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Overview
Overview

In this new strategic planning method for Destination Niagara USA’s sales & marketing plan, we are utilizing an integrated approach to target three distinct customer-focused groups (leisure traveler, meeting planner and local community). We are applying diverse perspectives throughout our entire organization to create a holistic plan with the best ideas for success in achieving Destination Niagara USA’s overall goals and objectives.

As we continue to build on the foundational strength of repositioning the Niagara Falls USA brand, and communicate the feeling, position and promise of Niagara Falls USA as a destination, we continue to focus on our organizational strategies, specifically:

1. Drive increased overnight room demand.
2. Advocacy for Destination Niagara USA’s value proposition and long-term funding.
3. Product development to sustain long-term growth.
4. Destination Niagara USA’s ROI tracking and reporting.
Overview

As we repositioned the Niagara Falls USA brand in 2017, we are continuing to see the success we anticipated in the following areas:

• Enhanced destination awareness, customer conversion and competitive advantage.
• Alignment of our destination’s strategic goals and measurable marketing/sales programming.
• Integrated support from partners on main destination messaging and community vision.
• Increased opportunities for coordinated and reinforced destination and visitor industry marketing messages.
• Further definition of competitive advantage.
Overview

Our strong brand reaches across all of our market segments and provides a pathway to engage all visitors to embrace their adventurous side with a brand voice that is: 

**Proud / Bold / Fun / Genuine / Challenging / Natural / Inspiring**

To position all of our messaging consistent with the brand, and ensure best practices, we developed both a brand promise and a brand positioning statement.

Our Brand Promise is our promise to prospective visitors on what type of experience they can expect when visiting Niagara Falls USA.
Brand Promise

Niagara Falls USA—anchored by one of the world’s most astonishing natural wonders—is a land of stunning vistas and waterways. From the majesty and power of Niagara Falls, to scenic river gorges, lakes, beaches, streams and the historic Erie Canal—the area will inspire you with extraordinary landscapes and activities. Experience living history, arts and culture or trek through pristine hiking trails—and discover local flavors when you shop, dine and explore. The region is dotted with the simple goodness of orchards, wineries and breweries offering agri-tourism that will delight nature lovers and foodies alike. Niagara Falls USA offers a remarkable blend of natural beauty and outdoor adventure—visit us and then you will understand why this is where adventure comes naturally.
Brand Positioning Statement

Our Brand Positioning Statement provides us with a platform that guides all of our marketing, sales and communication programs and materials:

For those who would rather go and do rather than just see, Niagara Falls USA is the embodiment of America’s adventurous spirit, connecting people to nature through immersive experiences that move, challenge and inspire them.

With our branding program supporting a targeted approach to all of our sales and marketing efforts, we anticipate increases in:

- Visitor spending
- Length of stay
- Traffic to other areas of the destination beyond the Falls
Leisure Traveler
Customer Based Destination
Sales & Marketing Plan
Tourism Impact

$708,276,000*
TOTAL SPENT BY TRAVELERS IN NIAGARA COUNTY IN 2016

8.8% INCREASE OVER 2015

$45,524,612*
IN LOCAL TAXES WERE GENERATED IN 2016 BY TOURISM
A 3.5% INCREASE OVER 2016

Niagara County Employs 16,242*
22.6% of the Total Workforce

*Source: Tourism Economics: Economic Impact of Tourism in New York 2017
Key Terms

Key terms:

- **Overnight Trip** – any journey for business or leisure, outside your community and not part of your normal routine, where you spent one or more nights away from home.

- **Day Trip** – any journey for business or leisure, outside your community and not part of your normal routine, that did not include an overnight stay involving travel of more than 50 miles from home.

- **Person-Trip** – one trip taken by one visitor. Person-trips are the key unit of measure for the Longwoods Visitor Research Study.

*Research provided by Longwoods International 2017 Visitor Research Study of Niagara Falls USA. Full report available upon request.*
Total Size of Travel Market

OVERNIGHT TRIPS
3.5 MILLION

DAY TRIPS
4.1 MILLION

TOTAL PERSON-TRIPS
7.6 MILLION
+3.3% vs 2016
State Origin of Trip

BASE: OVERNIGHT PERSON TRIPS

- New York: 24
- California: 8
- Ohio: 8
- New Jersey: 8
- Pennsylvania: 7
- Florida: 6
- Illinois: 4
- Texas: 4
- Massachusetts: 4
- Virginia: 3
DMA Origin of Trip

