

Finger Lakes Visitors Connection 2013 – 2016 Strategic Plan



March 2013

To: Members of the Tourism Industry and Government Agents and Agencies who believe in and interact with “tourism” ...

The members of the board of Finger Lakes Visitors Connection and the hundreds of people who committed to the development of this strategic plan have an ongoing goal of maximizing the potential of the tourism industry of Ontario County. This document is our roadmap to guide our efforts for the next several years. It is built on the foundation of prior strategic plans, most recently, Strategic Essentials. The proper execution and funding of this plan will enhance and advance our industry in many ways while creating jobs and improving the understanding of the value of tourism in its economic development role.

It is an exciting time for tourism. We’ve seen unprecedented growth and interest in our industry – which signals opportunity and a growing respect as well. This interest has resulted in engagement at unprecedented levels within our government. Public officials recognize the opportunity to capitalize upon tourism as an economic development driver.

We used this opportunity to take a candid look at our region, our product delivery system; we identified our weaknesses and are committed to decisively and strategically attacking them. We also are optimistic by the feedback and have a fresh focus for the future of our industry ... we know we are contemporary, frugal, and fun – and can leverage those strengths into action.

Thank you again to those who participated with us in this great research endeavor. Your partnerships are valued and respected. We look forward to facilitating these new initiatives and representing our great industry in accomplishing our vision.

Mike Roeder, Chairman

Valerie Knoblauch, President

- **VISITORS** - Develop visitor engagement, marketing and sales that grow new friends, customer loyalty, return visitation, and extended stays
- **VISION** – Craft a new vision for tourism, ensuring a clear, consistent message about the economic impact and potential and rewards of investment
- **VOIDS** - Build shoulder season business and fill voids (i.e. Sunday, Monday and Thursday night) – maximizing ROI of resources

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This document and other plans can be found online at www.visitfingerlakes.com

About Finger Lakes Visitors Connection – Ontario County’s Tourism Agency



Ontario County Four Seasons Local Development Corporation was established in 1984 by the Ontario County Board of Supervisors in order to increase the value of the tourism industry and its contributions to the economy of Ontario County – more specifically to create revenues, jobs and payroll growth to enhance economic development. The organization is a private, not-for-profit 501c3, local development corporation.

Today, the company operates under the moniker of Finger Lakes Visitors Connection, Ontario County, NY. (FLVC). FLVC is the official tourism promotion agency for Ontario County. There is a 17 member Board of Directors appointed by the Board of Supervisors. Several ex-officio representatives from the chambers and the colleges also participate in the board. The tourism board, as we are often called, meets regularly to guide the vision for Ontario County tourism. There is a six person staff and many interns are involved. Valerie Knoblauch is the president. Michael Roeder is the Chairman of the board. Here’s a link to our partners portion of our website – detailing our history, activities, staff and Board of Directors. <http://visitfingerlakes.com/partners/about/>

Mission and Vision

Create visitorship and economic vitality by marketing and developing the assets of Ontario County as a premier leisure and meetings destination

Tourism is recognized as an industry that contributes to the economic prosperity of Ontario County by infusing new dollars into our communities, enhancing the quality of life for residents and promoting the natural beauty of our county.

In our 29th year, FLVC is as creatively challenged as its first few years. Why? Because the industry and the marketing of travel have become much more complex and competitive. The traveling public is much more sophisticated. Tactics, audiences, even ROI measures must continually be adapted to measure true success.

Board of Directors and Staff

Officers

Chair - Mike Roeder, Ravenwood Golf Course, Victor
Vice Chair – Mike Kauffman, Eastview, Victor
Vice Chair – Bob Bennett, Holiday Inn Express and Homewood Suites, Victor
Secretary – Suzanne Farley, Artizann’s, Naples.
Treasurer – Frank Riccio, Club 86 Bagels and More, Geneva
Immediate Past Chair – Russ Kenyon, Kenyon and Kenyon

Directors

Mary Luckern, Board of Supervisors, Town of Geneva, Lois Kozlowski, Wizard of Clay; Alexa Gifford, Logical Business Solutions; Carl Carlson, Cheerful Valley Campground; David Linger, Finger Lakes Gifts and Lounge; Jessica Bacher, Hampton Inn, Geneva; Lisa Fitzgerald, Finger Lakes Winery Tours; Dan Fuller, Bristol Mountain Winter Resort; Dick Maltman, retired; John Brahm III, Arbor Hill Grapery; David Hutchings, Sonnenberg Gardens and Mansion.



Staff

From left: David Lee, Visitor Experiences Manager; Laurie Adams, Customer Service; Valerie Knoblauch, President; Sara Paduano, Marketing Manager; Sue Schmidt, Vice President and Sales, Holly Chaapel, Executive Assistant, AJ Shear, Communications Manager. Picture taken 2013 at 25 Gorham Street, Canandaigua, NY.

Partners and our Role

Young Strategies, Inc. executive summary item #6 notes that “partnership among local development groups is essential to success.” FLVC board and staff agrees. It is critical that FLVC have buy-in from other development entities in the region that travel is a critical economic development tool and partnership extends through all programs of work.

Economic Development Partnerships

FLVC must continue to foster a relationship with all businesses in the Ontario County travel industry. Have a seat at the table related to all economic development discussions and ensure that those agencies are out our table too. Destination management and growth requires unique and different skills and it is imperative that training and education in this area be achieved. Critical partners are:

State level economic development

I Love NY and Empire State Development

Regional economic development

NYS Regional Economic Development Council

Rochester Genesee Valley Regional Planning Office

County and City economic development

Ontario County Economic Development

Ontario County Planning

City of Geneva and City of Canandaigua

Chambers of Commerce

Independent developers

All travel related businesses and organizations

Marketing and Sales Partnerships

Cross regional collaboration and cross community collaboration are essential. FLVC should exercise its leadership position in these collaborative efforts. Many of the organization above represent potential marketing partners. Strong relationships can be forged between the following groups.

Finger Lakes Region Tourism Promotion Agencies

Tourism Promotion Agencies across New York State who have similar product development offerings.

About this Plan

This is the fourth strategic plan for Ontario County's tourism industry. The first was called a *Blueprint for Growth* and the most recent was *Strategic Leverage* – running from 2009 – 2012. The status of the industry – the opportunities, the competitive environment, the global nature of the promotion and marketing of tourism has changed significantly.

This plan maps out the strategies and tactics that Finger Lakes Visitors Connection has developed to achieve its mission. It provides a review of our efforts, the programming activities and successes that FLVC has achieved to date and a look ahead at the programmatic activities and consumer marketing plans that FLVC is developing to add and create value for our partners and Ontario County.

This plan is the culmination of work by over 100 individuals who each volunteered their time and brainpower and passion for our area to make this project a success. The document also provides an overview of our plan of work for the next several years.

As with all effective plans, this plan cannot, nor should it be considered a static document. It is intended to be a roadmap providing focus and direction to our strategic development and marketing efforts. It must remain a flexible document to better take advantage of unforeseen opportunities that present themselves or address unanticipated challenges. As we develop additional programs and collaborations with our partners and we measure our success and meet our challenges, this plan will be updated.

Resources

Young Strategies, Inc. Comprehensive segmented lodging market analysis for the Ontario County visitor market.

Smith Travel Research (6year trend report for Ontario County) analysis of market statistics and trends including ADR, RevPAR, Supply & Demand as well as occupancy analysis.

Review by Professional Hospitality Services (Michael Jerome) and FLCC student survey on lodging needs from Spring 2011.

Ontario County Treasurer's Office - Charting and analysis of occupancy tax revenues by zone
Randall Travel Marketing

I Love NY, Tourism Economics - 2012

Genesee Finger Lakes Regional Economic Development Corporation – statistics and planning document

Background Research and Recommendations – Plan Development



Young Strategies, Inc., a Charlotte, NC based destination research and planning firm, conducted scientific research, which strategically analyzed the travel market in Ontario County, New York. The study was commissioned By Finger Lakes Visitors Connection through a competitive Request for Proposal process, after which “Young” was selected.

The process engaged over 100 tourism related business leaders and marketers, the traveling public, meeting and group planners, and elected officials and community leaders. Several stages of involvement occurred:

1. Client Meeting, Destination Review

Site Visit and Meetings – YSI representatives visited Ontario County to tour the area, gain market knowledge first hand and meet key travel industry leader/partners.

2. Lodging Research and Analysis

YSI survey of all lodging properties in the Ontario County market area to determine visitor market segmentation, primary feeder markets, walk-in occupancy, primary drivers of visitation, room nights sold annually, average daily rate, primary visitor activities and other metrics. Smith Travel Research (6-year trend report for Ontario County)- analysis of market statistics and trends including ADR, RevPAR, supply & demand as well as occupancy analysis was reviewed.

3. Visitor Profile Research (online survey)

To document the profile of visitors to Ontario County by segment. Survey request cards collected at Ontario County hotels & attractions Feb. – Aug. 2012.

4. FLVC Inquiry Conversion Survey

Inquiry contacts collected during prior one year period.

5. Meeting Planner Survey (Online survey) and Group Tour Planner Survey (online)

6. Ontario County Community Leader Survey (Online survey):

7. Planning Workshop and Final Strategic Plan

Young Strategies presented the research data and conducted a planning workshop with community leaders and FLVC Board and staff on Wednesday, September 19, 2012. FLVC Board of Directors held discussions and reviews in November and December 2012. A final report with research data, conclusions and recommendations was submitted to FLVC in December 2012. A copy of this report is included online at the FLVC partner site.

8. Board of Directors Review/Staff Refinement

Three board meetings have been dedicated to brainstorming, reviewing and finally approving the Strategic Plan for tourism. This plan's timeline has been established to begin immediately after the approval process. May 1, 2013.

Executive Summary - Overview

1. **Value of Tourism** – Ontario County’s tourism industry ranks third in the Finger Lakes Region (only behind Monroe and Onondaga). Annual sales tax revenue (state and local) is \$23,493,000 According to Tourism Economics a total of 4,289 people work directly in the industry, creating an annual labor income of \$93,068,000.

2. **Key Markets** - The major geographic markets are within a five – six hour drive. Canadian traffic can be upwards of 30% in the winter season. There are higher numbers from Florida and Utah – both having roots here. Our location between New York City and Niagara Falls, the number of Thruway exits and local colleges make us a convenient destination for international travelers to extend their stays in New York. Celebrations of all forms are popular in a heavy VFR (visiting friends and relatives) market. We are well recognized for outdoor recreation (lakes), wine touring and for “just relaxing”.

3. **Trends** - Key trends affecting travel behavior include the economy – especially rising energy costs and low consumer confidence ratings. For marketing, the use of the Internet for travel planning and the uncertain role of social media require extra resources and attention. Inconsistency and instability in I Love NY have been concerns as the state’s tourism promotion has not been competitive. Desire for learning experiences and the need to de-stress create opportunities to match our product with our service with the demand.

