

# Tompkins County Strategic Tourism Planning Board

July 17, 2013  
3:00 pm – 5:00 pm

**MEETING LOCATION: ITHACA COLLEGE A&E CENTER VIP ROOM**

Meeting Agenda	Minutes
1) Opener	10
2) June STPB Meeting Minutes	3
• ACTION – Approve Meeting Minutes	
3) Chair’s REPORT – Rick Adie	10
4) Privilege of the Floor	
5) Budget Committee	15
• 2014 Budget Requests and Recommendations are available online: <a href="http://www.tompkins-co.org/planning/Tourism2014BudgetRequests.htm">http://www.tompkins-co.org/planning/Tourism2014BudgetRequests.htm</a>	
• Revenue REPORT	
• ACTION – Vote to recommend 2014 Tourism Program Budget	
6) CVB Monthly REPORT – Jean McPheeters & Bruce Stoff	3
7) Membership & Bylaws Committee	5
• ACTION – Recommend Appointment of new At-Large Member	
• Fall 2013 new member search schedule	
8) Strategic Tourism Implementation Updates – Tom Knipe	10
9) Highway Superintendent’s Conference – Scott Wiggins	5
• ACTION – Approve letter	
10) Tourism Grant Programs Schedule – Tom Knipe	5
11) CVB Director Search - DISCUSSION	15

**4:30pm to 5:00pm – STPB tour of IC A&E Center - courtesy of Ithaca College**

## Agenda Packet

1. June 2013 STPB meeting minutes
2. Preliminary recommended 2014 Tourism Program Budget – 7-11 EDC materials
3. STPB Member List
4. Proposed Fall 2013 and Spring 2014 tourism grant application schedule
5. CVB Director Search – STPB Member Survey Results (14 responses)

## Next Meetings

Wednesday, September 18<sup>th</sup>. STPB is not schedule to meet in August.



## 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 – June 2013**

1 **Date:** June 19, 2013  
 2 **Time:** 3:00-5:00pm  
 3 **Location:** TC3 Tioga Place, Room 602  
 4  
 5

**Attendees:**

Name	✓	Representation	Name	✓	Representation
Anne Kellerman	✓	At-Large	Stephen Nunley	✓	At-Large
Anthony Hopson		Ithaca College	Susie Monagan	✓	Arts-Culture
Christy Agnese	✓	At-Large			
Ethan Ash	✓	Arts-Culture	<i>Brett Bossard</i>	✓	<i>CAP, Non-Voting</i>
Gary Stewart		Cornell	<i>Fred Bonn</i>	✓	<i>CVB, Non-Voting</i>
Jon Reis	✓	Arts-Culture	<i>Dwight Mengel</i>	<i>E</i>	<i>Transportation, Non-Voting</i>
Miriam Musco		At-Large	<i>Gary Ferguson</i>	✓	<i>DIA, Non-Voting</i>
Paul Tatar	✓	Recreation	<i>Jean McPheeters</i>	✓	<i>Chamber, Non-Voting</i>
Rick Adie	✓	Lodging	<i>Martha Armstrong</i>		<i>TCAD, Non-Voting</i>
Rita Rosenberg	✓	Agriculture	<i>Will Burbank</i>	✓	<i>TC Legislature, Non-Voting</i>
Scott Wiggins	✓	Lodging	<i>Anne Gossen</i>		<i>Associate Member</i>
Stephen Nunley	✓	At-Large	<i>Beverly Baker</i>		<i>Associate Member</i>
Steve Hugo	✓	At-Large	<i>Ken Jupiter</i>		<i>Associate Member</i>
Stuart Stein	✓	At-Large	<i>Mike Mellor</i>	✓	<i>Associate Member</i>
Sue Perlcut	✓	Arts-Culture	<i>Tiffany Gallagher</i>	✓	<i>Associate Member</i>
Sue Stafford	✓	TC3	<i>Tom Knipe</i>	✓	<i>Staff</i>

7

8 **Also in attendance:** Patty Clark (DIA) and DIA interns Ben and Ryan, Sue Poelvoorde (State Parks), Ronda  
 9 Roaring (ilovethefingerlakes.com), Vicki Taylor-Brous (DIA), Kathy Wilsea (Tompkins County Planning Dept.)  
 10

11 **Agenda**

- 12 Approval of minutes for March, 2013 STPB meeting
- 13 Chair's report
- 14 Privilege of the Floor
- 15 Finger Lakes State Parks Presentation
- 16 Tompkins Festivals Program Report
- 17 STPB Retreat Outcomes and Next Steps
- 18 Budget Committee Report and Discussion
- 19 CVB Monthly Report

20  
 21 **Discussion**

22 **The meeting was called to order at 3:08 PM.** Approval of minutes was postponed until a  
 23 quorum was present.  
 24

25 **Chair's Report** – Rick Adie announced Angela LaPadula has resigned from an at-large seat and  
 26 Sue Perlcut will convene the Membership Committee. We bid goodbye to Brett Bossard, who is  
 27 changing jobs from Community Arts Partnership to Cinemapolis. Brett said interviews were held  
 28 on Monday for a new Executive Director for CAP. Rick, Sue Perlcut and Tom Knipe met recently  
 29 with CAP leadership and Brett to continue discussion on the Ticket Center of Ithaca.  
 30

31 **May 2013 minutes** were approved unanimously without change.  
 32

33 **Chair's Report (continued)** – Rick continued by saying goodbye to Fred Bonn, who will become  
 34 the Finger Lakes Regional Director of New York State Parks. Jean McPheeters said the  
 35 Chamber of Commerce is looking at Fred's job description and a search committee is being  
 36 organized. Bruce Stoff will serve as interim director of CVB. Tom Knipe will poll STPB members

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37 on the search. Rick thanked Sue Stafford for arranging for TC3 to host our meeting today. The  
38 meeting will be followed by a walking tour of changes that downtown is undergoing and then a  
39 reception to say further goodbyes to Brett and Fred. Next month STPB will meet at the Ithaca  
40 College Athletics and Events Center.

41

42 **Privilege of the Floor** – STPB is instituting this monthly agenda item for members of the public to  
43 speak for up to 3 minutes. Guests were introduced. Kathy Wilsea announced she will retire next  
44 month and Tompkins County Planning Department is seeking a staff replacement. Rita  
45 Rosenberg announced the Caroline Farm & Garden Extravaganza will be held 7/13.