BASE: OVERNIGHT PERSON TRIPS

- New York, NY: 14%
- Cleveland, OH: 5%
- Boston, MA: 4%
- Los Angeles, CA: 3%
- Chicago, IL: 3%
- Philadelphia, PA: 3%
- Orlando-Daytona Beach-Melbrn, FL: 3%
- Rochester, NY: 3%
- San Francisco - Oakland - San Jose, CA: 2%
- Washington, DC: 2%
- Elmira, NY: 2%
Past Visitation to Niagara Falls USA

*Question wording changed in 2017
Length of Trip Planning

BASE: OVERNIGHT PERSON TRIPS

- More than 1 Year in Advance: Niagara Falls USA - 3, U.S. Norm - 4
- 6-12 Months: Niagara Falls USA - 16, U.S. Norm - 14
- 3-5 Months: Niagara Falls USA - 19, U.S. Norm - 17
- 2 Months: Niagara Falls USA - 16, U.S. Norm - 19
- 1 Month or Less: Niagara Falls USA - 35, U.S. Norm - 35
- Didn’t Plan Anything in Advance: Niagara Falls USA - 14, U.S. Norm - 8
Number of Nights Spent in Niagara Falls USA

BASE: OVERNIGHT PERSON TRIPS WITH 1+ NIGHTS SPENT IN NIAGARA FALLS

1 Night: 48
2 Nights: 26
3-4 Nights: 17
5-6 Nights: 4
7+ Nights: 5

AVERAGE NIGHTS SPENT IN NIAGARA FALLS USA: 2.4
Age

BASE: OVERNIGHT PERSON TRIPS

18-24:
- Niagara Falls USA: 11%
- U.S. Norm: 13%

25-34:
- Niagara Falls USA: 20%
- U.S. Norm: 27%

35-44:
- Niagara Falls USA: 18%
- U.S. Norm: 24%

45-54:
- Niagara Falls USA: 17%
- U.S. Norm: 18%

55-64:
- Niagara Falls USA: 10%
- U.S. Norm: 15%

65+:
- Niagara Falls USA: 11%
- U.S. Norm: 16%

AVERAGE NIAGARA FALLS USA AGE: 42
AVERAGE U.S. AGE NORM: 45

Niagara Falls USA
U.S. Norm
Marital Status

BASE: OVERNIGHT PERSON TRIPS

- Married/With Partner: 68% (Niagara Falls USA), 60% (U.S. Norm)
- Single/Never Married: 20% (Niagara Falls USA), 26% (U.S. Norm)
- Divorced/Widowed/Single Separated: 12% (Niagara Falls USA), 14% (U.S. Norm)
Trip Planning Information Sources

- Online Travel Agencies
- Advice from Relatives or Friends
- Destination Websites
- Hotel or Resort
- Social Media
- Travel Company Websites
- Airline/Commercial Carrier
- Travel Guide/Other Books
- Auto Club/AAA

PERCENT

BASE: OVERNIGHT PERSON TRIPS

Niagara Falls USA
U.S. Norm
Size of Travel Party

BASE: OVERNIGHT PERSON TRIPS

Niagara Falls USA
- Adults: 2.5
- Children: 0.8
- Total: 3.3

U.S. Norm
- Adults: 2.2
- Children: 0.6
- Total: 2.8

Average Number of People
Main Purpose of Trip

MARKETABLE TRIPS 61%

Visiting Friends/Relatives
Touring
City Trip
Casino
Special Event
Theme Park
Outdoors
Resort
Golf Trip
Cruise
Other Business Trip
Conference/Convention
Business-Leisure (Bleisure)

BASE: OVERNIGHT PERSON TRIPS

PERCENT
State Origin of Trip

BASE: DAY PERSON TRIPS

- New York: 79
- New Jersey: 5
- Pennsylvania: 3
- Ohio: 2
- Washington: 2
- California: 2

PERCENT
DMA Origin of Trip

BASE: DAY PERSON TRIPS

- Buffalo, NY: 46%
- Rochester, NY: 17%
- New York, NY/NJ/PA/CT: 9%
- Syracuse, NY: 5%
- Elmira, NY: 3%
- Utica, NY: 3%
- Seattle-Tacoma, WA: 2%
- Cleveland, OH: 2%
- Wilkes Barre-Scranton, PA: 2%
Season of Trip

BASE: DAY PERSON TRIPS

- January-March: 28%
- April-June: 20%
- July-September: 28%
- October-December: 24%
## Size of Travel Party

### Niagara Falls USA
- **Adults**: 2.2
- **Children**: 0.7
- **Total**: 2.9

### U.S. Norm
- **Adults**: 2.1
- **Children**: 0.6
- **Total**: 2.7

<table>
<thead>
<tr>
<th></th>
<th>Adults</th>
<th>Children</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Niagara Falls USA</td>
<td>2.2</td>
<td>0.7</td>
<td>2.9</td>
</tr>
<tr>
<td>U.S. Norm</td>
<td>2.1</td>
<td>0.6</td>
<td>2.7</td>
</tr>
</tbody>
</table>

