

Tompkins County Strategic Tourism Planning Board
Wednesday February 17, 2016; 3:00pm – 4:30 pm
CVB, 904 East Shore Drive, Ithaca

AGENDA	Start
1. January STPB Meeting Minutes	3:00
• ACTION – Approve 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 – Anne Gossen	3:05
• 2016 Calendar of STPB agenda topics	
4. 2016 STPB Goals	3:10
• ACTION – Vote to adopt board goals for 2016	
5. Staff REPORT – Tom Knipe	3:25
6. Heritage Tourism Implementation Plan – Anne Gossen	3:30
• ACTION – Vote to adopt the plan	
7. P&E: “Thresholds for More Thorough Review” – Ken Jupiter	3:40
• ACTION – Vote to Adopt Policy	
8. CVB 2015 Annual Report and 2016 Work Program	3:50
• PRESENTATION - Jennifer Tavares and CVB Staff	
9. Beautification, Signage and Public Art Strategic Plan Draft – Jennifer Tavares	4:15
10. Announcements	
	END 4:30

Agenda Packet

1. January 2016 draft STPB meeting minutes
2. 2016 Calendar of Meetings/Presentations
3. 2016 STPB Goals – DRAFT
4. Tompkins County Heritage Tourism Implementation Plan Executive Summary. View the full 35-page plan document at www.tompkinscountyny.gov/tourism/tourism/plan or via this direct link: <http://www.tompkinscountyny.gov/files/tourism/Heritage%20Tourism%20Implementation%20Plan%20for%20STPB%20approval.pdf>
5. 2015 CVB Annual Report
6. 2016 CVB Work Program
7. “Thresholds for More Thorough Review” document
8. Tompkins County Beautification, Signage and Public Plan Executive Summary.



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.

1 **Date:** January 20, 2016
 2 **Time:** 3:00-4:15pm
 3 **Location:** CVB
 4
 5

Attendees:

Name	✓	Representation
Anne Kellerman	✓	At-Large
Ian Golden	✓	Recreation
Ethan Ash	✓	Arts-Culture
John Gutenberger	✓	Cornell
Lynnette Scofield	✓	Lodging
Kelli Cartmill	✓	Lodging
Rita Rosenberg	✓	Agriculture
David Blake	✓	At-Large
Andy Zepp	✓	At-Large
Stephen Nunley	✓	At-Large
Steve Hugo	✓	At-Large
Ken Jupiter	✓	At-Large
Mike Mellor	✓	At-Large
Anne Gossen	✓	Arts-Culture
Sue Stafford	✓	TC3

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Name	✓	Representation
Christy Agnese	E	Ithaca College
Sue Perlgut	✓	Arts-Culture
Josh Friedman	✓	Arts-Culture
John Spence	✓	CAP, Non-Voting
Dwight Mengel	✓	Transportation, Non-Voting
Gary Ferguson	✓	DIA, Non-Voting
Jennifer Tavares	E	Chamber, Non-Voting
Martha Armstrong	✓	TCAD, Non-Voting
Will Burbank	✓	TC Legislature, Non-Voting
Beverly Baker		Associate Member
Carol Kammen		Associate Member
Jon Reis		Associate Member
Tom Knipe	✓	Staff
Jennifer Turner	✓	Staff

Also in attendance: Sarah Imes, Sales Manager,

9 CVB; Christine Lam, TCAD

10 **Meeting Agenda**

- 11 1) Nominating Committee – Sue Perlgut
- 12 2) December STPB Minutes
- 13 3) Privilege of the Floor
- 14 4) Chair’s Report
- 15 5) Staff Report – Tom Knipe
- 16 6) CVB/Chamber Monthly Report – Jennifer Tavares
- 17 7) STPB Member Goals – Group Discussion

18 **The meeting was called to order** at 3:01 PM.

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 22 **Nominating Committee** – Mike Mellor made the motioned to elect Anne Gossen as Chair and Christy Agnese as Vice Chair. Rita Rosenberg seconded the motion. The slate was approved by unanimous vote.

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 25 **December 2015 STPB meeting minutes were approved** with no changes.

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 27 **Privilege of the Floor** – Martha Armstrong introduced Christine Lam who is currently assisting with tourism related work at Tompkins County Area Development. Andy Zepp circulated the Finger Lakes Land Trust newsletter, noting Mark Twain’s Quarry Farm that their group has protected in Elmira.

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 31 **Chair’s Report** – Anne Gossen opened her report by giving an update on Christy Agnese’s efforts with the Higher Education Tourism Committee, noting the first meeting will focus on the scope, purpose and committee composition. The conflict of interest policy was discussed, with an emphasis on transparency. Members were given the opportunity to fill in their form and were given the opportunity to ask questions. Tourism Board Member Roles and Responsibilities were discussed and the slate of topics, and monthly meeting locations suggestions were welcomed. Draft committee assignments were circulated.

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 38 **Staff Report** – Tom Knipe reported on the history of room tax revenues through the fourth quarter of 2015, and noted that actual revenues have been within less than 1% of our budget revenues for the past three years. We were within \$5,000 of projections in 2015. He will not be recommending any modifications to the

41 budget but that a full report with the covering 2015 year end expenditures, and current reserve balances will
42 be provided to the Budget Committee this spring. Through the efforts of both Tompkins County
43 Department of Finance and County Attorney's office, all lodging properties registered with Tompkins County
44 are current on their room-tax payments. Tom went on to report that the room-tax law passed at the
45 Legislature meeting on January 19, and will be recorded with the Department of State, followed with the
46 new definition of hotel that will remove any previously indicated thresholds, and change the word "building"
47 to "facility". Discussions with AirBnB on the upfront collection of room-tax are ongoing. . The Outdoor
48 Recreation Tourism Taskforce has had two meetings, and will be working on their plan over the next six
49 months. A full-day Agritourism workshop (funded by a USDA grant) will be held on March 8, at Coltivare.
50 The workshop will include keynote speaker Laura Ten Eyck from Indian Ladder Farms, and will include
51 information on progressions with farming elements, interests, resources, financial education, hosting, and
52 farm stays. Tom reported that the Heritage Tourism Plan is progressing, and the network will meet next
53 week and look at proposed revisions based on public comment, and will then be presented to the STPB in
54 February for adoption.. The Beautification, Signage, and Public Art plan is moving forward and will also be
55 presented in at the STPB meeting in February. Tom discussed the Draft Annual Work Plan, included in the
56 agenda and provided background efforts and plans for support, and asked members to provide feedback.
57 The FTP site was discussed as a repository for Board documents that will be accessible to all board
58 members. A link with the username and password will be circulated.

59
60 **CVB/Chamber Monthly Report** – Sarah Imes, Sales Manager at the CVB circulated copies of the January
61 monthly report; a full report will presented to the Board at the meeting on February 17.

62
63 **STPB Member Goals** – Anne Gossen asked members to break into small groups to go over the previous
64 year's goals and to go over possible board goals for the current year.