4. **Communities** – Ontario County has roughly 900,000 people. It is one of the fastest growing counties in New York. There are two small cities within the county; Geneva and Canandaigua. Much of the county is rural with the dominant physical features being water – five lakes hold a strong appeal for both visitors and residents.

5. **Tourism Products** – Ontario County’s product offerings are particularly strong in the summer with our outdoor recreational offerings. Popular winter activities are downhill skiing and cross country skiing. Trails – particularly wine trails create a framework for tourism year round. Requests for thematic trails and packages have become standard requests. History, museums and arts are year round interests. Shopping – from Eastview to Main Street boutiques is popular. The Finger Lakes area offers many events showcasing specialties in the area.

6. **Weaknesses in Tourism Products** – Weaknesses include a coordinated system of lake, cottage rentals; lack of outdoor outfitters and interpretive guides. Lack of connectivity between communities – and transportation are also mentioned as needing improvement. Lack of lake access is a major concern along with poor quality of lakefront properties. Lack of night time activities is a challenge in satisfying customers. Inconsistent quality of the product offerings is a concern.

7. **Strengths** - Tourism has relied historically on a set of core assets that include the lakes, a distinct four-season climate, and wineries. Location to drive markets is a strength. Another is the respect and appreciation for tourism from both elected officials and residents. This has meant stability in funding, a welcoming attitude by residents, and support for some project development. More improvement could be had, but compared to other counties, Ontario is in good shape.



8. **Weaknesses** – Ontario County is heavily reliant on peak summer visitation. Occupancy needs to be rounded out seasonally, as well as across Sunday, Monday and Thursday nights. A lack of conference center inhibits opportunities in the meetings arena. Undeveloped lakefronts are a concern.

9. **Opportunities** – The interest in buying local and eating local can enhance the culinary and agri-tourism movement. Focusing on complementary products to the wine and grape industry could inspire growth. Proximity and ease of access can open up the more rural areas for exploration. But there must be caution not to lose the “rural” appeal and character of the area. A diversified economy brings in opportunities for businesses travel.

10. **Development Challenges** - Productive and effective partnerships will be needed to develop as a destination. The tourism industry itself should be more involved in destination marketing and management, while the community at large will have to be made more aware of how tourism functions as an economic base sector that builds local wealth. Confusion at the state level between tourism brand regions and economic development regions may leave the more rural areas behind in terms of funding and support versus Rochester and Monroe County.

The Competition/Benchmarks

This chart represents benchmarks, comparative areas that were recommended to look at and compare. There are near and far benchmarks. The desired state is noted in the left hand column center. Each community will be analyzed and followed to see if there are methods, tactics that these communities have been successful in implementing that we could learn from. Additionally, we will look at what we don't want to be like as well. If upon analysis, it's determined to slot out certain towns, we will do that as more information or insight becomes available.

<p>NEAR</p> 	<p>Saratoga</p> <p>NY</p>	<p>Niagara on the Lake</p> <p>VT</p>	<p>Burlington</p> <p>VT</p>	<p>Skaneateles</p> <p>NY</p>	<p>Lake Placid</p> <p>NY</p>
<p>Waterfront Development Unique Sense of Place Lively Downtowns Better dining choices Better lodging choices Transportation Marketing Program Conference/Meeting Space Winter – Skiing/Spring Golf</p>					
<p>FAR</p> 	<p>Port Townsend</p> <p>WA</p>	<p>Kelowna - Okanagan</p> <p>BC</p>	<p>Ashland or Silverton</p> <p>OR</p>	<p>Traverse City</p> <p>MI</p>	<p>Madison Door County</p> <p>WI</p>

Situation Analysis: Understanding Our Customer and Our Product

Finger Lakes Visitors Connection – Ontario County, NY ... the Brand

Many studies often call for an overhaul and refresh of the brand. Ours did not. Over the last few years, FLVC has focused on brand standards and invested in marketing materials and designs which support our brand promise. FLVC has a fully developed brand standards manual – which guides FLVC in its marketing promotions – including its tone and core values of ensuring quality and fun in our presentation. Young Strategies, Inc. notes that “FLVC produces high quality visitor information resources and the research confirms that the current branding is effective and motivational for visitors as demonstrated by the inquiry to visit conversion rate of 62% and high satisfaction rates with the marketing materials. Research shows that current branding is effective and motivational for visitors, but the brand story must continue to be enforced.

Overall Profile of ideal target market

For the leisure traveler:

- Middle aged adults traveling without children have the most disposable income, the most vacation time and the most desire to travel and therefore are a core audience.
- Baby boomers and Gen-X (35 – 65)
- Educated Professionals
- NY, PA, Ohio, Ontario, Canada
- Repeat Visitors are 62%

For the motorcoach traveler:

- Point-of-origin – operators were from many states; PA, MI, ON, MA, NY, VA, IL, IN, NH, OH, RI.
- 85% of respondents have taken a group tour to Ontario County.
- Planning is typically 13-23 months prior to visit (32%), 7-12 months (50%) and 4-6 months (11%).
- Majority of participants – Seniors (65+) and adult groups. Some youth and college.
- Approximately half (52%) listed Ontario County as their primary destination (daytrip) and 19% indicated that Ontario County was a day trip.
- Point of differences in lodging overnights were (in order): Interior corridor - 90.5%; Complimentary continental breakfast - 81.0%; Assistance with luggage - 81.0%; Swimming pool - 71.4%; Walking distance to shopping - 61.9%; Full service restaurant - 57.1%; Complimentary WiFi - 52.4%.

For the meetings market:

- Majority of meeting planners survey respondents were from New York (91%). the other 9% were from Pennsylvania, Ohio, Illinois, and Tennessee.
- Majority of respondents are with an Association (58%), followed by Corporate (21%), and Education (19%) markets
- 51% of the meeting planners have not brought a meeting here
- Average meeting attendance was 86 – 184 with each planner being responsible for between 36 and 96 rooms booked per planner

Niche Interests:

- College affinity groups (parents, students, technical tours)
- Family, reunion
- Weddings
- Outdoor Adventure

Demographics

- Primarily adults-only couples
- Family travel in summer
- Averaging 50 years-of-age
- Well-educated

Geographics

The top points of origin for our leisure markets were:

- 1st Tier: Buffalo, Rochester, New York City , Syracuse and Albany
- 2nd Tier: Toronto, Canada overall, Boston, Mass; Pennsylvania.
- Most markets were within a 4 – 6 hour drive. This is a benefit due to the population

Planning

- 39% are on their first overnight trip to Ontario County; 61% had visited before
- Last minute planning is common among our visitors – 54% book their travel within 30 days of arrival!
- Half of the respondents indicated using a smart-phone device while traveling
- One-third use a tablet while traveling or for pre-trip planning. The laptop is used most often for pre-trip planning.

Our customers’ economic impact

Spending Data	Overnight Trip	Daytrip
How much did your party spend WHILE IN Ontario County? Provide TOTAL costs for your stay, <u>not daily expenditures.</u>	<i>n = 351</i>	<i>n = 98</i>
Lodging	\$430.67	\$0
Food/Meals	\$203.27	\$73.17
Attractions/Events	\$82.46	\$48.54
Shopping	\$132.01	\$74.92
Auto Fuel	\$81.74	\$29.92
Wineries/Breweries	<u>\$114.00</u>	<u>\$69.94</u>
TOTAL	\$1,044.15	\$296.49
Average Length of Stay	2.5 nights	0 nights
AVG. Daily Spend per Travel Party	\$417.66	\$296.49

Psychographics and Interests

In some ways our customers are very similar in their interests, no matter their market segment. They all want shopping experiences, have a knowledge and interest in our winery, culinary and brewery products, and love our lakes. The following chart breaks down the interests by segment.

Lodging Inventory Numbers and Observations

While attractions, lakes, wineries are the key component of travel interests to our area, it is imperative that if money is to be made that the lodging product is productive. Here is a snapshot of our product, which shows a slightly aging product that we have to ensure is up-to-speed and competitive in hosting visitors.



Hotel/motel properties account for 91.3% of the Ontario County lodging inventory. Bed & Breakfast inns account for the remaining 8.7%. Ontario County currently has 28 *hotel/motel properties* (1,540 rooms) and 36 *Bed & Breakfast Inns* (146 rooms) actively collecting the local lodging tax year-round.

Age of the properties in Ontario County

Prior to 1980: 33.1% 1980's: 5.3% 1990's: 27.3% 2000's: 34.4%

Ontario County has a handful of privately held campgrounds. Canandaigua KOA in Farmington; Cheerful Valley Campground in Phelps; Bristol Woodlands in Bristol; Camp in the Woods in Gorham. Additionally, there are cabins and camping at Onanda Park on Canandaigua Lake and Ontario County Park in Bristol Center, near Naples.

Campground Inventory:

Number of campgrounds: 7; number of campsites 508; number of cabin rentals: 16

Occupancy Trends

The data reveals that December and January are typically the slowest months of the year. Highest occupancy is in the summer month of August, followed closely by July. Late spring and early fall are also strong months for Ontario County lodging occupancy. Rates fluctuate with the seasons.

		YE 2012	YE 2011	YE 2010
Occupancy	November - April	44.52%	42.13%	40.08%
	May - October	69.80%	68.45%	70.03%
ADR	November - April	\$85.80	\$82.80	\$79.43
	May - October	\$99.20	\$112.03	\$92.45
Rev. Par	November - April	\$37.50	\$35.00	\$32.37
	May - October	\$63.00	\$67.40	\$65.31
Opportunity Gap – Occ. %	November – April Vs. May – October	25.28% (point) 1.04 improvement Y-o-Y 4.67 Cumulative	26.32% (point) 3.63 Improvement Y-o-Y 3.63 Cumulative	29.95% (point) Baseline
	November – April Vs. May – October	\$13.40	\$29.23	\$13.02
Opportunity Gap – ADR - \$	*Potential Impact of full houses	\$1,031,832 six mos.		
Opportunity Gap – \$ Rev Par	November – April Vs. May – October	\$31.50	\$32.40	\$32.94
*1686 Rooms available with 25.28% of Occupancy Gap Potential multiplied by the ADR Gap of \$13.40 and \$31.50 Rev. Par Gap				

There is a 25.28% gap in occupancy between November-April versus May-October. Similarly, the average daily rate dips nearly \$15 per night during November – April. If FLVC is successful in its endeavors to close this gap, revenues of over \$1,000,000 could be gained. A more modest approach of 3% improvement would result in revenues of \$343,944 annually.

