

Chautauqua County
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Destination **ddi**
Development LLC



Branding, Development, & Marketing Action Plan



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Introduction and scope of work



INTRODUCTION AND SCOPE OF WORK

Chautauqua County is located in the southwestern corner of New York State, a region of lakes, pastoral countryside, and small communities. The nearest large cities are Erie, Pennsylvania 30 miles to the southwest and Buffalo, New York, 90 miles to the north. Lake Erie lies along the northwest edge of the county. The county is primarily rural, with an estimated population of 135,000. Jamestown, the largest community with a population of nearly 30,000, is the childhood home of Lucille Ball and the birthplace of world-renowned naturalist, Roger Tory Peterson, artist and author of the definitive guides to birds in North America.

Lake Chautauqua is the geographic centerpiece of the county and a primary recreation area in the summer months. Other water-related areas also draw visitors, including Findley Lake, Cassadaga Lakes, and the shoreline of Lake Erie. The region is the second largest grape-growing region in the U.S., second only to California. It is the home of Welch's Grape Juice and is now an expanding wine making area dubbed "America's Grape Country." The proposed "Grape Discovery Center" in Westfield will showcase exhibits about the grape and wine industry, and should draw additional visitors off the Interstate highway. The Chautauqua-Lake Erie Wine Trail borders Lake Erie for 50 miles and features several small wineries, with a few more planning to open in the coming years.

The primary draw to Chautauqua County is the Chautauqua Institution, which opened its doors in 1874. This unique institution was founded on the belief that everyone "has a right to be all that he can be – to know all that he can know." It is described as a "thriving community where visitors come to find intellectual and spiritual growth and renewal." The Institution runs a nine-week summer season – each week with a different theme – and brings in nationally renowned speakers, artists, musicians, and experts in many fields to provide lectures, concerts, art shows, and other activities. Topics range from the ethics of capitalism to everything you wanted to know about raising kids.

The county is also home to the Roger Tory Peterson Institute. The Institute houses Peterson's original paintings, an extensive naturalist library, meeting

space, and a gift shop. The grounds include an interpretive walking path. For many programs the Institute partners with the Jamestown Audubon Society, which has its own nature preserve not far away.

Another major attraction is the Peek 'N Peak Resort, which has a ski area, conference center, two golf courses, and other related activities. The Amish also have a presence in the county and their hand-made goods (quilts, toys, furniture, baked goods), can be found at their homes or in a few gifts shops scattered throughout the county. Numerous summer camps dot the shores of the lakes, including a Boy Scout Camp, YMCA Camp, and Lutheran and other religious camps.

Chautauqua County is interested in developing a special identity for this colorful region that will cement the county as a unique visitor destination and attract a growing visitor market. The Chautauqua County Visitors Bureau (CCVB) retained Destination Development, Inc. (DDI) to assist them in this process.

The primary goal of this effort has been to develop a comprehensive vision or "brand" for Chautauqua County that maximizes its current assets and amenities. DDI has developed a recommended brand direction for the County and this detailed *Branding and Marketing Action Plan* that outlines the road map to accomplish this goal. The implementation of this plan will result in increased tourism spending in the County, increased overnight stays (overnight visitors spend three times that of day visitors), and a vibrant region that attracts local residents to engage in their communities.

As the title of the plan implies, it includes the brand direction – what you want to be known for; brand development – what you need to do so you "own" the brand; and marketing – how to tell the world. An action plan is a to-do list that involves the CCVB and other organizations, since it "takes a village" to implement a successful effort.

Prior to this plan development, DDI conducted an assessment of the County's marketing effectiveness and tourism product. DDI team members viewed the county through the eyes of a visitor planning a trip to the area and a first-time visitor driving into the area. Following the assessment process, DDI showcased its findings in a workshop. The workshop also

included discussion of community branding essentials to inform and educate the participants as to what branding is, the steps involved in branding a community, and how branding can benefit Chautauqua County. Following the assessment, this *Branding and Marketing Action Plan*, was initiated. The development of this plan was accomplished through the following scope of work:

Research Review

DDI reviewed and analyzed the current marketing programs of the County, the region, and the State of New York Division of Tourism's "I Love New York" campaign. We also reviewed the county's visitor events, attractions, and activities to gain a thorough understanding of the tourism assets and resources available.

Market Analysis

DDI used a variety of research sources, including the New York Division of Tourism research, Niagara University tourism research, and various demographic and segmentation sources to determine primary and secondary target markets. DDI also reviewed the state's tourism marketing efforts, regional marketing efforts, tourism trends both regionally and nationally, along with emerging tourism opportunities.

Task Identification and Direction

Using the information from the marketing and on-site assessment process, the research review, review of the marketing programs in the state and county, interviews of local stakeholders, and DDI's own experience and expertise in tourism development, DDI determined the primary "lure" for Chautauqua County. Lures are the primary draw to a region, like Disneyland is to Anaheim, while diversions are secondary activities - things that the visitor could do closer to home but will do while in the area. In Anaheim, diversions include golfing, shopping, dining, visiting museums, local events, and even going to Universal Studios and Knott's Berry Farm. We looked for various possible brand development options to see if Chautauqua County possibilities could be classified as the "best" in a particular category, or truly unique in the region, making Chautauqua County worth a special trip.

We also looked for existing resources that would create the most economical pathway to developing a tourism product that could become THE brand for

Chautauqua County. Which assets have the potential to deliver the greatest return on investment? Every branding effort requires product development, so we looked for brand ideas that would leverage current assets. Each promising concept was measured against our brand "feasibility test questions" to see if it passed muster. Once a brand was selected for recommendation, DDI created graphic identities and slogans in support of the brand.

Brand Presentation

DDI presented a Brand Workshop for stakeholders including the business community, auxiliary organizations, educational institutions, local townships and cities, partnering organizations, and the press. The workshop assisted in educating stakeholders about the branding process, what it means, and how it can benefit their individual communities and the county as a whole. The workshop presented the recommended brand direction and sought input from those in attendance.

Marketing Action Plan

Telling the world about Chautauqua County's new brand direction requires a sound marketing plan. DDI examined existing promotional collateral, websites, events, public relations efforts, and other promotional efforts, and developed a series of recommendations for implementing and then marketing the brand. These include key marketing messages, good graphics, a robust website presence, public relations, collateral materials, partnerships, and advertising.





The Chautauqua Brand



THE BRAND PROMISE CONCEPT

Branding is a perception people have of you, or your product. When people mention “Chautauqua County,” what’s the first thing that comes to mind? What is their perception? What is the feeling they have when they hear the name of the city – whether in the nearby markets of Buffalo, Pittsburgh, and Cleveland, or the larger markets along the north- and mid-Atlantic coast – Boston, New York, Philadelphia, and Washington DC?

The branding portion of this Chautauqua County Branding & Marketing Action Plan is built around creating a unique view of Chautauqua County, illustrated on the next page.

Everything Chautauqua County and its communities do, in terms of product development, marketing, and community or downtown development, should reinforce the perception or brand you are trying to create in the minds of your residents and visitors.

Look at your websites, your marketing materials. Do they reinforce this statement? Do they say, “the best place to find learning experiences anywhere,” “fun opportunities for leisure learning,” “beautiful relaxing settings,” “engaging activities for a variety of interests”—some of the core values behind this brand? If not, then redevelop those marketing efforts and showcase the activities, the businesses, the photographs, and other elements so that you “deliver on the promise.”