46

47 **Finger Lakes State Parks** – Sue Poelvoorde said the recently-announced “Government Works”  
48 grant of over \$4 million will allow FLSP to do much-needed updating and repairs. She is glad to  
49 welcome Fred Bonn and his enthusiasm to FLSP. Most of the allocated funds are for projects at  
50 Taughannock Falls SP, including upgrade to electrical systems and new generators, resurfacing  
51 of a Park Road, redo of the overlook area, and surfacing and culverts for northern section of the  
52 Black Diamond Trail. Part of remaining funding will be used for studies in other State Parks in  
53 Tompkins County, but none of those projects will begin this year. Concerning trails, the Town of  
54 Ithaca is also working on the Gateway Trail, and the Cayuga Lake Waterfront Trail (CWT) is  
55 moving toward completion. Jean McPheeters reported she attended a Transportation Council  
56 meeting this week, where \$950,000 was approved in the TIP for completion of Phase 2 of the  
57 CWT.

58

59 **Tompkins Festivals Program** – Vicki Taylor-Brous, Coordinator of the Festivals Program at  
60 Downtown Ithaca Alliance, reported. She provided a handout and explained how staff works with  
61 the public to provide technical assistance; workshops for festival organizers (all workshop slide  
62 shows are available on-line); planning and education; and an event equipment loan program.  
63 There are three other optional areas that are also completed by DIA: youth mentoring,  
64 municipality assistance and shared events center. Gary Ferguson pointed out they touch on  
65 many projects and work with lots of organizations and entities, large and small. As one example,  
66 this year staff is helping restructure the Dryden Lake Festival.

67

68 **STPB Retreat Outcomes and Next Steps** – Tom Knipe said this was on the agenda to help the  
69 whole board get a sense of what happened at the retreat, where a lot of great ideas were  
70 generated. He led an exercise to help determine short term priorities regarding board training and  
71 information needs. Ideas had been lumped in to groupings at the retreat. These were: best  
72 practices research, board communication portal, funding board development, STPB budget  
73 education, tourism industry education, grant project monitoring, external communication strategy,  
74 and process for learning. Based on the outcomes of the exercise to identify causal relationships,  
75 the board worked to develop a statement about the board’s priorities, with these contributions.  
76 Jean McPheeters: it is our priority to create a communications portal to facilitate an external  
77 communications strategy and budget education. Ethan Ash: In order to improve our  
78 communication strategy, we need to develop the communication portal and a process for  
79 learning. Anne Kellerman: In order to take a leap ahead, the board needs to become better  
80 educated and communicate better. Tom will work further on the draft statement.

81

82 **Budget Committee Report and Discussion** – Rick Adie reported the committee, consisting of  
83 Sue Stafford, Anthony Hopson, Stephen Nunley, and himself, met with Tom Knipe to develop  
84 preliminary 2014 budget recommendations. Revenue was reviewed at the STPB meeting in May.  
85 Room tax revenue from quarter 1 of 2013 shows a slight drop in revenues from 2012. Quarter 2  
86 data will come out in July. The Budget Committee has not yet changed revenue projections, but  
87 may choose to do so based on the Q2 2013 returns. The committee asked groups submitting

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88 budget requests to limit their requests to no more than 3% growth over the approved 2013  
89 budget. The budget committee recommends a larger than 3% growth for the CVB and for the  
90 Tourism Project, New Tourism Initiative and Community Celebrations Grants, and flat budgets for  
91 Tourism Marketing and Advertising Grants and the Ticket Center. One priority for the committee  
92 was setting aside funding for Strategic Plan Implementation; the recommended budget assigns  
93 \$40,000 to this. Staffing and reserves are also shown on the recommended budget. An STPB  
94 vote on committee recommendations will occur at the July meeting. Information will be presented  
95 at the County Legislature’s Economic Development Committee’s July meeting, and EDC will then  
96 vote at their August 1<sup>st</sup> meeting.

97  
98 **CVB Monthly Report** – Fred Bonn reported the Fairfield Inn will open 8/23 to try to capture some  
99 room nights from parents of returning college students. Fred is very proud of his CVB staff, and  
100 hopes STPB members will stop in and say hi to them. A display has been created at CVB to honor  
101 Howard Cogan, creator of the “Ithaca Is Gorges” logo.

102  
103 Scott Wiggins said Cornell is discontinuing sponsorship of the annual Local Highway  
104 Superintendents conference. These conferences have been held here since 1945 and bring a lot of  
105 business our way. He hopes we can make this a July STPB agenda item.

106  
107 **With no further business, the meeting adjourned at 4:50pm.**

108  
109 The meeting was followed by a walking tour of downtown, led by Gary Ferguson, and a reception  
110 at Jon Reis Studios to honor outgoing members Brett Bossard and Fred Bonn.

111  
112 Respectfully Submitted,  
113 Kathy Wilsea, Secretary  
114 Tompkins County Planning Department

115  
116 Approved by STPB on \_\_\_\_\_, 2013

117  
118 **Next Meetings Scheduled**  
119 Wednesday, July 17 – 3pm Ithaca College Athletic & Events Center  
120 [No August Meeting Planned]  
121 Wednesday, September 18 – 3pm Convention & Visitors Bureau



**Tompkins County**  
**DEPARTMENT OF PLANNING**

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Commissioner of Planning  
and Community Sustainability

Telephone (607) 274-5560  
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**TO:** Economic Development Committee (EDC), Tompkins County Board of Legislators  
**FROM:** Tom Knipe, Senior Planner / Tourism Coordinator  
**CC:** Rick Adie, Chair, Strategic Tourism Planning Board (STPB)  
**DATE:** July 3, 2012  
**RE:** **Preliminary Recommended 2014 Tourism Program Budget**

### **Action Requested**

No action is requested at the July 11<sup>th</sup> EDC meeting; you will be asked to vote to recommend the 2014 tourism budget to the Legislature at your August 1<sup>st</sup> meeting. The purpose of this early presentation is to provide an opportunity for the Committee to ask questions and give input on preliminary budget recommendations. This memo describes the preliminary recommended 2014 Tourism Program budget provided in the attached pages and the process used to develop it.

### **Background – Process**

The STPB reviewed the preliminary recommendations of the STPB Budget Committee at the June 19<sup>th</sup> STPB meeting and will vote to recommend a 2014 Tourism Program budget to EDC at the July 17<sup>th</sup> STPB meeting. 2013 members of the STPB Budget Committee are: Rick Adie (Chair), Sue Perlgut, Stephen Nunley, Anthony Hopson, and Sue Stafford.

Between April and June, the STPB Budget Committee developed preliminary projections of 2013 and 2014 room tax revenues and associated changes in room tax reserves. They propose a modification of 2013 revenue projections based on larger than anticipated 2012 revenues, and project 5% growth for both 2013 and 2014, using actual 2012 revenues as a base. Major assumptions upon which the recommended 2014 baseline budget was built include:

- 5% growth in room tax revenues in 2013 over 2012 actual revenues.
- 5% growth in room tax revenues in 2014 over modified 2013 revenue projections.
- Current unallocated reserve balance of \$156,000 (Source: County Director of Finance).
- \$150,000 payment from room tax reserves due in 2014 to support TCAD.
- Several programs with allocated but unspent funds from 2012 will be allowed to use those funds as part of their 2013 budget, thus increasing total 2013 budgeted expenses by \$14,687.
- Scheduled payment of back taxes by a lodging operator currently in arrears will be sustained through 2013 and 2014.