65
66 **Group 1** – Anne Kellerman, Lynette Scofield, Stephen Nunley, David Blake, and Sue Perlgut's group
67 commented on the progress with the ongoing work of the board, noting the recent efforts with agriculinary
68 work that is in progress. She went on to discuss the importance of a conference space with a capacity of
69 more than 250. Members of their group suggested implementing a day of activities that would involve
70 partnerships between local businesses, and or bus tours. Finger Lakes tourism groups were mentioned as
71 an outlet for ideas for marketing strategies. It was suggested that the benefits for each of the tourism
72 initiatives should include measurable proof of the strategy and the realistic markets captured.

73
74 **Group 2** – John Spence reported on the discussion between their group that included input from Rita
75 Rosenberg, and Andy Zepp. The importance of the data within the "Chmura study", as well as the Strategic
76 Tourism 2020 plan was discussed. Continuation of the efforts related to conference center and agriculinary
77 plan were noted efforts of interest. The complexity of the policy criteria for evaluation was noted, and the
78 monetary threshold was questioned as to whether it would serve as an effective indicator for the
79 determining factor for an organization's success.

80
81 **Group 3** – Ethan Ash, Ian Golden, and Steve Hugo discussed enhancing the demographic diversity of the
82 STPB and suggested establishing a cultural seat as well as establishing affiliations with groups that
83 represent various demographics in order to enhance awareness of opportunities available through the
84 tourism program. Public outreach was noted as another way to promote awareness of the programs
85 available.

86
87 **Group 4** – Martha Armstrong reported on her groups' discussion that included Gary Ferguson, and Kelli
88 Cartmill. She went to report on the importance of the "Chmura study" as information to be used to refresh
89 board focuses moving forward. Demographic and topical that would include age, race and diversity factors
90 noted topics that may be covered by the study. The importance of the visitor's center and higher education
91 working group were discussed, and questions centered on the best approaches in determining key players
92 that could help enhance tourism and increase revenue. Offering more voice on the Board to hotels and
93 restaurants was noted as a potential idea moving forward.

94
95 **Group 5** - Tom reported on his group's discussion that included Jodi LaPierre, Dwight Mengel, and Ken
96 Jupiter. In addition to maintaining momentum on strategic board initiatives started in 2015 and the higher
97 education tourism task force, he suggested a goal for later in 2016 and into 2017 could be for the STPB to

98 evaluate the budget in light of opportunities being identified by the strategic planning and evaluation work
99 that is being done, as well as the results of the next visitor profile study. He also responded to a question
100 about one of the 2015 goals about how the possible long range strategy could focus on marketing activities
101 to visitors already in the county in order to encourage overnight stays and additional spending, as opposed
102 to focusing exclusively on marketing to attract new visitors from outside.
103

104 Members discussed the possibility of allowing an organization to use a portion of funding to be used for
105 audience and organizational growth strategies to become less reliant on support from the tourism program.
106 Budgeting and strategic priorities alignment was further discussed as priority areas of focus. Diversity,
107 increased return on investment to increase an organizations funding, the separation of Arts & Culture, and
108 the comparison of new information related to recent committee work in order to come up with a 4 year plan
109 were discussed.
110

111 Anne Gossen wrapped up the discussion, noting the upcoming discussions on communications plan, and
112 CVB director.
113

114 With no further business, the meeting adjourned at 4:42pm.
115

116 Respectfully Submitted,
117 Jennifer Turner, Administrative Assistant
118 Tompkins County Planning Department
119

120 **Next Meeting Scheduled**

121 February 17, 2016
122
123

2016 Proposed Partial Schedule of Tourism Program Presentations at STPB Meetings*

Month	Offsite?	Standing Major Topics	Scheduled Program Presentations
January		Officers Voted In, Committee Assignments, Annual STPB Goals	CVB monthly
February			CVB Annual Marketing Plan Heritage Tourism Implementation Plan P&E "Thresholds" Report
March		Spring Tourism Grant Review, Room Tax (Budget Committee) Report	CVB monthly Celebrations TPG NTI TMA ACOD Beautification Plan
April		Tourism Capital Grants	CVB 1/4ly Capital Grants WIB Annual Discovery Trail Annual
May			CVB monthly Festivals Program Annual Agriculinary Tourism Implementation Plan
June	with Hosp. Star	Preliminary 2017 Budget Review	CVB monthly
July	CSMA	Vote on 2017 Budget	CVB 1/4ly
August**			
September			CVB monthly CAP - Market the Arts/General Operating Support Annual
October		Fall Tourism Grant Review	CVB 1/4ly Celebrations TPG NTI TMA
November		New Board Member Recommendations (Membership & Bylaws Committee)	CVB monthly Beautification Annual Recognition Awards
December**			

* unless specifically communicated, STPB meetings take place on the third Wednesday of each month from 3pm to 5pm at the Ithaca Tompkins County Convention and Visitors Bureau at 904 E. Shore Drive in Ithaca. Other topics to be added as issues arise, at the discretion of the STPB Chair.

** meet only if a voting or other pressing matter

Other Topics to Place as Needed/Ready

Strategic Tourism Implementation Funding - funding process and funding awards

Membership & Bylaws Committee - Report on Diversity & Inclusion

Tourism Program Communications & Branding Initiative Report

Project Updates: Visitor Profile Study Wayfinding, USDA grant, Blueway Trail Grant

Board Education Topics TBD

Committee Reports: Planning & Evaluation Committee, Outdoor, Higher Ed, Agriculinary, Branding & Communicatins, etc

Possible Partner Presentations / Visits

NYS Parks, Kitchen Theatre, CSMA Hangar Theatre, CL Scenic Byway (new strategic plan), Wine Trail, Beer Trail, past grant award recipients

Tompkins County Strategic Tourism Planning Board (STPB) 2016 Goals

2016 Action-Oriented Goals

- A. Complete the Agriculinary Tourism Implementation Plan and create a tangible program by the end of the year. (Lead: STPB Agriculinary Tourism Task Force)
- B. Complete the Heritage Tourism Implementation Plan by February 2016. (Lead: STPB Heritage Tourism Task Force)
- C. Continue new comprehensive visitor profile study process for Tompkins County. A contract with a qualified research firm to be in place by early 2016, with the study to begin by mid 2016. (Leads: CVB, STPB P&E Committee, Study Client Committee)
- D. Create a communications plan for the Tompkins County Tourism Program.
- E. Convene a Higher Education Tourism Working Group (Lead: Task Force)
- F. Complete the Outdoor Recreation Tourism Implementation Plan (Lead: Task Force)

2016 Policy-Driven Goals

- H. Discuss the P+E Committee threshold of tourism program investment for more thorough review of an organization or project, and a framework for assessing risk for new initiatives. Timing: February 2016. (Lead: P&E Committee)
- I. Discuss tourism vision with new Vice President of Tourism & Community Relations. (Lead: CVB)
- J. Discuss existing and potential structural efforts for diverse representation on the STPB board, and inventory existing board diversity efforts (Lead: Membership and Bylaws Committee and encourage any board member to attend)

The following Possible Goals will be revisited in July 2016 for possible inclusion in STPB goals for the year. Staff and board member capacity to achieve the board goals in 2016 will be the primary consideration in determining whether any of these possible goals are added to the list of approved goals.