The recommendations in this plan have been carefully developed to reinforce this primary brand message and include the product that is necessary to deliver on that message. It’s important to note that a brand must be “earned.” You never “roll-out” a brand. It’s also important that you deliver on the promise. This brand promise is the perception we hope Chautauqua County will earn over the next three to five years as this plan is implemented.

THE BRAND PROMISE

Chautauqua County expands the tradition of the Chautauqua education movement into the 21st century to become the World's Learning Center. Leisure learning opportunities for visitors and residents abound throughout the county and throughout the year. The crown jewel of the World's Learning Center is the Chautauqua Institution, the pioneer of the Chautauqua movement, where the brain feasts on a cornucopia of programs. This Victorian village is home to a nine-week summer season of lectures, arts, and music, and other educational events throughout the year.

Other opportunities for learning come in many forms, such as workshops and “camps” to discover wine-making, engage in the culinary arts, cultivate gardening skills, master the golf swing, enjoy the camaraderie of quilting, study the natural history of the region, or explore spirituality in all its forms.

Visitors from around the region and around the world are drawn to Chautauqua County to pursue their passions, while also enjoying the variety of charming, historical villages and towns, each unique in ambiance, shopping, dining, and entertainment offerings.

One Sentence Brand Statement

Chautauqua County has emerged as The World's Learning Center, the premier destination for leisure learning opportunities in the Eastern U.S. and eventually the World.



Strengths, Weaknesses, Opportunities & Threats



STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Our visits to Chautauqua County and its many areas, our interviews with various stakeholders, and our research into local, regional, and state marketing efforts, allowed us to identify and summarize the specific strengths, weaknesses, opportunities, and threats that have an impact on the county's development related to the tourism industry. Strong consideration is given to the dominant assets of an area, which can become the foundation for a particular brand. Likewise, opportunities previously undeveloped often inspire strong branding ideas. Weaknesses are sometimes fatal to branding efforts, but many times they can be overcome. Threats represent potential situations and are generally uncontrollable by the community. However, both threats and weaknesses can often be mitigated through understanding the limitations and careful planning.

Strengths

- Chautauqua County is a beautiful, serene, and pastoral region, with great visual appeal. Lake Chautauqua is a lovely centerpiece for the county.
- Chautauqua Institution is a premier, world-renowned facility offering an adventurous range of arts, lectures, and other programs during a nine-week summer season. This facility attracts 175,000 visitors annually.
- In addition to Chautauqua Institution, there are other existing, well-established tourism products, such as Peek 'N Peak Resort, The Red Brick Farm, Bemus Point attractions, Lake Erie Wine Trail, Roger Tory Peterson Institute, Lucy/Desi attractions, Lily Dale Assembly, and much more that have the potential to be expanded and draw more visitation.
- A variety of summer and winter activities are available throughout the region, ranging from golf and hiking to skiing and snowmobiling.
- Towns and villages in the county have great architectural appeal with potential to become attractive destinations.

Weaknesses

- In several towns there is an insufficient critical mass of shopping and dining on the main streets that would appeal to visitors.
- Towns also lack critical after-6:00 p.m. activities and entertainment opportunities. Seventy percent of all consumer spending takes place after 6:00 p.m.
- Many towns lack the amenities and ambiance that would attract visitors.
- With a few exceptions, most communities and areas within the county have not developed their unique attributes or their potential to become stronger visitor destinations.
- Direct commercial air service to the county is limited and sporadic, and commercial flights on small planes into Jamestown are expensive. At this time there is only one carrier (Continental Express) providing service from Cleveland. The nearest major airport is Buffalo, NY.

Opportunities

- The drawing power of the Chautauqua Institution brings a large market to the area that with the right product and the right message, could be attracted to the county's communities and attractions outside the Institution.
- The Chautauqua Institution and related learning experiences developed in the county have the potential to attract visitors far beyond the current numbers.
- Several towns in the county have the potential to create or expand their downtowns into attractive visitor destinations. Some of these towns are close to having the critical mass of shops, restaurants, and entertainment necessary, while others will need to rearrange the business mix and attract businesses into their downtown to fit their identities.
- Two major U.S. Interstates cross through Chautauqua County providing easy highway access to the region and an opportunity to communicate with potential visitors passing through the region at visitor information centers.

- Emerging vacation trends show that a large portion of today's travelers are interested in some type of learning experience while on vacation.

Threats

- It is unlikely that direct commercial air service will increase into the county any time soon. The trend by airlines is to decrease service to smaller markets that don't have the volume needed to feed major hubs.
- Current economic conditions and uncertainties may negatively impact longer distance travel markets for a period of several years.
- Winter travel conditions may discourage some from traveling, except those who enjoy winter sports.





Executive Summary & Brand Direction



EXECUTIVE SUMMARY

The purpose of this plan is to provide Chautauqua County a guide for brand development and a marketing action plan. This plan outlines a specific course of interrelated actions to brand Chautauqua County as The World's Learning Center. Much more than a logo or slogan, a destination's brand is the image and feeling that it portrays. It is a perception in people's minds; the promise of an expected experience. When that promise means an active experience that is unique and fun for both local residents and visitors – such as an exceptional and unique learning experience – then the destination becomes worthy of a special trip.

If we asked residents of eastern New York, Ohio, or Pennsylvania about their impressions of Chautauqua County, they may be hard-pressed to identify what sets the County apart from other beautiful rural areas in New York such as the Finger Lakes region or the Adirondacks. All these areas have wonderful opportunities for outdoor recreation, including lakes, rivers, hiking trails, and ski resorts, and attractions such as wineries, parks, and fall colors. What makes Chautauqua County different from these other areas? Currently, Chautauqua County is trying to compete with these areas by offering basically the same things. Clearly, Chautauqua County needs to differentiate itself and develop a strong and distinct identity as an interesting place to visit.

Every branding effort requires product development. The challenge is to identify the brand-niche with the best chance of success with the least amount of investment and the fastest return. In many cases, the answer to this challenge lies in leveraging something that is already working in the region to capture and “own” a new brand identity – one not already being used by another region tapping into the same markets. In other cases, something entirely new is developed as the brand.

BRANDS CONSIDERED

The DDI team considered several brand options, keeping in mind the current assets and character of the county and the essential criteria by which successful brands are created.

Based on the assets found in Chautauqua County we considered the following brands:

- **Outdoor recreation** – Outdoor recreation is one of the most overused brands in tourism. However, if Chautauqua County had the most of something or was the “best” at something (i.e. the best whitewater rapids in the Northeast), then it might be worth considering a brand built around this attribute. However, all the outdoor recreation opportunities found in Chautauqua County, while very good, are similar to many areas in New York that have a stronger claim to that branded activity.
- **Arts** – While artists who work in various media are found throughout the county, there is not a critical mass of artists to be considered a primary lure and to generate a county-wide arts brand. However, arts and artists can be an important diversionary activity and should be supported and promoted within the eventual brand direction.
- **Antiques** – As with artists, antique stores are found in and near several communities. Some antique shops are more akin to second-hand stores than true antique shops. The DDI team did not feel that antiques would be a strong enough primary lure as a county-wide brand. The team did feel, however, that one or two of the towns in the county could become the antiques center of the region, with a little re-arrangement of the downtown business mix.
- **Culinary/Wine** – Drawing on the growing popularity of the Lake Erie wine region, “America's Grape Country,” and the development of some very nice restaurants within the county, we looked at the potential for a culinary/wine brand. Because culinary and wine are two often-used brand approaches, this would be a case where the county's culinary and wine offerings would need to be the best on the East Coast in order to capture the interest of the larger market. This brand has some potential over the long term, as the region continues to develop its wine products and fine dining opportunities grow. But, we did not feel the potential was large enough to sustain a brand.

