

Mission: To drive increased visitation and economic vitality by marketing and developing the assets of Ontario County as a premier leisure and meetings destination.

## **2021 Board Goals - Proposed**

### **Goal. Strategic Plan**

- To engage in a strategic planning process through Destination Next/Young Strategies and facilitate the next strategic plan implementation and introduction.
- Certification through Destinations International
- To work with economic development on the advancement and reopening of small businesses

### **Goal. Marketing and Visitor Services**

- To introduce and fully implement the new brand – roughly defined as home of Laidback Luxury – including new website, marketing materials, and messaging.
- To advance our meetings and conferences programming

### **Goal. Partner Relations.**

- VisitConfidently and reopening pivots, as necessary
- Extend partnerships which foster a higher ROI in marketing

### **Goal. Organizational/Issue(s)/BOD/Staff Team**

- Develop a committee structure that supports
  - economic development opportunities;
  - accessibility, diversity, equity
  - Sustainability – not just environmental
  - Reopening – and innovation
  - Strategic Planning
- To assist in the development and communication of a financial plan which anticipates a reduction in revenue for 2022; and less reserves – in addition to exploring new possibilities for revenue, etc.; including readdressing the occupancy tax issue; revisiting the TID now called tourism recovery districts.
- Ensure that the right resources are in place (including human resources) to advance the plans that are articulated below.

## 2020 Board Goals

**Mission: To drive increased visitation and economic vitality by marketing and developing the assets of Ontario County as a premier leisure and meetings destination.**

Goal
Bring to fruition the Foundation plan; monitor and evaluate; plan for future – or not.
To assist in the development and communication of a financial plan which anticipates a reduction in revenue for 2020 and 2021.
To monitor and contribute to the process of completion of the action items of the strategic plan.
To support the research initiatives surrounding the meeting and conference market.
Participate and engage with the educational opportunities provided in conjunction with the meeting schedule this year. (at least two) Ensuring “cross-community” and “cross discipline” presence.
Follow the board norms, including confirming attendance in advance of the meeting.
Continue to monitor and move forward the Gateway Services Plan and the Visitor Experience Fund as it is evaluated for effectiveness.

Adopted by Board at the December 11, 2019 Board of Directors meeting in conjunction with the self-evaluation form.

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2019 Board Goals

**Goal. Issue(s)**

- Bring to fruition the Foundation plan; monitor and evaluate; plan for future – or not.
- To assist in the development and communication of a financial plan which anticipates a reduction in revenue for 2020 and 2021.

**Goal. Strategic Plan**

- To monitor and contribute to the process of completion of the action items of the strategic plan.
- To support the research initiatives surrounding the meeting and conference market.

**Goal. Board/Staff/Team**

- Participate and engage with the educational opportunities provided in conjunction with the meeting schedule this year. (at least two) Ensuring “cross-community” and “cross discipline” presence.
- Follow the board norms, including confirming attendance in advance of the meeting.

**Goal. Marketing and Visitor Services**

- Continue to monitor and move forward the Gateway Services Plan as it is evaluated for effectiveness.

2018 Board Goals – Mike Kauffman reviewed the 2018 Board of Director Goals and Accomplishments:

**Goal. Issue(s)**

- Bring attention to and assist Ontario County in a position on the issue of occupancy tax collections across all lodging segments.
- Work with the team to identify strategies and understanding to improve Ontario County's ACT score

**Goal. Strategic Plan**

- To monitor and contribute to the process of completion of the action items of the strategic plan
- Update with Young Strategies
- Address specific concern of weekday travel and November through April travel with a prioritization of endeavors to move the needle

**Goal. Board/Staff/Team**

- Participate and engage in Board meetings, workshops and committees, attending at least 60% of assigned meetings, social events. Ensuring that you "cross-community" at least once during the year
- Follow the board norms, including confirming attendance in advance of the meeting

**Goal. Marketing and Visitor Services**

- Continue to monitor and move forward the Gateway Services Plan as it is evaluated for effectiveness. Valerie informed the board that Break the Ice Media has agreed to subcontract on the Gateway Services Plan and manage the plan.

## *2017 Board of Director Goals and Accomplishments*

### **Goal.**

*Activities, Accomplishments*

### **Goal. Issue(s).**

**Bring attention to and assist Ontario County in a position on the issue of occupancy tax collections across all lodging segments.**

*Share Air B and B information and Discussions at Board meetings.*

*Provide information and position to Ontario County.*

*Follow-up with educational endeavors and updates as necessary for the legislation.*

### **Evaluate FLVC position on LYFT, Uber, Etc.**

*This measure passed in the NYS Legislature in June. FLVC had not taken a position, but it was deemed unnecessary at a certain point.*

### **Goal. Board/Staff/Team**

**Reformat the Board meetings for efficiency and refocus on policy issues.**

*Agendas restructured, Board members providing feedback on efficiency*

*Board Policy Book Updated*

**To ensure that the recommendations of HR One are implemented and appropriate policy changes made.**

*Total reevaluation of value of jobs – and readjustment of salary*

*HR Handbook adopted*

### **Goal. Marketing**

**Reevaluate one year later the website KPI's, ROI, Etc.**

*Report presented to the Board at the September meeting.*

### **Other:**