

Tompkins County Strategic Tourism Planning Board

Wednesday May 20, 2015; 3:00 pm – 4:45 pm

CVB, 904 East Shore Drive, Ithaca

AGENDA	Start Time
1) Opener	3:00
2) April STPB Meeting Minutes	3:10
• ACTION – Approve Meeting Minutes	
3) Privilege of the Floor	3:12
• Limit of 3 minutes per person for members of the public to address the board	
4) Beautification, Signage and Public Art Program	3:15
• Annual PRESENTATION – Jennifer Tavares, Martha Gioumousis, Gary Ferguson	
5) Chair’s REPORT – Sue Perlgut	3:45
6) Staff REPORT – Tom Knipe	3:50
7) Committee Check-ins (as needed)	3:55
• Agriculinary Tourism Task Force	
• Tompkins Festivals Steering Committee	
• Others?	
8) Room Tax Budget Education - Presentation and Q&A - Tom Knipe	4:05
9) Special ACOD Committee Recommendations – John Spence	4:25
• ACTION – Approve Recommendations	
10) CVB Report	4:30
11) Announcements (time permitting)	

Agenda Packet

1. April 2015 draft STPB meeting minutes
2. Budget – Background documents
 - a. 2015 Tourism Program Budget pie chart
 - b. List of programs funded by the Tompkins County Tourism Program
 - c. Hotel Room Occupancy tax history by quarter
 - d. 2015 Tourism Program budget spreadsheet
 - e. 2016 budget development schedule
 - f. 2016 budget request form (blank)
3. Special ACOD Committee Recommendations (same document as last month...to be acted upon at the May STPB meeting)

Next Meeting

Wednesday, June 17



MISSION: The Strategic Tourism Planning Board is charged by the Tompkins County Legislature with providing oversight and strategic direction for tourism initiatives that ***promote economic development*** and ***enhance the quality of life*** in Tompkins County.

**Tompkins County Strategic Tourism Planning Board (STPB)
Draft Meeting Minutes – April 2015**

1 **Date:** April 15, 2015
 2 **Time:** 3:00-5:00pm
 3 **Location:** CVB
 4
 5

Attendees:

Name	✓	Representation	Name	✓	Representation
Anne Kellerman	✓	At-Large	Christy Agnese	✓	Ithaca College
Ian Golden	E	Recreation	Sue Perlgut	✓	Arts-Culture
Ethan Ash	✓	Arts-Culture	Josh Friedman	✓	Arts-Culture
John Gutenberger	✓	Cornell	John Spence	✓	CAP, Non-Voting
Lynnette Scofield	✓	Lodging	Bruce Stoff	✓	CVB, Non-Voting
Kelli Cartmill	✓	Lodging	Dwight Mengel	E	Transportation, Non-Voting
Rita Rosenberg	✓	Agriculture	Gary Ferguson	✓	DIA, Non-Voting
David Blake	✓	At-Large	Jennifer Tavares	E	Chamber, Non-Voting
Andy Zepp	✓	At-Large	Martha Armstrong	✓	TCAD, Non-Voting
Stephen Nunley	✓	At-Large	Will Burbank	✓	TC Legislature, Non-Voting
Steve Hugo	✓	At-Large	Beverly Baker		Associate Member
Ken Jupiter	A	At-Large	Carol Kammen		Associate Member
Mike Mellor	✓	At-Large	Jon Reis		Associate Member
Anne Gossen	✓	Arts-Culture	Tom Knipe	✓	Staff
Sue Stafford	E	TC3	Jennifer Turner	✓	Staff

7

8 **Also in attendance:** Julia Mattick; Diane Bradac, Hospitality Workforce Investment Program, Ronda Roaring
 9

10 **Meeting Agenda**

- 11 1) Opener
 12 2) March STPB Meeting Minutes
 13 • ACTION – Approve Meeting Minutes
 14 3) Privilege of the Floor
 15 4) Hospitality Workforce Investment Program – Julia Mattick & Diane Bradac
 16 • Annual Presentation
 17 5) Chair's Report
 18 6) Staff Report – Tom Knipe
 19 7) Committee Check-Ins
 20 • Task Forces: Agriculinary, Heritage
 21 • Ad-Hoc Committees – Chmura, Meeting Space, etc.
 22 8) 2015 Tourism Capital Grants – Martha Armstrong
 23 9) Special ACOD Committee Recommendations – John Spence
 24 10) CVB 2015 1st Quarter Report – Bruce Stoff
 25 11) Announcements (time permitting)
 26

27 **The meeting was called to order** at 3:02 PM.

28
 29 **Opener** – Sue Perlgut opened the meeting by asking members of the STPB to engage in an interactive
 30 activity. Members were asked to answer six survey questions related to travel and share their answers.
 31

32 **March 2015 STPB meeting minutes were approved** with no changes.
 33

34 **Privilege of the Floor** – Ronda Roaring expressed concerns with the present and past year's recipients of
 35 grant funding.
 36

37 **Hospitality Workforce Investment Program** – Julia Mattick reported that the Hospitality Workforce
 38 Investment Program was first funded by the Strategic Planning Board in 2008. The program's main goals
 39 are career pathways, employee development skills, increased employee industry recognized certifications,
 40 the creation of local ambassadors, and further developed training and resource opportunities. It was noted

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41 that their group will continue collaboration with Tom Knipe on evaluation planning. The Convention and
42 Visitors Bureau, Downtown Ithaca Alliance, TC3, Workforce New York, and training providers were named
43 as the primary key constituents of the Hospitality Workforce Development Investment Program.
44

45 Diane Bradac reported on challenges in the community regarding the labor market. Both the labor force and
46 job growth were mentioned as key concerns. A decline in the labor force was noted as fewer students are
47 working and a higher number of area employees are commuting from to work from outside the county. The
48 workforce development initiative will continue to focus on challenges of the future by enhancing
49 ambassadorship and customer service skills for positions in restaurants, lodging, and accommodations.
50 Diane noted that by focusing on the attraction and retention of these positions, doors will open for not only
51 entry level positions but also potential job growth within those industries. The Hospitality Star program was
52 noted as a two-day certificate program that is designed to build knowledge about the Tompkins County
53 hospitality industry and applied skills. The next Hospitality Star training will be on June 16-17. Members of
54 the STPB were asked to provide feedback on their experiences with hospitality, specific areas of focus, and
55 additional efforts at making Tompkins County superior in customer service. Member feedback will be
56 compiled for distribution at a later date. For more information on the Hospitality Star Program please
57 contact: hospitalitySTAR@tompkins-co.org
58

59 **Chair's Report** – Sue Perlcut reported that the 2016 budget process has started. Three meetings have
60 been scheduled for April 22nd, May 27th, and June 15th. She went on to report on the meeting she attended
61 yesterday with AirBnB representatives and representatives from Tompkins County, and the City and Town
62 of Ithaca. Will Burbank reported that AirBnB is willing to work with Tompkins County to help implement the
63 tax. Tom Knipe mentioned the AirBnB civics team which primarily focuses on cultivating and partnering with
64 sharing cities. Opportunities to develop a partnership that will allow AirBnB to promote this area and the
65 possibility for data and demographic information sharing were discussed. Jane Marie Law was noted as an
66 active AirBnB host who has been proactive in getting 60 hosts registered to pay the room tax. Sue Perlcut
67 announced the celebration honoring Stuart Stein on May 3rd at 2:30 p.m. at the Statler Hotel. Spring Writes,
68 Streets Alive, The Dorothy Cotton Jubilee Singers, and the East Shore Festival were noted tourism program
69 funded events that are also taking place that weekend.
70

71 **Staff Report** – Tom Knipe reported on the memorial internship fund that has been established in memory
72 of Stuart Stein. He noted that the memorial fund hopes to reach a goal of \$20,000 through fundraising and
73 donations and will be used to support an annual memorial internship that will sponsor a student in the
74 Department of City and Regional Planning at Cornell University to work directly with the community around
75 heritage tourism development. Tom went on to report on evaluation planning work with the Festivals
76 Program. He noted that the festivals program recently hosted a series of workshops that included
77 presentations and discussions. Tom announced that invitations will be sent to members of the STPB for the
78 upcoming Commons Celebration on August 28-29th.
79

