

Tompkins County Strategic Tourism Planning Board

Wednesday, February 20, 2019; 3:00pm – 4:30 pm

Tompkins County Chamber of Commerce/CVB, 904 East Shore Drive, Ithaca, NY

AGENDA	Start
1. STPB Meeting Minutes	3:00
• ACTION – Approve January Meeting Minutes	
2. Privilege of the Floor	
• Limit of 3 minutes per person for members of the public to address the board	
3. Chair’s Report – Kelli Cartmill	3:05
• 2019 Committee Assignments	
4. Staff Report – Nick Helmholdt	3:10
5. Presentation: CVB Annual Report & Work Program – Peggy Coleman	3:15
6. Arts & Cultural Organizational Development Grants – John Spence	3:55
• ACTION – Approve 2019 ACOD Grant Recommendations	
7. Strategic Tourism Plan Activity – feedback on proposed Tourism Program Aims	4:05
8. Member Announcements	4:20
9. Adjournment	4:30

Agenda Packet

1. January 2019 draft STPB meeting minutes
2. 2019 Committee Assignments (printed)
3. CVB Annual Report
4. ACOD 2019 Award Recommendations
5. Summary of STPB Retreat
6. Draft Tourism Program Aims
7. Agriculinary Tourism Conference Flyer



MISSION: The Strategic Tourism Planning Board is charged by the Tompkins County Legislature with providing oversight and strategic direction for tourism initiatives that *promote economic development* and *enhance the quality of life* in Tompkins County.

**Tompkins County Strategic Tourism Planning Board (STPB)
Draft Meeting Minutes – January 16, 2019**

1 **Date:** Jan. 16, 2019
 2 **Time:** 3:00-4:30pm
 3 **Location:** La Tourelle, 1150 Danby Road, Ithaca NY
 4

5 **Attendees:**

Name	✓	Representation	Name	✓	Representation
Vacant	N/A	At-Large	Martha Armstrong	P	TCAD, Non-Voting
Brett Bossard	P	Arts-Culture	Peggy Coleman	P	Chamber, Non-Voting
Kelli Cartmill	P	Lodging	Gary Ferguson	P	DIA, Non-Voting
Josh Friedman	P	Arts-Culture	Anna Kelles	P	TC Legislature, Non-Voting
Vacant	N/A	At-Large	Dwight Mengel	A	Transportation, Non-Voting
Ken Jupiter	P	At-Large	John Spence	P	CAP, Non-Voting
Vacant	N/A	At-Large	Jennifer Tavares	P	Chamber, Non-Voting
Doug Levine	P	Arts-Culture	Ethan Ash	A	Associate Member
Mike Mellor	P	At-Large	Jim Brophy	P	Associate Member
Cara Nichols	P	Ithaca College	Erica Frenay	E	Associate Member
Vacant	N/A	At-Large	Carol Kammen	E	Associate Member
Barbara Romano	P	Cornell University	Jon Reis	E	Associate Member
Monika Roth	P	Agriculture	Nick Helmholdt	P	Staff
Sue Stafford	E	TC3	Kristin McCarthy	P	Staff
Katie Kutz	E	Lodging			
Baruch Whitehead	E	Arts-Culture			
Scott Wiggins	P	At-Large			
Andy Zepp	E	Recreation			

7 **Guests:** Connie Kan, Rick Manning, Todd Parlato, Laura Winter Falk
 8

9 **Opening Remarks/Changes to the Agenda** – None

10
 11 **Approval of the December 2018 STPB Meeting Minutes**

12 **Action:** Doug Levine moved approval of the December 2018 minutes. Motion carried.
 13

14 **Privilege of the Floor** – None

15
 16 **2019 Officer Election – STPB Nominating Committee**

17
 18 **Action:** Cara Nichols made a motion to re-elect Kelli Cartmill as chair and Brett Bossard as vice
 19 chair. Motion carried.
 20

21 **2019 Officer Election – STPB Membership & Bylaws Committee**

22
 23 **Action:** Kelli Cartmill made a motion to recommend that Scott Wiggins and Doug Levine be
 24 reappointed to the STPB. Scott and Doug abstained. Motion carried.
 25

26 **Chair's Report – Kelli Cartmill**

27
 28 Chair welcomed prospective members Connie Kan, Rick Manning, Todd Parlato, and Laura
 29 Winter Falk, as well as associate member Jim Brophy, and invited them to introduce themselves.
 30

31 **Staff Report & Room Tax, Q4, 2018 Report – Nick Helmholdt**
 32

Tompkins County Strategic Tourism Planning Board (STPB)
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33 Nick pointed out the Q4 room tax report and closeout for the year (2018) in the agenda packet. In
34 Q4, just over \$796,000 in room tax was collected countywide, which was a slight increase from
35 2017. Elsewhere in report that figure was broken down further into tax-exempt sales and other
36 components. However, Kelli cautioned that the room tax figures for Q3 and Q4 don't include the
37 substantial lost tax revenue from long-term hotel stays by displaced Maplewood residents.
38

39 Nick then asked voting members to endorse a year-end budget adjustment, which would roll
40 unspent funds from 2018 into the current year budget. These monies included Community
41 Celebrations, Tourism Capital, and Tourism Project grant funding, as well as funds earmarked for
42 the CVB for management of ithacatrails.org and from the reserve for a NYS Matching Grant.
43

44 **Action:** Brett Bossard moved, and Doug Levine seconded, to recommend that \$67,051 in unspent
45 Tourism Program funds from 2018 be rolled over to the 2019 budget. Motion carried.
46

47 **CVB Monthly Report – Peggy Coleman**
48

49 Peggy highlighted a few items: The Chamber of Commerce, in concert with the Downtown Ithaca
50 Alliance, Cornell Cooperative Extension, and other partners, was awarded a Market NY Grant to
51 promote year-round agricultural tourism experiences, in particular those tied to our booming craft
52 cider industry. Retail sales were up 64% over 2017. Gorges gear can now be found in 33
53 countries and all 50 states.
54

55 **Arts & Culture Committee Update – Committee Members**
56

57 Members gave a quick update on their committee's work:
58

59 They should have a draft plan ready for review by the entire STPB sometime in the coming
60 months. Overarching goal is to streamline and simplify the grant application process in a way that
61 is more inclusive of other, smaller organizations and considers the concerns of the arts and culture
62 community as well County legislators. Committee is working to standardize the grant application
63 and reporting procedure and is using materials from the NYS Council of the Arts as a guidepost.
64

65 Chair Kelli Cartmill adjourned the meeting at 12:30 p.m.

Visit
ITHACA



**Ithaca/Tompkins County
Convention & Visitors Bureau**
2018 Annual Report





A Message from Peggy Coleman
VP, TOURISM/CVB DIRECTOR



Raising the Bar!

Each January, it is exciting to look back on the prior year, to celebrate the successes, to learn from the failures, and to formulate the goals for the coming year.

