media strategy into our VIC services.
 - Maintain and grow awareness through other visitor centers to include state welcome centers, Capital Area Visitor Services etc., by actively engaging the personnel in these centers.
 - Ensure that the VIC manager trains continually to stay abreast of visitor center trends by attending DMAI's Visitor Services Summit.
- Make a priority of working with RCC, Marriott and Raleigh Police Department to ensure that our VIC space is secure and protected from vandalism and is a hospitable and thriving visitor space. To that end we continue to work on a unified security plan for the space including cooperative efforts at after-hours security staffing during special events, as well as making improvements that limit security issues.
 - Conduct periodic visitor intercepts to assess perceptions on the VIC's appearance, performance and suitability for our visitors overall.
 - Continue to develop inquiry fulfillment processes and work with the Marketing Department on any special promotions (like grand openings of new exhibits, new attractions etc.).

SERVICES ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
Guest Service Gold Programs		x			x			x			x	
Annual Ambassador Event									x			
Taxi Driver Training Programs		x		x		x		x		x		x
RDU Taxi Program (date TBD)												
Lunch and Learns/ESPA webinars	x	x	x	x	x			x	x	x	x	x
ESPA Annual Meeting							x					
Celebrate Services Day with ESPA					x							
See For Yourself Tours	x			x			x				x	
DMAI Visitor Services Summit			x									
DMAI Destination Marketing and Management Forum, Minneapolis, Minn.		x										
Partner Training Meetings (dates TBD)												
Shared Economy Town-hall Meetings (dates TBD)												
Other Partner Meetings (tour guide services, accessibility services) (dates TBD)												

Greater Raleigh Sports Alliance

The Greater Raleigh Sports Alliance—a department of GRCVB—markets and promotes Raleigh, Cary, Wake County and the area's sports venues in order to create economic development for the region in the form of sports events, tournaments and championships. 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 23-member Advisory Board, made up of sports, government, tourism and hospitality officials who play key roles in the sports event industry in Raleigh/Wake County.

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 (and that of its Advisory Board) as the foremost authority on the sports event industry in Wake County.
- Advocate for new and improved sports facilities and venues in Wake County. Consult, advise and provide data upon request to public and/or private entities and community constituents on proposed product development. Encourage sports facility development that will ultimately generate increased visitor business and economic impact for Wake County.

TARGET AUDIENCES

- Collegiate sports (NCAA championships, ACC and other conference championships)
- Amateur sports (youth and adult)
- High school sports (NCHSAA)
- Core sports: Soccer, softball, baseball, basketball, cheerleading, tennis, cross country
- Emerging sports: Lacrosse, volleyball, track & field, disc golf, extreme sports (BMX, Ultimate, etc.) and convention center sports
- Focus organizations: NCAA, ACC, NCHSAA, NHL, USOC National Governing Bodies, plus numerous youth and amateur organizations and associations
- Geographic scope: National, regional, statewide (and occasionally international)

PRIORITIES, PRIMARY THEMES & NEW INITIATIVES FOR 2016–2017

NCAA Championships Bid Cycle: The NCAA will be rolling out the Championship Site Selection process for 83 of the 90 NCAA championships over four academic years, spanning 2018–2019 through 2021–2022, across all three divisions. The bid process begins in the spring of 2016, with bid responses due in August 2016. Hosts/sites will be announced in December 2016. Similar to the last NCAA bid cycle (2014–2018), GRSA will coordinate the local effort to determine which sports/championships are the best fit for Wake County, based on interest level, venue availability and budget considerations, among other factors.

The area universities, local municipalities and additional host groups will all be a part of the review and decision-making process to determine which bids will be compiled and submitted. This bid process represents a tremendous opportunity for Wake County and will be a high priority for this fiscal year. Priority events include future NCAA College Cups and the NCAA Baseball DII World Series.

May Madness: Memorial Day weekend in May will once again be jam-packed with championship sporting events, highlighted by the following three NCAA Championships scheduled for that weekend in Cary, spanning all three NCAA divisions: the NCAA DI Women's Lacrosse Championship at WakeMed Stadium, the NCAA Baseball DII World Series at USA Baseball National Training Complex and the NCAA DIII Men's and Women's Tennis Championships at Cary Tennis Park. Additionally that same weekend, the National Black Heritage Swim Championship will be held at Triangle Aquatic Center, and the NCHSAA Women's Soccer State Championships will take place at NC State's Dail Stadium.

