

The regular monthly meeting of the Winchester-Frederick County Tourism Board was held Thursday, December 20, 2018. The meeting began at 8:08 a.m. and was held at the Winchester-Frederick County Visitors Center.

Board Members Present: Lani Pendleton, Shannon Moeck, Andy Gyurisin, Karen Helm, Kristen Laise, Eddie Richard, Priya Patel, Mary Braun

Board Members Absent: Sharon Farinholt

Staff: Justin Kerns, Renee Bayliss

Non-Voting Board Members, Guests & Media: Blaine Dunn, Frederick County Board of Supervisors; Jennifer Bell, Winchester Downtown Manager; John Hill, Winchester City Council; Patrick Barker, Frederick County EDA; Brian Brehm, Winchester Star

Call To Order: Kristen Laise, Chairman, called the meeting to order.

Roll Call: Renee Bayliss

Approval of Minutes

The October minutes were approved on a motion by Priya Patel, seconded by Eddie Richard.

Executive Director's Report

Mr. Kerns covered the activities of the past two months, since the November meeting was cancelled due to weather. The WFCCVB staff attended numerous meetings and events on topics such as the HOG Rally, Taste Winchester History Tours, the Chamber of Commerce's Marketing and Branding Committee, Civil War Trails, Virginia Tourism Corporation's 50 Years of Love marketing campaign grant, Southeast Tourism Society Group Sales Symposium, and Virginia Tourism Corporation's annual conference. He also noted that two film production companies were assisted, including Le Show de Moto from Canada, and a group from Hagerstown filming a Civil War series. Mr. Kerns announced that the first of four interpretive panels has been installed in the Duratran area, featuring Willa Cather. Ad sales for the 2019 Visitors Guide have also begun, with a space deadline of January 11.

Committee Reports:

Marketing Committee – Kristen Laise and Sharon Farinholt

The marketing committee plans to meet next month, after the Strategic Plan presentation.

Board Appointment and Nominations Committee – Andy Gyurisin and Karen Helm

Mr. Gyurisin and Mrs. Helm agreed to continue to serve in the coming year to assist with replacing the members whose terms end in 2019.

Unfinished Business:

HOG Rally Update – Justin Kerns

Mr. Kerns reported that the HOG Rally event organizer will visit in two weeks. Jennifer Bell announced that the organizer will speak to Old Town restaurants and businesses on January 22 at 8:30am and 2:30pm to discuss preparing their businesses for the large group.

Spotswood Poles update – Justin Kerns

Mr. Kerns noted that some ideas have been relayed to officials, but it may be necessary to wait until new City council members are in place before anything is presented.

New Business:

Chamber of Commerce liaison update

Mr. Kerns offered Richard Kennedy at the Chamber the opportunity to attend the Tourism Board meetings as the Chamber representative since their other representative has not been able to attend.

Bylaws change to include Stephens City and Middletown – Justin Kerns

Mr. Kerns told the board that as a result of stakeholder feedback from the strategic planning process, he is recommending that the board explore the possibility of changing the bylaws to add a non-voting board representative from the Town of Middletown and the Town of Stephens City. After discussion, the board suggested sending those localities the Tourism Board meeting agenda as a reminder that they are welcome to attend, and a bylaws change could be considered in the future.

Strategic Plan Conference Call – Don Anderson

Mr. Anderson presented the one page schematic to the board (see attachment on following page), and noted that he will be making rationale report available to WFCCVB staff in the next week, which will include 20 pages detailing the 15 new initiatives. He also noted that this plan will be tied to the CVB's marketing plan and budget. The plan outlines opportunities and the actions undertaken will be affected by the time, money, and expertise available. He noted that the plan should be reviewed twice a year for progress, and the measurable indicators should be looked at annually. Mr. Anderson went over the challenges and vision on the left side, and the new initiatives and intentions on the right side. He said that the City and County will need details on what initiatives the CVB is requesting funds for in the 2020 budget.

The board suggested a few minor edits to the wording, and to make sure that the document is labeled clearly as a "DRAFT" in the background. Mary Braun made a motion to approve the draft strategic plan with changes as discussed.

Public Comments

Jennifer Bell reminded the board of First Night Winchester, which is coming up on New Year's Eve. Kristen Laise reported that Belle Grove is open until December 30, and Cedar Creek and Belle Grove National Historical Park is open from Wednesday-Sunday for the season. Mary Braun announced that the Shenandoah Valley Discovery Museum is hosting Pajama Day in December and Fandemonium in January.

The meeting was adjourned at 9:30 on a motion by Mary Braun, seconded by Priya Patel.