We are thrilled to report that unlike other destination marketing websites that are experiencing a decrease in sessions and users, VisitIthaca.com has seen nearly 5.2% increase in sessions and 4.5% increase in users over 2017. We will continue to fine tune our paid search strategy to continue bucking industry trends. The Sales Team was ignited with a new energy and their hard work paid off across all market segments. Targeted sales missions and aggressive tradeshow engagement resulted in increased leads distributed, with more leads converted to actual bookings, and an incremental economic impact of \$1.7 million to the community.

The Visitor Experience Team assisted over 78,000 visitors in 2018, helping to create meaningful memories of guests' visits to this stunning destination. While Mother Nature caused us to close the Taughannock Overlook early, the interest in Gorges Gear was strong through the holidays. Now people in all 50 states and in 33 countries are proudly showing that "Ithaca is Gorges."

Our focus is always to provide the best return on investment possible to the residents of Tompkins County. We are proud to report that recent statistics show that visitor spending in Tompkins County generated \$27.6 million in state and local taxes to Tompkins County, an increase of 5% year over year. Visitor spending sustained 3,728 tourism industry jobs and provided \$723 tax relief per household in Tompkins County. We are excited by the future, look forward to supporting our industry partners in this new year, and are grateful for the opportunity to work in this "gorges" place.

Safe travels,

Peggy Coleman
VP, Tourism & Community Relations/CVB Director

2018 Lodging Market Performance

	Tompkins	% Change YOY	NYS Excl. NYC	% Change YOY	USA	% Change YOY
Occupancy Rate	60.3%	+4.7%	54.7%	+3.0%	66.2%	+0.5%
Average Daily Rate	\$160.76	+0.2%	\$126.58	+1.4%	\$129.83	+2.4%
Revenue Per Available Room	\$96.93	+5.0%	\$69.23	+4.4%	\$85.96	+2.9%
Room Revenue	\$66,939,184	+6.4%		+5.4%		+5.0%

VISITOR EXPERIENCE

- ✓ The Visitor Centers welcomed visitors from 83 countries in 2018.
- ✓ The Overlook at Taughannock saw visitor traffic increase 15% over 2017.
- ✓ Gorges Gear Goes Global expanding brand awareness to 33 countries and all 50 states thanks to retail operations at Taughannock and the East Shore Drive Visitor Center.
- ✓ Total retail sales are up 64% over 2017.

2018 By the Numbers

5 Top Domestic Feeder Markets by Travel Party:

NY: 6,826 (41.67%) PA: 2,106 (12.86%) NJ: 1,151 (7.03%) OH: 564 (3.44%) FL: 536 (3.27%)

5 Top Int'l Feeder Markets by Travel Party:

US: 16,382 (86.75%) Canada: 824 (4.36%) Israel: 352 (1.86%) Germany: 220 (1.17%) UK: 197 (1.04%)

How May We Help You?

The Chat feature on VisitIthaca.com has become a valuable and useful resource for visitors while planning their trip. A total of 3,635 chat sessions took place throughout 2018.

Hottest topics:

Events, Waterfalls, Hiking, State Parks, Lodging

"This is why I love Ithaca. People are a gem."

- Chat user from Denver, CO



Welcoming Our Guests:

The Visitor Experience Department operates three visitor centers across Tompkins County. Throughout 2018, at the visitor centers and at multiple off-site activations held across college campuses and major events, the visitor experience team supported 78,031 visitors from point of inquiry through visitation.

The Taughannock Overlook Visitor Center continues to be the busiest of the three sites welcoming nearly 37,000 visitors throughout 2018.

Visitor Touchpoints

	2018	2017	YOY% Change
Phone	1,686	1,744	-3.33
ESD Traffic	3,993	5,135	-22.24
DVC Traffic	6,043	7,332	-17.58
TFSP Traffic	36,738	31,801	+15.52
Chats	3,635	4,116	-11.69
TG Requests	3,904	3,771	+3.53
Offsite Events*	22,035	24,950	-11.68
Total	78,031	78,849	-1.04%

*Down due to influx seen in 2017 for multiple activation sites for Ithaca College's 125th Anniversary

MARKETING

- ✓ 40,489 Ithaca is Gorges Facebook Followers (up 1.2% YOY)
- ✓ 1,676,030 VisitIthaca.com pageviews (up .72% YOY)
- ✓ The Visit Ithaca Instagram account as a result of the #IthacaisPeople Instagram takeover is our social platform with the largest year over year growth at 44%

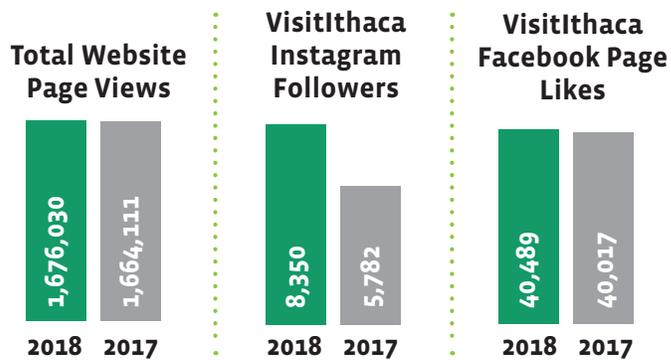
Landing pages and “Listicles” are paying off!

Roundup of 4th of July Fireworks events landing page: 13,586 pageviews

Top 5 Experiences to Warm Up Your Winter: 823 pageviews in 2018
499 pageviews in 2017

New Year’s Eve events: 2,274 pageviews, up 240% over 2017

Home for Holidays Winter Campaign: 696 pageviews



Unlike many other DMO sites, Visit Ithaca has seen a nearly 5.2% increase in sessions YOY. In addition, there has also been a 4.5% increase in users compared to 2017.

Niche Marketing – Agriculinary Tourism

The CVB now employs a full-time Agriculinary Tourism Marketing Coordinator!
Year over Year Farm to Fork Social Stats:

	2018	2017	
Farm to Fork Facebook Page Likes	3,067	2,174	+41.4%
Engagement	11,392	10,000	+14%
Farm to Fork VisitIthaca.com unique pageviews	4,902	4,270	+15%

Visit Ithaca – Crafting a Story

Rutabaga Curl Blog Post: Published on Nov 26th as an attribute of the Home for the Holidays winter campaign



Agri-Tourism Micro Grant Program a Success!

A total of 14 agritourism microgrants projects were approved throughout 2018. Ten projects were completed with total awards of \$4,978 to assist grant recipients in making their agri-tourism businesses more visitor ready.

PUBLIC RELATIONS

- ✓ Visit Ithaca hosted 30+ travel journalists, bloggers and social influencers resulting in media coverage to over 2.9 million followers.
- ✓ 2018 Finger Lakes Media Reach results in over 3 billion impressions for the region.
- ✓ Ithaca & Tompkins County is featured in media outlets such as *The Guardian*, *Men's Journal*, *Lonely Planet*, and *Forbes* as a result of media hosting and pitching, reaching well over 82 million people.