New Events: A variety of new events will highlight the Greater Raleigh Sports Calendar in 2016–2017, and the GRSA will make it a priority to ensure the success of each. They include: USA Swimming Southern Zone Age Group Championships in August, ACC Cross Country Championships in October, ACC Wrestling Championships in February, EAGL Championships (ACC Gymnastics) in March, NCAA DI Women's Lacrosse Championship in May and the NCAA DIII Men's and Women's Tennis Championships in May. The GRSA will work closely with the event rights-holders and our host partners, with a clear focus on the success of this year's competition and with an eye toward the future and securing repeat business.

Major Events: Every year is a big sports year in Greater Raleigh, and FY 2016–2017 will be no exception. As a result, the GRSA staff will once again place a heavy emphasis on working with and supporting our local partners to successfully host major events. A sampling of those events include the NCAA DI Women's Lacrosse Championship, NCAA Women's College Cup, Rock 'n' Roll Raleigh Marathon & ½ Marathon, the NCAA Baseball Division II World Series, Ironman 70.3 Raleigh, USTA Tennis on Campus Championships, City of Oaks Challenge, MAPL, the Deep South Classic, ACC soccer and tennis championships, Great American Cross Country Festival, 12 NCHSAA state championships, USA Baseball events and the CASL visitRaleigh.com National Soccer Series.

Mobile-Friendly & Social Media-Savvy: The GRSA will continue to focus on internal upgrades in FY 2016–2017 in the areas of mobile technology and social media platforms. The No. 1 priority is to make the GRSA website more mobile—most likely by creating a “responsive” site. This is designed to target sports event planners who are on the go with their mobile devices. That process is scheduled to begin in FY 2015–2016. In addition, we will strengthen our efforts to upgrade website design, content, photo galleries and functionality. In terms of social media this year, the GRSA will continue to excel with Twitter, grow Instagram and blogs and establish a GRSA YouTube channel.

Meetings with Local Municipalities: The GRSA will coordinate a plan to set up individual meetings or a countywide gathering with Wake County parks & recreation directors and staff to discuss facility inventory and current/future sporting event opportunities, along with examining future needs. Better outreach to the local municipalities will help to ensure open communication between all of the key stakeholders and will help to ensure that the sports tourism industry continues to be a focus of municipalities throughout Wake County.

And More: The GRSA will continue to work with Marketing to upgrade and enhance various marketing materials, including bid book materials/presentations, e-marketing collateral, post-event e-messages etc. Also, the GRSA plans to explore the feasibility of creating, maintaining and utilizing a volunteer database. This is a “need area” in our sports market, and the GRSA will attempt to address that need in FY 2016–2017.

What's New for Fiscal Year 2016–2017

1. NCAA Championships Bid Process for 2018–2019 to 2021–2022
2. NCAA DI Women's Lacrosse Championship
3. NCAA DIII Men's & Women's Tennis Championships
4. USA Swimming Southern Zone Age Group Championships

5. GRSA volunteer database
6. GRSA “responsive design” website
7. GRSA sports destination overview video
8. GRSA branded bid book marketing materials
9. GRSA YouTube Channel
10. Student writer to provide fresh content for GRSA website
11. National Fastpitch Coaches Association Convention
12. Regular appointments with locally-based sports clubs and organizations
13. Meetings with Wake County municipality parks & recreation directors

GRSA STRATEGIES, SALES

- Attend national tradeshow to meet one-on-one with event owners and rights-holders and to promote Raleigh and Wake County as a premier sports event destination. (See action calendar below for a complete list of tradeshow and events.)
- Add National Fastpitch Coaches Association to tradeshow travel schedule.
- Sales focus and priorities: (1) collegiate, high school and amateur sports; (2) core sports of soccer, softball, baseball, basketball, tennis, cross country and cheerleading; (3) emerging sports (lacrosse, BMX, Ultimate etc.); 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 tradeshow, but also via “events available” databases, the internet, sports directories, industry 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.
- Create GRSA-branded marketing materials for bid books and proposals. (Marketing)
- Create GRSA sports destination overview video for sales efforts and marketing initiatives. (Marketing)
- 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.
- 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 e-marketing purposes. Expand the database by researching and entering new and potential client organizations.

