

Focus Area	Proposed Action	Proposed Lead(s)
<i>Agriculinary</i>		
	Establish branding guidelines for “Farm to Fork” partner farms and restaurants	Core Partner
	Explore the expansion of agriculinary microgrants to support the agritourism sector	STPB
	Identify and engage out of region group tour operators who can offer destination culinary tours in Tompkins County	Core Partner
	Evaluate the potential for the development of new niche agriculinary tourism themes (such as establishing a fiber trail)	STPB
	Collaborate with partners to develop packages that integrate local chefs, farms, and rural lodging	Core Partner
	Explore improvements to the Ithaca Farmers Market to expand lake access and attract customers throughout the year	Local Partner
<i>Arts & Cultural Heritage</i>		
	Identify and leverage collaborative marketing opportunities for cultural organizations	Core Partner
	Provide digital marketing assistance to local cultural organizations	Core Partner
	Capture and distribute media reflecting the range of cultural offerings available in Tompkins County on the CVB website, the annual visitor guide, and other destination promotional material	Core Partner
	Evaluate the feasibility of proposals that integrate natural areas and outdoor performance (i.e. waterfront performance venue)	STPB
	Develop a set of standard metrics for all local cultural organizations, including those affiliated with our higher education institutions, to report to the community on an annual basis (consider using Cultural Data Profile system)	STPB
	Perform a regional assessment of competitive venues and cultural attractions	Core Partner
	Perform an assessment of IthacaEvents.com ability to promote and distribute event information to target audiences	Core Partner
	Develop a clear communication channel for all local cultural events (including those affiliated with our higher education institutions)	Core & H.E. Partners
	Provide current information to hospitality staff and local ambassadors on local artistic & cultural programming	Core & Local
	Support cultural programming and marketing geared toward LGBTQIA+ and other diverse audiences	STPB
	Seek out public relations opportunities to highlight arts and cultural assets in Ithaca	Core Partner

Focus Area	Proposed Action	Proposed Lead(s)
	Develop visitor packages that combine local food and beverage offerings with artistic and cultural experiences	Core and Local
	Evaluate the feasibility of establishing permanent museum exhibits focused on Cornell University and Ithaca College at the Tompkins Center for History & Culture	Core & H.E. Partners
	Engage the County Historian to develop heritage tourism assets available for incorporation into exhibits and tours	Core Partner
	Identify group tour operators willing to include local arts and cultural heritage tourism attractions	Core Partner
<i>Beautification & Placemaking</i>		
	Annually review the planters and public spaces maintained by partner organizations and prioritize locations relevant to visitor experience and established development nodes	Core Partner
	Review and update the Beautification, Signage, and Public Art Strategic Plan	STPB
	Review and document beautification practices in comparable cities and counties to identify best practices	Core Partner
	Engage municipal partners considering modifications to public spaces to ensure that tourism-supportive features are incorporated	Core & Local
	Identify locations where tactical placemaking efforts could enhance visitor experience and engage municipalities regarding implementation	Core & Local
	Support the establishment and maintenance of public art in locations with heavy visitor traffic	Core Partner
	Promote public art installations in Tompkins County	Core Partner
	Support beautification improvements in rural communities	Core Partner
	Advocate for trimming of trees and shrubs that impair views of Cayuga Lake and local waterfalls	STPB
<i>Conferences & Groups</i>		
	Leverage airport connections to grow niche meeting and retreat business	Core Partner
	Build the association market (state, regional and national)	Core Partner
	Host an industry conference to gain exposure to domestic tour companies	Core Partner
	Grow international visitation to Tompkins County	Core Partner
	Leverage regional partners to create fresh tour product to increase overnight trips	Core Partner

