

Tompkins County Strategic Tourism Planning Board

Wednesday, May 15, 2019; 3:00pm – 5:00 pm

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

AGENDA	Start
1. STPB Meeting Minutes	3:00
• ACTION – Approve April 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
4. Staff Report – Nick Helmholdt	3:10
5. CVB April Monthly Report – Peggy Coleman	3:15
6. Conference Center Feasibility Study Phase II – Gary Ferguson & Peggy Coleman	3:25
7. Presentation: Tourism Business Improvement Districts – Tiffany Gallagher, Civitas	3:40
8. Member Announcements	4:25
9. Strategic Tourism Plan – Focus Area breakout meetings	4:30
10. Adjournment	5:00

Agenda Packet

1. April 2019 Draft STPB Meeting Minutes
2. CVB April Monthly Report and Q1 Report
3. Strategic Tourism Plan - Focus Area group list & assignments



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 – April 17, 2019**

1 **Date:** April 17, 2019
 2 **Time:** 3:00-4:30pm
 3 **Location:** Tompkins County CVB/Chamber of Commerce, 904 E. Shore Drive, Ithaca NY
 4
 5

Attendees:

Name	✓	Representation
Brett Bossard	P	Arts-Culture
Kelli Cartmill	P	Lodging
Laura Winter Falk	P	At-Large
Josh Friedman	P	Arts-Culture
Ken Jupiter	P	At-Large
Connie Kan	P	At-Large
Katie Kutz	P	At-Large
Doug Levine	E	Arts-Culture
Rick Manning	E	At-Large
Mike Mellor	P	At-Large
Cara Nichols	P	Ithaca College
Todd Parlato	P	At-Large
Barbara Romano	P	Cornell University
Monika Roth	P	Agriculture
Sue Stafford	P	TC3
Baruch Whitehead	P	Arts-Culture
Scott Wiggins	A	At-Large
Andy Zepp	E	Recreation
<i>Martha Armstrong</i>	<i>P</i>	<i>TCAD, Non-Voting</i>
<i>Peggy Coleman</i>	<i>E</i>	<i>Chamber, Non-Voting</i>

Name	✓	Representation
<i>Gary Ferguson</i>	<i>P</i>	<i>DIA, Non-Voting</i>
<i>Anna Kelles</i>	<i>A</i>	<i>TC Legislature, Non-Voting</i>
<i>John Spence</i>	<i>A</i>	<i>CAP, Non-Voting</i>
<i>Jennifer Tavares</i>	<i>P</i>	<i>Chamber, Non-Voting</i>
<i>Matthew Yarrow</i>	<i>P</i>	<i>Transportation, Non-Voting</i>
<i>Ethan Ash</i>	<i>A</i>	<i>Associate Member</i>
<i>Jim Brophy</i>	<i>A</i>	<i>Associate Member</i>
<i>Erica Frenay</i>	<i>E</i>	<i>Associate Member</i>
<i>Henry Granison</i>	<i>P</i>	<i>Associate Member</i>
<i>Theresa Hollister-Ball</i>	<i>P</i>	<i>Associate Member</i>
<i>Carol Kammen</i>	<i>A</i>	<i>Associate Member</i>
<i>Michael Miller</i>	<i>P</i>	<i>Associate Member</i>
<i>Jon Reis</i>	<i>E</i>	<i>Associate Member</i>
<i>Wylie Schwartz</i>	<i>P</i>	<i>Associate Member</i>
Nick Helmholdt	<i>P</i>	Staff
Kristin McCarthy	<i>P</i>	Staff

8 **Guests:** Ronda Roaring
 9

10 **Opening Remarks/Changes to the Agenda** – The presentation by Julia Mattick from the
 11 Tompkins County Workforce Development Board was rescheduled for June. In its place, Nick
 12 Helmholdt reported on the work of the Strategic Tourism Plan Steering Committee.
 13

14 **Privilege of the Floor** – Ronda Roaring updated the group on her plans for a waterfowl migration
 15 festival.
 16

17 **Approval of the March 2019 STPB Meeting Minutes**

18 **Action:** Brett Bossard moved approval of the March 20, 2019 minutes. Laura Winter Falk
 19 seconded. Motion carried.
 20

21 **Chair’s Report – Kelli Cartmill**
 22

23 An ad-hoc wayfinding committee is forming. Anyone interested in joining should contact Kristin
 24 McCarthy and she will inform Kelli. (Laura said she would like to participate.)
 25