Respectfully Submitted by Renee Bayliss, Creative Design and Visitor Services Manager, City of Winchester



DRAFT Three-Year Strategic Destination Plan Schematic: FY2020–FY2022

<p style="text-align: center;">Our CVB Purpose and Direction</p> <p>Mission <i>Strengthen the area economy by marketing our county and communities as a destination, enhancing the visitor experience, and supporting tourism product development and advocacy.</i></p> <p>Vision 2030 <i>Be recognized as an effective, resourceful and accountable tourism industry leader in destination marketing, visitor development, and community partnership and education.</i></p>	Our Mission Focus		
	<i>Drive New and/or Current Visitor Demand</i>	<i>Enhance the Visitor Experience</i>	<i>Communicate Relevancy and Viability</i>
	Our Strategic Goals		
	<i>Targeted Destination Marketing Presence</i>	<i>Impactful Destination Development</i>	<i>Influential CVB Community Relations</i>
	Our Priority Initiatives		
<p style="text-align: center;">Our CVB Culture</p> <p>Values</p> <ul style="list-style-type: none"> ● Collaborative ● Strategic ● Responsive ● Results Driven <p>Visitor Promise <i>We commit to providing current information and advice on Winchester and Frederick County's tourism brand experiences.</i></p> <p>Partner Promise <i>We commit to higher destination awareness and conversion and providing support in applied research and education to the Winchester and Frederick County's visitor industry.</i></p> <p>Tourism Board Promise <i>We commit to lead and invest in WFCCVB strategic direction and annual marketing and business planning.</i></p>	<ul style="list-style-type: none"> ● Finalize and execute a targeted and measurable destination marketing plan (2020–2022) ● Investigate and formulate a group sales strategy with meeting and sports event relationship programming (2020–2021) ● Offer cooperative special interest tourism brand marketing, programming and packaging alternatives (themed half, full and multiday itineraries) with industry/community partners (2020–2022) ● Reinforce brand promotional campaigns to feeder/drive-in markets in NOVA, DC, MD, PA and WV (2020–2022) ● Invest and take a leadership role in regional marketing collaborations with other DMOs (2020–2022) 	<ul style="list-style-type: none"> ● Prepare a comprehensive agritourism strategy with supportive assessment (2020) ● Support to the coordination of an improved and consistent community exit/gateway and wayfinding/signage evaluation and new direction and to community downtown redevelopment (2020–2022) ● Undertake an overall destination development strategy/tourism master plan with agreed-to destination vision and key CVB roles/responsibilities (2021–2022) 	<ul style="list-style-type: none"> ● Continue the development and implementation of the branded Tourism Ambassador program to enhance hospitality excellence and tourism awareness (2020–2022) ● Pursue ongoing partner relations with county and community governments, economic development organizations, educational institutions and key attractions/events and hospitality service providers (2020–2022) ● Prepare and execute a detailed tourism stakeholder and county/community resident communications plan (2020–2022)
<p style="text-align: center;">Our Destination/CVB Challenges</p> <ol style="list-style-type: none"> 1. Capitalize on best target market development potential (sports events, VFR, agritourism, student/alumni, and small meetings/weddings/reunions) 2. Enhance consistent destination brand messaging and awareness among community and visitor industry partners 3. Increase CVB profile and tourism advocacy 4. Strengthen co-op/partnership tourism marketing programming to leverage limited resources 5. Support downtown Winchester and other county towns' visitor experiences/redevelopment 6. Gain additional financial resources to effectively market the destination given industry and community expectations 	Our Measurable Indicators		
	<ul style="list-style-type: none"> ● City/area annual number of visitors and total spending ● Tourism economic impact results ● Destination website analytics ● Social media engagement interactions ● Attraction/event attendance growth 	<ul style="list-style-type: none"> ● Leisure visitor inquiry contact database total with increased brand awareness and estimated conversion rate ● Group planner contact database total with increased brand awareness and estimated event conversion rate ● Increased lodging tax proceeds and growth ● Stakeholder tourism awareness 	

Glossary of Terms

Brand (Visitor) Experience: differentiated destination presence based on a county/citywide visitor promise and key messages, and typically expressed through brand identity creative

Business Travel: nondiscretionary corporate, incentive, and meeting/conference and social travel

Challenges: current top opportunity and/or problem areas to be recognized and resolved

CVB: convention & visitors bureau with new focus on destination marketing/management initiatives

Group Travel: meeting/convention, sports event and group tour travel

Leisure Travel: discretionary pleasure/vacation and visiting friends and relatives travel

Measurable Indicators: relevant metrics with expected quantifiable results

Mission: organization primary purpose and expected results

Partner Promise: benefits value proposition to hotel assessment members and community/visitor industry partners

Priority Initiatives: immediate programs and/or projects to be seriously considered for execution given necessary resources in place

Strategic Goals: long-term qualitative statement to be achieved in concert with tactical and quantifiable objective statements

Tourism Board Promise: value proposition commitment to the CVB/destination marketing organization

Tourism Board: a representative advisory group to the CVB/destination marketing organization

Values: organization operating norms on how things are done philosophically and through best practices usage

VFR: visiting friends and relatives market segment where persuasive communications engage current and/or past residents on the destination's attractions, events and activities

Vision: organization future aspirational role(s)

Visitor Promise: benefits value proposition to business, leisure/visiting friends and relatives (VFR) and personal travelers