

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program

I. BASIC INFORMATION

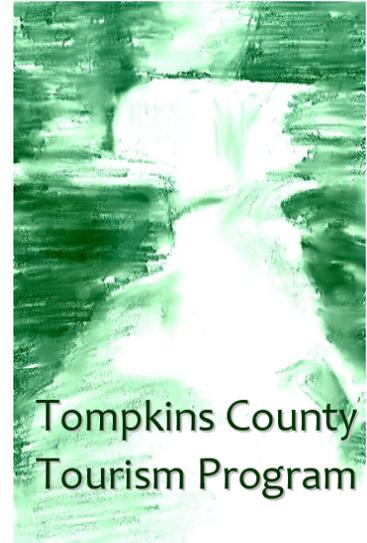
Program: _____ Tourism Capital Grants _____

Applicant Organization: _____ TCAD _____

Contact Person: _____ Martha Armstrong _____

Phone: 273-0005 Email: marthaa@tcad.org

2014 Request: \$207,215 for Product Development



| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|--------------|------------|----------------------|
| 2010 | 133,263 | (7,013) | -5.0% | 100% |
| 2011 | 172,729 | 39,466 | +29.6% | 100% |
| 2012 | 195,320 | 22,591 | +13.1% | 100% |
| 2013 | 201,180 | 5,860 | +3% | 100% |
| Request 2014 | 207,215 | 6,035 | +3% | 100% |

* 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.

The TCG program funds up to 1/3 of new construction, expansion, and renovation projects, and up to 100% of related feasibility studies, for tourism capital projects valued at about \$75,000 or higher. Eligible applicants are large, tourist/visitor generating, not-for-profit or public-purpose projects. Projects include new facilities such as the Museum of the Earth, renovations such as the State Theatre, and projects that improve exhibits and visitor amenities such as the Sciencenter's ocean touch tank and the Waterfront Trail interpretive panels.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

The TCG program has seen increasing application activity over the past few years. Two key challenges: (1) In order to accommodate the numerous quality requests, TCG has resorted to providing multi-year grants as a norm. This situation, while allowing larger awards, has limited available funds for new awards in subsequent years. (2) In the past two years all the funds were awarded in the first round, so that we now have a single annual cycle. The opportunities are (A) focus TCG funds on projects with higher tourism value (for example to improve the review process, we use a scoring grid that now includes criteria from the Tourism Strategy). (B) Consider how to best balance support of effective tourism institutions with support of emerging products.

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.

In recent years the TCG has seen a significant increase in interest in the program, and in worthy applicants with substantial projects that develop tourism attractions. In 2012, TCG had eight applications. In 2013, TCG had a record-high nine applications. Applicants have gained a more sophisticated understanding of the role of tourism in their individual projects. They have also gained a greater sense of how their individual projects create synergy with other attractions and with the tourism industry as a whole. This understanding has been aided by the guidance of the new Tourism Strategic Plan. The TCG program aspires to provide significant investment in these tourism products both for their own development, and for the development of the County's tourism sector.

As applications have increased, TCG has resorted to providing multi-year grants as a norm. This situation, while allowing larger awards, has limited available funds for new awards in subsequent years. (See the tables below for the program history and a view of how current multi-year awards will affect future fund availability under the two budget scenarios.)

Originally, the TCG program accepted applications at any time. In 2010, 2011 and 2012 the program intended to run two application rounds annually – one due about February 1, and one due about July 1. However, each year nearly all the funds were awarded in the first round – with remaining funds inadequate for a second round. For 2013, TCG worked with Tom Knipe to offer a single grant cycle, timed later in the spring. One annual grant cycle will continue to be the norm.

BUDGET PROPOSAL

This budget request builds on the 2013 budget, requesting a 3% increase.

Year to year the TCG has inconsistent application demand. Recently, 2011 saw \$260,000 requested from 3 applicants; 2012 saw \$128,000 requested from 8 applicants; 2013 had \$400,640 requested from nine applicants. However, the long-term trend in demand for TCG is upward.

It is impossible to predict exactly what will happen in 2014. Likely the requests will exceed funds available. Weaker applications may be passed-over, stronger proposals may be underfunded, and/or awarded funds over multiple years. If there are remaining funds, they will be rolled forward for a future year when major capital projects emerge. TCAD anticipates that several large requests will emerge in the next year or two. Demand will be driven by:

- Returning awardees – to support projects explored in previously completed studies or to build on previous capital grants
- Emerging tourism products
- Projects identified and promoted in the County's Tourism Strategy

HISTORY OF AWARDS

| Tourism Capital Grants Awards by year | | | |
|--|---|------|--------------|
| | Organization/project | | Award |
| 1 | Historic Ithaca - State Theatre Phase 2 | 2003 | 125,000 |
| 2 | PRI- Museum of Earth- Building Expansion | 2003 | 125,000 |
| 3 | Sciencenter Golf | 2003 | 25,000 |
| 4 | Hangar Theatre | 2003 | 9,000 |
| 5 | Wine Center Feasibility Ph1 | 2004 | 5,000 |
| 6 | Wine Center Feasibility Ph 2 | 2005 | 7,500 |
| 7 | Ithaca Farmers Market | 2005 | 10,000 |
| 8 | CWT Phase 2 | 2005 | 5,000 |
| 9 | Sciencenter Ocean | 2005 | 20,000 |
| 10 | History Center | 2006 | 10,000 |
| 11 | Sciencenter Outdoor | 2006 | 60,000 |
| 12 | Wine Center | 2007 | 160,000 |
| 13 | Cayuga Nature Center Feas | 2008 | 13,500 |
| 14 | CWTI -- Stewart Park Rehab Action Plan | 2008 | 15,000 |
| 15 | Hangar Theatre | 2008 | 84,000 |
| 16 | Kitchen Theatre Feas 1 | 2008 | 13,000 |
| 17 | Kitchen Theatre Feas 2 | 2009 | 21,000 |
| 18 | Cayuga Nature Center | 2009 | 100,000 |
| 19 | Ithaca Children's Garden | 2009 | 14,800 |
| 20 | Hangar Theatre Capital | 2009 | 100,000 |
| 21 | Ithaca Motion Picture Project | 2009 | 5,500 |
| 22 | Kitchen Theatre Capital | 2009 | 100,000 |
| 23 | Dorothy Cotton Institute | 2010 | 7,500 |
| 24 | PRI/MOTE Climate Exhibit | 2010 | 50,000 |
| 25 | Stewart Park Building Study | 2010 | 15,000 |
| 26 | Cayuga Nature Center | 2011 | 100,000 |
| 27 | Sciencenter Marcellus Drilling Exhibit | 2011 | 50,000 |
| 28 | Ithaca Skate Park | 2011 | 60,000 |
| 29 | CWTI interpretive panels and Crew cove | 2012 | 20,000 |
| 30 | Stewart Park Landscape Study | 2012 | 10,000 |
| 31 | Sciencenter Live Animal gallery | 2012 | 30,000 |
| 32 | State Theatre Bathroom Study | 2012 | 3,780 |
| 33 | FLLT emerald Necklace boardwalk | 2012 | 20,000 |
| 34 | CSMA Study 3 rd Floor performance space | 2013 | 8,000 |
| 35 | Hangar Theatre study Phase 2 winter use | 2013 | 5,000 |
| 36 | History Center Tommy study | 2013 | 7,500 |
| 37 | History Center Ithaca Motion Picture study | 2013 | 7,500 |
| 38 | Sciencenter Galaxy Golf study | 2013 | 12,500 |
| 39 | Museum of the Earth 10 th Anniv Exhibits | 2013 | 32,000 |
| 40 | State Theatre bathroom expansion | 2013 | 42,000 |
| 41 | Stewart Park Phase 1 Buildings | 2013 | 70,500 |
| | Total | | 1,579,580 |

- average award is \$38,525
- median feasibility study award is 7,500
- median capital project award is 50,000

The table above shows how there was high demand in year one (2003). Then, the next 3 years were relatively slow for the program. Demand began to pick up in 2007, with a large peak in 2009. In 2010, 2011, 2012, and 2013 awards were increasingly constrained by limited funds. Demand is not expected to drop back to the low levels of the early years again.

The following table shows the current status of multi-year demands and opportunities for new awards for a budget escalating at 3% annually.

Tourism Capital Grant Multi-Year Worksheets
2014 Request Budget -- Impact of Multi-Year Awards

| | Year | award | 2013 | 2014* | 2015* | 2016* | 2017* |
|--|--------|---------|----------------|----------------|----------------|----------------|----------------|
| Total budget | | | 201,180 | 207,215 | 213,432 | 219,835 | 226,430 |
| TCAD Admin expenses | | | 16,180 | 20,722 | 21,343 | 21,983 | 22,643 |
| Awards budget | | | 185,000 | 186,494 | 192,089 | 197,851 | 203,787 |
| Cay Nat Ctr '09 | 2009 | 100,000 | 0 | 25,000 | | | |
| Hangar capital | 2009 | 100,000 | 25,000 | | | | |
| Kitchen capital | 2009 | 100,000 | 25,000 | | | | |
| Cay Nat Ctr '11 | 2011 | 100,000 | 25,000 | 25,000 | 12,000 | | |
| Scienctr Animal Rm | 2012 | 30,000 | 10,000 | 5,000 | | | |
| CWTI Waterfront Trail | 2012 | 20,000 | 10,000 | | | | |
| FLLT boardwalk | 2012 | 20,000 | 5,000 | | | | |
| CSMA 3rd Floor Auditorium | 2013** | 8,000 | 8,000 | | | | |
| Hangar Theatre | 2013** | 5,000 | 5,000 | | | | |
| Hist Ctr/IMPP | 2013** | 7,500 | 7,500 | | | | |
| Hist Ctr/Tommy | 2013** | 7,500 | 7,500 | | | | |
| SciCtr Galaxy Golf | 2013** | 12,500 | 12,500 | | | | |
| MOTE 10th Anniversary | 2013** | 32,000 | 12,000 | 20,000 | | | |
| State Theatre bathrooms | 2013** | 42,000 | 12,000 | 10,000 | 20,000 | | |
| Stewart Park Ph 1 Buildings | 2013** | 70,500 | 20,500 | 15,000 | 25,000 | 10,000 | |
| Committed | | | 185,000 | 100,000 | 57,000 | 10,000 | 0 |
| Avaiabale for new grants | | | 0 | 86,494 | 135,089 | 187,851 | 203,787 |
| * budget for 2014 to 2017 escalated at 3% | | | | | | | |
| ** 2013 recommendations to legislature for May 21, 2013 vote | | | | | | | |
| Edition: May 2, 2013 | | | | | | | |

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

Goal 1: Fund the growth of existing and new tourism attractions through support of capital projects in order to increase the number of visitors, extend visits, or improve visitor experience.

Measurement 1A: Track visitorship at venues funded with capital awards.

Measurement 1B: Encourage grant recipients to survey their visitors for satisfaction with TCG projects (e.g. the Discovery Trail surveyor at the Sciencenter might ask about specific TCG projects as an add on to their DT survey).

Measurement 1C: Track distribution of awards among tourism organizations to assure that funds encourage a range of applicants to develop tourism projects. (i.e. be alert to concentrations of funds to a limited pool of recipients.)

Goal 2: Fund feasibility studies for tourism capital projects.

Measurement 2A: Track distribution of awards between feasibility studies and capital awards to assure both objectives are met.

Goal 3: Continue to weigh applicants' merits in order to optimize impact and fairness of awards during this time of increasingly competitive applications.

Measurement 3A: Use a scoring grid to foster a rational decision process.

Goal 4: Support the goals of the Strategic Tourism Plan. Examples could include:

- Tourism amenities on the commons
- Land and water trail tourism facilities
- Investments stemming from the Stewart Park Rehabilitation Initiative

Measurement 4A: Confirm that marketing of the program targets strategic interests – e.g. participation in the Tourism Program application workshops; inclusion on the program's email list; administrators meeting with potential change agents to encourage strategic direction.

Measurement 4B: Include review of how each application supports objectives of the Tourism Strategic Plan as part of the review process. (now part of the TCG scoring grid)

Below are two examples of current program assessment tools.

