

Tompkins County Strategic Tourism Planning Board

Wednesday, December 19, 2018; 3:00pm – 4:30pm

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

Refreshments following meeting!

AGENDA	Start
1. STPB Meeting Minutes	3:00
• ACTION – Approve October 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 Monthly Report – Peggy Coleman	3:15
6. Nomination Committee	3:20
• ACTION – appointment of nominating committee	
7. Membership & Bylaws Committee Update – David Blake	3:30
• ACTION – Nomination of Laura Falk as At-Large Representative to STPB	
• ACTION – Nomination of Rick Manning as At-Large Representative to STPB	
8. Planning & Evaluation Committee Update – Ken Jupiter	4:00
9. Conference Center Working Group Update – Gary Ferguson	4:10
10. Member Announcements	4:20
11. Adjournment	4:30

Agenda Packet

1. October 2018 draft STPB meeting minutes
2. CVB Monthly Report
3. 2009 Draft Summary Meeting Schedule
4. Status of Critical Actions in 2020 Strategic Tourism Plan



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 – October 17, 2018**

1 **Date:** Oct. 17, 2018
 2 **Time:** 3:00-4:30pm
 3 **Location:** Tompkins County CVB/Chamber of Commerce, Ithaca, NY 14850
 4
 5

Attendees:

Name	✓	Representation	Name	✓	Representation
David Blake	P	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
Steve Hugo	E	At-Large	Dwight Mengel	A	Transportation, Non-Voting
Ken Jupiter	P	At-Large	John Spence	E	CAP, Non-Voting
Anne Kellerman	E	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	A	Associate Member
Cara Nichols	P	Ithaca College	Erica Frenay	E	Associate Member
Stephen Nunley	P	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	A	Lodging			
Baruch Whitehead	E	Arts-Culture			
Scott Wiggins	P	At-Large			
Andy Zepp	P	Recreation			

7 **Guests:** None
 8

9 **Opening Remarks/Changes to the Agenda**

10
 11 Chair Kelli Cartmill called the meeting to order at 3:07 p.m. The JLL presentation was moved to
 12 3:55pm and done via WebEx as a medical emergency prevented the team from traveling.
 13

14 **Approval of the September 26, 2018 STPB Meeting Minutes**

15
 16 **Action:** Cara Nichols moved approval of the September 2018 minutes. David Blake seconded.
 17 Motion carried.
 18

19 **Privilege of the Floor** – None
 20

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

22
 23 The Ithaca Urban Renewal Agency (IURA) won’t select a preferred developer for the Green Street
 24 parking garage site until its November meeting. Hunden Strategic Partners will begin Phase Two
 25 of the Downtown Ithaca Conference Center Market Demand Study and Financial Analysis once a
 26 developer has been selected.
 27

28 **Staff Report – Nick Helmholdt**

29 Nick Helmholdt gave an overview of the Q3 room tax report. Members discussed the impact on
 30 room taxes from displaced Maplewood residents being housed in area hotels long term. Peggy
 31 Coleman and Anna Kelles commented that PDEQ and the County Legislature should be made
 32 aware of the Maplewood situation once final check-out numbers are available. Mr. Helmholdt

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33 reported that if room tax dollars for Q4 total \$649,430, then the projected 2018 budget will have
34 been fully realized.

35

36 **CVB Monthly Report – Peggy Coleman**

37

38 Ms. Coleman shared highlights from the October CVB report, which was included in the agenda
39 packet. The Visitors Center at Taughannock Falls remains busy, and sales of Ithaca is Gorges
40 branded products reached \$113,000 early in the month.

41

42 **Community Celebrations Grant Panel Update – Brett Bossard**

43

44 Five applications were submitted for the Fall 2018 grant round, and the committee recommended
45 full funding for four. The members did not recommend funding the Wassa Pan Afrika Dance
46 Ensemble as it did not fit Community Celebrations criteria. Mr. Helmholdt will reach out to the
47 project coordinator with feedback and resources. Of the four applications recommended for grants,
48 Vitamin L rescinded theirs because of a change in scheduling — their celebration will now be held
49 as part of the Ithaca Festival. Brett Bossard thanked the board once more for agreeing to increase
50 the funding cap for this grant category.