POSSIBLE Action-Oriented Goals

1. Re-convene a meeting facility task force (Lead: STPB Meeting and Conference Facility Task Force)

POSSIBLE Policy-Driven Goals

- Follow up on Tourism Program Communications and Branding effort to advocate for the County Tourism Program, such as by having= board members meet with community stakeholders including elected officials to communicate the impact of the county tourism program.(Lead: STPB)

Possible 2017 Goals

- Align budgeting with strategic priorities incorporating new information from the 2016 Visitor Profile Study, the various recent new tourism plans (Agriculinary, Heritage, Outdoor, Wayfinding, Beautification) grants feedback, and other sources. Examine Arts and Culture support in other communities to understand our community's support for the arts relative to other communities and our goals, and consider similar programs for other tourism sectors. Critically examine the tourism program policy of long-term vs. short term projects, infrastructure vs. events, and encouraging additional time for visitors already coming vs. bringing new visitors. (Lead: P+E)
- Conduct a detailed review of tourism program funding by sector and report on the level/quality of alignment of funding and priorities. Potential intern project.

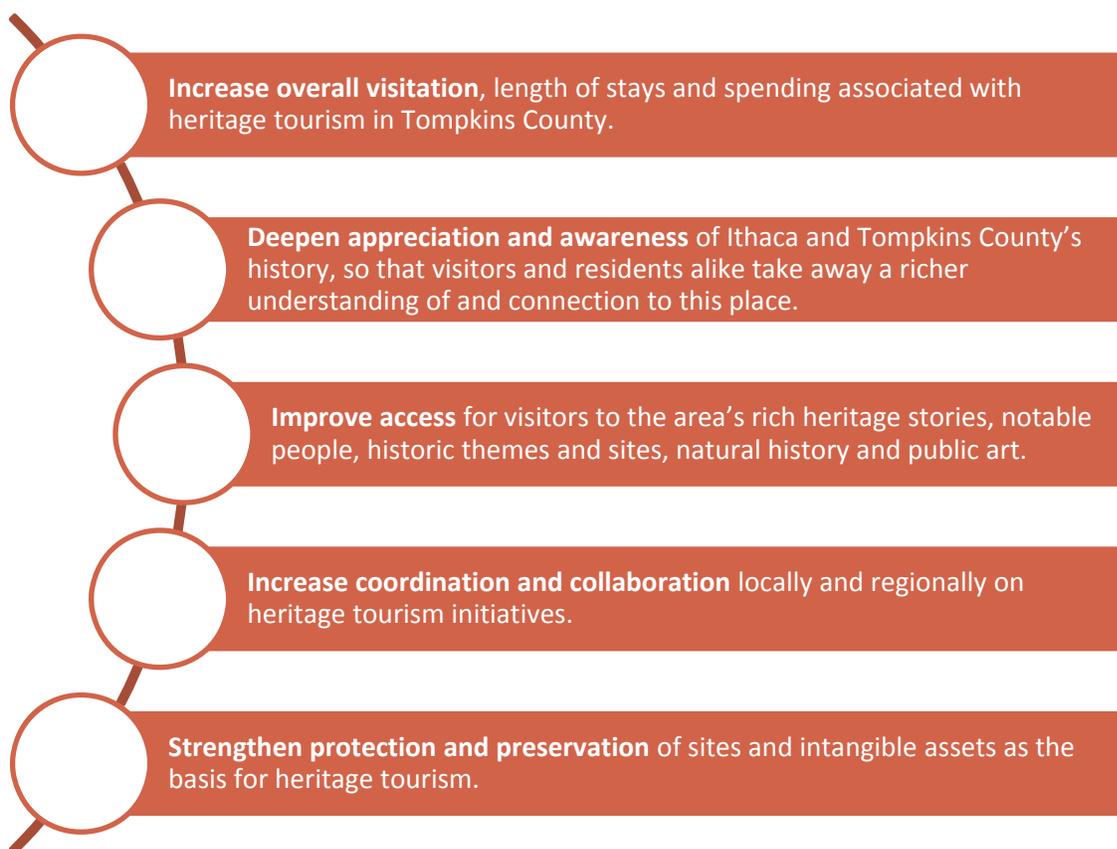
*TOMPKINS COUNTY
HERITAGE TOURISM
IMPLEMENTATION
PLAN*

*Expanding Cultural
Heritage Tourism to
Delight and Inspire*

Executive Summary

With world-class educational institutions, spectacular waterways, and a record of cultural leadership, heritage tourism is a natural fit and even an expectation of visitors to Tompkins County. Heritage tourism also showcases the unique richness of life in our area, protects irreplaceable assets, and contributes to our thriving historic and cultural offerings. National survey research demonstrates that cultural heritage visitors travel more frequently, stay in hotels more often, spend more, and stay longer than general leisure visitors.

The goals of this two-year implementation plan are to:



What is Heritage Tourism?

"Heritage tourism is traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources."

Strategies and Actions Summary

This plan, the first of its kind in Tompkins County, catalogues potential subjects for long-term heritage tourism development surrounding the people, places, historic themes, organizations and heritage activities of this place while specifying 15 short-term actions in four strategic areas to strengthen this component of our local tourism program. The Plan identifies possible sources and lead organizations, but does not commit future funding to heritage tourism initiatives. The following actions will be completed or initiated by 2017.

Institutional Development: Improve heritage tourism organizations, sites and attractions

- Explore the establishment of a new Heritage Center as a joint project of The History Center and Historic Ithaca.

Interpretation: Package underdeveloped stories, themes, and assets into visitor experiences and amenities

- Establish the MLK Freedom Walkway.
- Establish a public art grant program with heritage elements.
- Provide support and rich interpretive content for current signage projects.
- Implement the History Forge digital interactive historic map project.
- Establish a shared platform for tour development and promote the development of additional tours.
- Support programming being developed by the 2017 Tompkins County Bicentennial Commission to add tourism value.
- Develop regional interpretation themes, such as UGRR, early film, early aviation, etc.

Capacity Building: Enhance the community's capacity for heritage tourism development

- Launch an ongoing Tompkins County Heritage Tourism Group.
- Develop Heritage Tourism Public Programs and Outreach Coordinator position(s) at The History Center and Historic Ithaca.
- Provide tourism training and technical assistance for heritage professionals and heritage training to tourism professionals.
- Organize a heritage tourism exchange between Ithaca/Tompkins County and another community.
- Assist in the integration of heritage themes and activities in events and tourism projects.

Marketing: Promote heritage tourism offerings for success

- Develop a framework and preliminary content for a website to promote heritage tourism attractions and experiences.
- Create a 'Heritage Ambassadors' program.



Visit
ITHACA

2015

Ithaca/Tompkins County
Convention & Visitors Bureau

Annual Report



2015 Annual Report Directors Letter - By Outgoing Director, Bruce Stoff

In the course of a career, you tend to romanticize things back in the day. Looking at my decade here, I'm reminded just how close "back in the day" really was, and how far we've traveled since.

In 2006 we gushed about a new website that hit 1.5 million pageviews, an ad campaign that generated 1,337 clicks and an offbeat "Sundae War" that made it all the way to the CBS Evening News. How quaint.

In 2015, our new mobile-first website clocked 2.5 million pageviews, our online ad campaigns yielded 8.8 million impressions and our offbeat Key West campaign became a viral sensation reaching a global audience in excess of 600 million.