These 2013 and 2014 room tax revenue projections are based on analysis of several sources including Tompkins County room tax revenues to date, local hotel industry data from Smith Travel Research, projected increases in local room supply due to hotel construction, other local conditions, and national industry forecasts by a prominent hotel industry research firm. Detailed calculations of the unallocated reserve balance and revenue projections are available upon request.

The Tompkins County Tourism Program solicited budget requests from all existing programs and heard presentations from each program at a May 20<sup>th</sup> meeting at the Statler Hotel at which all Budget Committee members were present. Program administrators and committee chairs were asked to limit their 2014 requests to no more than 3% growth over the adopted 2013 budget. The County maintained several enhancements to the budget request process that were introduced last year:

- Provided a standard budget request form and budget worksheet template.
- Required information on how the requested budget will support implementation of the 2020 Strategic Tourism Plan.
- Required programs to articulate clear goals and measures of achievement.

Full budget requests are available online through the following page on the Planning Department website (106 pages total or shorter individual downloads):

<http://www.tompkins-co.org/planning/Tourism2014BudgetRequests.htm>

Following budget presentations, the STPB Budget Committee reviewed several possible budget schemes, weighed opportunities presented by each program and developed preliminary 2014 budget recommendations. The committee may decide to revisit recommendations as needed prior to the July STPB meeting to respond to EDC feedback or changes in industry outlook. The recommended budget retains \$40,000 for Strategic Tourism Implementation, and allots a portion of projected growth above 3% to competitive grant programs and the Ithaca / Tompkins County Convention and Visitors Bureau.

#### **Outline of 2013 Tourism Budget Recommendations**

- 3% increase as requested for Arts & Culture Organizational Development, Beautification, Tourism Capital Grants, CAP Operating Assistance, Discovery Trail and Market the Arts.
- Flat funding as requested for the County Historian, Workforce Investment Board and Tourism Partner Awards.
- Community Celebrations – Larger than 3% growth (\$2,400 or 7.6% increase) following a \$5,000 increase in 2013 due to high demand.
- Tourism Project Grants and New Tourism Initiative Grants – approximately 8% growth (larger than requested) in these programs to support high demand and likelihood of new opportunities to support implementation of the Strategic Tourism Plan.
- CVB - \$9,000 more than the 3% requested growth to support enhanced group sales efforts in light of new room inventory and the need to fill rooms mid-week.
- Strategic Planning and Staffing – 3% growth in portion supported through program funds and approximately 75/25 split between program funds and “County 10%” funds to support tourism administration services by the Tompkins County Planning Department.
- Flat funding for the Ticket Center due to uncertainties in its future structure.
- Flat funding for the Tourism Marketing and Advertising Grant Program due to smaller demand for these grants compared to several of the other grant programs.

### **Strategic Tourism Implementation funds**

All programs funded by room tax in Tompkins County have been asked to align programmatic priorities with the 2020 Strategic Tourism Plan, but a special budget line is recommended to be maintained for a second year in 2014 for Strategic Tourism Implementation. The guiding concept is to set aside a portion of room tax funds to take advantage of timely and meaningful opportunities to implement “critical actions” identified in the 2020 Strategic Tourism Plan. This will build on the success of this approach during 2013, but these funds need not be allocated through the same competitive grant process as was used in 2013. Specific process guidelines for deciding upon use of these funds are under review by the STPB and will be brought separately for consideration by the EDC. The strategic tourism plan is available online here for your reference:

<http://www.tompkins-co.org/tourism/>

### **Budget Implications**

All items in the 2014 Tourism Program Budget are funded by the Tompkins County hotel room occupancy tax, which by local law and state enabling legislation are used to “enhance the general economy of Tompkins County, its cities, towns and villages, through promotion of tourist activities, conventions, trade shows, special events and other directly related and supporting activities”.

### **Contact Information**

Tom Knipe, Tompkins County Planning Department, 607-274-5560

Rick Adie, STPB Chair and Budget Committee Chair, 607-254-2545

Tompkins County Tourism Program website: <http://www.tompkins-co.org/tourism/>

### **Attachments:**

- Tompkins County Tourism Program Descriptions (one page)
- 2014 Tourism Program Recommended Budget – Summary (one page)
- 2014 Tourism Program Recommended Budget – Detailed (three pages)
- 2001 – 2013 History of Room Tax Revenues and Reserve Balances (one page)
- Chamber of Commerce – 2014 projected support to CVB (one page)

## Current Programs

The Tompkins County Tourism Program currently funds the following programs.

### **Product Development (known as the 40%)**

- **Beautification, Signage & Public Art** improve way finding signage to direct travelers to key destinations and beautify communities to welcome visitors, especially at gateways.
- **Arts & Culture Organizational Development Grants** strengthen large existing arts and culture organizations with long term financial planning and development tools.
- **Community Celebrations Grants** support observances, commemorations, jubileations, inaugurations, presentations, or other “red letter days” or salutes that have meaning for the community.
- **Community Arts Partnership (CAP) - Downtown Ticket Center** supports a joint ticketing venue for major performing arts venues.
- **Community Arts Partnership – Assistance with CAP Operating Expenses** strengthens the visibility of Tompkins County’s thriving arts community.
- **Festivals Program** provides technical assistance, coordination, and resource sharing for local festivals at a macro level to enhance their effectiveness.
- **Tourism Project Grants** support tourism-generating single projects.
- **County Historian** provides a historical connection to today’s tourism events and projects.
- **Strategic Planning and Staffing** maximizes tourism program effectiveness and reduces volunteer STPB workload on program administration through sustainable staffing, leadership and research.
- **Tourism Capital Grants** expand major visitor-generating facilities, and fund feasibility studies for potential projects.
- **Workforce Development/TC3 Customer Service** creates a career ladder for entry-level jobs in the tourism industry and provides training to improve the visitors’ experience.