51

52 **Action:** David Blake made a motion to recommend the Fall 2018 Community Celebration grants
53 for funding. Scott Wiggins seconded. Motion carried.

54

55 **Combined Tourism Grant Panel Update – Mike Mellor**

56

57 Committee reviewed and recommended four applications, all in the New Tourism Initiative
58 category, for full funding. Some STPB members questioned whether the *MVTeal* request
59 overlapped with monies awarded to that organization under the Capital Tourism Grant program.

60

61 **Action:** Brett Bossard moved approval of the Fall 2018 New Tourism Initiative grants. Andy Zepp
62 seconded. Motion carried.

63

64 **Membership & Bylaws Committee Report – David Blake**

65

66 Committee is recruiting to fill three at-large seats. Two applications have been submitted so far.
67 STPB members are strongly encouraged to forward recommendations.

68

69 **P&E Committee Report – Ken Jupiter**

70

71 Mr. Zepp reported on the recent outdoor recreation meeting for stakeholders. Members expressed
72 interest in meeting more frequently, with individual focus area groups (Kids in Nature, Biking, etc.)
73 possibly meeting quarterly. Lots of momentum, with initiatives from the County Priority Trails such
74 as the Black Diamond Trail coming to fruition. Outdoor recreation will likely be a prominent
75 component in the new Strategic Tourism Plan. Committee discussed allowing two organizations to
76 form a partnership when applying for Tourism Marketing and Advertising grants, in which case they
77 could apply for \$10,000 jointly instead of \$5,000 individually. Grant guidelines should reflect that in
78 committee's opinion. RfPs for the Blueway Trail will be released soon by the County Purchasing
79 Department for contracting.

80

81 **Presentation: Visitor Profile Study – JLL (David Holder)**

82

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83 David Holder from JLL walked group through the preliminary results of the digital survey via a
84 PowerPoint presentation and WebEx conferencing. Sent to a variety of audiences in Tompkins
85 County, the survey used lists from the CVB, the Statler Hotel and other accommodations, as well
86 as Discovery trail partners. Some organizations sent the survey directly to their lists and some via
87 JLL. Over 1,400 responses were received. Here are highlights from Mr. Holder's presentation:
88

- 89 • Impact of Cornell University and Ithaca College on visitation cannot be overstated.
- 90 • Many visitors are relying on previous personal knowledge of the area. They also use
91 college and university websites for planning travel to the area.
- 92 • Average visitor age skews high (36% 55-70 years old, 35% 40-55 years old) as does as
93 yearly income (39% earn \$150K or above).
- 94 • Most respondents (60%) were employed full time, and 57% hold a graduate degree.
- 95 • Forty-two percent of respondents were from New York State. Number of repeat visitors is
96 high, which in general is positive, but would like to see more repeat visitation to build
97 tourism. Visitors are planning one week up to six months in advance and tend to stay 1-3
98 nights. Intercept interviews should capture day tripper data more effectively and give a
99 more accurate sense of accommodation stays (digital survey skews toward hotels but
100 Statler guests were a large respondent group).
- 101 • Air travel ranks higher than in other markets, with most travelers going through Ithaca
102 Tompkins County Regional Airport.
- 103 • Spending per day, which is based per party (families or couples), resembles amounts
104 generated in other peer destinations; at \$103.59, dining came in a little high, while retail
105 figures were low at \$54.76 (\$80-90 is average).
- 106 • Outdoor recreation is a strong driver for visitors to the area and is a potential niche market.
- 107 • 60% of respondents visited a state or local park, but lake-based activities scored low.