Focus Area	Proposed Action	Proposed Lead(s)
	Identify and engage niche group travel opportunities	Core Partner
<i>Diversity & Inclusion</i>		
	Ensure that photography and video used for destination marketing represent our community's diversity	Core Partner
	Support local events that celebrate our diversity through marketing and promotion	Core Partner
	Identify and develop cultural awareness training programs for community ambassadors and hospitality workforce	Core Partner
	Recruit STPB board members from diverse backgrounds	STPB
	Identify accessibility barriers at major visitor attractions and support measures to improve accessibility	TCTP
	Support events and attractions that engage diverse local populations	STPB
	Identify local tourism products which appeal to diverse audiences	Core Partner
	Gather appropriate information about visitor diversity in future Visitor Profile Studies	TCTP
<i>Downtown Ithaca</i>		
	Perform a downtown retail market study	Core Partner
	Explore policies and programs that encourage retail-focused events and unique or experiential retail	Core Partner
	Encourage the addition of banners and flags throughout downtown	Core Partner
	Develop a year-round calendar of tours focused on heritage, food, and culture	Core Partner
	Support City of Ithaca efforts to enhance the visitor experience at downtown parking garages	Core & Local
	Establish consistent wayfinding for pedestrians and motorists throughout downtown Ithaca	Core & Local Partners
	Engage downtown businesses and employees with tourism training opportunities such as Visitor Journey A2D	Core Partner
<i>Festivals</i>		
	Annually evaluate the need to add or replace rental items in the Tompkins Festivals equipment rental program	Core Partner
	Annually review local regulatory issues affecting event organizers	Core & Local Partners
	Provide annual workshops and educational materials for event organizers	Core Partner
<i>Higher Education</i>		

Focus Area	Proposed Action	Proposed Lead(s)
	Integrate campus event calendars with CVB & IthacaEvents.com	Core & H.E. Partners
	Hold quarterly meetings between Cornell University, Ithaca College, TC3, and the CVB to discuss upcoming events and coordinate visitor engagement efforts	Core & H.E. Partners
	Promote CVB resources to on-campus event organizers through on-campus meetings and other communication channels	Core Partner
	Integrate visitor information into on-campus digital signage at high traffic locations	Core & H.E. Partners
	Encourage and incentivize event organizers to align event timing with academic calendars	Core Partner
	Assess current transportation options between campuses and downtown Ithaca and identify potential intervention points that would improve connectivity	TCTP & H.E. Partners
	Identify unique large-scale events that can be hosted on-campus when classes are not in session (such as Science Olympiad)	Core & H.E. Partners
	Review campus tours and student orientation programming to ensure current information about local tourism assets is accurate	Core & H.E. Partners
	Identify off-campus community assets that are linked to higher education institutions to incorporate into tour itineraries	H.E. Partners
	Engage Cornell University, Ithaca College, and TC3 employees with tourism training opportunities such as Visitor Journey A2D	Core & H.E. Partners
	Connect local hospitality staff with on-campus opportunities to learn from faculty and guest lecturers	Core & H.E. Partners
<i>Marketing & Sales</i>		
	Promote Tompkins County as an accessible destination for outdoor recreation	Core Partner
	Promote Ithaca and Tompkins County as a destination that is easy to get to by various modes of transportation	Core Partner
	Promote Tompkins County to targeted and niche audiences such as LGBTQIA+ and agricutinary tourists	Core Partner
	Focus and refine marketing and advertising efforts for higher education-focused visitors.	Core & H.E. Partners
	Build and maintain a library of attractive imagery and video of Tompkins County's tourism assets	Core Partner

