

Interlocal Fund Priorities

Interlocal Fund Priorities

In 1991, Wake County and the City of Raleigh entered into an agreement to govern the implementation and use of the countywide occupancy and prepared food and beverage taxes. The revenue from the taxes supports arts, culture, sports and convention facilities in Wake County, and the funds are governed by an interlocal agreement between the Wake County Board of Commissioners and the Raleigh City Council. According to the enabling agreement, the "interlocal funds" can be used across four categories:

- Convention Center Complex and PNC Arena projects originally designated in the enabling legislation (Section 1 and 2 of County Model)
- Other Major Projects expected to promote a high level of tourism activity and overnight lodging needs within the county or are expected to provide a high return on investment (Section 3 of County Model)
- Community Specific Projects that enhance more localized sports, cultural, arts and other quality of life benefits for county residents; typically associated with “daily” users and participants (Section 3 of County Model)
- Small Projects eligible for funding by the annual small project allocation that competitively awards funds based on a proposal process by Wake County (Section 3 of County Model)

As noted in the Background section of this report, tax collection to the interlocal fund related to tourism reached over \$53 million in 2017.

Determine Funding Priorities

In review of other capital and tourism funding programs, JLL finds that having an agreed upon set of priorities and criteria around which to base funding decisions is a best practice and is critical to the health of the such programs; the priorities ultimately ensure that the projects that receive funding have the intended impact of increasing overnight visitation. The more successful programs identify and set priorities on an annual basis, making the direction and expectations clear.

As noted previously, the county released "principles" for interlocal funding in 2017 to provide more clarity to stakeholders around why projects would receive funding support. However, Wake County’s current application and enabling legislation for funding does not specify any priorities, only the above categories above as those general areas that can be funded.

While the enabling legislation and principles are helpful, they do not provide priorities or a clear vision of what is important as the county builds its tourism and community vision. Nor do the legislation and principles articulate what the County, tourism partners and broader industry stakeholders believe are the highest and best use for those funds.

To better align the investment Wake County and the City of Raleigh are making in the area's tourism infrastructure, JLL recommends that the County adopt the priorities identified in this plan as priorities for future funding tourism product initiatives (i.e., the first two categories). In doing so, decisions on funding will be based on those projects with the potential to most positively impact increased overnight visitation and will invite respondents to think through and position their projects around those shared priorities. Further, JLL recommends utilizing the following as guidelines and criteria based on the specific type of request.

- Generating overnight visitors tied to funding
- Utilizing assets that are proven to cause overnight stays
- Including identified target markets with corroborating research.
- Requiring direct tracking of program conversion
- Leveraging partners and creating collaborative projects

Aligning with the strategic goals, objective and priorities of the DSP will ensure all tourism initiatives support the increased 2028 visitation goals and strengthen the county's tourism product. Proposed projects should also articulate which of the specific target markets (i.e., conventions and meetings, sports, an/or leisure) the project would predominantly serve.

Potential Projects Aimed at the Leisure Experiences

The opportunity to create leisure experiences to attract overnight visitors should be encouraged. There are several large individual leisure assets in the county today; many of which are classified as Key Attractors. However, creating a stand-alone leisure asset is rare and would require strategic vetting and positioning to reach the scale and differentiation to alone drive overnight visitors. A current opportunity discussed above, is the ongoing work to develop Dorothea Dix Park as a future destination park. These experiences should have a plan for testing or validating demand and a clear approach to measurement and monitoring.

This type of asset could be, and even should be, positioned as an iconic opportunity for Wake County. Feedback from stakeholders and assessments by JLL suggest that the area lacks an iconic element that further brands Wake County as a destination. Because it is, in essence, a physical manifestation of the destination's brand, creating such an iconic element as Dorothea Dix Park is a major opportunity that should be fully vetted and accompanied by an implementation plan. Communities only get one chance to create an icon correctly; therefore, any effort around such requires vision, collaboration and scale.