108
109 **Member Announcements**

- 110
- 111 • Kendall Blizzard joined the CVB as the new Agriculinary Tourism Marketing Coordinator.
- 112 • The Agriculinary Tourism Committee will meet next on October 29th.
- 113 • The group will be putting together an agenda for a spring workshop. Bet the Farm recently
114 opened its own winery on Krums Corner Road in the Town of Ulysses.
- 115 • Apple Fest drew the largest crowd ever, with roughly 45,000 attendees. No specific
116 demographic information is available, but anecdotal evidence strongly suggests people
117 traveled from out of town to be there.
- 118 • The Ithaca Fantastik Festival starts Friday, October 26, and runs for 10 days.
- 119 • Cinemapolis will once again serve as the hub for the festival, but events will be happening
120 at venues around town.
- 121 • Ithaca College orientation starts Wednesday, Aug. 21, 2019, and runs for seven days.
122 Kitchen Theatre presents The Piano Teacher October 21st through November 4th.
- 123 • Hilton/Kilpatrick's continues to host its "Pub with a Purpose" campaign on Tuesday
124 evenings to raise money for a different local nonprofit each fiscal quarter. Fifty percent of
125 proceeds will go to the Tompkins Center for History and Culture through the end of
126 December 2018.
- 127 • Tompkins County Chamber of Commerce will hold its annual auction Wednesday, October
128 24th, at the Hotel Ithaca.

129
130 Chair Kelli Cartmill adjourned the meeting at 4:45 p.m.



December 2018 - CVB Report to the Board

Marketing:

Erin has been immersed in working on the 2019 travel guide. She exceeded goals for ad sales while coordinating updates to content and design and is now in the final stages of revisions. We are on track to have the new 2019 guide in house in mid-January.

Advertising –

Our WXPB winter radio campaign has kicked off in the Philadelphia and northern NJ markets. We are supporting this radio buy with paid Facebook advertising in those markets as well, driving traffic to the winter campaign content on VisitIthaca.com featuring Ithaca as your Non-traditional Home for the Holidays and Your Community Rooted in Music.

Web and Social Stats – The long-awaited article from The Guardian also produced the top engagement on Facebook, delivering a reach of 11,027 as well as 511 clicks and 334 shares.

	Nov	YTD
Website VisitIthaca.com		
Unique Users 2018	23,659	381,417
Unique Users 2017	20,422	370,416
Sessions 2018		
Sessions 2018	29,353	480,631
Sessions 2017	25,261	470,017
stories.visitithaca.com		
Unique Pageviews 2018	585	3,853
Unique Pageviews 2017	299	988

Agricultural Tourism –

Kendall has been busy tying up the 2018 micro-grants and fine tuning a microgrant timeline and process for 2019. In addition, she has jumped into developing great content for Ithaca Farm to Fork social media platforms and the website with a goal of keep a constant and engaging social media presence, increasing reach, likes, page views, shares, and comments month over month.

Visit Ithaca Stories, Rutabaga Curl – Published on Nov 26th as a part of the Home for the Holidays campaign had 270 views.

Kendall is also taking time to revamp the Visit Ithaca presence on [Pinterest](#). This channel has proven to be very successful for destination marketing organizations. A “Music Destination” board is being created and a “Home for the Holidays” board is in progress. Our boards currently have 7,900 monthly viewers.

Planning continues for the Agriculinary Tourism Conference to be held **Tuesday, March 5th at The Hotel Ithaca.**

PR & Communications:

We've been busy supplying content for Finger Lakes Regional Tourism Council blog postings, including the following which have recently launched:

- Emmy's is included in the Candy Craving Blog:
<https://www.fingerlakestravelny.com/blog/post/candy-craving-weve-got-the-fix-in-the-flx/>
- Ithaca Dog Park, Ithacatrails.org, Purity, and Homewood Suites is in the Dog friendly blog.
<https://www.fingerlakestravelny.com/blog/post/far-from-a-ruff-life-dog-friendly-stops-in-the-finger-lakes/>
- A foodie post that we contributed to as well mentions Moosewood:
<https://www.fingerlakestravelny.com/blog/post/best-of-the-best-most-delectable-and-daring-dishes-found-in-the-finger-lakes/>

We've garnered some recent posts from the bloggers hosted on the **TBEX media tour** earlier this year:

- Monica Ortega YouTube Video: -
https://www.youtube.com/watch?v=Qir7UXcxSmY&feature=youtu.be&fbclid=IwAR0STiiW5Uam-nY3hxsWPwCeyTKTfsynDE3W_b2JiQkmysz2qjbTUJT197s. Monica also posted the video on social media. [Here is a link to the Facebook post.](#)
- Tim Leffel had a feature article appear on [Hotel Scoop](#) featuring La Tourelle Hotel:
<https://www.hotel-scoop.com/la-tourelle-hotel-ithaca-new-york/> As well as mentioned Ithaca is Foodies in a blog post on his Cheap Destinations blog:
<https://www.cheapestdestinationsblog.com/2018/11/20/local-food-tour-feel-for-city/>

The Guardian published the article, "[The Best Towns and Small Cities in the US: Ithaca, New York State,](#)" with **24.1 million impressions**. This article was a result of hosting writer Emma John in 2017.