80 **Committee Check-Ins** – Rita Rosenberg reported that the Agri-Culinary Committee met this week and
81 discussed an agri-culinary workshop that Ethan attended in Vermont. The timeline for plan development is
82 being updated. Tom Knipe went on to report on a USDA agricultural marketing service grant program that
83 their committee will apply for. The deadline for the application is May 14th. Anne Gossen reported that the
84 Heritage Committee will meet next week. She went on to note on the statewide one-day tourism conference
85 that Tom Knipe attended and noted the transitional changes taking place at the History Center. Bruce Stoff
86 reported that the CHMURA Committee and outside stakeholders met and reviewed and discussed the
87 research questions for the Request for Proposals. Bruce asked committee members for additional
88 feedback. The plan moving forward will be to take the existing research and use it along with a new RFP for
89 another research proposal; joint research with the Discovery Trail and the Waterfront Trail may be used.
90 The revised RFP is expected in June. Meeting space and the proposal for Hotel Ithaca was discussed; a
91 response from the developer is pending. The Southern Tier Regional Economic Development Council was
92 discussed as a possible source of support for a meeting facility. A small group of STPB members will be
93 formed in order to provide input on the contract between the County and the Chamber. Efforts to
94 reconstitute the Festivals Committee are underway.
95

96 **2015 Tourism Capital Grants** – Martha Armstrong announced that there is \$205,000 in total with \$94,000
97 dedicated to funding for this year. Funding of \$111,000 will be available for future years. Using the

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98 summary provided in the agenda packet, Martha walked STPB members through the grant review
99 committee's recommendations.

100
101 The board voted unanimously to forward the committee's recommendations to the Legislature, without
102 changes.

103
104 **Special ACOD Committee Recommendations** – John Spence opened his report by giving thanks to
105 members of the taskforce on their efforts with the recommendations. He went on to report the confirmed
106 definition of arts and culture and noted that the funding available is for large established organizations in
107 Tompkins County and will not include start-ups. The requirement that the group own or operate a facility of
108 their own was eliminated as groups frequently have performances at different venues. It was noted that all
109 groups currently being funded by the ACOD grant meet the new eligibility criteria. ACOD grantees will be
110 required to attend two mandatory meetings a year. The 1st meeting will occur early in the year and will
111 encourage groups to help increase and enhance the Tompkins County brand as a cultural destination. A 2nd
112 meeting will take place later in the year and will focus on problem resolution and opportunities for
113 collaboration. Continued support, capacity maintenance, and evaluation of the proposed plans were
114 discussed in order to ensure that the grantees meet the desired outcomes of their plan. Other room-tax
115 related opportunities, outside of the ACOD program, to support other tourism related sectors was noted as
116 a topic for discussion at a later date.

117
118 **CVB 2015 1st Quarter Report** – Bruce Stoff reported that through February occupancy rates were up .6%,
119 demand was up 3.4%, and revenue was up 8.2%. Through marketing in Key West, overall numbers were
120 noted as being phenomenally high. The lake house campaign was an investment used as a follow up to the
121 marketing in Key West and received 48,000 hits and 10 million impressions that increased the email list by
122 16,800. An LGBT focus group was established where discussions centered on implementing the rainbow
123 acceptance stickers throughout the community. Group sales increased for the quarter from 22 booked last
124 year to 26 bookings this year. Discussions centered on the issues that occurred after a statewide wrestling
125 event that lead to a number of area hotels refusing to provide guests group rates in the future. Bruce went
126 on to report that walk-ins at visitors' centers were up at both sites and 1,465 online chats were exchanged.
127 The mobile technology initiative is underway.

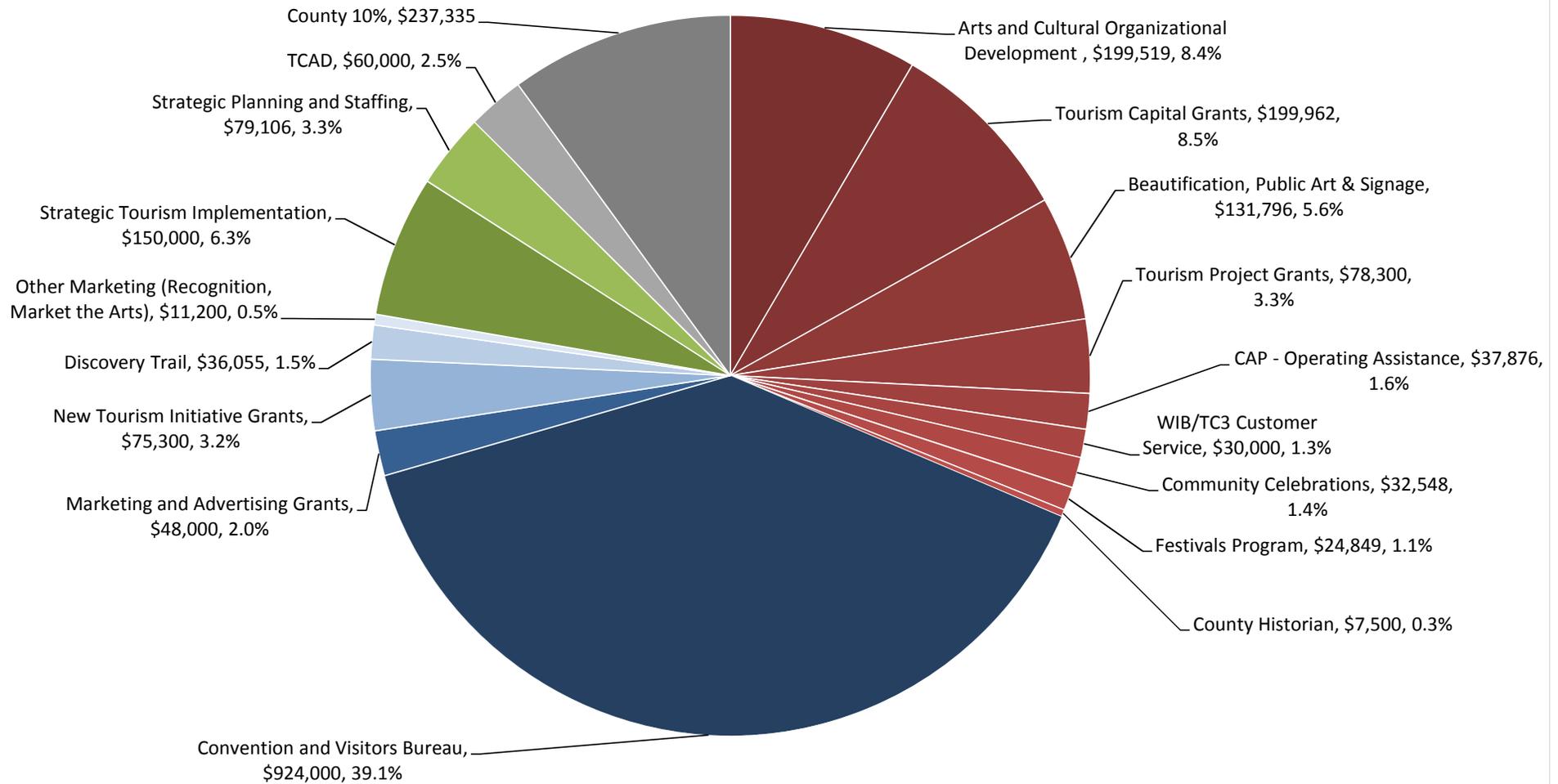
128
129 **Announcements** – John Spence reported that the Fringe Fest will take place this weekend and will offer a
130 number of different plays; tickets for the entire event are \$55.00. Josh Friedman announced the free event
131 that was created in collaboration with Civic Ensemble at the Hangar Theatre April 22nd, which will feature
132 plays written by ex-convicts re-entering the community. Martha Armstrong announced the event with the
133 Erie Canalway National Heritage Corridor at Coltivare on June 4th.

134
135 With no further business, the meeting adjourned at 4:58pm.