Potential Projects Aimed at Meetings and Conventions

Meetings and Conventions are an important, directly-tracked demand generator for Wake County. Over the last three years, there were over 70,000 room-nights booked in Wake County associated with activity in the RCC, and even more booked directly into hotel partner properties. There is an opportunity to expand on the existing business at the RCC as shown in the optimization plan in the Meetings and Conventions section by making targeted investments to increase the hotel package in the Downtown District and bring the room-night generation at the RCC to over 111,000. This would ultimately expand the ability of the RCC to deliver over 175,000 room-nights annually. Concurrently, investments are also needed to renovate and enhance the existing building and a process to identify needs of a further expansion should be started if additional hotel inventory is committed.

Potential Projects Aimed at Sports

The sporting events market is a proven success in Wake County and an area that warrants ongoing investment. The activities of GRSA to market Wake County as a sports destination have produced trackable results, with over 45% of the total hotel room-nights booked by GRCVB and GRSA combined and continued increases in room-night generation around sports activities.

There is a need for a multipurpose indoor arena that could seat roughly 5,000 spectators. This kind of facility would fill a gap where Wake County currently does not have a sufficient product to host indoor sports like basketball, wrestling and volleyball. A proposed indoor multipurpose arena could be roughly 100,000-150,000 net square feet to satisfy part of the need for indoor sports facilities in the county.

As stated above, the PNC Arena was part of the original enabling legislation. This was a significant investment that has seen thousands of events brought to the county that have benefitted residents and visitors. To remain competitive, the PNC Arena will require capital investment to bring it into the next generation of arena capabilities. With the new owner of the Carolina Hurricane's in place, and the future of the team secured for the near future, the DSP recommends that the PNC Arena explore upgrades and enhancements to include improving the spectator experience, so as to remain competitive as a host for major events such as the NCAA Men's Basketball tournaments and the ability to enhance and expand other uses.

If enhancements and upgrades are committed to, this could also support securing the Carolina Hurricanes for a longer-term deal (15-20 years). The capital investment and commitment from the team should be done in parallel. Without the Carolina Hurricanes, the uses of the PNC Arena will be severely limited.

The interlocal funds have been utilized successfully in the past including investments in Cary, which has built a strong reputation as a sports tourism host location. Opportunities to invest in the development of future sporting facilities and events that have the potential of becoming a room-night generating asset should be explored and encouraged. Recommended requirements for interlocal fund use for sports were detailed in the Sports Priority section.

For all the sports related requests, it is recommended that GRSA provide an advisory role in determining how the proposed project strengthens Wake County's overall position as a sports destination. If it determined that a proposal will not enhance Wake County's ability to attract new sporting events it should not be a candidate for interlocal funding.

Potential Projects Aimed at Arts

In addition, there are opportunities for arts organizations to apply for interlocal funding if the request is related to infrastructure. Arts and culture play an important role in the continued development of Wake County as a destination. Similar, to the discussion in the events section, there is not currently an opportunity for arts organization to apply for interlocal funding for programming. This could be further explored and a consideration be made to open funding for programming. In evaluating the viability of a proposed project, the approach is similar to what has been detailed above and the metrics that are outline below.

JLL recommends that the applicant demonstrate that the proposed investment will generate overnight stays and that there is a mechanism to track results. Requests for investment in an arts institution should include a full feasibility study to validate the ability to drive overnight visitation with a sustainable business plan.

Required Measurement and Metrics

JLL recommends the County implement a standardized measurement system with specific metrics to measure potential impact of proposed projects and to monitor the impact of approved ones. Creating a standard measurement system will reinforce the importance of the County's determined priorities. In addition, the metric expectations should be shared with all applicants, which will further demonstrate transparency in the process and establish stronger tracking needs for each funded program. Guidelines for the initial metrics to include are described in the box on page 139.

These metrics will be critical for applicants to respond to and report on. Like claw back provisions of an incentive program, if an applicant does not measure and deliver the results proposed in their application for interlocal funding, the County should no longer provide funding to that program. Organizations that do not report metrics or consistently do not demonstrate progress towards goals should be penalized or possibly removed, based on the

level of violation, during the scoring process. Upon review of the above recommendations, JLL will work with the County to integrate these recommendations into the application process as part of the DSP process.