Smith Travel Research (STR) records the average occupancy by day of the week from the Ontario County, New York properties that report to STR. This chart shows the low rates of occupancy on Sunday, Monday and Thursday nights.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Aug 09 – Jul 10	36.9	49.0	55.4	55.3	51.3	59.3	66.2
Aug 10 – Jul 11	39.3	49.8	56.3	57.5	52.0	61.9	67.6
Aug 11 – Jul 12	39.3	51.1	58.3	58.0	53.8	65.8	72.2
Total 3 year	38.5	49.9	56.6	56.9	52.3	62.3	68.6

Visitors Product Choices

Bottom line is that our visitors want water – access to it and to become engaged in it.

Visitors also have gained considerably in the knowledge of the Finger Lakes as a wine destination.

Visitors were asked in the Young Strategies, Inc. surveys what products would interest them if they were offered in Ontario County. These are listed in the chart below by market segment. This chart will guide us in interest in our top products for development.



Our Product

Diversity is our strength and our challenge. Ontario County has a little bit of almost everything there is to offer in the Finger Lakes. This makes its audience very diverse and the use of the products diverse as well. Additionally, seasonal uses change. Here are the top product requests for Ontario County

Top Visitor Requests for Happiness!

- #1 Lakes**
Ontario County: home to 5 of the 11 Finger Lakes! Swim, fish, kayak and more on Canadice, Hemlock, Honeoye, Canandaigua, or Seneca Lakes!
- #2 Wineries/Wine Trails/Breweries**
Canandaigua and Seneca Lake Wine Trails - some of the region's most unique wineries and hippest breweries!
- #3 Places to relax ~ travel therapy**
Spas, lakeside retreats, and more – ahhh, relax!
- #4 Hiking & Biking Routes**
Especially our lake routes and waterfalls!
- #5 Bristol Mountain**
1200' vertical rise – highest between Adirondacks & Rockies!
- #6 Naples Grape Festival**
Who has the best grape pie?
- #7 NYWCC & culinary activities**
Feel like a chef - and eat like royalty!
- #8 Events & Concerts**
From festivals to CMAC - so little time, so much to do...
- #9 Shopping for local products**
Unique gifts, from pottery to oils and scarves to chocolate!
- #10 Driving ideas/ maps**
Bring along your camera to capture the great views!
- #11 Historic Places**
History buffs, get ready!
- #12 Places to stay**
Room with a view? Yep, we've got those!

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Chart #1. Current Strengths/Interests/Uses/Familiarity by Segment

Identifies strengths, interests, uses, familiarity of our product. What do these groups see as our strengths? An advantage of knowing this is that if these people like these things – there is high potential that additional consumers will also like these things – and come for them.

	Leisure Visitors	Inquirers	Meetings	Motorcoach Group	Civic Leaders (#) Residents (X)
Satisfaction Rating	4.58/5	4.41/5	3.46/5	3.9/5	N/A
FLVC Staff/Materials			4.10/5	4.15/5	N/A
Shopping	X	X	X	#5	X
Dining	-	-	X	-	#5
Winery/Brewery/Culinary	X	X	X	#3	#1 and X
Driving/Sightseeing	X	X	X	-	X
Walking Downtown	X	X	-	-	-
Visiting park (outdoor act)	X	X	-	-	#4 and X
Sleep late take nap (relax)	X	-	-	-	-
Visit Historic Site/Museum	X	-	X	#1	-
NYWCC	-	X	X	#2	-
Boat Cruises	-	X	X	#3	-
Public Safety	-	-	X	X	#2
Festival and Events	X	-	-	-	#3 and X
Lake Activities	X	X	-	-	X
Unique Dining	X	X	-	-	-
Snow Activity (Bristol Mt.)	-	X	X	-	X
Visit Friends and Relatives	X	-	-	-	X
Gaming Horseracing	-	-	X	-	-
Sonnenberg Gardens	-	-	X	#6	-

Top products and interest areas are those that have five X's across them and/or have similar offerings:

- Shopping
- Winery/Brewery/Culinary
- Driving Sightseeing
- Boat Cruises and Lakes

Three specific attractions were mentioned frequently:

- Bristol Mountain
- Sonnenberg Gardens
- New York Wine and Culinary Center

Chart #2. Desired New Experiences or Areas of Improvements

Identifies our product opportunities as seen through the eyes of current “users”. This chart addresses the question, “what would you like to do “IF” it were available here?”

	Leisure Visitors	Inquirers	Meetings	Motorcoach	Civic Leaders
Lakeside Dining	X	X	X	X	X
Lakefront Hotel	X	X	X	X	X
Cheese Shops	X	X	X	-	-
Artisan Galleries	X	-	X	-	-
Access to lakes	X	X	-	-	X
Unique Locally made items	X	X	X	-	-
Transportation (trolley service)	-	X	X	X	X
Nighttime activities	-	-	X	-	X
Farming related tours/events	-	-	-	X	-
Behind the Scenes tours	-	-	-	X	-
Hands-on Activities	-	-	-	X	-
Upscale Lodge with Spa	X	-	X	-	-
Outdoor Outfitter	X	X	-	-	-

This chart indicates that these products would be most desired across all segments

1. Lakeside Dining
2. Lakefront Hotel

Leisure visitors favored outdoor activities and lake access as needed additions.

Transportation was a key product in every group except for leisure travelers (who undoubtedly did not report this because they would have been here in their own car.)



The Challenges – and the Opportunities

External Challenges

While the economy has improved since 2009, it has been a slow improvement – forcing the tourism industry to conserve in its marketing and product development endeavors. One impactful factor that continues to fluctuate is the price of gasoline. Given that 92% of our visitors arrive by automobile – and an automobile is essential for a comprehensive seamless visiting experience, this remains one of the biggest concerns. Below is a chart of other notable external challenges brought forth from our study and the marketing opportunity that we have associated with that, followed by the program mapped out to address the challenge.

Challenge (s) External	Marketing Opportunity/Strength	Comment/Program
Overall pessimistic consumer attitude	Promote Happiness Simplistic touring Safety – Play off our high ratings Promote the health benefits of Travel Engage in storytelling Finger Lakes people are always rated as friendly and welcoming – capitalize on this.	FLX# Happiness program Capitalize on Travel Effects from U.S. Travel Nature’s Health Club Pets – people love them – pet friendly = people friendly and happiness. Profile our people
Price of Gas Perceptions of area as “far away” because of a city mentality	Proximity marketing – how many things can you do to in a short distance from one another Population within our drive time is huge! 10 minutes of driving will get you how far out here – versus in a city Organize “activities” to make the consumer understand their connectivity Visitor experience training Promote access: Four thruway exits, air proximity and choice.	Develop content (gas busters, concept) Include price of gas in promotions (free mulligan for your drive) Graphics to support – time value! Maximize trails concept Utilize itineraries and maps
Struggling Economy	Promote price value of products Point out the “free things” to do Focus on quality, authenticity, integrity Value and reward service	Promote buy local - Culinary Tourism Package the products Nature’s Health Club Visitor Experience Focus

Challenge (s) External	Marketing Opportunity/Strength	Comment/Program
<p>Competition and investments – Currently Ontario Co’s tourism economy is third largest in the region. But has stiff competition from growing markets</p> <p>Everybody has “wineries” now.</p>	<p>Stay focused on product development opportunity – especially small business oppty.</p> <p>- Focus on the “supporting” products for our strengths (cheese trails, cideries, etc.)</p> <p>Be attentive to policy and regulation</p> <p>Have strong connections with different levels of economic development officials</p> <p>Regional Economic Development involvement leads to knowledge regarding competitive tourism marketing funds</p> <p>Maintain focus on our true distinctiveness – NYWCC Bristol Mountain Food Innovation – (grape varieties, etc.) Grape Pie</p> <p>*Brand identity is strong – consistent and quality, stick with it.</p>	<p>Develop ambassadors for tourism</p> <p>Seek grants</p> <p>Seek cooperative partnerships to extend dollars Engage non traditional partner in an annual program</p> <p>Benchmark best practices – competitive set</p> <p>Engage in legislative and regulatory process</p> <p>Continue to produce high quality, consistently branded pieces and web presence.</p>
<p>Confusing and shift structure for the promotion of tourism – I Love NY, Governor’s initiatives, lack of planning, etc.</p>	<p>Engage in councils, task forces, etc.</p> <p>Network</p> <p>Education</p>	<p>Set up an opportunity fund to be prepared to seize marketing opportunities</p> <p>Leverage interests and expertise of the industry</p>
<p>Time and information overload</p>	<p>Results in shortened planning time – and need for last minute assistance</p> <p>Need for timely, relevant information</p> <p>Use a balance of people and technology</p> <p>Website – user interface attentiveness</p>	<p>Use info-graphics to convey message</p> <p>Have quality “ground game tools” – mobile site, QR codes</p> <p>Maximize presence on Google places, GPS and Garmin</p>

Internal Challenges – and the Opportunities

Challenge(s) Internal	Result	Comment/Program
Inconsistency of product offerings – From Hill Cumorah to ? Downtowns are inconsistent Lakefronts – should be the positives but are the negatives	Causing confusion in consumer expectation Causing bad word-of-mouth some places do not know if they are in the tourism business or the resident business –	Training and benchmarks Education Site Visits and understanding, ongoing consumer feedback system Bring opportunity to the table of development discussions on our lakefronts
Lack of conference meeting space Poor view of product for meetings – even though sales efforts are strong	Not enough room? We can't host it? Not technologically equipped? We can't host it?	Input through the Ontario County Planning Board and Geneva and Canandaigua (other) Economic Development Plans
Off season, shoulder season product offerings Weather Proof options	Product development	Reposition “the positives” of the weather.
Sunday, Monday – Not open for business Evening entertainment	Determine objections; overcome objections Reward businesses who stay open by promoting them strongly	Packaging Employee Cooperative concept Social media
Lack of lodging across the county – matching where the visitors are i.e. Clifton Springs and Naples	Product development; economic development	Study – task force
Competition for Talent, Involvement	People remain the basis of our industry. We need high quality people for the future of our industry Build and engage a strong board and network	Work with interns Work with programs which tie to our industry. FLVC University Board development plan Staff ongoing training
Lack of Coordination among communities;	Event Coordination not Government inconsistencies Lack of development	Niche market publications crossing communities Hotel Sales Team



The Plan for Tourism – 2013 – 2016



Mission: Create visitorship and economic vitality by marketing and developing the assets of Ontario County as a premier leisure and meetings destination.

Vision: Tourism is recognized as an industry that contributes to the economic prosperity of Ontario County by infusing new dollars into our communities, enhancing the quality of life for residents and promoting the natural beauty of our county.

