PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
AGENDA
March 20, 2019

1. Approval of Minutes
   - February 20, 2019

2. Gretchen Hanchett, GACCC Executive Director
   - Monthly Report
   - 3-Year Marketing Plan
   - Annual Marketing Communications Plan

3. H. Kier Dirlam, Planning Director
   - Monthly Report
   - Draft of Comprehensive Plan

4. Craig Clark, Economic Development/ Industrial Development Agency
   - Monthly Report

5. Reita Sobeck-Lynch, Employment & Training Director
   - Monthly Report
   - Request to Fill Summer Youth Employment & Training Counselor

6. Broadband Request

7. Allegany County Trails Task Force

8. Old Business

9. New Business

10. Questions from the Media

11. Good of the Order

12. Adjournment
Planning & Development Committee Tourism Report; Gretchen Hanchett

3/19
Projects

• “25 Allegany County Must-do’s” publication that can also be used on the tourism website.
  o Working with Tourism Committee, Development team with developing Top 25 must do’s

• Visit from of Travel Writer in Allegany County. Swain Resort, Cuba Cheese and Moss Lake. 3/16/19 & 3/17/19
  Lana Law, editor and writer with the Toronto-based publication Planetware.com (2,000,000 UVM) has contacted us regarding setting up a ski-focused FAM to the various mountains in Upstate NY. Her article will detail resorts that are an easy drive from Toronto, going as far east as the mountains located in Cortland, NY.

  Lana took part in a Syracuse and Rochester focused visit in November of last year and produced two excellent stories. She well visits this time in mid-March, driving in, traveling with her husband, with plans to make stops at 6-8 mountains in the Upstate New York area. She does not plan to ski at every stop but will visit and photograph each mountain. For the ones that she is hoping to ski at Swain. As Lana is her own writer and photographer, she likes to have a subject on the mountain to capture, hence this request.

  While in each area, Lana also wants to understand the top experiences offered nearby. Activities and accommodations will be covered within the story. See her recent piece on “5 Top-Rated Ski Resorts in North Carolina, 2019” for an example.

• Visitor Engagement Academy next steps this month and into March
  o Field test sent out 3/7/19
  o First follow-up class 4/11/19

• Received Josiah Brown’s Allegany County tourism Marketing Assessment
  It has been implemented into our “3-year Tourism Marketing Plan” and structure of our “2019 Tourism Advertising Plan”.

Preferred structure of a DMO marketing budget

A preferred budget with approximately the following structure: this will take time to implement.
  30% Branding – typically things that are hard to track but make a strong impression on the public and keep your brand top-of-mind.
    o Examples: Creative ideas, billboards, event sponsorships, creative media, magazines/print, radio
  40% Rock solid trackable media with metrics
    o Examples: Ads with impressions/click thru reports, lead generating activities, response-based media, contests
  20% Experimental - This category is always the testing grounds to be very forward and creative and find things that will bring you more solid options for #1 and #2 eventually
Examples: Special event opportunities, new media, non-traditional media placements

10% Flexible for opportunities that were unforeseen during the year

With such a limited budget it is challenging to do everything. We will focus on spending on Branding first and that may end up making that category a higher percentage by default.

*Please see attachments for review and approval
*Also attached is the 2019 tourism matching funds budget and non-matching fund budget.

- **Travel/Events**
  - Check out the website calendar for more information [www.discoveralleganycounty.com](http://www.discoveralleganycounty.com)
  - Erie Sports and Travel Show 3/1 through 3/3
  - WNY Sports Show 3/9 and 3/10

- **Tourism Presentations**
  - Senior Group 1/8/19
  - Belfast Lions 1/24/19
  - Community Group in WLSV 1/27/19

**Advertising**

- Monthly Radio spots
- Digital marketing
- Social Media
- Radio
- Guest Quest Travel publication and travel website
- Spring Explore NY ad & article

- I-86 (ad & article)

- **Economic Development Team efforts:** Support efforts of the trail system project

Respectfully submitted

Gretchen

Gretchen Hanchett, Executive Director/ Tourism Coordinator
Greater Allegany County Chamber of Commerce & Allegany County Tourism
(W) 585-268-7443  (C) 585-610-9529 ghanchett@alleganychamber.org
www.discoveralleganycounty.com
Allegany County Tourism Mission:
To promote County-wide events that will attract and brings visitors to the County.

Allegany County Tourism Vision:
Allegany County will be regionally recognized as a great place to visit and live.
Market Overview:

There are four major successful events within the County, i.e. Garlic festival, Balloon Rally, Allegany County Fair and, Ridge walk that draw 1000s of outside visitors to the County. There are also two destinations that bring in visitors to the county that include Tall Pines ATV Park and Swain Ski Resort. The three major Colleges add to this total by bringing in visitors through the region including international visitors. The events are run by different groups within the county. At this time hotel rooms are limited to 232 beds capacity which limits retaining visitors from these events and the events at the three major colleges and developing destination packets. The future holds a new hotel opening in 2019 which will provide new opportunities to promote packages and aid in the retention of extending visitors time within the county.

A large percent of land ownership is with non-residents, the majority coming from Buffalo, Rochester and urban areas outside the region.

Many of our daily visitors to events come from Buffalo, Rochester, Jamestown, Canada, Pennsylvania and throughout New York State.

The County’s Tourism three-year plan focuses on:
* Strengthen the County’s reputation as an active, vibrant place to visit.
* Increase first time visitors, that generates additional sales tax revenue
* Develop and Increase Destination packages for visitors to extend their stay
* Collaborate with Economic Developments efforts in promoting Allegany County as a great place to visit and live

Integrated Marketing Strategies
A listening-first, database-dependent approach to marketing that includes a willingness to segment and coordinate such strategic assets as product (customer), price (cost), and place (convenience), and to develop effective promotion (communication) strategies for key audiences
Based on Allegany County’s Economic Development marketing plan

Strengthen the County’s reputation as an active, vibrant place to visit.