Social influencer Kami Nelson of **Hello.Drifter**, who visited the region in October, released a [blog post](#) to **840 viewers** on her family's four-day itinerary, with stunning imagery throughout the piece. In November, Kami also posted two additional images to Instagram of her experience ([1](#), [2](#)), both reaching her **264k followers**.

Additional recent media coverage:

- [TravelPulse \(698.3k UMV\)](#) listed Wizarding Weekend as one of the best US fall festivals.
- Both **Meetings & Conventions (50k in circulation)** and **Successful Meetings (50k CIRC)** included La Tourelle in a roundup of hotels that are [reinventing the meeting space](#) (page 123). In addition to this article being featured in a special insert for both publications, the PDF copy of the issue is available online by both outlets, garnering an additional **194,055 impressions**.

Sales:

Tour & Travel Trade - Sarah had an increase in appointments at Ontario Motorcoach Association (OMCA) annual tradeshow indicating a growing interest in Ithaca/Tompkins County. A lot of prep work is happening for the spring tradeshow calendar including design of an updated 2019 group tour profile sheet and managing opportunities to be highlighted at the NYS hosted operator breakfast at ABA. We will be supplying a grand prize package in which one lucky tour operator will be the recipient.

Throughout November a total of 7 new group/leisure leads were sent out made up of two potential

group tours, and five weddings with a potential economic impact of \$109,000. One wedding has booked. There has been movement on three leads in November for meetings business, with two becoming definite holding an economic impact of \$8,000.

Meetings & Conferences - Jonathan spent November prospecting for new meeting business and researching potential meetings to invite to Tompkins County. In the month of November 97 room nights turned definite with an economic impact of \$7,876, three previous leads were updated, and nine new accounts were added. Plans have begun for the 2019 Conference Sales Mission to Albany.

Visitor Experience:

The Ithaca/Tompkins County Visitor Journey Arrival to Departure (A2D) Tourism Training program modules were released in late November with the first of two field tests taking place in early December. A page on our website explaining the who, what, and why of A2D is currently in draft stages but expected to be live on visitithaca.com later this month. Another field test will be taking place on Monday, January 14th.

The Visit Ithaca Online Store launched in early November. The store has a fresh new look and will used to test some Instagram marketing soon. Our East Shore Drive location currently has gift cards and e-gift cards available for purchase. We are continuing to source local and regional artists to establish wholesale relationships for Visit Ithaca, Ithaca is Gorges and Finger Lakes items.

The East Shore Drive Visitor Center has successfully installed a social wall. It has been a beautiful eye-catching, conversation starting addition to our renovation and allows us to source and ask permission to display user generated images through the new software Crowdriff.

By the Numbers:

	Nov 2018	Nov 2017	YOY % Change	YTD 2018	YTD 2017	YOY % Change
Phone	151	60	151	1556	1663	-6.4
ESD Traffic	106	126	-15.8	3934	5055	-22.2
DVC Traffic	203	234	-13.2	5876	7122	-17.4
Taug. Traffic	0	0		36738	31801	15.5
Chats	189	184	.02	3439	3948	-12.8
TG Requests	124	110	.12	3789	3628	4.4
Off-Site Events*	2000	5300	-62	21785	24950	-12.7
Total	2773	6014	-.54	77117	78167	-1.3

* Off campus events were higher in Nov 2017 due to IC combined Inauguration/150th.

*We were told that the number of students accepted to Cornell University was lower, resulting in lower participation for Cornell Days in 2018.