- Golf – With several beautiful golf courses and a large golf/ski resort, we considered developing a golf brand for Chautauqua County. However, there are many areas throughout New York and the U.S. that offer world-class golfing. Again, if you are going to offer something that is available in many places, it must be the best. In addition, golf in Chautauqua County is a seasonal activity and we were looking for a brand that could transcend the seasons.
- Leisure Learning – With the presence of the Chautauqua Institution and the growing trend in leisure learning, we considered the potential for developing a brand focused on leisure learning opportunities.

TOURISM TRENDS AND EMERGING OPPORTUNITIES

Understanding both the travel markets and the emerging opportunities is key to being successful as a tourism destination. Both business and leisure travel have been adversely affected by political and economic events in recent years. Yet, travel continues, and many sectors of the travel industry are growing in spite of challenging economic times. The following are a few of the key travel trends among U.S. travelers that have implications for Chautauqua County:

- Among residents of the U.S., most trips of 50 miles or more from home are by personal vehicle and taken to destinations within the United States. The average trip is 150 to 200 miles.
- The majority of long distance trips are made by travelers who have a total household income of \$50,000 or more, and by travelers age 25 to 64.
- Weekend getaway travel is growing, with most trips taking place from April through October. Shoulder season getaway travel (April/May and September/October) is just as strong as summer.
- Women make the majority of travel decisions for their family, for their own travel, and for all luxury travel.
- The use of the Internet for travel planning and booking continues to grow rapidly and is playing more of a key role in the decision-making process. In

2007 for the first time more travel was purchased ONLINE in the U.S. than offline (*PhoCusWright Research*).

- Various surveys of U.S. travelers suggest that interest in outdoor recreation, national parks, and adventure activities is strong. In addition, travelers are more environmentally conscious in making travel decisions, looking for eco-friendly options.
- Interest in an educational activity or learning experience during vacations is growing. In a recent Trip Advisory survey of 3,000 U.S. travelers, nearly four in ten indicated an interest in a learning experience while on vacation, representing an increase in learning vacation interest over recent years.

The implications of these basic trends and emerging opportunities for Chautauqua County are many, but three in particular stand out. Most trips taken by travelers are by car, suggesting that a good market for the county is within a 150 to 200-mile radius of the county. The travel market is increasingly tech-savvy, suggesting Chautauqua County needs to make the most of its online opportunities. The growing interest in educational activities and learning experiences is a good fit for Chautauqua County because of the educational tourism product already available in the county. This interest in learning experiences while on vacation also suggests that markets beyond the nearby drive markets may be interested in the county, if the product is strong enough and distinct enough to stand up to competing destinations.

MARKETS FOR CHAUTAUQUA COUNTY

A closer analysis of the markets for Chautauqua was conducted to better understand potential for various brand directions. DDI used ESRI's "Tapestry" LifeMode segmentation to understand the composition of residents in the nearby drive markets and the farther away drive/air markets. We call these markets the "short-haul drive" and the "long-haul air/drive" markets.

"Tapestry" groups consumers into segments (and gives them a name) by their common lifestage and lifestyle characteristics in order to better understand

the travel habits, media habits, and purchasing characteristics of the market. These segments provide general guidance into the size of the market for a particular product or experience, as well as clues as to how best to reach the higher potential markets through various media.

Short-Haul Drive Markets – U.S.

The short-haul drive markets from the U.S. are defined as those markets within 150 miles of Jamestown or a two- to three-hour drive. Included in this area were Cleveland, Pittsburgh, Buffalo, Rochester, and the areas in-between. Households in this area total 4.4 million while population totals 11.0 million.

We have divided the market into two large groups – primary or highest potential visitors and secondary potential visitors. Characteristics of highest potential visitors from this region for Chautauqua County include:

- Educated, above-average household income levels
- Active in types of activities Chautauqua County offers
- Travel experience domestically or overseas

Based on these characteristics, the size of the primary market for Chautauqua County is approximately one-quarter of the households in this region. These households are educated, most earn well above the national average, and leisure activities fit potential activities available in Chautauqua County. This market might be interested in weekend and longer visits to the county to golf, enjoy water sports, bird-watch, and attend an educational or life-learning workshop.

SHORT-HAUL DRIVE MARKETS – U.S.- PRIMARY MARKET

Primary Market Tapestry LifeMode	# of HH within 150 miles	Median HH Income	Description
Exurbanites	159,486	\$88,195	Well-educated, affluent, some empty nesters, leisure activities include travel, boating, hiking, kayaking, photography, bird-watching, golf
In Style	79,390	\$72,112	Well-educated, affluent, professional couples, leisure activities include domestic travel, golf, beach, snorkeling, casino gambling
Green Acres	155,796	\$63,922	Educated, above average HH income, leisure activities include home improvement, gardening, mountain biking, water sports, bird-watching, hunting
Cozy and Comfortable	342,067	\$65,768	Educated, above average HH income, leisure activities include home improvement, gardening, softball, golf, casino gambling, watch sports
Prosperous Empty Nesters	182,280	\$69,834	Well-educated, 55+, above average income, leisure activities include refinishing furniture, golf, power boating, attend sports events
Retirement Communities	102,316	\$48,075	Educated, average HH income, leisure activities include overseas travel, bingo, gambling, canoeing, adult education courses, indoor gardening
TOTAL Primary Market HH	1,021,335		
Percent of Total HH	23%		

The secondary short-haul drive market consists of about one-third of all households in the 150-mile radius. This market is somewhat different from the primary market. These households do not have the same education levels as the primary market, tend to have lower average household incomes, and engage in other types of activities compared to the primary market. This market might come to Chautauqua County for a day for an overnight to engage in golf, fishing, and perhaps attend a country music festival.

SHORT-HAUL DRIVE MARKETS – U.S.- SECONDARY MARKET

Secondary Market Tapestry LifeMode	# of HH within 150 miles	Median HH Income	Description
Rustbelt Retirees	536,534	\$50,977	Average education and HH income, leisure activities include golf, bingo, casino gambling, horse races
Salt of the Earth	364,417	\$50,538	Average education and HH income, leisure activities include gardening, fishing, hunting, country music concerts, vacations by car
Rustbelt Traditions	308,2223	\$49,579	Educated, average HH income, leisure activities include bowling, fishing, hunting, auto races, country music concerts
Midlife Junction	145,704	\$47,683	Average education and HH income, leisure activities include yoga, refinishing furniture, attending country music concerts, auto races
Main Street USA	72,313	\$55,144	Educated, slightly above average income, leisure time activities include bowling, skating, visit theme parks, beach, domestic vacations
TOTAL Secondary Market HH	1,427,191		
Percent of Total HH	32%		

Long haul drive/air markets – U.S.