Work with a Marketing Communications group (MarCom group) consisting of the following areas: Planning and Development, Workforce Development, Economic Development, and County Chamber. This group will address the important planning milestones; laying the foundation, analysis and planning, and execution and evaluation. This process encourages ownership among internal stakeholders, while balancing the need for just enough consensuses, with the need to keep moving forward.

The desired outcome from this group will be a three to five year integrated marketing communications plan. Elements of this plan will include: planning assumptions, i.e. job trends, population base, situational analysis (SWOT); target audiences, people whom we wish to increase awareness or generate a response; measureable marketing goals; action plans; and an overall budget.

Conducted a comprehensive perception study. Integrated marketing emphasizes looking outside the organization for new opportunities, synergies, relationships, and strategic liaisons and even anticipate the needs of the marketplace.

This study would clarify our strengths & opportunities, identify areas of growth, give us a comparison study of competition and give us a benchmark to measure progress.
An Allegany County Tourism Marketing Assessment was done in October and November in 2018 by Josiah Brown, CEO of New York Welcomes you. The results of the Allegany Tourism Marketing Assessment and 3-year marketing plan moving in the next 3 years are as followed.

**The role of a DMO (Destination Marketing Organization) – The director of the visitor economy**

- Steward and promoter of the brand
- Champion of Events
- Conductor of the local visitor economy
- Connector of the public and private
- Sales (larger DMOs & CVBs)

**Roles Explained:**

- **Steward and promoter of the brand**
  - Creating a compelling contemporary Brand Manifesto for the destination
  - Keeping the Brand Manifesto forefront in the stakeholder’s minds
  - Managing a marketing plan to grow the awareness of engagement of the brand
  - The DMO is not the marketing department or sales department for any individual business, but instead a creator of the “Irrigation Pipeline” others can tap into.

- **Champion of Events**
  - Not the facilitator of events, publicly attended events are not the work of the DMO Staff.
  - Keeping the central calendar and providing awareness and marketing support

- **Conductor of the local visitor economy**
  - Getting all the “Instruments” to play together well. Meaning: Seeing how all sectors of the business community and tourism communities can work together.
  - Examples: Making sure realtors give out visitor guides, hotels packaging with events, businesses with similar goals and customers are working together, etc.

- **Connector of the public and private**
  - Facilitating workshops, grant awareness, presenting to community and business groups, interpreting county or government rules or opportunities.

- **Sales**
  - Larger DMO’s will engage in forward sales activity at national marketplaces for sporting events, meetings, conferences, bus groups, group travel and more.

**Preferred structure of a DMO marketing budget**

A preferred budget with approximately the following structure: this will take time to implement.

**30% Branding** – typically things that are hard to track but make a strong impression on the public and keep your brand top-of-mind.

- Examples: Creative ideas, billboards, event sponsorships, creative media, magazines/print, radio

**40% Rock solid trackable media with metrics**

- Examples: Ads with impressions/click thru reports, lead generating activities, response-based media, contests
20% Experimental - This category is always the testing grounds to be very forward and creative and find things that will bring you more solid options for #1 and #2 eventually
  o Examples: Special event opportunities, new media, non-traditional media placements

10% Flexible for opportunities that were unforeseen during the year

*With such a limited budget it is challenging to do everything. We will focus our spending on Branding first and that may end up making that category a higher percentage by default.

Analysis:
The first obvious observation is that a marketing budget of approx. $160,000 is anemic from a competitive standpoint. This money has seemed to be spent in very creative ways since you have realized the growth you have over the last several years.

The 1-year marketing plan outlines a mission that would be approximately $400,000 to execute thoroughly and reasonably well.

Marketing Observations:
  • A re-brand needs to happen first. Design needs to be invested in. Design changes as fast as fashion and as that usually goes a younger graphic designer is usually more progressive in look and feel. A good freelance graphic designer should be engaged to help create a “Tool Kit” of templates, fonts and colors that can be used by the team on a day to day basis. (This would happen after a re-branding.)
  • TV, Radio and Newspapers are very good branding opportunities but without a large and consistent presence they become ineffective. These should be evaluated carefully based on funding.
  • A committed “Laser” approach on a few tasks rather than a “Shotgun” approach of a complete plan that is underfunded.
  • Your digital marketing budget has seemed to net a much larger value in tasks and hours worked with your vendor than what you are paying. I would continue to find ways to increase this spend as budget increases allow. Its looks like money very well spent.

Recommendations
The following 4 areas are recommend primarily focusing on over the next 3 years to being moving toward an environment of a more traditional DMO type role.

Branding (DMO Role: Steward and Promoter of the Brand)

Allocate money and priorities to introducing the new brand to the public. There should be as much energy as is possible in 2019/2020 and as funding shifts allow to get the new brand understood and top-of-mind.

This could include:
  • Tactical saturation in radio or newspaper or magazine (probably not all three for saturation purposes.) This should be done only if money can be pooled into the most effective idea and is saturated for a period of time
- Creative events to get press/PR (Model I Love New York Media nights)
- Displays and placement at current events that draw heavily from outside the area
- Storytelling and Content Marketing, Video, young influencers, contests, etc.