136
137 Respectfully Submitted,
138 Jennifer Turner, Administrative Assistant
139 Tompkins County Planning Department

140
141 **Next Meeting Scheduled**
142 Wednesday May 20, 2015

2015 Tompkins County Hotel Room Occupancy Tax Recommended Budget \$2,373,352 Projected Revenues





Tompkins County
DEPARTMENT OF PLANNING

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Edward C. Marx, AICP
Commissioner of Planning
and Community Sustainability

Telephone (607) 274-5560
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TO: Economic Development Committee, Tompkins County Legislature (EDC)
FROM: Tom Knipe, Senior Planner / Tourism Coordinator
DATE: August 11, 2014
RE: **Recommended 2015 Tourism Program Budget**

Action Requested

You are asked to vote at the August 18th meeting of the Economic Development Committee to recommend the 2015 tourism budget. From there, the County Administrator will work the recommended tourism budget into the overall 2015 County budget for action by the Legislature this fall. The purpose of this memo is to describe the recommended 2015 Tompkins County Tourism Program budget and the process used to develop it. At their July 16th meeting, the Strategic Tourism Planning Board (STPB) voted unanimously to recommend the 2015 Tourism Program budget which is attached to this memo.

Link: Detailed 2015 tourism budget requests for each program are available for download through the following page on the County website:

<http://www.tompkinscountyny.gov/tourism/budget/2015requests>

Background – Revenues

Between April and June, the STPB Budget Committee developed preliminary projections of 2014 and 2015 room tax revenues and associated changes in room tax reserves, with input from tourism program administrators and lodging industry experts. 2014 members of the STPB Budget Committee are Rick Adie (Chair), Christy Agnese, Stephen Nunley, Sue Perlcut and Sue Stafford. We are maintaining a projection of 5% growth for 2014 and establishing a projection of 5% growth for 2015, using actual 2013 revenues as a base.

2014 and 2015 room tax revenue projections are based on analysis of several sources including Tompkins County room tax revenues to date, local hotel industry data from Smith Travel Research (STR), projected increases in local room supply due to hotel construction, other local conditions, and national industry forecasts by a prominent hotel industry research firm. Detailed calculations of the unallocated reserve balance and revenue projections are available upon request.

First quarter 2014 room tax revenues showed a decrease of 3% from the first quarter of 2013, but second quarter 2014 revenues showed an increase of nearly 5% over the same quarter in 2013. Given the expected continuation of a strong upward trend in June of this year (first part of Q3) indicated by survey-based reports from STR, and a strong overall industry outlook for the remainder of the year, budgeted projections are maintained at 5% for 2014 and 2015.

Inclusion through Diversity

Background - Reserves

The current unallocated reserve balance is just over \$45,000 (from County Finance). This is after meeting the County's 2014 commitment of \$150,000 to TCAD from room tax. The unallocated reserve balance is expected to grow to nearly \$63,000 by the end of 2014. This anticipated growth in the reserve balance is mostly due to the elimination of the Ticket Center expense in 2014. The recommended 2015 budget places spending at about \$10,000 less than revenues in order to add this amount to unallocated reserves. This would grow projected unallocated room tax reserves to about \$73,000 by the end of 2015, which is 3.1% of revenues. This will meet a goal of keeping reserves above 3%.

Budget Request Process

The Tompkins County Tourism Program solicited budget requests from tourism programs and heard presentations from each program at a May 28th meeting at TC3 Tioga Place. All STPB Budget Committee members were present. Program administrators and committee chairs were asked to limit their 2015 requests to a 3.5% reduction from their adopted 2014 room tax allocations. All programs responded to the budget target guidance, and each budget request included:

- Standard budget request form and budget worksheet template.
- Information on how the requested budget will support implementation of the 2020 Strategic Tourism Plan.
- Clear program goals and measures of achievement.

Following budget presentations, the STPB Budget Committee explored several possible budget schemes, weighed opportunities presented by each program and developed preliminary 2015 budget recommendations.

Outline - 2015 Tourism Budget Recommendations

- The following programs are funded at the target level of -3.5%: Arts & Culture Organizational Development Grants, Beautification, Signage and Public Art; Tourism Capital Grants; Community Arts Partnership General Operating Support and Market the Arts; Festivals Program; CVB; and Discovery Trail.
- Several lines are restored to flat with 2014 levels: Community Celebrations Grants, Tourism Project Grants, Hospitality Workforce Investment, and New Tourism Initiative Grants.
- The Historian stipend is increased to \$7,500.
- Two programs requested less than the budget target, in line with anticipated need: Tourism Marketing and Advertising Grants and Recognition Awards. These are funded at the requested amounts.
- Funding for the Ticket Center is at zero as the Ticket Center is no longer in operation.
- \$150,000 is set aside for Strategic Tourism Implementation.
- \$900 in funding for STPB board development (travel, training, etc) is made available for the first time in 2015. These funds will go through the tourism administration budget within the Planning Department.
- Strategic Planning and Staffing – program funds needed for this function are reduced 1.4% due to expectation of reduced fringe rates and flat salaries. A 75/25 split between program funds and "County 10%" funds to support tourism administration services by the Tompkins County Planning Department is maintained.
- TCAD – The room tax contribution in 2015 is \$60,000 and is shown in the "County" section of the tourism budget. It will rise to \$125,000 in 2016; \$200,000 in 2017; and \$205,000 in 2018.

Strategic Tourism Implementation funds

A special budget line is recommended to be funded for Strategic Tourism Implementation. The guiding concept is to set aside a flexible portion of room tax funds to take advantage of timely and meaningful opportunities to implement the 2020 Strategic Tourism Plan. Three projects were funded in 2013 through this line: the IthacaFork.com Culinary Tourism Initiative, electronic kiosks for the new Ithaca Commons and the Tompkins County Wayfinding and Interpretive Signage Plan. There is no funding in 2014 for Strategic Tourism Implementation. 2015 Strategic Tourism Implementation funds are not earmarked for specific projects. A process for award of these funds will be established in late 2014 or early 2015. Funds for specific projects will be awarded by the Tompkins County Legislature.

Contact Information

Tom Knipe, Tompkins County Planning Department, 607-274-5560

Rick Adie, STPB Chair and Budget Committee Chair, 607-254-2545

Tompkins County Tourism Program website: <http://www.tompkins-co.org/tourism/>

Attachments:

- Tompkins County Tourism Program Descriptions (one page)
- 2014 Tourism Program Recommended Budget – Summary (one page)
- 2014 Tourism Program Recommended Budget – Detailed (three pages)
- 2001 – 2013 History of Room Tax Revenues and Reserve Balances (one page)

Current Programs

The Tompkins County Tourism Program currently funds the following programs.

Product Development (known as the 40%)

- **Beautification, Signage & Public Art** improve way finding signage to direct travelers to key destinations and beautify communities to welcome visitors, especially at gateways.
- **Arts & Culture Organizational Development Grants** strengthen large existing arts and culture organizations with long term financial planning and development tools.
- **Community Celebrations Grants** support observances, commemorations, jubileations, inaugurations, presentations, or other “red letter days” or salutes that have meaning for the community.
- **Workforce Development/TC3 Customer Service** creates a career ladder for entry-level jobs in the tourism industry and provides training to improve the visitors’ experience.
- **Community Arts Partnership – Assistance with CAP Operating Expenses** strengthens the visibility of Tompkins County’s thriving arts community.
- **Festivals Program** provides technical assistance, coordination, and resource sharing for local festivals at a macro level to enhance their effectiveness.
- **Tourism Project Grants** support tourism-generating single projects.
- **County Historian** provides a historical connection to today’s tourism events and projects.
- **Strategic Planning and Staffing** maximizes tourism program effectiveness and reduces volunteer STPB workload on program administration through sustainable staffing, leadership and research.
- **Tourism Capital Grants** expand major visitor-generating facilities, and fund feasibility studies for potential projects.