Focus Area	Proposed Action	Proposed Lead(s)
	Offer annual marketing workshops and educational resources to local tourism partners.	Core Partner
	Develop cooperative advertising opportunities to help local tourism partners reach out-of-county audiences	Core Partner
	Develop a marketing strategy focused on connecting with repeat visitors	Core Partner
	Identify and engage markets for potential new visitors, including new niche travel segments	Core Partner
<i>Outdoor Recreation</i>		
	Leverage local and regional funding sources to address maintenance needs of recreational trails and other outdoor recreational assets	TCTP
	Engage an external consultant to assess the potential value of the county's outdoor recreational assets (e.g. parks, trails, established events) relative to national trends for future tourism development	Core or Local Partner
	Identify and engage out of region group tour operators who can offer destination biking, hiking, paddling, or other extended outdoor recreation trips in Tompkins County	Core Partner
	Update and implement the Priority Trails Strategy to reflect potential new trail segments and actions for land and water trails	TCTP
	Assess the marketing needs for outdoor recreation tourism and develop a coordinated marketing plan	Core Partner
<i>Planning & Evaluation</i>		
	Establish a line item in the Tourism Program budget to ensure regular funding is available to perform updated market evaluations	TCTP
	Consider appropriate demographic questions to include in future Visitor Profile Studies, especially regarding diversity	TCTP
	Determine annual priorities for evaluation at the first P&E Committee meeting of each year	STPB
	Review proposed local, state, and federal legislation, policies, and programs affecting tourism annually before July; where appropriate, the P&E Committee will recommend board action for advocacy	STPB
	Engage the STPB in education and advocacy efforts focused on local and state government as deemed necessary by the P&E Committee	STPB
	Develop a policy to balance the needs of legacy partners and new partners and offer guidance for organizations seeking Tourism Program support	STPB
	Establish and define key indicators to be included consistently in grant reports to STPB	TCTP
	Establish and distribute guidance on measuring event attendance for partner organizations	TCTP

Focus Area	Proposed Action	Proposed Lead(s)
	Establish guidance on positive environmental practices for tourism partners	STPB
	Provide a progress report on goals in the Strategic Tourism Plan to the STPB every two years	TCTP
<i>Sports</i>		
	Identify and engage sporting event organizers interested in hosting events in Tompkins County	Core Partner
	Evaluate the feasibility and costs of upgrading municipal sports fields to be capable of hosting large events	Local Partners
<i>Transportation & Connectivity</i>		
	Explore and support efforts to establish a downtown Ithaca intermodal transit center	Core or Local Partner
	Evaluate ways to enhance visitor experience at key transportation terminals, including the airport, intercity bus depot, and downtown parking garages	Core or Local Partner
	Support enhanced marketing and visitor experience efforts for the airport following the completion of terminal upgrades.	Core Partner
	Research how mobility as a service options may align with visitor transportation needs	Core or Local Partner
	Evaluate the creation of a fully accessible shuttle service between Cornell University and downtown Ithaca and other destinations	Local Partner
	Create a transportation communication strategy for visitors	Core & Local Partners
	Coordinate with TCAT and partner municipalities to establish remote parking for downtown workers to improve availability of parking for visitors	Core & Local Partners
	Connect existing multi-use trails to improve access to the urban area	Core & Local Partners
	Promote active transportation (walking and biking) as an excellent way to explore downtown Ithaca, college campuses, and gorges.	Core Partner
<i>Visitor Experience</i>		
	Research and deploy integrated communication systems to share up-to-date information with visitors and front-line tourism staff (i.e. SMS or push notifications)	Core Partner

Focus Area	Proposed Action	Proposed Lead(s)
	Evaluate ways to enhance visitor experience at key transportation terminals, including the airport, intercity bus depot, and downtown parking garages	Core & Local Partners
	Refine and expand tourism training programming offered through Visitor Journey A2D	Core Partner
	Research personal concierge service technology systems	Core Partner
	Continue to engage with visitors outside of visitor center facilities	Core Partner
<i>Waterfront</i>		
	Review existing local waterfront plans and identify active development projects	STPB
	Invite development proposal teams to present draft plans to STPB members for consideration of issues that affect visitors	STPB
	Assess waterfront sites appropriate for open space, enhanced public access to Cayuga Lake, trail connections, and other amenities valued by visitors to Tompkins County	TCTP
	Evaluate opportunities to create and expand year-round tourism destinations along the waterfront	STPB
	Support efforts to communicate water quality issues that affect Cayuga Lake to visitors and residents in a timely manner.	Core & Local Partners
	Explore ways to collaboratively promote lake-oriented experiences for visitors.	Core & Local