Strategic Tourism Planning Board: 2019 schedule

Month	Day	Location	Standing Actions	Presentations / Special Actions / Other Agenda Items
January	16	CVB	Officers voted in Committee assignments Set annual STPB goals	Possible Board Retreat, CVB Monthly, STI Grants, Membership & Bylaws, Room Tax Quarterly Report
February	20	CVB		CVB Annual Report + Work Program
March	20	CVB	Spring Tourism Grant Awards	Grant Awards (Community Celebrations, Tourism Project Grants, Tourism Marketing & Advertising Grants), CVB Monthly Report
April	17	CVB	Tourism Capital Grant Awards	Grant Awards (Tourism Capital Grants), CVB Monthly Report, Room Tax Quarterly Report, Workforce Development Board Annual Report
May	15	CVB		CVB Monthly Report, Festival Program Annual Report
June	19	CVB	Draft 2020 Budget	CVB Monthly Report
July	17	CVB	Final 2020 Budget	Draft Strategic Tourism Plan, CVB Monthly Report, Room Tax Quarterly Report
*August	21			
September	18	CVB		CVB Mid-Year Report, CAP Annual Report
October	16	CVB	Fall Tourism Grant Awards	Final Strategic Tourism Plan, Grant Awards (TBD), CVB Monthly Report, Room Tax Quarterly Report
November	20	CVB	Recruit new board members	CVB Monthly Report, Beautification Annual Report
*December	18			

All meetings take place on the third Wednesday of the Month from 3:00 pm to 5:00 pm.

*August and December meetings may be canceled if no action items are before the board.

Additional Topics for Consideration

- Strategic Tourism Implementation grant awards
- Project Updates: Visitor Profile Study, Conference Center, Tompkins Center for History and Culture, Cayuga Lake Blueway Trail
- Task Force Updates: Outdoor Recreation, Agriculinary, Heritage, etc.
- Partner Presentations: NYS Parks, Cayuga Lake Scenic Byway, Cayuga Lake Wine Trail, etc.

Strategic Tourism Planning Board: 2019 committee schedules

- Executive – as needed
- Nominating – date TBD in November
- Budget – dates TBD in April, May, and June
- Membership & Bylaws – as needed
- Planning & Evaluation – Monthly on 3rd Wednesday, 1:45 -2:45 pm (before STPB)
- Combined Tourism Grant Review – dates TBD in March and September
- Community Celebration Grant Review – dates TBD in March and September
- Tourism Capital Grant Review – date TBD in April
- Strategic Tourism Implementation Grant Review – as needed
- All other committees, task forces, work groups, etc. – as needed

NOTE: The Old Jail Conference Room (125 E. Court) will be under construction from May to December 2019. This will impact scheduling for committees.

Alternative meeting spaces may be available at the following locations:

- Cornell Cooperative Extension of Tompkins County (615 Willow Ave)
- Cornell Martin Y. Tang Welcome Center (Beebe Lake, 616 Thurston Ave)
- Downtown Ithaca Alliance (in Center Ithaca)
- Museum of the Earth (1259 Trumansburg Rd)
- Sciencenter (601 1st St)
- TCAT (737 Willow Ave)
- TC Chamber of Commerce / Convention & Visitors Bureau (904 East Shore Dr)
- TC Human Services Building (aka DSS, 320 W State St)
- TC Office for the Aging (214 W State St)
- TC Old Courthouse (aka basement meeting room, 121 E Court St)
- TC Public Library (101 E Green St)
- Tompkins Center for History & Culture (Ithaca Commons, open spring 2019)
- ... or from one of our many local lodging establishments!

Summary of Critical Actions from the “2020 Strategic Tourism Plan”

October 23, 2018

CONTINUE / INCLUDE – These actions may be modified based on feedback from the Steering Committee, Visitor Profile Study, Community Engagement, or other stakeholders. Several of these actions are ongoing efforts that, if they are worth continuing, have no clear completion point. The Steering Committee may want to consider separating the critical actions into “Outcomes” (actions with clear completion points) and “Activities” (actions that occur continuously).