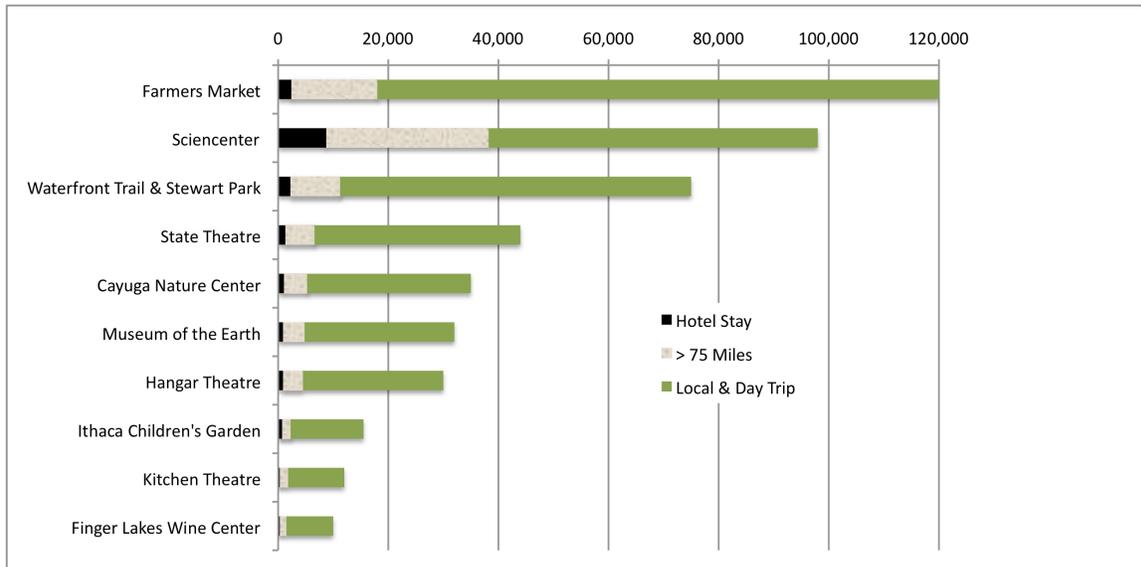
Example 1

This chart presents a 2012 summary evaluation of visitorship to TCG awardees. Due to the inconsistent nature of reporting among the awardees, this chart should not be used to extract absolute values. It does represent a reasonable approximation of visitorship.

There are three categories of venues:

- Major attractions are The Farmers Market, the Sciencenter, and the waterfront
- Mid-size attractions are the State, Hangar, Museum of the Earth, and Nature Center
- Smaller, niche attractions are the Children’s Garden, Kitchen Theatre, and Wine Center

Annual Tourist visits to Awardees*



* Estimate by TCAD based on self-reported information from awardees

This method of evaluating the program depends on submission of the annual visitor report from the awardees. For awardees that sell tickets, it has been relatively easy to count visitors and perform a zip code analyses to determine the approximate origin of visitors. (Because students have credit cards from home, they may be the largest mis-count). Non-ticketed destinations present a much greater challenge and have submitted spotty count information. TCG would like to work with Tom Knipe to develop methods for evaluating tourism use of non-ticketed tourism attractions.

Example 2

The following two tables show the distributions of awards to recipients and the balance of awards between Feasibility Studies and Capital Investments.

Analysis of Awards History

| Recipient | value of all grants | total project value | # awards | # feas | # cap | Value of Feas Awards | Value of Capital Awards |
|------------------------------------|---------------------|---------------------|-----------|-----------|-----------|----------------------|-------------------------|
| Cayuga Nature Center | 213,500 | 560,100 | 3 | 1 | 2 | 13,500 | 200,000 |
| Community School of Music and Arts | 8,000 | 8,160 | 1 | 1 | | 8,000 | |
| Dorothy Cotton Institute | 7,500 | 7,500 | 1 | 1 | | 7,500 | |
| Finger Lakes Land Trust | 20,000 | 76,550 | 1 | | 1 | | 20,000 |
| Hangar Theatre | 198,000 | 3,212,600 | 4 | 3 | 1 | 98,000 | 100,000 |
| History Center | 25,000 | 23,000 | 3 | 3 | | 25,000 | |
| Ithaca Children's Garden | 14,800 | 14,800 | 1 | | 1 | | 14,800 |
| Ithaca Farmers Market | 10,000 | 51,630 | 1 | | 1 | | 10,000 |
| Ithaca Motion Picture Project | 5,500 | 5,500 | 1 | 1 | | 5,500 | |
| Ithaca Skate Park | 60,000 | 435,340 | 1 | | 1 | | 60,000 |
| Kitchen Theatre | 134,000 | 1,236,800 | 3 | 2 | 1 | 34,000 | 100,000 |
| PRI/MOTE | 207,000 | 7,632,360 | 3 | | 3 | | 207,000 |
| Sciencenter | 197,500 | 714,020 | 6 | 1 | 5 | 12,500 | 185,000 |
| State Theatre | 170,780 | 1,254,300 | 3 | 1 | 2 | 3,780 | 167,000 |
| Cayuga Waterfront Trail Initiative | 25,000 | 191,500 | 2 | | 2 | | 25,000 |
| Stewart Park | 110,500 | 440,100 | 4 | 3 | 1 | 40,000 | 70,500 |
| Wine Center | 172,500 | 519,720 | 3 | 2 | 1 | 12,500 | 160,000 |
| Totals | 1,579,580 | 16,383,980 | 41 | 19 | 22 | 260,280 | 1,319,300 |
| average award and percent of funds | 38,526 | | | 13,699 | 59,968 | 16.5% | 83.5% |
| Median Award | | | | 7,500 | 50,000 | | |

Detailed History of Awards

| Recipient | Year | Grant value | Feas Study or Capital | sum of multiple grants | total project value |
|--|------|-------------|-----------------------|------------------------|---------------------|
| Cayuga Nature Center Feas | 2008 | 13,500 | f | | |
| Cayuga Nature Center | 2009 | 100,000 | c | | |
| Cayuga Nature Center | 2011 | 100,000 | c | 213,500 | 560,100 |
| CSMA | 2013 | 8,000 | f | 8,000 | 8,160 |
| Dorothy Cotton Institute | 2010 | 7,500 | f | 7,500 | 7,500 |
| FLLT Emerald Necklace boardwalk | 2012 | 20,000 | c | 20,000 | 76,550 |
| Hangar Theatre | 2003 | 9,000 | f | | |
| Hangar Theatre | 2008 | 84,000 | f | | |
| Theatre for All Seasons capital | 2009 | 100,000 | c | | |
| Hangar Theatre study complete All Seasons | 2013 | 5,000 | f | 198,000 | 3,212,600 |
| Schoolhouse study | 2006 | 10,000 | f | | |
| IMPP study | 2013 | 7,500 | f | | |
| History Center Tommy study | 2013 | 7,500 | f | 25,000 | 23,000 |
| Ithaca Children's Garden | 2009 | 14,800 | c | 14,800 | 14,800 |
| Ithaca Farmers Market | 2005 | 10,000 | c | 10,000 | 51,630 |
| Ithaca Motion Picture Project | 2009 | 5,500 | f | 5,500 | 5,500 |
| Ithaca Skate Park | 2011 | 60,000 | c | 60,000 | 435,340 |
| Kitchen Theatre Feas 1 | 2008 | 13,000 | f | | |
| Kitchen Theatre Feas 2 | 2009 | 21,000 | f | | |
| Kitchen Theatre Capital | 2009 | 100,000 | c | 134,000 | 1,236,800 |
| PRI- Museum of Earth- Building Expansion | 2003 | 125,000 | c | | |
| MOTE Climate Exhibit/glacier | 2010 | 50,000 | c | | |
| PRI/MOTE 10th Anniversary exhibits | 2013 | 32,000 | c | 207,000 | 7,632,360 |

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| Recipient | Year | Grant value | Feas Study or Capital | sum of multiple grants | total project value |
|---|-------------|--------------------|------------------------------|-------------------------------|----------------------------|
| Sciencenter Golf | 2003 | 25,000 | c | | |
| Sciencenter Ocean | 2005 | 20,000 | c | | |
| Sciencenter Outdoor Exhibit | 2006 | 60,000 | c | | |
| Sciencenter Marcellus Drilling | 2011 | 50,000 | c | | |
| Live Animal gallery | 2012 | 30,000 | c | | |
| Sciencenter Galaxy Golf study | 2013 | 12,500 | f | 197,500 | 714,020 |
| | | | | | |
| Historic Ithaca - State Theatre Phase 2 | 2003 | 125,000 | c | | |
| State Theatre -- Bathroom study | 2012 | 3,780 | f | | |
| State Theatre Bathroom construction | 2013 | 42,000 | c | 170,780 | 1,254,300 |
| | | | | | |
| CWT Phase 2 | 2005 | 5,000 | c | | |
| CWTI interpretive panels and Crew cove | 2012 | 20,000 | c | 25,000 | 191,500 |
| | | | | | |
| Stewart Park Rehab Action Plan (CWTI applied) | 2008 | 15,000 | f | | |
| Stewart Park Building Study | 2010 | 15,000 | f | | |
| SP Landscape Study | 2012 | 10,000 | f | | |
| Stewart Park Buildings Ph 1 (Large Pavilion) | 2013 | 70,500 | c | 110,500 | 440,100 |
| | | | | | |
| Wine Center Feasibility Ph1 | 2004 | 5,000 | f | | |
| Wine Center Feasibility Ph 2 | 2005 | 7,500 | f | | |
| Wine Center capital | 2007 | 160,000 | c | 172,500 | 519,720 |
| | | | | | |
| TOTALS | | | | 1,579,580 | 16,383,980 |

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

1. Awards: The 2012 round had eight applicants. They requested \$127,884 in awards toward \$327,080 of project value. Five grants totaling \$83,700 were awarded. TCAD also reviewed and administered six other multi-year contracts. 2012 was a tough round where the review panel decided against funding three applicants, reduced awards to most of the awardees, and also worked to manage the impact of multi-year payments on future years. In Q1 2013, TCAD worked with nine applicants preparing their application to the program.

2. Review process: Because of increasing competition for the grants, TCG created a scoring grid for the review panel. This was used in 2012 for the first time. In 2013 we added support of the Tourism Strategic Plan as a criteria in the grid.

3. Increasing applications: The experience of increasing applications indicates that the grant program is better known throughout the County, and that investment in tourism venues is increasing. This is a result of:

- the total impact of the County's tourism development programming, which is inspiring greater development of tourism product
- the successes of the Tourism Capital Grants program, which is generating awareness among the greater community and eligible organizations
- the ACOD Program, which has helped a number of the TCG applicants develop the capacity to undertake major capital projects
- TCAD's assistance to applicants in framing tourism initiatives that support the Tourism Strategic Plan, the tourism industry, and the development of the applicant organization.

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?

As requested in the Request Budget, the Tourism Capital Grant program could use consistently higher funds to support the increasing number of worthy projects applying to the program. With more limited funds, TCG will see the competition increase, and worthy projects may go unfunded or underfunded.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

Currently, the CVB formally participates in TCAD's Economic Development Collaborative. Informally, program administrators check in with each other occasionally on common issues. TCG anticipates continuing to work closely with Tom Knipe and other administrators on strategic

initiatives, and improving evaluation methods. TCG would like to formally meet more regularly with other administrators to discuss program operations and collaborations on shared goals. This is especially true for the ACOD program, which is closely aligned in the effort to develop the effectiveness of Tompkins County's larger tourism institutions.

Tourism Capital Grants Program
2014 Budget Request - Tompkins County Tourism Program

| | | (Modified) | | | |
|---|-------------------------------|--------------------|--------------------|--------------------|--------------|
| REVENUE - Project 1 Name | | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
| <i>List major categories of revenues</i> | TCTP* | \$198,248 | \$201,180 | \$207,215 | |
| <i>Add or delete lines/rows as needed</i> | Other (name) | | | | |
| <i>Separate by project if more than one project</i> | Other (name) | | | | |
| <i>Include value of in-kind support as "other".</i> | SUBTOTAL | \$198,248 | \$201,180 | \$207,215 | |
| | TOTAL REVENUES | \$198,248 | \$201,180 | \$207,215 | |
| | TOTAL TCTP* | \$198,248 | \$201,180 | \$207,215 | |
| | TCTP Share | 100.0% | 100.0% | 100.0% | |
| <hr/> | | | | | |
| EXPENSES - Project 1 Name | | | | | |
| <i>List major categories of expenses</i> | Personnel Wages | | | | |
| <i>Add or delete lines/rows as needed</i> | Personnel Fringe | | | | |
| <i>Separate by project if more than one project</i> | Materials | | | | |
| | Services | | | | |
| | Occupancy and Utilities | | | | |
| | Travel | | | | |
| | Administration* | \$11,018 | \$13,783 | \$20,722 | |
| | Grants | \$186,780 | \$185,000 | \$186,493 | |
| | <i>Budget adjustment</i> | \$450 | \$2,397 | | |
| | SUBTOTAL | \$198,248 | \$201,180 | \$207,215 | |
| | TOTAL EXPENSES | \$198,248 | \$201,180 | \$207,215 | |
| | TOTAL TCTP* | \$198,248 | \$201,180 | \$207,215 | |
| | TCTP share | 100.0% | 100.0% | 100.0% | |
| | REVENUES LESS EXPENSES | \$0 | \$0 | \$0 | |

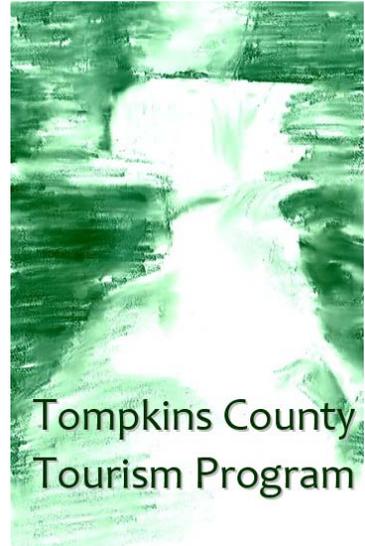
*TCTP-Tompkins County Tourism Program

* Note: TCG is allowed to use up to 10% for administration. In most years the full 10% is not required and a greater portion is used for grants.