Strategic Focus:

- **VISITORS** - Develop visitor engagement, marketing and sales that grow new friends, customer loyalty, return visitation, and extended stays
- **VISION** – Craft a new vision for tourism, ensuring a clear, consistent message about the economic impact and potential and rewards of investment
- **VOIDS** - Build shoulder season business and fill voids (i.e. Sunday, Monday and Thursday night) – maximizing ROI of resources

Goal #1. Grow a year round destination

Strategic Belief: Over-promoting the peak summer season is not effective once Ontario County reaches peak occupancy, therefore we need to create a 12 month, 365 day strategy to develop smart growth through steady year round visitation.

- Objective: 1a: Develop slower visitation periods such as winter
- Objective: 1b: Develop shoulder season business
- Objective: 1c: Host meetings and groups during off peak periods

Goal #2. Leadership and Destination Management

Strategic belief: Ontario County is made up of several strong communities, which together can be a powerful force for increasing the impact of tourism. FLVC can act as a facilitator in bringing those communities together.

- Objective 2d: Bring communities together in cooperative marketing programs
- Objective 2e: Leverage the power of trails to criss-cross communities
- Objective 2f: Invest in education and pay it forward

Goal #3 Return on Marketing Investments ROI

Strategic Belief: tapping into niche markets and focusing on our research identified core demographics provides great opportunity for growth in new visitation.

Strategic Belief: The brand is strong and to remain strong – the online and digital content must be fresh and continually feature new reasons for repeat visitors to return to Ontario County. It also must allow good planning tools.

- Objective 3g: Niche market potential aligned with time of needs: Sunday, Monday and Thursday
- Objective 3h: Extend the message by contacting more qualified consumers

Goal #4 Visitor Engagement

Strategic Belief: Efforts should be focused on driving longer lengths of stay that cover our lowest occupancy nights, including Sundays, Mondays, and Thursdays. Increased visitor engagement will result in higher trip satisfaction and spending, return visitation, loyalty and extended stays.

Strategic Belief: Current branding is effective and motivational for visitors, but the brand story must continue to be enforced, and must extend beyond our current base of qualified customers.

- Objective 4i: Drive longer length stays
- Objective 4j: Drive return visitation
- Objective 4k: Engage Visitors more deeply in the brand story

Goal #5 New Vision

Strategic Belief: Ontario County is a mature destination with incredible scenic beauty, lovely historic communities, excellent visitor amenities and activities. Many destinations envy Ontario County. However a new vision must be developed to ensure that Ontario County's product not become dated and lose appeal.

- Objective 5l: Develop a vision for the Destination 2020
- Objective 5m: Enhance transportation systems
- Objective 5n: Improve wayfinding

Goal #6 Tourism is Economic Development

Strategic Belief: Travel promotion IS economic development for Ontario County, and growth in the area as a year-round destination will drive higher spending and growth in full-time jobs in the travel industry. FLVC can contribute to these conversations and plans.

Strategic Belief: By acknowledging and communicating the impact of travel there will be a better understanding of our industry as an economic development engine

- Objective 6o: Participate at the economic development table
- Objective 6p: Provide information and educate/arm elected officials to carry our message of economic development and travel benefits

BOARD METRICS – WHAT DOES SUCCESS LOOK LIKE

Performance Area	Goal		2013 Number	2016 Goal
Visitorship	Increase occupancy between November 1, 2013 and April 30, 2014 by 2%	STR Report		
	Build Friendbase by 10% and engage visitors in the brand so they can retell the story – measured by interactions increase of 10% – social and PR.	FLVC database and stats		
	Increase meetings (weekdays - year round) and 24/7 Shoulder season (May) and (September, October, November) by 5% over base number.	Base inventory for May 2013 September, October, November 2012		
Economic Vitality	Increase sales tax revenue associated with tourism by 3% over 2012 numbers.	Tourism Economics Potential read from alignment with occupancy tax to sales tax ratios.		
	Foster development of tourism product and inventory by developing, publicizing top product list. Advocate for products and programs which fill identified voids in assets to fulfill premier destination status.	Top Product List One new product developed, supported, etc.		
Board/Org Stewardship	Ensure compliance and fiscal responsibility for assets of corporation by 100% conformance with PAAA	Audit		

Key Outcomes and Performance Measures: VISITORS



VISITORS: Key Measurements:

Develop visitor engagement, marketing and sales that grow new friends, customer loyalty, return visitation, and extended stays

Background: While the consumer contact database has grown for FLVC it is far from being maximized. FLVC has facebook fans, consumer news subscribers, twitter followers, and motorcoach and meeting contacts. Young noted that our conversion statistics are high, we need to outreach to extend these audiences.

Key Activities: Over the next three years we will develop a CRM program that will increase our understanding of these consumer segments and ensure that we focus on core target markets. What type of content do they prefer? How do they prefer to get it? We need to increase consumer engagement both in terms of quantity and depth.

Communication, communication, communication

Return visitation, extended stay and consumer engagement in the story/experience

Optimize content deliver – Surprise the customer and make them happy with our relationship

Track and grow collaborative efforts – make better programmatic decisions for advertising, etc.

Visitor Services: Develop new opportunities for engagement from inquiry to post-trip

Key Performance Metric:

Increase occupancy between November and April by 2% annually

Build friendbase by 10% (or given number) and engage visitors in the brand so they can retell the story – measured by interactions increase of 10% through social and PR activities

Key Outcomes and Performance Measures: VOIDS



VOIDS: Craft a new vision for tourism, ensuring a clear, consistent message about the economic impact and potential and rewards of investment. Shoulder season development; Sunday, Monday and Thursday development, evening entertainment, transportation.

Background: FLVC research has consistently confirmed that the best target markets with room for growth in new visitation are within a six hour drive; Middle aged adults traveling without children have the most disposable income, the most vacation time and the most desire to travel. We need to get these people to travel to our destination during our void periods.

Description: FLVC will focus its marketing messages on the core demographic audience and match the product interest to the messaging to lure that group in. It is imperative that partnerships be maximized. Additionally, with more demand, we will ramp up the room rate, and the RevPar number.

Key Activities:

- Industry training and visitor services enhancements
- Grow engagement of businesses in promotions and partnerships
- Signage and Transportation

Key Performance Metric:

- Advocate for products and programs which fill voids in assets to fulfill premier destination status
- Increase meetings (weekdays – year round) and 24/7 Shoulder season (May) and (September, October, November) by 5% over base number.

Key Outcomes and Performance Measures: VISION



VISION: Destination vision is mapped, communicated and achieved. Tourism is recognized for its economic development impact. Cross-county community engagement is achieved, strengthening product development and visitation.

Background: FLVC is a research based destination marketing organization. Traveler research guides all decisions and programs. Partnerships need to be maximized. Our communities will realize win-win opportunities by cross promotion and development of key assets.

Description: Over the next three years. Annual reports ... focused on key data will be proactively reported. These reports will be supported with intermittent messages tied in to the economic development goals and activities – as well as U.S. Travel, Travel Effects Campaign.

Key Activities:

- Monitor and impact supply and demand, particularly in the lodging segment
- Be more closely in tune to lodging segmentation
- Benefit from information achieved from conversion studies

Key Performance Metric:

- Increase sales tax revenue associated with tourism by 3% over 2012 numbers.
- Foster development of tourism product and inventory by developing and publicizing top product list
- Ensure compliance and fiscal responsibility for assets of corporation by 100% PAAA conformance

Strategies and Tactics Overview

Marketing

- Fully Implement Travel Happiness Project – using all tools of marketing, including print
- Build digital versions of print publications; online media to complement all programs; maximize SEO. Social media is balanced and leveraged across platforms.
- Third Party Seeding
- Marketing Partnerships, consumer travel and trade shows
- Develop and leverage video and photo resources for marketing and education

Sales

- Prospecting plan for sales pipeline focusing on these areas: Work the plan.
- Partnerships developed to complement sales efforts, not to reposition workload to FLVC
- Trade publications/PR/subscriptions and listings maximized to get more listings, itineraries, business contacts and sales
- Service guidelines, menu plan developed for meetings services

Visitor Engagement

- Customer understanding and engagement; develop loyalty
- Creative packaging
- Fulfillment and brochure distribution
- Wayfinding and idea generation for visitors
- Frontline tools and hospitality and service training - ensure the ground game is in order



Communications and Public Relations

- Grow our friend base and our partnership base
- Develop a content, content, content – create efficiencies in multi-purposing
- Actively engage in creative media relations - Nature's Health Club, Food Revolution, and guerilla marketing tactics based on trend development, relationships with all types of media; leveraging various associations tools, i.e US Travel – Travel Effects.
- Promote the business and economics of travel and tourism

Destination Leadership

- Leverage our information, experience and resources for growth – product and markets
- New vision for destination and new experiences – achieved through participation and evaluation of benchmark set
- Capitalize on our outdoor assets – especially to enhance off season visitation
- Leverage businesses to buy local promote business to business buying (sustainable tourism)
- Government and Community Relations - *position FLVC with key, consistent metrics, such as “Sales Tax Generators, Inc.”*

Marketing Themes

Happiness Project --- deals, proximity, fun, fitness, packages, great service		
<p>Happiness Project</p> 	<p>Supports wellness relaxation initiatives</p> <p>Supports Travel effects stress relief</p> <p>It's what people want from a vacation Advantage – anyone can do it.</p>	<p>Tie in with artistic world and assets</p> <p>Frontline Fam Tours</p> <p>Visitor Experience Training</p>
<p>Culinary Tourism</p> 	<p>Supports buy-local</p> <p>Product availability</p> <p>Competitive Advantage: NYWCC</p> <p>Unique advantages of Canandaigua Wine Trail (Vergennes, grape pie)</p>	<p>Program: Food Revolution - Culinary Theme – Build to a Foodie Destination</p> <p>Leverage the Canandaigua Wine Trail partnership to create unique and authentic culinary experiences – such as Ice Wine, Vergennes and heritage grapes and wine</p> <p>Culinary Trail – engaging an authentic culinary experience showcasing the variety of resources, including white corn and grape pie</p> <p>“Made in Ontario County showcase”</p> <p>Seek duty free store for Market NY; Taste NY program</p> <p>Capitalize and market our area as a Food Innovation</p>

Happiness Project --- Marketing Messaging

<p>Outdoor Recreation</p> 	<p>Hiking and Biking</p> <p>Off Season Golf</p> <p>Competitions and Tournaments</p> <p>Competitive Advantage: Bristol Mountain</p>	<p>Program: Natures Health Club</p> <p>Free Mulligans for Your Drive</p> <p>Skiing and Packages</p> <p>Winter Recreation</p>
<p>Winter and Canadians</p> 	<p>Love shopping</p> <p>Weatherproof to a degree for driving destination</p>	<p>Canadian Market Visitation</p> <p>Fall Shopping for your Holidays</p> <p>Canadian Spring Break</p>
<p>Meetings/Groups</p> 	<p>Reunions and Celebrations</p> <p>Small Meetings – off season</p>	<p>Winter and Offseason Specialties</p> <p>Christkindl and other seasonal</p> <p>Christmas on Us – Packages for Niche Groups</p>
<p>Visitor Experience</p> 	<p>Positive experience fosters return visitation and longer length stays</p> <p>Drive Market is close – many visitors to reach</p> <p>Opportunity for more markets</p> <p>Reinforced with Safety initiatives</p> <p>Four Diamond Properties</p>	<p>Partnership programs</p> <p>Educational Training Programs</p> <p>Proximity promotions</p>

Marketing



FLVC and Naked Dove teamed up to supply a bit of brew for the CBS Early Show's ultimate Tailgate Party.