Along the East Coast of the U.S. is a huge market of consumers that live primarily in cities and suburbs. DDI examined the three main urban areas on the East Coast nearest to Chautauqua County, Boston, New York, and Washington D.C., to gain a better understanding of these markets and their potential for the county.

These long-haul drive/air markets represent households that are well educated, affluent, and well traveled. They enjoy participating in outdoor activities such as golf and skiing, cultural events such as the theatre, dance performances and museums, and are interested in adult education courses. The size of this market is huge in terms of households: 3.1 million in the New York region, 1.3 million in the Boston region, and approximately 900,000 in the Washington D.C. area.

Driving to Chautauqua County from these markets ranges from six to eight hours, making a visit to the County more likely to be longer than a weekend. Air travel to Chautauqua involves flying to Buffalo, renting a car, and driving for an hour, unless one flies into Jamestown on the very limited commercial service. This market represents potential for stays of a week or longer and is a prime market for engaging learning experiences, like those offered by the Chautauqua Institution.

LONG-HAUL DRIVE MARKETS – U.S.-

LifeMode	New York Region HH	Boston Region HH	WA DC Region HH	Description
City Lights	714,251	210,553	21,555	Educated, above average income, leisure activities include foreign travel, adult education classes, movies, horse races, play chess and soccer
Wealthy Seaboard Suburbs	662,440	225,279	121,179	Educated, affluent, leisure activities include domestic and overseas travel, skiing, going to the theatre and the beach
Laptops & Lattes	390,557	77,633	54,371	Highly educated, affluent, leisure activities include domestic and overseas travel, going to theatre, dance performances, concerts, museums, and taking adult education courses
Retirement Communities	272,679	122,938	52,731	Educated, average HH income, leisure activities include overseas travel, bingo, gambling, canoeing, adult education courses, indoor gardening
Connoisseur	268,715	126,673	109,189	Well-educated, affluent, leisure activities include skiing, golf, tennis, yoga, jogging, domestic and overseas travel, going to theatre and dance performances, museums

LONG-HAUL DRIVE MARKETS – U.S. (CONTINUED)-

Metro Renters	219,577	80,672	161,594	Well-educated, young, above average income, leisure activities include domestic and overseas travel, going to museums, throwing frisbees
Suburban Splendor	205,448	162,798	166,632	Well-educated, very affluent, leisure activities include, travel both overseas and domestically, visiting museums, skiing, golf, tennis, skating, bicycling, self-improvement
Top Rung	193,151	90,258	66,697	Highly-educated, wealthiest market, leisure activities include theatre, dance performances, visiting museums, yoga, tennis, snorkel
Urban Chic	154,526	133,486	46,260	Well-educated, affluent, leisure activities include running, hiking, golf, skiing
Green Acres	38,906	62,861	80,006	Educated, above average HH income, leisure activities include home improvement, gardening, mountain biking, water sports, bird-watching, hunting
Total Target HH	3,120,250	1,293,151	880,214	
Percent of Total HH	35%	30%	28%	

Canadian Market

The largest inbound market to the U.S. is Canada. Visitors from Canada generate 12.4% of all visitor spending in the U.S. New York is the most popular state for Canadians to visit in terms of overall numbers. (Florida captures the most spending due to the large number of snowbirds spending considerable time in the sunny state). Of all Canadian visitors to the U.S. half are either on day trips or one-night trips. Four in ten are on trips of three weeks or more – most likely to Florida for the winter months. Most trips are for leisure or to visit friends and family.

There is a large Canadian population in Southern Ontario within a three-hour drive of Chautauqua County. The primary population in this area is found along the shore of Lake Ontario, from The Buffalo-Niagara border to Toronto. This area is known as the “golden horseshoe” and approximately five million people reside in the region.

In general, the population in this region is well-educated, with 30% to 35% holding a bachelor's degree or higher and median household incomes above \$50,000 or more. Affluent suburbs surround Toronto, with median household incomes ranging from \$71,400 in Mississauga, to \$92,400 in Oakville, far above average.

The State of New York's "I Love New York" campaign is focusing a large portion of its budget on the Toronto-area markets. We believe that this market represents good potential for Chautauqua County, as well, particularly the more affluent, well-educated market.

COMPETITIVE DESTINATIONS

What destinations compete for the potential visitor to Chautauqua County? If the county is competing for the short-haul drive market, there are many opportunities to draw the potential visitor away from Chautauqua County. Destinations competing for the attention of this market include places in:

- New York – Greater Niagara Region, Finger Lakes Region, Cattaraugus County, the Catskills, the Adirondacks
- Pennsylvania – Pennsylvania's Great Lakes Region, Pennsylvania Wilds
- Ohio – Northeast Ohio region

These areas all promote areas and attractions similar to those in Chautauqua, activities like hiking, biking, water sports, wine, winter sports, fishing, history, fall colors, etc. One region might be better known for something in particular, such as the Finger Lakes Region and wine. But, in general, these areas are all promoting the same thing. Chautauqua County needs to stand out from these places with something that can only be experienced in the county or is the best place to experience that something.

For the long-haul drive/air markets the competition for the visitor is far more diverse. The long-haul markets we have identified as having potential for Chautauqua County are mostly well-educated, affluent, and well-traveled. If they want to go skiing, they will likely head off to Lake Placid, New England, or even jet off to the Rockies. If they want a water-based vacation, they have a multitude of sun and sand opportunities on Cape Cod, Martha's Vineyard, Long Island, and Chesapeake Bay, and in Florida and the Caribbean. In order to grab the attention of this market, Chautauqua County will need to present them with a remarkable value proposition – an experience that they cannot get anywhere else.

RECOMMENDED BRAND

After multiple visits to Chautauqua County, reviewing competitive destinations, considering tourism trends and emerging opportunities, and analyzing the potential markets, the DDI team developed a brand direction for the county. This brand direction will become Chautauqua County's identity – what it will be known for. We have also developed recommendations for various communities to tie into the primary brand by identifying potential sub brands.

Primary Brand

We recommend that Chautauqua County become The World's Learning Center. In considering this brand, we tested it against specific criteria that need to be met for a successful brand. Using the following criteria, we determined that this brand would be an excellent fit for Chautauqua County:

- **Narrow focus:** Good brands always begin with a narrow focus but also have the potential to add additional features that add to the lure and the diversions that keep customers spending. Being all things to all people no longer works. This is the age of specialization, and creating a niche that is unique within the marketplace is a winning formula. This does not mean that the existing assets that bring visitors to Chautauqua County should be ignored. The more one has to offer, the better the destination. It does mean, however, that the brand becomes the single idea of what Chautauqua County is known for, particularly to the more distant markets.
- **Extensions:** Good brands begin with a narrow focus but also have the potential to add additional features that add to the lure and the diversions that keep customers spending. For example, an initial focus on providing leisure learning opportunities at existing centers or facilities can expand to the development of leisure learning packages in other parts of the county.
- **Wide appeal:** While narrow in focus, the brand should have wide appeal within the market and economic stability. Both the nearby and more distant markets for Chautauqua County are interested in leisure learning opportunities, although the types of opportunities will likely vary by market.