- 2 - Support existing collaborative agri- and culinary tourism marketing partnerships, such as the wine trails and the Finger Lakes Cheese Trail and develop new collaborative marketing platforms and programs for agricultural and culinary tourism (beer, CSAs, foodie tours, you-pick/farm experience, Farmers Markets). – **Agriculinary tourism partners are supporting this action. This will require continuous effort.**
- 4 - Develop walking, cycling and driving tours across multiple media (brochures, online maps, apps, audio tours, etc) of historic sites; historic architecture; local and academic black history sites (including the Underground Railroad/Freedom Trail in Ithaca); Native American archaeological sites; local industrial history sites (airplanes, guns, typewriters, etc.); homes of local authors (e.g. Nabokov), artists, playwrights; etc. – **Heritage tourism partners are developing these tours. This will require continuous effort.**
- 5 - Support existing collaborative arts marketing vehicles, and develop new collaborative marketing platforms and programs for arts & cultural institutions. – **This will require continuous effort.**
- 6 - Inventory established but underutilized cultural assets such as the region’s cinema (historical and contemporary), specialty festivals, and music and develop targeted programs to expand and promote these. – **This will require continuous effort.**
- 8 - Coordinate edutourism offerings with large conferences at our institutions of higher education, featuring stay-the-weekend opportunities. – **This happens through monthly meetings between CVB staff and CU/IC staff. Consider combining with #25 & #31.**
- 9 - Support the completion of priority multi-use trails and connections between these and existing foot path systems, and support tourism-enhancing features for priority trails (BDT, CWT/Urban Connections, S. Hill Rec Way, Finger Lakes Trail, Ithaca-Dryden Rail Trail). – **Ongoing efforts on several of these projects have been / are supported by the tourism program.**
- 11 - Support the Stewart Park Rehabilitation Action Plan. – **Additional work may come from this plan.**
- 12 - Create a comprehensive feasibility study and implementation strategy for attracting new sporting events and tournaments, including recruitment best practices, cost/benefit of different types of tournaments, financial requirements, inventory of sites, inventory of

ideal weekends, and possibility of partnership with Cortland County. – This has not been started.

- 13 - Create a Sports Council comprised of reps from Athletic Departments at Cornell, Ithaca College, TC3, The RINK, the YMCA, local school districts, City of Ithaca Parks Department and other local facilities and Ithaca amateur athletic leagues and associations (ie. soccer, swimming, lacrosse, hockey, wrestling, cycling, indoor track, basketball, volleyball, figure skating, roller skating, golf, tennis). – This has not been started.
- 17 - Support the expansion and development of specialty festivals in the indoors in the winter. – This will require continuous effort and potentially incentives. One method may be to reduce the matching requirements for tourism grants that attract visitors during the winter.
- 20 - Create a wayfinding signage plan/system that includes physical signage as well as new technological wayfinding platforms and that points to major destinations including Discovery Trail venues, downtown Ithaca and the Commons, trailheads, parks, theatres, waterfront access sites, arts and heritage destinations and natural areas. – The plan is complete, but system has not been installed. Additional funding is required to pull this off. Alternative options may need to be considered if funding cannot be secured within a reasonable timeframe.
- 21 - Formalize a public art grant component of the Beautification Program to encourage public art installations throughout Tompkins County. – CAP currently operates the Public Art grant program. There may be a need for funding for maintenance and repair of public art installations. This will require continuous effort.
- 22 - Assist existing large festivals and events on succession planning, financial sustainability, and enhancing their tourism impact. – DIA operates the Festivals program which addresses this action. This will require continuous effort.
- 24 - Conduct bi-annual familiarization tour for Albany, NYC and targeted markets. – This could be stated more broadly; fam tours are not necessarily the best tool to accomplish the goal and target markets will shift over time. This will require continuous effort.
- 25 - Develop a new project to recruit higher education meetings & conferences with campus assistance. – This isn't necessarily a "project" but rather a series of monthly meetings between CVB staff and CU/IC staff. Consider combining with #31 & #8
- 26 - Market themed international group travel. - This will require continuous effort.
- 27 - Promote marketing coordination to facilitate innovative marketing partnerships between tourism attractions and venues. – This has been difficult to accomplish. Reconsider this action in combination with #36. This will require continuous effort.
- 28 - Develop integrated (digital, social media, cable) geo-targeted niche campaigns (wine, waterfalls, locavore, music, green/sustainability, family, Double Income No Kids, recent empty nest, low-cost, etc). – This should be stated more broadly to allow marketing staff to adapt over time. This will require continuous effort.