Interlocal Funding Takeaways

These efforts, especially those accessing interlocal funds, should be executed with the purpose of growing these markets for new overnight stays and extending existing stays to keep their spending in Wake County. Mechanisms should also be in place to applicants to meet minimum requirements, provide new required criteria and track the results of the efforts.

Metrics for Tourism Impact

1. Tracking incremental overnight visitors related to the program's efforts

Increasing overnight visitors is the goal of the DSP. Production of overnight visitors should be the most important metric, and recipients must clearly articulate the projected number of overnight guests resulting from the funded activities.

2. Research

Applicants should be directed to work with GRCVB as centralized research hub to inform applicants of current trends, validate demand and other important information.

If an applicant is applying for a major project, that project must be supported by research from a nationally recognized firm of merit.

3. Projections

All projects should include projections related to the impact on the community and other outputs, including room-nights, direct and indirect spending and employment support where possible. All applicants should be required to work with GRCVB/GRSA, where possible, to validate those projections using tools used by GRCVB, including the Event Impact Calculator.

4. Tracking return on investment

To ensure that the County invests its dollars in projects that are of the highest and best use of existing or potential tourism assets, applicants should be required to track and measure the ROI of the project. JLL recommends that the County utilize a recognized national platform (such as the Destinations International Event Impact Calculator) to determine the broader impact of the funded projects and initiatives.

5. Leveraging flexibility and partners

Applicants should be encouraged to work together on programs that will leverage resources and identify opportunities for partnership or increased flexibility and usage in a facility. This area can be measured by how the funding or resources are extended through collaboration with other partners. An example of this could be a new facility with a primary use related to professional sports, but with the ability to host a variety of events and the applicant providing evidence that resources will be spent on ensuring flexibility for conversion/mixed uses will occur.

6. Ongoing Maintenance and Capital Planning

All funding requests should be accompanied by a maintenance and capital plan that commits to upholding the needed quality standards as outlined in the applicant's request. This is especially important for sports applicants where quality standards must be maintained for tournament play. This must be committed to, with a plan, in the application process.

Impact on the Greater Raleigh Convention and Visitors Bureau

Impact on GRCVB

The Priority Areas included in the DSP suggests initiatives and actions where partners, stakeholders, and organizations involved with nurturing Wake County’s visitor economy can and should be involved because they will have an impact on driving overnight visitation countywide. The DSP priorities are focus areas with the highest potential to cause increased overnight visitation to the county.

The Priority Areas will have both direct and indirect impacts on increasing overnight visitation in one, two, or all of the visitor channels. Those Priority Areas with an indirect impact are more strategic in nature and aimed at strengthening an aspect of the county’s tourism product or the infrastructure (both physical and organizational) that supports a strong and competitive visitor experience. Those with a direct impact are more closely tied with short- and near-term actions that could be taken by GRCVB, destination partners, municipalities, and/or demand generators.

In helping the county to develop the DSP, JLL used its understanding of the current state of Wake County as a travel destination (garnered through the Situational Analysis, feedback from stakeholders, and iterative discussions with GRCVB leadership, partners and staff) and coupled it with expertise in knowing “what works” to make measurable impact to increase overnight visitation. JLL identified the Priority Areas from this analysis and assessment.

The strategies presented for each priority area are not meant to be heavily prescriptive recommendations because JLL knows and believes that the organizations and partners know best how to address the identified needs and strengthen the county’s tourism product. Like a blueprint, the DSP sets the overall direction for Wake County’s destination activities going forward; it will be the County, destination partners, destination assets and overall community’s responsibility to take these recommendations and create implementation plans. JLL will be available for advice and counsel in forming these, but the appropriate County department, destination partner, destination assets, key attractor, or individual organization should lead the implementation plans’ development.

The strategies presented for each priority area are not meant to be heavily prescriptive recommendations because JLL knows and believes that the organizations and partners know best how to address the identified needs and strengthen the county’s tourism product.

Where applicable, the above sections of the DSP have made suggestions for next steps and/or how the relevant party could approach addressing the Priority Area.