- Produce and distribute periodic e-marketing messages that target event owners and rights-holders by sport with sport-specific themes and information.
- Manage the Sports Event Investment Program (SEIP) and work closely with GRCVB Board of Directors to generate new sports business opportunities and economic impact for Greater Raleigh and to help market and promote existing events in order to increase visitation numbers.
- Manage GRSA event-hosting line item in order to secure priority events by assisting on an as-needed basis with bid fees, rights fees, sanctioning fees, facility rental assistance, sponsorship commitments and “value added” programming (examples include marketing, hospitality, receptions, banquets, welcome gifts etc.).
- Support the efforts of local organizations to bring sporting events to the area. This includes but is not limited to: North Carolina State University, Gale Force, City of Raleigh, Town of Cary, CASL, 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 media platforms.
- Improve and upgrade the design, functionality and technology of the GRSA website, with an emphasis on tailoring the site to rights-holders and event planners, while keeping the content “fresh,” timely and pertinent. (Marketing, IT)
- Identify additional resources (most likely volunteer student writers) to focus on the updating and development of new, fresh content on the GRSA website.
- Improve photo gallery search technology and incorporate into the sports website, searchable by sport, venue or date. (IT)
- Continue the process of developing a “responsive design” GRSA website, to ensure that the GRSA site is as mobile-accessible as possible. (Marketing, IT)
- Establish the GRSA sports website as a primary sales and marketing tool and as the No. 1 information resource for the sports event industry in Wake County.
- Schedule advertising placement in any or all of the primary sports event trade publications (*Sports Business Journal*, *SportsTravel*, *SportsEvents*, *Sports Destination Management*). (Marketing)
- Continue to expand and develop sports marketing creative for print and online placements. Creative should promote the GRSA brand while also positioning Greater Raleigh as one of the nation’s premier sports event destinations. (Marketing)
- Increase emphasis on social media, with the following plan in place for FY 2015–2016: Continue to excel with Twitter, grow Instagram and blogs and establish a GRSA YouTube Channel. Determine if new platforms (e.g., Snapchat) are useful. (Marketing, GRSA)

- Promote the GRSA sports website to event owners and rights-holders through e-mails, advertisements and collateral materials. (Marketing)
- Update and manage a database of Wake County major venues and facilities.
- Update and manage master calendar of Wake County sporting events that are affiliated in some capacity with GRSA.
- Expand, maintain and improve the GRSA's sports photo library for promotional and media purposes.
- 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. (Communications)
- Develop proactive national media relations plan designed to position Greater Raleigh as a premier destination for sporting events. (Communications)
- Produce quarterly sports e-newsletter that is distributed to event owners and rights-holders as well as local partners, host organizations and media. (Marketing)
- Maintain active membership in the National Association of Sports Commissions 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 2016–2017. Work with event planners and local partners to plan and successfully host these events: the NCAA DI Women's Lacrosse Championship, the NCAA Women's College Cup, NCAA DIII Men's & Women's Tennis Championships, Rock 'n' Roll Raleigh Marathon, the NCAA Baseball Division II World Series, Ironman 70.3 Raleigh, USA Swimming Southern Zone Championships, the City of Oaks Volleyball Challenge, the Great American Cross Country Festival, ACC soccer and tennis championships, 12 NCHSAA state championships, USA Baseball's schedule of events and the CASL visitraleigh.com National Soccer Series.
- 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.
- Create, maintain and utilize the GRSA's first volunteer database.
- 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. This includes maps, directions, information desks, hotel decorations, venue signage, team gift baskets, VIP gifts and much more.
- Serve on Local Organizing Committees, as needed.
- Provide volunteer ambassadors on site at select sporting events.
- 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).