**Build Audience** (DMO Role: Steward and Promoter of the Brand)

Social media marketing is amazing but if you don’t have a large fan base it’s much less effective. A large follower base is the most effective place to start. The foundation has to be set for communicating to your followers and fans. I would actually take money away from social promotion for 12 months and pour it into any and all strategies to grow followers:

This can include:
- Simple branded giveaways at events for an email address and/or a social follow. Examples: Koozie, LED Light keychain, etc.
- Photo contests in the county that boast large prizes. No one is crossing county lines for a free ice cream sundae. If you have a photo prize in March for snow, April/May for Spring, June/July/August for summer and Sept/Oct for fall that are $500 each and $1000 for grand prize, photographers will travel to you. (This also builds photo library.)
- Gas Card giveaway contests on social media. (Gas cards are usually more effective than “Free trips” though you can do both). To be entered the person has to “Tag” 3 friends etc.
- Boosted storytelling/guides of simple recommendations. For example: Write a story about the 3 epic day hikes and where the brews are at the end. Include the 5 epic Instagram photo spots along the way. Boost that story to Rochester and Buffalo with a large budget for 2 months. That type of content will generate followers who want more of that content.
- Host contests for best pictures from events so that you are promoting the events as well gaining the followers.

**Engage the 2nd home and land owners** (DMO Role: Conductor of the local visitor economy)

This would be a guerrilla marketing that I feel would pay off.
- This demographic is likely to quickly recruited as a “Fan” and to have “Pride of Place” because their involvement in the destination is almost always for enjoyment.
- Usually tax records can be pulled for non-local tax bills.
- A direct mail campaign or Geofenced campaign could be employed to capture their interest.
- Social Media contests could be hosted to “Tell us your favorite thing/activity as a second home owner.”

This demographic also should be encouraged to put their properties on sites like Airbnb or VRBO to grow the room inventory around events etc. Certainly, there must be local entrepreneurs or existing property managers who could capitalize on facilitating and managing this for the 2nd home owners who are willing.

**Promote the tourism investment opportunities** (DMO Role: Conductor of the local visitor economy)
There is great need to market the “Tourism Opportunities” in the county for potential investment. There are some opportunities that seem easy for a motivated entrepreneur to capitalize on. Many might be retiring, or they are already 2nd home owners. This could be an opportunity for economic development and tourism to collaborate.

**Opportunities such as:**
- Outfitters
- Rural lodging, Glamping, Rental Cabins
- Artisan Shops
- Rural Experiences
- Agri-tourism

**Ideas to promote:**
- Taking a booth to a Buffalo, Rochester or Pittsburgh home show, car show, or key event. (At a home show remember to engage the business there as well. City contractors, landscapers, boat dealers, etc. are all entrepreneurs)
- Get beyond the traditional business to business type events and look at tactical places to show off the 4-5 easiest tourism businesses to start
- Create an attractive presence at your own major events that demonstrate the opportunities
- Commit to attending some events in your surrounding cities with a professional “Allegany” name tag and an opening line of “I’m from Allegany County and we are a growing tourism economy and we are here networking for investors for some of our low hanging opportunities.” Just being seen a few times a year will make a huge impact

**Analysis of 1-year plan:**
- In the opening mission more emphasis on the impact and effect of tourism. Increased economic development, pride of place, local sustainability, jobs etc. Certainly, these are in addition to the simple tracking metrics.
- With limited product it may be challenging to actually build itineraries short term. It may be better to focus on highlighting your “Purple Cows”.
- Pride in place campaigns are fine but should be delayed to champion new branding
- PR is great, and the tourism department should capitalize on that as much as possible during rebrand
- Good show list. Use these events aggressively to collect emails and get social follows. You can say that if they give their email and name and it matches a social follower, they can win the prize

**Metrics:**
- The metrics that are used to evaluate the contract with the Chamber should be looked at. Tourism is a part of a larger economic development and local community success story so no metric is a perfect measure.
• Suggested categories to include: Sales Tax, Bed Tax, Oxford/Tourism Economics Report, Star Report, web data, social media data, event data.

• Utilize a multi-year Image campaign building and sustaining a strong brand takes time, it is easier and more efficient to maintain an established brand and image over time than to continuously change. Brand recognition takes time to build and we should be leveraging that in the marketplace.

**Develop a research-based foundation for Marketing.**

The current primary sources of industry research data available is listed below. Additional sources of data will be explored to add information at the event and destination level.

• I love NY research
• Regional Economic Development Focus Groups
• Tourism NYS Impact Reports,
• Sales Tax & Taxable lodging sales
• tourism strategic plan
• County Comprehensive Plan
• Bed Tax,
• Oxford/Tourism Economics Report,
• *Star Report,
• *web data,
• *social media data,
• *event data.

**Keep an annual master list of key marketing communications.**

From this list we can look for opportunities for efficiency, compile marketing expenditures county-wide, collect and compare marketing communications county-wide, integrate vendors, ensure consistent messaging across platforms and market segments, identify gaps in existing communications activities and develop plan to fill them. i.e. annual report to review activities by market segment to ensure that each segment is being effectively addressed.

**Utilize a multi-year Image campaign** building and sustaining a strong brand takes time, it is easier and more efficient to maintain an established brand and image over time than to continuously change. Brand recognition takes time to build and we should be leveraging that in the marketplace.

**Increase first time visitors, that generates additional sales tax revenue**

**Integrate the creation and evaluation of the County’s Tourism marketing program into an overall County marketing plan.** The components of a good integrated marketing plan are; audience-focused, rather than department focus, there is no one correct format, but it should be cross-functional. The goal is a County-wide plan that effectively balances the strategic and tactical. The goal is for county-wide integration rather than excellence in a few areas.

**Expand use of multiple social media platforms and best practices for targeted marketing efforts**

Utilizing media platforms in the form of Facebook and Google ads is one area that allows the county to reduce expenses of print and postage costs provide a more targeted program for identified events,
selected audiences, and demographics while tracking data to determine a Return on investment on the program.

Creating an active Social media communications platform i.e. FB, google+, Twitter, Pinterest, that engages our audiences in active conversations will increase continued interest in County events.