M-01. Strategy: Fully Implement Travel Happiness Project

M-02. Strategy: Online marketing: build traffic increase rankings; drive visitor requests

M-03 Strategy: Third Party Seeding – Digital Connections

M-04 Social Media

M-05 Collateral

M-06 Cooperative Advertising and Marketing

M-07 Advertising

M-08 Video and Photo Resources

M-09 Consumer and Travel Trade Shows

M-10 Research and Reporting Programmatic ROI

MAY 2013	JUNE 2013	JULY 2013	AUGUST 2013
<p>Happiness Project microsite built by 5/31 Introduce #FLXHappiness challenge social campaign by 5/31 Digital visitors guide released TripAdvisor renewal FingerLakesTrails.com built Oprah ad runs Taste the Life series completed by 5/31 Marketing partnership programs designed Comments added to Insiders Diaries</p>	<p>Instagram account built Analytics dashboard in place Print piece on fall trails created SEO plan in place by 6/15; begin execution First Google for Non-profits YouTube Campaign put in place by 6/30 Plan for overview video in place Hold cross-community roundtable on social media</p>	<p>Happiness Guide v.2 printed Industry report on Google Places to better wayfinding; “help plan” put in place Happiness cross-community trail (1)</p>	<p>Fall Foodspotting guide released by 8/31 (1) Have partnerships with area colleges solidified by 8/1 with focus on shoulder seasons and winter</p>
SEPT. 2013	OCT. 2013	NOV. 2013	DEC. 2013
<p>Marketing Day 9/12/13 Marketing partnerships released Expansion of mobile site complete (w/ buy-in opps) Happiness Storytelling campaign implemented</p>	<p>Get married!!! Happiness cross-community trail (2) Winter FB Campaign put in place for Nov. launch (1)</p>	<p>Winter Foodspotting guide released by 11/1 (2) Attend SoMeT13</p>	

JAN. 2014	FEB. 2014	MARCH 2014	APRIL 2014
<p>New print piece on spring and fall golf created Happiness cross-community trail (3)</p>	<p>Spring FB Campaign put in place for Nov. launch (2)</p>	<p>Spring Foodspotting guide released by 3/15 (3)</p>	<p>Digital distribution of visitors guide on at least 3 channels implemented 3 new seeding opportunities identified and taken advantage of 2 new, unique partnerships identified and either planned or implemented 2 FB campaigns run focused on shoulder</p>

FLVC Strategic Plan – 2013 - 2016

Vision, Visitors, Voids

			season/winter AAA cooperative complete
MAY 2014	JUNE 2014	JULY 2014	AUGUST 2014
Partner packages developed for Marketing Day 2014	Video streamed/implemented on at least 3 new channels by 6/30 Overview video show in at least 3 different places		
SEPT. 2014	OCT. 2014	NOV. 2014	DEC. 2014
Marketing Day			

May 2015 – Partner packages developed for Marketing Day 2015
 September 2015 – Marketing Day

M-01. Strategy: Fully Implement Travel Happiness Project

- Tactic: FingerLakesHappiness.com launched according to brand standards by May, 2013
- Tactic: #FLXHappiness Challenge social media campaign implemented by May, 2013
- Tactic: Create at least three press releases related to Happiness Project
- Tactic: Engage partners to get at least 3 ideas focused on slow nights and shoulder seasons
- Tactic: Develop consistent messaging plan for officials; Val's resolution adopted and presented at county level
- Tactic: Evenly balance seasons in Happiness Challenge and overall campaign

M-02. Strategy: Online marketing: build traffic increase rankings; drive visitor requests

- Tactic: Build digital versions of print publications with trackability and set benchmarks for increased online distribution by 5/31/13
- Tactic: Digitally distribute our visitors guide and other print publications on at least 3 channels by April, 2014
- Tactic: Create 3 effective landing pages to support programs (ex: college partnerships)
- Tactic: Create and execute a plan for SEO by 6/30/13 to increase web traffic by 3% y – o – y
- Tactic: Develop trails microsite by June, 2013
- Tactic: Create comprehensive analytics dashboard and reports to aid in web modifications and messaging

M-03 Strategy: Third Party Seeding – Digital Connections

- Tactic: Create a report of industry involvement on Google Places and then educate those in need by July, 2013
- Tactic: Identify 3 new seeding opportunities by April, 2014
- Tactic: Continue maintaining current 3rd- party sites (I <3 NY, Ontario County etc.) on a month-to-month basis
- Tactic: Support and visit FLVC-connected sites monthly (Surprises, Ag, Trails, etc.)
- Tactic: Check domain renewal monthly
- Tactic: Strategically secure new domains as needed and within budget
- Tactic: Identify 2 new, unique partnerships by 4/30/14

M-04 Social Media

- Tactic: Learn how to build better Facebook tabs by end of March, 2013
- Tactic: Run at least 2 FB campaigns by April, 2014 focused on shoulder seasons and content development, integrating other channels as applicable
- Tactic: Build at least 3 Foodspotting guides and accompany with press releases
- Tactic: Build an Instagram account by June, 2013, and engage at least 100 followers in the first six months
- Tactic: Maintain TripAdvisor updates and check in to forums weekly to generate inquiries
- Tactic: Utilize Google for Nonprofits YouTube Campaigns to increase subscribers and video views by 5% each – first campaign by 6/30/13
- Tactic: Integrate comments into Insiders Diaries and promote interaction by end of May 2013
- Tactic: Hold cross-community roundtable on social media by end of June 2013

M-05 Collateral

- Tactic: Produce Happiness Project Guide v. 2.0 with focus on shoulder seasons by July, 2013
- Tactic: Build digital versions of guides with trackability to set benchmarks for increased online distribution
- Tactic: Create at least 2 new print pieces per year with focus on micro: niches (spring golf, i.e.) or trails (fall foliage or small treasures, i.e.)
- Tactic: Have a fully developed and implemented distribution plan, including but not limited to travel and trade shows, etc.

M-06 Cooperative Advertising and Marketing Partnerships

- Tactic: Participate in at least one joint media buy with planned follow up per year
- Tactic: Identify at least one cooperative opportunity with AAA by April, 2014
- Tactic: Participate in at least five regional endeavors per calendar year
 - 5 and 20; Surprises; Trails, other
- Tactic: Partner with I <3 NY to promote off-season ideas

M-07 Advertising

- Tactic: Identify at least 2 individual advertising opportunities specific to FLVC goals per year
- Tactic: Maintain current television exposure via WeatherBug

M-08 Video and Photo Resources

- Tactic: Create and execute a plan for an Ontario County overview video and show in at least 3 different places by June, 2014 (plan by June, 2013)
- Tactic: Utilize YouTube Campaigns to increase subscribers and video views by 3% each
- Tactic: Identify and participate in at least one new channel with existing video assets
- Tactic: Create at least one campaign based on snackable, unpolished content as part of the Happiness Project (storytelling)
- Tactic: Identify and fill gaps in photo library with focus on travel guide and collateral content

M-09 Consumer and Travel Trade Shows

- Tactic: Targeted literature
- Tactic: Cooperative Shows maximized
- Tactic: Toronto Ski and Snowboard Show
- Tactic: Ensure displays are appropriate and effectively used
- Tactic: Support camping, golf, and other shows with displays

M-10 Research and Reporting Programmatic ROI

- Tactic: Create comprehensive analytics dashboard and reports to aid in web modifications and messaging
- Tactic: Design each marketing program with specific ROI in mind
- Tactic: Create comprehensive analytics dashboard and reports to aid in web modifications and messaging

Sales – Meetings and Conferences



Meetings and Conferences

Young Strategies, Inc. surveyed group tour and meeting planners regarding their potential to hold meetings here, their knowledge of the product, and their observations of our potential as a meeting destination. Here are some interesting facts on which to build from the Young Strategies.

“Ontario County earned lower than desired ratings on a five point scale where typically anything below 4.0 requires attention: Quality of Lodging – 3.71%; Quality of meeting venues – 3.71%; Restaurants that appeal – 3.63%; and Lodging value compared to cost – 3.54%.”

Potential remains high with 87% very likely or maybe would hold a meeting here. Those that held meetings were slightly more likely to hold them again.

FLVC was rated highly on service with three categories earning 4.0% or higher: CVB staff assistance – 4.31%; online presence – 4.08%; and printed materials – 4.0%.

Sales – Groups, Motorcoach and Niche



FLVC has a long standing membership in the American Bus Association and has been an active participant in their offerings. Notable statistics about group business from the Young Strategies, Inc. survey was that 50% of our groups are planning 7 – 12 months out – a bit shorter than other destinations.

Ontario County's attractions were rated highly with a 4.26 score. Quality of lodging for this group also ranked highly at 4.11. Lower than 4.0 scores were achieved in dining options (3.89); proximity of lodging (3.88); and parking and services for motorcoach. Service issues were also identified with this group.

Popular attractions were Museum and Historic Sites (80.8%); NY Wine and Culinary Center (73.1%); Wineries/Wine Trails and Boat Cruises both at – 69.2%.

In order for Ontario County to seize this opportunity and grow this market, the budget and sales efforts must be refined and focused on need periods of low lodging occupancy. For instance, there must be themed itinerary development; Spring and Autumn (except October) promotions; added value, and creative packages developed. Cooperative programs are imperative in this market.

Sales – Meetings

Strategic Belief: Meetings and conferences can help fill the shoulder season voids; and mid-week lower occupancy.