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2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Community Celebrations Grants

Applicant Organization: Celebrations Grant Review Committee

Contact Person: Carol Kammen

Phone: 273-5298 Email: ckk6@cornell.edu

2014 Request: \$40,000 Product Development or Marketing? Product

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|--------------|--------------|----------------------|
| 2010 | \$26,600 | | | |
| 2011 | \$26,600 | \$0 | 0.0% | 100% |
| 2012 | \$26,600 | \$0 | 0.0% | 100% |
| 2013 | \$31,600 | \$5,000 | 18.8% | 100% |
| Request 2014 | \$40,000 | 8,400 | 26.6% | 100% |

* 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.

Celebrations Grants distribute money throughout the county for festivals, celebrations, red-letter days and other community events that are traditional to place or that celebrate aspects of a community's history or culture. These grants may come from a governmental unit, or from a community that spans geographical lines promoting events that are free, open to all, and do not promote a religious or political viewpoint.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

The challenges and opportunities are somewhat the same. Challenges are to see that local events celebrate aspects of life within the County; that they are events that have responsible leadership and can be carried out; that they promote community. The opportunities are that Celebrations Grants give people a chance and the means to carry out old, beloved programs, and to innovate by creating new community events. Out of Celebration Grants have come a number of events that today have outgrown the Celebration category and are looked for eagerly on our annual calendar.

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.

Funds are distributed to applicants in sums \$2000 or less after review by a committee that consists of the County Historian, members of the STPB board, and community members.

V. PROGRAM GOALS

List and describe program goals for 2014, 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.

Our goal is to see that funds are granted throughout the entire county and to promote new events while still supporting traditional and beloved programs.

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 strategic tourism plan?

It is not required that Celebration Grants promote tourism, although they are required to use the funds locally, to be conscious of sustainability, and to appeal to a diverse audience. Many Celebration Grant events, however, do attract people from beyond the county although few, most likely, result in overnight stays in local inns and hotels.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

The overall popularity of Celebration Grants can be seen in the number of people who attend these events and the ever-growing number of requests that the Celebration Committee receives. In addition, the applications have become more complete, more interesting, and rather bold, testifying to the growth of the applicants' ability to create events and write applications to defend their events in an ever increasingly sound manner. This has resulted in a range of truly stunning events on the county calendar.

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?

Less funding would mean that fewer local celebrations could be funded.

In many ways, Celebrations Grants are the jewel in STPB's fine program as they are highly visible and greatly appreciated by everyone. These grants reap benefits far beyond the money allocated to them.

VIII. COLLABORATION

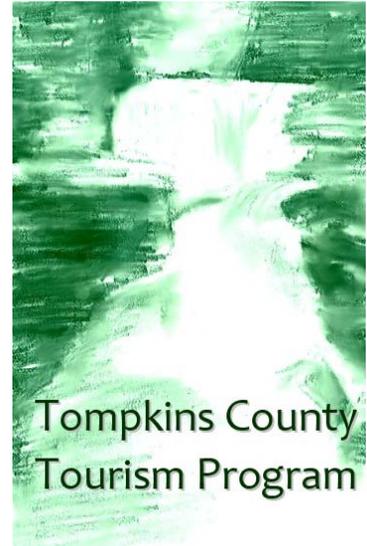
What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

All Celebration Grant applicants are encouraged to attend the Festivals Program workshops, to consult with the aid provided, to use the Festivals Handbook, and to seek collaboration within their own communities to broaden the impact of the event and best use of the funds allocated.

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2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Tourism Project Grants

Applicant Organization: STPB Tourism Project Grant Committee

Contact Person: Jon Reis

Phone: _____ Email: jon@jonreis.com

Request: \$78,300 Product Development or Marketing?
Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|----------------|--------------|----------------------|
| 2011 | \$62,017 | | | 100% |
| 2012 | \$69,103 | \$7,086 | 11.4% | 100% |
| 2013 | \$76,013 | \$6,910 | 10.0% | 100% |
| Request 2014 | \$78,300 | \$2,287 | 3.30% | 100% |

* 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.

Tourism Project Grants support tourism-generating single events or projects that have been in existence for more than three years in a row.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2013) and describe you how propose to address them.

Spring 2013 applications requested \$129,025 for an available 76,013. The need for funds to execute on going projects is evident. Next year there will be increased requests with several New Tourism projects three year funding ending and the projects moving over to the Tourism Project grant category. The project grants are the product that simulates overnight visitations. The challenge is to keep the on-going tourism projects growing to attract more overnight visitors to Tompkins County. The Discovery Trail partners and other existing venues and attractions will continue to be strong attractors but will come back with funding requests on an on going basis. This plus the new entries to the program means the funding of Tourism Project grants needs to be as high as funding will allow. It would be advantageous to combine the NTI grant and the TPG categories.

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.

Funds will be used to support Tourism Project Grant proposals. We anticipate further growth in total requests in 2014 due to the work of the new Senior Planner / Tourism Coordinator to proactively encourage and support applications.

V. PROGRAM GOALS

List and describe program goals for 2014, 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.

Goal 1: Increase overnight visitation and visitor spending associated with grant-funded projects.

Goal 2: Increase “packaging” of tourism projects with hotel properties, restaurants and other venues.

Goal 3: Promote financial sustainability of events and festivals that have received ongoing financial support by way of tourism project grants.

Goal 4: Increase the relative investment in projects with potential to expand activity during priority times such as winter and mid-week.

Measure of Achievement 4A: Relative investment will be defined as a ratio of overall grant spending on projects at pre-identified priority times vs. projects at non-priority times.

Also, which goals 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 strategic tourism plan?

Many of the “critical actions” from the 2012-2020 draft strategic tourism plan will be forwarded directly by the tourism grant programs. In fact, the competitive grant programs can be seen as a primary driver of strategic tourism plan implementation. Examples of draft critical actions that would potentially fit include, but are not limited to:

- Support the completion of priority multi-use trails and connections between these and existing foot path systems, and support tourism-enhancing features for priority trails (BDT, CWT/Urban Connections, S. Hill Rec Way, Finger Lakes Trail, Ithaca-Dryden Rail Trail).
- Inventory Sustainability Tourism attractors and attractions and develop platforms to connect visitors to those entities potentially including a tourist-oriented sustainability trail.
- Support the expansion and development of specialty festivals in the indoors in the winter.
- Support existing collaborative agri- and culinary tourism marketing vehicles, such as the wine trails and the Finger Lakes Cheese Trail and develop new collaborative marketing platforms and programs for agricultural and culinary tourism (beer, CSAs, foodie tours, you-pick/farm experience, Farmers Markets).
- Develop walking, cycling and driving tours across multiple media (brochures, online maps, apps, audio tours, etc) of historic sites; historic architecture; local and academic black history sites (including the Underground Railroad/Freedom Trail in Ithaca); Native American archaeological sites; local industrial history sites (airplanes, guns, typewriters, etc.); homes of local authors (e.g. Nobokov), artists, playwrights; etc.
- Inventory established but underutilized cultural assets such as the region’s cinema (historical and contemporary), specialty festivals, and music and develop targeted programs to expand and promote these.
- Enhance visitor-oriented capabilities of IthacaEvents.com.
- Plan and implement a visitor communications strategy - to include use of digital technology such as “apps” - for local transportation options to encourage parking and then using the bus, cycling and walking..

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2013 and 2014 budget years and describe progress towards these goals.

we continued to fund some major attractors to keep events and exhibits new and vibrant including a major Mars Rover display at the Sciencenter.

The primary achievements of the grant programs are the project outcomes themselves, which are detailed in grant applications and reports.

- Improved application forms.
- Improved scoring rubrics across all grant categories, that were first vetted by STPB and then applied by the review committees.
- Moved application submission to electronic, saving hours and dollars on both the administrative end and applicant end in shuffling paper.
- Developed a new system for review committees to view applications online.
- Led well-attended and positively reviewed grant applicant workshops
- Established an improved record-keeping system for grants including a new grant application database that supports a streamlined grant management process and better availability of information about past grant applications and awards.
- Clarified eligibility requirements and allowable expenses, and provided technical assistance to applicants in putting together their applications, leading to a noticeable improvement in the overall quality of applications.
- Updated report forms and closely tracked reporting.

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?

The impact of receiving less than full funding would be a reduced capacity to fund worthy grant applications. The committee would need to decide between two approaches: to fund fewer applications, or to fund worthy applications at an amount less than requested.

VIII. COLLABORATION

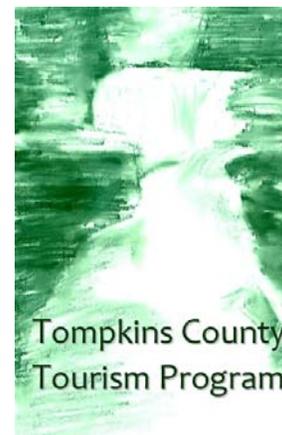
What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

The County's partnership with the DIA on the Festivals Program has taken large strides in the past year; this collaboration will continue to grow in 2013 and 2014. The watchwords for the program are "proactive technical assistance" and "enhancing the quality, tourism impact and sustainability of our events and festivals".

Grant guidelines state that the marketing approach should align with the CVB's approach and the CVB has supported a number of applicants in developing their marketing plans. The grant guidelines also call for applicants to show how they will collaborate with other tourism partners, including the CVB and the Festivals Program, but also packaging with tourism businesses and venues.

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Workforce Development Program

Applicant Organization: Tompkins County Workforce Investment Board

Contact Person: Julia Mattick, Executive Director

Phone: 607-274-7526 Email: JMattick@tom-pkins-co.org

2013 Request: \$30,000 Product Development or Marketing? Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|-----------|----------|----------------------|
| 2010 | 30,000 | | | |
| 2011 | 30,000 | | | |
| 2012 | 30,000 | | | |
| 2013 | 30,000 | | | |
| Request 2014 | 30,000 | | | 67.4% |

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

** Enter modified budget amounts where applicable.

II. PROGRAM DESCRIPTION

Our proposal has continued to evolve reflecting changes in industry standards, competency models and community needs. In 2014, we propose to: 1). Provide greater exposure to tourism assets and resources in Tom-pkins County and align training with the goals and strategies of the Strategic Tourism Plan. 2). Continue the development of employee skills, knowledge and competencies to improve Tom-pkins County customer/visitor experiences and lessen negative experiences. 3). Increase number of employee industry recognized certifications. 4). Enable individuals to move and advance through career pathways. 5). Further develop training resources and opportunities. The workshops and training sessions are geared for entry-level employees, frontline supervisors and managers.

III. CHALLENGES & OPPORTUNITIES

Challenges: With new development anticipated in the hotel/lodging industry, we acknowledge an increased demand for recruitment and customer service training for entry-level positions (estimated 162 entry level positions). Other challenges are employee turnover, release (paid or unpaid) time limitations, scheduling issues and establishing tangible and perceived results for employees and management (performance outcomes) must be considered when creating a training program/schedule and development of resources. Marketing (branding of the program and various partners) and the establishment of ongoing relationships and connections in this ever-changing industry is challenging. A few local large businesses that have corporate training already in existence have not actively participated.

Opportunities: Over time, employers have recognized and tapped into the value added activities that the Tom-pkins Workforce New York partnership can provide; career exploration and pathways, employee recruitment, no cost job postings, access to Metrix e-learning, nationally recognized Customer Service and Worker Readiness training and credentialing, ServSafe food and alcohol credentialing, access to Workforce Investment Act funding, internship and apprenticeship placements, collaboration on State and Federal grants, labor law and human resource consultation, etc. We also have the opportunity to encourage and promote the Hotel and Restaurant Management, International Hospitality and Wine Marketing Certificate programs at TC3.

IV. BUDGET NARRATIVE

88.3% of the funds (personnel wage, personnel fringe, training providers) will be utilized to deliver training and workshops focused on customer service, ambassador roles, supervisory skills, ServSafe and industry related certifications, human resource best practices and legal compliance and encouragement of advanced training.

V. 2014 PROGRAM GOALS

Goal 1: To build knowledge about the hospitality industry and improve basic ambassador skills deemed necessary to be successful in the industry and to better promote Tompkins County hospitality and tourism opportunities.