Marketing (known as the 60%)

- **Convention and Visitors Bureau (CVB)** enhances economic development through promotion of local activities and assets to visitors as well as residents. The CVB is the County’s designated Tourism Promotion Agency.
- **Tourism Marketing and Advertising Grants** help promote events and projects likely to attract visitors in a manner consistent with the CVB’s marketing strategy.
- **Discovery Trail** provides collective marketing for eight local organizations that have a dual mission of education and tourism promotion: PRI- Museum of the Earth, Cornell Lab of Ornithology, Cornell Plantations, Herbert F. Johnson Museum of Art, Cayuga Nature Center, Sciencenter, The History Center, and Tompkins County Public Library.
- **New Tourism Initiative Grants** support significant new tourism generating initiatives that flow from and are consistent with the Strategic Tourism Plan.
- **Market the Arts** collectively markets Tompkins County’s artists and features them on one website to allow them to sell their work; includes but is not limited to the members of the Greater Ithaca Art Trail.
- **Tompkins Tourism Partner Award** recognizes volunteer efforts to attract large groups, meetings or conventions to Tompkins County.

Government Tax Administration

- **County 10% NYS law** permits the County to retain 10% of room tax collections for administration and auditing of room tax funds.

2015 Tompkins County Tourism Program Budget - STPB Recommendation

Summary--Room Tax Budget, 2011-2015 Recommended

	2011	2012	2013	2014	2014	2015	Change
	<u>Modified</u>	<u>Modified</u>	<u>Modified</u>	<u>Adopted</u>	<u>Modified</u>	<u>Recommend</u>	<u>2014 Adopted</u>
							<u>to 2015</u>
Expenses							
Product Development	707,886	739,560	774,992	783,649	765,948	742,349	(41,300)
Tourism Marketing	1,068,498	1,073,702	1,101,879	1,134,980	1,134,980	1,094,555	(40,425)
County Allocation/STPB Staffing	<u>224,051</u>	<u>278,058</u>	291,689	306,203	306,203	316,441	10,239
TCAD			-	150,000	150,000	60,000	(90,000)
Strategic Tourism Implementation			<u>147,000</u>	<u>-</u>	<u>-</u>	<u>150,000</u>	<u>150,000</u>
Total	2,000,435	2,091,320	2,315,561	2,374,832	2,357,131	2,363,346	(11,486)
Revenue							
Current Year Collections	1,859,659	2,036,716	2,152,700	2,260,335	2,260,335	2,373,352	113,017
Applied Reserves	<u>140,776</u>	<u>54,604</u>	<u>162,861</u>	<u>114,497</u>	<u>96,796</u>	<u>(10,006)</u>	<u>(124,503)</u>
Total	2,000,435	2,091,320	2,315,561	2,374,832	2,357,131	2,363,346	(11,486)

2015 Tompkins County Tourism Program Budget

Recommendation to EDC - 8/18/14

PRODUCT DEVELOPMENT	2011	2012	2013	2014	2014	2014	2015	2015	% Change
	<u>Modified</u>	<u>Modified</u>	<u>Modified</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Proposed</u>	<u>Requested</u>	<u>Recommended</u>	<u>2014</u>
Function	Budget	Budget	Budget		To/From	Modified			Adopted to
					Reserves				2015
Arts and Cultural Organizational Development									
Direct Funding	178,673	178,673	198,210	196,755		196,755	189,519	189,519	
Program Management (CAP)	<u>22,100</u>	<u>22,100</u>	<u>10,000</u>	<u>10,000</u>		<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	
Subtotal	200,773	200,773	208,210	206,755	1,899	208,654	199,519	199,519	-3.5%
Beautification, Public Art & Signage									
Direct Funding	124,897	121,009	124,398	128,081		128,081	123,616	123,616	
Program Management (Chamber)	<u>7,865</u>	<u>8,000</u>	<u>8,200</u>	<u>8,495</u>		<u>8,495</u>	8,180	<u>8,180</u>	
Subtotal	132,762	129,009	132,598	136,576		136,576	131,796	131,796	-3.5%
Tourism Capital Grants									
Direct Funding	155,456	175,788	187,950	186,493		186,493	179,966	179,966	
Program Management (TCAD)	<u>17,273</u>	<u>19,532</u>	<u>14,832</u>	<u>20,722</u>		<u>20,722</u>	19,996	<u>19,996</u>	
Subtotal	172,729	195,320	202,782	207,215	2,155	209,370	199,960	199,962	-3.5%
Community Arts Partnership-Ticket Center	21,755	21,755	21,755	21,755	-21,755	0	0	0	-100.0%
Community Arts Partnership-Operating Asst.	37,000	37,000	38,110	39,250		39,250	37,876	37,876	-3.5%
Community Celebrations	26,600	26,600	35,024	32,548		32,548	31,409	32,548	0.0%
Tourism Project Grants	62,017	69,103	76,013	78,300		78,300	75,560	78,300	0.0%
Festivals	25,000	25,000	25,000	25,750		25,750	24,849	24,849	-3.5%
WIB/TC3 Customer Service Program	30,000	30,000	30,000	30,000		30,000	28,950	30,000	0.0%
County Historian	<u>5,000</u>	<u>5,000</u>	<u>5,500</u>	<u>5,500</u>		<u>5,500</u>	5,500	7,500	36.4%
Subtotal	207,372	214,458	231,402	233,103		211,348	204,143	211,073	-9.5%
Grand Total-Product Development	713,636	739,560	774,992	783,649	-17,701	765,948	735,418	742,349	-5.3%
% of total		40.8%		40.8%		40.3%	40.2%	40.4%	

MARKETING	2011	2012	2013	2014	2014	2014	2015	2015	
Function	Modified Budget	Modified Budget	Modified Budget	Adopted	Proposed To/From Reserves	Proposed Modified	Requested	Recommended	
<i>Convention and Visitors Bureau (CVB)</i>									
CVB Tourism Marketing Operations									
Personnel (salaries and fringe)	450,054	436,001	485,203	468,946		468,946	485,900	485,900	3.6%
Supplies and Materials	61,100	65,995	69,075	72,500		72,500	63,200	63,200	-12.8%
Downtown Visitor Center Rent	<u>11,000</u>	<u>11,330</u>	<u>11,670</u>	<u>12,020</u>		<u>12,020</u>	<u>14,000</u>	<u>14,000</u>	16.5%
Subtotal	522,154	513,326	565,948	553,466		553,466	563,100	563,100	1.7%
Chamber Support									
Staff	38,630	39,563	36,785	39,426		39,426	39,340	39,340	-0.2%
Facilities	<u>85,158</u>	<u>87,199</u>	<u>88,843</u>	<u>90,619</u>		<u>90,619</u>	<u>86,700</u>	<u>86,700</u>	-4.3%
Subtotal	123,788	126,762	125,628	130,045		130,045	126,040	126,040	-3.1%
Program Costs:									
Marketing	286,000	277,250	270,200	366,250		366,250	287,950	287,950	-21.4%
Public Relations	10,200	4,350	16,750	3,000		3,000	5,200	5,200	73.3%
Visitor Services	11,000	11,100	11,500	26,500		26,500	30,400	30,400	14.7%
Group Sales	39,250	<u>38,750</u>	<u>44,250</u>	<u>46,450</u>		<u>46,450</u>	<u>50,320</u>	<u>50,320</u>	8.3%
Subtotal	346,450	331,450	342,700	442,200		442,200	373,870	373,870	-15.5%
Gross CVB Budget	992,392	971,538	1,034,276	1,130,711		1,130,711	1,063,010	1,063,010	-6.0%
Less: Program Revenue/Applied Reserves	<u>109,842</u>	<u>75,750</u>	<u>120,500</u>	<u>168,211</u>		<u>168,211</u>	<u>139,010</u>	<u>139,010</u>	-17.4%
Subtotal--CVB Allocation	882,550	895,788	913,776	957,500		957,500	924,000	924,000	-3.5%
<i>Other Marketing Programs</i>									
Marketing and Advertising Grants	50,699	50,699	54,444	52,220		52,220	48,000	48,000	-8.1%
Finger Lakes Tourism Alliance*	11,500	11,500	12,000	0		0	0	0	
New Tourism Initiative Grants	62,015	66,445	73,090	75,300		75,300	72,665	75,300	0.0%
Discovery Trail	35,734	36,270	36,270	37,360		37,360	36,055	36,055	-3.5%
Recognition Awards	0	3,000	2,000	2,000		2,000	1,000	1,000	-50.0%
Market the Arts	<u>10,000</u>	<u>10,000</u>	<u>10,300</u>	<u>10,600</u>		<u>10,600</u>	10,200	10,200	-3.8%
Sub-total Other Marketing	169,948	<u>177,914</u>	<u>188,103</u>	<u>177,480</u>		<u>177,480</u>	<u>167,920</u>	<u>170,555</u>	-3.9%
Grand Total--Tourism Marketing	1,052,498	1,073,702	1,101,879	1,134,980		1,134,980	1,091,920	1,094,555	-3.6%
% of total		59.2%		59.2%		59.7%	59.8%	59.6%	

