

**A Finger Lakes Visitors Connection, Ontario County, NY
Board of Directors Meeting – Wednesday, October 6, 2021 – 8:00 a.m.
Via Zoom per Governor’s Executive Order on Public Meetings
Canandaigua, NY 14424**

bob

Board Member Attendance:	Present	Excused	Absent
Bob Bennett, Homewood Suites by Hilton Victor - Chair of the Board	x		
David Hutchings, Sonnenberg Gardens – Vice Chair of the Board	x		
Lenore Friend, Finger Lakes Community College - Board Secretary	x		
Steven Laros, Fairfield Inn & Suites Geneva - Board Treasurer		x	
Mike Kauffman, Eastview - Immediate Past Chair of the Board	x		
Mike Roeder, Ravenwood Golf	x		
Sheryl Mordini, 1795 Acorn Inn Bed and Breakfast	x		
Steve Fuller, Bristol Mountain	x		
Carl Carlson, Cheerful Valley Campgrounds	x		
Frank Riccio, Cobblestone Creek Country Club	x		
Meg Joseph, Ganondagan State Historic Site; Friends of Ganondagan		x	
Russ Kenyon, Kenyon & Kenyon			x
Mark Gilbride, Lazy Acre Alpacas	x		
Dan Marshall, Ontario County Board of Supervisors, Town of South Bristol	x		
Lori Proper, The Lake House at Canandaigua	x		
Krista Johns, 41 Lakefront – a trademark collection by Wyndham		x	
Charles Parkhurst, Lyons National Bank	x		

Staff: Valerie Knoblauch, Julie Maslyn, Sarah O’Connell, Tracey Burkey

Call to Order, Welcome and Introductions - Bob Bennett called the meeting to order at 8:01 am via Zoom conference call. Members were present both at the office and via Zoom.

Valerie thanked everyone for their understanding of this very large board packet. She noted that the items were both for our annual meeting and any updates since our last in July. Two important items of note were the recent meeting with representatives of the NYS Comptroller’s office who have selected our LDC for an audit. David Hutchings shared with the board the meeting he attended. He reviewed a timeline and action steps that would be expected. He indicated that the auditors would be at the office starting today, and would be there six to eight weeks, three or four days per week. Then a draft report is issued and the board would be have the opportunity to respond. Eventually, this will be posted with recommendations. The process could take six months or more.

Consent Agenda

Sheryl Mordini made a motion to approve the minutes of the July 21, 2021 meeting. The motion was seconded by Lori Proper. All those present voted in favor of the motion.

*Frank Riccio made a motion to approve the following **Financial Reports:** Budget vs. Actual – July and August, Year to date; Balance Sheet as of 8/31/21; P and L through 8/31/21; Credit Card Report as of 9/30/21; and to re-affirm disposition of fixed assets (misc. out of date office and camera equipment). The motion was seconded by Dan Marshall. All present voted in favor of the motion.*

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Valerie overviewed the new format of the President’s Reports. She noted that she had aligned them with the strategic plan. She commented that she was very proud what we had accomplished in our small team state. It had been a very busy two months as we both dealt with COVID recovery and our normal day to day. Mike Roeder *made a motion to accept the **President’s Reports: Marketing and Visitor Services Report; Destination Management and Community Engagement.** The motion was seconded by Dan Marshall; all present voted in favor of the motion.*

Committees of the Board

Finance and Audit. Frank Riccio reported that finance committee met with Jackie Lee and Caitlyn Langmead of Mengel Metzger Barr in the pre-audit meeting. The committee had been provided the pre-audit worksheets. Jackie reviewed the changes and guidance within these as far as them conducting their audit. The target date for the audit remains our December board meeting. Jackie answered a couple of questions. The committee indicated that they would report to the board on the meeting. The committee also addressed changes in benefits for the team, vacancies, reviewed the budget guidelines.

Governance. David Hutchings spoke on behalf of the committee. He noted that the Crisis Management Plan and the Business Management and Continuity Plan were both on the agenda from the June Meeting. These two items were prepared for Destinations International Accreditation, and upon board approval would be attached to the Board Policy Notebook. *Charles Parkhurst made a motion to adopt the Crisis Management Plan and the Business Continuity Plan as addendums to the Board Policy Manual. That motion was seconded by David Hutchings. All voted in favor of the motion.* Looking forward, David reminded everyone of the annual **Board self-evaluation process.** In the next month or so, each board member will get our Survey Monkey and/or paper to complete by December 1st and shared at our December meeting.

Executive. Bob Bennett reported on behalf of the executive committee. He noted that certainly 2021 has been almost equal to 2020 as a wild ride for our tourism industry. With everyone being short staffed, including the office here, it is even more challenging to complete our originally stated goals. Many of our board goals tied in to the completion of the next strategic plan. He mentioned that even with the distractions, the process was complete and the partnership with Young Strategies and Destinations International exceeded expectations and results. He asked Valerie to review the **2021 Board of Directors Performance Reporting.** She did and noted all the “Dones.” in contrast to the goal of full staffing. FLVC is in the same boat with employee shortages as other businesses. HR is a priority rolled over to 2022. *Lenore Friend made a motion to accept the 2021 Board of Directors Performance Report and to post to PARIS as required. Dan Marshall seconded the motion. All present voted in favor of the motion. See Appendix A.*

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Board Chair Report, continued.