Hello Drifter

Hosted social influencer @hello.drifter Kami Nelson and family resulting in a blog, Instagram posts and multiple stories garnering more than 1.5 million viewers.



Skinnytaste One and Done Cookbook Unveiled in Ithaca

We created a custom itinerary and hosted 14 social influencers/bloggers at Gina Homolka's @skinnytaste Finger Lakes retreat, a publicity campaign to launch her second Skinnytaste cook book. Participants at the retreat represent an audience of over 2.4 million followers across Instagram alone!



TBEX comes to the Finger Lakes

Hosted 6 travel bloggers on a Craft Beverage themed itinerary after they attended the North American Travel Bloggers Exchange (TBEX) Conference in Corning, NY. TBEX is the largest conference and networking event for travel bloggers, online travel journalists, new media content creators, travel brands and industry professionals. Travel articles continue to be generated!



SALES

- ✓ China Welcome Symposium kick-starts community readiness to host visitors from China.
- ✓ 4 Familiarization (FAM) tours were conducted throughout the year including the hosting of the TAP Board of Directors, made up of 7 tour company owners who feature guaranteed departure tours.
- ✓ Hosted an international Brand USA FAM for wholesalers and travel agents from the UK and Ireland.
- ✓ The CVB organized a successful meeting sales mission to the capital district, in partnership with five hotel properties, resulting in 30 appointments with meeting planners, a networking event featuring “Retreat to Ithaca” product, and immediate new bookings and site visits.

Meetings/Conferences/Athletic events:

	2018	2017	2018 Change
Leads Sent	53	31	+71%
Leads Booked	26	17	+53%
Potential Economic Impact	\$2,708,316	\$1,359,080	+1,349,236
BOOKED Economic Impact	\$1,185,176	\$490,160	+\$695,016

Group Tour/Leisure:

	2018	2017	2018 Change
Leads Sent	46	41	+12%
Leads Booked	36	27	+33%
Potential Economic Impact	\$646,638	\$728,802	-\$82,164
BOOKED Economic Impact	\$517,132	\$395,604	+\$121,528



Starr Tours shares tour book at American Bus Association featuring an Ithaca/Tompkins County Tour

“Thank you for the tour of the various conference facilities in Ithaca. It was well organized and provided a good overview of the event space available. We came away with lots of options for consideration including some ideas for off-site guest tours.”

- Thomas Markel,
Dept. of Transportation



Visitor Profile Study Launched

The update to the Profile of Visitors to Tompkins County launched in July 2018. The primary instrument is a digital survey of past visitors and individuals who have requested information from the CVB. More than 1400 people responded to the digital survey, exceeding the 2009 benchmark profile study by 300 responses. The secondary instrument is a randomized survey of visitors in the county between June 2018 and July 2019. This year-round intercept survey will capture visitor feedback across every month, especially providing important insight into motivators to travel in off-season and shoulder season periods.

Time for a Makeover

The East Shore Drive Visitor Center and main offices of the Tompkins Chamber/ Convention & Visitors Bureau received a facelift in 2018, making room for much needed office space, brochure storage, and better configured visitor experience space. In addition, through a grant made possible from the TRIAD Foundation, visitors can now experience a glimpse of other’s journeys to Tompkins County through a social wall. The wall is a mounted TV screen and displays images shared publicly on social media of attractions, events and points of interest throughout Tompkins County.



User Generated Content is Key

Crowdriff, a new platform introduced by the CVB this year now allows the CVB to source User Generated Content (UGC) from Facebook, Instagram and other social platforms. This has enabled the CVB to add a new stream of images to VisitIthaca.com. Galleries can currently be seen on the homepage and wedding pages on the website. This is also the platform that feeds images to our new social wall kiosk in the East Shore Drive Visitor Center and will feed content to the Kiosk in the new Downtown Visitor Center at the Tompkins Center for History and Culture.



Visitor Journey Arrival to Departure comes to Tompkins County

Partnering with Tompkins Workforce Development Board, we successfully launched the Ithaca/Tompkins County Visitor Journey A2D Champion program. This new tourism training will help everyone throughout our community create a more positive experience for visitors from their Arrival to Departure (A2D).



“I was very happy that the team went through the program, the results speak for themselves; the staff are more engaged, looking for more ways to connect the hotel with what’s going on in town, which helps our guests, and team overall become more involved. The online training makes it super easy, well worth the time.”

– Mohamed Abdelrehim, General Manager, CHA, Homewood Suites by Hilton Ithaca, NY





Ithaca/Tompkins County Convention & Visitors Bureau Staff Contacts

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Ithaca/Tompkins County Makes the List:

Ithaca, NY was named the **Prettiest town in NY**, in Architectural Digest's list for The Prettiest Town in Every U.S. State, July 2018.

Ithaca – **#1 of the 2018 Ten Best College Towns**, Livability.com

Forbes listed the Cayuga Lake Scenic Byway (with Tompkins County at its base) as **one of the most "overlooked U.S. routes that make for incredible road trips,"** August 14, 2018.

Ithaca among **Top 50 Most Underrated Cities to Visit in the US**, Thrillist Travel February 2018.



Forbes

Overlooked U.S. Routes That Make for Incredible Road Trips

 **Michele Herrmann** Contributor
Travel
I write about destinations, travel news/trends, dining and culture.



Tompkins County, Ithaca, one of the locations along the Cayuga Lake Scenic Byway. [see more](#)

Cayuga Lake Scenic Byway, New York

This 87-mile New York State byway forms one of the nation's few true loop byways, meaning that they're especially signposted in one direction. It runs from Montezuma National Wildlife Refuge in the north, encompassing villages from Aurora to Ithaca in the south, and surrounds the shores of Cayuga Lake, the longest of the 11 Finger Lakes. The route offers a lot of natural splendor and cultural attractions including Ithaca Farmer's Market at Steamboat landing. Travel through rolling hills past multiple wineries, cideries, and craft beverage makers. However, be sure to drink responsibly or pick a designated driver.



Visit Ithaca is a division of the Tompkins County Chamber of Commerce

Tompkins County
DEPARTMENT OF PLANNING AND SUSTAINABILITY

121 East Court Street
Ithaca, New York 14850

Katherine Borgella, AICP
Commissioner of Planning and Sustainability

Telephone (607) 274-5560
www.tompkinscountyny.gov/planning

TO: Housing & Economic Development Committee,
Tompkins County Legislature

FROM: Nick Helmholdt, Principal Planner / Tourism Program Director

CC: Strategic Tourism Planning Board (STPB)

DATE: February 13, 2019

RE: Award of 2019 Arts and Culture Organization Development (ACOD) Grants

ACTION REQUESTED

Approve the 2019 ACOD grant awards.

BACKGROUND

The Community Arts Partnership (CAP) solicited applications for the Arts and Cultural Organizational Development (ACOD) program in late 2017. Following a review of the applications, ten organizations were recommended for funding for a two-year period running from 2018 to 2019. The Strategic Tourism Planning Board (STPB) endorsed this grant award recommendation and the Tompkins County Legislature approved the awards last spring (resolution 2018-73).