26 **Staff Report – Nick Helmholdt**
 27

28 John Spence released an RfQ for the Taughannock Giant public art installation. Nick gave a quick
 29 overview of his April 2019 staff report, highlighting first-quarter room tax numbers.
 30

**Tompkins County Strategic Tourism Planning Board (STPB)
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CVB March Monthly Report – Peggy Coleman

Peggy was absent due to illness. Jennifer Tavares reported that Peggy helped coordinate and attend a sales mission to Albany and did some advocacy work while there as well. Peggy wanted to make sure everyone has the May 10th opening of the Tompkins Center for History and Culture (TCHC) marked down in their agendas. The Downtown Visitors Center has moved into the TCHC building and is open to the public.

Update: Tourism Capital Grant Panel – Martha Armstrong

Martha Armstrong thanked Ken Jupiter for chairing the grant review committee and other STPB members for serving on it as well. The committee evaluated 12 applications asking for a total of \$600,000, but only had \$200,000 in available funding and spent at least 12-15 hours to review these applications. Two projects were denied funding, and the rest received between 15-80% of their original request. In closing, several committee members thanked Martha for her leadership.

Action: A motion was made by Brett Bossard, and seconded by Mike Mellor, to recommend the 2019 Tourism Capital Grant funding awards. Motion carried.

Report: Planning and Evaluation Committee – Ken Jupiter

Ken updated the group on the work of the Arts and Culture Subcommittee, which has been working diligently over the last several months to revise guidelines for the Arts and Culture Organizational Development (ACOD) grant program. The new ACOD guidelines have been evaluated by the Planning and Evaluation Committee and are now ready for consideration by the full STPB. The overarching aim of the subcommittee was to simplify the ACOD grant application and open the program up to smaller and more diverse applicant organizations.

These guidelines would be part of a one-year pilot, which would be re-assessed at the end of that time. Under the pilot program, which is designed to be more competitive and points-oriented, the maximum grant award would be \$35,000, or 10% of the budget, and the minimum would be \$4,000. In addition, protections would exist for current ACOD grant recipients, with funding never to be at less than 90% of the previous year's award.

Action: Baruch Whitehead made a motion to recommend the proposed changes to the ACOD Grant program as part of a one-year pilot. Josh Friedman seconded. Motion carried. Brett Bossard abstained.

Strategic Tourism Plan Steering Committee – Nick Helmholdt

Before the start of Nick's report, print copies of the 2018 Tourism Program Annual Report were distributed to members.

Nick updated the group on the activities of the steering committee since its inception in August 2018. Most recently, the committee has drafted a preliminary table of contents along with lists of aims and focus areas. The committee is looking for other STPB members to help flesh out content for the latter, in particular sports, waterfront, and niche (e.g. wellness, cannabis tourism). At their next meeting, the committee plans to look at a few destinations comparable to Ithaca in demographics and amenities, including State College, Pa., Ann Arbor, Mi., and Athens, Ohio. Committee is hosting a stakeholder meeting with former grant recipients on April 22 to solicit their thoughts and recommendations and will be holding a focus group in the near future with recent

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82 graduates of the GIAC Hospitality Employment Training Program. Final results from the Visitor
83 Profile Study should be available by early to mid-summer. The committee hopes to have a draft
84 plan ready for public comment in December 2019.

85

86 **Member Announcements**

87

- 88 • Finger Lakes Environmental Film Fest was a great success, with 42 screening events over five
89 days, and 1,300 people in attendance.
- 90 • Spring Writes Literary Fest takes place May 2-5, and the Finger Lakes Pottery Tour will be held
91 May 11-12.
- 92 • Josh Friedman launched a new website for his consulting business,
93 www.fingerlakesnonprofit.com.
- 94 • Cornell is hosting the National Science Olympiad May 29-June 1.
- 95 • Tompkins Festivals held a series of event planning workshops, with an average of 20-25
96 attendees per day.
- 97 • Both Cornell and Ithaca College have had many prospective students and their families visit
98 campus lately.
- 99 • Ithaca College is hosting a “family immersion” weekend, July 19-21, to familiarize incoming
100 students and their relatives with the broader Ithaca community.
- 101 • “Movies in the Park” is gearing up for Friday nights in August. The State Theatre will serve as
102 the rain location except on the weekend of the Woodstock Festival.
- 103 • The Chamber of Commerce launched the “Live in Ithaca” website.
- 104 • Baruch commented on how communication between event organizers at local colleges and the
105 greater area community might be strengthened even further, citing the recent production of
106 “Considering Matthew Shephard” at Ithaca College as an example of a lost opportunity to
107 attract more of the public.
- 108 • In late May TCAT will start Saturday service for Route 22, which makes 4-5 trips per day from
109 downtown Ithaca to Taughannock and Buttermilk Falls State Parks during the summer.
110 Weekday service will start in late June.

