

STRATEGIC PLAN UPDATE AND REVISION

CAYUGA COUNTY OFFICE OF TOURISM

*(Plan Update and Revision based on 2008-2010 Strategic Plan and
Recommended Strategies from Randall Travel Marketing Study 2006-2007)*

Strategic Plan Time-Line

Please Note: Items with Check Marks [h] have been completed and/or initiated.

Preparation Phase (2007) ALL ITEMS COMPLETED!!

- h Photography for visitors guide, web and advertising
- h Gather e-marketing job descriptions and salary requirements
- h Increase occupancy tax from 3% - 5%
- h Add retail representation on Board of Directors (done)
- h Cost out responding to inquiries with Pre-Sort First class postage

Year One (2008)

- h Revamp marketing materials including web site, visitor guide, PR (target middle market publications, look into outsourcing as well) and primary ads
- h Add e-marketing position (***NOTE: E-Marketing Position established as Part Time of a FTE Position that shares responsibilities for Administrative Duties**)
 - ✓ Develop e-marketing mailers for leisure, business & individual travelers
 - ✓ Inquiry database “data mining” and data analysis
- h Add restaurant representation on Board of Directors – create culinary round table once or twice a year for exchange of ideas and strategies
- h Create “Lake Effect” promotional strategy. Turn “Lake Effect” into a positive statement – create local PR around this strategy
- h Focus on Auburn and Aurora to drive ‘core density’ perception
 - Hold a workshop for wineries and attractions to help them better understand the customer and preferred products and services
 - Respond to all inquiries with Pre-Sort First Class postage, budget allowing
 - Visiting friends and relatives (VFR) reunions, weddings and funerals promotion

- h Expand promotion of fishing in the Fair Have area through our participation in the Lake Ontario Sport Fishing Promotion Council with the assistance of the Explore NY Grant
- Promote unique shopping (Fly-By-Night Cookie Co., etc.)

Year Two: Focus on outreach into the Finger Lakes region (2009)

NOTE: Although all of the action items for 2009 were address and some were completed, most of the 2009 initiatives that will be added to 2010 and previous 2010 initiatives will be pushed out to 2011 (see 2010 & 2011 sections)

- h 2-3 day getaways/romance promotion
- h Family events (reunions, weddings, gatherings)
 - o New Section added to Website and complementary advertising
- h E-marketing program targeting Gen-X
- h In-room extend-the-stay promotion
 - o Expanded materials prepared for hotel and accommodations, including maps, history trivia and other items to promote expanded stays.
- h Gateways & Signage – consistency in style, design, color, with funds for maintenance; start process with ad-hoc committee
 - o Ad-hoc committee formed and held meetings. Process was also initiated in coordination with City of Auburn Comprehensive Plan
- h Improve front-line information at lodging properties – kiosks, tent cards, padded maps, etc.
 - o Maps and Mini-Map (fold-out) created and distributed; larger map is in production.

Year Three (2010): Continue Initiatives from 2009 Plan

- Continue 2-3 day getaways/romance promotion
- Continue Family events (reunions, weddings, gatherings)
- Continue E-marketing program targeting Gen-X
- Continue In-room extend-the-stay promotion
- Continue Participation and Involvement with Musical Theater Festival (MTF)
- Continue Gateways & Comprehensive Signage Initiative
- Expand Group Tour Information and Access through Tourism Website.

Year Four (2011) Continue 2010 Initiatives and Target NYC Metro Area:

- Transition Part-Time E-Marketing Position to Full-Time E-marketing Focus, including:
 - Monthly E-Blasts brought in-house;
 - Scheduled Social Networking Postings; and
 - E-newsletter brought in-house
- Fill Part-Time Administrative Assistant / Visitor Information Clerk position.
- e-marketing for convention/meeting/sports attendees
- Continue 2-3 day getaways/romance promotion
- Continue Family events (reunions, weddings, gatherings)
- Continue E-marketing program targeting Gen-X
- Continue In-room extend-the-stay promotion
- Continue Participation and Involvement with Musical Theater Festival (MTF)
- Continue Gateways & Comprehensive Signage Initiative
- Expand Group Tour Information and Access through Tourism Website.

Year Five (2012) Target NYC Metro Area and Increase Direct Sales Effort in Region and Beyond

- Develop and Add Full-Time Sales Position
- Develop meeting, sports, group tour and event planner's guides
- Focus on and Attend Trade & consumer shows
- AAA offices in Finger Lakes region, NY State and border states
- Groups, conferences, sports, etc.

Other Long Term Goals (Remains the Same)

- Visitor Information Center - to be added to strategic plan
- Gateways & Signage - consistency in style, design, color, with funds for maintenance, start process with ad hoc committee
- African-American, Hispanic, Gay a& other minority segment promotions
- Improve front-line information at lodging properties -kiosks, tent cards, padded maps, etc.

Ongoing Initiatives

- Support/advocate for product development
 - ✓ 'destination' dining
 - ✓ Upscale inn in downtown Auburn preferably with attached dining

- ✓ Recruit ideal retail mix for Auburn
 - ✓ Baby Boomer Retirement plan for Auburn
 - ✓ Musical Theater Festival
 - ✓ Continue to build retail mix for Aurora
 - ✓ Continue Support for FL Museum of Cultural & Natural History Museum in Aurora area.
 - ✓ Build meeting capacity for Auburn
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- Hospitality Training - “Tools for Tourism,” on-site workshops, “must-see” cards
 - Encourage unity among Cayuga County tourism businesses - e-newsletter
 - Education for local population - annual report to be placed in the local newspaper
 - Research and On-Going evaluation
 - ✓ Annual market mix survey
 - ✓ Visitor profile & conversion study every (3) years
 - ✓ Annual evaluation of inquiry point-of-origin
 - ✓ Website research form analysis
 - ✓ Annual update to performance audit
 - ✓ Research comparability with State of New York

**October and November 2009
CCCVB Planning Committee**