In recognition of the need for additional funding for this grant program, CAP requested additional funding from the Tompkins County Tourism Program budget in 2019. The final 2019 Tourism Program budget included a total of \$250,000 for this grant program - ACOD grants (\$237,400) and administration (\$12,600). This represented an overall increase from 2018.

CAP requested year-end reports from the ten recipient organizations in late 2018. On Feb. 8, a review committee was assembled to review these reports and recommend a funding allocation for 2019 ACOD grant awards. The review recommended the following grant awards for 2019:

Organization	Award
Cayuga Chamber Orchestra	\$26,000
Cinemapolis	\$18,370
Community School of Music and Arts	\$10,000
Hangar Theatre	\$26,000
The History Center	\$26,000
Kitchen Theatre Company	\$30,000
Paleontological Research Institution	\$38,530
Running to Places	\$15,000
Sciencenter	\$20,000
State Theatre of Ithaca	\$27,500

Increased ACOD grant awards are proposed for four organizations compared to 2018: Cayuga Chamber Orchestra, Hangar Theatre, The History Center, and Paleontological Research Institution. The 2019 award for each of these organizations was calculated as 96% of their 2015 ACOD grant award.

A committee of Arts & Culture representatives on the STPB has developed a proposal to revise the ACOD grant program for 2020. This proposal is under consideration by the STPB.

BUDGET IMPLICATIONS

All Tourism Program grants including ACOD are funded by hotel room occupancy tax. Funds for these awards are available in the 2019 Tourism Program budget.

CONTACT

Nick Helmholdt, Tompkins County Department of Planning and Sustainability, (607) 274-5560, nhelmholdt@tompkins-co.org

John Spence, Community Arts Partnership, (607) 273-5072 x 19, director@artspartner.org

DRAFT

In the next five years, what five things should we consider as we update the Strategic Tourism Plan?

General

Response 1

- 1) capturing corporate retreat market
- 2) creating blogger retreat market
- 3) continuing push for state association conference business
- 4) positioning for the international traveler
- 5) positioning for the premium wine tourist

Response 2

- 1) Social media exposure – I don't see much of the digital footage referenced in the previous strategic plan. With the technology advancement, it is easy for traveler to explore and navigate their information from social media. May want to consider this.
- 2) Regional approach – There are many robust small town tourist sites (Aurora, Skaneateles, Geneva, etc.). Could there be possibility that we can leverage resources at the regional level?

Lodging

Response 3

- 1) Mid week demand.
- 2) Shoulder season demand, as distinct from off season demand.
- 3) Length of stay.
- 4) Issues of non- regulated lodging options on conventional lodging.
- 5) Convention center/ group demand.

Response 4

- 1) Driving weekday business – meetings and conferences, leisure, bus tours – September thru May
- 2) Marketing Ithaca and Tompkins County – driving demand to support room inventory growth year round including weekends
- 3) Insuring room tax funds are being used for the purposes they were originally intended – driving demand and enhancing product
- 4) Clarifying ACOD and overall room tax support for arts and culture
- 5) Affect of Living Wage, if implemented in Tompkins County, on hotels, restaurants, etc

In the next five years, what five things should we consider as we update the Strategic Tourism Plan?

Arts, Culture & Heritage

Response 5

- 1) finding ways, other than roadside markers, to note outstanding/significant people of the county's past
- 2) honoring our diverse immigrant background/and diversity of today
- 3) emphasis on the Nine Towns of Tompkins County as well as the City: the theme for the newly created History Commission is "Nine Towns and a City"
- 4) link current residents to the various significant features of our past: architectural, historical, events [such as the flood of 1935], our railroad & transportation history
- 5) make use of the County Historian and the Municipal Historians of Tompkins County to aid with the above

Response 6

- 1) Working with the major arts and cultural organizations to better understand current needs and trends and especially in the area of tourism.
- 2) Promote public art, including leveraging private and corporate support to fund both installations and exhibits.
- 3) Promote collaborations with the arts and cultural institutions and the commercial tourism industry.
- 4) Focus a grant program to promote support one or two sizeable arts and cultural festivals during the Winter and Spring.
- 5) Integrate marketing with the CVB into the grant awards to ensure that all awardee programs are effectively publicized for tourists.

Response 7

- 1) amphitheater in one of the parks
- 2) Multicultural music festival
- 3) children music festival
- 4) strolling musicians on common
- 5) partnership with IC and Cornell

Response 8

- 1) Executing wayfinding plan, to include directional signage for key arts, culture, & heritage assets
- 2) Continuing to provide operating support to key established arts, culture, & heritage assets
- 3) Developing/improving collective marketing efforts with CVB to promote Ithaca and Tompkins County as an arts & culture destination
- 4) Utilizing new Center for History & Culture as a hub for visitor-oriented arts/culture information
- 5) Using ACOD program as a model for capacity building grants for established organizations in other sectors

In the next five years, what five things should we consider as we update the Strategic Tourism Plan?

Higher Education

Response 9

- 1) Changing demographics
 - a. There is a decline in the number of high school students in New York State, which means that many NY institutions will need to cast a wider net to achieve application and enrollment goals
 - b. We have seen a seismic generational shift over the past two-three years. Where we were formerly working with Millennial prospective students and Baby Boomer Parents, we now are working with Generation Z students and Generation X parents. This means that our audience is now looking for a unique, personalized visit to campus and are more concerned with basic needs than bells and whistles. I am happy to provide additional information during our discussion, if applicable.
- 2) College visits have become a priority for many families and they are much more willing to take time off of work to visit campus than ever before.
- 3) Nationally, more and more students are waiting until they have been admitted to college before visiting campus, meaning we will see an increase in visitors in the months of January – May.
- 4) The rising cost of education means the that institutions will be looking at ways to help make opportunities, such as Orientation, as accessible as possible.
- 5) Ithaca College is continuing to look for ways to connect with the greater Ithaca community. Identifying opportunities to build new and strengthen existing relationships while being excellent community partners is a college-wide initiative.

Response 10

- 1) Community Signage

Response 11

- 1) Collaborating with our campus orientations in a meaningful way
- 2) Transportation
- 3) Events lists from the campuses? (Difficult to get, I know).
- 4) Coordinating event and meeting space and tourism resources/activities on the campuses
- 5) Encouraging student orientation ambassadors take the Ambassador training offered w the CVB.

In the next five years, what five things should we consider as we update the Strategic Tourism Plan?