**Average Number of People**

![Bar Chart](chart.png)
Gender

BASE: DAY PERSON TRIPS

Male
- Male: 47%
- Female: 53%

Female
- Male: 47%
- Female: 53%
Age

AVERAGE NIAGARA FALLS USA AGE 44.7
AVERAGE U.S. AGE NORM 45.1

Niagara Falls USA
U.S. Norm

BASE: DAY PERSON TRIPS

PERCENT
Top Line Strategies

- Build destination brand globally.
- Generate incremental leisure travel, room nights and economic impact.
- Continue to build new video and photo storytelling content.
- Implement new comprehensive travel-trade and meetings strategy.
Leisure Group Traveler

The leisure group market has seen conditions change over the last few years. Due to the unfavorable exchange rate with the U.S. dollar, Canadian motorcoach groups are staying on the Canadian side to experience attractions, restaurants and hotel stays for less money.

We will continue to focus our efforts on growing the student market. We will be hosting our first Teacher FAM to educate teachers planning student travel on the great attractions, hotels, restaurants, performance venues and educational programs we have to offer when they visit the destination.

We continue to see a majority of our leisure groups come from NY, PA, OH and have seen additional visitation of groups from NJ, IN, NC, TN, KY, VA, IL, DC, MI. We will continue to represent Destination Niagara USA at trade shows in those areas and add two sales missions to both OH & PA.
Currently, international travel to the U.S. is facing many challenges. According to the U.S. Travel Association there is a decline in international travel, most notably from countries that are required to enter the U.S. with a visa. There have been significant delays in visitors obtaining visas due to the closing of U.S. consulates in secondary cities, reduction of work force and operating times in consulates.

We need to continue providing international travelers and tour operators with inspiring and engaging content including information on new hotels and attractions—providing reasons for them to travel to Niagara Falls USA.
Destination Niagara USA has been involved with Outdoor Promotions for over 10 years as the result of an agreement with Niagara County to assume the responsibilities of the Sportfishing Promotion Program. Since then, the program has expanded to include other popular outdoor activities such as hiking, biking, birding and boating. Currently, we only have access to a 2010 study conducted by Niagara University, showing the economic impact from sportfishing to be in excess of $30 million annually in Niagara County. We believe this market segment is undervalued and plan to conduct a future analysis when feasible.
Developing a program that specifically targets these niche markets will attract more visitors to the destination, as well as extend their stay. More frequent and longer visits have been associated with different aspects of the angling industry, especially as it relates to the various fishing competitions (derbies and tournaments) held throughout the spring and summer. Some of the best outdoor activities can be found during Niagara Falls USA’s shoulder seasons and additional opportunity exists during the winter months to increase visitation to Niagara Falls USA.
Utilize Strengths

1. Natural resources.
2. Globally recognized.
3. Visitor offerings – we have several very unique product offerings in the downtown corridor.
4. Brand defined destination.
5. Walkability of downtown Niagara Falls USA.
Utilize Strengths cont.

6. Improved hotel product.
7. Affordability.
8. Close proximity to highly populated market areas.
9. Temperate climate during high visitation times of year.
Mitigate Weaknesses

1. Travel patterns - how to increase day trips into overnight/low winter occupancy and how to increase shoulder seasons.
2. Downtown parking/traffic and public transportation limitations.
3. Limited winter activities.
4. Competitor (Niagara Falls Canada) offers expanded experiences.
5. Perception that Canadian view is better.
6. Wayfinding.
7. Lack of year-round retail and attraction products throughout Niagara County.
8. Inconsistent customer service awareness of attraction products across Niagara County.
Monitor Opportunities

1. Expand visitor markets – niche audiences/international efforts/*bleisure/fly markets (*bleisure is a person traveling for business and leisure).

2. Leisure Group sales partnerships.

3. Transportation relationships – airline opportunities and airport.

4. Targeted sales calls for meetings, international and group leisure markets.
Monitor Opportunities cont.

5. Leverage Brand to expand visibility and awareness in meetings, domestic and international markets.

6. Impact meeting attendee experience for leisure visitation.

7. Influence conference attendees to add pre and post leisure activities to their meeting schedule.

8. Expand awareness of things to do throughout Niagara County for in-market visitors to extend their stay.

9. Expand product throughout all seasons.
Prepare for Contingencies or Threats

1. Weather and environmental hazards
2. Economy
3. Competition
4. International currency flux
5. Political situations (funding)
6. Visa issues
7. Terrorism
OBJECTIVE 1

Continue to generate an increase in incremental leisure hotel room nights and incremental leisure travel spend in Niagara Falls USA.
S T R A T E G Y

Launch targeted, integrated marketing campaigns over need periods (spring, fall, winter) for tourism related businesses including accommodations, retail, attractions and restaurants.
Tactics

• Place strategic digital, including programmatic, paid search and social media buys promoting Niagara Falls USA to consumers in targeted media markets to drive incremental visitation, spending and repeat business.