The local tourism landscape changed as well. Lodging grew 20% to more than 2,000 rooms (with another 360 soon to open). Room revenue grew 62% surpassing \$55 million. And despite the Great Recession, tourism became a \$200 million local industry, a 25% increase in 10 years. It's a success story by any measure.

Success as the saying goes, has many fathers, and credit goes to the CVB, Chamber, County and many local businesses. But it also goes to the patriarchs of the program, Howard Cogan and Stu Stein. We'll mark the Tourism Program's 30th anniversary without them in 2016. But I think they'd approve, our success is what they envisioned, way back in the day.



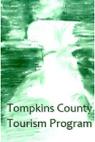
Bruce Stoff, Director
 Ithaca/Tompkins County
 Convention & Visitors Bureau

2015 Annual Lodging Market Performance (STR) & % Change YoY

	Ithaca-Tompkins		NY Ex. NYC		USA	
OCC Rate*	59.9%	+1.7%	60.5%	+0.5%	65.6%	+1.7%
Avg Daily Rate	\$154.22	+2.5%	\$115.17	+2.9%	\$120.01	+4.4%
RevPar**	\$92.44	+4.3%	\$69.64	+3.4%	\$78.67	+6.3%
Supply	604,440	0%		+1.2%		+1.1%
Demand	362,300	+1.7%		+1.7%		+2.9%
Revenue	\$55.9mil	+4.3%		+4.7%		+7.4%

*Occupancy Rate **Revenue per available room

Mission: Working Together to Support the County Tourism Program and the Strategic Tourism Plan



CONSULTING FOR SUCCESS ON TOURISM GRANTS

Little known fact: the CVB also acts as a boutique consulting firm for the county's grant-funded tourism marketers. In support of the county's Tourism Marketing Grant program, CVB staff consulted with a dozen event organizers and project managers to help ensure their projects reached the maximum possible audience.



LENDING A HAND IN CULINARY TOURISM

Culinary tourism remains a core of the county tourism plan. CVB staff supported the effort with continued promotion of the IthacaFork.com website, hundreds of hours of staff time in support of the county's Agri-Culinary Tourism workgroup and management assistance of the newly announced USDA Tompkins County Agritourism Development Project.



PARTNERS IN PUBLICITY FOR DOWNTOWN TOURISM

Downtown is the hub of the community and supporting downtown tourism is a cornerstone of the strategic plan. The CVB lent its support by funding Downtown production of the 2015 Winter Recess Teachers Festival, supporting the inaugural Wizarding Weekend and through a major PR push in support of the Commons Celebration. One outcome: a very high-profile story in the New York Times, "Building for Future, Ithaca Remakes Town Square."



WORKING HARD FOR RECREATION TOURISM

Sometimes, work and play go hand-in-hand. Recreation is a core asset in local tourism and a critical action area for the County's Strategic Tourism Planning Board. Your CVB supported the effort by devoting staff time and Regional Matching Funds to the Blueway Trail project; partnering with the Chamber, Red Newt Racing and the local lodging community on the inaugural Gorges Ithaca Half Marathon; pledging marketing support to the county's Trails Consortium; staying active with the City, County and State Parks Ice Climbing Work Group; and by working with our Stewart Park neighbors—the Ithaca Youth Bureau—to get Ithaca Bike Rentals rolling on the newly completed Waterfront Trail.



THE VALUE OF REGIONAL FINGER LAKES PARTNERSHIPS

We owe our strategic Finger Lakes partnerships a lot of credit - thanks to the Finger Lakes Tourism Alliance, the Finger Lakes Regional Tourism Council, the Cayuga Lake Wine Trail, and the Finger Lakes Beer Trail, we were able to spread our message even further in 2015. Working with these teams has provided us co-op advertising opportunities, brochure distribution, and 13 top-tier national travel writers to experience the beauty of Ithaca while getting a taste of the Finger Lakes region. (Oh and PS. Ithaca tends to stand out...)



TURA, THE CVB MOBILE TECHNOLOGY INITIATIVE

The CVB spearheaded an initiative to solve a core issue in Ithaca and the NY State Tourism industry: How do county Visitor Information Centers remain viable in the smartphone era? The tool will allow for the CVB to offer virtual concierge services, providing information electronically through text/chat services for tailored information, maps, directions, event listings, etc. The CVB worked with local WBE and local design co-op to execute the phase one deliverables, and will continue to develop and test the product through 2016.

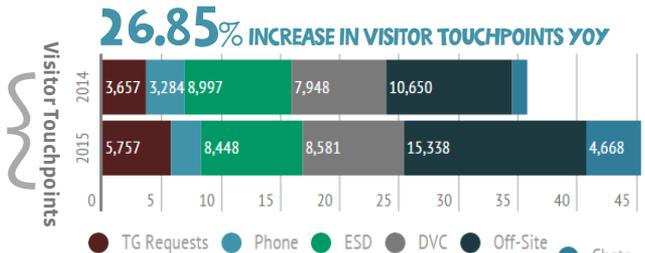
10,000 additional visitor touchpoints YoY

TURA visitors services helpdesk project launched

\$12,000 in retail sales from Ithaca is Gorges Gear

Off-Site Outreach & Chat Efforts

With campus events and huge Downtown happenings, 2015 brought on opportunities for increased outreach through relationships with IC and Cornell. Parents weekends, homecomings - the CVB team was there with visitor information. That, coupled with the ever-increasing popularity of the online chat, brought almost 10,000 additional visitor touchpoints YoY.



Enhanced Community Outreach Efforts Include: New IC Partnership · Hospitality Employment Training Program · Rack Card Development Distribution

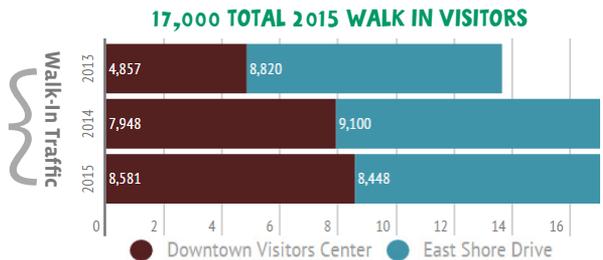
Direct Economic Impact via Chat

In this digital age, phone calls no longer serve as our most viable touchpoint to those outside of Tompkins County. Instead, online chat has brought more measurable impact than ever before, including over \$300k in room nights anticipated, as well as nearly \$1m in estimated leisure spending.



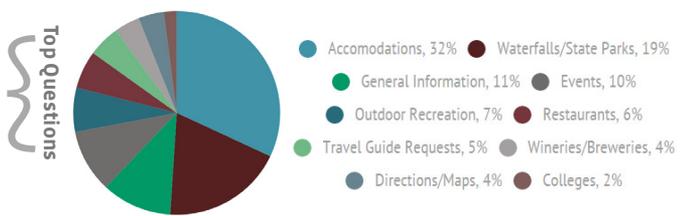
Walk-In Traffic Steady YoY

With nearly identical walk-in traffic YoY, the Visitors Services team constantly interacts with visitors to provide directions, recommendations, and lodging information to increase and enhance stays.