### **Marketing (known as the 60%)**

- **Convention and Visitors Bureau (CVB)** enhances economic development through promotion of local activities and assets to visitors as well as residents. The CVB is the County’s designated Tourism Promotion Agency.
- **Tourism Marketing and Advertising Grants** help promote events and projects likely to attract visitors in a manner consistent with the CVB’s marketing strategy.
- **Discovery Trail** provides collective marketing for eight local organizations that have a dual mission of education and tourism promotion: PRI- Museum of the Earth, Cornell Lab of Ornithology, Cornell Plantations, Herbert F. Johnson Museum of Art, Cayuga Nature Center, Sciencenter, The History Center, and Tompkins County Public Library.
- **Finger Lakes Tourism Alliance (FLTA)** provides regional destination marketing across 14 counties in the Finger Lakes region. The CVB participates in many of FLTA’s cooperative marketing publications and programs to increase the strength and effectiveness of marketing dollars.
- **New Tourism Initiative Grants** support significant new tourism generating initiatives that flow from and are consistent with the Strategic Tourism Plan.
- **Market the Arts** collectively markets Tompkins County’s artists and features them on one website to allow them to sell their work; includes but is not limited to the members of the Greater Ithaca Art Trail.
- **Tompkins Tourism Partner Award** recognizes volunteer efforts to attract large groups, meetings or conventions to Tompkins County.

### **Government Tax Administration**

- **County 10% NYS law** permits the County to retain 10% of room tax collections for administration and auditing of room tax funds.

**2014 Tompkins County Tourism Program Budget - Preliminary Recommendation**

**Summary--Room Tax Budget, 2011-2014 Recommended**

	2011	2012	2013	2013	2014	Change
	<u>Modified</u>	<u>Modified</u>	<u>Adopted</u>	<u>Modified</u>	<u>Recommend</u>	<u>2013 Adopted</u> <u>to 2014</u>
<b>Expenses</b>						
Product Development	707,886	739,560	762,529	774,992	788,801	26,272
Tourism Marketing	1,068,498	1,073,702	1,099,655	1,101,879	1,143,680	44,025
County Allocation/STPB Staffing	<u>224,051</u>	<u>278,058</u>	291,689	291,689	310,592	18,902
Strategic Tourism Implementation			<u>147,000</u>	<u>147,000</u>	<u>40,000</u>	<u>(107,000)</u>
Total	2,000,435	2,091,320	2,300,874		2,283,073	(17,801)
<b>Revenue</b>						
Current Year Collections	1,859,659	2,036,716	2,138,552	2,194,500	2,304,225	165,673
Applied Reserves	<u>140,776</u>	<u>54,604</u>	<u>162,322</u>	<u>121,061</u>	<u>(21,153)</u>	<u>(183,475)</u>
Total	2,000,435	2,091,320	2,300,874	2,315,561	2,283,072	(17,801)

## 2014 Tompkins County Tourism Program Budget

### Preliminary STPB Recommendations for EDC Consideration

<b>PRODUCT DEVELOPMENT</b>	<b>2010 Modified Budget</b>	<b>2011 Modified Budget</b>	<b>2012 Modified Budget</b>	<b>2013 Adopted</b>	<b>Prior Allocated Unspent</b>	<b>2013 Modified Budget</b>	<b>2014 Request</b>	<b>2014 Recommen ded</b>	<i>% change from 2013 Adopted</i>
<b>Function</b>									
Arts and Cultural Organizational Development									
Direct Funding	160,673	178,673	178,673	180,773		198,210	196,755	196,755	
Program Management (CAP)	<u>17,100</u>	<u>22,100</u>	<u>22,100</u>	<u>20,000</u>		<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	
Subtotal	177,773	200,773	200,773	200,773	7,437	208,210	206,755	206,755	3.0%
Beautification, Public Art & Signage									
Direct Funding	99,147	124,897	121,009	124,398		124,398	128,081	128,081	
Program Management (Chamber)	<u>7,865</u>	<u>7,865</u>	<u>8,000</u>	<u>8,200</u>		<u>8,200</u>	<u>8,495</u>	<u>8,495</u>	
Subtotal	107,012	132,762	129,009	132,598		132,598	136,576	136,576	3.0%
Tourism Capital Grants									
Direct Funding	128,936	155,456	175,788	181,062		187,950	186,493	186,493	
Program Management (TCAD)	<u>14,327</u>	<u>17,273</u>	<u>19,532</u>	<u>20,118</u>		<u>14,832</u>	<u>20,722</u>	<u>20,722</u>	
Subtotal	143,263	172,729	195,320	201,180	1,602	202,782	207,215	207,215	3.0%
Community Arts Partnership-Ticket Center	29,755	21,755	21,755	21,755		21,755	22,500	21,755	0.0%
Community Arts Partnership-Operating Asst.	30,780	37,000	37,000	38,110		38,110	39,250	39,250	3.0%
Community Celebrations	26,600	26,600	26,600	31,600	3,424	35,024	40,000	34,000	7.6%
Tourism Project Grants	69,817	62,017	69,103	76,013		76,013	78,300	82,000	7.9%
Festivals	20,000	25,000	25,000	25,000		25,000	25,750	25,750	3.0%
WIB/TC3 Customer Service Program	30,000	30,000	30,000	30,000		30,000	30,000	30,000	0.0%
County Historian	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,500</u>		<u>5,500</u>	<u>5,500</u>	<u>5,500</u>	0.0%
Subtotal	211,952	207,372	214,458	227,978	3,424	231,402	241,300	238,255	
Grand Total-Product Development	640,000	713,636	739,560	762,529	12,463	774,992	791,846	788,801	3.4%
% of total			40.8%	40.9%			41.1%	40.8%	