Focus Proposed Measure Area

<i>Agriculinary</i>
Visitors reporting participation in the following in the VPS:
Visiting area wineries
Exploring the Farmer’s Market
Visiting a local farm or orchard
Visitor spending on dining and craft beverages in the VPS
Participation in local agriculinary conferences, workshops, and networking events
<i>Arts & Cultural Heritage</i>
Cultural events listed on IthacaEvents.com
Ticket sales, total attendance, and out of county visitors to established cultural tourism attractions supported by the Tourism Program
Visitors reporting participation in the following activities in the VPS
Visiting locations on the Discovery Trail
Touring a museum or gallery
Touring a historic site or landmark
Seeing a live performance or concert at a local theatre
Visitor spending on museums, attractions, and other entertainment in the VPS
Visitor agreement with the following statements about our destination in the VPS:
“Offers compelling arts, history, and cultural enrichment”
“Appeals to many different audience groups”
<i>Beautification & Placemaking</i>
Number of plantings maintained by the Beautification program
Visitor agreement with the following statements about our destination in VPS:
“Has a clean, unspoiled environment”
Public art installations supported by the Tourism Program
<i>Conferences & Groups</i>
Meeting, conference, and athletic event leads sent and booked
Group tour and leisure leads sent and booked
Total booked economic impact attributed to CVB meetings and group sales efforts
<i>Diversity & Inclusion</i>
Diversity of responses in VPS
Visitor agreement with the following statements about our destination in the VPS:
“Offers a welcoming environment for visitors”
“Appeals to many different audience groups”
Participation in tourism-oriented cultural awareness training
<i>Downtown Ithaca</i>
Foot traffic as measured by pedestrian counters on the Commons
Visitors reporting a walk on the Ithaca Commons in VPS
Visitor spending on dining and retail in VPS
Develop a year-round calendar of tours focused on heritage, food, and culture
Support City of Ithaca efforts to enhance the visitor experience at downtown parking garages

**Focus Proposed Measure
 Area**

Establish consistent wayfinding for pedestrians and motorists throughout downtown Ithaca
Engage downtown businesses and employees with tourism training opportunities such as Visitor Journey A2D
<i>Festivals</i>
Visitors reporting that they attended a special event or festival in VPS
Total attendance and out of county visitors at major annual events supported by the Tourism Program
Utilization of equipment rental by event organizers
Participation in Tompkins Festivals workshops for event organizers
<i>Higher Education</i>
On-campus events listed on IthacaEvents.com
Visitor attendance at on-campus attractors
Improve performance of transit service between downtown Ithaca and campuses
College related travel purposes reported in VPS
Visitor reported participation in on-campus activities in VPS
<i>Marketing & Sales</i>
Annual VisitIthaca.com website traffic, social media engagement, and media impressions
Percent of travel guides distributed outside of Tompkins County
Percent of visitors using CVB resources for travel planning as reported in VPS
Visitor agreement with the following statements about our destination in VPS:
“Makes it easy to get information about things to do”
“Appeals to many different audience groups”
<i>Outdoor Recreation</i>
Miles of connected, multi-use trails within Tompkins County
Established public access points to Cayuga Lake for swimming and/or boating
Percent of visitors participating in outdoor recreation activities as reported in profile study.
Attendance at state and local parks
<i>Planning & Evaluation</i>
Progress toward overall goals
<i>Sports</i>
Visitors reporting attendance at a sporting event in VPS
<i>Transportation & Connectivity</i>
Improve performance of transit service between downtown Ithaca and campuses
Visitor agreement with the following statements about our destination in profile study:
“Makes it easy to navigate to the different attractions”
“Is easy to get to”
<i>Visitor Experience</i>
Visitor likelihood to return as reported in VPS
Visitor recommendation of our destination for a vacation or getaway as reported in VPS
Visitor agreement with the following statements about our destination in VPS:

Focus Area **Proposed Measure**

	“Offers a welcoming environment for visitors”
	“Makes it easy to get information about things to do”
	Participation in A2D training
	CVB visitor touchpoints at visitor centers, off-site events, online chat, and other methods
<i>Waterfront</i>	
	Established public access points to Cayuga Lake for swimming and/or boating
	Visitors reporting participation in any lake activity in profile study
	Visitor spending on outdoor experiences in profile study