Knowing What Visitors Want

Ever wonder what burning questions Tompkins County travelers have? 32% are looking for accommodations, and 19% are seeking more information on waterfalls and state parks. Phone and chat conversations are tracked for topics and points of interest.



* Gross sales based on \$150 ADR, Smith Travel Research **Based on 4% state sales tax, 4% county sales tax, and 5% county room tax *** Food & beverages, shopping, transportation, entertainment and attractions from Chmura Economic Impact study, 2008.

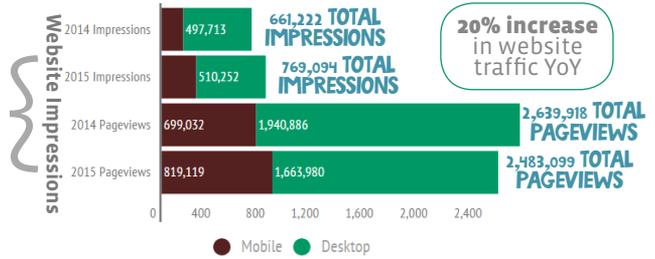
New VisitIthaca.com complete - total traffic grows 20% YoY

Facebook rules as our #1 website referrer for 2015, bringing 5% of total traffic

Email marketing contacts grow 20% YoY after successful contest

Website Renovation, Complete!

2015 ended with an incredible website renovation, offering a mobile-first experience to meet growing media demands. The site saw a 20% increase in YoY traffic with a huge 37% leap in mobile traffic alone. Average visitor views 3.1 pages per session. While pageviews dropped slightly, they are still 15.5% above 2013 numbers.



Facebook, Our #1 Influencer

Why, you ask? It's our #1 website referrer to VisitIthaca.com, sending 5% of total web traffic our way. Plus, the audience aligns with our Tompkins County traveler profile: female decision makers between the ages of 35-54. The page posts often reach upwards of 80,000 impressions each. Like



Email Marketing Blasts Off!

After gaining over 200,000 website hits from a PR campaign featuring Key West, a remarketing campaign successfully blasted a list-building contest their way, gaining over 18,000 email contacts. That, coupled with trade show contesting, brought our lists up 36% YoY.



Digital Marketing Success

For less than \$.005 per impression, the Visit Ithaca message was blasted to over 8.8 million targeted travelers over the course of 2015. Overall Display Network and Adwords efforts yielded 23,800 clicks directly to the site.





INTRO ≈ MISSION ≈ VISITOR SERVICES ≈ MARKETING ≈ PR ≈ SALES

- ✓ Key West PR hit brings nearly 600 million impressions for Visit Ithaca
- ✓ New York Times writer visits, tours and writes about new Commons
- ✓ 13 travel writers from top-tier national publications hosted in 2015

THAT'S IT. WE SURRENDER. WINTER, YOU WIN. KEY WEST, ANYONE?



In what will surely be remembered as the most successful PR campaign in Ithaca history, the tongue-in-cheek website call to visit Key West instead of our great city skyrocketed Ithaca in to the national and international media spotlight. The hit brought in over 430 broadcast stories and 649 online news pieces that focused nearly 600 million eyes on Ithaca.

KEY WEST PR HIGHLIGHTS INCLUDE:



REGIONAL PR SUCCESS! The Ithaca CVB, combined with the counties of the Finger Lakes Regional Tourism Council, made an incredible impact, influencing 179 press hits with an audience of 1,253,714,066!

DID YOU KNOW? The CVB hosts travel writers from high end television and print publications for personalized tours through Tompkins County. In 2015, they toured: ≈ **JEFF HEILMAN**, Premiere Traveler, Passport Magazine ≈ **DEBORAH WILLIAMS**, Western NY Family Magazine ≈ **JENNIFER MERRICK**, Latitudes, InBetween, Buffalo News, Ontario Magazine ≈ **JASON SCHNEIDER**, Thrillist ≈ **MEGHAN RABBIT**, Women's Health, Refinery29, Parenting, Natural Health ≈ **WENDY GILLETTE**, CBS News Segment: Escape NY with Wendy Gillette ≈ **AARON GOLDFARB**, Esquire, The Daily Beast ≈ **MIKE POMRANZ**, Esquire, The Daily Beast ≈ **RYAN KROGH**, Men's Journal ≈ **GWEN WUNDERLICH**, 25A Magazine, Bella New York ≈ **LISA PREVOST**, New York Times ≈ **ALLISON KENT**, Best Health Magazine ≈ **DAVID LATT**, Zester Daily, Huffington Post





Nearly a \$500k increase in dollars booked YoY



1,337 additional room nights booked YoY



102 one-on-one meetings with tour operators

18%
INCREASE
YOY

Distributed Leads

2014
2015



21%
INCREASE
YOY

Booked Leads

2014
2015



19%
INCREASE
YOY

Economic Impact

2014
2015



15%
INCREASE
YOY

Room Nights Booked

2014
2015



116 Groups assisted in 2015.

5 Appointment-based trade shows attended.

102 Meetings with tour company owners and decision makers.

2 Non-appointment based group-leader shows attended.

300 + group leaders exposed to the Visit Ithaca message.

50 + tour operators exposed to the Visit Ithaca message.

Visit iTHACA

Ithaca/Tompkins County Convention & Visitor's Bureau Staff Contacts

.....

Bruce Stoff • Outgoing Director
bruce@visitithaca.com

Kristy Mitchell • Integrated Marketing Manager
kristy@visitithaca.com

Mary Rachun • Director of Sales
mary@visitithaca.com

Jodi LaPierre • Visitor Services Manager
jodi@visitithaca.com

Sarah Imes • Sales Manager
sarah@visitithaca.com

Rachael Atkins-Walpole • Asst. Visitor Services Manager
rachael@visitithaca.com

Visitor Services Team

Maia Cooke • Molly Heslin • Samantha Lesser • Pam Millar

Want to learn more? Visit bit.ly/cvbreports for download links of all 2015 quarterly CVB reports, as well as this annual report.

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ITHACA/TOMPKINS COUNTY CVB

2016 Work Plan Summary

Including:
Overarching Goals & Focus Areas for CVB
Department Goals for Visitor Services, Marketing, & Group Sales

Overarching CVB Annual Work Plan Goals

Below is a summary of the overarching goals which pertain to the administration of the CVB, increasing awareness about the CVB and the work we do with all stakeholders, and special projects for 2016 which impact multiple departments. We will continue to build on the strong foundation we have and continue delivering highly successful programming which supports and enhances the goals of the County's 2020 Strategic Tourism Plan Critical Action Items.