Measurable Objective # 1: To increase the number of individuals who participate in customer service and ambassador training from 131 to 150, an increase of 12%. (This includes Hospitality STAR, How to Handle Difficult Customers, etc).

Measurable Objective # 2: To further promote ambassador role, create ambassador role handouts and distribute to at least 100 ambassadors.

Measurable Objective # 3: To create a “career pathways” in hospitality and tourism packet identifying key components of skills, knowledge and helpful certifications and training.

Measurable Objective # 4: To provide 20% (36) of the youth in the Workforce Investment Board funded Summer Youth Employment Program with ambassador and customer service training.

Goal 2: To increase knowledge and build skills of new or recently promoted supervisors in communication, supervision, customer service, motivation, new employee orientation, teamwork, delegation and current HR best practices.

Measurable Objective # 1: To increase the number of managers and supervisors receiving training and Metrix e-learning accounts from 16 to 30; an increase of 53%.

Measurable Objective # 2: To offer two workshops on human resource practices and labor law to managers/supervisors in the hospitality and tourism industry.

In addition, we have made significant progress toward our goals from the last funding round:

Goal #1-To build knowledge about the hospitality industry and improve basic ambassador skills deemed necessary to be successful in the industry.

Objective #1, Increase the number of individuals who participate in customer service training from 40-48.

We have exceeded this goal during the remainder of 2012 and the first quarter of 2013.

Objective #2, Increase the number of employees with industry recognized certifications from 10-15.

This goal is in progress

Goal #2, To increase knowledge and build skills of new and recently promoted supervisors in communication, supervision, customer service, motivation, new employee orientation, teamwork, delegation and current HR best practices.

Objective #1, Maintain new or recently promoted supervisory training series.

Series will run from May-August 2012

Objective #2 Increase the number of managers and supervisors receiving Metrix online learning accounts from 16 to 22.

An increase of 40%

All managers and supervisors that participate in the above series will receive Metrix accounts.

VI. ACHIEVEMENTS

We have significantly increased enrollment in Hospitality STAR and customer service training workshops. In 2011, we provided training for 62 individuals and in 2012; we provided training for 131 individuals. As the program grows, further develops a presence/brand and is more recognizable, we hope to provide and expand training options based on industry standards and needs, defined competencies and customizable materials.

Created an organized approach, “branding of stars” (well established key contacts, mailings, list serves, social media, personal visits, etc) for marketing of training sessions to businesses through partnering with the Convention and Visitors Bureau, Downtown Ithaca Alliance, Society of Human Resource Management of Tompkins County and Tompkins Cortland Community College.

Awarded Hospitality STAR attendees with Hospitality STAR pin and logo in 2011-12 sessions.

Conducted ServSafe Food Safety and ServSafe Alcohol Certification Training. This enabled 39 individuals to receive an industry recognized credential.

VII. IMPACT OF FUNDING

If we received less funding than requested it would necessitate our decreasing the customer service training options offered. Providing ongoing training in the hospitality and tourism industry is an important component of enhancing visitor’s experiences.

VIII. COLLABORATION

This program provides a unique partner collaboration of area provider’s expertise and coordination. This program is an active coordination with the Workforce Investment Board, Tompkins Workforce New York, Convention and Visitors Bureau, Downtown Ithaca Alliance, Tompkins Cortland Community College, Cornell Cooperative Extension, youth employment program providers and local high schools. In 2014, we propose to add collaborative efforts with HETP (Hospitality Employment Training Program-initiative funded by the Ithaca Urban Renewal Agency) and the Women’s Opportunity Center Retail Sales and Customer Service Program.

Program Name

2014 Budget Request - Tompkins County Tourism Program

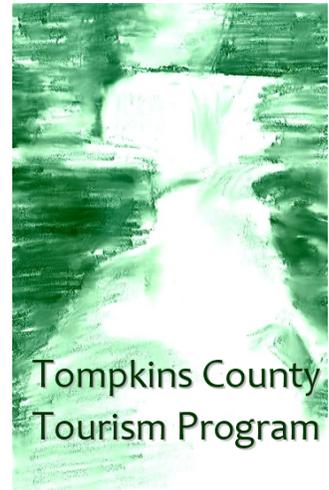
| | | (Modified) | | | |
|---|-------------------------------|--------------------|--------------------|--------------------|--------------|
| REVENUE - Workforce Development | | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
| <i>List major categories of revenues</i> | TCTP* | 30000 | 30000 | 30000 | |
| <i>Add or delete lines/rows as needed</i> | Workforce Investment Act | \$18,300 | 19000 | 14500 | |
| <i>Separate by project if more than one project</i> | Other (name) | | | | |
| <i>Include value of in-kind support as "other".</i> | SUBTOTAL | \$48,300 | \$49,000 | \$44,500 | |
| | TOTAL REVENUES | \$48,300 | \$49,000 | \$44,500 | |
| | TOTAL TCTP* | \$30,000 | \$30,000 | \$30,000 | |
| | TCTP Share | 62.1% | 61.2% | 67.4% | |
| EXPENSES - Project 1 Name | | | | | |
| <i>List major categories of expenses</i> | Personnel Wages | \$6,753 | \$6,700 | \$6,700 | |
| <i>Add or delete lines/rows as needed</i> | Personnel Fringe | \$3,471 | \$3,638 | \$4,020 | |
| <i>Separate by project if more than one project</i> | Materials | \$143 | \$150 | \$100 | |
| | Services | \$66 | \$70 | \$30 | |
| | Occupancy and Utilities | \$222 | \$225 | \$225 | |
| | Travel | \$17 | \$20 | \$25 | |
| | Phone | \$102 | \$105 | \$105 | |
| | Membership | \$5 | \$10 | \$10 | |
| | Training Providers | \$16,222 | \$16,082 | \$15,785 | |
| | Administration | \$3,000 | \$3,000 | \$3,000 | |
| | Grants | | | | |
| | Other (name) | | | | |
| | SUBTOTAL | \$30,001 | \$30,000 | \$30,000 | |
| | TOTAL EXPENSES | \$48,300 | \$49,000 | \$44,500 | |
| | TOTAL TCTP* | 30000 | 30000 | 30000 | |
| | TCTP share | 62.1% | 61.2% | 67.4% | |
| | REVENUES LESS EXPENSES | \$0 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Arts & Culture Organizational Development Grants

Applicant Organization: Community Arts Partnership

Contact Person: Brett Bossard

Phone: 607-273-5072 Email: director@artspartner.org

2014 Request: \$206,755 Product Development or Marketing? Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|--------------|-----------|----------------------|
| 2010 | 177,773 | - | - | 100% |
| 2011 | 200,773 | 23,000 | 12.9% | 100% |
| 2012 | 200,773 | - | - | 100% |
| 2013 | 200,773 | - | - | 100% |
| Request 2014 | 206,755 | 6,022 | 3% | 100% |

* 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.

The Arts & Culture Organizational Development program provides necessary financial support to our major arts and cultural assets with an approach designed to both identify and alleviate prevalent institutionalized financial, management and operational challenges and encourage long-term capacity building. Current recipients of support are the Cayuga Chamber Orchestra, Cayuga Nature Center, Hangar Theatre, History Center, Kitchen Theatre, Museum of the Earth/PRI, Sciencenter, and State Theatre.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

The addition of dedicated staff at County Planning has created the opportunity for this program to provide additional financial support to grantees and expand the pool of grantees. The streamlining of the contract and voucher process in 2013 has reduced planned administrative expenses by 50%. This, coupled with the requested increase in program funding, should allow for a phased introduction of new applicants.

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.

The funds as requested are allocated for

- 1) multi-year grant support to eight established institutions of cultural tourism in Tompkins County,
- 2) the introduction of one new grantee,
- 3) administration of the grant program, and
- 4) professional services to conduct on-site fiscal practice review at recipient organizations.

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

Goal 1: *Develop application process for new applicants.*

Measure of Achievement 1A: *Awarding of initial, one-year grant to new applicant.*

Work toward this application process will begin in 2013 and continue through 2014.

The grants provided through this program strengthen and enhance the standards of professionalism at our flagship arts and culture organizations and align with the strategic tourism goal to develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination in the Finger Lakes.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

ACOD completed the first multi-year grant rounds in 2012 and the streamlining of administration began in early 2013. The panel process for the grants was further refined as new multi-year grant applications were reviewed in early 2013 as well.

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?

The grants awarded would be reduced.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

The program currently requires performing arts organizations to utilize the shared box office services of Ticket Center Ithaca. Perhaps there could be a more significant integration of grantees in the marketing plans of the CVB. This would require additional staff effort and coordination with marketing departments of grant recipients.

Arts & Culture Organizational Development Grants
2014 Budget Request - Tompkins County Tourism Program

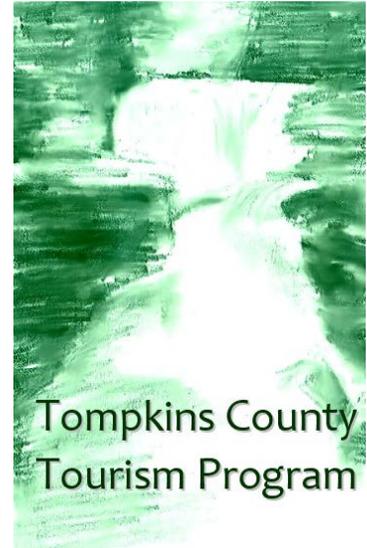
| REVENUE | | (Modified) | | | Notes |
|--|------------------------------------|------------------|------------------|------------------|-------|
| | | 2012 Budget | 2013 Budget | 2014 Budget | |
| <i>List major categories of revenues</i> | TCTP* | 200773 | 200773 | 206755 | |
| <i>Separate by project if more than one project</i> | | | | | |
| <i>If applicable, include value of in-kind support as "other".</i> | SUBTOTAL | \$200,773 | \$200,773 | \$206,755 | |
| | TOTAL REVENUES | \$200,773 | \$200,773 | \$206,755 | |
| | TOTAL TCTP* | \$200,733 | \$200,733 | \$206,755 | |
| | TCTP Share | 100.0% | 100.0% | 100.0% | |
| EXPENSES | | | | | |
| <i>List major categories of expenses</i> | Grants | \$167,898 | \$188,773 | \$193,755 | |
| | Professional Fees | \$6,410 | \$2,000 | \$3,000 | |
| | Administration | \$19,650 | \$10,000 | \$10,000 | |
| | <i>Marketing & Advertising</i> | | | | |
| | SUBTOTAL | \$193,958 | \$200,773 | \$206,755 | |
| | TOTAL EXPENSES | \$193,958 | \$200,773 | \$206,755 | |
| | TOTAL TCTP* | \$200,733 | \$200,733 | \$206,755 | |
| | TCTP share | 103.5% | 100.0% | 100.0% | |
| | REVENUES LESS EXPENSES | \$6,815 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Beautification, Public Arts & Signage

Applicant Organization: Tompkins County Chamber of Commerce

Contact Person: Jean McPheeters

Phone: 607/273-7080 _____ Email: jean@tompkinschamber.org

2014 Request: \$ \$136,576 Product Development or Marketing? Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|----------------|-------------|----------------------|
| 2010 | \$107,012 | (\$33,794) | (24%) | 77% |
| 2011 | \$132,762 | \$25,750 | 24% | 78% |
| 2012 | \$129,009 | (\$3,753) | (12.8%) | 77% |
| 2013 | \$132,598 | \$3,589 | 2.8% | 77% |
| Request 2014 | \$136,576 | \$4,978 | 3.0% | 76% |

* 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.

The Strategic Tourism Planning Board's goals to "present this unique place" and "to provide memorable experiences..." guide the work of the program's administrators and the Beautification Committee. We work to improve the visual quality of the City and Town of Ithaca and the rural towns and villages; improve the appearance of business and residential districts; increase pride resulting from volunteer involvement and beautiful plantings; and improve wayfinding to area attractions. The program focuses on the gateway areas into Tompkins County and main routes within the urbanized area likely to be traveled by visitors.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

Our biggest challenge in 2014 will be ensure that the downtown area is attractive during the continuing reconstruction of the Ithaca Commons including the Marriott Ithaca Hotel, Breckenridge House, Harold Square, and the Holiday Inn expansion. The Beautification Committee is working with the City to ensure that good design elements are included in the Commons plan. Our second big challenge and opportunity is signage. The Wayfinding Signage program, which was funded through a separate STPB grant, is underway and will take a great deal of energy to keep on track and to bring in on time during the first half of 2014.

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.

Approximately 70% of the requested amount would go to beautification efforts staffed through Cornell Cooperative Extension of Tompkins County. The funds pay for a program manager and two part-time assistants as well as plant materials and support of the volunteer program. These people plan, plant and maintain significant plantings in approximately 30 gardens and areas in the City of Ithaca and coordinate a \$12,000 grant program to the towns.