Because the county has a wide variety of tourism products that can be packaged as learning opportunities, it will have appeal to a wider market.

- **Uniqueness:** Our research into the East Coast market areas suggests that no other region is pursuing a leisure learning brand that will be as extensive as Chautauqua County's. Further, there is no other institution in the U.S. quite like the Chautauqua Institution, with its breadth and depth of programs, its remarkable Victorian village setting on the shores of Lake Chautauqua, and its history and traditions.
- **Existing assets:** Chautauqua County has a number of assets for both summer and winter leisure learning opportunities starting with the Chautauqua Institution, but also including Peek 'N Peak Resort, Bemus Point, Lake Chautauqua, Lake Erie, and the Roger Tory Peterson Institute, just to name a few. In addition, the county's diversions, such as the Wine Trail, Red Brick Farm, Lucy/Desi attractions, and many other diversionary activities will all be able to participate in the brand direction by developing leisure learning programs based around their attractions.
- **New money:** Drawing from the surrounding region, as well as more distant markets along the East Coast, this brand will introduce new money into Chautauqua County, where it will be spent by local proprietors, providing an economic multiplier effect in the local economy.
- **An environment for locals:** As the learning brand develops, more product and community development will take place that will be of interest to the local population. For example, over time communities can develop a collection of shops along their historic main streets that will appeal to both visitors and locals, particularly if evening hours are kept in the retail stores.

Sub or Niche Brands

Each community and town in Chautauqua County should work to find its own niche brand that can tie into the overall county brand and differentiate the community from other towns in the region. We have the following suggestions for each town to consider:

- **Jamestown** – As home to the Lucy/Desi attractions, Jamestown could become known as the Comedy Capital of the Northeast. In addition to the existing festivals in celebration of Lucille Ball and Desi Arnaz, Jamestown could offer education programs such as comedy acting workshops at different times of the year, television production workshops, summer acting camps, or even a major comedy festival.

Jamestown is also the home to the Roger Tory Peterson Institute. The RTPi already sponsors a range of programs related to birding and natural history. Partnering with the Jamestown Audubon Society, the RTPi programs could be expanded to make Jamestown THE place to go from anywhere in the Northeast to learn about and study birding and natural history.

- **Fredonia** – Fredonia has beautiful Victorian architecture, a spectacular playhouse, and is home to a campus of the State University of New York. The town is a natural fit into the learning center brand and is close in terms of offering the critical mass of retail shops and dining needed to be a destination that appeals to visitors. Using the “university town” image, Fredonia can build events and leisure learning opportunities to attract visitors. The spectacular playhouse should be used for performances, lectures, and other events that relate to learning experiences.

- **Dunkirk** – This delightful waterfront setting could be perfect for the home of water-based learning experiences. We see the potential for an open water sailing base that has sailing camps and schools. Or, it could become the scuba diving center of Lake Erie, featuring diving schools, learning to wreck dive, rescue diving, treasure diving, or any other diving activity. Dunkirk could also make great use of its waterfront park for festivals and events.

- **Bemus Point** – Bemus Point has already created a concentration of activities, events, shopping, and dining that attracts visitors from all over the county. Building on its successes, businesses at Bemus Point could expand existing offerings into additional arts events. For example, one shop in Bemus already offers classes in knitting, beading, jewelry-making, watch-making, pasta-making and other cooking classes. What if one of these classes expanded into a festival, such as an arts and crafts festival complete

with workshops, and world-renowned artists, that had appeal to the market outside of county residents?

- **Mayville** – This charming town could become a center for everything culinary. There is a growing restaurant community offering a variety of dining experiences in a range of settings. With its culinary-related shops and restaurant, The Red Brick Farm could become a center for culinary or home decoration, or gardening events, workshops, “camps,” classes, etc.
- **Westfield/Barcelona** – Westfield’s downtown has “great bones,” that is, beautiful Victorian architecture on its main street and nice wide sidewalks. Westfield could become a “must see” destination for visitors to the county by turning the downtown into a true destination shopping district filled with interesting shops, restaurants, and entertainment. The proposed Grape Discovery Center will attract more visitors to the region for the exhibits and education regarding the extensive wine and grape production in this area. This community lends itself well to an arts theme or antiques theme, with the retail community supporting and developing one of these themes by adding more antique shops or art galleries. The community also needs to develop the dining and entertainment that goes hand in hand with the other retail.
- **Findley Lake** – The cozy community of Findley Lake offers the visitor to the county a fun diversion with its cute collection of shops and small eateries. The lake itself is a great asset and could be used to develop “camps” and schools for non-motorized water sports, such as rowing, canoeing and kayaking.
- **Peek ‘N Peak** – This great resort is already tying into the learning center brand through its ski, golf, and culinary packages, team-building course, and special events. The potential is there to use the county brand to further extend this resort’s learning programs through additional golf camps, ski camps, culinary experiences, and other related programs.
- **Lakewood** – A beautiful lakefront community, Lakewood could become a small boat sailing center, where one can learn to sail on a relatively calm lake. The town doesn’t yet have the critical mass to make it a stand-alone destination but with a little more development could capture the interest of more visitors.

There are other small villages and towns throughout the county not mentioned here but with potential to develop opportunities to tie into the brand. Clearly, Lily Dale Assembly on Cassadaga Lake can fit into the brand with its existing summer programs. Towns near Amish settlements could use this as inspiration to develop various arts and crafts “camps,” (i.e. quilting, woodworking, weaving, etc.), and then visit Amish workshops. One of the towns, villages, or wineries along the Wine Trail could become “wine central” and offer weekend wine workshops, wine camps, wine and culinary events, etc. There are literally endless opportunities to tie into the learning center brand.

THE BRAND LOGO

What is a brand logo? It is simply a graphic device used to express the brand. Every credible book on the process of branding will affirm the fact that you never build brands or develop identities and marketing slogans or tag lines using focus groups. A focus group consists of a number of people sequestered in a single room and they discuss and look at identities and concepts as a group. When people “discuss” concepts and creative types “sell” the concept to those in the room, you end up with a watered down, generic, “all things to all people” identity and tag line. How would one explain the unfocused brand and logo to potentially millions of readers what the logo means?

This is an ineffective process, since readers, viewers, and others need to size up the perception of the logo and tag line in mere seconds. The first impression - that first glance - has to “close the sale.”

It is easy for people to get hung up on graphic images and text, yet it is important to remember that logos and slogans are NOT brands. Brands are built on product, not logos and slogans. They are simply marketing tools used to support the brand. Additionally, brands must be earned. You never roll out a brand until you can deliver on the promise.

The recommended brand logo developed by DDI is shown on this page. There are many applications for the logo including placement within advertisements, the Chautauqua website, and promotional materials.



THE BRAND SLOGAN AND KEY MARKETING MESSAGES

Like logos, slogans are a shorthand way communicating the brand promise, and the slogan often accompanies the logo in marketing materials. Chautauqua County can start using the logo and slogan in the next marketing cycle, since there is a critical mass of learning opportunities already available in the county, starting with the Chautauqua Institution. The suggested slogan for Chautauqua County is:

Chautauqua County: The World's Learning Center

The key message for the brand is: Chautauqua County is the premier destination for leisure learning opportunities. The county offers the greatest variety of high quality learning experiences to be found in the Eastern U.S. and eventually the world.