**MARKETING**

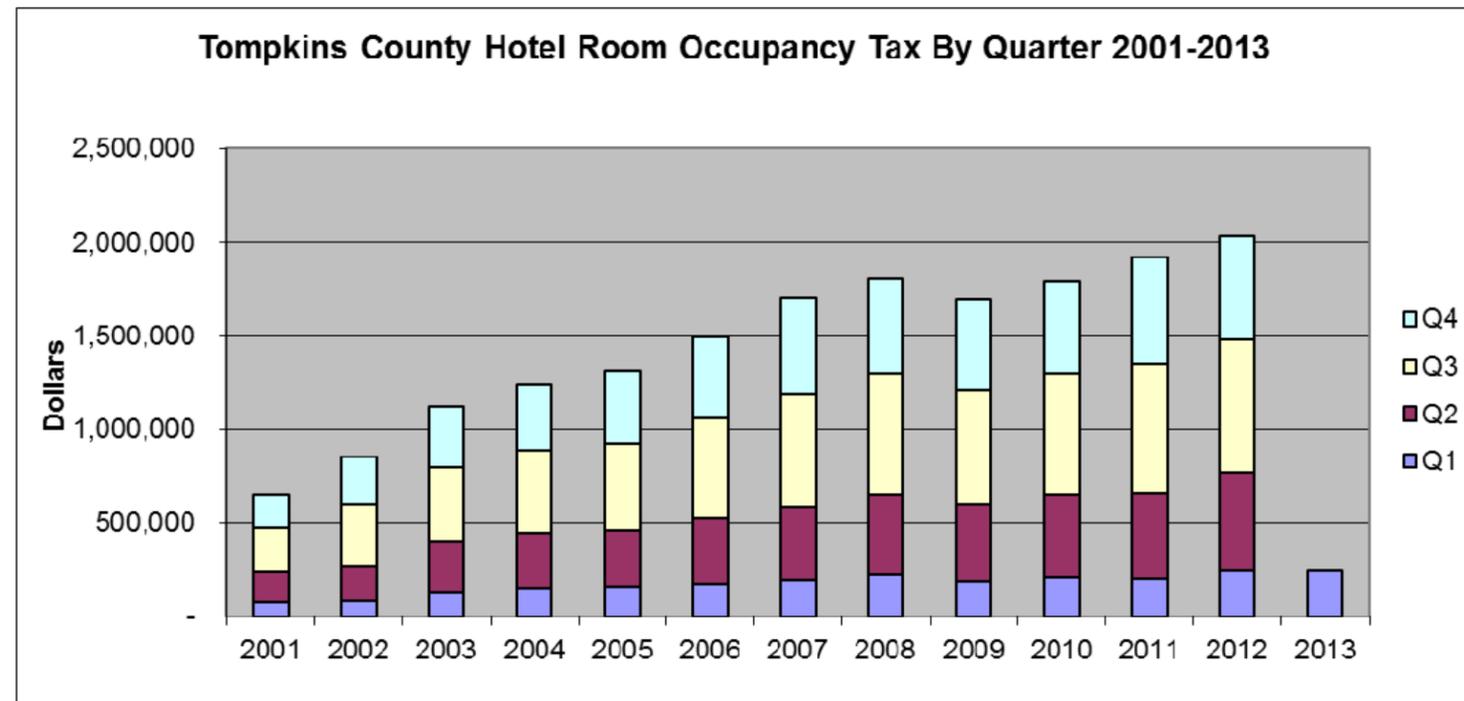
<b>Function</b>	<b>2010 Modified Budget</b>	<b>2011 Modified Budget</b>	<b>2012 Modified Budget</b>	<b>2013 Adopted</b>	<b>Prior Allocated Unspent</b>	<b>2013 Modified Budget</b>	<b>2014 Request</b>	<b>2014 Recommen ded</b>	<b>% change from 2013 Adopted</b>
<b>Convention and Visitors Bureau (CVB)</b>									
CVB Tourism Marketing Operations									
Personnel (salaries and fringe)	426,692	450,054	436,001	485,203		485,203	468,946	468,946	-3.4%
Supplies and Materials	57,600	61,100	65,995	69,075		69,075	72,500	72,500	5.0%
Downtown Visitor Center Rent	12,000	11,000	11,330	11,670		11,670	12,020	12,020	3.0%
Subtotal	496,292	522,154	513,326	565,948		565,948	553,466	553,466	-2.2%
Chamber Support									
Staff	37,696	38,630	39,563	36,785		36,785	39,426	39,426	7.2%
Facilities	84,048	85,158	87,199	88,843		88,843	90,619	90,619	2.0%
Subtotal	121,744	123,788	126,762	125,628		125,628	130,045	130,045	3.5%
Program Costs:									
Marketing	296,500	286,000	277,250	270,200		270,200	366,250	366,250	35.5%
Public Relations	9,487	10,200	4,350	16,750		16,750	3,000	3,000	-82.1%
Visitor Services	10,250	11,000	11,100	11,500		11,500	26,500	26,500	130.4%
Group Sales	31,500	39,250	38,750	44,250		44,250	42,450	51,450	16.3%
Subtotal	347,737	346,450	331,450	342,700		342,700	438,200	447,200	30.5%
Gross CVB Budget	965,773	992,392	971,538	1,034,276		1,034,276	1,121,711	1,130,711	9.3%
Less: Program Revenue/Applied Reserves	118,085	109,842	75,750	120,500		120,500	168,211	168,211	39.6%
Subtotal--CVB Allocation	847,688	882,550	895,788	913,776		913,776	953,500	962,500	5.3%
<b>Other Marketing Programs</b>									
Marketing and Advertising Grants	52,078	50,699	50,699	52,220	2,224	54,444	53,786	52,220	0.0%
Finger Lakes Tourism Alliance*	11,500	11,500	11,500	12,000		12,000	0	0	-100.0%
New Tourism Initiative Grants	30,000	62,015	66,445	73,090		73,090	75,300	79,000	8.1%
Discovery Trail	35,734	35,734	36,270	36,270		36,270	37,360	37,360	3.0%
Recognition Awards	1,000	0	3,000	2,000		2,000	2,000	2,000	0.0%
Market the Arts	-	10,000	10,000	10,300		10,300	10,600	10,600	2.9%
Sub-total Other Marketing	130,312	169,948	177,914	185,879		188,103	179,046	181,180	-2.5%
Grand Total--Tourism Marketing	978,000	1,052,498	1,073,702	1,099,655	2,224	1,101,879	1,132,546	1,143,680	4.0%
% of total			59.2%	59.1%			58.9%	59.2%	

**COMBINED PRODUCT DEVELOPMENT & MARKETING**

	<u>2010 Modified Budget</u>	<u>2011 Modified Budget</u>	<u>2012 Modified Budget</u>	<u>2013 Adopted</u>	<u>Prior Allocated Unspent</u>	<u>2013 Modified Budget</u>	<u>2014 Request</u>	<u>2014 Recommen ded</u>	<i>% change from 2013 Adopted</i>
<b>COUNTY</b>									
Contribution to County for programmatic support and tax administration	170,000	185,966	203,672	213,855		213,855	230,423	230,423	7.7%
STBP Staff/Tourism Coordination	<u>25,000</u>	<u>43,392</u>	<u>74,386</u>	<u>77,834</u>		<u>77,834</u>	<u>80,169</u>	<u>80,169</u>	3.0%
Total	195,000	229,358	278,058	291,689		291,689	310,592	310,592	6.5%
<b>Strategic Tourism Implementation</b>				<u>147,000</u>		<u>147,000</u>	<u>46,000</u>	<u>40,000</u>	-72.8%
Product Development and Marketing	1,618,000	1,766,134	1,813,262	1,862,185	14,687	1,876,872	1,924,392	1,932,481	3.8%
<b>Total</b>	1,813,000	1,995,492	2,091,320	2,153,874	14,687	2,168,561	2,234,984	2,243,073	4.1%
Projected Revenues	1,700,000	1,859,659	2,036,716	2,138,552		2,194,500	2,304,225	2,304,225	7.7%
Projected use of Reserves for Existing Programs	<u>188,000</u>	<u>135,833</u>	<u>54,604</u>	<u>15,322</u>		<u>-25,939</u>	<u>-69,242</u>	<u>-61,153</u>	
Total Tourism Budget Available to County & Existing Programs			<u>2,091,320</u>	<u>2,153,874</u>		<u>2,168,561</u>	<u>2,234,984</u>	<u>2,243,073</u>	4.1%
Grand Total Tourism Budget	1,888,000	1,995,492	2,091,320	2,300,874		2,315,561	2,280,984	2,283,073	-0.8%
Unallocated Reserve Balance						Balance as of 1/1/13 \$156,000			
Projected Year-End Unallocated Reserve Balance		87,831	251,111	88,789		197,261	220,503	218,414	
% of Budgeted Revenues in reserves at year end				4.2%					
					2014 Reserves to TCAD	150,000	Start of 2015 Proj. Reserve Balance 70,503	68,414	
						% of revenue	3.1%	3.0%	