2020 - 2021 Review. Bob reflected on his time as Chair of the Board. He wanted to thank and commend the team at FLVC. He shared that through these interesting times and with all the challenges that had been thrown at them, both personally and professionally, they had endured and grown stronger. The team’s dedication to FLVC is commendable. Looking at 2020 he commented on the unprecedented challenges of the time and credited the team and board for coming through this in a strong position. He is still interested in pursuing electronic voting and online meetings to accommodate the busy and inconsistent schedule of the board members who are mostly working within the travel industry and have had to become very hands-on to their facilities again.

Bob reviewed **accomplishments of the organization** during his tenure, touching on the highlights:

- Our response to COVID was particularly notable. He mentioned VisitConfidently, the sanitation bank and how helpful that was to the industry. FLVC had won awards for its communications crisis response, innovation, and actions to support the industry. These awards had come from MarCom, HSMIAI, NYSTIA - the state association
- Destination International Accreditation achieved and Don Welsh here during that time
- The start-up of our meetings and conference marketing and sales endeavor
- Our Relocate Program Initiated - Ontario County and with the 7th judicial District as an entrée to more of these programs featuring why this is a good place to live, work, play and be well.
- 2021 Website Launched, including a new interactive map
- The building of our video and photo assets for social, digital and traditional marketing
- Completion of our Strategic Plan: Destination Next set the stage for the next few years and redefines our role to be more community based and integrated into policy and advocacy for the important things for our industry
- Visitor Experience Fund - Accessibility was a unique endeavor and definitely worthy of continuing as budget allows. This helps us move forward our policies in a practical way

Bob thanked the board and team and noted that while he’s stepped back from his Chair position, he is still committed as a board member and member of the Executive Committee to helping FLVC achieve our goals.

Bob called on Mike Roeder for the **nominating committee report**. Mike thanked Bob for his service. He spoke on behalf of the committee (Dan Marshall and Steve Fuller) and *moved the election of officers for 2022. These are: David Hutchings, Chair; Lenore Friend, Vice-Chair; Charles Parkhurst, Secretary; Steve Laros, Treasurer. Dan Marshall seconded the motion. All present voted in favor of the motion.* The new officers are duly installed to continue with the annual meeting and the facilitation of our standard agenda items.

Bob welcomed David Hutchings as the new chair and turned over the virtual gavel. David thanked Bob for his service, similarly, noting the crazy times that Bob helped facilitate the organization through. He noted that he was glad that Bob would continue as a board member.

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David Hutchings, as chair, called the Annual Meeting to order.

David called on Valerie to address the final budget numbers which had just been received from the County Treasurer’s office the night before. According to Valerie, the industry occupancy had returned to pre-pandemic levels and was just shy of the 2018 high numbers. She had made adjustments in the budget by about \$17,000 and where these had been made: printing, marketing salaries and professional services. David asked for a *motion to adopt the 2022 budget in the amount of \$1,042,528.02 and to enter a contract with Ontario County for January 1, 2022 through December 31, 2022 in the amount of \$1,042,528.02. That motion was offered by Mike Roeder, seconded by Frank Riccio. All present voted in favor of the budget adoption and to enter the contract with Ontario County. See Appendix B.*

Finance/Audit Committee. As a matter of housekeeping, Valerie wanted the board to review the contractual commitments of the organization with outside vendors. She noted that some of these had changed during COVID – more specifically a reduction in Harris Studios and HR One. Both would be returning to normal levels as the workload also returned to normal. Valerie also noted with the changes in personnel, Info-Advantage was an expanded service focusing on security and technology operations. These had been reviewed by the Executive Committee and Finance Committee as significant changes were made. *Charles Parkhurst offered a motion to reaffirm contractual arrangements as established and budgeted with:*

- o *Simpleview, Inc. for website development, SEO, and management services*
- o *Strategic Database Research (SDR) - meetings, sales leads and follow-up*
- o *Harris Studios as graphic design and creative services*
- o *Design 29 for social media and content development and distribution*
- o *HR One for human resources management and HR Policy updates*
- o *Info-Advantage for managed technology services, including phone*

Carl Carlson seconded the motion. All present voted in favor of the motion.