COMBINED PRODUCT DEVELOPMENT & MARKETING

	2011	2012	2013	2014	2014	2014	2015	2015	
	<u>Modified Budget</u>	<u>Modified Budget</u>	<u>Modified Budget</u>	<u>Adopted</u>	<u>Proposed To/From Reserves</u>	<u>Proposed Modified</u>	<u>Requested</u>	<u>Recommended</u>	
County									
Contribution to County for programmatic support and tax administration (County 10%)	185,966	203,672	213,855	226,034		226,034	237,335	237,335	5.0%
STBP Staff/Tourism Coordination	43,392	74,386	77,834	80,169		80,169	79,106	79,106	-1.3%
Tompkins County Area Development (TCAD)	<u>0</u>	<u>0</u>	<u>0</u>	<u>150,000</u>		<u>150,000</u>	<u>60,000</u>	<u>60,000</u>	-60.0%
Grant Total-- County	229,358	278,058	291,689	456,203		456,203	376,441	376,441	-17.5%
Strategic Tourism Implementation			<u>147,000</u>	<u>0</u>		<u>0</u>	<u>150,000</u>	<u>150,000</u>	
Product Development and Marketing	1,766,134	1,813,262	1,876,872	1,918,629		1,900,928	1,827,337	1,836,904	-4.3%
TOTAL EXPENSES	1,995,492	2,091,320	2,315,561	2,374,832		2,357,131	2,353,779	2,363,346	-0.5%
REVENUES AND RESERVES									
Projected Room Tax Revenues	1,859,659	2,036,716	2,152,700	2,260,335		2,260,335	2,373,352	2,373,352	5.0%
Projected Use of Reserves		<u>54,604</u>	<u>162,861</u>	<u>114,497</u>		<u>96,796</u>	<u>-19,573</u>	<u>-10,006</u>	
Total Budget Available to County and Programs		<u>2,091,320</u>	<u>2,315,561</u>	<u>2,374,832</u>		<u>2,357,131</u>	<u>2,353,779</u>	<u>2,363,346</u>	-0.5%
Unallocated Reserve Balance (From County Finance)			Balance 1/1/13	Balance 4/25/14					
Projected Year-End Unallocated Reserve Balance		251,111	156,276	45,162		62,863	82,436	72,869	
% of revenues		12.3%	7.3%	2.0%		2.8%	3.5%	3.1%	
* 2013 and prior, FLTA included as revenue line in CVB budget; beginning in 2014, all regional cooperative marketing (including FLTA) is directly in the CVB budget.									
**A negative number in this line represents putting that amount back into reserves from current year's revenues.									

Tompkins County Hotel Room Occupancy Tax Revenues 2001-2014

Quarter	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Delta 13-14
Q1	80,227	82,981	125,579	146,117	154,478	166,984	190,237	224,245	185,733	205,629	198,559	249,508	246,795	239,394	-3.00%
Q2	159,057	188,101	269,348	302,502	306,373	357,732	389,309	425,802	411,982	450,117	462,564	515,379	530,995		
Q3	237,120	325,523	402,308	439,543	459,899	532,705	609,916	652,904	613,173	642,496	688,976	712,305	742,300		
Q4	173,243	252,605	321,522	350,683	396,604	434,023	506,389	500,553	482,818	493,815	566,231	558,170	586,547		
TOTAL	649,646	849,209	1,118,757	1,238,845	1,317,354	1,491,443	1,695,852	1,803,504	1,693,706	1,792,057	1,916,329	2,035,361	2,106,637		
ADDITIONAL TAX	12,651	1,268	18,028	1,107	28,210	32,791	42,400	-8,616	(22,625)	-8,759	5,102	45,069	42,079		

COLLECTED DURING QUARTER (i.e. NOT FOR CURRENT QUARTER)

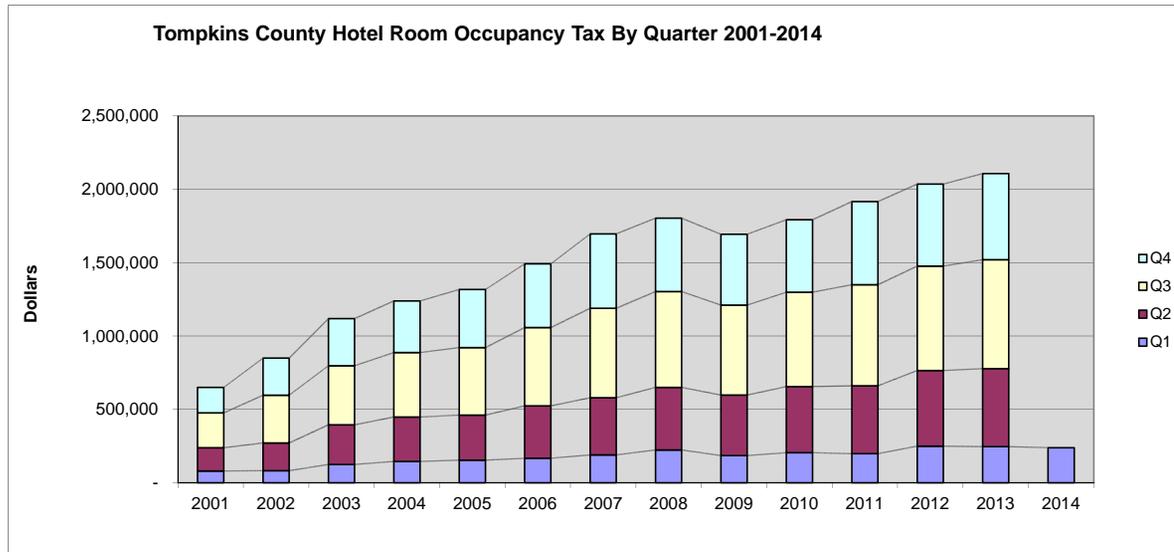
TOTAL Revenue	662,297	850,477	1,136,784	1,239,952	1,345,564	1,524,234	1,738,251	1,794,887	1,671,081	1,783,299	1,921,431	2,080,430	2,148,716		
Budgeted Revenue	617,850	683,300	1,115,530	1,220,000	1,349,200	1,328,865	1,461,752	1,773,138	1,552,161	1,700,000	1,859,659	2,036,716	2,138,552		
												Modified '13	2,152,700		

INTO RESERVES (Actual revenue less budgeted revenue; does not include expenditure side)

	44,447	167,177	21,254	19,952	(3,636)	195,369	276,499	21,749	118,920	83,299	61,772	43,714	(3,984)		
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Reserve Balance (Reserve balances from County CFO)

12/31/2001	12/31/2002	12/31/2003	12/31/2004	12/31/2005	12/31/2006	12/31/2007	12/31/2008	12/31/2009	12/31/2010	8/3/2011	4/27/2012	1/1/2013	4/1/2014
97,973	275,409	408,360	239,978	389,484	332,253	643,291	434,692	384,202	252,411	186,228	165,892	156,000	45,162



Tompkins County Tourism Program Schedule for 2016 Room Tax Budget Development

03/25/15 version by TK

STPB Budget Committee meetings are highlighted.