• Highlight creative of the Falls but also focus on activities beyond the Falls showcasing the variety the destination offers and encouraging multiple night stays.

• Utilize all digital channels to amplify the targeted messaging.

• Test new channels including Expedia, Trip Advisor and Travel Spike.

• Expand target audiences more inclined to travel during need periods ie: couples getaway in spring and fall, etc.

• Promote packages with lodging, retail, activities and dining partners to offer vacation options during need periods.
Tactics cont.

• Use PR Agency to spread message through credible media sources.

• Plan a quarterly content calendar to guide messaging, timing and placement.

• Create partnerships with motorcoach-friendly attractions and hotels to offer shoulder season and winter packages. Distribute information to tour operator database and during sales calls/appointments at trade shows.
STRATEGY

Encourage meetings attendees to add a pre and/or post leisure stay.
Tactics

• Develop and distribute (far in advance of the meeting) hotel packages that encourage meeting attendees to extend their stay in the destination for pleasure.

• Build a meeting planner marketing tool kit including photography and video, logos, pre-written destination copy blocks (could be included on our microsite), email template, and social media graphics to allow meeting planners to promote their upcoming meeting in Niagara Falls USA.
STRATEGY

Educate international travel influencers (media and travel trade) on Niagara Falls USA attributes that are most attractive to each country’s market.
## Tactics

- Continue building/reinforcing relationships with international tour operators to include additional attraction products to existing itineraries and/or establish new itineraries.
- Develop story ideas relevant to each market and distribute through country representatives if available.
- Evaluate VisaVue research to continue targeting high value international consumers by geographical location.
- Review and prioritize investment in social media channels in China.
- Maintain and increase relationships through continued dialogue with Receptive Tour Operators (RTOs) and Tour Operators (TOs) on customer insights.
- Identify online booking channels for priority countries to increase Niagara Falls USA content.
- Leverage Wine Water & Wonders marketing program to provide additional itinerary options.
S T R A T E G Y

Convert day-trippers to overnight leisure visitors.
Tactics

• Survey day trippers from various data points to determine what would encourage them to spend at least one night.

• Execute an in-market survey program through the Visitor Center during summer hours to determine why day trip visitors aren’t spending the night to provide another data overlay.

• Develop high visitation, high value drive market campaigns focused on overnight visitation for regional audiences.
• Continue current leisure group market incentive plan to tour operators, adding additional benefits for overnight stay.
• Create packages with lodging partners including a focus on activities that draw day trippers with overnight options.
• Create content and provide itinerary options to encourage overnight stays.
S T R A T E G Y

Increase motorcoach groups to Niagara County by 15% over previous year.
Tactics

• Target geographical areas where we are seeing growth (IL, IN, MI, NC, VA, KY, TN).
• Increase sales calls to high producing regions for motorcoach business.
• Continue sales calls to local motorcoach companies.
• Prospect for new business using reports from our CRM (customer relationship management) system, tradeshows databases, industry research and by monitoring downtown Niagara Falls USA motorcoach parking.
• Send out yearly mailers to domestic tour operator database.
• Conduct yearly tour operator FAM (familiarization) tours to showcase all-season products.
Tactics cont.

- Direct follow up to leads produced from phone calls, appointments and past visits.
- Work with partners to develop more interactive/hands-on group experiences.
- Strategically partner with hotels and attractions on their low volume times.
- Create promotional packages that are geared specifically toward leisure groups.
- Send information via email blasts and incorporate with sales calls/appointment shows.
- Develop student motorcoach advisory groups to better understand those markets and increase number of groups in those areas.
OBJECTIVE 2

Increase the leisure traveler’s overall destination experience and guest satisfaction levels while they are planning a trip to Niagara Falls USA or are in Niagara Falls USA for a leisure vacation or getaway.
**STRATEGY**

Connect with all in-market visitors (leisure travelers, meeting attendees, leisure group customers) via one-on-one personalized customer service. Share the brand story to drive repeat visitation and positive word of mouth endorsements for Niagara Falls USA.
Tactics

• Utilize the Niagara Falls USA Official Visitor Center to directly impact the visitor experience of the 130k+ visitors that walk through our doors each year.
  • Promote the awareness of the Visitor Center (VC) as an ‘Official Visitor Center’ and the go-to resource for destination information and trip planning.
  • Provide exemplary customer service and personalized assistance.
  • Tell the story and message of the Niagara Falls USA brand through personalized assistance, exhibits, collateral and digital enhancements.
  • Offer one-of-a-kind branded merchandise for visitors to purchase and serve as “walking billboards” that promotes the iconic Niagara Falls USA brand all over the world.
Tactics cont.