Official Media and Information Outlets. Lenore Friend made a motion to approve the following media as official outlets for information: *Daily Messenger, Finger Lakes Times, and VisitFingerLakes.com/partners. Carl Carlson seconded the motion. All present voted in favor of the motion.*

Calendar FY 2022. Valerie commented on the draft calendar provided and shared how difficult it is to make a calendar given the need and ability to hold virtual meetings versus in-person meetings. There is no “location” in this proposed calendar because of that. It will be developed as information becomes more clear on the Governor’s Executive Orders and information on potential changes to our bylaws which don’t currently accommodate virtual meetings or voting, except by Governor’s orders. Valerie outlined the schedule also did not provide a consistent time of day because of the board members varied schedules, noting for instance that people have to get children to school (or school them) and business obligations such as front desk duties for hoteliers had changed. We may find more information and decide to amend this calendar, but this one does hit critical must do points for the board and our fiscal obligations. There is an expectation that this will change. *Lenore Friend made a motion to approve the calendar as presented, Charles Parkhurst seconded the motion all voted in favor. See Appendix C*

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Nominating Committee. David called for Mike Roeder to present the Nominating Committee report on the Board of Directors terms - expiring, vacancies, and recommendations. The nominating committee consisted of Steve Fuller, Dan Marshall and Mike Roeder. *Mike moved the following resolutions on behalf of the nominating committee.*

To renew the terms of Michael Kauffman, Mark Gilbride, Charles Parkhurst, and Lori Proper, for three years, terms expiring September 30, 2024.

The nomination of Lisa FitzGerald of Feathers and Tails Farm and Finger Lakes Winery Tours to fill the expired term of Krista Johns, to a 3-year term expiring on September 30, 2024.

The nomination of Mike Darling owner of Crafty Ales and Lagers to fill the expired term of Carl Carlson, to a 3-year term expiring on September 30, 2024

The nomination of Sherry Brahm-French, Arbor Hill, Brew and Brats and Explore Naples, NY to fill the unexpired term of Meg Joseph. The term will expire September 30, 2022.

Dan Marshall seconded the motion. All present voted in favor of the motion. Comments were made reflecting on the terms of Krista Johns, Meg Joseph and Carl Carlson. Carl, who was on via Zoom was asked what he was going to do with his “retirement.” He noted that he would be traveling and spending time with family, but still be connected to the local community. Valerie shared her conversations with Meg and Krista and noted their contributions to the board.

Confirmation of Official Depositories.

Sheryl Mordini made a motion to confirm the following as official depositories for the corporation. Mike Kauffman seconded, all present voted in favor of the motion, and it passed unanimously.

- a. Canandaigua National Bank - Checking
- b. Canandaigua National Bank - Savings
- c. Key Bank, Canandaigua - NYS Matching Funds
- d. Five Star Bank - Multi-County Cooperative Marketing Account
- e. USNY Bank (Wayne Bank) - Emergency Operating Reserve Account via Certificates of Deposit
- f. Lyons National Bank - Capital and Fixed Assets Account
- g. Capital One Business Card - credit card
- h. Line of Credit - Five Star Bank - \$75,000 revolving

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Strategic Plan Implementation. David Hutchings presented the **vision of the chair**, which surrounded the implementation of the DestinationNext and aligning the committees, board goals and evaluations with the new plan. As a reminder, the plan runs for 2021 through 2025.

David pointed our attention to the suggested **2022 Board of Directors Goals**. These were briefly discussed and reviewed. *A motion was made to adopt the 2022 Board of Directors Goals by Dan Marshall, a second was offered by Sheryl Mordini. Given no further discussion, the vote was held and the motion was unanimously adopted. See Appendix D.*

Committee structure is integral to success with the Strategic Plan. Valerie reminded everyone of Berkeley’s recommendation for Strategic Plan Implementation that he presented at the June meeting. He provided a worksheet and a potential committee structure, which involved both committees of the board, as required by non-profit guidance as well as committees or task forces for strategic planning. David asked for approval of the structure and the initial appointments by board members. *Mark Gilbride made the motion to approve the Chair’s committee recommendations and appointments. Mike Kauffman seconded. All voted in favor of the motion. Motion to approve the Committees of the Board and the Board Leadership for the strategic plan committees and task forces.*

David indicated that he’ll make sure that every person is on one committee of the board. This is a good place to learn the different functions of the committee. Also, every board member is assigned to one Strategic Committee - and may be a leader if you’re not a chair of another board committee. The idea is that these committees will fill out the committee action form that was suggested by Berkeley, submit it to the board and have it approved at the December meeting. Then we will be off and running to report at each board meeting on the projects. **See Appendix E.**

Board Policy Manual and Employee Handbook. *David asked Valerie to review the process for this update as well as any significant changes. Valerie noted the color coded guide to the changes and as she reviewed asked if there was any comments or suggestions.*

Carl Carlson made a motion to approve the Updates of Employee Handbook and the Board Policy Manual (integrating the changes from the Policy Manual) and adding in the crisis communication, business continuity policies. Lori Proper seconded the motion.