Twenty-two percent of the budget supports staff of the Clean Team and the Hospitality Team of the Downtown Ithaca Alliance. They provide supplemental cleaning service to downtown and the Commons by undertaking hand (not mechanized) cleaning of litter patrol, graffiti removal, weeding and watering.

We have funds available to create and install 25 signs in 2014 through the Wayfinding Grant (as part of the Implementation Grants), but we think that more will be needed and we are requesting an additional \$3,100 to supplement that program and to help with unanticipated signage needs in 2014. The Wayfinding and Signage implementation grant work will take place from now through summer 2014.

Finally, 6% of the program revenues go to the Chamber's administration of this program. The administrative work involved is drafting these budgets, working with the Beautification Committee, coordinating with the DIA and Cooperative Extension, and reporting to the STPB and to the Legislature through its committee structure.

The Beautification Committee will continue working on the development of the Beautification Plan for 2012-2020 with the assistance of Cooperative Extension. We should have a draft completed by the end of 2013 and will submit that for approval to the STPB in 2014. We do not have sufficient funds or time to begin working on the public art part of the program at this time.

V. PROGRAM GOALS

List and describe program goals for 2014, 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.

Goal 1: Increase the perception of Ithaca and Tompkins County as an outstandingly beautiful community that is simple for visitors to navigate, and as a place to visit for the overall beauty of the area.

Measure of Achievement 1A:

A draft of the Tompkins County Beautification Plan is scheduled to be completed by September 2013; this will then be submitted to the STPB for approval in late 2013 and early 2014. This will

include the square footage, location and types of gardens maintained by the program, maintenance and infrastructure requirements, design standards, and prioritized actions.

Measure of Achievement 1B:

The Beautification Committee will determine whether to participate in a national beautification evaluation study, such as America in Bloom, in 2014. It might also determine to use other evaluation tools. These will be incorporated into the work of the committee.

Also, which goals 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 strategic tourism plan?

This responds to the goal cited above and Critical Actions 19 and 20.

Our most significant achievements in 2012 were the planting and maintenance of 28 garden sites in downtown and the City, the work of an assistant in Stewart Park on the Mayor's Garden, and the increased cleanliness of the Ithaca Commons through the work of the Clean Team. Volunteers donated over 460 hours to the Beautification Brigade and helped plant, water and weed many gardens. The rural towns made some significant strides in beautification, particularly in Ulysses, Lansing and Groton.

We presented a PowerPoint of this work to the STPB and the PDEQ committees and received many compliments on the work. The Open Garden Days once again attracted many visitors to the area.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

The Beautification Program's goals for 2012 were to continue to grow the volunteer program through Cooperative Extension, to make downtown attractive in what might be a major construction season, to work with the rural towns' programs and help to involve more local people in these programs, and to improve signage significantly. The volunteer Beautification Brigade continues to be successful under the leadership of Dan Klein.

As you know, construction on the Commons did not begin in 2012, but we began to make plans to deal with the 2013-14 construction. This included working with Ongweoweh Corporation and TST BOCES to build planting containers on pallets that could be moved as construction got underway. We also applied for one of the Strategic Tourism Implementation Grants for the wayfinding system and were awarded almost \$63,000 in early 2013. That work is now underway. We are still finishing up the permitting process for the "Welcome to Tompkins County" signs and working with the towns for their approval. These signs will be installed this summer.

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?

If we receive less funding we will probably reduce the budget in these ways:

- Reduce the hours for one assistant in the Cooperative Extension program. This would reduce the amount of maintenance that can be performed.
- Reduce the hours of the Ambassador staff probably during the September-October period.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

Since the Chamber administers this program, we already work closely with the CVB so that we are aware and ready for large groups of visitors. We will continue to work with the CVB to help conduct surveys of wayfinding and perhaps of satisfaction with beautification efforts. We also work with the Friends of Stewart Park and coordinate with the Cayuga Waterfront Trail Client Committee.

Beautification, Public Arts and Signage

2014 Budget Request - Tompkins County Tourism Program

Attachment A

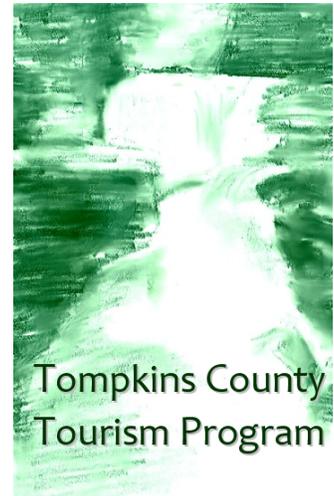
| REVENUE | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
|--|-------------|-------------|-------------|---|
| <i>List major categories of revenues</i> | | | | |
| TCTP* | \$ 129,009 | \$ 132,598 | \$ 136,576 | *TCTP-Tompkins Co. Tourism Program |
| Add or delete lines/rows as needed | | | | |
| DIA (City Contract) | \$ 25,800 | \$ 26,082 | \$ 29,230 | Direct to DIA; |
| Separate by project if more than one project | | | | |
| Other (in-kind from CCETC) | \$ 13,400 | \$ 13,700 | \$ 13,984 | Estimated Security tax, Medicare tax, retirement, health insurance, other benefits. |
| Include value of in-kind support as "other" | | | | |
| SUBTOTAL | \$ 168,209 | \$ 172,380 | \$ 179,790 | |
| | | | | |
| TOTAL REVENUES | \$ 168,209 | \$ 172,380 | \$ 179,790 | |
| | | | | |
| TOTAL TCTP* | \$ 129,009 | \$ 132,598 | \$ 136,576 | |
| | | | | |
| TCTP Share | 76.70% | 76.92% | 75.96% | |
| EXPENSES - CCETC Beautification | | | | |
| <i>List major categories of expenses</i> | | | | |
| Add or delete lines/rows as needed | | | | |
| Personnel Wages | \$ 43,506 | \$ 45,506 | \$ 46,614 | |
| Personnel Fringe | \$ 1,382 | \$ 1,382 | \$ 1,415 | UI, Workers Comp, EAP |
| Separate by project if more than one project | | | | |
| Materials | \$ 2,850 | \$ 2,450 | \$ 2,900 | |
| Services | | | | |
| Occupancy and Utilities | \$ 280 | \$ 280 | \$ 280 | see admin/overhead |
| Travel & Conferences | \$ 2,900 | \$ 3,150 | \$ 3,650 | |
| | | | | |
| Administration/overhead to | \$ 11,259 | \$ 11,610 | \$ 11,442 | office space, phone, computer tech support, access to vans (in addition to the one dedicated for beautification), van insurance, supervision, secretarial support, bookkeeping, payroll, etc. |
| | | | | |
| Grants | \$ 12,000 | \$ 12,000 | \$ 12,000 | |
| | | | | |
| Postage | \$ 500 | \$ 450 | \$ 500 | |
| | | | | |
| Awards & Prizes | \$ 300 | \$ 250 | \$ 250 | |
| | | | | |
| Plants & Containers | \$ 15,600 | \$ 15,800 | \$ 16,300 | |
| | | | | |
| SUBTOTAL | \$ 90,577 | \$ 92,878 | \$ 95,351 | |

| EXPENSES - DIA Beautification | | | | | | | | | |
|--|-------------------------------|-----------|----------------|-----------|----------------|-----------|----------------|--|-------------------------------------|
| <i>Clean Team & Hospitality Team</i> | Personnel Wages | \$ | 22,085 | \$ | 22,748 | \$ | 23,430 | | loaded rate; benefits are about 12% |
| | Personnel Fringe | | | | | | | | |
| | Materials | \$ | 5,847 | \$ | 6,022 | \$ | 6,203 | | 2300 |
| | Services | | | | | | | | |
| | Occupancy and Utilities | | | | | | | | |
| | Travel | | | | | | | | |
| | Administration | | | | | | | | |
| | <i>Other (name)</i> | | | | | | | | |
| | SUBTOTAL | \$ | 27,932 | \$ | 28,770 | \$ | 29,633 | | |
| EXPENSES - Signage | | | | | | | | | |
| through Chamber | Personnel Wages | | | | | | | | |
| | Personnel Fringe | | | | | | | | |
| | Materials | \$ | 2,500 | \$ | 2,750 | \$ | 3,100 | | |
| | Services | | | | | | | | |
| | Occupancy and Utilities | | | | | | | | |
| | Travel | | | | | | | | |
| | Administration | | | | | | | | |
| | SUBTOTAL | \$ | 2,500 | \$ | 2,750 | \$ | 3,100 | | |
| EXPENSES - Chamber Admin. | Personnel Wages | \$ | 6,666 | \$ | 6,835 | \$ | 7,062 | | |
| | Personnel Fringe | \$ | 1,334 | \$ | 1,365 | \$ | 1,430 | | |
| | Materials | | | | | | | | |
| | Services | | | | | | | | |
| | Occupancy and Utilities | | | | | | | | |
| | Travel | | | | | | | | |
| | Administration | | | | | | | | |
| | SUBTOTAL | \$ | 8,000 | \$ | 8,200 | \$ | 8,492 | | |
| | TOTAL TCTP * | \$ | 129,009 | \$ | 132,598 | \$ | 136,576 | | |
| | in-kind DIA and CCETC | \$ | 39,200 | \$ | 39,782 | \$ | 43,214 | | |
| | TOTAL EXPENSES | \$ | 168,209 | \$ | 172,380 | \$ | 179,790 | | |
| | TCTP share | | 77% | | 77% | | 76% | | |
| | | \$ | 0 | \$ | 0 | \$ | 0 | | |
| | REVENUES LESS EXPENSES | | | | | | | | |
| | | \$ | - | \$ | - | | | | |

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: CAP-Operating Expenses

Applicant Organization: Community Arts Partnership

Contact Person: Brett Bossard

Phone: 607-273-5072 Email: director@artspartner.org

2014 Request: \$39,250 Product Development or Marketing? Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|-------------|-----------|----------------------|
| 2010 | 30,780 | - | - | 10.3% |
| 2011 | 37,000 | 6,220 | 20% | 13.4% |
| 2012 | 37,000 | - | - | 13.4% |
| 2013 | 38,110 | 1,110 | 3% | 13.5% |
| Request 2014 | 39,250 | 1140 | 3% | 13.6% |

* 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.

The Community Arts Partnership (CAP) serves as the arts council of Tompkins County, providing advocacy, support services, and resources for the county's artists, arts organizations, and their audiences. Support services include a number of grants programs, professional development workshops, an on-line Artist Registry and resource guides, monthly e-Newsletters, and ad hoc artist/board development/marketing assistance consultations. Public Programs include the Greater Ithaca Art Trail, Ticket Center Ithaca, Artist Markets, CAP ArtSpace (gallery), the Finger Lakes Literary Festival, IthacaEvents.com, and Artists' Talks and Lecture Series.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

Adjusting to ongoing changes with the New York State Council on the Arts continues to be a challenge due to funding issues in Albany. The uncertainty in state funding has the largest impact on our grant programs. At our most recent board retreat, the development committee was charged with investigating ways to supplement NYSCA funding and stabilize grant programs. Long-term solutions such as building an endowment have been discussed.

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.

The funds requested are general operating support in the truest sense, contributing—in part—to salaries, facility rental, and utilities. As a service organization, the human resources of CAP are its most important asset. Excluding Ticket Center staff, CAP operates with just 2.5 FTE employees: an executive director, a program director, and a part-time bookkeeper. This small staff coordinates, plans, and executes all of the services and programs that provide the crucial “connective tissue” for Tompkins County’s arts sector.

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

Goal 1: *Improve attendance and sales at Art Trail studios and Artist Markets and improve efficiency at Ticket Center Ithaca.*

Measure of Achievement 1A: *Increase Art Trail open studio sales by 10%, from \$64,500 to \$71,000*

Measure of Achievement 1B: *Increase total sales at Artist Markets by 10%, from \$60,000 to \$66,000*

Measure of Achievement 1C: *Increase internet sales at Ticket Center Ithaca from 15% to 20% of total sales.*

CAP is at its strongest when aggregating the many pools of talent in Tompkins County and promoting them to a mass audience. Our Artist Markets, the Ticket Center, and the Greater Ithaca Art Trail all provide audiences to individual artists and organizations that they would be unable to reach on their own. Targeted marketing efforts for these three services will continue in 2014, as will First Saturday events on the Art Trail.

