

**Tompkins County
Strategic Tourism Plan
2012-2020**

***Inspiring Action to
Support Tourism
Development***

STPB: April 18, 2012

What Carries Over?

- ★ Aims
- ★ Vision
- ★ Outline

Tompkins County, NY



2005 - 2010

Strategic Tourism Plan

Strategic Tourism Planning Board

May, 2005

Strategic Action**PROVIDE GATEWAY**

A = Appropriate for room tax expenditure * = High priority
 O = Other funding ✓ = Currently funded by room tax

Objective	Lead Organizations	Funding Source	Comments
* A ✓ Improve signage countywide, including downtown, the Ticket Center, Discovery Trail, kiosks, CAP, electronic maps, etc.	CVB, IDP, CAP Signage Comm.	room tax	Currently in process.
* A ✓ Beautify Tompkins County, especially our gateways, downtown, and village centers.	Beaut. Comm., CVB, IDP	room tax, in-kind, municipalities	Under way. County Beautification Coordinator is located at CCE.
* A ✓ Support growth of existing attractions and feasibility studies for future attractions.	STPB, TCAD, CAP	room tax, private	Currently in process, primarily through Capital Grants Program under direction of TCAD.
* A ✓ Improve image, awareness, and operation of downtown Visitor/Ticketing Center in the Clinton House and the lakeside Visitors Center.	CAP, CVB	room tax	Currently in process.
* O Encourage increased lake, inlet, and gorge access for visitors.	private, municipalities, not-for-profit	private, municipalities, not-for-profit	STPB can encourage, but government must enable land use controls for both public and private access. Entry points could include lakeside lodging, restaurants, retail, docks, boat launches, swimming areas, fishing stations, parking, interpretative or other exhibits, etc. Locations include Inlet Island.
O Improve availability of outdoor equipment for visitor use.	private	private	Driven by private sector, likely to increase as waterfront develops and to include boat rental, equipment sales and outfitters, tent and bicycle rental.
O Remain informed about transportation issues affecting access by tourists to the county directly or indirectly.	unknown	unknown	Other than the STPB remaining aware, transportation is not fundable by or appropriate for room tax spending.

Strategic Actions Reviewed

Some are Carried Over, but Many new Potential Goals and Actions Generated

Provide memorable experiences and legendary service that will educate, delight and relax visitors, compel them to tell others, and motivate repeat visits.

Create demand through excellent marketing of appropriate tourism sites and services, and cultural and recreational assets in Tompkins County.

Improve economic climate through a vibrant tourism program that builds jobs, raises tax revenues, and helps make our county a great place to live, work, and invest.

Tompkins County Tourism Aims

Present this unique place by building on the special characteristics of its people, culture, history, geography, environment, economic activity, and institutions.

Encourage development of strong programs and facilities to serve as the tourism "infrastructure" upon which future projects can be developed.

Improve and never harm the quality of life for local residents, businesses, and institutions. Tourism programs should enrich the lives of all who live here.

What's New?

- ★ Chmura and industry information
- ★ Measurement!
- ★ Program Details: Achievements
Expenditures
- ★ ***14 Policies***
- ★ Differentiation between ***Goals, Objectives and Actions***
- ★ ***Focus Areas***
- ★ Outreach: Workshop, Survey
- ★ Many Potential Actions become part of a living document

Planning Process

- ★ Outreach!
 - Workshop
 - Survey
 - More to come...

Policies!