• Promote EXP Niagara – Official Destination Education & Visitor Services Online Training Program—to Niagara Falls USA tourism partners to ensure their employees are educated on the destination’s tourism products and customer service best practices.

• Communicate with Niagara Falls USA tourism partners through e-newsletters and direct outreach to ensure they are aware of the EXP program and its benefits in order to enroll their employees.
Tactics cont.

• Utilize the Niagara Falls USA Greeter Program to add enhanced experiences to meeting attendees, motorcoach groups, passengers arriving to the Niagara Falls International Airport and within Niagara Falls State Park.
  • Offer Greeter services at meetings and with motorcoach groups when necessary and schedule appropriately.
  • Ensure Greeters are up-to-date on destination changes, events, etc. in order to provide the best possible experience to visitors that interact with them.
• Create collateral pieces to aid the visitor in navigating the destination and expanding on their experience within the Niagara Falls USA Official Visitor Center and the destination, where appropriate.
• Produce and distribute Downtown Niagara Falls USA Walking Map, Niagara County Map, Downtown Niagara Falls USA Parking Map, Fishing & Outdoor Activities Map, and Niagara Falls USA suggested itineraries.
Tactics cont.

- Utilize Niagara Falls USA digital assets by developing in-market resources that provide immersive and useful content.
  - Continue to build enhanced mobile experience that caters to each visitor’s unique desires and interests.
  - Share and post visitor generated content on all social media channels including Facebook, Twitter, Instagram, Google, Pinterest and YouTube.
  - Continue to provide visitors timely responses to social media inquiries.
  - Continue to post up to date events, content, videos, blogs, and develop a special offers/promotions web page.
  - Create website-landing pages with content that meets the current visitor needs.
- Expand messaging and visibility of the Niagara Falls USA Official Visitor Center to provide personalized Niagara Falls USA experiences.
- Research and develop tools to assist visitors with disabilities plan their stay and help avoid any circumstances that might hinder their experience in the destination.
OBJECTIVE 3

Increase global awareness for Niagara Falls USA.
STRATEGY

Increase brand awareness for Niagara Falls USA through brand building initiatives on a global scale that creates a more positive impact for Niagara Falls USA beyond the Canadian side.
Tactics

- Develop a “big idea” guerilla-marketing tactic that will increase global brand awareness and generate far reaching media interest in Niagara Falls USA.
- Continue to build compelling video storytelling content.
- Attend outdoor-focused consumer trade shows throughout the Northeast and other key market areas for niche markets.
STRATEGY

Integrate new direction from brand research along with imagery into all integrated marketing campaigns, initiatives, business units and throughout the destination.
Tactics

• Develop integrated campaigns across all channels targeting Niagara Falls USA market personas.
• Engage additional market segments through strategic media placement and content development.
• Continue to build library of imagery, video assets and messaging to support brand and highest performing market segments.
• Integrate and leverage new destination assets in communications.
STRATEGY

Increase global brand awareness of Niagara Falls USA as a tourism destination through positive earned media coverage showcasing the destination and its attributes with an emphasis on garnering high-profile media placements.
Tactics

• Continue to work with our public relations firm to educate journalists and travel writers about Niagara Falls USA through pitches and in-market familiarization tours.

• Attend outdoor travel media events providing compelling story ideas.
Event Calendars
<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
<th>LOCATION</th>
<th>STAFF</th>
</tr>
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<tbody>
<tr>
<td>Jan. 24-29</td>
<td>American Bus Association (ABA)</td>
<td>Louisville, KY</td>
<td>TM, LB, JP, JG</td>
</tr>
<tr>
<td>Feb. 22-24</td>
<td>Heartland Travel Showcase (Heart)</td>
<td>Detroit, MI</td>
<td>TM</td>
</tr>
<tr>
<td>Apr. 5</td>
<td>Breakaway</td>
<td>New Castle, PA</td>
<td>TM</td>
</tr>
<tr>
<td>May 15-17</td>
<td>Pennsylvania Sales Mission</td>
<td>PA</td>
<td>TM</td>
</tr>
<tr>
<td>June 9-13</td>
<td>TAP Dance (TAP)</td>
<td>Cheyenne, WY</td>
<td>TM</td>
</tr>
<tr>
<td>June 18-21</td>
<td>Pennsylvania Bus Association Sales Retreat (PBA)</td>
<td>Atlantic City, NJ</td>
<td>TM</td>
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<tr>
<td>June 24-27</td>
<td>Teacher FAM's</td>
<td>Niagara Falls, NY</td>
<td>TM</td>
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<tr>
<td>Aug. 9-13</td>
<td>Student &amp; Youth Travel Association (SYTA)</td>
<td>Birmingham, AL</td>
<td>TM</td>
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<tr>
<td>Sept. 24-26</td>
<td>Fall mini FAM</td>
<td>Niagara Falls, NY</td>
<td>TM</td>
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<td>Oct. 9-11</td>
<td>Ohio Sales Mission</td>
<td>OH</td>
<td>TM</td>
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<tr>
<td>Oct. TBA</td>
<td>Bus Assoc. of New York Marketplace (BANY)</td>
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<td>TM</td>
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</tbody>
</table>