Goal 2: *Improve performance and visibility of Tompkins County’s Arts Sector through online promotion.*

Measure of Achievement 2A: *Increase total annual unique visitors to ArtTrail.com, ArtsPartner.org, and IthacaEvents.com from 130,000 to 150,000*

The three websites administered by CAP each have a distinct role to play in the promotion of Tompkins County’s arts community. For performing arts, IthacaEvents.com offers a

“one-stop shop” with which to share upcoming events and festivals to an ever-growing audience of both visitors and residents (66,000 unique visitors in 2012). For individual artists, the Artist Registry, news and resources on ArtsPartner.org provide visibility and support for reaching potential patrons. The visual artists on ArtTrail.com have the unique opportunity to promote the experience of visiting their studios to an international audience. The Greater Ithaca Art Trail, in particular, has attracted a great deal of attention on a regional and national scale, with coverage in The Crafts Report, Life in the Finger Lakes, and several other publications

Goal 3: *Improve professional skills of area artists and arts organizations.*

Measure of Achievement 3A: *Increase total attendance at workshops and seminars by 15%*

Since 2010, CAP has been offering professional development workshops on topics such as financial management, using social media, developing marketing strategies, and protection of intellectual property. This programming has provided necessary tools to our artists and small arts organizations to improve their technical and professional skills and make their practices more economically sustainable. News and data from national arts organizations, as well as feedback from attendees and our database of arts contacts has guided the selection of topics for these sessions. In 2014, the program will continue a partnership with the Human Services Coalition to cross-promote and increase attendance.

All of these goals serve to enhance the brand of Tompkins County as the premier arts community in the region and align with the strategic tourism goal to develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination in the Finger Lakes. Critical actions served include the support of existing collaborative arts marketing vehicles.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

CAP has experienced a number of successes over the past year:

- The introduction of First Saturdays on the Greater Ithaca Art Trail - On the First Saturday of each month, selected Art Trail member studios open to the public, with promotions online and on collateral distributed throughout the preceding First Friday Gallery Night in Downtown Ithaca. The First Saturday program continues to generate a great deal of attention and—more importantly—sales for participating artists.
- The roll out of reports from our participation in the Arts & Economic Prosperity IV study - Conducted in partnership with Americans for the Arts, the AEP IV study brought significant attention to the impact of non-profit arts on our local economy. The custom report indicated that Tompkins County’s non-profit arts organizations generate \$20.7

Million in economic activity and support 789 jobs annually while contributing \$2.4 million in state and local tax revenue. Further distribution of the reports will continue throughout this year to help spread the word that the “Arts Mean Business in Tompkins County.”

- Spring Writes: the Finger Lakes Literary Festival continued to grow in its recently completed fourth annual run. Occurring over three days in May, this year’s festival included 35 diverse events, from workshops and panels to readings, performances, and exhibitions. Total attendance across all events is estimated at nearly 2,200, up from approximately 1,900 in 2012. Out-of-county visitation estimates for the festival are still being tabulated.
- All of the benchmarks included in 2014 goals indicate continued improvement over previous years. Many of the goals indicated in the 2013 requests were met or exceeded. Web visitation improved across all three websites, and sales were up at both Art Trail sites and the Artist Markets.

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?

Since this funding is largely for staff support, a reduction from the requested amount would most likely result in a reduction of programming. More staff time would need to be spent on seeking other sources of funding, thereby reducing overall time spent on program delivery. Possible reductions could include less promotion and PR work on public programs, reduced office hours, fewer artist talk events, or fewer workshop sessions.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

In our role as the Arts Council for Tompkins County, nearly all of CAP’s work involves collaboration with the artists, performers, and presenters in the community. Some examples include the operation of Ticket Center Ithaca, which provides phone, walk-up, and internet ticket sales services to the grantees of the ACOD program; the summer Artist Market, which features showcase booths for room-tax funded programs such as the History Center, the Museum of the Earth, and many theatres and performing arts groups; IthacaEvents.com, which promotes the events of all arts and culture groups; and, of course, our co-location with the Downtown Visitor Center in Center Ithaca.

Community Arts Partnership - Operational Support
2014 Budget Request - Tompkins County Tourism Program

| REVENUE | | (Modified) | | | Notes |
|---|-------------------------------------|------------------|------------------|------------------|-------|
| | | 2012 Budget | 2013 Budget | 2014 Budget | |
| <i>List major categories of revenues</i> | | | | | |
| | TCTP* | 37000 | 38110 | 39250 | |
| <i>Add or delete lines/rows as needed</i> | | | | | |
| | New York State Council on the Arts | 103503 | 100600 | 106150 | |
| | Foundation Support and Other Grants | 22000 | 37300 | 37600 | |
| | Business Contributions | 30000 | 32000 | 32000 | |
| | Private Contributions | 8200 | 9200 | 9200 | |
| | Art Trail Fees | 28000 | 28000 | 28000 | |
| | Artist Market Fees | 13000 | 13500 | 13500 | |
| | Contracted Services | 29500 | 17500 | 17500 | |
| | Misc Income | 4750 | 5600 | 5600 | |
| | SUBTOTAL | \$275,953 | \$281,810 | \$288,800 | |
| | TOTAL REVENUES | \$275,953 | \$281,810 | \$288,800 | |
| | TOTAL TCTP* | \$37,000 | \$38,110 | \$39,250 | |
| | TCTP Share | 13.4% | 13.5% | 13.6% | |
| EXPENSES | | | | | |
| <i>List major categories of expenses</i> | | | | | |
| | Grants | \$54,430 | \$51,200 | \$54,000 | |
| <i>Add or delete lines/rows as needed</i> | | | | | |
| | Personnel Wages | \$99,460 | \$102,835 | \$105,900 | |
| | Personnel Fringe | \$13,075 | \$13,455 | \$13,940 | |
| | Artist/Professional Fees | \$9,000 | \$9,500 | \$9,800 | |
| | Materials | \$7,800 | \$7,800 | \$8,000 | |
| | Services | \$14,900 | \$16,200 | \$16,500 | |
| | Occupancy and Utilities | \$15,779 | \$15,630 | \$16,000 | |
| | Travel | \$700 | \$700 | \$900 | |
| | Administration | \$20,766 | \$24,330 | \$20,586 | |
| | Marketing & Advertising | \$45,056 | \$45,056 | \$46,000 | |
| | SUBTOTAL | \$280,966 | \$286,706 | \$291,626 | |
| | TOTAL EXPENSES | \$280,966 | \$286,706 | \$291,626 | |
| | TOTAL TCTP* | 37000 | 38110 | 39250 | |
| | TCTP share | 13.2% | 13.3% | 13.5% | |
| | REVENUES LESS EXPENSES | -\$5,013 | -\$4,896 | -\$2,826 | |

*TCTP-Tompkins County Tourism Program

Community Arts Partnership of Tompkins County

Balance Sheet

As of December 31, 2012

| | | Dec 31, 12 | Nov 30, 12 | \$ Change | Dec 31, 11 | \$ Change |
|-----------------------------|-----------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| ASSETS | | | | | | |
| Current Assets | | | | | | |
| Checking/Savings | | | | | | |
| | 1010 · Cash-Ckg-OP | 4,871.91 | 5,435.68 | -563.77 | 5,348.95 | -477.04 |
| | 1011 · Cash-Ckg-M&T | 31,981.79 | 31,981.79 | 0.00 | 31,937.79 | 44.00 |
| | 1012 · Cash-Ckg-Copier | 223.42 | 731.87 | -508.45 | 542.60 | -319.18 |
| | 1013 · Cash CKG-TTC-TCCH | 11,672.74 | 43,570.11 | -31,897.37 | 23,004.13 | -11,331.39 |
| | 1021 · Petty Cash-TC | 300.00 | 300.00 | 0.00 | 300.00 | 0.00 |
| | 1030 · Cash-Svgs-OP | | | | | |
| | 1030A · DEC & CAP II-NYSCA | 5,000.00 | 5,000.00 | 0.00 | 0.00 | 5,000.00 |
| | 1030 · Cash-Svgs-OP - Other | 1,587.33 | 2,587.33 | -1,000.00 | 2,243.66 | -656.33 |
| | Total 1030 · Cash-Svgs-OP | 6,587.33 | 7,587.33 | -1,000.00 | 2,243.66 | 4,343.67 |
| | 1041 · Paypal | 222.84 | 0.00 | 222.84 | 761.13 | -538.29 |
| | Total Checking/Savings | 55,860.03 | 89,606.78 | -33,746.75 | 64,138.26 | -8,278.23 |
| Accounts Receivable | | | | | | |
| | 1061 · Accts Rec'ble-OP | 14,195.00 | 275.00 | 13,920.00 | 830.00 | 13,365.00 |
| | 1063 · Accts Rec'ble-TC | 1,341.42 | 1,624.75 | -283.33 | 1,790.17 | -448.75 |
| | 1065 · Accts Rec'ble-Internet | -50.50 | -50.50 | 0.00 | 638.50 | -689.00 |
| | 1066 · Accts Rec'ble-Copier | 1,146.47 | 572.21 | 574.26 | 1,403.11 | -256.64 |
| | 1070 · Grants Receivable | 103,503.00 | 103,503.00 | 0.00 | 103,503.00 | 0.00 |
| | Total Accounts Receivable | 120,135.39 | 105,924.46 | 14,210.93 | 108,164.78 | 11,970.61 |
| Other Current Assets | | | | | | |
| | 1085 · Security Deposit | -20.23 | -20.23 | 0.00 | -20.23 | 0.00 |
| | 1087 · Prepaid Exp. Other | 350.00 | 350.00 | 0.00 | 0.00 | 350.00 |
| | 1095 · Prepaid Health Insurance | 1,168.56 | 1,168.56 | 0.00 | 331.99 | 836.57 |
| | 1096 · Prepaid Other Insurance | 2,839.64 | 2,839.64 | 0.00 | 1,718.26 | 1,121.38 |
| | 1499 · Undeposited Funds-OP | 0.00 | 0.00 | 0.00 | 6,100.00 | -6,100.00 |
| | Total Other Current Assets | 4,337.97 | 4,337.97 | 0.00 | 8,130.02 | -3,792.05 |
| | Total Current Assets | 180,333.39 | 199,869.21 | -19,535.82 | 180,433.06 | -99.67 |
| Fixed Assets | | | | | | |
| | 2050 · Furn & Fixtures | 1,381.94 | 1,381.94 | 0.00 | 1,381.94 | 0.00 |
| | 2060 · Equipment-computers | 61,760.38 | 61,760.38 | 0.00 | 61,760.38 | 0.00 |
| | 2150 · Accum Depre-F & F | -60,211.00 | -60,211.00 | 0.00 | -60,211.00 | 0.00 |
| | Total Fixed Assets | 2,931.32 | 2,931.32 | 0.00 | 2,931.32 | 0.00 |
| | TOTAL ASSETS | 183,264.71 | 202,800.53 | -19,535.82 | 183,364.38 | -99.67 |

Community Arts Partnership of Tompkins County

Balance Sheet

As of December 31, 2012

| | | Dec 31, 12 | Nov 30, 12 | \$ Change | Dec 31, 11 | \$ Change |
|----------------------------------|--|-------------------|-------------------|-------------------|-------------------|------------------|
| LIABILITIES & EQUITY | | | | | | |
| Liabilities | | | | | | |
| Current Liabilities | | | | | | |
| Accounts Payable | | | | | | |
| | 3010 · Accts Payable | 3,926.56 | 16,775.72 | -12,849.16 | 1,563.50 | 2,363.06 |
| | Total Accounts Payable | 3,926.56 | 16,775.72 | -12,849.16 | 1,563.50 | 2,363.06 |
| Other Current Liabilities | | | | | | |
| | 2100 · Payroll Liabilities/simpl | 105.64 | 362.89 | -257.25 | 105.64 | 0.00 |
| | 3031 · Due to CCO | 6,285.50 | 2,367.50 | 3,918.00 | 604.00 | 5,681.50 |
| | 3032 · Due to Cornell Universit | 0.00 | 0.00 | 0.00 | 682.00 | -682.00 |
| | 3033 · Due to Hangar Theatre | 70.00 | 1,113.60 | -1,043.60 | 0.00 | 70.00 |
| | 3034 · Due to Kitchen Theater- | 1,341.00 | 1,773.00 | -432.00 | 2,174.97 | -833.97 |
| | 3035 · Due to IC-ICMusic | 0.00 | 0.00 | 0.00 | 558.00 | -558.00 |
| | 3036 · Due to State Theatre | -77.00 | 11,207.00 | -11,284.00 | 0.00 | -77.00 |
| | 3044 · Due to Other Arts Orgs- | 2,363.00 | 4,955.00 | -2,592.00 | 1,088.00 | 1,275.00 |
| | 3047 · Due to IC Theater | 12,831.00 | 17,608.50 | -4,777.50 | 18,038.50 | -5,207.50 |
| | 3049 · Due to Misc | -425.23 | -156.23 | -269.00 | 0.00 | -425.23 |
| | 3050 · Fed/FICA Payable | 2,995.63 | 6,737.61 | -3,741.98 | 2,863.82 | 131.81 |
| | 3060 · NYS W/H Payable | 562.64 | 672.89 | -110.25 | 523.55 | 39.09 |
| | 3067 · SUTA Payable | 360.14 | 310.20 | 49.94 | 247.77 | 112.37 |
| | 3070 · Def Vacation Payable | 6,170.17 | 6,170.17 | 0.00 | 6,170.17 | 0.00 |
| | Total Other Current Liabilities | 32,582.49 | 53,122.13 | -20,539.64 | 33,056.42 | -473.93 |
| | Total Current Liabilities | 36,509.05 | 69,897.85 | -33,388.80 | 34,619.92 | 1,889.13 |
| | Total Liabilities | 36,509.05 | 69,897.85 | -33,388.80 | 34,619.92 | 1,889.13 |
| Equity | | | | | | |
| | 3000 · Opening Bal Equity | -100.00 | -100.00 | 0.00 | -100.00 | 0.00 |
| | 5004 · Temporarily Restricted Assets | 124,923.00 | 124,923.00 | 0.00 | 124,923.00 | 0.00 |
| | 5005 · Net assets released from TR | -159,900.00 | -159,900.00 | 0.00 | -159,900.00 | 0.00 |
| | 5006 · Net assets released to UR | 159,900.00 | 159,900.00 | 0.00 | 159,900.00 | 0.00 |
| | 5030 · Unrestricted Net Assets | 23,921.46 | 23,921.46 | 0.00 | 43,279.54 | -19,358.08 |
| | Net Income | -1,988.80 | -15,841.78 | 13,852.98 | -19,358.08 | 17,369.28 |
| | Total Equity | 146,755.66 | 132,902.68 | 13,852.98 | 148,744.46 | -1,988.80 |
| | TOTAL LIABILITIES & EQUITY | 183,264.71 | 202,800.53 | -19,535.82 | 183,364.38 | -99.67 |