- ★ Inform future decisions
- ★ Puts the “strategy” in strategic plan
- ★ Potential goals and actions must align

Policies: Funding

- ★ Maintain funding for existing programs while also allowing room for new strategic initiatives
- ★ Use reserves for tourism
- ★ Maintain a 60/40 split for now
- ★ Increase heads in beds
- ★ Go after additional spending, too
- ★ Build our brand

Policies: Operations

- ★ Collaborate
- ★ Inspire sustainability
- ★ Promote diversity
- ★ Coordinate across programs

Policies: Evaluation

- ★ Be data-driven
- ★ Proactively communicate priorities
- ★ Evaluate marketing investments
- ★ Use multi-year agreements

Changes to Policies

Respond to PDEQ

- ★ Maintain funding for existing AND fund new strategic initiatives – combined
- ★ Timeline for review of 60-40 split - 2014
- ★ Multi-year agreements

3 Levels of Measurement

1) The Tourism Industry

“Performance Indicators”

2) Goal Achievement

“Measurable Objectives”

3) Program Evaluation

“Program Assessment Criteria”

1) Measuring The Tourism Industry

“Performance Indicators”

- ★ Now – Plan establishes these
- ★ Clear Sources; Baseline Data
- ★ How we know if the INDUSTRY has been successful
- ★ Overarching industry objectives
 - ★ 1.5 million visitors by 2020
 - ★ \$265 million annual visitor spending

2) Measuring Goal Achievement

“Measurable Objectives”

- ★ Now – Plan establishes these
- ★ Each **Goal** has one or more
- ★ How we know if the PLAN has been successful
- ★ Critical Actions and Potential Actions lead to goal attainment

3) Evaluating Programs

“Program Assessment Criteria”

- ★ Later – NOT established by the plan
- ★ ROI / VOI metrics
- ★ Respond to plan AND program characteristics
- ★ How we know if a PROGRAM or PROJECT has been successful

Action Framework:

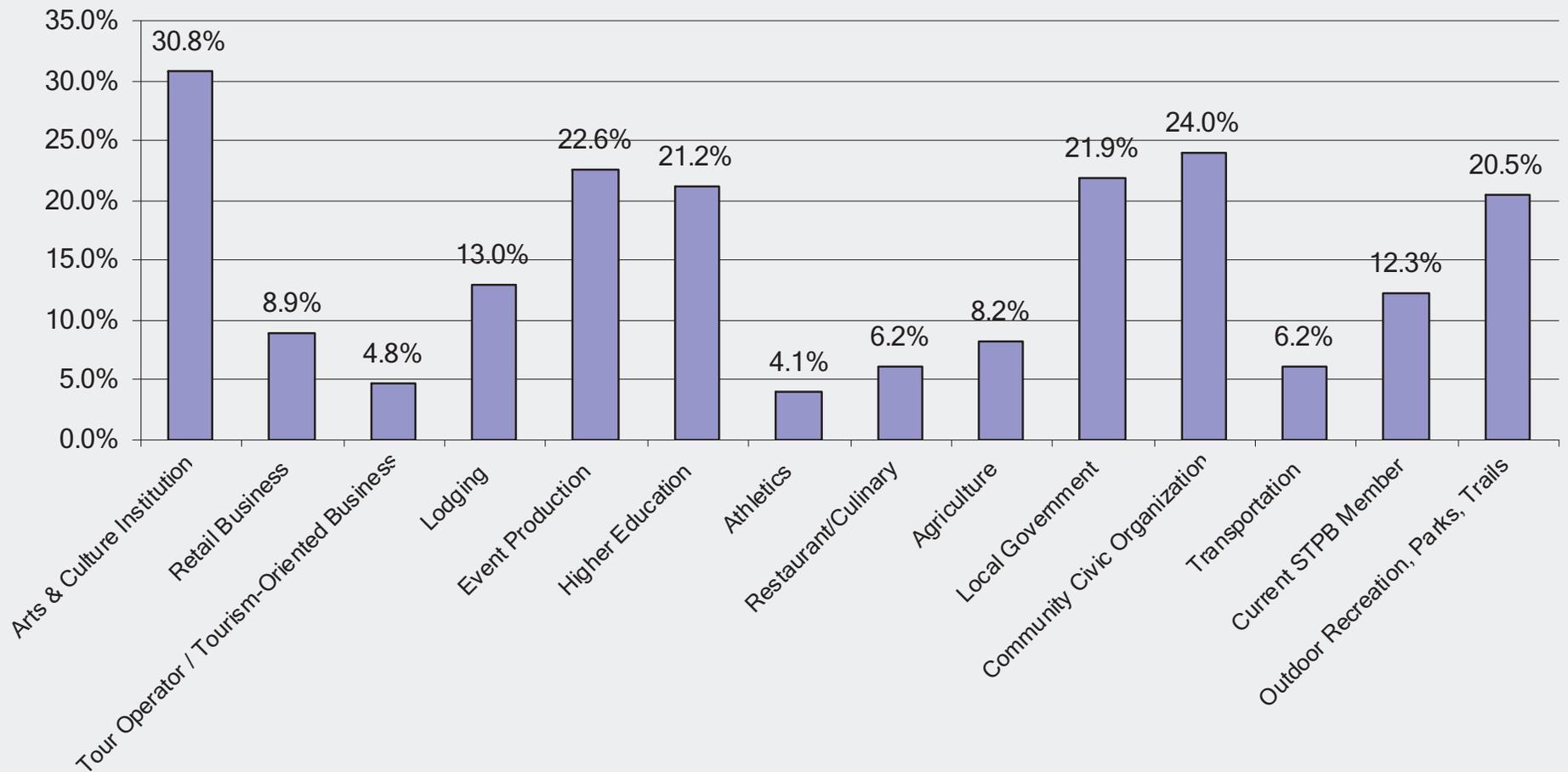
- ★ Goals
 - One overarching goal per focus area
 - Sub-goals
- ★ Measurable Objectives
- ★ Actions
 - Timeframe (short, medium, long-term), lead (who will implement), funding (\$)
 - Critical Actions
 - Possible Actions