Staff: Tina Mt. Pleasant, Director Leisure Group Sales (TM), Lindsey Bowman, Sales Manager (LB), John Percy, President & CEO (JP), Julie Gilbert, VP of Sales & Marketing (JG)

Contact: tmtpleasant@niagarafallsusa.com, 716-282-8992 x. 315
<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
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<th>STAFF</th>
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<tbody>
<tr>
<td>Feb. 3-7</td>
<td>IITA Summit</td>
<td>Savannah, GA</td>
<td>AG</td>
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<tr>
<td>Feb. 13-15</td>
<td>North American Journeys (NAJ) West</td>
<td>Los Angeles, CA</td>
<td>JG</td>
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<tr>
<td>Feb. 20-23</td>
<td>Connect Travel Marketplace</td>
<td>Orlando, FL</td>
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<td>Mar. 6-10</td>
<td>ITB</td>
<td>Berlin, Germany</td>
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<td>Mar. 16</td>
<td>Corning Museum of Glass Chinese Appreciation Event</td>
<td>New York, NY</td>
<td>JG</td>
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<td>June 1-5</td>
<td>USTA IPW</td>
<td>Anaheim, CA</td>
<td>JG</td>
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Staff: Julie Gilbert, VP Sales & Marketing (JG)
Contact: jgilbert@niagarafallsusa.com, 716-282-8992 x310
### Outdoor Promotions Event Calendar

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<th>DATE</th>
<th>EVENT</th>
<th>LOCATION</th>
<th>STAFF</th>
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<tbody>
<tr>
<td>Jan. 18-20*</td>
<td>Greater Niagara Fishing Expo</td>
<td>Niagara Falls USA</td>
<td>BH</td>
</tr>
<tr>
<td>Feb. 15-17</td>
<td>Pittsburgh - Allegheny Sport Show</td>
<td>Monroeville, PA</td>
<td>BH</td>
</tr>
<tr>
<td>Sept. 16-19</td>
<td>Assoc. of Great Lakes Outdoor Writers (AGLOW)</td>
<td>LaCrosse, WI</td>
<td>BH</td>
</tr>
</tbody>
</table>

*Denotes Hosting Event in Niagara Falls USA

Staff: Bill Hilts, Outdoor Promotions Director (BH)
Contact: bhilts@niagarafallsusa.com | 716-282-8992 x303

*Sales & Marketing Plan* 2019
## Media Event Calendar

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
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<th>STAFF</th>
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<tbody>
<tr>
<td>July TBD</td>
<td>Philadelphia media desk side meetings</td>
<td>Philadelphia, PA</td>
<td>AC</td>
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</tbody>
</table>

Staff: Andrea Czopp, VP Operations (AC)
Contact: aczopp@niagarafallsusa.com, 716-282-8992 x306
Meetings & Conventions

Customer Based Destination
Sales & Marketing Plan
Meetings Market

The current meetings market is underperforming, due in part to the lack of visibility and messaging in recent years about Niagara Falls USA as a meetings destination.

Aggressive and consistent meetings marketing and destination positioning is crucial to take advantage of the new Niagara Falls USA brand.
Utilize Strengths

- Globally known destination
- Compact convention package
- Accessibility to county-wide attractions
- Marketing support
- Motivated sales staff with partner support
- Strong brand and positioning
- Incentives
Mitigate Weaknesses

- Perception
- Location for certain targeted markets such as the NY State Association
- Lack of additional walkable attractions outside of Niagara Falls State Park.
Monitor Opportunities

- Increase customer awareness of destination.
- Develop & execute targeted meetings marketing.
- Leverage local resources.
- Create an Ambassador program.
- Reintroduce the destination and its increase of meeting hotel inventory to the meetings market.
- Familiarization tours for meeting planners.
Monitor Opportunities cont.