Valerie indicated that many of these changes were the result of COVID practices and/or recent happenings in the State of New York with Governor Cuomo. Ultimately, after reviewing, the board indicated that they would prefer the policies as recommended by HR One where there was a duplicate. The example of this is the Whistleblower Policy. Valerie asked for Board adoption for now with the Governance Committee charged with making future recommendations for updates and changes, in particular as we addressed the desire for more flexibility and changes within the benefits section of the manual in order to be responsive to the competitive job marketplace. Valerie has reviewed some potential changes with the executive and finance committee, and will be working on this as we set out to rebuild our staff. *The question was called. All board members voted in favor of the updates and the consolidation of the manuals. The motion was approved.*

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Old Business – Valerie reviewed the updated **organizational chart**. This was based on DestinationNext and includes feedback from Amanda at HR One. Valerie will ensure that the final version to include the role of the Board of Directors as well. This chart will be a guide in filling the vacancies that current exist as well as guiding the team in interactions. It is a hybrid matrix, which also illustrates our need to rely on qualified vendors for certain specific skill sets. *Dan Marshall offered a motion to Approve the Organizational Chart as updated and presented by the President. Charles Parkhurst seconded that motion. See Appendix F.*

New Business – Valerie shared the potential revision to the mission statement, based on our new strategic plan, DestinationNext. This plan shifts our role from pure marketing of the destination to a greater emphasis on place building, community engagement and advocacy for our industry’s role in economic development. Mark Gilbride asked how long since we had last changed our mission statement. Valerie indicated that she would have to look that up. She knew that it had been revisited with each plan, but not changed recently because there had not been this dramatic of a shift in our roles. The board discussed the mission and vision statements which were presented. Following the discussion, Chair Hutchings asked if it was the pleasure of the board to bring them back to the next meeting. It was agreed that it would be appropriate to change them now in order to move forward with focused and aligned committee work. *Dan Marshall made a motion to adopt the new mission and vision statement. Lenore Friend seconded the motion. All present voted in favor of these statements.*

Mission: To curate, distinguish, and develop Ontario County’s destination brand inspiring travel, creating economic vitality for our stakeholders, and providing quality of life benefits for our residents.

Vision: Ontario County’s Visitors Connection (FLVC) is viewed as an intentional community leader and equity partner in economic development, social and environmental responsibility. Our destination is valued as a dynamic place to live, work, play and be well.

Adjourn:

David Hutchings asked for a motion to adjourn the meeting. *Dan Marshall made the motion to adjourn the meeting. Carl Carlson seconded the motion. All present voted in favor of the motion. The meeting was adjourned at 9:25 am.*

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Appendix A

2020 – 2021 Goals and Performance Measures

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

Strategic Plan: To engage in a strategic planning process through Destination Next/Young Strategies and facilitate the next strategic plan implementation and introduction.	DONE!	
Strategic Plan: Certification through Destinations International	DONE!	
Strategic Plan: To work with economic development on the advancement and reopening of small businesses	DONE! OCEDC	
Marketing/Visitor Services: To introduce & fully implement the new brand – including new website, marketing materials, and messaging.	DONE!	
Marketing/Visitor Services: To advance our meetings and conference programming	DONE!	Website, SDR endeavors,
Partner Relations. VisitConfidently and reopening pivots as necessary	DONE!	Award winning endeavors
Partner Relations: Extend partnerships which foster a higher ROI in marketing		
Organizational: Develop a committee structure which supports economic development opportunities; accessibility, diversity & equity, reopening, innovation, strategic planning	Timing delayed Move to 2022	Put in place, then tied back to the plan
Organizational: 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, including readdressing the occupancy tax issue; revisiting the TID now called tourism recovery districts.	Done!	Worked with County on the legislation to change the occupancy tax; invited the administration to Advocacy Summit/Funding Sources addressing TIDs. Financial Plan - successful
Organizational: Ensure that the right resources are in place (including human resources) to advance the plans	NOT DONE!	More than FLVC challenged by this. Move to next year – workforce development

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**Appendix B
Finger Lakes Visitors Connection 2022 Budget Final**

	Oct '21 - Sep 22
	Budget
Ordinary Income/Expense	
Income	
41000 · Government Contracts	1,042,528.02
42000 · Grants	
42100 · NYS Matching Funds	65,168.00
42200 · Other Grants	50,000.00
Total 42000 · Grants	115,168.00
43000 · Private Sector	
43025 · Sanitation Bank	0
43050 · Program Revenue	43,000.00
43075 · InKind, Donated Services	15,000.00
Total 43000 · Private Sector	58,000.00
44000 · Interest Income	2000
45000 · Miscellaneous Income	0.15
Total Income	1,217,696.17
Gross Profit	
<u>Expense</u>	
50000 · Marketing, Sales, Promotions	
51100 · Advertising and Promotion	
51150 · Social Mktg. Adv. Promotions	48,000.00
51160 · Paid advertising	8,800.00
Total 51100 · Advertising and Promotion	56,800.00
51200 · Brochures, Collateral, Flyers	53,000.00
51300 · Mailing, Info Centers, Distrib.	
51325 · Fulfillment - MF	7,750.00
51350 · 800# - Matching Funds	0.00
51375 · Info Centers Expenses	3,200.00
51300 · Mailing, Info Centers, Distrib. - Other	0.00
Total 51300 · Mailing, Info Centers, Distrib.	10,950.00
51400 · Shows/Info Centers	
51450 · Displays and Giveaways	15,000.00
51475 · Trade Show Expenses	9,000.00
Total 51400 · Shows/Info Centers	24,000.00