Goals

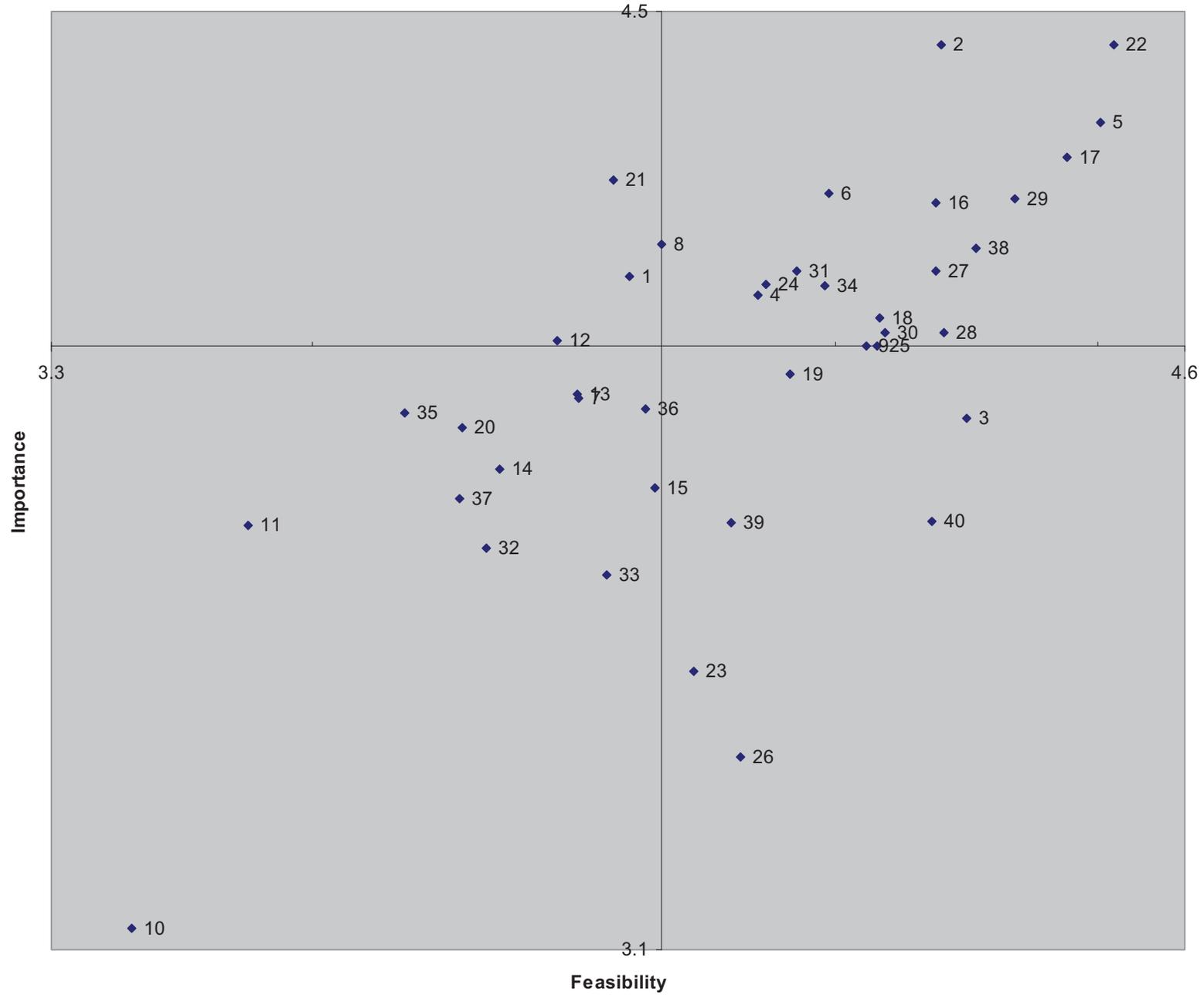
- ★ P&E narrowed to 15 goals (one per focus area) from 40 goals.
- ★ Feasibility and Importance scoring generally corroborated goals.
 - 5 – highly feasible/important
 - 1 – highly infeasible/very unimportant

171 respondents

With which elements of the local tourism industry to you have a professional affiliation?
(check all that apply)



Goal Scoring



Measurable Objectives

- ★ Measurement of progress on the plan!
- ★ Will will solicit comments on these during comment period.

What's Next?



sailing on Cayuga by Jon Reis

ID Critical Actions

- ★ Right now!
- ★ Up to 3 critical actions per focus area
- ★ Results of Survey
- ★ Dot Voting

Options for Defining “Critical Action”

1. Simply the most important
2. Low-hanging fruit. Important and highly feasible
3. Too important to leave to chance that this get done
4. Without this action, we might not achieve our goals and objectives
5. Defined as a top priority by a lead implementer
6. But don't be too tied to survey scoring...

What happens to “Possible Actions”?

- ★ To Appendix, living document (format TBD)
- ★ Can still do these to support goal achievement...first focus on “critical actions”
- ★ Include subgoals in the living document
- ★ For example, “Develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination”, parsed into:
 - Heritage goal
 - Arts & Culture goal