Work Plan Goals	Strategic Plan Critical Action	Evaluation Measures
<p>Administrative, Finance, and Human Resources Functions</p> <ul style="list-style-type: none"> • Hire VP Tourism & Community Relations (Q1); hire Marketing Specialist (Feb) • Update role descriptions to reflect current roles and support department goals • Invest in professional development and cross-training for all depts • Seek a broader funding base and diversified revenue stream for special projects • Update Chamber & CVB Strategic Plan (internal); expected completion in 2016 	<p>Tourism Program Foundation</p>	<p>Chamber evaluates. Chamber Board & STPB monitor budget outcomes.</p>
<p>Local Marketing, Communications, Technical Assistance, and Brand Awareness</p> <ul style="list-style-type: none"> • Consider adding semi-annual workshops to service tourism program partners seeking input regarding marketing, visitor experience, becoming visitor ready • Find opportunities to educate the local community, businesses, and stakeholders about the work of the CVB and its role within the tourism program • Support STPB in their brand development and PR efforts. Leverage new brand and PR assets to ensure local awareness of Visit Ithaca is achieved • Non-CVB Work Plan or mission critical technical assistance to the community should be limited, and will be tracked during 2016 	<p>#2, #22, #27; Support STPB's Tourism Program rebranding goals</p>	<p>CVB efforts are broadened beyond "heads-in-beds" and overnight stays to include additional local support; acknowledges that tourism benefits go beyond lodging spending.</p>
<p>Special Project: Lead County Visitor Profile Study</p> <ul style="list-style-type: none"> • Facilitate RFP dissemination and lead committee review process • With committee input, select contractor firm • Lead project throughout study, collaborating with tourism partners, to ensure updated study meets the needs of the TCTP, CVB, Discovery Trail, and tourism program partners 	<p>Tourism Program Foundation</p>	<p>Visitor Profile Study is completed during 2016 and utilized by TCTP partners</p>
<p>Special Project: TURA Continued exploration of development of the Concierge Visitor Service program, Tura:</p> <ul style="list-style-type: none"> • Estimate costs to complete critical work to move program in to beta test mode • Seek out funding sources for next phase of project work; write and submit grant applications to sources identified as possible funding opportunities • If above is successful, beta test program in-market. • Project is a collaboration of Visitor Services and Marketing Departments 	<p>#33 (modified) visitor communications strategy</p>	<p>Better clarify the audience and information delivery methods of Visitor Services to maximize cost-effectiveness. Encourage operational tactics that address changing visitor demographics, visitor service technology, and customer needs.</p>

Visitor Services Work Plan Highlights

The Visitor Services Department is staged to embark upon another growth spurt in 2016. **Our mission: to reach as many visitors as we possibly can by putting ourselves where they are.** We will be doing this through the opening of a third visitor center (Taughannock Falls State Park Overlook), exploring funding opportunities for the continued development of our concierge visitor service platform, code name “Tura”, and building partnerships with the colleges to share our visitor service resources with them. Training in product knowledge and upselling is key for our team to stay on top of current exhibits, attractions and lodging properties and to be able to market them effectively.

Work Plan Goals	Strategic Plan Critical Action	Evaluation Measures
Visitor Center Locations <ul style="list-style-type: none"> Open a new Visitor Center at the Taughannock Falls State Park overlook Evaluate Downtown VC needs/opportunities and research options for 2017 Incorporate interactive displays in to East Shore Drive Visitor Center 	#27, #35, #36	Upsell/Sales Tracking, Increased Consumer Contacts
Product Knowledge/Upsell Training: <ul style="list-style-type: none"> Host various FAM tours for front desk staff, CMOG volunteers, Hospitality Star, HETP and regional frontline employees Schedule, plan and attend at least 6 off-site product knowledge tours Research and identify sources and cost of formal visitor upsell training; Identify and implement upsell opportunities in Visitor Centers and on chat 	#27, #30, #37	Upselling, Increased Consumer Contacts, Sales Tracking, Customer Service Training
Technology Efficiency upgrades: <ul style="list-style-type: none"> Seek out best technology to capture and report measurable outcomes (in a holistic manner), such as travel guide distribution, walk in demographics, chat transcripts, travel guide requests. Identify best technology, estimate annual expense; Implement if possible Research and identify cost effective scheduling software options Develop a satisfaction survey for guests to Visitor Centers 	#30, #35, #36	Visitor Satisfaction Survey, Increased Visitor Spending, upsells, consumer contact tracking
Off-Site Touchpoints: <ul style="list-style-type: none"> Seek out opportunities to partner with organizations bringing a great deal of guests to our community to offer visitor services Estimate staff costs and fees for an increased presence at annual and community festivals Continually develop off-site touchpoint opportunities through college Grad Fairs, Parent’s Weekends, Orientations, and Open Houses at both Ithaca College & Cornell University Develop our TripAdvisor into a more prominent interactive user influenced listing 	#8, #30, #35, #36	Increase Consumer Contacts
Ongoing Activities: <ul style="list-style-type: none"> Partnership with CAP through shared space and promotion of their art events through VC Retail and Online Store operations Develop a plan for implementing tourism focused educational seminars (NETMA revitalization) Finish re-writing Visitor Resource Manual; Develop a training day for VSS 	#5, #27, #37	Product Knowledge

Group Sales Work Plan Highlights

For 2016, the Group Sales Department will continue to nurture relationships with tour operators and local meeting planners by attending tradeshow and sales calls. One new initiative for 2016 is to plan and execute an Admin Day Event that will attract planners on each of the campuses and allow us to spread the word about how the CVB can help them bring their meetings and conferences to Tompkins County as well as inform about new hotel offerings.

Work Plan Goals	Strategic Plan Critical Action	Evaluation Measures
<p>Recruit Mid-Week Group Tour Business</p> <ul style="list-style-type: none"> • Attend and follow up with contacts from appointment and non-appointment based shows targeting tour operators and group leaders • Update thematic itineraries to reflect 2016 offerings • Work with Marketing to revise Group Sales portion of the website and develop a new one-sheet for 2016 • Explore under-tapped niche group markets such as gardening and birding 	#27	Continue to promote growth of the motor coach group market
<p>FAM Tour</p> <ul style="list-style-type: none"> • Host a spring FAM Tour for qualified tour operators • Plan budget, itinerary and lodging • Update FAM invitation and create mailing list • Plan and execute follow up calls to recruit attendees for the FAM 	#24	Familiarize qualified tour operators and meeting planners with what Tompkins County has to offer
<p>Meetings, Small Conferences and Retreats</p> <ul style="list-style-type: none"> • Continue to cultivate relationships with departments at Cornell and Ithaca College to inform them of services we provide and assist in bringing conferences and meetings to Ithaca • Plan and execute an Admin Day Event to get messaging about the services that the CVB provides and new hotel offerings to meeting planners on the campuses • Attend ESSAE to continue to spread the message about what Ithaca/CVB has for meeting planners and growing those relationships 	#8, #25, #35	Encourage quality relationships with meeting and event planners
<p>Local/Internal Efforts</p> <ul style="list-style-type: none"> • Meet with area attractions to stay familiar with the local market and how to best collaborate with those partners • Nurture relationships with local hotel properties & DOS Group to foster a collaborative environment working toward the common goal of keeping business in Tompkins County • Ensure leads going out through IDSS have the necessary information for hoteliers and have aggressive follow up to encourage high booking rate 	#2, #5, #6	Familiarity with local market is key to local sales; Qualified ready to book leads delivered to hotel properties.

Marketing Work Plan Highlights

For the first time in our history at the CVB, we have something very important: A cohesive brand. This means that our website looks like our travel guide and collateral material; our Facebook page looks like our trade show banners; and even our business cards match the Visit Ithaca look, feel, color scheme and vibe. Finally, we can market consistently for increased brand recognition, memory recall, and brand awareness and reinforcement through many marketing channels: extending our brand, utilizing multi-platform digital communications to reach more travelers than ever before.