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51500 · Web, Digital Communications		
	51510 · Dev. modules and microsites	1,000.00
	51520 · Website Maintenance & Support	9,000.00
	51525 · CRM Costs	12,000.00
	51550 · CMS - Content Management System	34,000.00
	51575 · SEO/SEM Costs	<u>24,000.00</u>
Total 51500 · Web, Digital Communications		80,000.00
51750 · Photo/Video/AV		22,000.00
51800 · Research, Reports		<u>10,000.00</u>
51900 · Brand - Strategy, Design, Comm.		
	51910 · Press Releases, Updates Reports	2,000.00
	51925 · Email Marketing Fees	2,000.00
	51940 · Design, Branding	30,000.00
	51950 · Content Devel. and Mgmt.	48,000.00
	51975 · Media, Trade, VIP Hosting	<u>7,000.00</u>
Total 51900 · Brand - Strategy, Design, Comm.		89,000.00
52000 · Partnership Dev. & Industry		
	52100 · Partner Program and Sales	5,000.00
	52200 · Workforce Engagement & Training	10,000.00
	52000 · Partnership Dev. & Industry - Other	<u>600</u>
Total 52000 · Partnership Dev. & Industry		15,600.00
52500 · Sales		
	Product Development and Sales	
	52600 · Direct Sales/ Lead Generation	35,000.00
	52700 · Client Events - Fam Tours	<u>10,000.00</u>
Total 52500 · Sales		45,000.00
53000 · Cooperative Marketing		
53000 · Cooperative Marketing		
	53100 · Regional Transfer MF	35,000.00
	53200 · Regional Coop - Non-MF	15,000.00
	53300 · NYS Cooperative Opp. Fund	10,000.00
	53400 · Niche Markets - Coops	<u>5,000.00</u>
Total 53000 · Cooperative Marketing		65,000.00
54000 · Visitor Services and Supplies		
	54000 · Visitor Services and Supplies	2,400.00
	54100 · Supplies and Promotional Items	2,225.00
	54200 · Leisure In Destination Services	4,000.00
	54300 · Meeting and Event Services	2,500.00
	54200 · Gateways	<u>0.00</u>
Total 54000 · Visitor Services and Supplies		11,125.00

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	55000 · Staff Payroll		
	Total 55000 · Staff Payroll		
	55001 · Marketing and Sales Staff	359,400.00	
Total 50000 · Marketing, Sales, Promotions	55020 · Interns and Casual Labor	<u>600.00</u>	
	Total 55000 · Staff Payroll	360,000.00	
	55050 · Contractors for Projects	<u>1,000.00</u>	
62000 · Operations/Admin. General	56100 · Professional Development	12,000.00	
	56200 · Dues, Books, Subscriptions	10,000.00	
	56300 · Loc. Mtgs & Site Visits	5,000.00	
	57000 · Brand Develop. Strategic Plan	5,000.00	
	58000 · Economic Dev. / Product Dev..	42,500.00	
	59000 · InKind Expense	15,000.00	
	59999 · Other Marketing Expense - Misc.	1,500.00	
	50000 · Marketing, Sales, Promotions - Other	1200.00	
61000 · Technology/Information Systems		<u>28,000.00</u>	
	TOTAL MARKETING EXPENSE	963,675.00	
	62050 · Automobile Expense	5,000.00	
	62100 · Bank Service Charges	600.00	
	62200 · Furnishings and Equipment	1,800.00	
	62225 · Hosting and Meeting Expenses	5,600.00	
Total 62000 · Operations/Admin. General	62300 · Insurance Expense	10,800.00	
	62400 · Office Supplies/Stationery	5,300.00	
	62500 · Professional Services	23,500.00	
	62600 · Repairs and Maintenance	11,750.00	
	62700 · Taxes	8,500.00	
	62800 · Telephone , Postage, Email	8,525.00	
	62900 · Utilities	7,250.00	
	62950 · Depreciation Expense	42,750.00	
	62999 · Misc. and Reserve Additions	<u>2,446.17</u>	
Total 62000 · Operations/Admin. General		133,821.17	
	66001 · Gross pay operations	72,900.00	
	66002 · Employer Payroll Taxes	29,000.00	
	66003 · Benefits	29,800.00	
	66004 · Employee Retirement	15,000.00	
	66005 · Payroll Processing Fees	7,200.00	
	66006 · HSA Contributions	7,800.00	
	66000 · Payroll Expenses - Other	<u>500.00</u>	
Total 66000 · Payroll Expenses		<u>162,200.00</u>	
Total Expense		<u>1,259,696.17</u>	

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Appendix C
Calendar FY 2022

Ontario County Four Seasons Local Development Corporation
d.b.a. A Finger Lakes Visitors Connection
Board of Directors Meeting Schedule October 2021 through October 2022

The effects of Covid-19 and the ability to hold meetings has kept the location ideas to be determined.