111

112 Chair Kelli Cartmill adjourned the meeting at 4:32 p.m.



April 2019 - CVB Report to the Board

Marketing:

Preparation for the 2019 summer season is in full swing. We're working toward hosting a cider focused media tour in early June prior to the June 9th Ithaca Craft Beverage Farmers Market at Fulton Stall Market. We've had several Tompkins County craft cider and tourism partners sign on to be there to represent Ithaca and Tompkins County to the thousands of attendees expected.

Digital –

Great progress has been made with New York State for mapping listings directly from Visit Ithaca.com to ILOVENY.com and then feeding to the Finger Lakes Regional Tourism Conference website. ILOVENY.com has had an 18-month backlog of listings from across the state to review and Erin has been advocating for the state to prioritizing our destination. Website traffic is mostly on par with April 2018 in terms of user behavior, with both sessions & users up about 10%. In April, we've seeing new website referrals from Science Olympiad, Atlas Obscura, as well as the colleges. We have increased the presence of IthacaTrails.org across the website as well as promoted on social media. CVB is now monitoring the Google analytics for this site as well.

Agriculinary Tourism –

Kendall has been busy networking with local and regional agriculinary tourism partners, recently attending a FLX Culinary Bounty Networking Brunch. In addition, work continues for the cider grant initiatives including a cider tasting workshop for Tompkins County restaurants/chefs to introduce them to the ciders being produced in the region in effort to feature more local craft cider for visitors in area restaurant. Planning for our June 9th NYC Farmer's Market is well underway.

Ithaca Farm 2 Fork Facebook growth month over month:

- o 28% increase in pageviews
- o 75% increase in page likes
- o 22% increase in post reach
- o 10% increase in post engagements
- o 63% increase in page followers

We have seen a 60% increase in page views on Visit Ithaca Farm to Fork lodging

PR & Communications -

We have contracted Break the Ice Media to help manage a cider themed media tour in early June. Planning continues for three additional media tours in May. We'll be hosting two influencers that will feature LGBTQ++ friendly sites as we lead up to the World pride Day celebrations in NYC at the end of June, as well as one group media tour we are hosting in conjunction with Cortland County for journalists attending the North American Travel Journalist Association conference being held in Syracuse.

Recent media coverage includes:

- 4/18/19 – **I-100 radio** "Agritourism Microgrants Available from Ithaca Farm to Fork."
- Finger Lakes Regional Tourism Council Blog post – "[Celebration National Beer Day in the Finger Lakes.](#)"
- Firelight Camps named in "[Top Pet Friendly Getaways in NYS.](#)" **ILNY blog**

- 4/2/19 – **Women’s Day**, “[These Small Town Heroes](#) are Helping their Communities Thrive.” Features Porchfest started by Lesley Green.
- **Edge Media Network** (77,159 UMV) included the Grayhaven Motel in its round up of the “[6 beautifully bookish hotels.](#)” The mention includes the motel’s hosting of bookbinding workshops and author readings as well as the Finger Lakes wilderness being the perfect setting to read. Edge Media Network also shared the article to its Facebook page that has 196,000 followers.
- Digital travel magazine **Trips To Discover** featured Cascadilla Gorge Trail in an article about [Fun Weekend Getaways in New York](#)
- Directly after hosting one of our newest account representatives from Quinn PR, Lindsey Curre, submitted a variety of Finger Lakes based companies for **USA Today’s 10BEST Readers’ Choice Awards** including two Tompkins County Partners:
 - Best Helicopter Tour: Finger Lakes Heli Tours
 - Best Boat Tour: School’s Out Charters

Sales:

Sarah attended her first Receptive Tour Operator Summit in NYC in April with a successful schedule of appointments with receptive operators and online travel agent reps featuring Ithaca/Tompkins County to the international market.