- Incentive plan for booking business in Niagara Falls USA.
- Increase programming on Old Falls Street, USA.
- Co-op with local partners.
- Product development.
- Position destination as ideally sized for small to medium sized groups.
Get Ready for Contingencies or Threats

- Weather and environmental hazards.
- Economy.
- Competition.
- Nearby competition claiming attractions as part of their inventory.
- Rates in season.
- Room block availability in-season.
OBJECTIVE 1

Generate $20 million or more in group/meetings-related economic impact to Niagara Falls USA.*

*Destinations International Event Impact Calculator will be utilized for measuring economic impact for meetings & conventions.
STRATEGY

Promote Niagara Falls USA Meetings Brand. Advance the unique brand of Niagara Falls USA group meeting sales through experiential touch-points; cohesive and effective messaging and strong media outreach opportunities.
Tactics

• Adopt and refine the Niagara Falls USA brand campaign for multiple and varied selling environments and tactics through custom imagery and powerful messaging, emphasizing how the Niagara Falls USA brand is consistent with each meeting planner’s organization.
• Work with marketing department to create a list of meeting trade publications to share compelling meeting opportunities, as well as initiate familiarization tours and visits from key meeting-industry entities and influencers.
• Send out destination updates through the year that includes RFP contests and incentives.
STRATEGY

Deliver targeted, consistent communication to qualified meeting planners. Establish fully integrated, targeted marketing communications to support tradeshow and event opportunities, sales incentives and key market opportunities.
Tactics

• Engage SDR (Strategic Data Research) to initiate an outbound prospecting lead generation call program.
• Design customized, branded, direct-sales initiatives to address key audiences such as lost business leads, tentatives and verticals.
• Create compelling, value-add offers to accompany an RFP promotion.
• Revamp pre-and-post tradeshow communications at every touch-point, including personalized invitations and custom follow up pieces.
• Create memorable mailings for post-event follow through including a contest tie-in for future communication.
• Send out targeted email destination updates through the year that includes incentives.
S T R A T E G Y

Maximize ROI of paid partnership programs with third party organizations as well as other industry alliances, such as CVENT, ESSAE, PCMA, EmpowerMINT and other key entities.
Enhance Niagara Falls USA supplier profiles on partner search platforms, using branded language and fresh, compelling imagery.

Establish a customized, fully branded outreach welcome process for all new associates of third party organizations such as HelmsBriscoe, Conference Direct, Experient, HPN, etc.

Capitalize on opportunities available with paid partnerships including advertorial, targeted incentives and unique digital content.

Secure ESSAE sponsorships to increase exposure to NYS Associations.
STRATEGY

Encourage consistent collaboration with property and venue meetings sales partners. Engage these partners at multiple levels to foster consistent, thorough understanding of the values of working with Niagara Falls USA, creating more symbiotic cooperation within the group-sales market.
Tactics

• Develop a fully branded, comprehensive onboard/orientation program to inform and empower new sales partners to fully use the talents, partnerships and services of Niagara Falls USA.
• Establish quarterly convention sales meetings with Sales Managers at each partner property.
• Elevate quarterly sales development meetings to include general management and Director of Sales with fully branded, data-rich content.
• Bi-annual Destination Update meetings.
• Bi-annual Marketing Committee meetings.
• Continue to build ongoing positive relationships with partner hotel sales staff.
S T R A T E G Y

Leverage community members and resources to drive business.
Tactics

- Monthly presentations to community group leaders encouraging them to host group events in Niagara Falls USA.
- Host events in conjunction with local colleges and universities.
- Establish an “ambassador” program to encourage local leaders to host group events.
S T R A T E G Y

Broaden group sales and services selling tools. Leverage technology and creative abilities to create resources for sales.
Tactics

- Design a fully branded collection of marketing materials for conference services which targets meeting attendees and inspires longer stays pre and post conference.
- Design collateral for targeted niche markets (education, agriculture, tech, etc).
- Remain up to date on the marketing department’s plan to align on campaigns and expand their relevance for a meeting audience.
- Coordinate with the marketing department to ensure meeting-related changes are implemented across all platforms.
- Implement social channel advertising (Facebook) geotargeting at Meeting Event locations and increase content through LinkedIn channels.
## Convention & Meeting Sales Event Calendar