2022 FYE	DATE	TIME	Focus
OCT.	Wed. 10/6/21	8:00 a.m. – 9:30 a.m.	Annual Meeting and Regular Meeting
DEC.	Wed. 12/08/21	8:00 a.m. - 8:30 a.m.	Finance Committee meeting to review the audit
DEC.	Wed. 12/08/21	8:30 a.m. – 10:00 a.m.	Audit Presentation: Mengel Metzger Barr Board Self-Evaluation Due Strategic Task Force Reports
MARCH	Wed. 3/2/22	11:30 a.m.	Capital Projects Plan Cooperative Marketing
MAY	1 st through 7 th		National Tourism Week
MAY	Wed. 5/18/21	3:00 p.m. – 4:30 p.m.	Followed by Literature Exchange; Social event
JULY	Tues. 7/19/21	8:00 a.m.	2023 Budget 1 st Draft Approval
OCT. 2022 FYE	Wed. 10/5/22	11:30 a.m. – 1:00 p.m.	Annual Meeting, Budget, Business matters – Policy Updates Final Budget

Email Julie@visitfingerlakes.com or Valerie@visitfingerlakes.com

FLVC phone number is 585.394.3915; Valerie cell is 585.690.4242

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**Appendix D
Board of Directors Goals 2022**

Mission: *To curate, distinguish, and develop Ontario County’s destination brand inspiring travel, creating economic vitality for our stakeholders, and providing quality of life benefits for our residents.*

Vision: *Ontario County’s Visitors Connection (FLVC) is viewed as an intentional community leader and equity partner in economic development, social and environmental responsibility. Our destination is valued as a dynamic place to live, work, play and be well.*

<p>Strategic Plan: To facilitate the strategic plan items using the committee/task force guidance provided by Young Strategy</p>	<p>Measure of Success: Establish committees Initial plan submitted Each board member reports progress</p>
<p>Strategic Plan: To review our mission and vision and align/update with DestinationNext strategic plan</p>	<p>Board approval, posting and integration into operations and policy.</p>
<p>Marketing/Brand develop Continue to integrate the brand into the outreach endeavors</p>	<p>90 % of integration</p>
<p>Marketing/Partner Relations: Extend partnerships and cooperative marketing opportunities which foster a higher ROI and reach niche segments with high potential - including, but not limited to meetings, conferences, lifestyle</p>	<p>Partnership program articulated and buy-in fostered. ROI measures established as each program is implemented. Niche segment white papers produced.</p>
<p>Organizational: Values driven initiatives integrated into our organizational structure and relationships. Examples accessibility, diversity & equity, innovation, strategic planning, data driven results, community engagement</p>	<p>Action Steps for each area below are articulated by leadership and committees. Substantive steps taken in each category after establishing a baseline.</p>
<p>Organizational/Advocacy: To provide information and stimulate conversation with the county on funding models and local policies that enhance tourism promotion and development</p>	<p>Meetings with the county, ongoing education and outreach initiatives - noting earned occupancy tax reinvested as a stimulus for future growth.</p>
<p>Organizational: Human Resources. Update policies, recruit, retain. Put the right resources in place (including human resources) to advance the plans & marketing endeavors</p>	<p>Set standards and work to achieve those. X% increase in new accessible attractions, for instance, or training?</p>

Approved 10/6/21

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Canandaigua, NY 14424**

Appendix E

**Finger Lakes Visitors Connection
2022 Appointments
Committees of the Board**

Executive Committee - Chair, David Hutchings

Members: Officers - Lenore Friend, Steve Laros, Charles Parkhurst, Bob Bennett

Finance/Audit Committee - Chair, Steve Laros

Members: Steve Fuller, Dan Marshall, Lisa Fitzgerald

Alt.: Mike Roeder

Nominating Committee - Chair, Charles Parkhurst

Members: Lori Proper, Frank Riccio, Sherry Brahm-French

Alt.: Russ Kenyon

Governance Committee - Chair, Lenore Friend

Members: Mike Darling, Mark Gilbride, Sheryl Mordini

Alt.: Mike Kauffman

**2022 Appointments - Leadership and Board Members
Strategic Plan Task Forces
Committees of the Corporation**

Strategic Initiative 1 - Build new and enhance existing Visitor Experiences

Board Leadership: Sheryl Mordini

Additional: Mark Gilbride

Strategic Initiative 2 - Mobility and Access, Diversity, Equity and Inclusion within the county and to the county is critical

Board Leadership: Frank Riccio

Additional: Lori Proper, Sherry Brahm-French

Strategic Initiative 3 - Advocacy of Travel Industry Issues - policy action committee