This will be an opportunity to try new marketing tactics and integrate new social media platforms to drive attention to our new VisitIthaca.com. It will also give us an opportunity to diversify revenue to work toward increase profit from new and improved advertising and sales models. Finally, 2016 will be a year of partner support, and a chance to explore additional niche marketing priority initiatives highlighted in the strategic plan.

Work Plan Goals	Strategic Plan Critical Action	Evaluation Measures
<p>Digital and Online Marketing</p> <ul style="list-style-type: none"> • IthacaEvents.com redesign with mobile-first priority; Visit Ithaca updates and maintenance • Social media growth and diversification; Google AdWords growth • Mid-week overnight marketing campaign • Digital pay-per-click campaign – Google Display Network, remarketing, and test-marketing with promoted posts and geo-fencing • Email marketing list growth and maintenance including a re-engagement campaign <p>Other Marketing & Advertising Functions</p> <ul style="list-style-type: none"> • Visit Ithaca travel guide management; Trade show attendance and promotion • Public radio advertising in some high-cost DMAs; explore other public radio outlets 	#23, #30, #35, #36	Website impressions/page-views, advertising/revenue diversification, email marketing opt-ins, Ithaca awareness, overnight rooms booked, social media fan base increases, print distribution, Ithaca awareness
<p>Public Relations</p> <ul style="list-style-type: none"> • PR engagement with Finger Lakes Regional Tourism Council agency of record, QUINN PR, as well as ILNY’s agency of record, FINN PR • Hosting and touring writers when leads are applicable to county tourism assets • Independently seeking PR leads and editorial content opportunities 	General Tourism Action	Media impressions, website impressions, social media fan base increases, Ithaca awareness
<p>Niche Tourism Initiative Support</p> <ul style="list-style-type: none"> • Actively participate and manage agri-culinary tourism initiatives • Work to promote or explore the development of niche tourism initiatives included in the strategic plan, including but not limited to heritage tourism, outdoor recreation, waterfront opportunities, cycling, LGBTQ, the Finger Lakes Re-Use trail 	#1, #2, #5, #6, #8, #9, #10, #18, #33	Asset development, website impressions/pageviews from executed campaigns, overnights from executed campaigns
<p>Local Partnerships</p> <ul style="list-style-type: none"> • Support the Gorges Half Marathon, the Ithaca Theatre Collective, Discovery Trail, B&B Association and other partner groups to assist in marketing efforts • Work with partner organizations (Downtown Ithaca Alliance, Chamber) to maintain Winter Recess program for 2017 • Continued emphasis on Ithaca Commons/partnerships to increase tourism traffic and press hits 	#7, #17, #22, #27	Measure and report on partner assists, partner confidence in CVB, Visit Ithaca consumer engagement, and additional info from DIA

STPB Planning and Evaluation Committee 9/8/15 Meeting

OUTCOMES / AGREEMENTS

10/20/15 Version - Final

Sports Tourism

In 2016, the following activities will be undertaken:

1. Complete an inventory of our sports tourism assets - local venues, events, available calendar dates 2-3 years out, and organizations - as a resource to aid in possible future sports tourism development efforts.
2. The Tourism – Higher Education Task Force will be asked to take up a discussion exploring possible ways to enhance coordination between the community and campuses on use of college and university facilities for sports tourism events (meets, tournaments, etc)

General Agreements re: thresholds for more thorough review and managing risk in grant investments

- Where possible, risk management should be built directly into our grant-making processes and guidelines.
- “Thorough Review” should occur automatically based on an established threshold of cumulative investment and clearly outlined process, but can also be triggered directly by the board or staff.
- A “Thorough Review” process should be differentiated based on the needs of the project or organization, and not be more extensive than necessary. Not a one-size-fits all approach.
- Our grant-making practices are generally strong. For example, ACOD recipients already undergo organizational health assessments. What’s proposed are slight modifications to existing programs and processes.
- Attempts to define “success” and “failure”, to identify the past “failure rate” of room tax investments or to define an acceptable “failure rate” are not seen as priorities at this time.

Details: “Thorough Review”

1. The threshold for “Thorough Review” will be \$125,000 in combined cumulative tourism grants over three years to an organization or project.
2. The process will be as follows. The timing for this process is proposed to be annually in November/December.
 - a. The County Tourism Coordinator will provide a record of cumulative investment of room tax funds over the previous three year period, highlighting programs and organizations which have received a combined total of \$125,000 or more during the period in question.

- b. A committee consisting of the County Tourism Coordinator, STPB Chair, STPB Planning & Evaluation Committee Chair, Tourism Capital Grant Administrator and ACOD Administrator will review the record and select up to three programs or organizations to examine in more detail.
- c. The committee will review reports, financial statements and audits, budget proposals, and other relevant documents for each of the selected organizations.
- d. Based on this review, the committee will decide via consensus upon one of three possible next steps:
 - i. Stop there in the case that potential questions are satisfied by the existing record.
 - ii. Request and review more information to be provided by the organization.
 - iii. Apply external review/support as appropriate for the specific issues or needs presented by the organization/program.
- e. In the case of funds being needed for outside evaluation or technical support, the first potential source of support for this will be small flexible balances in the ACOD and Tourism Capital Grant programs maintained in part for this purpose. The second potential source will be other tourism grant funds. The third potential source will be room tax reserves.

Details: Managing Risk through Changes to Grant-making Processes

Three changes will be made to grant-making processes to further manage risk:

1. Within the Tourism Capital Grant Program, match requirements and maximum tourism/room tax investment will be differentiated according to size of project, with the maximum room tax portion (by %) decreasing as the value of the project/request for tourism \$ increases.
2. Grant review processes for tourism grants (TCG, ACOD, TMA, TPG, NTI) will be tweaked to include a score for past performance which is given by administrators.
3. Two changes to the ACOD program will be made:
 - a. A professional accountant will be added to the review committee.
 - b. Additional flexibility will be provided to the program administrator to apply targeted support to ACOD recipients.

Details for #1 – adjustments to the Tourism Capital Grant Program to reduce risk of room tax investments

Rather than trying to identify types of projects as more or less risky, the portion of room tax investment through the Tourism Capital Grant Program will be reduced as the scale of the project increases. In the case that a project is receiving both Tourism Capital Grant funds and New Tourism Initiative Grant Funds, the graded match requirements will apply to the cumulative investment through both programs in that case that a second grant is requested through the other program. We should apply these graded match requirements on a trial basis in 2016 to make sure that they are appropriate and thereafter should adjust the thresholds every five years or so to account for inflation.

The following is a draft scale which may be tweaked before final adoption. This scale could be open to “variances” for special cases, and probably in those cases require some kind of extra reporting/oversight. But, in any case, the program would never want to exceed one third participation.