Community Arts Partnership of Tompkins County
Profit & Loss Budget vs. Actual
January through December 2012

| | | Jan - Dec 12 | Budget | \$ Over Budget | % of Budget |
|--------------------------------|--|-------------------|-------------------|-------------------|----------------|
| Income | | | | | |
| 6000 · Operating Income | | | | | |
| | 6015 · NYSCA-AIE | | | | |
| | 6015a · NYSCA-AIE Admin | 3,400.00 | 3,400.00 | 0.00 | 100.0% |
| | 6015 · NYSCA-AIE - Other | 10,200.00 | 10,200.00 | 0.00 | 100.0% |
| | Total 6015 · NYSCA-AIE | 13,600.00 | 13,600.00 | 0.00 | 100.0% |
| | 6017 · MARK- NYFA | | | | |
| | 6017a · NYFA GOS | 250.00 | 500.00 | -250.00 | 50.0% |
| | Total 6017 · MARK- NYFA | 250.00 | 500.00 | -250.00 | 50.0% |
| | 6020 · TC MarkettheArts | 10,000.00 | 10,000.00 | 0.00 | 100.0% |
| | 6021 · NYSCA-GOS | 31,000.00 | 31,000.00 | 0.00 | 100.0% |
| | 6022 · NYSCA-DEC | | | | |
| | 6022a · DEC & CAPII Admin | 17,200.00 | 17,200.00 | 0.00 | 100.0% |
| | 6022 · NYSCA-DEC - Other | 39,230.00 | 39,230.00 | 0.00 | 100.0% |
| | Total 6022 · NYSCA-DEC | 56,430.00 | 56,430.00 | 0.00 | 100.0% |
| | 6023 · NYSCA-Poet/Lit Grant | 2,473.00 | 2,473.00 | 0.00 | 100.0% |
| | 6023b · Literary Festival | 7,182.93 | 7,500.00 | -317.07 | 95.77% |
| | 6025 · Tompkins County Income | 37,000.00 | 37,000.00 | 0.00 | 100.0% |
| | 6029 · Grant Conduit Revenue | 2,875.00 | 2,875.00 | 0.00 | 100.0% |
| | 6031 · Contributions- indiv partners | 13,969.00 | 3,500.00 | 10,469.00 | 399.11% |
| | 6032 · Contributions-Bus Partnerships | 25,516.00 | 30,000.00 | -4,484.00 | 85.05% |
| | 6033 · Contributions - Artists Partner | 3,635.00 | 3,500.00 | 135.00 | 103.86% |
| | 6034 · Contributions - A.O. Partner | 385.00 | 1,200.00 | -815.00 | 32.08% |
| | 6035 · Contributions - foundations | 18,000.00 | 19,000.00 | -1,000.00 | 94.74% |
| | 6038 · Stabilization | | | | |
| | 6038a · Stabili/ACOD Admin | 18,600.00 | 20,000.00 | -1,400.00 | 93.0% |
| | Total 6038 · Stabilization | 18,600.00 | 20,000.00 | -1,400.00 | 93.0% |
| | 6039 · Visitors' Center Income | 212.64 | 350.00 | -137.36 | 60.75% |
| | 6040 · Workshops | 3,928.75 | 3,500.00 | 428.75 | 112.25% |
| | 7010 · Artist Market | 12,107.00 | 13,000.00 | -893.00 | 93.13% |
| | 7012 · GIAT | 25,490.00 | 28,000.00 | -2,510.00 | 91.04% |
| | 7030 · Interest Income | 91.13 | 650.00 | -558.87 | 14.02% |
| | 7030a · Dividend Income | 0.00 | 100.00 | -100.00 | 0.0% |
| | Total 6000 · Operating Income | 282,745.45 | 284,178.00 | -1,432.55 | 99.5% |
| | 7076 · Ticket Center Income | | | | |
| | 6025tc · TomCnty Inc- Tick Cent | 21,755.00 | 21,755.00 | 0.00 | 100.0% |
| | 7010tc · Convention Vis Bureau Rent | 11,500.00 | 11,500.00 | 0.00 | 100.0% |
| | 7021tc · Registration Income | 420.00 | 1,000.00 | -580.00 | 42.0% |
| | 7022tc · MC/VISA Trans Fees | 30,467.09 | 20,000.00 | 10,467.09 | 152.34% |
| | 7023tc · Cash Over/Short | -3.89 | | | |
| | 7025tc · Tier 1 Ticket Fee (client) | | | | |
| | 7025tcx · Int on delinquent acct | 40.25 | | | |
| | 7025tc · Tier 1 Ticket Fee (client) - Other | 18,200.00 | 18,200.00 | 0.00 | 100.0% |
| | Total 7025tc · Tier 1 Ticket Fee (client) | 18,240.25 | 18,200.00 | 40.25 | 100.22% |
| | 7026tc · Ticket Fee (customer) | | | | |
| | 7026x · Tic Fee/CC charge 2.8% | 66.46 | | | |
| | 7026tc · Ticket Fee (customer) - Other | 79,476.30 | 96,000.00 | -16,523.70 | 82.79% |
| | Total 7026tc · Ticket Fee (customer) | 79,542.76 | 96,000.00 | -16,457.24 | 82.86% |
| | 7028tc · Internet ticket fees | 7,068.95 | 7,068.95 | 0.00 | 100.0% |
| | 7029tc · Ticket Advertising Inome | 0.00 | 1,000.00 | -1,000.00 | 0.0% |

Community Arts Partnership of Tompkins County
Profit & Loss Budget vs. Actual
January through December 2012

| | | Jan - Dec 12 | Budget | \$ Over Budget | % of Budget |
|--|--|-------------------|-------------------|------------------|----------------|
| | 7040 - Phone Service Charge | | | | |
| | 7040a - Per Order Charge | 25,018.65 | 19,000.00 | 6,018.65 | 131.68% |
| | 7040 - Phone Service Charge - Other | 3,003.50 | 3,003.50 | 0.00 | 100.0% |
| | Total 7040 - Phone Service Charge | 28,022.15 | 22,003.50 | 6,018.65 | 127.35% |
| | 7050tc - Misc Income TC | 6,196.00 | 10,000.00 | -3,804.00 | 61.96% |
| | Total 7076 - Ticket Center Income | 203,208.31 | 208,527.45 | -5,319.14 | 97.45% |
| | 7077 - Copier Income | | | | |
| | 7016 - Tenant Copier Income | 6,637.62 | 7,000.00 | -362.38 | 94.82% |
| | Total 7077 - Copier Income | 6,637.62 | 7,000.00 | -362.38 | 94.82% |
| | Total Income | 492,591.38 | 499,705.45 | -7,114.07 | 98.58% |
| | Gross Profit | 492,591.38 | 499,705.45 | -7,114.07 | 98.58% |
| | Expense | | | | |
| | 8373 - OP EXP-Programs | | | | |
| | 8050 - AIE/LCB (formerly Cortland DEC | 14,000.00 | 14,000.00 | 0.00 | 100.0% |
| | 8081 - Decentralization/GAP | 39,230.00 | 39,230.00 | 0.00 | 100.0% |
| | 8088 - UAF Grants | 5,000.00 | 5,000.00 | 0.00 | 100.0% |
| | 8089 - Grant Conduit Expense | 3,903.42 | 14,000.00 | -10,096.58 | 27.88% |
| | 8091 - Stabilization | 415.05 | 500.00 | -84.95 | 83.01% |
| | 8092 - GIAT- exp | 19,767.94 | 18,500.00 | 1,267.94 | 106.85% |
| | 8095 - Gallery Exp | 329.71 | 500.00 | -170.29 | 65.94% |
| | 8098 - Literary Survey | | | | |
| | 8098a - Literary Festival | 8,313.08 | 8,400.00 | -86.92 | 98.97% |
| | Total 8098 - Literary Survey | 8,313.08 | 8,400.00 | -86.92 | 98.97% |
| | 8110 - Fundraising Exp | 875.84 | 800.00 | 75.84 | 109.48% |
| | 8116 - Workshops Expenses | 935.00 | 1,500.00 | -565.00 | 62.33% |
| | 8185 - Artist Market Exp | 3,965.11 | 3,500.00 | 465.11 | 113.29% |
| | 8188 - AIE Expense | 200.00 | 500.00 | -300.00 | 40.0% |
| | 8222 - Arts/Econ Survey | 2,300.00 | 2,300.00 | 0.00 | 100.0% |
| | Total 8373 - OP EXP-Programs | 99,235.15 | 108,730.00 | -9,494.85 | 91.27% |
| | 8374 - OP EXP-Administration | | | | |
| | 6560 - Payroll Expenses | 2.90 | | | |
| | 8020 - Audit/Acctg | 4,700.00 | 4,700.00 | 0.00 | 100.0% |
| | 8040 - Bank charges | 256.35 | | | |
| | 8070 - Dues,Fees, memberships | 1,191.00 | 1,400.00 | -209.00 | 85.07% |
| | 8090 - Equipment Exp | 0.00 | 600.00 | -600.00 | 0.0% |
| | 8099 - Website Exp | 2,562.09 | 2,200.00 | 362.09 | 116.46% |
| | 8100 - Ins/Fringe Benefits Exp | 9,839.00 | 10,400.00 | -561.00 | 94.61% |
| | 8105 - Simple Retirement | 2,675.40 | 2,675.00 | 0.40 | 100.02% |
| | 8120 - Insurance/General | 80.00 | 2,700.00 | -2,620.00 | 2.96% |
| | 8125 - CC & EFT Charges-OP | 704.10 | 500.00 | 204.10 | 140.82% |
| | 8135 - Penalty & Finance chgs | -2,260.04 | -2,200.00 | -60.04 | 102.73% |
| | 8140 - PayPal etc Exp | 218.15 | 500.00 | -281.85 | 43.63% |
| | 8160 - Office Exp-OP | 2,426.98 | 2,900.00 | -473.02 | 83.69% |
| | 8180 - Postage Exp OP | 605.20 | 1,400.00 | -794.80 | 43.23% |
| | 8190 - Print/Copy-OP | 2,408.51 | 3,500.00 | -1,091.49 | 68.82% |
| | 8210 - Rent exp | 12,053.88 | 12,229.00 | -175.12 | 98.57% |
| | 8215 - Repairs & Maint (Computer) | 0.00 | 500.00 | -500.00 | 0.0% |
| | 8220 - Salary & Wage Exp | 97,114.85 | 99,460.00 | -2,345.15 | 97.64% |
| | 8221 - P/R Taxes-FICA Employer | 8,800.60 | 10,016.00 | -1,215.40 | 87.87% |
| | 8225 - Professional Development | 514.83 | 800.00 | -285.17 | 64.35% |