- Continue hotel room-night tracking and pick-up following all key sporting events, with an emphasis on being as thorough and accurate as possible.
- Continuation of post-event report program following all key sporting events.
- Continuation of post-event evaluations by surveying event owners and rights-holders. (Expand this program to include coaches, participants and visiting family in order to more fully determine the perception and evaluation of Raleigh as a sports destination.)
- Create and host sports event microsites (landing pages) for major events, when applicable. (Marketing)
- Attend ESPA national convention to stay up-to-date on industry trends.

GRSA ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
Connect Sports Market Place, Grapevine, Texas		x										
USOC Sportslink, Grapevine, Texas		x										
U.S. Aquatics Sports, Atlanta, Ga.			x									
TEAMS, Atlantic City, N.J.			x									
S.P.O.R.T.S. Conference, Kansas City, Kansas				x								
AAU Convention, San Antonio, Texas				x								
ASA Softball Annual Meeting, Shreveport, La.					x							
U.S. Specialty Sports Association, Fort Myers, Fla.					x							
USA Track & Field Convention, Orlando, Fla.						x						
National Fastpitch Coaches Association (NFCA) Convention, TBD						x						
American Baseball Coaches Association, Anaheim, Calif.							x					
Event Service Professionals Association, Austin, Texas							x					
U.S. Lacrosse National Convention, Baltimore, Md.							x					
National Soccer Coaches / USYSA, Los Angeles, Calif.							x					
National Association of Sports Commissions, Sacramento, Calif.										x		

Information Technology Department

The Information Technology Department is responsible for all cloud-based software solutions, infrastructure, web development, social media and Internet marketing technologies. The primary goal of the department is to support the organizational strategic plan and individual department business objectives through the effective use of information technology and cloud-based services—providing the resources to support the destination marketing that attracts more visitors.

INFORMATION TECHNOLOGY OBJECTIVES

- Train and support staff on all organization-related technology in an effective manner to promote productivity.
- Identify, manage and solve all organizational technology-related concerns.
- Automate the organization's use of internal information to ensure that data are organized and shared in manner that adds value, enhances productivity, protects against loss and promotes customer retention.
- Work closely day-to-day with the Marketing Department to implement Internet marketing strategies that ultimately attract more visitors and visitor spending.
- Maintain, support and upgrade infrastructure for GRCVB administrative offices and official Visitor Information Center.
- Continue to maintain alternative methods of communication during crises or emergency situations in the destination or during unscheduled server downtimes.
- Increase website traffic levels (visits) via search engine optimization and search engine marketing.
- Establish www.visitRaleigh.com as the single, official source for the area's tourism, restaurant, hotel, attraction and event, meeting, sports, travel media and partner information through the effective application of new technology.
- Maintain and support social media aggregation tools for user-generated content and a digital asset management system.

INFORMATION TECHNOLOGY STRATEGIES

- Support and maintain all aspects related to visitRaleigh.com and raleighsports.org including the Content Management System (CMS), Priceline booking engine, external data feeds and CVNC Events API integration. Deploy a responsive design website and new CMS for visitRaleigh.com and raleighsports.org, thus giving each Bureau department access to mobile marketing platforms and allowing for multiple presentations of existing or newly developed official site content. In addition, research leisure travelers', meeting and sports planners' usability behavior and provide feedback on design and functionality. Also, continue to manage opportunities to serve partners' advertising on the official website.
- Continue to support and train on Customer Relationship Management (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 continue to maintain third-party integrations from Distribion, Authorize.net, CVNC, Destination Marketing Association International (DMAI) and Arena. Working with all departments, update CRM data to align with the deployment of new features of the responsive website, allowing meeting planners to search on filter-based specifications and to compare multiple meeting facilities at one time.