The GRCVB Role

As the official and accredited DMO of Raleigh and Wake County, GRCVB is mandated to increase visitor and convention/group business and work in the interest of county and city government, trade, and civic associations and travel suppliers to build visitor traffic to the area. As Wake County implements the DSP, GRCVB will be key in continuing such marketing and working with partners and communities as it has done in the past to tout the strengths of the county as a destination for leisure, meetings, and sports travelers. However, for other priorities, the GRCVB role will be less direct. The organization will act as a catalyst, convener, or resource for best practices or other data and information.

The below table highlights some of the roles or areas in which GRCVB's operations need to change. Roles marked with an asterisk are new or roles in which GRCVB has minimal engagement to date. Icons are used to show GRCVB's main areas of engagement in the role. In addition, a matrix of recommendations follows this section that expands on the eight priorities of the DSP and how GRCVB can support those efforts.

It is important to note that all destination partners, organizations and leadership from across the county will be have a role and responsible implementing parts of the DSP.

While this section seeks to help GRCVB focus on how to begin implementing the DSP, it is important to note that all destination partners, organizations and leadership from across the county (including municipalities and other organizations, and the private sector) will be have a role and responsible implementing parts of the DSP. GRCVB will serve as a convener for many of the priorities and recommendations at the onset of implementation, but all destination partner will need to take action to realize the true potential of the DSP

recommendations and meet the ambitions 2028 visitor goals.

DSP Impacts on GRCVB

Staffing/lead



Coordination



Information Sharing/ Resource



Certification/ Setting protocol



Advocacy and brand extension



Role	Enhancement/Change	Impact on GRCVB	
Marketing to Leisure Travelers	Enhanced technology platforms to develop/market experiences, not just lists	Investment in research and conversion platforms like Arrivalist	
Marketing to Meetings and Conventions	More focused and prioritized sales effort to increase prospect list.	Work with RCC to tweak booking policy. Get access to Ungerboeck for “read only” status and potential to explore a patch between Simpleview and Ungerboeck	
Marketing to Sports Groups	Coordination among facilities to ensure fields/amenities remain at or above the standard demanded by targeted tournament organizers	Work with County leadership to set protocol for “certifying fields” and maintain certification (like a certified sites list) related to funded projects; develop Sports Event Calculator. Function as the central organization for all tournament sales.	
Support for Events	Capacity to serve as resource when assessing countywide impact of an event	Developing a Festival Impact Calculator; set goals to drive/anticipate overnight visitor increase; build alliances. Work with the event matrix and event liaisons to qualify and support events with overnight visitor potential	

GRCVB roles, continued

Role	Enhancement/Change	Impact on GRCVB	
Interaction with municipalities	Increased engagement and briefing; making the case for why tourism is important and necessity of countywide approach	Support the ongoing implementation of “tourism plans” to ensure continuity and trackable success.	  
Branding the region as a tourist destination	Continuing to brand Wake County as Raleigh, N.C.; create an iconic image/destination	Engage in focused effort to embed the brand promise and foundation throughout the county.	
Interaction with Arts/Culture groups	Increased coordination and engagement; help drive and support creation of icon	Supporting the calendar and experiential vision to bring the arts to the forefront when viable	 
Coordination with Economic Development entities	Continuing to work with EDOs to strengthen the County’s quality of place and helping to make the case for hotel and other amenity development	Build mechanism to support and interface with hotel developments/proposals with ED directors in County. Develop ED communication strategy	 
Advocacy for Tourism Infrastructure Investments*	Use overall vision of the Destination Strategic Plan to garner support for investment in demand generators and tourism infrastructure and weigh in on policies that affect tourism	Provide information and guidance on interlocal funding choices. Support large and small applicants so key principles are contemplated to increase overnight visitation.	 
Technology Infrastructure	Utilize aspects of the DSP to align with technology needs of the future visitor balanced with the safety and security needs within destination placemaking	Provide recommendations for technology infrastructure and potential capital to improve the visitor experience. This could include tools and infrastructure within the internet of things (IoT) to better prepare the destination for emergencies or provide a higher level of engagement with visitors.	  