P&E meets to review all elements of a rough draft (to date)	^
Stakeholder group meetings by areas of focus	X
STPB reviews draft policies and plan framework	X
Update intro, acknowledgments, table of contents and tourism partners	X
Determine evaluation factors for prioritizing new goals and actions	X
Compile all sections completed to date into a rough draft outline	X
PDEQ reviews draft policies, outline and plan framework	X
P&E reviews presentation for community workshop	X
Community and stakeholder workshop	X
Collate and merge outcomes of workshop into list of goals, objectives & actions	21-Feb
Complete draft of online survey and solicit feedback from P&E and TCPD	27-Feb
Distribute online survey to stakeholders and community members - two week response	29-Feb
Prioritize goals and actions based on results of scoring process	21-Mar
Complete a draft of the plan	4-Apr
TCPD internal review and edit	9-Apr
P & E review and edit	13-Apr
Full STPB comment on draft	18-Apr
Post first draft of plan to website and open 20-day public comment period	20-Apr
OPTIONAL - Special 1 hour agenda item in PDEQ meeting devoted to plan feedback	2-May
Close public comment period	11-May
Acquire digital photos, layout elements	11-May
P&E evaluates and incorporates partner, community and STPB feedback received during comment period.	16-May
Final draft compiled	16-May
STPB reviews final draft	16-May
TCPD internal review	23-May
Layout / graphic design of main plan document complete	30-May
TCPD internal review - graphic design	6-Jun
PDEQ reviews final draft	6-Jun
Legislature reviews final draft	19-Jun
Request joint letter from Chair of STPB and Chair of Legislature introducing the plan to the community	19-Jun
PHASE II - Publish	
Publish the plan - 1) web, 2) print	3-Jul
Distribute the plan	3-Jul
PHASE III - Monitor and Evaluate	Onoia

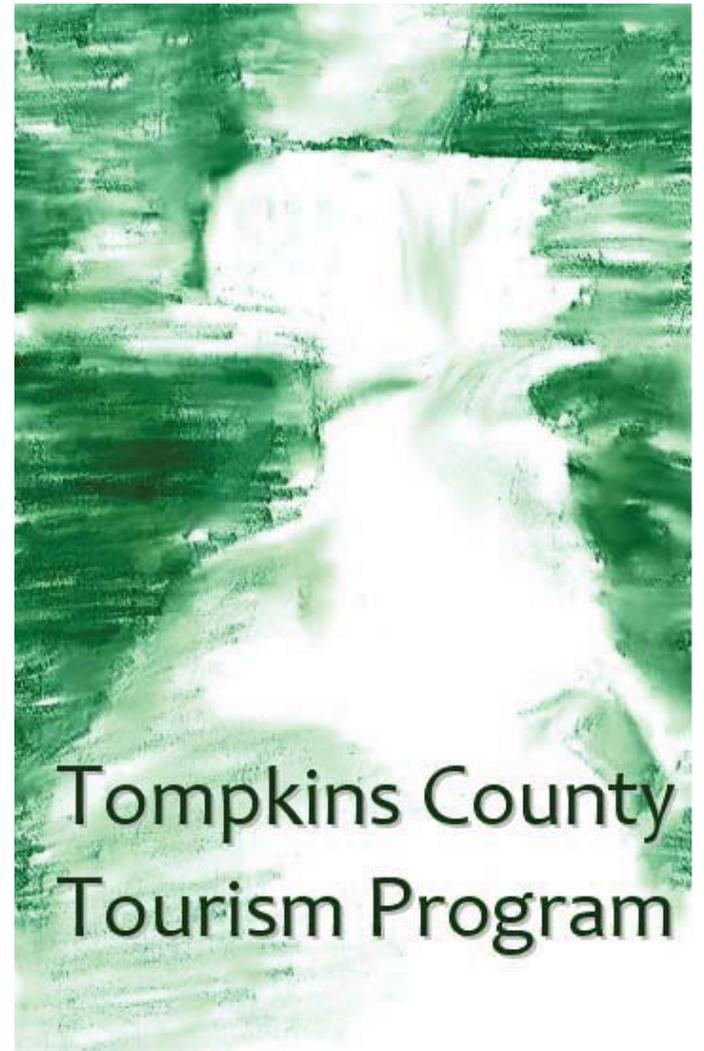
Finish a Draft

- ★ 20-day public comment period
- ★ PDEQ presentation/comment May 2nd?

Checking An Assumption

- ★ Is the timeframe appropriate to the actions that we have identified (2012 to 2020), or should we be looking at a 6-year plan (2012-2017)

Thanks!



www.tompkins-co.org/tourism/