Agriculinary Tourism

Response 12

- 1) identifying and promoting true farm to table restaurants, far too many make the claim but really rely upon more from Sysco, etc. I'd like to see a County (or state) wide requirement that at least 60% of the food offered be local and direct from farms, dairies, etc.
- 2) creation of a cider trail
- 3) assistance to farms/wine/cider/beer makers in creating packages, cross promotion (perhaps with lodging establishments)
- 4) include involvement of those establishments that are engaged in protection of /housing of (retired/abused) farm animals, more education on the animal side, esp for children and include the CU Vet School/4H/maybe Nature Ctr etc. as this should bring more families

Response 13

- 1) Veganism is much more of a "community" than other diets seem to be, and it is growing. Fruit and vegetable farms should target this demographic more than ever.
- 2) Restaurants and grocery stores can offer delivery options, so all other food producers will need to learn how to compete with this.
- 3) Wedding tourism is huge in our area and will continue to be, but I'm not sure if we're capitalizing on it as much as we could.
- 4) Things like AirBnb will continue to grow. How can we capitalize on this instead of fighting it?

Response 14

- 1) Farm to Table restaurants, what it really means! (similar to David Blake above)
- 2) Plan a Taste of Ithaca Food Festival – like Taste of the Nation but outdoors at Market
- 3) More variety of farm lodging
- 4) Hands-on farm and food experiences
- 5) We need a cooking school for visitors!

Downtown Ithaca

Response 15

- 1) Continue to support the creation of a conference center.
- 2) Conduct a tourism customer satisfaction audit as it relates to parking.
- 3) Support connectivity between the campuses and nodes like the farmers market.
- 4) Support a retail market study as a tool for helping to shape future retail development.
- 5) Support the completion of the Creek Walk.

In the next five years, what five things should we consider as we update the Strategic Tourism Plan?

Outdoor Recreation

Response 16

- 1) The potential that could be realized through the Priority Trails Strategy that has been adopted by the County– the development and enhancement of a county wide systems of trails that serves a variety of different users. When complete, visitors will be able to spend several days without a car if they choose to – safely traveling to a number of destinations by bicycle while also enjoying a greatly improved network of hiking trails (both in terms of setting, signage, and condition).
- 2) The need to enhance access to the lake while addressing the threat of toxic algae to ensure that visitors will still be able to recreate on the lake. In particular, the proposed acquisition of the Bell Station site by the New York State Department of Environmental Conservation would establish another “anchor” recreation property on the lake. Located in Lansing, this 490-acre property features approximately 3,400 feet of shoreline. The increasing threat of toxic algae calls for a robust and sustained response to address the runoff of silt and nutrients into the lake.
- 3) The potential to increase recreation based tourism through events that could encompass a variety of themes and audiences – from an emphasis on families and children in nature to competitive trail events and the promotion of water based recreation. There is great potential to expand offerings to increase visitation in conjunction with enhancements being made to the outdoor recreation product that is being offered.
- 4) How best to market outdoor recreation resources and to which target audiences?
- 5) The need to increase support for the mix of non-profit organizations, municipalities, and state agencies that are managing existing resources for outdoor recreation and also enhancing and expanding them. Given very different characteristics than the existing community of arts organizations, it is expected that this will call for a different approach.

In the next five years, what five things should we consider as we update the Strategic Tourism Plan?

Response 17

- 1) How to take our successes of linking trails and green spaces to the cultural and commercial offerings of the county and apply those skills to the waterways of Tompkins County. From kayaks and stand up paddle boards all the way up to sail boats, eco-tourism vessels and private water craft that are travelling the interconnected canal and lake system, accessible waterfront are super unique and Tompkins County has some great ones! Thinking that maybe a route of boat/paddle friendly destinations that partners could share, in the vein of the discovery trail or some agri-tourism routes would be a good place to begin? The complex and unanswered question of dredging in the Cayuga Lake inlet should be brought up by the group- if the dredging does not occur it may have a long term negative impact on accessibility of the waterways closest to the city of Ithaca as well as the properties adjacent to those waterways; also if dredging does occur, it could be a long process that would temporarily alter the appearance of waterfront areas- though in the long run provide a much needed improvement.
- 2) Keep working with partners to preserve and protect a network of connected trails and bike paths, as they promote quality of life and encourage tourist visitation.
- 3) Consider the impact of climate change on our outdoor recreation resources and try to be more resilient to sudden and severe weather, both in how we promote ourselves and how we maintain these resources. I know this is kind of a vague goal, but it's harder to rely on the 4 season model we all grew up with to plan programming for outdoor rec....it seems that the sudden shifts in weather are happening more and more, throwing a wrinkle into planning efforts. It might be good to hear how our partners are being impacted and how they are working through the challenges, or how we can work together to face this challenge with a common strategy.
- 4) 100 year anniversary of formation of Finger Lakes State Park Commission is coming up in 2024, might be cool to promote the 100th anniversary of our area state parks?
- 5) As visitation numbers continue to rise on our outdoor recreation assets, how can the STPB work together to minimize the destructive impact of the higher numbers? Collaboration on Leave no Trace messaging, (Carry-in/Carry-out)? Environmental education and programming? Working with partners in planning office and soil and water to help articulate the benefits of sensible land use and construction and agricultural practices as it relates to the preservation and long term success of our natural resources.

ID	Statement	Comments: Strengths & Opportunities	Comments: Concerns & Weaknesses	Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Not Sure	Score (mean)	Controversy (standard deviation)	Total Tokens	Theme
				5	4	3	2	1	0	(mean)	(standard deviation)		
LTZ	Funding for capital improvements and beautification efforts are a key to creating brand destination recognition and quality	Good "front door" experience	Is brand conveyed? Ditto Must add signage to this for me to be in strong agreement	12	11	0	0	0	0	4.52	2.40	23	Product Development
IDL	Successfully created new initiatives (agritourism, outdoor rec) and focus areas to work toward	Good planning work Good investment to support plan implementation Promoting what makes us most unique is accessible to most visitors	Need to cycle back to the data from visitor profile and make sure we are on target Are we looking to other communities that we admire to find out what they are doing? Need to work on funding outdoor rec Only as good as the results they create Need to be mindful of size of market WATER quality harmful algal blooms	6	8	0	0	0	1	4.43	1.85	15	Product Development
WYK	Capital Grants	Helps many orgs grow tourism infrastructure Critical to supplement destination enhancement Provides a formulaic approach KEY infrastructure improvements	Look forward to greater targeting to the new visitor profile results Sure but only towards worthy projects How do we tie in private sector to meet product gap development requested by visitors? Guess it depends on what they went to? Have they all been successful? Qualified agreement? Need to really prioritize / be strategic moving forward (everyone doesn't just get % of their ask)	11	10	2	0	0	0	4.39	3.08	23	Product Development
QPR	Enhanced destination brand & marketing efforts - Visit Ithaca	Yes particularly in last year Good focus for team in place GREAT EARNED MEDIA EXPOSURE These's more opportunity to grow our brand	Not Cohesive throughout lacking interconnected signage (if in one place signage to inspire going to similar places to encourage movement between destinations) Which efforts pay off? Keep strengthening brand and website Still room to improve	11	9	1	0	1	0	4.32	4.33	22	Marketing
DTC	Invested in Beautification, Signage & Public Art	Beautification investment has ROI. Ithaca is starting to look like a tourist destination: Commons, flowers, parks well maintained etc. YES More work to do -	Need more signage. Is public art consistently high-quality? wayfinding & signage funding. 2 out of 3 yes - need more progress in signage Implement Wayfinding Plan. Dittos Focus beautification/planting on visitor destinations not buildings (like co. mental health)	8	11	1	2	0	0	4.14	4.07	22	Product Development
GCK	Tourism Program supports activities, Access and Appearance at the south end of the lake, including the Waterfront Trail, Children's Garden, Stewart Park, Festivals, etc.	Now that downtown vision is articulated and underway now we must enhance and protect our waterfront	Voted agree, but emphasis on this area is sometimes overly weighted Weather? How to unify around our lake shore instead of develop ?? DREDGING! Need to dredge inlet channel or we could lose that access	6	13	3	0	0	0	4.14	2.93	22	Product Development
NGM	A key success of the tourism program has been the development and strengthening of arts and culture and more recently agricultural assets by direct investments through a multitude of successful grant programs	Important sustaining funding for these orgs. Important Quality of Life ??	Kind of broad so hard to rate Impact on visitation questionable These are two different focuses - A+C then agritourism. This sentence highlights an issue of our work of spreading over wide disparate focuses sometimes spreading us a bit thin Too squishy	7	5	4	1	0	0	4.06	3.87	17	Product Development