MG – 01. Strategy: Direct Sales for Meetings

MG – 02. Strategy: Partnerships: Leverage local connections and industry team

MG – 03. Strategy: Trade Publications/PR/Subscriptions and Listings Maximized

MG – 04. Strategy: Service Guidelines Developed

MG – 05. Strategy: New Media Marketing

MG – 06. Strategy: Research and Reports, Budgetary and programmatic ROI

Sales – Groups and Niche Audiences

SG – 01. Prospecting Plan and Strategy put in to place

SG – 02. : Database fully implemented electronically and managed for systematic follow-up

SG – 03. Develop Weddings, Reunions during the Offseason

SG – 04. Focus on Affinity Groups and Skiing to Grow Winter Business

SG – 05. Utilize winter festivals and winter activities as a draw for overnights of groups to November through May

SG – 06. : Research and Reports, Programmatic ROI

FLVC Strategic Plan – 2013 - 2016
 Vision, Visitors, Voids

MAY 2013	JUNE 2013	JULY 2013	AUGUST 2013
ESSAE Expo DMAI Sales Academy Meetings Profile Sheet Start hotel & attractions sales team Survey tour operators to share itinerary stops in Ontario County	Step On Welcome Program completed Send Christkindl & ICE/nICE Festival packages to tour operators Email to meetings database for next 2 years conference consideration	Develop #hashtag Prospecting Plan Sports and alumni programs developed November through May Reach to colleges for fall sports teams	College contacts and schedules collected and established New web content for meetings & groups Sales calls with Bristol Mountain to clubs, ski shops, schools Survey tour operators to share itinerary stops in Ontario County
SEPT. 2013	OCT. 2013	NOV. 2013	DEC. 2013
Sales blitz for corporate Motorcoach FAM Reach to colleges for winter sports teams	New web content for meetings & groups Sales blitz for motorcoach operators	Sales calls with Bristol Mountain OMCA Marketplace- 2-6	
JAN. 2014	FEB. 2014	MARCH 2014	APRIL 2014
ABA Marketplace Prospecting Plan revisited Meet with hotels sales team AAA four diamond awards ceremony & reception Reach to colleges for spring sports teams	NTA & UMA Expo	New web content for meetings & groups Sales calls with Bristol Mountain to clubs, shops, schools Survey tour operators to share itinerary stops in Ontario County	Assess improvement in itinerary stops in Ontario County

MAY 2014	JUNE 2014	JULY 2014	AUGUST 2014
ESSAE Expo Common Goals for hotels identified Email to meetings database for next 2 years conference consideration	Send Christkindl & ICE/nICE Festival packages to tour operators		College contacts and schedules collected and established New web content for meetings & groups Sales calls with Bristol Mountain to clubs and private schools Survey tour operators to share itinerary stops in Ontario County
SEPT. 2014	OCT. 2014	NOV. 2014	DEC. 2014
Survey tour operators to share itinerary stops in Ontario County		OMCA motorcoach FAM	

2015 & 2016

- work closely with hotel sales departments
- evaluate tradeshow to attend from 2014
- develop creative partner sales programs
- use database system for dynamic reporting to enhance prospecting and follow up on booked, lost and future business
- evaluate colleges sales efforts from 2013 & 2014

MG-01: Direct Sales for Meetings

- Tactic: Trade Shows and Memberships
 - ESSAE, Bank Travel
- Tactic: Sales Calls and Sales Blitz (see proposed calendar and prospecting plan)
 - Develop sales team and engage
 - Cooperative sales activities with Bristol Mountain (5)
- Tactic: Collateral and Giveaways supporting our theme
- Tactic: Telemarketing, prospecting work the Prospecting Plan
 - Telemarketing
 - Lead generation to the industry (300 qualified leads, 10% high potential, 30% converted)

MG-02: Partnerships: Leverage local connections and industry team

- Tactic: Develop sales team with identified common goals and roles
 - Confirm and find voids and need period of occupancy
 - Deliver leads and information to book business
- Tactic: Leverage our plethora of colleges within a 60 minute drive
 - Hobart and William Smith, Finger Lakes Community College
 - Rochester, Rochester, Geneseo
 - NYS Agricultural Experiment Station – Cornell University
- Tactic: Find local leaders who are engaged in association roles
 - Ontario County
 - Businesses – follow-up on previous chamber contacts, opportunities
- Tactic: Educational Programming
 - Lunch and Learns

MG-03: Trade Publications/PR/Subscriptions and Listings

- Tactic: MPI contacts leveraged for business
- Tactic: ESSAE online Directory
- Tactic: Increased Finger Lakes, Ontario County listings in itineraries and other trade publications target 50 mentions

MG-04: Service Guidelines Developed

- Tactic: Service Menu provided to the industry (August 1)
- Tactic: Develop a step-on program and resources – utilizing a local expert and incentivize

MG-05: New Media Marketing

- Tactic: Website enhancements and changing content, development of gallery
- Tactic: E-mail blasts
- Tactic: Develop #hashtag marketing for groups in-county, getting to tweet about happenings

MG-06: Research and Reports, Budgetary and programmatic ROI

- Tactic: Find a common benchmark

Groups and Niche Marketing Tactics

SG-01. Develop Weddings, Reunions during the Offseason

- Direct Sales
- Wedding Planners
- Tactic: Advertising
- Tactic: Website enhancements

SG-02. Focus on Affinity Groups and Skiing to Grow Winter Business

- Tactic: Partnerships
 - Incentive Programs developed
 - Meet to make attractive packages and build incentives for weddings/rehearsal dinners and room blocks during time of need
- Tactic: Public Relations

SG-03. Strategy: Utilize winter festivals and winter activities as a draw for overnights of groups to November through May

- Tactic: Packages developed for groups
 - Christkindl Festival Package (work with Granger Homestead to create a 2 night packages that bring in Thursday-Friday; Sunday-Monday overnights)
- Tactic: Social media
 - Pinterest and instagram?
- Tactic: Public Relations, Direct Mail and Follow-up
- Tactic: Cooperative Sales and marketing with Bristol Mountain
 - Collaborate on sales calls
 - Create a group ski special booking incentive with accommodations and Bristol
 - Trade Shows – Toronto Ski and Snowboard Show
- Tactic: Sales
 - Sales Blitz
 - Trade Shows
 - Bank Travel
 - FAM Tours - Host at least 8 tour operators. Within 15 months at least one of these will book a 25+ passenger tour with two overnights.

SG-05: Research and Reports

- Tactic: Find a benchmark to measure potential of each market – ROI – and commonality
- Tactic: Participate in DMAI
- Evaluate ROI of each marketplace

Visitor Experience



VE-01. Strategy: Customer understanding and engagement, loyalty

Strategic Belief: Enhancing the consumer inquiry process and information search will yield benefits in customers with a better understanding of our product and how to “consume” it.

VE-02. Strategy: Packaging

Packaging provides interesting ideas for booking and for public relations activities and packaging can be used to leverage slowest nights of the week and seasonality issues.

VE-03. Strategy: Fulfillment and Brochure Distribution

Respond to visitors inquiry in a timely manner with information and collateral materials and distribute travel guides and other informational pieces to key off-site locations.

VE-04. Strategy: Wayfinding and idea generation!

Strategic Belief: Clear, abundant signage and other tools to improve wayfinding provide for a better visitor experience. FLVC wishes to ensure that a ground game materials are available for visitors.

VE-06. Strategy: Frontline tools and hospitality and service training

Strategic belief: Engaging and educating frontlines at Ontario County lodging properties, restaurants, and attractions to aid them in enhancing the traveler experience and promoting the county to its potential.

VE-07. Strategy: Research and Programmatic ROI

Visitor Experience Calendar

MAY 2013	JUNE 2013	JULY 2013	AUGUST 2013
National Tourism Wk. FLVC Partner Portal FLVC Literature Exch. FLVC Distribution Plan FLVC Summer / Fall	FLVC Happiness +1 FAM Tour	Fall Winter Packaging / Communications Plan Creative Packaging Seminar (Fall)	STS Marketing College Year 2
SEPT. 2013	OCT. 2013	NOV. 2013	DEC. 2013
Marketing Day NYSTVA Show Program Winter Guide Release	FLVC Happiness +1 FAM Tour (Winter / Fall) Creative Packaging Seminar (Winter)		

JAN. 2014	FEB. 2014	MARCH 2014	APRIL 2014
FLVC Road Show FAM Launched	Creative Packaging Seminar(Spring)		Re-Visitation Program Announced YOY Packages for Nov-April increased by 20 submissions.
MAY 2014	JUNE 2014	JULY 2014	AUGUST 2014
National Tourism Week Frontline Tools Released (Notebook)	FLVC Happiness +1 FAM Tour	Fall Winter Packaging / Communications Plan Creative Packaging Seminar(Fall)	STS Marketing College Year 3
SEPT. 2014	OCT. 2014	NOV. 2014	DEC. 2014
NYSTVA Show Program	FLVC Happiness +1 FAM Tour (Winter / Fall)		Mobile Distribution Unit Deployed

October 2015 - Ontario County Signage

Research and propose Ontario County wide signage plan by October 2015 with a focus on seasonal strengths. (ie. Photo Trail, Fall Foliage Trail)

October 2015 - Frontline Incentive Programs

October 2015 – State of the Art Visitor Center

October 2015 – Visitor Information Reporting Plan

Visitor Experience

VE-01. Strategy: Customer understanding and engagement, loyalty

Strategic Belief: Enhancing the consumer inquiry process and information search will yield benefits in customers with a better understanding of our product and how to “consume” it.

- Tactic: Develop and launch consumer CRM platform which maximizes visitors interests alignment with communications techniques and offers opportunities for remarketing
- Tactic: Online deals and coupons developed
- Tactic: Create incentive programs for return visitation
- Tactic: Message in the “opposite season” ... i.e. wedding guests in summer get return winter visitation information
- Tactic: Survey our customers
- Tactic: Utilize a social media “spread the word” program
- Tactic: Consider new technologies such as “live chat” with visitors via the website
- Tactic: Visitor Rewards, Loyalty travel. Devise and engage industry lodging partners in a Visitor Rewards Program focused on rewarding visitation for shoulder season, longer-length and weekday stays.

VE-02. Strategy: Packaging

Packaging provides interesting ideas for booking and for public relations activities and packaging can be used to leverage slowest nights of the week and seasonality issues.

- Tactic: Spring and autumn promotions and packages
 - Golf – off season
 - Canadian Break packages
 - Girlfriend’s Getaways – retreats and spas
 - Driving, sightseeing packages for fall – photo trails are also hot
- Tactic: Third Party – explore new areas of package promotion (travel zoo, trip advisor)
- Tactic: Continue and grow participation in the I Love NY packaging portal
- Tactic: Creative packaging workshops, seminars – four times per year
- Tactic: Value added Packaging, develop a dynamic package model with partners to allow scalable pricing. This is contingent upon development of preferred partner options

VE-03. Strategy: Fulfillment and Brochure Distribution

Respond to visitors inquiry in a timely manner with information and collateral materials and distribute travel guides and other informational pieces to key off-site locations.

- Tactic: Respond to consumer inquiries effectively, efficiently
- Tactic: Strategic and Consistent Brochure Distribution Plan
- Tactic: Literature Exchange
- Tactic: Mobile Distribution Unit

VE-04. Strategy: Wayfinding and idea generation!