**Utilize personalized 1 to 1 marketing to develop repeat visitors**
The goal of a 1 to 1 marketing program is to build a relationship with each visitor, Typical success ratio of 1 to 1 marketing over traditional direct mail is response rates up to 14% versus typical DM response of 1-3%

- Work to add digital and variable data capabilities, print and or digital activities
- * Utilize the communications inventory database, work with MarCom group to Identify projects that can be leveraged for 1 to 1 marketing to increase yields
- Promote the A2D frontline training program

**Develop market-driven data for Return on Investment assessment of marketing components**
The benefits of measuring are: turning our opinions into cold, hard facts; cultivate buy-in for new projects; demonstrate ROI; refine strategies to increase effectiveness; and to use data and analytics for projection.

Work with the Marketing Communications group (MarCom group) and the NYS tourism Impact report for this assessment.

**Develop and Increase Destination packages for visitors to extend their stay.**

**Identify existing possibilities of destination packages**
*With limited product it may be a challenging to actually build itineraries short term. We will first focus on highlighting our “Purple Cows” with Top 25 must do’s in Allegany County.

**Identify future possibilities of potential destination packages**
Create a plan with the Tourism committee and Marketing Communications group (MarCom group)

**Create a Marketing Communications plan that focuses on destination packages.**

- Promote Allegany County as being an affordable, ideal location for overnight stays, while supporting increased lodging opportunities
- Develop and place advertising promoting Allegany County in print, radio, TV and all forms of social media
- Promote Allegany County’s diverse selection of affordable accommodations, diverse dining, multiple year-round events, attractions and shopping opportunities
- **Allegany County Tourism Mission:**
- **To promote County-wide events that will attract and brings visitors to the County.**
- **Allegany County Tourism Vision:**
- **Allegany County will be regionally recognized as a great place to visit and live.**

Align and maintain Allegany County’s 2019 tourism goals, objectives and tactical actions with Allegany County’s economic development team goals, objectives and tactical action plans – consistent with NYS tourism funding guidelines
Collaborate with Economic Developments efforts in promoting Allegany County as a great place to visit and live

Review existing prospects data to optimize communications support
By analyzing prospects data and behavior, ROI can be maximized by adjusting communications efforts.

Utilize personalized 1 to1 marketing in media to maximize revenue
Make it relevant: Strive to make communications meaningful for recipients. By segmenting the target audience, images and copy could be varied to have the most impact on the individual.

Utilize social media platforms and best practices for visitors and potential businesses
* Create a county platform that allows for a two-way conversation engaging and building relationships with visitors, potential residents and county community.
* Create messaging for each different audience.
* Connect print media to social media with same branding and message.
* All communications i.e. print & digital should be aimed at getting the prospect to a landing page on website providing them more detailed information and increases our capabilities of capturing pertinent data on interested prospects.

Create campaign architecture.
Work with Mar Com group to integrate elements of the Tourism Communication’s Plan and the Economic Marketing Communication plan.
Develop a three-year advertising plan in conjunction with the office of Economic Development and Planning based on their marketing plan.

Communications Objectives:
Allegany County Tourism Communications is charged with communicating and promoting as an active and vibrant place to live and visit.

- Enforce the county brand in key communications with all constituencies.
- Create top-of-mind awareness of, and interest in, Allegany County among the desired groups as identified in each section of this plan.
- Develop an overarching image campaign that promotes the brand “A great place to visit and live” by creating and re-enforcing a family look and consistent message in all areas of communications.
- Remain on the forefront of the Internet and all forms of social media to support the tourism’s goals.
- Develop a plan/process in conjunction with the Economic Development efforts into a proactive effort that promotes the County’s activities inside and outside the county via regional and national media outlets, and develop relationships and /or participate on with regional/national tourism and economic organizations.

Tactics:
* Improve/enhance tourism website to include all targeted audiences.
* Push potential visitors to the website for more detailed information, while capturing data.
* Development and produce tourism brochures, travel guides and tourism advertisement i.e. print, digital, radio and television using “I love NY funding” as per the approved annual marketing and advertising plan.
* Promote the Allegany County tourism industry at out-of-county and out-of-state trade shows and tourism related events, including appearances for the purpose of informing the public of Allegany County’s tourism activities as per approved annual marketing plan.
2019 “Annual Tourism Advertising Plan”

*Allegany County Tourism Mission:*
*To promote County-wide events that will attract and brings visitors to the County.*

*Allegany County Tourism Vision:*
*Allegany County will be regionally recognized as a great place to visit and live.*
Allegany County Tourism advertising plan is our road map for getting Allegany County’s message across to visitors and our tourism market. The plan is an essential tool of marketing, and public relations management.

We promote that Allegany County does have what people are looking for in ways of recreation and tourism and a great place to live. From the beautiful outdoors and year-round, almost daily events, to our rich American History and natural resources, our county is on an increasing path of tourism growth. Tourism is attracting sportsmen, and women, young and old, artists, writers, and those who just want relaxation time from their busy lives in their second homes.

2019 Allegany County Tourism Services through the Greater Allegany County Chamber of Commerce will continue a positive and aggressive approach in marketing and promoting Allegany County in 2019. Our goal is to establish Allegany County as a major player in tourism in pursuing the very competitive tourism dollar.

In developing our annual tourism advertising plan for 2019, we reviewed and assessed the results of our past marketing to refine our effectiveness as well as stretch our dollars to reach our target markets.

We plan to include information for *Travel to include top destinations and Gems/Trips*, and the many festivals & events so that readers will see what is close to us such as Letchworth State Park, etc. These marketing brochures are used at trade/travel shows and also mailed out across the country to the many requests we receive on-line and/or via telephone request. We also use distribution services in several areas to broaden the reach of our guides in our neighboring counties as well as other states. Promote Allegany County, primarily as an attractive tourist destination with emphasis on our ideal location, unique attractions, events and affordable lifestyle.