ID	Statement	Comments: Strengths & Opportunities	Comments: Concerns & Weaknesses	Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Not Sure	Score (mean)	Controversy (standard deviation)	Total Tokens	Theme
				5	4	3	2	1	0	(mean)	(standard deviation)		
GNK	Growth and Revitalization of Tompkins County Amenities (Arts and Culture, Beautification)		Growth yes - cohesiveness? Collaboration? Public arts need reinvestment Not funding direct revitalization is indirect. Too vague Needs to include use of signage not only for wayfinding but for branding	7	12	4	2	1	0	3.85	5.23	26	Product Development
IWA	Supported a broad array of venues and activities, a number of which have become self sustaining	Black Diamond Trail Waterfront Trail Educational Focus more sustainable than ???	Too broad a statement Too broad The vast majority are not self sustaining	3	13	5	2	0	0	3.74	3.80	23	Product Development
EUG	Collaborative Approach to Marketing and Branding to Support Superior Dining, Agritourism, Culture, Beautification and Outdoor Adventure	Collaboration is central to making Tourism sector work Much more could be done	These things exist its tru but how do we judge that they are a result of collaboration & the programs marketing and branding approach? We could do so much more in this area Difficult to get many restaurants to collaborate Coordination among partners to not exceed capacity	5	9	1	5	0	2	3.70	4.92	22	Marketing
NEZ	Examining needs, gaps, and strengths in the tourism sector and allocating room tax proceeds to address these needs and leverage our strengths		Too broad a statement More impact assessment needed Too broad - need examples to be able to assess Good idea but priority projects are not being supported Agree this has occurred but I have a sense that most things in last plan were equally weighted upon funding / implementation. Not all equally impactful	3	6	5	3	1	4	3.39	4.72	22	Administration

GROUP 1 (GREEN)

- Dream Big
- Address Emerging Trends
- Fairness & Accountability
- Support the Foundation and Build Up
- Diversity & Inclusion

GROUP 2 (GREEN)

- Outdoor Recreation
- Capturing Information
- Waterfront, access, development & issues
- Increase Overnight Stays Off Peak
- Values
- Transportation
- Conference Center / Large Event Space
- Support Small Biz & Emerging Industries; Improve retail for locals & visitors

GROUP 3 (YELLOW)

- Funding Targets: signage, lakefront, local food & beverage
- Collaborative efforts / engage companies
- Weekday & off season product development / conferences, higher ed, international tourism, corporate, winter
- Visitor experience / front line, visitor service, projects that bring people together for great experiences
- Tourism Program Admin / coordinate grants across programs, metric for ROI, Retreats, prioritization of spending
- Create vibrant, inclusive Quality of Life
- Regional Tourism Success / vibrant region, city, rural, county, finger lakes region gateway

GROUP 4 (BLUE)

- Marketing
- Wayfinding / Interpretive
- Conference Center
- Lake Health & Access
- Outdoor Rec / Sports Tourism
- Waterfront Revitalization
- Streamlining grant process

GROUP 5 (SALMON)

- Project Based Ideas
- Goals
 - o Build on our assets / Leverage existing resources
 - o Focus on our college visitors
 - o Create / Build our brand, highlight what is unique
 - o Demonstrate community pride
 - o Welcoming signage
 - o Build capacity – support new initiatives
 - o Trail connectors
- Values
 - o Inclusive
 - o Community Engagement
 - o Mutual Benefit
 - o Accountability + Transparency
 - o High Impact
 - o Sustainability

PART 1

*What strengths will be necessary to sustain tourism in Tompkins County?
How can we develop our advantages as a destination?*

TABLE 1

- Strengths:
 - Capitalize on higher ed institutions – need to do a better job linking and communicating
 - Exposure for students, parents
 - Everything needs to look welcoming, especially at our entrance corridors (invest in beautification, gateway signage, etc.); need to prioritize visitor sites
 - Focus on family friendly, accessible, outdoor recreation
 - Connectivity – Cornell to downtown, waterfront to rest of activities
 - Provide personalization
- Develop advantages:
 - Need to do a better job of showcasing what makes us unique and difference
 - Is there a way to incentivize visiting (i.e. a passport with entry to a prize when completed)?
 - Identify evening programs

TABLE 2

- Natural Assets Care
- Higher Education
- Waterfront Revitalization – develop our advantage as a destination
- Educational level
- People want to go places that are ?? cultural, aesthetic, eclectic
- Assets – dining, theater
- Agriculture / farmers market
- Festivals (cull / prioritize)

TABLE 3

- Weather
- Clean Lake + Gorges, Natural Beauty
 - Protect and promote outdoor amenities
 - Vital and visionary tourism industry
 - World class assets, institutions, public lands
 - Collection of top notch state parks
- Small Town Ambiance
 - Cornell as a really big asset – history
 - Should contribute more to community
 - Large variety of top notch activities: Theatres, Music, restaurants, etc.
- Being in the Finger Lakes

- Regional connections w/ nearby small communities offer a FLX exploration experience
- Scenery – preserving views and rural character
- Continue to support/fund non profit amenities for tourists
- Bus access to NYC

TABLE 4

What strengths will be necessary to sustain Tourism in Tompkins County?

- Identifying niche markets (e.g. Electric vehicle tourism,
- Flexibility in branding, but also infrastructure development
- Finding approaches that attract diverse audiences
- Increased regional collaboration (inter-county)
- “Unique experience” - Density of creativity, Progressive ideals, “people as well as place”

How can we develop our advantages as a destination?