Action	Budget Committee	Administrators	Tourism Coordinator	Activities	Meeting Length	Timing This Year
Administrators' Meeting - trends and opportunities		x	x	OPTIONAL meeting to share and gather info on trends and opportunities for early presentation to budget committee	60 minutes	
Meeting - 2014 year-end	x		x	previous year reconciliation, roll forward considerations, budget process	60 minutes	March 24th
Meeting - 2015 Horizon	x	x	x	Big picture dialogue - trends, projections, programmatic considerations.	120 minutes	March 24th
STR and reserve calculations available			x	Compile info		
Meeting - Projections	x		x	Develop <i>initial</i> revenue projections, finalize budget request form	90 minutes	April 22 3pm
Release Request Form			x	Tom emails final budget request form to administrators		April 23rd
Requests Due		x		Administrators submit budget requests via email to Tom		May 21st 11am
Meeting - Presentations	x	x	x	Administrators present their budget requests to the budget committee. Committee develops initial recommendations.	3 hours	May 27th, 11-2:30
Compile Initial Recommendations			x	Tom works up the numbers		June week 1
Meeting - Finalize Recommendations	x		x	Budget Committee finalizes revenue projections and recommendations	90 minutes	June 15th, 3pm
STPB Meeting	x	x	x	STPB receives initial budget committee recommendations		June 17th
EDC Meeting			x	EDC - <i>optional</i> presentation of draft budget		July 1st
STPB Meeting	x	x	x	STPB formally approves budget recommendations		July 15th
EDC Meeting			x	EDC formally approves budget recommendations		August 3rd
Legislature			x	Full Legislature adopts budget		November , 2014

GUIDELINES

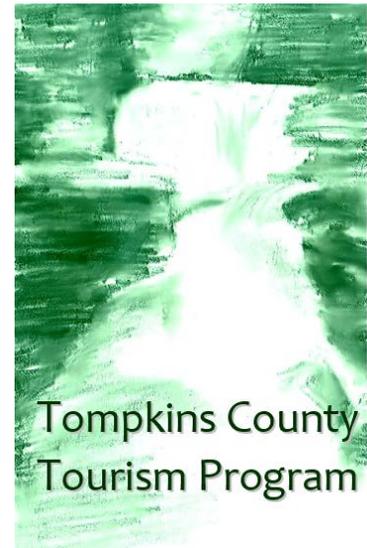
2016 Budget Request Form Tompkins County Tourism Program

Deadline

Email final budget requests by 11am, Thursday May 21st.

Advance submission of draft budget requests is also recommended. Submit draft budget requests for Tourism Coordinator review and comment by 11am, Monday, May 18th.

Email to tknipe@tompkins-co.org



Software Formats

Please submit two files via email in the following formats:

- 1) Budget Request Narrative - **.pdf**
- 2) Budget worksheet - **.pdf** (attached to narrative to make one master document) **AND Excel** (standalone, budget worksheet only).

Directions

Answer all questions using the allowed space, and submit a program budget **worksheet** with the budget request **narrative**. Do not expand the cover page (Questions I, II, and III) beyond one page. Do not submit these *guidelines* with your request; the cover page should be the first page of your request. You may use more room for the rest of the budget narrative by expanding the space under sections IV through IX. There is no page limit for items IV through IX. Complete and concise responses, along with presentations on May 27th, 2015 at Ithaca College (Founder's Room at Peggy Ryan Williams Center from 11:00 am to 2:30 pm), will be the basis for funding consideration.

Program Budget Worksheet

For each program for which you are requesting funding, you are required to submit a program budget worksheet in Microsoft Excel alongside this narrative budget proposal. This is not necessarily your organizational budget, but a program budget for the program for which you are requesting funding. Please use the budget worksheet template that is provided as a guide, but change budget lines as appropriate to your program. All major categories of expenses should be listed, and (if applicable) should be sorted by program sub-area. In addition, if your program receives funding from other sources besides the Tompkins County Tourism Program, please list revenues from other sources in the designated space. An overall organizational budget is not required, but please do provide the percentage of your organization's overall annual budget that the program constitutes.

Funding Availability

Room occupancy tax revenue projections for 2015 are being revised to 4%, from the previous projection of 5%; however, reductions in 2015 program budgets are not anticipated. The rate of room tax revenue growth is expected to be 6% in 2016 due to an expected increase in hotel room

supply in summer 2016 and an overall continuing positive outlook for the local lodging market. The pool of available funds for product development and marketing programs in 2016 is expected to be 3% more than 2015 budgeted amounts. The difference between the projected amount of growth and the smaller amount of growth being made available to existing programs is due to several factors. First, the STPB is recommending setting aside a significant sum again in 2015 for Strategic Tourism Implementation. In addition, the County's commitment to supporting TCAD from room tax will rise from \$60,000 in 2015 to \$125,000 in 2016. Please see the attached spreadsheet showing overarching budget considerations for 2015 and 2016.

In light of these factors, the STPB Budget Committee solicits 2016 budget requests at no more than **3% greater than adopted 2015 room tax allocations**. As an illustration, if the budgeted room tax amount for your program in 2015 were \$10,000, your 2015 budget request should not exceed \$10,300. Please make reasonable requests that respond to this guidance. I would also like to remind you that this guidance is not a guarantee of a certain level of funding but reflects an amount that is expected to be made available **in aggregate** to existing product development and marketing programs in the 2016 budget.

Additional Information about Strategic Opportunities

The STPB Budget Committee has recognized that the process of using the previous year's base budget for existing programs in determining budget guidance for the following year has the potential to place certain limitations on the Tourism Program's ability to make anything other than incremental changes in the budget over time. As such, the Committee may review the budget process later this year for possible changes to the process for 2017 budget development.

In the meantime, as part of this current 2016 budget development process, the Budget Committee would appreciate being made aware of any strategic opportunities for which you might request support next year if more flexibility in the budget process were to allow for it. In other words, if your program were given the option to request a different overall level of support in the future, would you, and for what (generally speaking)? Use Question IX in the budget request form to briefly respond to this if you would like. Your response will not be considered as part of your request for this year. Rather, this is part of an effort to gather background information to inform a possible discussion about future changes to the budget development process. There are many factors that would go into considering a new budget process and there is no commitment at this time to make any changes to the process next year.

Goals and Measures of Achievement

A sample format for how to list overarching goals and measures of achievement is provided below. Repeat as needed if describing more than one goal.

Goal 1: *Enhance, increase, improve, provide, develop X..... etc.*

Measure of Achievement 1A: *Increase from x# of z to y# of z.*

Measure of Achievement 1B: *Increase the number of w by v%.*

Narrative description of this goal and related measures of achievement: **1-2 paragraphs**

Because programs have established specific measures through the budget process in the same format for the past three years, budget requests should include a summary of success to date in reaching the goals and measures you established for the program during the last budget request round. If your program has established evaluation questions and measures through a formal evaluation planning process, please ensure that your goals and measures here reflect those in your evaluation plan. For assistance developing appropriate goals and measures, please contact the Tourism Coordinator.

Invited Programs

The following programs are invited to request 2016 Tourism Program budget allocations through this process:

1. Ithaca Tompkins County Convention and Visitors Bureau - CVB (Chamber)
2. Beautification, Signage and Public Art (Chamber)
3. Tourism Capital Grants (TCAD)
4. Arts and Culture Organizational Development Program - ACOD (CAP)
5. Community Arts Partnership (CAP) – Operating Expenses
6. Community Arts Partnership (CAP) - Market the Arts
7. Tompkins Festivals Program (Downtown Ithaca Alliance)
8. Tourism Marketing and Advertising Grants (Marketing & Advertising Grant Committee)
9. Tourism Project Grants (TPG/NTI Grant Committee)
10. New Tourism Initiative Grants (TPG/NTI Grant Committee)
11. Workforce Development Program (TC Workforce Investment Board)
12. Community Celebrations Grants (Community Celebrations Committee)
13. Discovery Trail
14. County Historian
15. Tourism Partner Award Program (Partner Award Committee)

Assistance

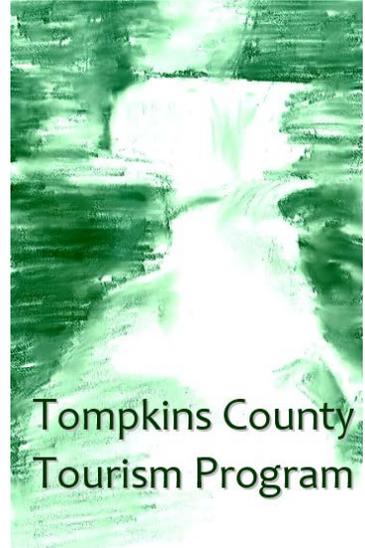
Please call or email if you have any questions or need help putting together your 2016 budget request.