**Tompkins County Hotel Room Occupancy Tax  
Quarterly Revenues and Annual Reserve Balances 2001 – 2013**

Quarter	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Q1	80,227	82,981	125,579	146,117	154,478	166,984	190,237	224,245	185,733	205,629	198,559	249,508	246,795
Q2	159,057	188,101	269,348	302,502	306,373	357,732	389,309	425,802	411,982	450,117	462,564	515,379	
Q3	237,120	325,523	402,308	439,543	459,899	532,705	609,916	652,904	613,173	642,496	688,976	712,305	
Q4	173,243	252,605	321,522	350,683	396,604	434,023	506,389	500,553	482,818	493,815	566,231	558,170	
<b>TOTAL</b>	649,646	849,209	1,118,757	1,238,845	1,317,354	1,491,443	1,695,852	1,803,504	1,693,706	1,792,057	1,916,329	2,035,361	
ADDITIONAL TAX	12,651	1,268	18,028	1,107	28,210	32,791	42,400	-8,616	(22,625)	-8,759	5,102	45,069	9,393
COLLECTED DURING QUARTER (i.e. NOT FOR CURRENT QUARTER)													
<b>TOTAL Revenue</b>	662,297	850,477	1,136,784	1,239,952	1,345,564	1,524,234	1,738,251	1,794,887	1,671,081	1,783,299	1,921,431	2,080,430	
<b>Budgeted Revenue</b>	617,850	683,300	1,115,530	1,220,000	1,349,200	1,328,865	1,461,752	1,773,138	1,552,161	1,700,000	1,859,659	1,938,695	
											Modified '12	2,036,716	
<b>INTO RESERVES</b>	(Actual revenue less budgeted revenue; does not include expenditure side)												
	44,447	167,177	21,254	19,952	(3,636)	195,369	276,499	21,749	118,920	83,299	61,772	43,714	
<b>Reserve Balance</b>	(Reserve balances from County CFO)												
	12/31/2001	12/31/2002	12/31/2003	12/31/2004	12/31/2005	12/31/2006	12/31/2007	12/31/2008	12/31/2009	12/31/2010	8/3/2011	4/27/2012	4/17/2013
	97,973	275,409	408,360	239,978	389,484	332,253	643,291	434,692	384,202	252,411	186,228	165,892	156,276



Compensable Support to CVB by Tompkins County Chamber of Commerce  
2014 Budget

<u>Administrative Costs</u>	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>	<u>CVB Share</u>	<u>Note</u>	<u>Allocated to CVB</u>
Chamber President	\$96,000	\$22,900	\$118,900	16%	<i>a</i>	\$19,024.00
Business Manager	<u>\$47,750</u>	<u>\$10,540</u>	\$58,290	35%	<i>b</i>	\$20,402
Total Shared Administrative	\$143,750	\$33,440	\$177,190	22%		\$39,426

<u>Building Costs</u>	<u>Square Feet</u>			<u>CVB Share</u>	<u>Cost (at \$24.22 psf)</u>		
	<u>CVB</u>	<u>Chamber</u>	<u>Total</u>		<u>CVB</u>	<u>Chamber</u>	<u>Total</u>
1st Floor Programmed Space	2,281	0	2,281	100%	\$55,246	\$0	\$54,151
1st Floor Common Space	<u>448</u>	<u>393</u>	<u>841</u>	53%	\$10,851	\$9,518	\$19,965
Subtotal 1st Floor	2,729	393	3,122	87%	\$66,096	\$9,518	\$74,116
2nd Floor Programmed Space	0	970	970		\$0	\$23,493	\$23,028
2nd Floor Common Space	<u>1,013</u>	<u>1,101</u>	<u>2,114</u>	48% <i>c</i>	<u>\$24,535</u>	<u>\$26,138</u>	<u>\$50,186</u>
Subtotal 2nd Floor	1,013	2,071	3,084	33%	\$24,535	\$49,631	\$73,214
Grand Total	3,742	2,464	6,206	60% <i>d</i>	<b>\$90,631</b>	\$59,150	\$147,330
					60%	40%	
					<b>adjusted to \$90,620</b>		

Notes:

a) Share of cost based on 2012 Time Study for president.

b) Share of cost based on 2006 Time Study. We have a new Business Manager and will do a time study in 2013.

c) Interior square footage. Note that this makes SF cost look higher. Commercial sf rates go to outside walls.

**Reasonable adjustment measured to exterior walls would be to adjust by 1.025%, making per square foot cost = \$23.63**

d) I asked for \$90,6220 in the budget request. The difference of \$11 is a rounding error.

Costs are based on 2014 projections that, in turn, are based on actual cost trends for the period 2003-2012. Note that we will be repainting all or part of the exterior of the building in 2013 (depends on costs) and also are planning to redo exterior lighting.