Leadership: Steve Fuller

Additional: Dan Marshall

Strategic Initiative 4 - Foster and Develop Work Force

Board Leadership: Mike Kauffman

Additional: Mike Darling

Strategic Initiative 5 - Connectivity and Community Engagement positioning FLVC as the voice of the travel industry

Board Leadership: Mike Roeder

Additional: Lisa Fitzgerald, Russ Kenyon

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2022 - COMMITTEES and TASK FORCE RESPONSIBILITIES OF FINGER LAKES VISITORS CONNECTION

Name	General Responsibilities	Current Year Focus	Chair/Members
Executive Committee	<p>Establish the Agenda for the Board Meetings</p> <p>Work with Human Resources to review staffing structure, continuity, compensation and benefits.</p> <p>Establish board goals and facilitate the board self-evaluation process</p>	<p>Overarching issues – Implementation of the strategic plan and task forces</p> <p>Ensure that the right resources are in place (including human resources) to advance the plans that are articulated below.</p>	<p>Chair: David Hutchings</p> <p>Vice Chair: Lenore Friend</p> <p>Second Vice Chair:</p> <p>Secretary: Charles Parkhurst</p> <p>Treasurer: Steve Laros</p> <p>Immediate Past Chair: Bob Bennett</p>
Governance Committee	<p>Keep board informed of best governance practices.</p> <p>Review Policies and Bylaws to ensure compliance with authorities and operational efficiency including, but not limited to PAAA, Ontario County, and NYS Not-for-profit law</p>	<p>Review Policies per the schedule</p> <p>Address new policies</p> <p>Combine Employee Handbook and Board Notebook</p> <p>Adjust HR Benefits</p>	<p>Chair: Lenore Friend</p> <p>Mike Darling</p> <p>Mark Gilbride</p> <p>Sheryl Mordini</p> <p>Alt.: Mike Kauffman</p>
Nominating Committee	<p>Recommend board members and ensure engagement and participation and qualifications and educational experiences necessary to be effective Board members.</p> <p>Determine need to engage additional ex-officio members</p> <p>Nominations of leadership</p>		<p>Chair: Charles Parkhurst</p> <p>Frank Riccio</p> <p>Lori Proper</p> <p>Sherry Brahm-French</p> <p>Alt: Russ Kenyon</p>
<p>Audit/Finance Committee</p> <p>Meets 2x per year at minimum.</p>	<p>Recommend the Auditor</p> <p>Review and establish financial management/controls - fulfill responsibilities of internal and external audit process.</p> <p>Review annual budget & fiscal integrity of the corporation</p> <p>Oversee the audit process & completion of the 990</p> <p>Consider Capital projects and project plan renewal</p>	<p>Address Occupancy Tax, future revenues, alternative for funding</p>	<p>Chair: Steven Laros</p> <p>Steve Fuller</p> <p>Dan Marshall</p> <p>Lisa Fitzgerald</p> <p>Alt: Mike Roeder</p>

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Task Forces	Basic Emphasis	Tactics for 2022	
Strategic Initiative 1 – Build new and enhance existing Visitor Experiences	Consider Visitor Experience Fund	TBD	Board Leadership: Sheryl Mordini Additional: Mark Gilbride FLVC Team: Sarah O’Connell
Strategic Initiative 2 – Mobility and Access, Diversity, Equity and Inclusion within the county and to the county is critical	As noted at left	TBD	Board Leadership: Frank Riccio Additional: Lori Proper, Sherry Brahm-French FLVC Team: Tracey
Strategic Initiative 3 – Advocacy of Travel Industry Issues - policy action committee	To participate in the Economic Development strategic plan and provide insights into desired economic development initiatives for hospitality, tourism and lifestyle Sustainability	TBD	Leadership: Steve Fuller Additional: Dan Marshall Team Member: Valerie
Strategic Initiative 4 – Foster and Develop Work Force	Foster an abundant and well-trained workforce	TBD	Board Leadership: Mike Kauffman Additional: Mike Darling Team Member: Julie Maslyn
Strategic Initiative 5 – Connectivity and Community Engagement positioning FLVC as the voice of the travel industry	Establish Organizational and community goals regarding tourism	TBD Consider Tourism Cares Initiative	Board Leadership: Mike Roeder Additional: Lisa Fitzgerald, Russ Kenyon

10/6/21 Approved by Board

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Strategic Initiative: _____
Committee Chair: _____ **Staff Liaison:** _____
Additional Members: _____
Initial Committee Meeting Date: _____
Tactical Plan Approved Date: _____