An Allegany County Tourism Marketing Assessment was done in October and November in 2018 by Josiah Brown, CEO of New York Welcomes you. The results of the Allegany Tourism Marketing Assessment resulted in the

Our Marketing activities will be structured into four categories: Branding, Trackable, Experimental and flexible, but not limited too. See attachment budget speed sheets.

60% Branding $79,814.00

- Promote an Allegany County’s Slogan
- Work with Tourism Consultant Josiah Brown on a Branding project in collaboration with Planning and Development
- [DiscoverAlleganyCounty.com](http://DiscoverAlleganyCounty.com) increase digital marketing efforts.
- Promote Allegany County and the County’s events through print, radio, TV and other forms of social media
- Facebook and Google ads
- Social media communications platform i.e. FB, Twitter, etc.
- Maintain and distribute a calendar of events.
- Develop a variety of tourism industry promotional materials and campaigns
- Develop “Top 25 places to visit in Allegany County”
- Partner in “Allegany Branding Project”
- Allegany County “Travel Guide”
- Produce scenic drive, hunting/fishing and historic Allegany County brochures.
- Promote Tall Pines sporting events, Swain Ski Resort events, Genesee River and Balloon Rally. “Purple Cows”
• Break the Ice (Canadian marketing project)
• Host travel writers, outdoor writers and assignments to Allegany County from “I love NY”
• Develop and obtain high def, video footage and photography. Continue to develop web video for the tourism website and for marketing in other venues.

28% Trackable $37,000.00
• Promote Allegany County and the County’s events through print, radio, TV and other forms of social media
• Facebook and Google ads
• Social media communications platform i.e. FB, Twitter, etc
• Guest Quest data collation/advertising
• Website
• Break the Ice (Canadian marketing project)
• Show attendance
• EquaTek, Digital marketing

13% Experimental $17,814.00
• Bring in Travel Writers/ Bus Tours
• Show attendance
• Tourism Development
• Audio visual projects / Develop and obtain high def, video footage and photography. Continue to develop web video for the tourism website and for marketing in other venues.
• Top 25 must do in Allegany County
• A2D frontline training program

3% Flexible $3390.00
• Facebook and Google ads
• Distribution
• Radio

Public Relations and Activities

Attend region/state and county travel shows, conferences, consumer shows, and festivals
Regional Marketing
• Collaborate with all southwestern NY regional tourism groups
• Attend the WNY REDC tourism committee and other regional project meetings when necessary.
• Develop and participate in regional marketing programs to “sell” our Western New York area
• Participate in the regional marketing projects
• Participant in State Regional marketing project when appropriate
MEETING, CONVENTIONS & SALES MISSION/BLITZ'S shows to attend this program year. (Not limited as in Tourism other pop up as the State comes up with promotions throughout the year)

- 1. I Love NY Conference
- 2. Governor's Tourism summit
- 3. NYS tourism association events
- 4. Regional and State Tourism events
- 5. ESD Tourism meetings

CONSUMER travel shows to attend this program year. (others may come up through the year)

- 1. Tri State Outdoor Expo, Pittsburg
- 2. Harrisburg Great American Outdoor show
- 3. Erie County Fair
- 4. Regional Travel shows in NY (AAA travel show Pittsburg)
- 5. Erie Sportsman show
- 6. NY State Fair
- 7. Olean Sports Show
- 8. Allegany County Recreation Show
- 9. TBD

ATTRACTIONS/DESTINATIONS/EVENTS we plan to promote this year:

1. Tall Pines ATV
2. Kayaking
3. Trail Systems
4. Trail systems
5. “Top 25 places to visit in Allegany County”
6. Swain Ski Resort
7. Wellsville Balloon Rally
8. College events
9. College events
10. Wildlife program

Target Markets

Across New York State with a heavier focus on Buffalo, Rochester, Syracuse, Erie, Cattaraugus County, Chautauqua County, and Wyoming County. Pennsylvania and Ontario Canada and surrounding areas is also a focus for our target market. It is important to understand that we do have visitors from across the country and can hit a larger market on social media and digital marketing when niche marketing.
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspaper</td>
<td>$1,438</td>
<td>Newspaper/advertising</td>
<td>-</td>
</tr>
<tr>
<td>Magazine</td>
<td>$11,862</td>
<td>Magazine</td>
<td>-</td>
</tr>
<tr>
<td>Online (Digital Marketing)</td>
<td>$26,300</td>
<td>Online</td>
<td>-</td>
</tr>
<tr>
<td>Radio</td>
<td>$9,150</td>
<td>Radio</td>
<td>-</td>
</tr>
<tr>
<td>TV</td>
<td>-</td>
<td>TV</td>
<td>-</td>
</tr>
<tr>
<td>Total Advertising</td>
<td>$48,750</td>
<td>Total</td>
<td>-</td>
</tr>
<tr>
<td>Collateral</td>
<td>$35,000</td>
<td>Collateral</td>
<td>$250.00</td>
</tr>
<tr>
<td>Mailing/Distribution</td>
<td>$12,500</td>
<td>Mailing/Distribution</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Sales Mag/Fam</td>
<td>$1,018</td>
<td>Sales Mag/Fam</td>
<td>$800.00</td>
</tr>
<tr>
<td>Toll Free/phone</td>
<td>$1,000</td>
<td>Phone</td>
<td>$800.00</td>
</tr>
<tr>
<td>Website Development</td>
<td>$1,500</td>
<td>Website Development</td>
<td>-</td>
</tr>
<tr>
<td>Audio/Visual</td>
<td>$5,500</td>
<td>Audio/Visual</td>
<td>-</td>
</tr>
<tr>
<td>Research</td>
<td>$5,000</td>
<td>Research</td>
<td>-</td>
</tr>
<tr>
<td>PR</td>
<td>-</td>
<td>PR</td>
<td>$4,700.00</td>
</tr>
<tr>
<td>Show Attendance</td>
<td>$2,000</td>
<td>Show Attendance</td>
<td>$3,650.00</td>
</tr>
<tr>
<td>Transfer to region</td>
<td>$11,580</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Mileage</td>
<td>$2,000</td>
<td>Mileage</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Tourism development</td>
<td>$5,000</td>
<td>Tourism development</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>office supplies</td>
<td>-</td>
<td>office supplies</td>
<td>$800.00</td>
</tr>
<tr>
<td>Billboards</td>
<td>$7,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Budget</td>
<td>$138,348</td>
<td></td>
<td>$20,000.00</td>
</tr>
</tbody>
</table>