Jean McPheeters

5-May-13

**Tompkins County Strategic Tourism Planning Board (STPB)  
2013 List of Members**

Name	Phone	Email	Representation	First Start Date	Current Appointment Date	Current Term Start	Term Expires
Rita Rosenberg	345-2579	barber.rita@gmail.com	Agriculture	2/7/2012	2/7/2012	1/1/2012	12/31/2014
Susie Monagan	274-3915	susiemonagan@gmail.com	Arts-Culture	5/19/2009	2/7/2012	1/1/2012	12/31/2014
Rick Adie	254-2545	ra99@cornell.edu	Lodging	4/20/2004	2/7/2012	1/1/2012	12/31/2014
Sue Stafford	844-8222 x4456	StaffordS@tc3.edu	TC3	4/20/2011	2/7/2012	1/1/2012	12/31/2014
Sue Perlgut	272-3224	scperl@verizon.net	Arts-Culture	1/18/2011	12/18/2012	1/1/2013	12/31/2015
Anne Kellerman	319-5406	kellerman@prodigy.net	At-Large	1/18/2011	12/18/2012	1/1/2013	12/31/2015
Stephen Nunley	272-0403	stephen.nunley@gmail.com	At-Large	1/23/2013	12/18/2012	1/1/2013	12/31/2015
Miriam Musco	201-396-2517	miriammusco@yahoo.com	At-Large	1/23/2013	12/18/2012	1/1/2013	12/31/2015
Steven Hugo	273-7600	sh@holt.com	At-Large	1/23/2013	12/18/2012	1/1/2013	12/31/2015
Anthony Hopson	274-3111	ahopson@ithaca.edu	Ithaca College	5/18/2010	12/18/2012	1/1/2013	12/31/2015
Ethan Ash	216-1482	ethan.s.ash@gmail.com	Arts-Culture	10/18/2011	10/18/2011	1/1/2011	12/31/2013
Tim Joseph	387-7041	tim.joseph@parks.ny.gov	At-Large	1/18/2011	1/18/2011	1/1/2011	12/31/2013
Christy Agnese	274-5769	cvoytko@ithaca.edu	At-Large	10/17/2012	10/16/2012	1/1/2011	12/31/2013
Jon Reis	272-1966	jon@jonreis.com	Arts-Culture	12/21/1999	1/18/2011	1/1/2011	12/31/2013
Stuart Stein	273-3500	sws8@cornell.edu	At-Large	12/4/2001	1/18/2011	1/1/2011	12/31/2013
Scott Wiggins	273-5012	cariba@lightlink.com	Lodging	12/21/1999	1/18/2011	1/1/2011	12/31/2013
Gary Stewart	255-4908	gjs28@cornell.edu	Cornell University	8/5/2003	1/18/2011	1/1/2011	12/31/2013
Paul Tatar	387-5474	Fishnprof@aol.com	Recreation	12/21/1999	1/18/2011	1/1/2011	12/31/2013
<b>Ex-Officio / Non-Voting Members</b>							
Will Burbank		wburbank@tom-pkins-co.org	Legislature, Non-Voting				Annual
Brett Bossard	273-5072 x1	director@artspartner.org	CAP, Non-Voting				Ongoing
Fred Bonn	272-1313	fred@VisitIthaca.com	CVB, Non-Voting				Ongoing
Gary Ferguson	277-8679	gary@downtownithaca.com	DIA, Non-Voting				Ongoing
Jean McPheeters	273-7080	jean@tom-pkinschamber.org	Chamber, Non-Voting				Ongoing
Martha Armstrong	273-0005	marthaa@lightlink.com	TCAD, Non-Voting				Ongoing
VACANT			Government Transportation				Ongoing
Tom Knipe	274-5560	tknipe@tom-pkins-co.org	Staff				Ongoing

## Tompkins County Tourism Grant Application Cycles

<b>Application Period</b>	<b>Fall - GENERAL</b>	<b>Spring - GENERAL</b>	<b>Fall '13</b>	<b>Spring '14</b>
<b>Funding Opportunity Notice</b>	by 3rd Friday of July	by 3rd Friday of December	by 7/19/2013	by 12/20/13
<b>Grant Workshop</b>	2-4 weeks before deadline	2-4 weeks before deadline	8/27/2013	January
<b>Applications DUE</b>	<b>3rd Friday of September</b>	<b>3rd Friday of February</b>	<b>9/20/2013</b>	<b>2/21/2014</b>
<b>Review Period</b>	<b>Fall - GENERAL</b>	<b>Spring - GENERAL</b>	<b>Fall '13</b>	<b>Spring '14</b>
<b>Staff Technical Review</b>	7-10 days	7-10 days	to 9/27	to 2/28/2014
<b>Committee Review</b>	7-10 days	7-10 days	meet 10/2-10/4	meet 3/7-3/11
<b>STPB</b>	3rd Wednesday of October	3rd Wednesday of March	10/16/2013	3/19/2014
<b>EDC</b>	1st Thursday of November	1st Thursday of April	11/7/2013	4/3/2014
<b>Legislature</b>	3rd Tuesday of November	3rd Tuesday of April	11/19/2013	4/15/2014
<b>Contracts Sent</b>			by 11/22/2013	by 4/18/2014
<b>Earliest Possible Funding Release</b>			January	May

**CVB Director Search - STPB Member Survey Results (14 responses)**  
**July 10, 2013**

**1. What would you like to see in the next CVB Director?**

Experience - Deep knowledge of CVB best practices from across the country and in communities similar to Ithaca.

Professional Skills - Supervision and management, program evaluation, agency leadership, research, grant-writing, sponsorship and fundraising.

Personal Characteristics - Mission-driven, goal-oriented individual who has a record of collaborating across organizational boundaries to help articulate creative solutions to shared community issues and opportunities. A strategic thinker. A creative thinker. A collaborator who understands that collaboration is about more than an attitude, but also about conceiving and putting in place systems that will allow collaboration, both inside and outside the CVB organization, to occur.

Other - Demonstrate understanding of Community-Based Model of tourism development and genuine appreciation and enthusiasm for our unique approach in Tompkins County for use of room tax funds.

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Implement the Tompkins County 2020 Strategic Tourism Plan.

**3. What else would you like the Search Committee to consider in the hiring process?**

It would be great if the individual had specific creative ideas about how to significantly enhance CVB revenues other than exclusively through increased room tax allocations (and experience doing it).

**4. Are you an STPB Member?**

Yes, Ex-Officio/Non-Voting STPB Member

**1. What would you like to see in the next CVB Director?**

Experience - tourism marketing experience for a city, district or region

Professional Skills - entrepreneurial and creative skills

Personal Characteristics - able to communicate well; able to lead and pull disparate people together.

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

The mission should be multi-pronged: 1. overnight stays (improving occupancy) 2. transient/day tourism and meetings-- and linking tourists with the community 3. building the image and brand

**1. What would you like to see in the next CVB Director?**

Experience - tourism marketing, tourism business ownership and/or tourism related not for profit leadership (at director level)

Professional Skills - evaluation and assessment of programs, successful management of staff, track record of grant management and advocacy

Personal Characteristics - intelligence, focused, hard working, not afraid to ruffle feathers!

Other - degree(s) in marketing, tourism, hotel management, would be ideal to have "best

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practices" from the academic realm brought into this job

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

need to make a concrete plan to address what may become a glut in hotel properties need to see professional evidence-based, marketing plans (with calendar and budget and evaluation plan) hire someone with experience in a market larger than Ithaca with ties to national tourism field who can read and respond to trends look for evidence that the candidate has read and digested the 2020 plan and is ready to respond to and integrate that work

**3. What else would you like the Search Committee to consider in the hiring process?**

I would definitely reach out to alums of Cornell Hotel School for candidates!

**1. What would you like to see in the next CVB Director?**

Experience - While experience in the marketing world is important, it would be ideal for this person to have planning or other program experience as well.

Professional Skills - Manage a team, understand where the marketing team fits within the broader STP, program evaluation, "out of the box" thinking,

Personal Characteristics - Be able to work well with others, hard working but understanding how to govern with a "light touch."

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Be willing to learn about and understand the historical context of the program, while also bringing, gently, a fresh perspective. Read the new strategic plan and help to implement the new aspects without offending existing players and programs.