The second key message is that Chautauqua County offers this vacation opportunity in a beautiful region, with many interesting destinations within the county to visit when not engaged in your primary leisure learning experience.

KEYS TO SUCCESS

The success of the new Chautauqua County brand is based on the delivery of the brand promise. With the Chautauqua Institution's program, along with other leisure learning opportunities currently available throughout the county, Chautauqua County is able to deliver on the brand promise during

the summer months. In order for the county to fully deliver on the promise, product development will need to occur in support of the brand. This includes development of additional:

- Primary lures – These are the things that bring visitors from their home to the destination. In the case of Chautauqua County, the experiences must be the best of something or something that is totally unique – something the visitor cannot get closer to home. It must be compelling enough for visitors to make the trip. The “lure” in this case is the unique learning experiences in unique settings. In order for the county to build and maintain the brand, additional learning experiences will need to be developed.
- Diversions – These are the visitor experiences in the towns and villages that the consumer might find closer to home but choose to do in the destination because they are already there. For example, retail shopping, dining out, and attending movies, make good diversions during leisure education vacations. Most towns in Chautauqua County lack the necessary critical mass of diversionary activities to attract visitors for stays of more than one or two hours. This should be an area of focus for the towns in the county in the immediate future.
- Amenities – These are the things in the destination that make the experience comfortable and simple. Great hotel rooms and good dining options are amenities. Good signage and wayfinding are amenities. So are convenient public restrooms, benches, free Wi-Fi, parking, gathering places and shade trees. We recommend that each community in the county take a look at their own amenities and make plans to address areas that are lacking.
- Ambiance – This is the overall environment in which visitor experiences take place. Historic downtown buildings, public art, landscaping, flowers, and water fountains are all ambiance. We recommend that the architectural character of the county's downtowns be preserved and that any new architecture be compatible.

The other important keys to success involve packaging and programming. Packaging includes the travel elements that are included in a tourism



product, such as hotel stays, transportation to and from a site, coupon books, equipment rental, etc. Programming includes the activities, such as classes, workshops, demonstrations, meeting artists, etc. Businesses in the county that want to tie into the brand must think about how they want to “package” their learning experience and what “programming” they will include. Including the right mix of tourism product and activities in the packaging and programming can make or break the success of the experience.

Finally, this branding and marketing effort requires the cooperation of the people and organizations involved in marketing the county – from chambers to businesses and non-profits. Once the brand and slogan are adopted by the CCVB, it is important to get every organization that markets the destination to embrace the brand and present them as part of the brand. You will be far more powerful as one loud voice than a number of small individual voices. This is the entire purpose of developing a destination brand in the first place. When everyone is communicating the same message the effort becomes both powerful and fun.

Visitors don’t care about organizations; they care about the visitor experience. Yes, each entity should have its own identity or “point of distinction,” but when it comes to marketing to the outside world there should be a unified voice trumpeting to the people in your market areas that Chautauqua County is The World’s Learning Center. Using a single tag line among all marketing organizations will create stronger brand awareness.

When people and organizations begin to work in unison, the branding and marketing effort becomes an enjoyable, rather than a competitive process, with results seen in individually at the cash register and collectively in increased tax revenues.

The next sections of this plan provide the detailed branding and marketing recommendations for Chautauqua County.

Branding Recommendations



1 ADOPT THE CHAUTAUQUA COUNTY “THE WORLD’S LEARNING CENTER” BRAND.

DESCRIPTION:

Memorize and commit to the brand promise as the guiding principle and a means of staying on track with the brand development process. With many participants involved in the development of the brand it is easy to become distracted or to focus too much on side issues. Understanding where you want to go helps keep everyone focused.

The brand promise is the *core* of this entire branding and marketing action plan. It is what you want people to think of Chautauqua County when they hear the name. Because the brand is a “promise,” foremost to the effort is ensuring that the county delivers on that promise. A brand is never “rolled out,” but it is earned over time. Remember, a brand is what others think about you, not what you say you are.

If we dissect the brand promise, there are two primary components in it:

1. Positioning Chautauqua County as The World’s Learning Center.
2. The focus of the brand is on the leisure learning experiences offered in the county, with the Chautauqua Institution as the initial “centerpiece” of the brand experience. The brand promise states that Chautauqua County:
 - Offers more opportunities to pursue leisure learning than any other area in the World. (Leisure learning or “life-learning” as it is sometimes called, is that learning the individual does because it enriches their life, makes them a better person, or gives enjoyment, not because it is a requirement of their vocation.)
 - Is located in a region that is beautiful and offers a range of diversionary activities.
 - Has all the amenities that provide a complete vacation experience including lovely settings, inviting towns and villages, parking, convenient public restrooms, etc.

In order to deliver on this promise and commit to the brand, the following should happen:

1. Adopt the World’s Learning Center brand for Chautauqua County, including committing to the brand promise and using new logos and tag lines.
2. Promote the businesses (specifically) that deliver on the promise of the World’s Learning Center – businesses that offer learning packages and experiences. These are your anchor businesses, along with exceptional eateries, quality lodging options, and other elements that “prove” Chautauqua County is the World’s Learning Center. Always lead with your best products, not simply a list of everything.
3. The Chautauqua County Visitors Bureau and other entities that market the county need to all use logos, identities and font styles that are within the same style “family” so that the look is consistent. They should also coordinate their individual promotional efforts so that the combined effort drives a stake into the ground that Chautauqua County owns the World’s Learning Center brand.
4. Everyone marketing the county should use third party quotes – the “two thumbs up” accolades that reinforce and substantiate the brand. Brands are what people think of you, not what you say you are. Success depends on third party endorsements.
5. You build your brand using public relations, while advertising is used to cement your ownership position. A region-wide exceptional, professional PR effort is front and center to the brand, but this must be rolled out only as the product to support it is developed. Do not sell an empty promise.
6. There MUST be activities in the county after 6:00 pm. This includes shopping until 9:00 pm, restaurants open at least until 10:00 pm and entertainment that lasts until after midnight - and not just on weekends.

Successful destinations do not close at 6:00 pm. Some areas of Chautauqua County, such as Bemus Point, are already doing a good job in this area. The key is to have several areas in the County that offer activities after 6:00 pm.

IMPLEMENTATION:

Chautauqua County Visitors Bureau, Brand Leadership Team

APPROXIMATE COST:

None, except in time

POSSIBLE FUNDING SOURCES:

None required

TIMELINE FOR IMPLEMENTATION:

Beginning in late 2008, gradually building over the next few years

RATIONALE FOR THE RECOMMENDATION:

Brands are perceptions – what people think of you as a destination. But brands are built on product, while marketing is used to create awareness and prove you own the brand. Without a product to back it, the branding effort will die a quick death. Chautauqua County has a strong base of existing product to back up this brand direction today, with plenty of opportunities for the product to grow over time.

It will take the entire county to develop a strong, winning brand. Ultimately, it will require every organization getting on the same page and pulling in the same direction. Once this happens, the effort will stick in the minds of visitors and can spawn incredible brand awareness. A classic case of this happening is Las Vegas. At one point, when 48 of 50 states legalized some form of gambling, Las Vegas decided to become a family destination with something for everyone. When that became an unfulfilled promise, they finally went back to what they were known for: Sin City and the “playground for adults.” This narrow focus was delivered with the most successful tag line in American history, “What happens here, stays here.”