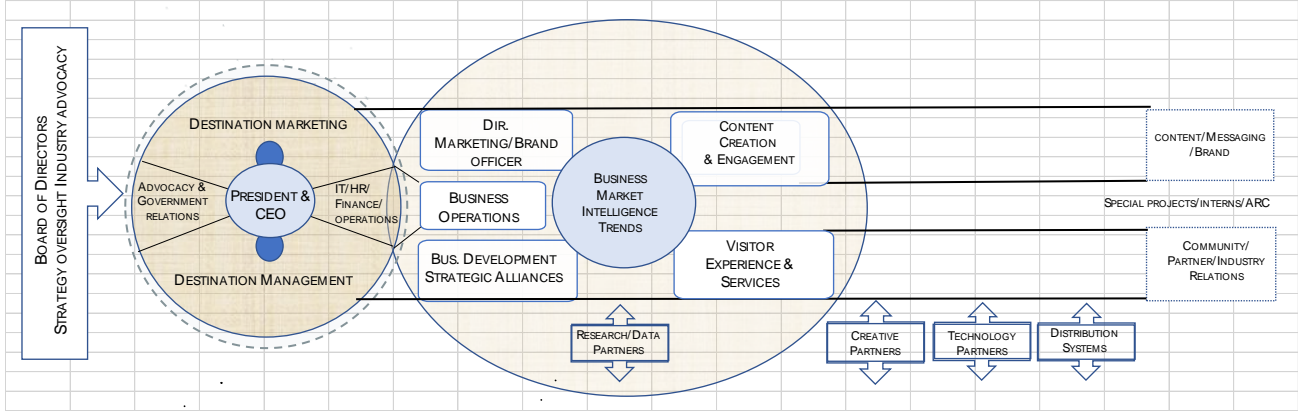
Tactical Plan

Tactic 1	Action Steps		Resources Required	Deadline	Person Responsible
Develop....	1.	Convene...			
	2.				
	3.				
	4.				
Tactic 2	Action Steps		Resources Required	Deadline	Person Responsible
Develop....	1.	Convene...			
	2.				
	3.				
	4.				
Tactic 3	Action Steps		Resources Required	Deadline	Person Responsible
Develop....	1.	Convene...			
	2.				
	3.				
	4.				
Tactic 4	Action Steps		Resources Required	Deadline	Person Responsible
Develop....	1.	Convene...			
	2.				
	3.				
	4.				

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Appendix F

Finger Lakes Visitors Connection, Organizational Chart, Adopted 10/6/21



President and CEO = Valerie Knoblauch
 Dir. Marketing/Brand Officer – Vacant
 Business Operations = Julie Maslyn
 Business Development, Strategic Alliances = Tracey Burkey
 Content Creation and Engagement = Vacant
 Visitor Experience & Services = Sarah O’Connell
 Special Projects: Mitch Steedman, Videographer
 Special Projects: Robert Smith, Clerical

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**Appendix E
Board of Directors FYE - 2022**

Officer Role	Name	Account Name	Email	Term Expiration
1. Chairperson	David Hutchings	Sonnenberg Gardens & Mansion State Historic Park	director@sonnenberg.org	9/30/2023
2. 1st Vice Chairperson	Lenore Friend	Finger Lakes Community College	Lenore.Friend@flcc.edu	9/30/2023
4. Secretary	Charles Parkhurst	Lyons National Bank	cparkhurst@bankwithlnb.com	9/30/2024
5. Treasurer	Steven Laros	Fairfield Inn & Suites Geneva Finger Lakes	steven.laros@marriott.com	9/30/2022
6. Immediate Past Chairperson	Bob Bennett	Homewood Suites by Hilton Rochester - Victor	bob.bennett@hilton.com	9/30/2023
7. Rep. Board of Supervisors	Daniel Marshall	Town of South Bristol	Daniel.marshall@southbristolny.org	12/31/2021
Member	Steve Fuller	Bristol Mountain	sfuller@bristolmt.com	9/30/2023
Member	Michael Kauffman	Eastview Mall	mkauffman@wilmorite.com	9/30/2024
Member	Sheryl Mordini	1795 Acorn Inn	acorninn@me.com	9/30/2022
Member	Sherry Brahm-French	Arbor Hill Grapery & Winery	sherry@thegrapery.com	9/30/2022
Member	Mike Roeder	Ravenwood Golf Club	mroeder@ravenwoodgolf.com	9/30/2023
Member	Lisa FitzGerald	Finger Lakes Winery Tours / Feathers and Tails Farm	lisafitz07@gmail.com	9/30/2024
Member	Mark Gilbride	Lazy Acre Alpacas	markgilbride@lazyacrealpacos.com	9/30/2024
Member	Michael Darling	Crafty Ales and Lagers	mike@drinkcraftyales.com	9/30/2024
Member	Russ Kenyon	Kenyon and Kenyon	Russ@KenyonandKenyonLaw.com	9/30/2022
Member	Frank Riccio	Cobblestone Creek Country Club	ricciofrancis70@gmail.com	9/30/2022
Member	Lori Proper	The Lake House on Canandaigua	lproper@lakehousecdga.com	9/30/2024

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Mission: To curate, distinguish, and develop Ontario County’s destination brand inspiring travel, creating economic vitality for our stakeholders, and providing quality of life benefits for our residents.

Vision: Ontario County’s Visitors Connection (FLVC) is viewed as an intentional community leader and equity partner in economic development, social and environmental responsibility. Our destination is valued as a dynamic place to live, work, play and be well.