2019 I love NY matching budget

Non-matching
## DMO structured marketing budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent of Total Budget</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspaper</td>
<td>60%</td>
<td>$1,438.00</td>
</tr>
<tr>
<td>Magazine</td>
<td>28%</td>
<td>$11,862.00</td>
</tr>
<tr>
<td>Online (digital marketing)</td>
<td>13%</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Guest Quest</td>
<td>3%</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Radio</td>
<td>60%</td>
<td>$8,810.00</td>
</tr>
<tr>
<td>Break the ice</td>
<td>28%</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Collateral</td>
<td>13%</td>
<td>$15,254.00</td>
</tr>
<tr>
<td>Show Attendance</td>
<td>3%</td>
<td>$2,650.00</td>
</tr>
<tr>
<td>Tourism development</td>
<td>60%</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Mailing and Distribution</td>
<td>28%</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Website development</td>
<td>13%</td>
<td>$15,254.00</td>
</tr>
<tr>
<td>Audio/Visual</td>
<td>3%</td>
<td>$2,750.00</td>
</tr>
<tr>
<td>PR</td>
<td>60%</td>
<td>$3,550.00</td>
</tr>
<tr>
<td>Billboards</td>
<td>28%</td>
<td>$7,500.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$79,814.00</strong></td>
</tr>
</tbody>
</table>

### Total Working Budget

- **$134,018.00**
- **$79,814.00**
- **$37,000.00**
- **$17,814.00**
- **$3,390.00**

### Percent of Total Budget

- **60%**
- **28%**
- **13%**
- **3%**
PROJECTS AND ACTIVITIES: MARCH 2019 REPORT

A. General Planning:

- **County Planning Board:** The meeting is scheduled for tonight March 20, 2019 at 7PM at the Crossroads Center. Staff prepared for the County Planning Board February meeting but it was cancelled due to a lack of a quorum.

- **Comprehensive Plan:** A majority of staff time has been dedicated to the preparation of the update to the document during the last month. Today we plan to provide all the Legislators with a draft copy of the Plan as part of the monthly report. We are asking for all of your comments on the Plan to be provided no later than April 26th to our office. Please send them to: dirlamhk@alleganyco.com or call and make an appointment with our office to go over your comments if they are more extensive. We would also like to set up some public forum sessions in the coming 45 days. The intent is to have a nearly final copy ready for early June to begin the official completion of the document including SEQR.

- **Grant Writing:** We held four sessions for the community on Grant Writing in the last month. Empire State Development held a session on February 27. Southern Tier West held an Appalachian Regional Commission session and Rotella Grants Services provided two sessions on March 12th. Met with two Towns about their specific grant needs also.

- **ATV Trail System:** Working with a group on the concept of developing a trail system designated for ATV’s. A presentation was made at the Planning & Economic Development Committee meeting in February. Held additional meetings on this to move the project forward.

B. Geographic Information Systems [GIS]:

- **Trails Map:** Continued to improve the map for the existing and potential trail systems within the County.

- **Maps for Comprehensive Plan:** Completed additional maps for inclusion in the new plan.

C. County Website:

- **Events Calendar:** Added events to the website for bigger events during the year. Continue to work to develop an integrated calendar between the Tourism and County sites. Updated photos and assisted other departments with updates.

- **Meetings:** Participated in conference calls to discuss the County website and the Tourism website.

D. Land Bank:

- **Properties:** The Land Bank has completed the demolition of four properties that were acquired from the County Tax Sale last year. Minutes from the Land Bank are available on the County website at: https://www.alleganyco.com/economic-development/business-resources-and-locations/allegany-county-land-bank-corporation/

- We are working to develop a new list from the tax sale for 2019 of properties that are appropriate to the mission of the Land Bank to acquire with the County Treasurer’s office.

E. Business and Economic Development:

- **Sites:** Updated commercial properties list on website. Responded to Invest Buffalo Niagara site requests. Responded to local requests for new sites.

- **Business Support Services:** Assisted local business development efforts. Participated in Allegany County Economic Development / IncubatorWorks Alfred meeting to discuss expansion of services at Alfred location. Email Outreach to website visitors who submitted their information to download Business Resource Guide & Incentive Guide. Social media promotion for Entrepreneurs week.

- **Marketing:** Business View Magazine regarding Allegany County Sustainability feature article being written. Developed advertising campaign banner ads with a digital magazine.
F. Meetings

- Attended meetings including: Board of Legislators, IDA, Development Team, Planning and Development Committee, Land Bank.

G. Administrative

- Reviewed audits for Planning, Development and Tourism as well as Payroll.

Sincerely,

[Signature]

H. Kier Dirlam
DIRECTOR - OFFICE OF PLANNING
March 2019 Report

Long Term Projects

Crossroads project
- Allegany County IDA planning for site development work.
  - Tank Removal completed in February 2019.
  - Discussing next steps with developers.
  - Construction of hotel now delayed until summer 2019.

Waterline
- Finalizing last easement.
- Bids received February 4, 2019.
- Reviewing bids and qualifications.
  - Finalizing Friendship water contract for project.