- Continue to support and train on Distributed Marketing Platform (DMP), providing staff the ability to reach consumers and clients with approved, personalized messaging and electronic collateral from all marketing communication channels. Deploy and train on new upgrades, reporting and user interface changes to the DMP; continue to explore email templates that deliver custom messaging to our customers based on contact or profile fields from our CRM. Continue to collaborate with Marketing to create toolkit content for DMP uses, such as Sports Watch e-newsletters and other lead-nurturing or deal-closing emails, with emphasis in 2016–2017 on re-conceptualizing the printed/online bid proposals used by GRSA staff with sports event planners.
- 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 Partner Information eXchange Login (PIXL) system based on feedback; also deploy a new PIXL platform with a new user interface.
- Maintain a standalone mobile app for key arriving groups (like International Bluegrass Music Association), in conjunction with the Marketing and Services Departments, populating then deploying the app on mobile storefronts prior to annual group arrival. Explore the need for a destination mobile app for iOS, Android and Microsoft-based devices that will deliver branded content to leisure travelers, which could complement our responsive website content.
- 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. Integrate social media aggregation tools with the new responsive website technology platform, CRM and digital asset management tool.
- Provide third-party support and hosting to these two regional initiatives, Triangle Regional Film Commission (TRFC) and Arts in the Triangle, in which the Bureau has taken leadership roles. Maintain and support themostnc.com in support of the area's visitor-friendly live music scene.
- Continue to support devices that will enable staff to interact more effectively with sports event organizers, meeting planners and partners.
- Continue to use the CRM/CMS/website as a tool to facilitate critical data during a crisis to communicate with partners and travelers.
- Continue to support security surveillance and existing technology tools for improved delivery of services at the Raleigh, N.C., Visitor Information Center.

IT ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
DMAI Destination Marketing and Management Forum, Minneapolis, Minn.		x										
DMO Technology Professional Forum				x								
Internet Summit, Raleigh					x							
Social Media Tourism Symposium					x							
DMAI Marketing Innovation Summit									x			
Simpleview Summit, Tucson, Ariz.											x	

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

- Maintain 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 impact to media, industry and policymakers.
- Maintain a comparative reporting and benchmarking system for group sales, group booking pace and interactive analytics for visitRaleigh.com; continue to refine a Raleigh Convention Center booking pace report. These measurements will be used for both internal and external analysis.
- Continue to manage the Wake County and City of Raleigh Business Development Fund for the purpose of increasing citywide convention and tradeshow business within the Raleigh Convention Center.
- Increase and enhance our collaborative efforts with local economic development partners focusing on industry clusters. Outreach to consist of hosted receptions, presentations, collaborative marketing, comprehensive communication plan and the identification of business connectors.
- Continue development of alternative funding sources for the GRCVB by creating partnerships with local and national vendors specific to tourism economic development and visitation that assist in creating shared revenue channels beyond tax collections.
- Continue to reach out to the elected officials, the business community and local residents to educate them on the economic value of tourism and the value of the GRCVB efforts.
- Improve outreach and education to our local media outlets about the importance of tourism and current trends in the Wake County market.
- Encourage GRCVB staff to take leadership roles with local, state and national organizations to raise the level of credibility of the GRCVB.
- Work with economic development partners and city officials to ensure that the GRCVB has input on the strategies and plans for visitation and tourism-related projects in the City of Raleigh or Wake County.
- Provide assistance and input with the City of Raleigh and Wake County during the inter-local review process to ensure funds are being allocated to infrastructure that will deliver the highest ROI by growing overnight visitation and improving the overall experience for our visitors.
- Work with Wake County municipalities to continue to identify and create the experiences that are authentic to our area to ensure we offer diverse, quality and appealing attractions, entertainment, shopping, arts/culture and culinary options.
- Continue to work at all visitor touch points to ensure they provide quality customer service and have a good understanding of our destination brand and attributes countywide.
- Continue to support and have input on transportation issues that impact visitation, from expanding air service to improving modes of ground transportation throughout Wake County.

- Work with county municipalities to identify new and existing, quality events that have high economic value, generate trackable overnight visitation and enhance the destination brand and generate regional and national media exposure.
- Continue to be the official source of visitor information for all hotel developers, feasibility representatives and financial analysts in the tourism sector.
- Continue to facilitate committees or taskforce groups to address our various destination travel “drivers” to ensure we have a collaborative marketing message throughout Wake County. Continue our advocacy role within these committees on behalf of the partners, specific to community engagement and initiatives with our public stakeholders.
- Pursue more GRCVB strategies focused on community support & engagement, as a follow-up to DMAI’s DestinationNEXT study and GRCVB’s self-diagnostic tool result designating us a “Trailblazer” DMO.