- Aging population - positioning as an accessible destination
- Develop plans to address niche/emerging markets (e.g. electric vehicle tourism,
- Target corporate and non-traditional partners in promotion & development
- Protection of natural resources
- Leveraging existing artistic talents

TABLE 5

Strengths

- Have things to attract people – protect our assets
- Human made and natural assets – grow and keep in balance
- Environment, clean air and water – outdoor destination – these things are important
- People want to come to the Finger Lakes – make sure they see Ithaca as Finger Lakes
- Waterfalls and gorges distinguish Ithaca and Watkins Glen ... more than Lakefront (Skaneateles and Geneva have that)

Carefully manages tourism plan and room tax budget

- Develop our advantages – outdoor recreation – enhance product and access e.g. trails and maintain them
- Accessibility is key – to do different things – advantage of Ithaca and TC – we are the gateway. Corning is not a gateway = 30 minutes to a lake
- We have lake access and access to wine trails
- Our environment and trails need to be maintained
- We have much more arts and festivals and we are a more diverse community than other places in FLX
- Customer service is a strength and need to keep building those programs – “friendliest place “ at hotels and retailers. All people can feel comfortable in Ithaca vs other FLX places
- Diversity of culture and dining – need to keep supporting those strengths (and benefits QOL)

- Cornell and IC are a major strength --- show waterfalls and Cornell = big popular tour
- China market attracted to education (Chinese come to Corning – we need to attract here) so we should develop our advantages that attract international travelers vs Geneva, Watkins, Corning
- Filling rooms – need to have great CVB and signage and pay attention to the new market – younger tourists – we need to be preparing to attract them now and over the next 10 years (what will current high schoolers and college students want as tourist in 10years) do we need younger people on our STP board and diversity. Or get them via advisory committees, focus group, host a function that brings them to the table (target 20 somethings and 30 something's to understand their trends
- Boomers are repeat visitors – young people interested in different and new and going through a check list of places – we need to access those visitor segments
- Waterfront is relatively weak still in Ithaca area – need to keep developing it – i.e. no waterfront hotel here.
- Connectivity signage for cars, better public connections, Uber is changing the game – and is a strength that we have it here – not in the smaller communities of FLX. People can get around because of this without renting a car.
- We are the only city the region with direct bus connections to NYC (and having Uber helps that). Just lost Big Red bus because of the accident.

PART 2

What are the most important risks or threats we face?

What elements of the Tourism Program need improvement?

TABLE 1

- Risks or threats:
 - Unpredictability of weather, climate change
 - Environmental concerns (algae blooms, etc)
 - Aging audiences, change in generations
 - Lack of repeat visitors (Baby Boomers were more likely to return, today's visitors only come once)
 - Limited access to the lake
- Elements in need of improvement:
 - Tourism program should be responsible for data collection (making it useful for grant applications, etc)
 - Increase support for organizations promoting and maintaining recreational facilities
 - How do we address municipal organizations and funding?

TABLE 2

- Risks & Threats
 - Airbnb – regulate, incorporate
 - Room Inventory too high, demand low
 - Environmental / climate change
 - Recession
 - Workforce / lack of affordable housing
 - Competition
 - Isolation
- Need Improvement
 - Outdoor Infrastructure – reevaluate local parks, trails connect?
 - ?? waterfront revitalization
 - Streamline processes, better evaluation of ROI
 - Diversity on board – reach to other groups
 - Can't differentiate outreach regionally / state
 - ?? conversations with management at Cornell & Ithaca College
 - Increase tourism budget through hotel room??

TABLE 3

- Lack of Conference Center + meeting space
- Water quality + pollution problems keeping our environment clean maintain lake health
- Cornell + IC + TC3 Health
- Politics
- Our reputation as a liberal community may turn off some people

- NYC bus to finger lakes
- Legislature ?? our recommendations
- Companies leaving Ithaca – no replacements
- Accountability – grants that are funded. What is impact?
- Grantees lack visitor experience / event planning experience
- Grant reports – pay out at end or hold back 10% until impact reached
- Ensuring deliverables are met – measurable goals – result in ??
- Improve ACOD process

TABLE 4

What are the most important risks or threats we face?

- Independent short term rentals (tourism economy perspective, housing market, hospitality workforce)
- Climate/environmental change; extreme weather; lack of dredging (reduction of natural resource management);
- invasive species
- Volatility of economic conditions
- Transportation infrastructure demand
- PARKING

What elements of the tourism program need improvement?

- Unification of grants application, evaluation and reporting structure
- Silo-ing of sectors
- Outdoor rec investments
- Developing prioritization of goals, focus areas

TABLE 5

what elements of the Tourism program need improvement?

- recession and other external revenue factors
- Managing administration of a lot of grants – time issue plus tough for legislators to understand it all
- Transparency of grants and consistency of grant review processes – not consistent providing reasons to fund or not fund is in the recommendation nor given as feedback to the applicants
- Lack of workforce housing, cost of living for Tourism front-line workers
- HR Finding good people is a challenge – paying staff enough money to keep them
- Training based organizations churn out grads from Coltivare etc – should be a pipeline, but graduates are going elsewhere – not here. Why is it because wages too low or housing . If we are putting money into training we need to keep them in Tomkins County after graduation.
- Viva Taqueria closed down on regular restaurant nights because not enough workers
- We keep losing population in NYS and FLX – this a critical

PART 3

What opportunities should we focus on? Why?

What actions are needed to realize these opportunities?

TABLE 1

- Conference Center
 - o Because spreading same guests among lodging entities
- Public Art – look for public private partnerships
 - o “Painted Horses” / Frogs spread across community
 - o Like the power boxes
 - o Installation vs. Exhibits
 - o Need for reinvestment in existing public art
 - o How many visitors go to Sagan Planet Walk?
 - o Need for inventory
 - o Attention on existing infrastructure including Marketing
 - o Discount programs for people who complete Sagan Planet Walk
- Need to focus on things that grow business vs. value add once visitors are here
 - o Identify things that get people off the couch and stay overnight
 - o Identify ways to convert day trippers to overnight trips
 - o How to incorporate ideas into community events
 - o Off season events and festivals i.e. buskers festival in Halifax – indoors at restaurants
 - o Partner with recording studio to make demos for buskers
 - o Need more things happening off season
 - o Not sure who makes money off the busker festival.
- Cannabis Tourism
 - o Watch developments on campus
 - o Existing infrastructure / local culture (ie grassroots audience)
 - o potential for sales tax
- Sports Tourism
 - o Disc golf TC3 facility
 - o Requires meetings with Event Organizers
- Educational Tourism
 - o Is there room for more week long classes?
 - o People want hands on experiences – ie wide awake bakery sells out
 - o Drum workshop at Hangar Theatre
 - o Aligned with Niche
 - o How to find out what’s working elsewhere? Asheville and Burlington?
 - o Cooperative Extension of TC wreath making classes
 - o Fiber arts / yarn shops
- Designate part of tourism grant to focus on marketing.