But, just like every other town, they still needed to deliver on the promise. They did that by developing a theater and selling out 740 Celine Dion shows,

producing five Cirque d’Soleil shows, and creating memorable ads and promotions that solidified the brand.

It is important to note that logos and slogans are NOT brands. They are graphic images and tag lines used to support the brand. Do not get hung up on these. In everything you do: advertising, websites, brochures, guides, billboards, press releases, etc., ask yourself each time: “Does this promote the brand perception - what we want people to know of us and do we deliver on that promise?”

This example illustrate how Las Vegas has narrowed the focus of their marketing efforts, to become the “playground for adults.”



2 CREATE AND EMPOWER A BRAND LEADERSHIP TEAM.

DESCRIPTION:

Form a Brand Leadership Team consisting of no more than ten to twelve members. The Team should be comprised of individuals committed to “championing” the brand and making it happen. The members of this team will be the “voice of the brand,” working in support of the Chautauqua County Visitors Bureau’s efforts in a hands-on capacity as advocates for the brand vision.

The Brand Leadership Team, or “BLT,” should include key “movers and shakers” from Chautauqua County’s visitor industry, property owners, and/or business owners, and others who are good communicators and committed to the brand vision. The chair of the CCVB should appoint the team members.

Business owners, local organizations, and other tourism representatives should read through this plan and then decide whether or not they feel passionately about the objectives and recommendations detailed herein. Characteristics of a good BLT member include:

- A willingness to invest time (and in the case of private sector member, a financial investment);
- An ability to take a few hits along the way;
- Good speaking abilities;
- Enthusiasm;
- A willing doer, not someone who just wants to direct.

Good BLT members are also those who have a vested interest in the success of the new branding effort. Spreading the word and implementing the new brand direction is a big job and much of this effort will rest on the shoulders of the BLT. Without champions, the branding and marketing action plan cannot succeed.

This is the most important decision of this entire program and often the most controversial.

Selected names should be given to the Chair of the CCVB and ask that he appoint them, with board approval as the Brand Leadership Team. It will be the job of the BLT to create advocacy within the county for the branding efforts of the CCVB, and to give support to the CCVB.

They will typically report to the CCVB a few times a year with progress reports and indicating what resources are necessary to progress with the work. Essentially the BLT acts as an advisory committee to the CCVB. They will help be the “voice” of the brand.

Once the BLT has been selected, they would decide among themselves, working with the CCVB, on the necessary term length for team members. The CCVB would appoint new members to the team as needed.

While we recommend that the team be limited to between ten to twelve individuals, this is not set in stone. The key is to have a small enough team that things can actually get done, since this is about implementation. There may need to be additional people on the team that bring a specific expertise to the table or represent an important interest in the county.

The CCVB will be the brand manager – watching over the use of identities, marketing messages, tag lines, design and marketing professionals, and the BLT should support these efforts by not only spreading the word about the brand but assisting the CCVB in keeping the brand “on point.” This means working with local and regional organizations that want to tap into the brand and helping them understand what the brand is about and ways they can participate.

Although this is not a product development plan, the BLT may want to get involved with product development initiatives in support of the brand. This group could help businesses and communities understand how they can tie into the brand and help gain support for public investments in infrastructure that support the brand and further the tourism in the county.

But most importantly, the BLT supports the CCVB as the advocacy arm for the brand vision and direction. If it is possible to develop a larger BLT without politics and personal agendas interfering in the way of progress, then the more people on the ground the more effective the effort will be. Each person on the team should be given an assignment that best suits him or her and that they are willing to take on. If they have something personally or professionally to gain from it, then by all means put them in charge of that item.

We recommend that the Brand Leadership Team consist of:

- 1 CCVB elected official, such as the chair of the CCVB
- 1 official from the County government
- 1 representative from the Chambers of Commerce
- 1 Board person from the Chautauqua Institution
- 2 property owners (preferably who own property in a downtown area)
- 2 proprietors of branded activities
- 2 retail or dining proprietors
- 1 representative of the county's hotel industry

IMPLEMENTATION:

Chautauqua County Visitors Bureau

APPROXIMATE COST:

No specific costs are associated with this recommendation

POSSIBLE FUNDING SOURCES:

None needed

TIMELINE FOR IMPLEMENTATION:

2008 forward

RATIONALE FOR RECOMMENDATION:

Every branding effort requires pioneers and those who will tirelessly champion the cause. These champions should be primarily made up of people in the business community, those willing to spend time and money in bringing the plan to fruition. We surveyed 400 well-branded towns in North America and in 396 of those communities the brand was a grass roots effort. Rarely will a “top down” effort ever yield success. Why? Elected officials are voted into office to be all things to all people, yet brands are about being known for something specific. The days of “we have something for everyone” are over and politics is the killer of any branding product. In this age of specialization you simply must jettison the generic. A generic branding effort yields a watered down, mediocre, ineffective brand.

Brands are built on product, while marketing is simply the way to tell the world who you are and why you are different than everyone else. That's what makes you worth a special trip.

The CCVB with the support of the BLT will be charged with implementing the marketing recommendations in this plan and implementing this brand direction throughout the county. Together they will foster the existing relationships with regional marketing groups and the State of New York, and cultivate partnerships with the cities, businesses and property owners, educational institutions, and other organizations that can play a role in the brand development.

The CCVB and the BLT will become the voice of the brand. They will speak at Kiwanis, Rotary, and other business organization luncheons, at City Council meetings, at other organizational annual banquets, always promoting the brand.

As Ralph Waldo Emerson once said, “Nothing great was ever accomplished without enthusiasm.” This group of champions must “sell” the concepts in this plan while educating the community on why these recommendations are important. You will NEVER get everyone to agree, and so this group will also need to take the hits associated with developing the brand and the product to support it. This is not about winning popularity contests; it's about importing new cash into Chautauqua County and making it a desirable place to spend both time and money. And that means standing for something specific. We all want to get along, but the “group hug” mentality will get you right back to “Discover More” and other generic offerings that could fit any community virtually anywhere.

The CCVB and Brand Leadership Team members will be the essential champions who reach out to sell the brand concept to all the organizations who are so necessary to its implementation. These individuals will do the work to see that the product is developed that will bring the brand to life, fulfilling the brand promise. The concerted effort by these individuals will be the force of the entire branding effort, keeping the brand image in focus, keeping the plan on track, and overseeing the successful development of Chautauqua County's World's Learning Center brand.

3 WORK WITH ESSENTIAL ORGANIZATIONS TO ADOPT THE BRAND.

DESCRIPTION:

The most important role to be played by the Brand Leadership Team will be to bring other organizations within the county to the table to adopt the brand. Most important in this effort will be to bring in the communities and places where brand-related product is available or can be developed, such as resort areas. The BLT will need to work closely with these communities and organizations so that support is gained throughout the county and the brand can succeed.