Strategic Belief: Clear, abundant signage and other tools to improve wayfinding will provide for a better visitor experience. FLVC wishes to ensure that a ground game and ground game materials are available for visitors who are here.

- Tactic: Signage plan and push
- Tactic: Mobile Marketing (in cooperation with Marketing Manager)
 - QR code performance
- Tactic: Leverage the power of “trails” to criss-cross communities and develop themed itineraries and/or time sensitive suggestions
 - FingerLakesTrails.com
 - Pathway to History program participation
- Tactic: GPS tools maximized
- Tactic: Review geo-fencing concept and opportunities
- Tactic: Tablet maps

VE-05. Strategy: Frontline tools and hospitality and service training

Strategic belief: Engaging and educating frontlines at Ontario County lodging properties, restaurants, and attractions to aid them in enhancing the traveler experience and promoting the county to its potential.

- Tactic: Frontline Notebook and Tools update annually (perhaps on web?)
 - Photo frame program tested
- Tactic: Hospitality Seminars and Familiarization Tours (two seasons)
- Tactic: Leverage, grow and promote of “simplistic ways” of communicating information through the frontliners
 - Social media for frontline communication
 - Insiders tips; Touring Tips
 - Countywide nightly entertainment calendar for all four seasons
- Tactic: Incentivize frontliners for doing their job well
 - Provide “get out and see it” packages

VE-06. Strategy: Visitor Information Points, Displays

Strategic belief: Engaging partners and finding gateways for FLVC to “touch” the visitor once they have arrived will enhance the visitor experience and make it more memorable.

- Tactic: Canandaigua Airport and Rochester Airport presence enhanced
- Tactic: Capitalize on targeted special events in cooperation with partners
- Tactic: Visitor center and key informational sites
Partner with 3B's
EASTVIEW Mall – Hallway improvements
- Tactic: Contract with Canandaigua, Geneva and Victor Chamber for brochure distribution and display
- Tactic: Consider high traffic areas for information and display services
Focus on non-traditional partnership for a year, such as --- the year of the gas station (target for training and stops)
- Tactic: Envision a “next century” visitor center and experience

VE-07. Strategy: Research and Programmatic ROI

- Tactic: Attraction Baseline attendance
Tactic: Tradeshow ROI
- Tactic: Return Visitation ROI
- Tactic: Impact of Packages and Deals Portal ROI

Communications and Public Relations



Mr. Fred Wayne and Mrs. Doreen Wayne, owners of the Holloway House in Bloomfield are honored with a Lifetime Achievement Legacy Award in 2011. Valerie Knoblauch, Dan Fuller and Lois Kozlowski look on and applaud the couple.

Young Strategies, Inc. indicated the importance of FLVC using public relations and strong communications to achieve its goals. This is a great marketing technique and is especially cost effective for smaller destinations. It is imperative to maximize the use of communications that:

The messaging is focused in tone and content

- Proximity advantages are presented (10 miles here does not take much more than 10 minutes ... vs. 10 miles in a metropolitan area)
- Happiness project items
- Travel effects
- Tourism Economic Messages are a focus

Audiences are honed, fed and nurtured

- Journalist Database, contact management system in place
- Communication Preferences Database is up to date
- Friend-Raising, Industry and Consumer is a key component of this job
- This office serves as a news bureau, communications office for all programs

Communications and Public Relations

PR-01. Strategy: Capitalize on news and trends; serve as news bureau for other staff members

PR-02. Strategy: Develop a content strategy

Extend message by contacting more qualified customers and engaging them more deeply in the brand story

PR-03. Strategy: Creative Media Relations

Strategic Belief: by bringing attention to Ontario County's tourism attributes through members of the media and gaining placement of news and feature stories, as well as delivering as a resource for contacts, quotes, ideas, and images, Ontario County will gain in recognition as a tourism destination.

PR-04. Strategy: Maximize benefit to Ontario County from cooperative public relations opportunities

PR-05. Strategy: Promote the Business of Travel and Tourism

PR-06. Strategy: Strengthen communication between FLVC and our industry through regular contact and outreach program and partner development

PR-07. Strategy: Research and Reporting. Programmatic and Budgetary ROI

MAY 2013	JUNE 2013	JULY 2013	AUGUST 2013
<p>Consumer message: Fall festivals</p> <p>Industry message: National Tourism Week</p> <p>Travel Media: Summer festivals press release</p> <p>Local media/Economic: National Tourism Week and economic impact messaging</p> <p>Cultural tourism in FLX/PTH</p>	<p>Consumer message: Summer getaways/travel effect release</p> <p>Industry message: Let's look towards the fall</p> <p>Travel media: Water fun in the Finger Lakes</p> <p>Economic/local media: Young tourism professionals release and FLCC, and jobs</p>	<p>Consumer: Fall harvest in the Finger Lakes/Find and share news of TripAdvisor tips, Urban Spoon, etc.</p> <p>Industry message: Importance of making sure we have your events/upcoming fall PR opportunities.</p> <p>Travel media: Albany media blitz</p> <p>Local media/economic: Localize Travel effects release</p>	<p>Consumer: Fall foliage trail and packages AND Fall golf</p> <p>Industry message: FLVC resources you may not know about. What we can do for YOU!</p> <p>Travel media: Fall foliage trail and packages/fall foliage FAM tour</p> <p>Local/economic: Importance of groups and meetings</p>
SEPT. 2013	OCT. 2013	NOV. 2013	DEC. 2013
<p>Consumer: Haunted fun in the Finger Lakes</p> <p>Industry: Marketing Day Legacy Awards</p> <p>Travel media: Outdoor Recreation FAM trip.</p> <p>Economic message: A report on summer numbers. IE Festival numbers, STR, etc.</p>	<p>Consumer: Teaser to Bristol Mountain winter skiing</p> <p>Industry: Request winter packages. National travel resources available to the industry</p> <p>Travel: Buffalo media blitz</p> <p>Economic: Release on relationships with local colleges (with Sara)/ Travel effect release</p>	<p>Consumer: Dynamic ski packages and other winter fun</p> <p>Industry: Late winter/spring break package requests. Driving winter business</p> <p>Economic: travel effect messaging on human relationships and traveling</p>	<p>Consumer: Stress awareness month</p> <p>Industry: Focus on groups and meetings. What we can do for you.</p> <p>Travel media: Christmas On Us/stress awareness</p> <p>Economic: Travel effects release</p>

FLVC Strategic Plan – 2013 - 2016

Vision, Visitors, Voids

JAN. 2014	FEB. 2014	MARCH 2014	APRIL 2014
<p>Consumer: Ski in FLX</p> <p>Industry: Focus on events. What we do with events. Events resources, events promotion, etc.</p> <p>Travel media: Host winter FAM</p> <p>Economic: Shopping local in Ontario County</p> <p>AAA Four Diamond Awards</p>	<p>Consumer: Winter getaway to 4 diamonds AND Canadian spring break</p> <p>Industry: Our web site as a resource for travelers and YOU</p> <p>Travel media: Regional travel media blitz (i.e. AAA, Buffalo, etc.)</p> <p>Economic: 2013 year in review stats Sue going to groups shows</p>	<p>Consumer: March madness CRAZY deals</p> <p>Industry: Travel shows. Where we go and what we do!</p> <p>Travel media: Spring outdoor biking and hiking</p> <p>Local/economic: the power of business travel via US Travel</p>	<p>Consumer: May is national wine month AND national bike month</p> <p>Industry: Our mobile web site... mobile technology, etc.</p> <p>Travel media: Penn. Media blitz</p> <p>Local media/economic: Visit to local representatives. Sharing of economic data</p>
MAY 2014	JUNE 2014	JULY 2014	AUGUST 2014
<p>Industry: FLVC Literature exchange</p> <p>Travel Media:</p> <p>Economic: NTW, packages for locals. Get the locals to stay in hotels and get value of tourism</p>	<p>Consumer: Mid-week deals</p> <p>Travel Media: TRYathlon FAM trip focusing on outdoor recreation</p> <p>Economic: Local stores carrying local products in Ontario County</p> <p>Industry: Let's talk mid-week packages</p>	<p>Consumer: Fall golf and culinary</p> <p>Industry: A call for fall packages</p> <p>Travel media: Fall foliage</p> <p>Economic/local media: Impact of summer travel to Ontario County. Crowds are OK!</p>	<p>Consumer: Photography aficionados head to FLX this fall</p> <p>Industry: Looking towards the winter</p> <p>Travel media: Fall festivals</p> <p>Economic/local: Local media grape pie blitz with economic "fast facts" sheets</p>

SEPT. 2014	OCT. 2014	NOV. 2014	DEC. 2014
Consumer: Winter will be here soon (winter packages messaging) Industry: Tourism jobs and labor day Travel media: Toronto media blitz for winter travel Economic: Visitor spend in Ontario County	Travel media: Pitch off season winter events Industry: Importance of packaging towards winter. Christmas On Us Travel Media: Ontario media blitz for winter travel Christmas on us blast Economic: Taxes generated from tourism in Ontario County	Consumer: Off season packages and Christmas On Us Industry: Gearing up for Winter Travel media: Ski packages blast to media Economic: Valerie Knoblauch and tourism REDC	Consumer: Christmas On Us Industry: Let's boost winter travel! Economic/local media: Year in review media wins

APRIL 2015 – A BLOGtastic weekend in the Finger Lakes (blogger fam)
 JULY 2015: Water fun FAM (Can. Lady, fishing, kayaking, Roseland, etc.)
 SEPTEMBER 2015 - Grape Experience the Finger Lakes FAM
 SEPTEMBER 2015 – Legacy Awards

Communications and Public Relations

PR-01. Strategy: Capitalize on News and Trends; serve as news bureau for other staff members

- Tactic: Position/Reposition “us” on the good side of trends/happenings
Promote using proximity; not miles – anti-gas crisis
Southwest Air coming in
- Tactic: Leverage US Travel Research and messaging for “Travel Effects”
- Tactic: Assist in public relations efforts required of other staff members for promotional and sales efforts
- Tactic: Include a piece of marketing intelligence in every marketing communications piece

PR-02. Strategy: Develop a content strategy

Extend message by contacting more qualified customers and engaging them more deeply in the brand story

- Tactic: Content, Content, Content Development and Deployment
Insiders Stories and storytelling
Create Unique deals (based on numbers ...like 12/12/12)
Feature Stories
Press Releases
Toronto Ski Show with messaging for Canadian Break Specials
Quarterly things to do: Sunday through Thursday (have the Finger Lakes to yourself)
- Tactic: Create efficiencies in content development by repurposing and multi-purposing developed content
Content deployment to third party sites (traditional – i.e. books)
strategically adding, suggesting content - including information, photos, videos
Create master-file of content similar in “versioning” of photo libraries
Use enhanced online PR tools to more broadly communicate message
Marketing messages on hold carry the tone of Happiness
- Tactic: Special Events and Niche Market messaging
Focus on holidays which need filling in shoulder and off season
Pickering Treaty Day
Teachers and Canadian Breaks
Themed weeks tying in to national trends, particularly those which promote the Happiness concept, and promote “fun” messaging
National Bike Month is in May
Throw away the gadgets and disconnect promotion
April Fools Day and Daylight Savings Time
2013 Unique Opportunity for PGA/LPGA profile

PR-03. Strategy: Creative Media Relations

Strategic Belief: by bringing attention to Ontario County’s tourism attributes through members of the media and gaining placement of news and feature stories, as well as delivering as a resource for contacts, quotes, ideas, and images, Ontario County will gain in recognition as a tourism destination.