Recommendations Matrix

Matrix of DSP Recommendations

The following tables represent recommendations contained within each priority for implementation throughout the 10-year duration of the DSP. These recommendations and initiatives support the eight priorities identified during the DSP process. Over the life of the DSP implementation, various partners will need to be involved in these action items to support Wake County’s tourism efforts. GRCVB will be involved in many of these initiatives in some way. In addition, GRCVB should utilize these tables to work within the respective departments to create individual action plans that will support the success of implementation. Similarly, County and municipal leadership, as well as partner organizations should work collaboratively with GRCVB, as the DMO that represents Wake County, on areas where their involvement moves these priorities and subsequent recommendations forward.

Meetings and Conventions

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Optimize use of the RCC	Build and agree on strategy to focus on Priority One events	GRCVB + RCC		Facilitate final session and present needed detail for City to adopt booking policy	Within 6 months
	Update the RCC booking policy	GRCVB + RCC		Use RCC booking policy as guide when marketing to potential events	Within 6 months
	Set RCC occupancy goal based on Scenario 2	GRCVB + RCC		GRCVB Sales team will set internal goals to help the Center reach that goal	With start of next fiscal year
	Create a prospect tracking system	GRCVB + RCC	Needs buy-in of Joint sales group	Utilize Simpleview to drive prospecting efforts	Within year-1
	Use shared software	GRCVB + RCC	Ungerboeck		Within year-1

Meetings and Conventions, continued

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Better leverage other elements of the downtown events campus to strengthen competitiveness of RCC as a meetings venue	Use DECPA more for meetings where possible to increase utilization and revenue potential	GRCVB + RCC	Joint effort to find synergies within uses and increase revenues through meetings uses	Promote and campus experience with groups where the venues could be a fit	Year-2
	Consider relocation of Red Hat – pending Dix decisions – and use space for RCC expansion	City of Raleigh	As Dorothea Dix Park is planning for a similar size music venue, the RCC expansion should be re-explored for this site.	Be a resource and advocate for this move with the City, Dorothea Dix Park consultant, conservancy and others.	Aligned with Dorothea Dix Schedule – beginning in year-1
Increase downtown Raleigh room inventory	Explore the creation of a public-private partnership to facilitate hotel development in downtown Raleigh	City of Raleigh	RCC cannot reach optimization goals without more rooms	Advocate for and be a resource to provide data for this effort.	Advocacy within year-1 Goal to have a desirable hotel deal in place by year-3
Develop/articulate strategy for marketing/selling other meeting districts in the county	Reposition/re-affirm the role of GRCVB Sales team as the leader of the effort to recruit meetings to the County	GRCVB	GRCVB currently does this, but there is an opportunity to be proactive.	Get communities and districts affected to buy in	Within year-1
	Redefine/affirm GRCVB Sales team role in supporting other meeting districts	GRCVB	Include these efforts in the prospect tracking system	Get communities and districts affected to buy in	Within year-2
Develop renovation and expansion plans for RCC	Hire architect to determine space requirements from DSP recommendations	City of Raleigh		Provide data to City and consultant, inform on desired outcomes	Aligned with hotel development within year-3 Expansion goal to break ground by year-6

Sports

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Implement Countywide Sports Cluster Model	Work with County leadership on MOU/Contract	GRSA + County Admin	MOU/Contract on interlocal funded projects for sports tourism need to agree that with funding comes participation in this effort	Take lead to initiate model development via County Admin	Within year-2
	Work with existing partner on standards for field/court maintenance	GRSA	Develop baseline criteria based on organizer feedback to be part of the MOU/Contract related to interlocal funded projects	Take lead to create baseline standards and submit to County Admin	Within year-2
Advocate for needed sports developments	Advocate with partners for needed inventory developments	Partners	This could include major projects like PNC Arena and MLS as well as smaller projects throughout the county	GRSA to provide data as support for specific inventory needs i.e. basketball arena	Within year-4
	Support City-owned assets for potential investment	Municipalities + County		For assets like the RCC and PNC arena GRCVB should continue to advocate for capital improvements where needed based on organizer feedback	Within year-3
	Advocate for Multipurpose Indoor Sports Complex	GRSA	A 100-150k square foot multi-use indoor sports complex (including 12-16 courts and the ability to seat 4,000-5,000 spectators Arena style) to host youth and amateur events and tournaments and add to the year-round inventory of fields and courts used for basketball, volleyball, wrestling, etc.	Advocate for, and potentially provide data to a developer, to create an opportunity for this development	Within year-5