Tom Knipe
Senior Planner - Tourism Coordinator
Tompkins County Planning Department
tknipe@tompkins-co.org, 607-274-5575 (direct)

COVER PAGE

2015 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: _____

Applicant Organization: _____

Contact Person: _____

Phone: _____ Email: _____

2015 Request: _____ Product Development or Marketing? _____

Year	Tourism Program Allocation**	\$ Change	% Change	% of Program Budget*
2012				
2013				
2014				
2015				
Request 2016				

* Enter the % of the total program budget that would come from the Tompkins County Tourism Program.

** Enter modified budget amounts where applicable.

II. PROGRAM DESCRIPTION

Describe the program in two or three sentences.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2015) and describe you how propose to address them.

IV. BUDGET NARRATIVE

Describe how you propose to use the requested funds. You may also use this section to expand on your answers to questions II and III.

V. PROGRAM GOALS

List and describe program goals for 2015, using the sample format. For each goal listed, describe how you will measure achievement of that goal (you may list more than one measure of achievement for each goal). This will require you to consider appropriate numerical measures and baselines.

Also, which goals and critical actions of the Tompkins County Strategic Tourism Plan does this program respond to, and how do your proposed program goals align with goals stated in the 2020 Strategic Tourism Plan?

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2014 and the first quarter (January through March) of 2015. If possible, please use this as an opportunity to restate your program goals for the 2014 and 2015 budget years and describe progress towards these goals.

VII. IMPACT OF FUNDING

What would be the specific impact of receiving less funding than you are requesting? For example, what are the things that you would like to be able to do that you would not be able to do? What would be removed or reduced from your plans if you had to make do with less than requested?

VIII. COLLABORATION

What steps have you taken and/or what new steps do you propose to take to collaborate, coordinate, partner, and share information and resources between your program(s) and other room-tax funded programs?

IX. STRATEGIC OPPORTUNITIES (optional)

What strategic opportunities related to your program outside of this 2016 budget request would you like the STPB to be aware of?

This page is for your information only. Please do not submit it with your budget request.

ATTACHMENTS

____ Attachment A
2016 project budget in Microsoft Excel.

____ Attachment B (optional or upon request)
Organizational year-end balance sheets and statement of revenues & expenses (or audit) for the most recently completed fiscal year and your most recently reviewed financial statements. Provided in the format you regularly use.

CHECKLIST AND INFORMATION

Please review the following checklist prior to submitting your funding request.

- ____ Questions I through IX are answered completely and concisely.
 - ____ Answers to Questions I through III do not extend beyond one page. (Cover Page)
 - ____ The original entire budget request, including the required budget worksheet attachment and any optional attachments in **one .pdf file**.
 - ____ Project budget worksheet is also attached in **one Excel file**.
 - ____ **Email this budget request electronically to tknipe@tompkins-co.org no later than 11am, Thursday, May 21st. Mailed, faxed or hand-delivered request forms will not be accepted. Upon receipt of your complete application, you will receive an email confirmation of receipt from tknipe@tompkins-co.org. If you do not receive a confirmation via email by the end of business on 5/21, please follow up to ensure that your request was received!**
-
-

2016 Selected Room Tax Budget Scenario: +4% in 2015; +6% in 2016

	<i>reduce 2015 growth to 4%</i>	<i>2016 growth at 6%, \$150k to STI</i>	<i>2015 to 2016 comparisons</i>	
REVENUES	2015 Budget	2016 Budget	<i>Difference</i>	<i>% change</i>
Projected Revenues	\$2,354,070	\$2,495,315	\$141,244	6.0%
EXPENSES				
For Marketing and Product Development	\$1,836,904	\$1,890,095	\$53,191	2.9%
Tourism Coordination	\$79,106	\$80,688	\$1,582	2.0%
County 10%	\$235,407	\$249,531	\$14,124	6.0%
Strategic Tourism Implementation	\$150,000	\$150,000	\$0	0.0%
TCAD	\$60,000	\$125,000	\$65,000	108.3%
Total Expenses	\$2,361,418	\$2,495,315	\$133,897	5.7%
Revenues Minus Expenses (to reserves)	(\$7,347)	\$0	\$7,347	-100.0%

Taskforce Make Up

Martha Armstrong	Ethan Ash	Will Burbank
Anne Gossen	Anne Kellerman	Tom Knipe
Susie Monagan	Sue Perlgut	John Spence

Process

- Committee Charge
(Attachment A).
- Taskforce meeting dates
9.13.14 10.1.14 4.10.15
- Workable definition of a cultural organization
The first order of business was to confirm the definition being used up to this point.
- Eligibility criteria proposal developed
Minor modifications to the established criteria for funding eligibility were suggested, mainly confirming that the program's purpose is to support large, established, visitor oriented organizations. The proposed eligibility criteria was then shared with all of the currently funded organizations. Their responses were documented and shared back with the Taskforce. The Eligibility Checklist was discussed and finalized by the Taskforce at their meeting on 4.10.15 (Attachment B.) As part of this effort the Taskforce documented the criteria to be considered a museum. (Attachment C)
- Corresponding modifications were made to the grant guidelines, application form, review-panel worksheet, and the year-end report form to be completed by funded organizations.

Summary of proposed Changes

- Opening the application/funding process to new organizations that meet the eligibility criteria
- Eliminating the requirement that an organization rent or own a facility of its own
- Specific requirements added to eligibility requirements regarding audience size and the number of days of public programming
- Acknowledgment that organizations with budgets under \$500,000 may substitute a professional prepared financial review for a full audit.
- Mandatory participation by funded organizations in two meetings per year, both organized by CAP. At the first they would be introduced to each other and to the concept of strengthening the Arts, Tourism, and Tompkins County's Culture Brand through their efforts. The second meeting, later in the year, would be a gathering of peers, to check on progress, and a sharing a helpful ideas.

Committee Charge

- 1. Given that the program's current definition of an arts and culture organization may not be clear, what is a clear definition for an *arts and culture organization* for the purposes of establishing eligibility to apply for ACOD funding?**

Approved- 501(c)3, non-university and college affiliates, performing and visual arts organizations and museums whose programs are demonstrably geared to visitors and the general public. (From the implementation Guidelines 10.23.01)

- 2. Should we confirm the ongoing validity of the initial intent of this funding source since established in 2003 – to provide organization development and capacity building support to large *established* arts and culture organizations in Tompkins County, as opposed to providing start-up funding to new organizations?**

Yes. Define established organizations as having a minimum of a three year history.

- 3. Should other established arts & culture organizations be encouraged to apply for ACOD funding?**

- a. In other words, are there other established arts & culture organizations in our community who aren't on the list of ACOD recipients who now meet or could be expected in the future to meet eligibility thresholds?**

Yes - If the organization meets the eligibility criteria, they should be encouraged to apply.

- b. Should the eligibility requirements be modified to accommodate new arts and culture applicants, or is it just a matter of encouraging them to apply under the existing requirements?**

Encourage them to apply under the newly developed requirements.

- c. Which specific other organizations might apply?**

Ithaca Shakespeare Company, Cinemapolis, Ithaca Ballet

- 4. If there are other organizations which would fit current or modified eligibility requirements, how would an expansion of the program to new recipients be funded?**

- d. If ACOD were to be expanded to include new partners, either in an arts and culture category, it would require either new funding or ramping down funding over time to existing partners.**

There is possibility that currently funded organizations may see a reduction in their funding.

- e. Given the status of room tax (large growth in available funding for Tourism Programs is not expected) it is likely that a ramp-down of ACOD support to existing partners would be a better approach.**

The final approach to funding will be determined by the funds available, the number of eligible applicants, and the quality of their applications. No hard and fast policies for funding are being suggested at this time. Still, assuming high quality proposals, continued eligibility, and continued availability of room

tax funding, the intent would be to not see drastic reductions in overall funding to existing ACOD grant recipients.

f. An "exit strategy" would need to be defined that minimize negative impact on existing partners.