Relationships with the following should be developed by the BLT:

- Communities and their municipal governments throughout the county
- Chautauqua County Chamber of Commerce
- Chautauqua Institution
- Regional marketing organizations (i.e. “America’s Grape Country”)
- Downtown associations
- Main Street associations
- County and local economic development organizations
- Local resorts, attractions and hoteliers
- Higher education institutions
- Local arts organizations
- Local museums and historical societies
- Garden clubs
- Rotary, Kiwanis, and other auxiliary organizations
- Any other organizations identified as important to the branding effort

IMPLEMENTATION:

Brand Leadership Team

APPROXIMATE COST:

None needed, except time

POSSIBLE FUNDING SOURCES:

None needed

TIMELINE FOR IMPLEMENTATION:

2008 forward

RATIONALE FOR RECOMMENDATION:

When developing and implementing a brand for a region as large as Chautauqua County it takes the coordination of everyone involved in marketing and delivering the tourism product, including some entities who may not realize they are in the tourism business, to achieve success. It takes an entire “village” to create a successful brand, and that means everyone working together.

4 CONDUCT BRAND-BUILDING OUTREACH IN THE COUNTY

DESCRIPTION:

The planning process begins with understanding the brand promise, setting up the leadership team and bringing other organizations onboard. There are also several tools you should develop to create awareness of the process and the brand generally throughout the county.

1. Develop a PowerPoint presentation using information and graphics from the Action Plan, combined with a sense of the community and county organizations to which you will be talking. The presentation(s) would explain the purpose and strategies for plan development, with a special emphasis on how it will benefit the entire County through additional visitor spending, job income, new retail stores and restaurants, a revitalized downtowns, gathering places for communities, evening entertainment and shopping, a stronger tax base, etc. The presentations should be mostly graphics, not words, short and fast moving to retain interest and move the story along briskly. Presenting to organizations like downtown associations, Kiwanis, Rotary, historical and art societies and outdoor clubs will draw out interested individuals who can become advocates or “champions” of the brand, and doers who will volunteer their time to help make the brand a reality.
2. Develop an annual, collectible brand poster worthy of framing. This will create awareness of the branding initiative with the local citizenry. Several thousand of these posters can be printed, given away and sold. The poster should depict some element of the World’s Learning Center brand and should include the year and the brand logo. These posters should be placed in the windows of retail establishments, restaurants, hotels, municipal and school buildings, county facilities, museums, etc. throughout the County. Local artists can develop the posters either by invitation or by competition. A limited printing of the posters on high quality paper, numbered and signed by the artist could be sold or auctioned off with the proceeds going to building the brand. The posters should keep to a standard size and shape, and be of enough value that they become collectible.
3. Develop a series of bookmarks that feature graphics or photography on one side and facts about a learning opportunity on the other, such as a learning “camp” or Chautauqua Institution week. These should

be numbered, so they can become a collectable. Bookmarks can be available throughout the County in various towns and establishments.

4. Consider other giveaway items that will reinforce and promote the World’s Learning Center brand, such as calendars, water bottles, etc.

IMPLEMENTATION:

Brand Leadership Team, Chautauqua County Visitors Bureau

APPROXIMATE COST:

PowerPoint: in-house labor only. Poster: \$5,000, Bookmarks: \$5,000

POSSIBLE FUNDING SOURCES:

Chautauqua County Visitors Bureau

TIMELINE FOR IMPLEMENTATION:

Annually, beginning 2009

RATIONALE FOR THE RECOMMENDATION:

Chautauqua County has great potential for success with the World’s Learning Center brand. Now is the time to put an action plan into place that will identify the County with this brand with both residents and visitors. It will take the coordinated efforts of businesses and organizations in the County to achieve success, and so it is critical to have the support and buy-in from these folks. These businesses and organizations all have vital roles to play in the successful positioning, branding, and marketing of the World’s Learning Center brand.

See examples of outreach materials on next 2 pages.



Left: This is a sample of a Brand Poster. This can be hung around the county to promote the brand and create unity from town to town. Ideally, this poster would be changed out every year, and a professional artist would be hired to create a frame-worthy illustration. The county could even put out an open call to local artists, and hold a competition for best art that promotes the brand.

Right: These marketing bookmarks showcase an artistic photo and logo on the front, and “fun facts” about a certain activity on the back. If desired, the front of the bookmark could be a custom illustration instead of a photograph.



Learn more about

Sailing

Q: You set off and tack towards the first buoy. What do you do when you get there?

A: broaden up. It is best whenever rounding a buoy to stay as close as possible to it (with out hitting into it).

Q: You leave the shore on a port tack avoiding the no-sail zone. You could go on a close-haul, but the wind is blowing on shore at an angle so you can what?

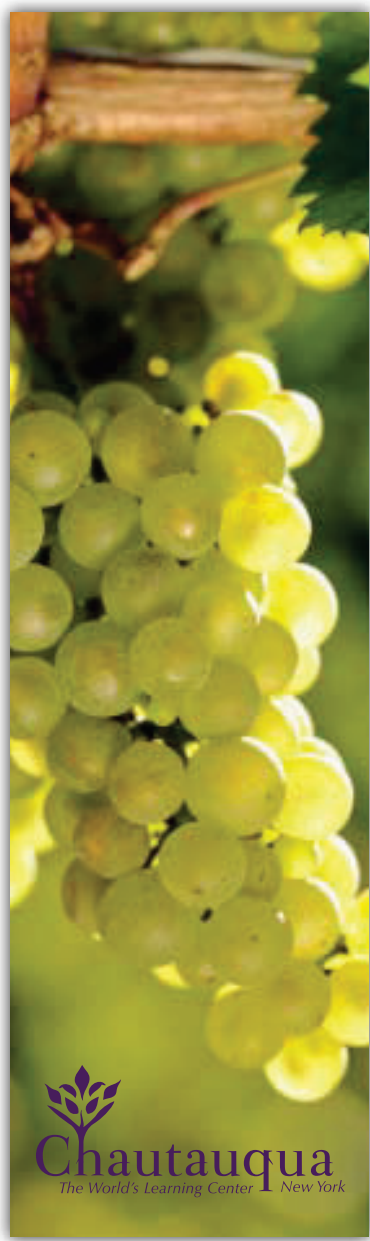
A: Close reach. A close reach is about 65 degrees from the wind.

Q: You have started moving again when you approach the second buoy, how do you round the buoy?

A: Gybe. Most race courses have gybes.

Q: You have rounded the buoy and are 90 degrees from the wind. Are you sailing on a broad reach?

A: No. You are on a beam reach. This is when the sails are half out and the centre board is half down.



Learn more about

Wine

• If you want to get a taste of “grapey” wines, try a Manischewitz. This wine is a sweet style of kosher wine from the American Concord grape. The same grape that we use to make juice and jelly.

• In 1880, California’s first Commissioner of Agriculture brought cuttings from France to California. He sent his first wine from his vines to the Gran Prix in Paris where it won top honors in 1889.

• The German Gewurztraminer, pronounced “guh-VURTS-trah-mee-ner,” is similar to the White Zinfandel and chances are if you like White Zinfandel, you will enjoy a German Gewurztraminer. It is a fragrant white wine with a bit of sweetness.

• If a dry wine is fully fermented, about 40 percent of the sugar will be converted to carbon dioxide while 60 percent will be converted to alcohol.

• Grape skins will rise to the top of the fermenting must and will form a “cap.” This cap needs to be broken down and mixed back in with the must. When there is more extract forced from the skins, the wine will be a big and highly tannic wine.