- Tactic: Leverage online media contact resources
My-media info
HARO
- Tactic: Develop a customer relationship with five travel focused magazines/networks,
AAA Magazine
- Tactic: Responsiveness to Quinn
- Tactic: Leverage quality materials
Media resource kit of photos
B’roll
- Tactic: FAM Tours
Promoting off season
Food and Culinary
Nature’s Health Club

PR-04. Strategy: Maximize benefit to Ontario County from cooperative public relations

- Tactic: Leverage US Travel Resources for National Tourism Week and Travel Effects Campaigns
- Tactic: Focus on FLVC as “lifestyle” experts and quality mongers
Promotional events: Travel Guide Art Show
Distribution/updating of Lifestyle Kits
- Tactic: Focus on events and events promotion and placements
How to promote your event

PR-05. Strategy: Promote the Business of Travel and Tourism

- Tactic: Reports on the facts about Ontario County’s and the Finger Lakes tourism industry -
Economic impact and importance of our industry
Annual Report
Quick tourism facts sheet developed and constantly customized for audiences
- Tactic: Industry Awards acknowledge the power of the jobs and people for our industry
Legacy Awards
Prism Awards, other identified opportunities
- Tactic: Develop a Speakers’ Bureau and seed speakers on tourism
Rotary Clubs (speak at least three)
Profile the people and the stories

PR-06. Strategy: Strengthen communication between FLVC and our industry through regular contact and outreach program and Partner development

- Tactic: Database management
- Tactic: Friend-raise among the industry
 - Annual marketing meeting presented in September
 - Industry newsletter providing updates and connectivity
 - Individual Outreach
 - Development of Young Professionals in tourism group
 - Satisfaction Surveys and contacts
- Tactic: Networking events
 - Porch Party
 - Disc Golf Competition
 - Annual Meeting
 - Create a county wide mixer ... one gigantic growing opportunity

PR-07. Strategy: Research and Reporting

- Tactic: Annual Clipping Book
- Tactic: Programmatic ROI

Destination Development



Young Strategies, Inc. notes that “A great place to live is a great place to visit.” FLVC, while it is not a development organization, it should share its research with other development groups encouraging development of those activities that rate highly for visitor interest and potential. A destination must continually reinvent itself if it wants to thrive as a visitor destination of choice.

R-01. Strategy: Market Research

Strategic Belief: As we grow our destination vision it is imperative that it be based on research which better informs marketing and development decisions and direction.

R-02. Strategy: Educational Enrichment

DD-01. Strategy: Leverage our information, experience and resources for product development needs

DD-02. Strategy: New vision for destination and new experiences

DD-03. Strategy: Capitalize on our outdoor assets – especially to enhance off season visitation

DD-04. Strategy: Leverage businesses to buy local promote business to business buying

DD-05. Strategy: Government and Community Relations

Strategic Belief: If FLVC can position itself with key, consistent metrics, such as “Sales Tax Generators, Inc.” it will provide a strong foundation for longer term communication benefits

O – 01. Strategy: Strengthen information systems and maximize our use of technology

O – 02. Strategy: Maximize People Strengths

O – 03. Strategy: Ensure Accountability

O – 04. Strategy: Maintain Standards of Quality and Professionalism

FLVC Strategic Plan – 2013 - 2016
 Vision, Visitors, Voids

MAY 2013	JUNE 2013	JULY 2013	AUGUST 2013
	PARIS Metric Established		
SEPT. 2013	OCT. 2013	NOV. 2013	DEC. 2013
Competitive Site Report	Top Product List Update Board of Directors Growth		Content Development Review System

JAN. 2014	FEB. 2014	MARCH 2014	APRIL 2014
ALL CRM systems in place	Annual Report 2013 FYE Evening Entertainment Plan, ideas in place	FLVC University Begins	Investment Fund Introduced
MAY 2014	JUNE 2014	JULY 2014	AUGUST 2014
Speakers Bureau Developed	Local Product Showcase held	Competitive Sites Report II	
SEPT. 2014	OCT. 2014	NOV. 2014	DEC. 2014
		S.D.S. 5.0	

R-01. Strategy: Market Research

Strategic Belief: As we grow our destination vision it is imperative that it be based on research which better informs marketing and development decisions and direction. Both internal data sources and external independent research sources are important to well informed decisions.

- Tactic: Dashboard and Performance Indicators maintained – including but not limited to STR and Ontario County Reports
- Tactic: Cooperative Partnerships sought to generate market intelligence
 - Chambers of Commerce – night time and weekend inventory assessment.
- Tactic: Participation in Travel Marketing Outlook Forum or other, related,
 - opportunities for research which identifies consumer or market trends
 - that can be used to enhance activities.
- Tactic: Visit the Benchmark communities – gather common data, observations

R-02. Strategy: Educational Enhancement

- Tactic: FLVC University – cooperative for training
Provide scholarships
50 minutes and 5 ideas to help your business grow from visitors
Mini-recordings of our “knowledge” ... learning tool accessibility; videos

R-03. Strategy: Programmatic and Budgetary ROI

- Tactic: Conversion study on travel and trade shows – also alignment
- Tactic: Board Metrics
- Tactic: Staff members accountable for budgetary and programmatic ROI.

DD-01. Strategy: Leverage our information, experience and resources for product development needs

- Tactic: Define and supply information on competitive products and developments to aid in proper development of visitor sites in Ontario County
 - Lakefront properties
 - Lodging properties
 - Conference Centers
 - Sports Complexes
 - Wineries, breweries
 - Airport Connections
- Tactic: Seek regulation reduction where possible; articulate issues through the regional economic development
- Tactic: Host a data symposium, market research “it’s alright to steal marketing intelligence”

DD-02. Strategy: New vision for destination and new experiences

Strategic belief: by maintaining a focus on research-based product development, consumer understanding and marketing tactical intelligence we can facilitate the appropriate development of our industry.

- Tactic: Develop Top 10 product list developed and reissued
- Tactic: Revolving Loan Fund explored for potential
- Tactic: Tackle lack of evening entertainment; Sunday and Monday night voids
- Tactic: Focus on improved meeting space with the latest technology to attract conference business
- Tactic: Provide a fully facilitated traveler experience – increasing shuttle services and transportation options
- Tactic: Deal with issues – such as hydro-fracking, etc. that relate to our industry through discovery and white papers, some position statements

DD-03. Strategy: Capitalize on our outdoor assets – especially to enhance off season visitation

- Tactic: Lakefront, waterfront activities must allow for engagement in the destination (more than just five minutes of scenic beauty)
 - Canandaigua Water Trail
- Tactic: Focus on new development activities and promotions which will drive off season business and activities such as Bristol Mountain
- Tactic: Bicycle trails – create the ultimate hiking and biking destination – add bicycle rentals and service

DD-04. Strategy: Leverage businesses to buy local promote business to business buying.

- Tactic: Have a trade show to get people (other businesses) to start buying local.
- Tactic: Local product scavenger hunt
- Tactic: Permanent (or mobile) display of Ontario County products – including on our website – traveling exhibit, offer as a little kiosk, cooperative.
- Tactic: Consider an employee cooperative bank for participating businesses to help cover slower times.
- Tactic: Engage the industry and the communities to support wise stewardship of resources that attract customers

DD-05. Strategy: Government and Community Relations

Strategic Belief: If FLVC can position itself with key, consistent metrics, such as “Sales Tax Generators, Inc.” it will provide a strong foundation for longer term communication benefits.

- Tactic: Community Understanding. What are our hot buttons in each community?
 - Engage board members and staff in visitations across the county
 - Promote rewards for residents: zip code days
- Tactic: Develop a speakers bureau and share quality resources within our community
- Tactic: Provide VIP tour hosting experiences for prospective business developers within Ontario County
- Tactic: Provide high quality decorative materials for officials’ offices which will instill a sense of pride and message about the area.
- Tactic: Articulate that everybody is an ambassador for tourism
- Tactic: Provide standard fact sheet positioning in such terms as Sales Tax Generators, Inc. and showing the ROI of investments in tourism marketing and development
- Tactic: Participate in Ontario County information opportunities
 - Key Indicators Brief
 - Board of supervisors full and committees

O – 01. Strategy: Strengthen information systems and maximize our use of technology

- Tactic: CRM Systems are developed and launched to support business development, partnership programs and stakeholder relations, targeted communications
- Tactic: Content development and management reward system. As suggested in 12/18/13 post by Ket Liendgens provided by Sara Paduano. “Content Marketing Trends to watch in 2013”

O – 02. Strategy: Maximize People Strengths

- Tactic: Realign staff and job titles, duties for maximum ROI
- Tactic: Educational program for staff to build on a world-class team and culture
- Tactic: Committee representation for staff members – each to be connected
 - David: Genesee and the Lakes, NYSTVA
- Tactic: Develop incentive program for employees for contributions to quality and content development*, third party seeding, partnership development
- Tactic: Board of Directors – rotate the board experience, 5 people on for a year then 5 new people may be a way to grow future involvement and leadership
- Tactic: Deploy Board Subcommittees task forces to explore certain areas for development

O – 03. Strategy: Ensure Accountability

- Tactic: Track and Report on the organization’s progress as mandated by the Public Authorities Accountability Act
- Tactic: Conduct ongoing policy and procedure review – focusing on in-kind contributions, revenue and internal financial controls
- Tactic: Communications with the Board of Directors is consistent, quality, and relevant
 - Board metrics
 - Dashboard
 - Executive Committee and subcommittee work

O – 04. Strategy: Maintain Standards of Quality and Professionalism

- Tactic: Upkeep of 25 Gorham Street
- Tactic: image and branding is maintained
 - Update Brand Standards Manual
- Tactic: Provide an anagram of organizations cheat sheet, making everyone comfortable in dealing with our “language”

Appendices

Note Links to online resources

Young Marketing Strategies Executive Summary – Marketing Strategy

Historical Documents and links

Special Acknowledgements

This document and other plan related materials can be found online at:
www.visitfingerlakes.com/partners

2013 – 2016 Finger Lakes Visitors Connection Tourism Strategic Plan