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
<th>LOCATION</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb. 6-7</td>
<td>ESSAE Annual Meeting &amp; Awards Banquet &amp; Sales Calls</td>
<td>Albany, NY</td>
<td>LB</td>
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<tr>
<td>Feb. 13</td>
<td>Destination Showcase</td>
<td>Washington, DC</td>
<td>LB</td>
</tr>
<tr>
<td>Mar. 13-15</td>
<td>Experient Envision</td>
<td>Las Vegas, NV</td>
<td>LB</td>
</tr>
<tr>
<td>Mar. 19</td>
<td>PCMA Mix &amp; Bowl &amp; Sales Calls</td>
<td>Washington, DC</td>
<td>LB</td>
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<tr>
<td>Apr. 5</td>
<td>ESSAE Triple M Event &amp; Sales Calls</td>
<td>Albany, NY</td>
<td>LB</td>
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<tr>
<td>June 6</td>
<td>ESSAE Tradeshow</td>
<td>Albany, NY</td>
<td>LB</td>
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<td>Aug. 13-15</td>
<td>ASAE</td>
<td>Columbus, OH</td>
<td>LB</td>
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<tr>
<td>Sept. 10-12</td>
<td>IMEX America</td>
<td>Las Vegas, NV</td>
<td>LB</td>
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<tr>
<td>Sept. TBD</td>
<td>Sales Calls</td>
<td>Washington, DC</td>
<td>LB</td>
</tr>
<tr>
<td>Oct. TBD</td>
<td>ESSAE Harvest Highlight &amp; Sales Calls</td>
<td>Albany, NY</td>
<td>LB</td>
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<td>Oct. TBD</td>
<td>Albany Client Reception</td>
<td>Albany, NY</td>
<td>LB</td>
</tr>
<tr>
<td>Dec. TBD</td>
<td>ESSAE Holiday Party &amp; Sales Calls</td>
<td>Albany, NY</td>
<td>LB</td>
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Staff: Lindsey Bowman, Convention & Meeting Sales Manager (LB)
Contact: lbowman@niagarafallsusa.com, 716-282-8992 x331
Local Community

Customer Based Destination
Marketing Plan
The relationship with local tourism stakeholders cannot be overestimated. Continuous outreach is critically important in order to secure and maintain local support as well as strengthen our image as the “go to authority” on subject matters related to hospitality and tourism across Niagara County.
Utilize Strengths

- Visible growth in tourism industry
- Positive relationships with elected officials
- Strong core of engaged Niagara County hospitality industry partners
- State government awareness and attention on tourism as an economic engine
Mitigate Weaknesses

- Impoverished areas surrounding tourism corridor.
- Lack of local resident awareness on the impact of tourism to the community.
- Visual appearance (trash, flowers, etc) needs improving.
- Invisible barrier between City and Niagara Falls State Park.
Monitor Opportunities

- Engage the community to support/help generate leads for off season meetings.
- Become more involved in meetings with various local community groups.
- Continued exposure for the EXP program.
- Work with local hoteliers to help build a stronger Hotel/Motel Association.
- Consider a local pride day or weekend during National Tourism Week.
Get Ready for Contingencies or Threats

• Confusion between our organization and Visit Buffalo Niagara.

• Work closely with other local organizations that also focus on tourism related issues to avoid the perception of competition (Tourism Advisory Board, NGTI, etc).

• Regular meetings with local elected officials to be prepared for any changes in political environment.

• Proactively advocate on our own behalf to protect against financial vulnerabilities.
Increase awareness with local community leaders and influential community partners of the economic value of tourism and Destination Niagara USA’s role as one of the driving forces of tourism economic development.
S T R A T E G Y

Develop a community-partnership strategy with key community partners and leaders to drive awareness for the importance of tourism and meetings in Niagara Falls USA.
Tactics

- Design customized KPI dashboard that is distributed electronically to community partners, stakeholders and elected officials to build a foundation of the economic impact of tourism and meetings to the local economy with easy to understand and trusted metrics.
- Continually communicate our mission, role and contributions through press releases, email communications and local presentations to various community groups.
- Develop #MeetNF in order to align with #LiveNF—outreach to the community to leverage their involvement in organizations, associations and groups at the state, regional and national levels to bring groups to meet in Niagara Falls USA.
OBJECTIVE 2

Develop more comprehensive content for the “Locals” and “Partners” pages of our website.
STRATEGY

Regularly update web pages with content relevant to our hospitality partners to provide them access to important data, metrics, etc. that can be used to better plan their own marketing and sales efforts.
Tactics

- Load monthly KPI data from email distribution onto “Partners” page.
- Upload any relevant third-party research (Tourism Economics, Longwoods, etc).
- Work more closely with local community groups to increase participation in “guest blog” as well as pulling local social media handles through CrowdRiff.
OBJECTIVE 3

Work to strengthen personal relationships with local elected officials.
S T R A T E G Y

CEO should meet with every elected official at the state, county and city level twice-yearly for an organization update as well as to discuss the positive returns to the industry.
Tactics

- Formal presentations to Niagara County Legislature, Niagara Falls City Council and Lockport City Council.
- One-on-one meetings with State Senator and Assembly Member in the district.
- Share news and media coverage with all elected officials via email along with the metrics of each media story.