**3. What else would you like the Search Committee to consider in the hiring process?**

A focused 'rah rah' marketer, who might have much targeted marketing experience, will not do well in this program unless they can understand how the CVB and the marketing part of our Tourism program fits within the overall programmatic aims. We are a dynamic, involved community. This person must agree to team decision making. Consider involving a larger number of members of the STP in the hiring process.

**1. What would you like to see in the next CVB Director?**

Experience - Has worked in a similar tourism marketing position for at least three years, preferably much more

Professional Skills - First hand knowledge of media, internet, the hospitality industry. Has directed staff previously. Is articulate and can write well.

Personal Characteristics - Optimistic and friendly. Shows leadership skills to encourage staff to do their best and think creatively.

Other - A resident (or former resident) of Tompkins County is strongly preferred, i.e. someone who knows the place and pick up quickly on things

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Build a strong program to bring in tourists during the slow seasons, especially building an active and enlarged conference/meeting program to fill the new conference spaces (e.g. HI and IC) . Build an edu-tourism program (as required by the original legislation establishing the STPB).

**3. What else would you like the Search Committee to consider in the hiring process?**

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It's very important for the person selected to be able to communicate effectively to elected county officials at public meetings. Should be able to articulate all aspects of the program clearly when speaking. The person selected should also have a good knowledge of how Tompkins County (and NYState) government works, and be able to work effectively with STPB members and STPB staff person.

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**1. What would you like to see in the next CVB Director?**

Experience - Wide range of marketing experience that relates directly to promoting a community, knowledge of this area

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Personal Characteristics - Open to new ideas, positive energy, natural communicator

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Use the current strategic plan to guide and prioritize planning.

**3. What else would you like the Search Committee to consider in the hiring process?**

Have a small number of representatives from the community meet the finalists and have an opportunity to interview them. Have the results of these interviews be considered in the selection process.

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**1. What would you like to see in the next CVB Director?**

Personal Characteristics - Creativity

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

The Strategic Plan is outstanding--continue implementing and evaluating it. Also, advertise Ithaca at a national level.

**3. What else would you like the Search Committee to consider in the hiring process?**

Social media skills would be an added bonus.

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**1. What would you like to see in the next CVB Director?**

Experience - Tier 1 or Tier 2 City Convention/Group Sales Experience, experience in planning and leading a significant product change for a similar or larger city

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Professional Skills - Skilled in developing a marketing plan for a changing marketplace. Brand development and marketing

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Personal Characteristics - Besides the obvious, the ability to cultivate staff and teach the above skills and relate the experience to staff and community is key. Strength, compassion, drive, love for the market, TEACHER, etc.

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Other - The drive to get into the marketplace and personally convert business and identify opportunities will be essential to our ability to fill the facilities and product coming online. Education of the community in respect to the benefits of convention business and to cultivate the "big picture/team" approach to city-wide/group business

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

- Measurable objectives are detailed in the 2020 Strategic Plan. These should be further articulated
- Full service hotels with meeting space that can host groups should meet with the CVB on a quarterly basis to review and develop action plans and goals. This should be separate

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from the DOS meeting. Purpose to keep the focus on the group market. • CVB production report changed to separate fulfillment requests from CVB generated leads. • Conversation and plan to develop a pointed and strong Association, Meetings, Convention marketing campaign.

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**1. What would you like to see in the next CVB Director?**

Experience - Have been a sales manager in the group market in a CVB or a hotel. Previous CVB experience required

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Professional Skills - Sales, marketing, public relations, social media

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Personal Characteristics - great speaker, enthusiastic

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**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

The market is shifting and can no longer rely on tourist only. We must find ways of filling rooms Sunday to Thursday. The group market in associations, corporations is key.

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**3. What else would you like the Search Committee to consider in the hiring process?**

An ideal candidate is someone who knows Ithaca/Tompkins county but has worked at other CVBs and perhaps wants to return to this area.

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**1. What would you like to see in the next CVB Director?**

Experience - Significant track record of delivery of large and small projects, dynamic leadership experience, outstanding knowledge of the tourism business

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Professional Skills - Leadership, ability to try new things, ability to set quantifiable and measurable goals, focused objectives on major markets for Ithaca

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Personal Characteristics - Dynamic, high level doer rather than paper pusher ,ability to work well with others and to magnify the resources available in Tompkins County

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Other - Someone with an established excellent reputation in the tourism industry

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**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

We need someone at this point with significant experience in delivery of measurable targets for increasing visits to our area along with the nights in winter, etc. It does appear that today's tourists are driven by social media and mobile devices so some experience here would be good, but I do think that the bottom line is what is important here. So, we want someone who knows where we are in our goals and strategic plans and then works to move us forward using analytics as a guide.

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**3. What else would you like the Search Committee to consider in the hiring process?**

We need someone with experience tracking to establish target numbers, track to these numbers, and then most importantly improving where the misses are rather than just admiring the numeric results.

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**1. What would you like to see in the next CVB Director?**

Experience - Hands on General Manager of hotels and/or corporate or director of marketing for hotels, with group experience.

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Professional Skills - Budgets, marketing plans, leadership, see the "big picture" manage the details

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Personal Characteristics - Honest, ethical, extroverted, passionate.

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Other - Exudes love of the Finger lakes.

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Understanding the importance of increasing length of stay and mid week hotel business.

**3. What else would you like the Search Committee to consider in the hiring process?**

Commitment to this area, longevity of the job.

**1. What would you like to see in the next CVB Director?**

Experience - Minimum of 10myears in tourism

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Professional Skills - Business management/tourism/marketing

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Personal Characteristics - Well spoken(good grammar), good leader, well traveled

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Other - Good writing skills, knowledge of our area,

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Stay the course we are going, increase the influence of outdoor recreation

**3. What else would you like the Search Committee to consider in the hiring process?**

Check references carefully, call the area from which the candidate comes from and speak with non reference community members. References are good but call

**3. What else would you like the Search Committee to consider in the hiring process?**

I would like the next director to be strong on understanding our visitor segments and use that understanding to guide tourism policy. Look at where we spend our tourism dollars, how we evaluate the impact of those investments, and then tweak the programs and policies to better attract and serve the visitor segments.

**1. What would you like to see in the next CVB Director?**

Experience - In tourism in small towns/college towns/rural areas

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Professional Skills - Social Media, Group Sales, Foreign Markets, Trade Shows

**2. What specific guidance would you offer to the Chamber of Commerce and the incoming CVB Director regarding programmatic and strategic priorities for the CVB in the next 5 years?**

Figuring out how to "sell" Ithaca even in a recession, tying ecotourism into what is currently on offer

**3. What else would you like the Search Committee to consider in the hiring process?**

Someone who is energetic and has new ideas!