- 29 - Target alumni media for editorial content. – Alumni media generally prohibit editorials of this nature. CVB staff have engaged with Alumni networks in other ways. This will require continuous effort.
- 30 - Enhance cross-promotion of Cornell, IC and TC3 based events that would be of interest to general visitors and community-based events that would be of interest to college and university visitors. – There is additional work to do to connect campus events to visitors and the general public.
- 31 - Develop a tourism-higher ed working group to meet periodically to share information and explore ideas for enhanced collaboration. – This isn't necessarily a "working group" but rather a series of monthly meetings between CVB staff and CU/IC staff. Consider combining with #25 & #8.
- 32 - Articulate and develop a system of tourist-oriented shuttles, with possibilities for linking event participants to attractions, Cornell and IC parents to community shopping, winter sports enthusiasts to venues, hotel guests to theatres and other venues, etc. – This should not be assigned to the CVB as the lead. This action should be reexamined as the variety of transportation options available has changed substantially since 2012 and may well continue to evolve.
- 33 - Plan and implement a visitor communications strategy - to include use of digital technology such as "apps" – for local transportation options to encourage parking and then using the bus, cycling and walking. This should not be assigned to the CVB as the lead. This action should be reexamined as the variety of transportation options available has changed substantially since 2012 and may well continue to evolve.
- 34 - Bundle TCAT bus access for tourists with hotels and offer tourist oriented bus passes. This should not be assigned to the CVB as the lead. This action should be reexamined in combination with other visitor transportation actions and goals.
- 36 – Expand the presence of visitor and ticketing information at key IC and CU locations, the airport and high traffic retail locations, to possibly include rich media kiosks. – There are many possible directions this could go – including an expanded ticketing option via IthacaEvents.com. To complete, it will require robust partnerships with local attractions & venues. Reconsider this action in combination with #27.

COMPLETE – Actions that are complete will be listed as Achievements in the update to the Strategic Tourism Plan.

- 1 - In cooperation with Finger Lakes Culinary Bounty, Cornell Cooperative Extension, and the Tompkins County Restaurant Association, inventory local culinary tourism assets, assess best practices for encouraging and marketing culinary tourism, and develop a five-year culinary tourism strategy and implementation plan. – "2020 Tompkins County Agriculinary Tourism Implementation Plan" completed in 2016.
- 3 - Support the Finger Lakes Wine Center. – While the tourism program did support FLWC, it may not be appropriate to list it as an achievement.

- 7 - Support the rebuilding of The Ithaca Commons with feature elements serving visitors
- 10 - Complete and support implementation of the Cayuga Lake Blueway Trail Plan, to include enhanced maps and signage to waterfront access points, and targeted site development for enhanced waterfront access. – **Tompkins County was awarded grant funding from NYS to implement this project.**
- 18 - Develop and promote Tompkins County as an LGBTQ destination, including for weddings. – **The Supreme Court ruling legalizing gay marriage nationwide made NY a less prominent destination for this type of event.**
- 19 - Write and implement a Tompkins County Beautification Plan for 2012-2020, to include the square footage, location and type of gardens maintained by the program, maintenance and infrastructure requirements, design standards, and prioritized actions. – **“Beautification, Signage, and Public Art Strategic Plan” completed in 2016.**
- 23 - Enhance visitor-oriented capabilities of IthacaEvents.com.
- 35 - Develop a comprehensive, coordinated strategy for providing more visitor information to campus visitors, including parents, alumni, prospective students and their families and conference attendees.
- 37 - Develop our hospitality workforce through trainings for front-line staff and tourism business operators. – **Hospitality Star and its successor Visitor Arrival to Destination (A2D) have offered such trainings.**

ABANDON – These actions were determined not to be worthy of inclusion in the update to the Strategic Tourism Plan.

- 14 - Inventory Sustainability Tourism attractors and attractions and develop platforms to connect visitors to those entities potentially including a tourist-oriented sustainability trail. – **The market for sustainability tourism did not materialize.**
- 15 - Develop a tourist oriented green business map – **The market for sustainability tourism did not materialize.**
- 16 - Provide education, coordination and marketing assistance to hotels and other tourism businesses to embrace green business practices and promote themselves as green businesses, such as through the New York State green hotels program – **Other public programs focused on energy efficiency, water, and waste reduction are better suited to address these issues within the tourism sector and other private businesses.**