An exit strategy implies that we would stop funding an organization after a predetermined period of time. That approach is not being suggested by the Taskforce. The current thinking would be to clearly state the objectives of the funding and as long as an eligible organization's application is meeting those objectives they would be eligible to receive some portion of the available funds.

Additional questions addressed by the Taskforce

1. Should the ACOD program continue awarding multi-year contracts?

Yes, two- year contracts are being proposed to allow for greater flexibility in administering the program than the current 3 year contracts.

2. At the same level of funding each year or can the amount be modified according to performance?

Coming up with a formula to reduce funding based on performance mid-contract, that is fair to all and manageable from an administrative stand point, would be very difficult. Poor performance could be a factor considered at the next round of applications.

3. Can a more specific set of performance standards be articulated with funding linked to those standards?

This would be difficult considering the diversity of funded organizations. The budget for administration would have to be increased substantially, which is not recommended at this time.

4. Do we want to continue to fund highly successful organizations which seem to need the funding less? (If we continue to fund the same organizations, at the same level year after year, and there is no significant increase in funds available, it may be difficult to fund new initiatives.)

At this point yes, we want to continue to fund highly successful organizations although financial need will continue to be a consideration as a part of the application evaluation.

5. There is the danger that ACOD can be looked by the agency as a contribution to their general operating support, because in many ways, it is.

Funded agencies should be reminded regularly that this funding is primarily aimed at organizational health, audience building, increased tourism, and organizational collaboration. We can expect turnover within the boards and staff of these organizations and plan to have to restate the purpose of this funding annually. To this end we are proposing mandatory annual meetings with representatives of the funded organizations.

**Arts & Culture Organizational Development (ACOD) Grant Program
Special Committee to Review the ACOD Program**

June 5, 2014

From: Tom Knipe and John Spence
To: Strategic Tourism Planning Board (STPB)

SUMMARY

In early 2014, during its review of 2013 progress reports for six grant recipients along with two new applications, the Arts and Culture Organizational Development Grant review panel identified several questions which they recommended the Tourism Program revisit in depth. A first-time application from the Friends of Stewart Park (FOSP) was in part responsible for eliciting these questions. FOSP was determined to be ineligible under the current grant guidelines, and their application also was very project-focused as opposed to organizational development focused. Nonetheless, the application elicited useful reactions. The panel’s questions coming out of their review process were:

1. Multiyear funding and performance standards:
 - Should the ACOD program continue awarding multi-year contracts?
 - At the same level of funding each year or can the amount be modified according to performance?
 - Can a more specific set of performance standards be articulated with funding linked to those standards?

2. Do we want to continue to fund highly successful organizations which seem to need the funding less? (If we continue to fund the same organizations, at the same level year after year, and there is no significant increase in funds available, it may be difficult to fund new initiatives.)

3. What is the best workable definition of a cultural organization?

These questions are not new. In (2008), the Strategic Tourism Planning Board (STPB) convened a special committee to examine some of these questions and others. At the time, it made recommendations for several modifications to the grant guidelines in response and left several other questions unanswered.

Drawing from questions about the structure of the ACOD program, we have developed a charge for a special ACOD review committee. We expect that a special group consisting of balanced representation from the County Legislature, program staff and STPB Members including arts and culture representatives will need to meet two or three times over the course of the next several months to consider appropriate responses to these questions. Given that a 2020 Strategic Tourism Plan was adopted in 2012, an additional overarching consideration is how to best align room tax funding with implementation of the Strategic Tourism Plan.

PROPOSED COMMITTEE CHARGE

1. Given that the program's current definition of an arts and culture organization may not be clear, what is a clear definition for an *arts and culture organization* for the purposes of establishing eligibility to apply for ACOD funding?
2. Should we confirm the ongoing validity of the initial intent of this funding source since established in 2003 – to provide organization development and capacity building support to large *established* arts and culture organizations in Tompkins County, as opposed to providing start-up funding to new organizations?
3. Should other established arts & culture organizations be encouraged to apply for ACOD funding?
 - a. In other words, are there other established arts & culture organizations in our community who aren't on the list of ACOD recipients who now meet or could be expected in the future to meet eligibility thresholds?
 - b. Should the eligibility requirements be modified to accommodate new arts and culture applicants, or is it just a matter of encouraging them to apply under the existing requirements?
 - c. Which specific other organizations might apply?
4. If there are other organizations which would fit current or modified eligibility requirements, how would an expansion of the program to new recipients be funded?
 - a. If ACOD were to be expanded to include new partners, it would require either new funding or ramping down funding over time to existing partners.
 - b. Given the status of room tax (large growth in available funding for Tourism Programs is not expected) it is likely that a ramp-down of ACOD support to existing partners would be a better approach.
 - c. An "exit strategy" would need to be defined that minimize negative impact on existing partners.

Attachment B

Eligibility Checklist
Tompkins County Arts and Culture Organizational Development (ACOD) Grants

Organizations wishing to apply for ACOD funds should establish their eligibility prior to submitting a full application by submitting a letter of interest accompanied by the check list below to director@artspartner.org. An organization claiming to be eligible to apply for ACOD funding should be able to check yes to each of the eligibility thresholds below.

YES

Organization Type

- 501c3 not for profit organization certified, and in good standing, by the State of New York
- Arts and Culture Organization
 - Performing and/or Visual Arts Organization OR
 - Museum (Chartered by NYS)

YES

Established Organization

- Have paid staff
- Have sound governance, as demonstrated by being able to answer “yes” to at least five of the following six questions:
 1. A Board-approved Mission Statement
 2. Board meetings, a minimum 4 times a year, documented with minutes
 3. Current strategic plan and evidence of long-range planning
 4. An annual audit conducted by an independent auditor
 5. A Board-approved annual operating budget
 6. Standing committees. For example; Executive, Finance, Development & Nominating Committee
- Have met all of the threshold criteria listed on this page for three years or more.

YES

Large, Visitor-Oriented Organization

- Activities are significantly supportive of tourism, as demonstrated by being able to answer “yes” to the following two questions:
 1. Is the total annual public audience 5,000 or more people?
 2. Do days in a year in which public programming is actively presented meet or exceed 20 days?

Attachment C

Requirements to be a museum or historical society in NYS

Information from:

<https://www.nysm.nysed.gov/services/charter/society.html>

<https://www.nysm.nysed.gov/services/charter/museum.html>

“Museums originate for the purpose of collecting, preserving and interpreting collections of objects... The focus of a historical society is usually on history, while that of a museum may be on art, science, history or any combination of the three.”

An organization seeking to become a museum or historical society must have a statement of purpose, constitution and bylaws.

Best practice is to incorporate with the Board of Regents in NYS in order to become a legal entity. This allows the organization to hold title to its collection (thus preventing the collection from falling into the hands of an individual if the organization should dissolve), and become eligible to apply for non-profit, tax-exempt 501(c)(3) status with the IRS.

Incorporation is a two-step process.

1. After the applicant is reviewed by the Office of Counsel and NY State Museum, the Board of Regents votes to issue a provisional charter.
2. After the NY State Museum again reviews the applicant in a process termed registration (in which the stability of the organization is evaluated), the Board of Regents issues an absolute charter.

Accreditation is an optional process that occurs several years later. It offers a peer-based validation of the applicant’s operations and impact by evaluating the applicant’s adherence to core standards. It is governed by the American Alliance of Museums, and includes children’s museums, historical societies, arts centers, science centers, preservation societies, art museums, history museums, natural history museums, anthropology museums, ecology museums, historic houses/villages, botanical gardens, college art galleries, and more.

In Ithaca the Sciencenter and the Johnson Museum of Art are accredited.

Other national associations include the National Association for Science and Technology Associations, the American Association for State and Local History, the Association of Children’s Museums, Association of Zoos and Aquariums (has its own accreditation program), American Public Gardens Association, etc.

AG 9/12/14