A total of five new leads have been distributed for leisure groups with an estimated potential economic impact of over \$88,000, with two wedding parties booked representing an economic impact of \$60,000.

In partnership with the Ithaca Marriott Downtown on the Commons and The Hotel Ithaca we completed eleven appointments with Albany based meeting planners April 2-4, as well as sponsored a table at the Meeting Professionals International (MPI) Annual Gala. Our guests included key planners from Capitol Hill Management Company, Helms Briscoe, and the NY Farm Bureau. One meeting lead was distributed in April with a potential economic impact of \$139,000. In addition, two outstanding leads converted to lost business. We also declined two leads due to lack of large enough space to host the meetings.

Visitor Experience:

Staffing for Busy Season -

After intensive interviewing candidates for our part-time Visitor Experience Specialist positions during April, we are pleased to introduce our three new employees: Beth Duff, Steen Kittredge and Gina Landry.

Downtown Visitor Center has Moved and Impact on April Visitor Traffic

The NEW Downtown Visitor Center opened mid-April in the Tompkins Center for History & Culture. We have connected our Crowdriff photo wall which pulls in images of various attractions and stores around the Downtown area to help visitors know what type of food, stores and attractions are available in the Downtown area.

You’ll notice a slight decline in Downtown Visitor traffic and chat requests during the month of April as a direct result of the move. The lease at Center Ithaca expired end of March and delayed construction at the new location forced the Downtown Visitor Center to close for a couple of weeks.

Arrival to Departure (A2D) Tourism Training Program

The Arrival to Departure tourism training program has launched. Class dates and times have been scheduled through the end of the year and venues are in the process of being booked. To date, we have trained 63 individuals from organizations such as the Hospitality Employment Training Program (HETP), Ithaca College Admissions, Marriott on the Commons, Hilton Garden Inn, Homewood Suites, Visit Ithaca, City of Ithaca, Cornell University Conference Services and the Tompkins Chamber.

By the Numbers:

	April 2019	April 2018	YOY % Change	YTD 2019	YTD 2018	YOY % Change
Phone	215	130	65%	677	364	85%
ESD Traffic	226	184	22%	433	371	16%
DVC Traffic*	116	318	-63%	298	664	-55%
Taug. Traffic	0	0	0	0	0	0
Chats*	217	310	-30%	787	939	-16%
TG Requests	784	429	82%	1807	1217	48%
Off-Site Events	6995	2650	163%	9195	4770	92%
Total	8553	4021	112%	13197	8325	58%

*Closed DVC for 2 weeks due to construction delay at TCHC as noted above.

Q1 2019 - CVB Report to the Board

Tompkins County Tourism Grant Support:

The Tompkins County Tourism Program Spring grant applications were due to the county by February 28th. We met with four applicants submitting Tourism Capital grant projects to discuss alignment with the county marketing strategy and how best to track visitors to the projects, should they be funded. In addition, we supported four applicants submitting Tourism Project grant projects and Marketing grant projects. These projects show great promise for driving incremental visitation to the county.

Marketing:

Digital – For Q1 of 2019, we’re seeing approximately 10% increase in sessions and users. For new users to the website: both PA and MA are up over 10% from Q1 2018; we also saw a significant increase in traffic from IL and TX, with NJ, CA, FL, and OH remaining on similar. Atlas Obscura referrals are currently at 115 new users to our website.

Agriculinary Tourism – Cider planning and prep continues as we await the Market NY Contract to officially be in place. We continue to hold meetings with area cider makers to prep for the events we have lined up for the year including the “Ithaca Craft Beverage Festival” which will be held in NYC on June 9th with up to 25 of our tourism partners.

Planning is now underway by the agri-tourism committee for this year’s Open Farm days which will fall on August 10 & 11. The Farm to Fork Fondo bike race, another popular agriculinary tourism event will fall over this same weekend creating a perfect storm for a true agri-tourism weekend in Tompkins County.