Events

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Create a process with criteria by which events would receive funding via public dollars and in doing so create a transparent platform	Form a group to meet on finalizing event funding criteria	GRCVB	Determine final criteria and weights from sample included in DSP Consider opening funding via interlocal Consider site locations to alleviate congestion and lessen potential negative impacts to residents	GRCVB is the convener to bring this group together on the topic	Within year-2
	Identify opportunities for a signature event	GRCVB + County + Partners	Work with organizers and the County to determine interest in investment in a signature event	GRCVB is the initial convener to bring this group together on the topic and lead planning efforts with an organizer if there is support	Within year-5
	Utilize the Event Impact Calculator to measure ROI for events	GRCVB	Work with County/municipalities to create MOU/Contract for events and event organizers interested in funding to measure all events	GRCVB to be the source for measurement and reporting, but will need source data from events. Events will be required to utilize criteria determined and provide data to GRCVB	Within year-2
Implement the technology and support that is needed to be the calendar for all events in the County	Begin a discussion take the calendar that exists today and expand it to be even more comprehensive	GRCVB	Vet technology and human resources needed	GRCVB to drive the process to implement technology and run the calendar	Within year-3
		GRCVB	Work with organizers and partners to input data		

Key Attractors

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Collaboratively identify how each of the four, key attractor museums can grow demonstratively more compelling	Form a group to meet on linking assets via development features	GRCVB	Consider shared or linked physical development features	GRCVB is the convener to bring this group together on the topic	Within year-2
	Form a group to meet on developing a proactive strategy to chase and deliver blockbuster exhibits	GRCVB	Build a system to collaboratively identify, attract, and support blockbuster exhibitions	GRCVB is the initial convener to bring this group together on the topic	Within year-2
	Host first blockbuster exhibit out of this effort	Partners		Support marketing and messaging	Within year-3
	Work with attractors to include experiential programming	Partners	Provide data and support to elevate museum experiences	GRCVB is initial convener in this effort to bring museums together on this topic	Within year-4
Leverage Dorothea Dix Park as a future key attractor to increase overnight visitation	Begin a discussion to include an iconic feature as part of the site's master plan	City of Raleigh	Continue dialogue with designers	GRCVB to provide data, research and support for development at Dorothea Dix (designate liaison)	Aligned with Dorothea Dix Park timing – dialogue to continue within six months
	Consider relocation of Red Hat – pending Dix decisions – and use space for RCC expansion	City of Raleigh	As Dorothea Dix Park is planning for a similar size music venue, the RCC expansion should be re-explored for this site.	Be a resource and advocate for this move with the City, Dorothea Dix Park consultant, conservancy and others.	Aligned with Dorothea Dix Park timing
	Include Dix in discussion to better link districts in and around downtown Raleigh.	City of Raleigh			Within year-1

Individual Leisure

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Continue to create, curate and develop unique, experiences to drive overnight stays to provide more interconnected and user ready experiences for the Leisure traveler	Solidify relationship with People-First program. Work with People-First to create pathway to participation	GRCVB	To move this priority forward GRCVB will need to take on the role of coordinator and convener. Work with municipalities, and the Passionate Minds group to scale the offerings up for individual, customized tours with local artisans and personalities.	Work with partners to create this inventory of experiences by being the curator and coordinator. . Additionally, GRCVB departments will be leveraged to scale inventory and functionality for seamless booking and execution.	Within year-1 Within year-3
	Work with partners to leverage Wake County's unique culinary and retail options	GRCVB		Work with Passionate Minds to further these experiences	Within year-4