TABLE 2

- Branding Ithaca as a destination in the Finger Lakes / broaden the branding
- Four hours to NYC
- Only usable transportation
 - o Bike share, hails, uber, lyft
- ? Cornell U. Ithaca C.
- Fund Conference Center

TABLE 3

- Outdoor Recreation – biking
- Weekday ??
- Conferences
- Wayfinding Signage
- Sporting events – fields need improvements
- Getting people out to farms and connect w/ food
- Packaging – experiences, itinerary
- Waterfront connections – maintain access
- Geneva – Ithaca – Watkins Glen Triangle – bike route
- “ be the anchor”
- Collaborate w. wineries cideries breweries
- Think Big - ??
- FL trail – needs ??
- Trails Strategy
- Walking tours w/ lodging & food
- Blueway Trail
- Busses from NYC (for people w/o cars)
- Provide list of what to in Ithaca

TABLE 4

What opportunities should we focus on? Why?

- Only Finger Lakes City with direct bus traffic to NYC - providing much more visitation than air travel
- Marijuana industry / tourism - unique ag experience
- Connections between community and campus visitation
- Connectivity of existing assets (current barriers include parking, mass transit, etc)
- Inclusive environment, progressive oriented amenities

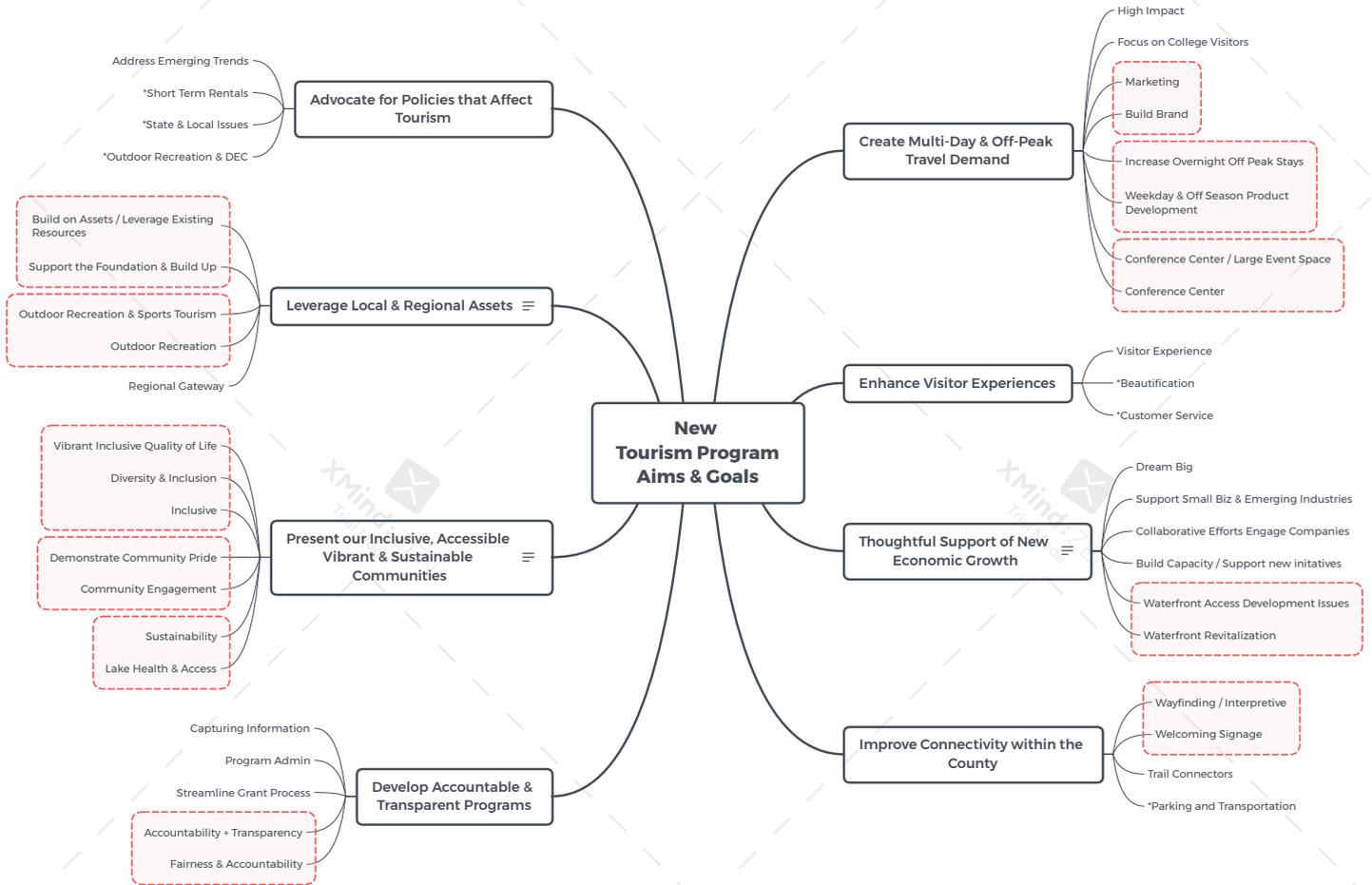
What actions are needed to realize these opportunities?

- Support improved, permanent solution for intercity bus depot/center
- Funding Way finding plan
- Cooperation with campuses to share visitor oriented information
- Work to get students/visitors off campuses

- Develop ag focused plan for cannabis tourism
- Develop marketing plan in LGBT focused media

TABLE 5

- Omega institute and other examples – could we create more learning retreat programs?
- Tourism of personal enrichment and arts residencies. Too bad Coltivare doesn't do a cooking retreat. (Do something we are known for FLX wines and pairing with local farm tours and local foods)
- Identify a bunch of experiences like above and then market them all together.
- Can we do these in winter.
- Leverage what we have first: e.g. NYC people coming in to meet with Cornell dairy Food Science – do it during January when the students aren't here
- So some aim at armatures and professionals (separately)
- 3 day weekends and or full weeks
- Health and wellness retreats --- already have some – how can we expand it
- Second idea: waterfront access and activities – we need to grow these opportunities.
- Could get food trucks on the trail in a consistent way – beyond the farmers market needs to be more – eventually DOT site redevelopment may hel – and Inlet island (old port harbor area
- Third outdoor recreation – there is not an obvious single entity to champion this – needs partners to work together? Or how could we do this?
- Need to do better connecting people to outdoor recreation opportunities: Now FLLT, Cornell, City parks, NYS parks, and others do individual stuff – but need a coordinated effort with leadership.
- Lets say you want to develop Hammond Hill for winter cross country – need decent parking, signage to get there. Maybe some lighting.
- Can we convene a meeting of stakeholders? Eligibility to receive funds if a challenge – need a county wide friends 501 c 3 that could implement
- How do we address the need for more and better sports fields and then maintain them.
- How can higher education work more cohesively on conferencing with tourism assets? Hotels have parking... Campus has meeting space – there will be bidding by 8 hotels – need a better system, possibly coordinated by CVB = a logistics problem. We lose events because we are not all on the same page.
- Can't block spaces at Cornell because of there calendar – it is true but is a challenge to leveraging our meeting opportunities – we need the conference center – there is business to be had.





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