Farm to Fork social media engagement :

- *“If you haven’t noticed, we’re a fan of trails here.”* (cheese trail)
 - 4,869 people reached (1,100 paid)
 - 310 engagements
 - 158 post clicks
 - 39 shares
- *“Thinking of your first springtime trip? We have a few ideas for you...”*
 - 2,001 people reached (1,500 paid)
 - 48.6% from Ontario
 - 23.1% from NY
 - 11.2% from PA
 - 77% women
 - 360 post clicks
 - 285 photo views
- Ithaca Farm to Fork pageviews -
 - Started the month at 33 per day, ended with 63 per day (all pages with “farm” in it)
 - Farm to Table Lodging is still at a steady increase

PR & Communications:

It is media season and we are beginning work on confirming and crafting itineraries for several confirmed media tours. In May we will host Matt Benfield, social influencer focused on promoting LGBTQ++ friendly aspects of tourism destinations. We are also coordinating a group media tour as a result of the North American Travel Journalist Association being hosted in Syracuse, NY this year. **UVM stands for Unique Visitors per Month.** Recent media clips include:

- All three of our gorge State Parks were featured in article, “5 U.S. Road Trips to Take this Spring” by The Discoverer Blog.
- **New York Makers (2,100 UMV)** – an outlet celebrating the people, places and products that define New York state – released a **full feature article** on the Finger Lakes region’s history of women-led movements. The article, entitled “Researching Women’s Past and Present? Head to the Finger Lakes” starts its text with a description of the region before delving deep into the history of pioneer women who left their mark on human history
- **Oyster.com (1.5 million UMV)** listed the Finger Lakes **first** among a roundup of “9 of the Best Long Weekend Getaways in the US.” The outlet leads the listing with an image of one of the vineyards and describes the region’s regionally-sourced menus, food scenes, museums, cideries and trails.
- **TravelPulse (698.3k UMV)** included the region as one of the year’s “top destinations for adventure seekers.” The outlet mentions a wide range of activities, from glamping and white water rafting to sea plane rides and following the famous North Country Trail. The outlet also posted the article to **79.8k followers** on Twitter and **23.6k followers** on Facebook.

Sales:

Sarah participated in the three China Ready webinars coordinated by ILNY and worked with tourism partners throughout the region to also participate. We also hosted a Receptive Tour Operator Training on March 22nd with almost 30 tourism partners in attendance. This workshop presented by Chris Guidone, Big Picture Tourism, focused on the opportunities and logistics of how to work with Receptive Tour Operators to build visitation from international visitors.

Sarah also has just returned from a successful Pennsylvania Bus Association marketplace, and annual gathering of Pennsylvania based tour operators where she represented all the group tour friendly assets throughout Ithaca and Tompkins County. Sarah was asked to participate in the educational sessions this year where she shared some of her successes as a result of collaborative tourism partnerships. She also shared some best practices around hosting tour groups in your place of business or destination. A total of 4 new wedding and reunion leads were distributed and confirmed with a total economic impact of over \$70,000.

Visitor Experience:

Much of March was spent preparing to move out of Center Ithaca, move into and set up to open in the Tompkins Center for History and Culture. Construction took a bit longer than expected but we are planning to re-open in our new space on Tuesday, April 8th. Stop by and check it out!

Final tallies are in for the 2019 Winter Recess Teacher Festival. Total attendance hit 4,328 which was a slight increase over 2018. There were 147 room nights documented for an economic impact of \$18,078. Additional economic impact of the festival is estimated to be \$175,716 (average receipts turned in for entries into our gift basket raffles multiplied by the total number of attendees).

The VED has spent a good portion of time interviewing candidates for the full-time Senior Visitor Experience Specialist position and the Visitor Experience Specialist positions. We are thrilled to report Beth Duff has accepted our offer for one of the Visitor Experience Specialist positions and will begin with us on Tuesday, April 23rd.

The Ithaca Tompkins County Arrival to Departure (A2D) Tourism Training program has now trained 33 individuals since its launch in December 2018. Live classes are on the calendar at visitithaca.com/visitor-journey through June 2019. The next one takes place at Ithaca College on March 14th.

Members of the Visitor Experience Department are focusing on completing some product knowledge tours before the summer season kicks off, including a visit to the NY Welcome Center in Kirkwood. Two team members attended the NY Wow Marketplace in NYC early February.

By the Numbers – without the one off-site event in 2018, February traffic is flat, not including Winter Recess traffic.