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 2016–2017 Business Plan.
- Continue to hold quarterly Conference Table meetings and maintain the current membership to ensure we have countywide community leaders advocating on our behalf.
- Continue to conduct monthly speaking engagements with area civic groups, business roundtables and other volunteer organizations to promote tourism economic development and the GRCVB’s mission.
- Conduct community presentations three times a year to Wake County-based town councils, chambers and business leaders. Throughout the year, assign staff to cover various community events and to act as liaisons between the GRCVB and the 12 Wake County municipal partners. Maintain attendance at quarterly Chamber leadership meetings.
- Maintain engagement with a third-party provider (Destination Arena) to aggregate the data from our CRM system and website and provide a comparative reporting and benchmarking system for group sales transactions, group booking pace and interactive analytics from visitRaleigh.com. We will explore also adding a Raleigh Convention Center booking pace report. This data will be shared with our hotel and facility partners for forecasting, budgeting and ROI measurement.
- Organize quarterly breakfast meetings with local media to update them on the latest GRCVB initiatives, tourism strategies and visitor impact results for Wake County and the City of Raleigh.
- Work in conjunction 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 www.visitRaleigh.com or through linking to regional sites. Topics and partners will include the Raleigh area arts via the Cultural Presenters Forum, themostnc.com via the Live Music Advisory Committee and the Raleigh Beer Trail via the Wake County Beer Summit.
- Serve in a proactive advise-and-consent role with local economic development partners such as the City of Raleigh Economic Development (ED), Wake County Economic Development (WCED), Raleigh and Wake County Parks and Recreation and the RDU Airport Authority specific to the following projects:

- Inter-local review process conducted by the City of Raleigh and Wake County managers in spring 2017
 - RDU Airport Authority and Regional Transportation Alliance Air Service Advancement Program
 - City of Raleigh Parks and Recreation Dix Master Plan
 - City of Raleigh Arts Plan (plan implementation for the tourism sector)
 - Town/Municipal Sports and Leisure Tourism Master Plans
 - City of Raleigh Downtown Vision Plan (plan implementation for the tourism sector)
 - Comprehensive Economic Development Communication Plan to include aligned messaging and branding with City of Raleigh and Wake County
- Continue to execute a strategy with other GRCVB departments to identify alternative revenue channels and cooperative cost savings to include partnerships and program revenues from travel, entertainment, media, retail and advertising agreements. The fiscal year 2016–2017 Business Plan will include an obtainable, non-tax revenue goal and focus on programming related to the following:
 - Visitor Experience Center (explore web and storefront location for brand, retail and logo-wear activations)
 - www.visitRaleigh.com via Destination Travel Network
 - Automated housing services for meetings, conventions and events
 - Consolidated sponsorship strategy for signature events
 - Destination brand and experience management
 - Tourism data analytics and data intelligence curation
 - Work in conjunction with Accounting and IT Departments to find the best software programs for technology environments that deliver the highest ROI and efficiencies.
 - Continue working with our elected city and county officials, along with associated parties, to ensure that the inter-local review, measurement process and forthcoming expenditures are made on programs or infrastructure that will deliver the best ROI and address facilities that we don't currently have in our countywide inventory.
 - Involve GRCVB staff with Regional Transportation Alliance, Visit North Carolina, the N.C. Travel & Tourism Coalition, N.C. Travel Industry Association, Destination Marketing Association International, Destination Marketing Association of N.C., 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.
 - Execute a multi-channel strategy to address the need for more community support & engagement as outlined in DestinationNEXT DMO self-assessment feedback. The GRCVB will undertake tactics in training, town-hall meetings, online resources and social media to the following areas:
 - Backyard Boosters (Residents and Stakeholders): 1st Annual Parks and Recreation Summit, biannual Community Engagement Committee (Public Information Officer) breakfasts and a variety of public stakeholder presentations to align our destination brand messaging and resources.
 - Connectors Program (Meetings and Conventions): Launch a revised local connectors program through partnership with the RCC, City of Raleigh ED, WCED and the Economic Development Partnership of N.C. We will utilize both local individual influencers, the Portfolio of Innovative Conferences and customer testimonial content to increase business opportunities.
 - Tourism Awareness (Visiting Friends and Relatives): The GRCVB's quarterly "See For Yourself" Tours and the annual CVB 101 "Breakfast with the Bureau" are training sessions that provide valuable resources for our industry partners.