Bioenergy Development and Commercialization Center (BDCC)
- BDCC has state and federal funding for $12.2 million, required for the project.
- Developing partners for the project—Continuing discussions with SUNY College of Environmental Science and Forestry, Sunstrand Sustainable Materials in Louisville, Kentucky and Southern Research in Birmingham, Alabama.
- Sunstrand and Alfred State still discussing partnership.
- Discussions continue with Albany to Finalize MOU on the last $6.6 million needed for the project.

ANGEL fund
- Continue to have weekly discussions on progress.
- Securing investors to fund up to $1 million.
- Shares are now available.
  - Goal is to have adequate investors to start fund activation in late March.

SIEMENS – Dresser Rand
- Continue to talk to ESD, local, state, and federal legislators on project.
  - Continue to talk to SIEMENS and Curtis Wright on keeping 120 jobs in county.

Clean Energy Projects
- EDF Renewables continue to work on Moraine Solar Energy Center 500 acre 80 MW PV systems in Burns. Process starting with construction anticipated to start in 2021.
- Alle-Catt wind project of 380 megawatts with 120 turbines that include Centerville and Rushford are progressing and now anticipate a 2020 start at this time.
Fulmer Farms
• Senator Young has secured $300,000 in funding for Alfred State for the Fulmer farms project that includes equipment for growing greens using greenhouses and electricity produced from natural gas.
  o Project to include Cornell University and Alfred State College students working together.

Community Colleges of Appalachia
• Currently board chair of the CCA as of June 2018 for two years.
• CCA is involved in a Technical Assistance grant to develop a plan on entrepreneurship and addressing the opioid crisis across the region.
• CCA partnering in a proposed large Department of Labor Grant on developing curriculum related to professionals addressing the opioid crisis across the region.

ATV system in county
• Hosted additional meetings in February with County and Tall Pines to discuss next steps after presentation on the future of ATV system in Allegany County.
  • Next steps to include, support state resolutions regarding ATVs, develop an ATV trail map, pass a county-wide LUV law and continue to meet to work on these and other activities.

Other Projects
• Working with various commercial real estate contacts and LC Whitford regarding replacing retail store(s) in the Kmart area that is being vacated in Wellsville.
• Continue to plan for the New York STEM Education Collaborative (NYSSEC) July 2019 Summer Institute hosted at Alfred State.
• The Downtown Revitalization Initiative grant for Alfred was partially funded as a Smart Growth Project – continue to develop their implementation plan.
• Canaseraga is investigating developing grants to improve downtown, based on a plan developed by Alfred State Architecture students that was presented at the Appalachian Regional Commission Teaching project in Washington, DC.
• This year’s Appalachian Regional Commission Teaching project by Alfred State students is a plan for Andover and was presented in Washington, DC in December 2018 to the ARC.
• Next year’s Appalachian Regional Commission Teaching project that is being developed by Alfred State students is a plan for Bolivar.
• Continued work with the Seneca Nation on filling the Tracewell facility near Cuba. Continue discussions with the Nation regarding submittal of the property for a request for information for company to looking for new US facility.

Travel
• Attending annual Site Selector’s Guild meeting in Salt Lake City, Utah on March 25th to 28th.
Meetings
• Met with Zippo and Northern Light Candles on February 22nd regarding providing assistance to growth in Wellsville. Started discussions with ESD meetings and formal welcoming to Wellsville in April.
• Next Allegany County Economic Development Steering Committee Meeting on March 18th at the Crossroads.

Advertising
Three Expansion Solutions Magazine ads
• Starting Digital advertising for the next 6 months
• The advertisement results in possible leads/connections when they attend trade shows.

Other activities
• Editorial in the FMG – Business in Focus January Issue.

Digital Advertising
• Assistant Director of Economic Development & Planning is conducting Facebook and other digital marketing on economic development activities and Allegany Young Professional activities.
• Continue to review future plans for digital marketing.

Marketing
• Site Selectors report is being used to develop future activities to attract companies to county and was used in the response to the request for information of company looking for US facility.
• Responding to notices from Invest Buffalo Niagara when they are looking for property and leads for companies that want to reside in Western NY. Activities will also will be included the county comprehensive plan.
• Continuing to improve the list of potential buildings and land for development in the county.
• Continuing to work on Maker City recommendations that Allegany County Economic Development Committee to develop a program to engage students and alumni at the three colleges regarding employment and economic development in Allegany County. This will also be used in the county comprehensive plan.
• County Marketing committee is reviewing working with Tourism consulting firm to assist in the development of a program to engage students and alumni at the three colleges and Allegany County high schools regarding employment and economic development in Allegany County.
• Allegany County Young Professionals now have a web presence on the Allegany County Economic Development page.
• Continuing to revise and improve Allegany County Economic Development page using best practices and other websites as models.
• PR Communications Plan being developed along with integrated Marketing Plan that includes regular articles and press releases.
**Maker City**

- The Young Professionals next meeting to be held at the Old Grey Hound in Cuba from 6-8 p.m. on Thursday, March 21st.
- Maker City report was on innovation based economic development to renew and reinvent local economies.
- Work started to include additional work on Branding, Young Professionals, Improving Communities, and Developing Entrepreneurship culture working with the community.
- Land Bank work on improving properties and communities fits into the Maker City report outcomes.

**2019 Goals**

- Monthly positive press and stories for Allegany County and from Allegany County.
- Crossroads Development – Hotel construction revised to start construction in 2019.
- Crossroads waterline – start and continue construction in 2019.
- Tracewell building – fill with a working company.
- BDCC - continue engineering, planning and start rehabilitation building.
- Develop adequate last mile providers for internet access.
- Current business – monthly positive stories and support expansion/retention.
- Travel – continue state, national and international connections.
- Meetings – Invest Buffalo Niagara to visit Allegany County.
- Meetings - regular input from Allegany County Young professionals.
- Marketing – continue to improve economic development section on website and social media.
- Marketing – fully develop plan to keep current college graduates and attract alumni to return.
- Site Selectors -implement their proposed plan to attract companies.
- Develop additional retail in the Kmart plaza and county.