	Q1 2019	Q1 2018	YOY % Change
Phone	462	234	+97%
ESD Traffic*	207	187	+11%
DVC Traffic**	182	346	-47%
Taug. Traffic	0	0	0
Chats	570	629	-9%
TG Requests	1023	788	+29%
Off-Site Events**	2200	2120	3%
Total	4644	4304	7%

*does not include Winter Recess traffic

** March 2019 moving to TCHC

Focus Area	Established STPB Committee	Committee Members	Additional Volunteers	Lead Organization(s)
Agriculinary	Yes	Monika Roth (chair), Barbara Romano, Susan Stafford, Laura Winter Falk, Todd Parlato, Kendall Blizzard, Allison Usavage, Peggy Coleman, Sarah Barden, Erica Frenay, Theresa Hollister-Ball, Laura Gallup, David Blake, Ethan Ash, Kit Kalfs		CVB, CCE Tompkins
Arts & Culture	Yes	John Spence, Brett Bossard, Baruch Whitehead, Doug Levine, Josh Friedman, Stephen Nunley, Michelle Kortenaar	Wylie Schwartz	CAP
Downtown Ithaca	No		Michael Miller, Brett Bossard	DIA
Higher Education	No		Connie Kan, Cara Nichols	Cornell Univ., Ithaca College, TC3
Outdoor Recreation	Yes	Andy Zepp (chair), Todd Parlato, Rick Manning, Laura Winter Falk, Todd Parlato, James Brophy, Jennifer Miller, Peggy Coleman		Finger Lakes Land Trust, NYS Parks, Friends of Stewart Park
Heritage	Yes	Laura Winter Falk, Baruch Whitehead, Susan Holland, Rod Howe, Pat Longoria, Erin Rafalowski,		The History Center, Historic Ithaca, County Historian
Sports	No		Henry Granison, Kelli Cartmill	CVB, Ithaca Youth Bureau, Cornell Univ., Ithaca College
Niche	No			
Waterfront	No		Barbara Romano, Jennifer Tavares, Michael Mellor, Monika Roth	
Festivals	Yes	Baruch Whitehead, Cara Nichols, Summer Kewon, Scott Rougeau, Andy Adelewitz	Michael Miller	DIA
Transportation & Connectivity	No		Jennifer Tavares, Matt Yarrow, Brett Bossard	TCAT, ITH Airport, DIA
Workforce Development	No		Martha Armstrong	Workforce Dev. Board, GIAC, CVB
Policy & Evaluation	Yes	Ken Jupiter (chair), Josh Friedman, Baruch Whitehead, Susan Stafford, Kelli Cartmill, Gary Ferguson, Jennifer Tavares, Peggy Coleman, Martha Armstrong, John Spence, Matt Yarrow		
Visitor Experience	No		Laura Winter Falk	CVB
Marketing & Advertising	No		John Spence	CVB
Conferences & Groups	No		Laura Winter Falk	CVB
Beautification & Placemaking	Yes	Jennifer Tavares (chair), Monika Roth, Gary Ferguson, Martha Gioumouis, John Spence, Jeanne Grace, Tim Logue, Tom Knipe, Mary Kirkwylands, Rick Manning		CCE Tompkins, Chamber of Commerce, CAP

Strategic Tourism Plan | Third Edition 2021 - 2027

Focus Area Worksheet | May 15, 2019

Focus Area Name: _____

Review Materials:

- 1) Page(s) from *2020 Strategic Tourism Plan* related to your Focus Area
- 2) Implementation plans or feasibility studies related to your Focus Area
- 3) 2013 – 2019 Tourism Program grant awards related to your Focus Area
- 4) Visitor Profile Survey (full results expected by July)
- 5) Summary of Community Survey & Stakeholder Meeting Findings
- 6) Goal submission criteria

Assignments & Deadlines:

- 1) Position Statement
 - a. Describe why this Focus Area is important to tourism in Tompkins County.
 - b. Deadline: July 10 (8 weeks)
- 2) Goals
 - a. What significant accomplishment(s) should we aspire to for this Focus Area?
 - b. Consider the “goal submission criteria” when drafting goals.
 - c. Deadline: August 8 (12 weeks)
- 3) Critical Actions
 - a. What specific actions are necessary to achieve the goal(s) in this Focus Area?
 - b. Deadline: September 5 (16 weeks)
- 4) Inhibitors
 - a. What obstacles prevent us from achieving the goal(s) in this Focus Area?
 - b. Deadline: September 5 (16 weeks)
- 5) Relationships to other Focus Areas
 - a. Describe significant relationships to other Focus Areas described in the plan.
 - b. Deadline: September 5 (16 weeks)