ADMINISTRATION ACTION CALENDAR	J	A	S	O	N	D	J	F	M	A	M	J
GRCVB Board Meeting	x											
MPI-WEC Meeting	x											
DMANC Meeting	x											
Cary Chamber Annual Meeting	x											
DMAI Destination Marketing and Management Forum, Minneapolis, Minn.		x										
ASAE Annual Meeting		x										
Wake Municipality Meeting		x										
GRCVB Board Meeting		x										
GRCVB Annual Meeting/Quarterly Hotel & Attraction Meeting		x										
N.C. Travel & Tourism Coalition		x										
Greater Raleigh Chamber of Commerce Planning Conference		x										
DMANC Annual Meeting			x									
Professional Accounting Seminar				x								
The Conference Table Meeting				x								
GRCVB Board Meeting				x								
Quarterly Marketing Update Meeting					x							
DMANC Meeting					x							
DMAI Sales Academy					x							
N.C. Travel & Tourism Coalition Meeting					x							
GRCVB Board Meeting					x							
Holiday Showcase						x						
DMAI Sales & Marketing Committee Meeting						x						
PCMA Annual Meeting							x					
DMANC Meeting							x					
Wake Municipality Meeting							x					
The Conference Table Meeting							x					
GRCVB Board Meeting							x					
GRCVB Board Meeting								x				
Quarterly Marketing Update Meeting								x				
Destinations Showcase, Washington, D.C.								x				
N.C. Travel & Tourism Coalition Meeting								x				
Visit North Carolina 365 Conference, Greenville, N.C.									x			
GRCVB Board Meeting									x			
DMANC Meeting										x		
The Conference Table Meeting										x		
DMAI CEO Summit										x		
Municipality Meeting										x		
Raleigh Chamber Intercity Visit										x		
Simpleview Advisory Board Meeting and Summit										x		
ASAE Springtime in the Park										x		
GRCVB Board Meeting										x		
The Conference Table Meeting											x	
Quarterly Marketing Update Meeting											x	
GRCVB Board Meeting											x	
N.C. Travel & Tourism Coalition Meeting											x	
GRCVB Board Meeting												x

Summary of GRCVB Measurable Performance Objectives

MEASURE	2015 GOAL	2015 ACTUAL	2016 GOAL	VARIANCE
1. Wake County Occupancy	68.24%	69.7%	69.7%	2.1%
2. Wake County ADR	\$94.96	95.87	\$99.69	5%
3. Wake County Lodging Tax	\$21,072,119	\$22,401,795	\$23,073,849	9.5%
4. Wake County PFB Tax	\$23,935,864	\$25,262,981	\$26,526,130	10.8%

MEASURE	15–16 GOAL	FORECAST	16–17 GOAL	VARIANCE
5. Group Definite Bookings	274	324	274	0%
6. Group Definite Room-Nights	231,950	241,000	231,950	0%
7. Definite Economic Impact	\$98 million	\$123.8 million	\$98 million	0%
8. Group Leads	649	996	649	0%
9. Group Tentative Room-Nights	493,000	722,000	493,000	0%
10. Tentative Economic Impact	\$281 million	\$387 million	\$281 million	0%
11. Website Sessions	1,860,000	2,131,555	1,860,000	0%
12. Value of PR Efforts	\$4.1 million	\$7 million	\$7 million	71%
13. In-Person Media Interactions	270	320	300	11%
14. Press Releases/Conferences	26/5	15/2	20/3	-23%/-40%
15. In-Kind Partnerships/Savings	\$524,160	\$526,000	\$529,401	1%
16. Speakers Bureau Presentations	32	34	32	0%
17. Sports Events Management Asst.	22	22	23	4.5%
18. Groups Serviced	570	570	576	1%
19. Service Survey Results	37%	37%	37%	0%
20. Average Survey Score	4.5	4.5	4.5	0%
21. Visitors at VIC	12,000	11,000	12,000	0%
22. Visitor Requests Fulfilled	4,200	3,900	4,200	0%
23. Visitors Guide Delivery Service (guides delivered)	36,750	70,000	50,000	36%
24. Visitors Guide Delivery Service (partners serviced)	400	475	480	20%