Destination Development

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Encourage repurposing or redeveloping key parcels throughout the county to serve the needs of travelers and concentrate destination assets around demand drivers	Work with development community to inform on visitor trends for asset development	Partners	Build relationships with the development community to begin conversations around destination development	GRCVB will need to designate a liaison in this space to build these relationships	Within year-5
	Be engaged in development plans for the county to ensure the needs of the tourism industry are considered	Partners	Ensure the tourism community is engaged in future planning conversations to include tourism development needs	GRCVB needs to communicate Wake County's tourism vision, much like the RTA advocates for infrastructure that will support their partners	Within year-5

Regional Demand Drivers

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Strengthen relationships with regional demand drivers and leverage their power to support and grow Wake County's gateway brand	Expand relationships with the drivers	Partners	Develop a mechanism to stay up-to-date on growth plans, changes, or other developments that would enhance their value as a tourism driver	GRCVB needs to stay informed on updates throughout the region that affects tourism in Wake County positively or negatively	Within year-4
Strengthen the county's support service for international travelers	Create venues for foreign exchange and other services	Partners	Develop quarterly or annual sessions to compare activity and align campaigns of regional significance	GRCVB to work with partners on international visitor needs and create signage and other visitor services needs as demand increases	Within year-5
	Create multi-language signage and travelers' aids, etc.	GRCVB + Partners			

Quality of Place

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Sew a thread of destination place-making within all areas of Wake County's future by identifying manifestations of the County's strong quality of place as a means to market the county to visitors	Culturize the Passionate Minds Brand	GRCVB	Work with partners and existing Passionate Minds to extend the brand platform. The municipalities have opportunities to participate and engage, but may not be sure how to do so	GRCVB to create targets for brand extension with Passionate Minds	Within year-3
	Develop localized brand engagement opportunities for municipalities	GRCVB		GRCVB to create targets to surface brand engagements in municipalities. This could include opportunities through the People-First platform and Key Attractors as well.	Within year-4
Continue to develop amenities and attractions for new local residents (the growing population) that will also be of interest to the visitor	Support and advocate for enhancements to the greenway and park system	Partners	Work with respective leaders to inform on visitor trends and needs	GRCVB to work with partners for visitor considerations when greenways and parks enhancements are being considered	Within year-5
	Form think tank for enhancements to the cultural arts and entertainment scene	GRCVB	Work with partners and arts leaders to form a group to review arts projects and enhancements	GRCVB is the initial convener to bring this group together on the topic and lead planning efforts	Within year-5
	Support enhancements to the county's transportation product, especially in the transportation arena, with any eye toward better servicing the visitor	RTA	Work with partners to understand current initiatives	Participate in work groups and committees to further the visitor experience when it comes to transportation within the county	Within year-5

Quality of Place, continued

Strategy	Tactics	Lead Org	Added detail	GRCVB Role	Timing
Establish a landmark fund	Enable inclusion of iconic features at attractions and around the county that will further embed and solidify Wake County’s quality of place/destination brand	County	Work with county and partners to consider opening the interlocal model to set aside funds for such a project	GRCVB to be the initial convener on the topic and facilitate discussions for support and potential	Within year-5
Develop a One-of-a-Kind Attraction	Form working group on high profile attraction/activation	GRCVB	Encourage Creative Art and High-Profile Activations	GRCVB to be the initial convener on the topic and facilitate discussions for support and potential	Within year-5

Conclusion

The inclusive and broad-based approach that was used to develop the Destination Strategic Plan for Wake County has produced a variety of recommendations and initiatives. These will transform Wake County over the next ten years to an even more successful destination for visitors, as well as a great place to live and work. The eight areas of focus all have the potential to increase visitor activities across many markets. The DSP is organized to create opportunities for key partners throughout the county to take leading and supporting roles in ensuring successful implementation.

Implementing this plan will take coordination at all levels and from many organizations to be successful. The level of interest that was demonstrated in the planning process is reassuring when speculating on the level of success that will be obtained in bringing the recommendations to life. JLL has been honored to be a part of this process.