**Needs**

- Develop resources for additional incentives.
- Develop project ready sites as per site selector’s suggestions.
- Review and improve ease of fast tracking permits on sites.
- Investigate development of spec building.
March 2019 Report

General Information

- Front Door Traffic: 392
- Employment: 2 new part-time & 1 full-time jobs with 3 employers; 143 customers reported finding employment in 2018
- Unemployment: December rates: Allegany County 5.0%; NYS 3.8%; US 3.7%. Locally, 11 new unemployment insurance applicants~ 4 fired, 7 layoffs from several employers
- Veterans: 1 Veteran utilized our services for job search and employment counseling
- Business Services: 52 services provided to 36 businesses (3 new business contacts) for outreach, job listing, follow-up, job matching, referrals and youth work experience. Administered 36 TABE(Test of Adult Basic Education) tests~ 4 DSS, 24 private industry and 8 for Training
- Job Fair: 1/29/19 at Crossroads: 18 businesses with job openings and 175 job seekers. We are following up with job seekers and businesses to see how many were interviewed and hired. Two businesses reported six new hires and three in orientation while 3 more reported that had interviewed, hired or are in the process of hiring attendees. The business surveys were very positive and most attendees were pleased with the job fair.

Department of Social Services Contract

- 435 services provided: Family Assistance 62; Safety Net Family 4; Safety Net 138 and SNAP 231
- Safety Net/Family Assistance Employment Assessment Class (EAC): 18 assessed; 5 completed; 7 denied; 2 exempt; 2 reapplied
- Non-Custodial Parent Program: 29 active participants; 15 employed; 2 receiving UIB.

WIOA (Workforce Innovation and Opportunity Act) Program Year 7.1.2018-6.30.2019

- Youth: 23 enrolled youth, 16 in unsubsidized employment, and 2 in Work Experience, 1 received an incentive for unsubsidized employment and 29 Youth received services in February. We are actively recruiting Youth with Head Start parents, County Librarians and the Home School Association.
- Training: 3 in training for Practical Nursing, 3 completed Dental Assisting and 2 reported employment
- Trade Act: 18 Outreach contacts; 4 appointments and 4 in training for Computer Information Systems, Culinary Arts, Electrical Engineering & CDL-A

Respectfully submitted,
Reita Sobeck-Lynch, MPH, Director
Request to Fill Position Form

Date: 12 March 2019
Committee of Jurisdiction: Planning & Development

Request to Fill: Title of Position: Summer Youth Employment & Training Counselor  Dept.: E&T

Will any position(s) be eliminated? NO If yes, which position(s): __________________________

This position is an:
Existing position? YES Newly Created Position? YES Created by Resolution #: __________

This position will be:

This position will be:
Non Union? YES Union? ____ covered by the __________ bargaining unit.

Grade: ____ Step: ____ Hourly pay rate: $14.00

Annual salary of position: $5040.00 Cost of benefits for position: $1,153.00

Does position support a mandated program/grant? NO Name of program: ____________________

Source of funding for position: _____% County _____% State 100% Federal __% Other (DSS)

Source of funding for benefits: _____% County _____% State 100% Federal __% Other (DSS)

Amount in current year's budget for this position: Yes, full amount is budgeted for.

Rationale justifying the need to fill this position at this time. Please include in your rational where applicable:

1. The specific duties that cannot be accomplished by another employee.
   This position is necessary for the counseling, coordination of services, documentation and monitoring approximately 65 youth at approximately 35 work sites throughout the County.

2. The goals your organization will not be able to accomplish as a result of not filling this position.
   These duties require a great deal of time when carried out by the Senior E&T Counselor and Job Developer. The on-site oversight of the youth and the worksite and communication with the employers would not be as thorough as it can be with these duties being totally assigned to this Summer Youth E&T Counselor.

3. The funding available to fill the position from external sources.
   Yes, this is 100% funded by the TANF allocation that is received for summer youth employment. If the TANF funding is not received this position will not be filled.

4. The benefit to the County generated by this specific position.
   This temporary employment of an Allegany County resident will provide hands on experience in the human service field. Regular onsite monitoring of the program ensures compliance with regulations and promotes open communication with the workers and employers.

Department Head Name: _______________ Date: 13 March 2019

County Administrator Authorization: _______________ Date: 03-17-2019

Personnel Officer Authorization: _______________ Date: 3-13-19
MEMORANDUM OF EXPLANATION
Budget Transfer from Contingency

INTRODUCTION NO: ___________________ (Clerk’s use only)

Committee of Jurisdiction: Planning & Economic Development Date: March 20, 2019

On July 27, 2015, the Allegany County Board of Legislators adopted Resolution No. 165-15 – Adoption of Local Law Intro. No. 3-2015 (Local Law #3-2015), Print No. 1, A Local Law Authorizing the Establishment of a Local Development Corporation to Manage the Allegany County Wireless Broadband Internet Service, and this local law authorizes the expenditure of up to $400,000 for services provided and necessary and appropriate expenses incurred over a period of four years.

Resolution 4-2016 dated January 11, 2016, provided $100,000 in start-up funding to the Allegany County Telecommunications Development Corporation (ACTDC).

Resolution 65-2017 dated April 10, 2017, provided an additional $100,000.

At this time, the ACTDC requests a resolution transferring $50,000 from A1990.406 (Contingency) to A8676.492 (Home and Community Service – Contractual) for the purpose of financing the cost of monthly operating expenses and to erect and service Micro Cells which will allow further expansion of the wireless broadband system.

FISCAL IMPACT: $50,000

For further information regarding this matter, contact:

Philip B. Curran
Phone: 607-382-1065
Email: Curran5@alleganyco.com