Industry Leadership Positions Held by GRCVB Staff

DEREK ALLMAN, CHIA

- Co-Chair, Marketing Committee, Destination Marketing Association of North Carolina

JULIE BRAKENBURY, CGSP®

- Co-Chair, Education Committee, Event Service Professionals Association
- Board of Directors, ESPA
- Grants Panel, City of Raleigh Arts Commission
- Member, City of Raleigh Special Events Task Force
- Advisory Board, Department of Parks, Recreation and Tourism Management, North Carolina State University

TORI COLLINS

- Awards Committee, National Association of Sports Commissions
- Nominating Committee, NASC
- Tradeshow Committee, North Carolina Sports Association

SCOTT DUPREE

- Steering Committee, Greater Raleigh Sports Council

DENNIS EDWARDS

- Finance Committee, Destination Marketing Association International
- Treasurer, North Carolina Travel & Tourism Coalition
- Board of Directors, Destination Marketing Association of North Carolina
- Lodging Issues Council, North Carolina Restaurant & Lodging Association
- Raleigh-Durham Skål Chapter
- Board of Directors, Wake County Economic Development
- Board of Directors, City Club of Raleigh
- Advisory Board Co-Chair, College of Hospitality Management, East Carolina University
- Liaison, The Centennial Authority

LOREN GOLD

- Sales & Marketing Committee, Destination Marketing Association International
- Chair, Triangle Regional Film Commission
- Co-Chair, 2016 IBMA World of Bluegrass Local Organizing Committee
- Advisory Board, Hospitality START, Wake Technical Community College
- Advisory Board, Simpleview, Inc. (CRM Provider to GRCVB)
- Wake County Parks & Recreation System Master Plan Committee
- Liaison, Raleigh Convention Center Commission
- Advisory Board, Hospitality Academy, Broughton High School

MALINDA HARRELL, CMP, CASE

- Advocacy Committee, Carolinas Chapter of Meeting Professionals International
- Social Media Committee, MPI-CC
- Chair, Scholarship and Awards Committee, Association Executives of North Carolina

STEPHEN JACKSON, CMP

- Board of Directors, Convention Sales Professionals International
- Education Committee, New England Chapter of Meeting Professionals International
- Membership Committee, Philadelphia Chapter, Professional Convention Management Association

TAMMY JEFFRIES, CGSP®

- Annual Social Committee, Event Service Professionals Association

JASON PHILBECK, CSEE

- Vice-Chairman, Executive Committee, North Carolina Sports Association
- Co-Chair, Strategic Planning & Marketing Committee, NCSA
- Tradeshow Committee, NCSA
- 2016 NCAA Women's College Cup Local Organizing Committee
- 2017 NCAA Women's Lacrosse Championship Local Organizing Committee

JAMIE RICE

- National Membership Committee, Capital Chapter, Professional Convention Management Association
- Professional Development Committee, PCMA Capital Chapter
- Emerging Leaders Mentor, PCMA Capital Chapter
- New Member Welcome Committee, Potomac Chapter of Meeting Planners International
- Director, Ladies Hospitality Golf League, Time Fore Nine

NICOLE ROBINSON

- Board of Directors, Carolinas Chapter of Meeting Professionals International
- FUEL (Fostering Unity among Emerging Leaders) Committee Member, Association Executives of North Carolina
- Co-Chair, Exhibits and Tradeshow Committee, N.C. Society of Government Meeting Professionals

THERESA TYLER

- 2016 NCAA Women's College Cup Local Organizing Committee
- 2017 NCAA Women's Lacrosse Championship Local Organizing Committee

VIMAL VYAS

- Technology Committee, Destination Marketing Association International
- Member, Business Intelligence Task Force, DMAI
- CRM User Group, Simpleview, Inc.

LORETTA YINGLING, CMP

- Associate Member Committee, AMC Institute
- Membership Committee, Greater Mid-West Chapter, Professional Convention Management Association