Project "Class"	Project Cost	Match Details	Maximum Tourism Contribution
A	\$300,000 or less	33.3%	\$100,000
B	\$300,000 to \$450,000	Gradation: for every \$6,000 in project value above \$300,000, TCG participation increases by up to \$1,000 participation	\$100,000 to \$125,000
example	\$450,000	27.8%	\$125,000
C	\$450,000 to \$1,000,000	Gradation: for every \$7,333 in project value above \$450,000, TCG participation increases by up to \$1,000 participation	\$125,000 to \$200,000
example	\$1,000,000	20.0%	\$200,000
D	\$1,000,000 to \$2,000,000	Gradation: for every \$10,000 in project value above \$1,000,000, TCG participation increases by up to \$1,000 participation	\$200,000 to \$300,000
example	\$2,000,000	15.0%	\$300,000
E	\$2,000,000 to \$3,000,000	Gradation: for every \$20,000 in project value above \$2,000,000, TCG participation increases by up to \$1,000 participation	\$300,000 to \$350,000
example	above \$3,000,000	Maximum Tourism Capital Grant Contribution is \$350,000	\$350,000

Future Question:

A separate issue of potential maximum cumulative award limits or other restrictions on grants to individual organizations was raised, but not discussed. The STPB Planning & Evaluation Committee may wish to discuss this as part of a future meeting.

BEAUTIFICATION, SIGNAGE, AND PUBLIC ART STRATEGIC PLAN



2016-2020

A five year action plan & guidance document

The mission of the Tompkins County Beautification, Signage and Public Art Program is to work through program partners and municipalities to increase the aesthetic visual quality of Tompkins County natural and built landscapes, while welcoming visitors and enhancing quality of life for residents.

EXECUTIVE SUMMARY

“Increase the perception of Ithaca and Tompkins County as an outstandingly beautiful community that is simple for visitors to navigate and as a place to visit for the overall beauty of the area”.

- Goal for Beautification, Signage and Public Art established by the Tompkins County 2020 Strategic Tourism Plan

The Tompkins County Tourism Program established a “Critical Action” when it adopted the 2020 Strategic Tourism Plan to *“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.”* The Tompkins County Beautification Committee, led by the Tompkins County Chamber of Commerce, worked throughout 2015 to engage the community and seek input from businesses, municipalities, and tourism program stakeholders to help complete this Plan. As the planning process evolved, so did the scope.

Through the collaboration of many partners long-involved in the Tompkins County Community Beautification Program—including Cornell Cooperative Extension, the Chamber of Commerce, the Downtown Ithaca Alliance, and the Strategic Tourism Planning Board, among others—a much more comprehensive plan evolved. This plan includes goals, strategies, and action items to address the needs of the Beautification Program, but also to support efforts to pursue other critical actions in the 2020 Strategic Tourism Plan: most notably the implementation of community wayfinding and gateway signage and the creation of a new grant program to encourage public art installations throughout Tompkins County.

Numerous other priority projects and topics came up throughout the process. The concept of place making wove its way into the plan, including exploring concepts like the creation of park-like areas, neighborhood signage programs, enhancing public arts partnerships in places like bus stops, and anticipated need for advocacy by committee members in the future to ensure blighted areas receive attention by municipal leaders and state agencies.

The Beautification, Signage, and Public Art Strategic Plan includes an exploration of the history of the program and its disparate components; the goals and methodology of the plan; numerous ways the community beautification program is implemented county-wide; historic and future efforts regarding community gateway and wayfinding signage; and an exploration of past public art projects and upcoming opportunities for more public art installations.

This plan provides a comprehensive look at the evolution of the program over the last fifteen years, and lays the groundwork for the next five years. Continued partnerships among cooperating agencies will be essential—as are passionate employees and volunteers—to help ensure that the plan is funded, implemented, and remains a priority for the Tourism Program and its stakeholders.

Tompkins County Beautification, Signage, and Public Art Strategic Plan

GOALS



Strategies and Actions – Executive Summary Table

This Plan establishes the following Strategies and Actions. Additional details, including lead organization(s), timeline, and measures of accomplishment can be found in the full Plan document.

Goal	Strategy	Action
1	Welcoming entrances at all County Gateways	<i>Implement Wayfinding and Interpretive Signage Plan</i>
1	Colorful plantings at County Gateway signs	<i>Design and install landscape plantings for County Gateway signs</i>
1	Colorful plantings at all Community Gateway Signs	<i>Design and install landscape plantings at all Community Gateway Signs (entrances to towns/villages)</i>
1	Attractive highway corridors through City of Ithaca	<i>Add ornamental trees, landscape plantings and container plantings to corridors through City of Ithaca</i>
1	Ornamental and shade trees along major routes in rural towns and villages	<i>Engage municipalities in planting trees along major routes and in city and village centers</i>
2	Wayfinding and Interpretive signs for vehicles, bicycles and pedestrians throughout Tompkins County	<i>Implement the Wayfinding and Interpretive Signage Plan</i>
2	Minimize sign clutter on primary travel corridors	<i>Conduct inventory of existing sign clutter and local sign laws; address illegal signage through enforcement</i>
2	Integrated wayfinding system for multi-use trail system	<i>Develop a wayfinding signage plan for trails as County multi-use trails are completed and connected</i>
3	Public art, including murals, sculptures and banners are highly visible in all municipalities	<i>Establish a public art grant program to encourage public art installations and tactical placemaking activities countywide</i>
4	Colorful, attractive, well-maintained and sustainable plantings and along highway corridors in city center	<i>Develop and implement new landscape designs for existing areas to include more perennials and ornamental grasses</i>
4	Colorful, attractive, well-maintained and sustainable plantings in city center and along highway corridors in Ithaca	<i>Identify new planting sites in Ithaca based on site selection criteria; develop landscape plans for these sites and implement</i>
4	Colorful plantings in all village centers	<i>Engage municipalities in planting bulbs, annuals, perennials and shrub in village centers by training local leaders</i>
4	Beautiful parks, trailheads and trails	<i>Increase resident engagement in park maintenance through volunteer programs like Adopt- a-Park, Friends of Stewart Park, and Friends of Cayuga Waterfront Trail</i>
4	Tactical placemaking projects and activities.	<i>Through micro-scale plans and projects, explore tactical placemaking improvements at key focus areas; identify possible focus areas and develop placemaking toolkit for communities</i>
5	Increase number of beautification volunteers in rural municipalities	<i>Support initiation of Beautification Brigade volunteer groups by identifying and training leaders and offering preliminary plans</i>
5	Branding and awareness building for Beautification, Signage and Arts program	<i>Develop program logo, educational aspect of website and marketing materials for sponsorship</i>
5	Engage residents, partner businesses and organizations in beautification efforts	<i>Increase participation in Business Planting Day in the City of Ithaca, particularly in new areas</i>
5	Increase private and business funding of planting sites	<i>Promote business sponsorship program for public plantings</i>
5	Increase number of landscape plantings at businesses and private residences	<i>Promote best plants and landscape designs with photos and information on Community Beautification website</i>
5	Recognize businesses and residents that contribute to beautification efforts	<i>Develop awards program to recognize outstanding efforts in beautification by residents and business owners</i>
6	Well-cared for buildings, public and private	<i>Advocate for improvement and enforcement of land use regulations to preserve and improve the built environment</i>
6	Streetscapes in key focus areas are walkable, attractive and well- maintained	<i>Propose larger projects such as streetscape improvement projects</i>
6	Banner program to increase beautification in areas where landscape plantings are not practical	<i>Develop banner program for Collegetown and other areas</i>