Community Arts Partnership of Tompkins County
Profit & Loss Budget vs. Actual
January through December 2012

| | Jan - Dec 12 | Budget | \$ Over Budget | % of Budget |
|---|-------------------|-------------------|-------------------|----------------|
| 8226 - Marketing | 102.00 | | | |
| 8235 - Meetings | 1,291.46 | 1,100.00 | 191.46 | 117.41% |
| 8240 - Telephone Exp-OP | 1,145.81 | 1,300.00 | -154.19 | 88.14% |
| 8250 - Travel & Entertain Exp | 460.93 | 700.00 | -239.07 | 65.85% |
| 8260 - Utilities Exp | 1,592.89 | 1,800.00 | -207.11 | 88.49% |
| 8350 - Misc Exp-OP | 0.00 | 500.00 | -500.00 | 0.0% |
| Total 8374 - OP EXP-Administration | 148,486.89 | 159,680.00 | -11,193.11 | 92.99% |
| 8375 - Advertising Expense | | | | |
| 8010 - Display Ads | 11,901.55 | 11,100.00 | 801.55 | 107.22% |
| 8015 - Radio & TV Ads | 6,758.00 | 7,800.00 | -1,042.00 | 86.64% |
| 8180ad - Postage&Other Exp -Adv | 0.00 | 1,056.00 | -1,056.00 | 0.0% |
| 8375 - Advertising Expense - Other | 831.00 | | | |
| Total 8375 - Advertising Expense | 19,490.55 | 19,956.00 | -465.45 | 97.67% |
| 8376 - Ticket Center Expense | | | | |
| 8020tc - audittc | 1,500.00 | 1,500.00 | 0.00 | 100.0% |
| 8030 - MC/Visa Trans Fee Expense | 35,021.41 | 20,000.00 | 15,021.41 | 175.11% |
| 8040tc - Bank Charges-TC | 240.52 | 500.00 | -259.48 | 48.1% |
| 8090tc - Equipment-TC | 20,025.47 | 16,000.00 | 4,025.47 | 125.16% |
| 8099tc - Tech Support/ Maintenance | 0.00 | 1,000.00 | -1,000.00 | 0.0% |
| 8100tc - Health Ins/Fringe ben.TC | 4,921.79 | 5,600.00 | -678.21 | 87.89% |
| 8160tc - Office Exp TC | 1,679.50 | 1,500.00 | 179.50 | 111.97% |
| 8175 - Pass Support | 38,917.24 | 43,000.00 | -4,082.76 | 90.51% |
| 8176 - Ticket Stock | 1,575.00 | 2,500.00 | -925.00 | 63.0% |
| 8180tc - Postage Exp tc | 635.47 | 900.00 | -264.53 | 70.61% |
| 8190tc - Print/Copy TC | 2,184.16 | 2,000.00 | 184.16 | 109.21% |
| 8210tc - Rent-TC | 21,310.09 | 21,464.00 | -153.91 | 99.28% |
| 8220tc - salary TC | 78,178.13 | 71,825.00 | 6,353.13 | 108.85% |
| 8221tc - Payroll exp TC | 7,643.10 | 7,182.50 | 460.60 | 106.41% |
| 8225-tc - Professional Development | 0.00 | 800.00 | -800.00 | 0.0% |
| 8240tc - Telephone-TC | 3,034.85 | 2,600.00 | 434.85 | 116.73% |
| 8260tc - utilities | 3,083.71 | 2,900.00 | 183.71 | 106.34% |
| 8350tc - Misc Ticket Center | 153.21 | 200.00 | -46.79 | 76.61% |
| Total 8376 - Ticket Center Expense | 220,103.65 | 201,471.50 | 18,632.15 | 109.25% |
| 8377 - Copier Expense | | | | |
| 8040ch - Bank Chgs Exp | 69.30 | | | |
| 8163 - CH Copier Payments | 7,072.35 | 7,000.00 | 72.35 | 101.03% |
| 8350ch - CH-Misc Exp | 71.79 | | | |
| Total 8377 - Copier Expense | 7,213.44 | 7,000.00 | 213.44 | 103.05% |
| Total Expense | 494,529.68 | 496,837.50 | -2,307.82 | 99.54% |
| Net Income | -1,938.30 | 2,867.95 | -4,806.25 | -67.59% |

**COMMUNITY ARTS PARTNERSHIP
OF TOMPKINS COUNTY, INC.**

Ithaca, New York

FINANCIAL REPORT

**For the Years Ended
December 31, 2011 and 2010**

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.

DECEMBER 31, 2011 and 2010

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John H. Dietershagen, C.P.A.
Jerry E. Mickelson, C.P.A.
Thomas K. Van Derzee, C.P.A.
Debbie Conley Jordan, C.P.A.
Patrick S. Jordan, C.P.A.
Duane R. Shoen, C.P.A.
Lesley L. Horner, C.P.A.
D. Leslie Spurgin, C.P.A.



**Ciaschi • Dietershagen • Little • Mickelson
& Company, LLP**

Certified Public Accountants and Consultants

Frederick J. Ciaschi, C.P.A.

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Community Arts Partnership
of Tompkins County, Inc.
Ithaca, New York

We have audited the accompanying Statements of Financial Position of the Community Arts Partnership of Tompkins County, Inc. (CAP) as of December 31, 2011 and 2010, and the related Statements of Activities, Functional Expenses and Cash Flows for the years then ended. These financial statements are the responsibility of CAP's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of CAP, as of December 31, 2011 and 2010, and the changes in its net assets and cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Our audits were conducted for the purpose of forming opinions on the basic financial statements taken as a whole. The additional information as listed in the table of contents on pages 12 and 12a is presented for purposes of additional analysis and is not a required part of the basic financial statements of CAP. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

Ciaschi, Dietershagen, Little, Mickelson, & Company, LLP

May 18, 2012
Ithaca, New York

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COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
 STATEMENTS OF FINANCIAL POSITION
DECEMBER 31,

ASSETS

| | <u>2011</u> | <u>2010</u> |
|--|-------------------|-------------------|
| Current Assets: | | |
| Cash and Cash Equivalents: | | |
| Unrestricted cash | \$ 54,613 | \$ 81,439 |
| Restricted cash | <u>9,526</u> | <u>103,746</u> |
| Total Cash and Cash Equivalents | 64,139 | 185,185 |
| Accounts receivable | 10,762 | 13,450 |
| Promises to give | 103,503 | -0- |
| Prepaid expense | 2,050 | 1,096 |
| Security deposit - Rent | <u>-0-</u> | <u>2,771</u> |
| Total Current Assets | 180,454 | 202,502 |
| Equipment, net of accumulated depreciation | <u>2,931</u> | <u>1,200</u> |
| Total Assets | <u>\$ 183,385</u> | <u>\$ 203,702</u> |

LIABILITIES AND NET ASSETS

| | | |
|----------------------------------|-------------------|-------------------|
| Current Liabilities: | | |
| Accounts payable | \$ 1,562 | \$ 1,358 |
| Compensated absences | 6,170 | 6,170 |
| Payroll taxes payable | 3,742 | 4,974 |
| Due to arts organizations | <u>23,145</u> | <u>23,097</u> |
| Total Liabilities | <u>34,619</u> | <u>35,599</u> |
| Net Assets: | | |
| Unrestricted | 35,737 | 64,357 |
| Temporarily restricted | <u>113,029</u> | <u>103,746</u> |
| Total Net Assets | <u>148,766</u> | <u>168,103</u> |
| Total Liabilities and Net Assets | <u>\$ 183,385</u> | <u>\$ 203,702</u> |

See Independent Auditor's Report and Notes to Financial Statements

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED DECEMBER 31.

| | 2011 | | |
|---|---------------------|-----------------------------------|-------------------|
| | <u>Unrestricted</u> | <u>Temporarily Restricted</u> | <u>Total</u> |
| Support: | | | |
| Contributions | \$ 34,578 | \$ 8,000 | \$ 42,578 |
| Revenue and Grants from: | | | |
| New York State | 2,750 | 103,503 | 106,253 |
| Tompkins County | 88,405 | 7,000 | 95,405 |
| Revenues: | | | |
| Greater Ithaca Art Trail (GIAT) | 26,555 | | 26,555 |
| Program service fees | 109,640 | | 109,640 |
| Special events | 646 | | 646 |
| Rental income | 11,000 | | 11,000 |
| Registration fees | 1,205 | | 1,205 |
| Interest | 173 | | 173 |
| Miscellaneous | 2,782 | | 2,782 |
| Net Assets Released from Restrictions: | | | |
| Satisfaction of program restrictions | <u>109,220</u> | <u>(109,220)</u> | <u>-0-</u> |
| Total Support and Revenues | <u>386,954</u> | <u>9,283</u> | <u>396,237</u> |
| Program Services: | | | |
| Marketing and public relations | 22,926 | | 22,926 |
| GIAT | 17,473 | | 17,473 |
| Grants to individuals and organizations | 65,612 | | 65,612 |
| Ticket Center | <u>141,988</u> | | <u>141,988</u> |
| Total Program Services | <u>247,999</u> | <u>-0-</u> | <u>247,999</u> |
| Support Services: | | | |
| Management and general | 165,446 | | 165,446 |
| Fundraising | <u>2,129</u> | | <u>2,129</u> |
| Total Support Services | <u>167,575</u> | <u>-0-</u> | <u>167,575</u> |
| Total Support Services and Expenses | <u>415,574</u> | <u>-0-</u> | <u>415,574</u> |
| CHANGE IN NET ASSETS | (28,620) | 9,283 | (19,337) |
| Net Assets, January 1 | <u>64,357</u> | <u>103,746</u> | <u>168,103</u> |
| Net Assets, December 31, | <u>\$ 35,737</u> | <u>\$ 113,029</u> | <u>\$ 148,766</u> |

See Independent Auditor's Report and Notes to Financial Statements

| 2010 | | |
|---------------------|-----------------------------------|-------------------|
| <u>Unrestricted</u> | <u>Temporarily Restricted</u> | <u>Total</u> |
| \$ 37,586 | \$ | \$ 37,586 |
| 15,218 | 103,746 | 118,964 |
| 77,588 | | 77,588 |
| 32,279 | | 32,279 |
| 128,605 | | 128,605 |
| | | -0- |
| 11,000 | | 11,000 |
| 760 | | 760 |
| 296 | | 296 |
| 2,918 | | 2,918 |
| <u>154,959</u> | <u>(154,959)</u> | <u>-0-</u> |
| <u>461,209</u> | <u>(51,213)</u> | <u>409,996</u> |
| 28,346 | | 28,346 |
| 18,167 | | 18,167 |
| 90,698 | | 90,698 |
| <u>145,389</u> | | <u>145,389</u> |
| <u>282,600</u> | <u>-0-</u> | <u>282,600</u> |
| 160,560 | | 160,560 |
| <u>1,860</u> | | <u>1,860</u> |
| <u>162,420</u> | <u>-0-</u> | <u>162,420</u> |
| <u>445,020</u> | <u>-0-</u> | <u>445,020</u> |
| 16,189 | (51,213) | (35,024) |
| <u>48,168</u> | <u>154,959</u> | <u>203,127</u> |
| <u>\$ 64,357</u> | <u>\$ 103,746</u> | <u>\$ 168,103</u> |

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2011

| | Program Services | | | | Total Program Services |
|-----------------------------------|--------------------------------------|---------------|---|------------------|------------------------------|
| | Marketing and Public Relations | GIAT | Grants to Individuals and Organizations | Ticket Center | |
| Grants | \$ | \$ | \$ 5,000 | \$ | \$ 5,000 |
| Salaries | | | | 72,381 | 72,381 |
| Fringe benefits | | | | 8,487 | 8,487 |
| Payroll tax expense | | | | 7,140 | 7,140 |
| Advertising | 20,532 | | | | 20,532 |
| Consultants and professional fees | | | | 10,914 | 10,914 |
| Insurance | | | | | -0- |
| Office expenses | | | | 1,813 | 1,813 |
| Postage | | | | 440 | 440 |
| Printing and publications | | | | 2,575 | 2,575 |
| Rent and utilities | | | | 23,415 | 23,415 |
| Telephone | | | | 2,391 | 2,391 |
| Depreciation expense | | | | | -0- |
| Travel | 103 | | | | 103 |
| Fundraising | | | | | -0- |
| Repairs and maintenance | | | | | -0- |
| Dues and fees | | | | | -0- |
| Decentralization | | | 44,100 | | 44,100 |
| Arts in Education | | | 8,300 | | 8,300 |
| Program service | | 17,473 | 8,212 | | 25,685 |
| Web-site development | 2,291 | | | | 2,291 |
| Bank charges | | | | 12,438 | 12,438 |
| Bad debt expense | | | | | -0- |
| Miscellaneous | | | | (6) | (6) |
| Total Expenses | \$ 22,926 | \$ 17,473 | \$ 65,612 | \$ 141,988 | \$ 247,999 |

See Independent Auditor's Report and Notes to Financial Statements

Support Services

| <u>Management and General</u> | <u>Fundraising</u> | <u>Total</u> |
|-----------------------------------|--------------------|-------------------|
| \$ | \$ | \$ |
| | | 5,000 |
| 95,834 | | 168,215 |
| 13,355 | | 21,842 |
| 10,121 | | 17,261 |
| | | 20,532 |
| 4,300 | | 15,214 |
| 4,205 | | 4,205 |
| 2,421 | | 4,234 |
| 933 | | 1,373 |
| 4,713 | | 7,288 |
| 13,503 | | 36,918 |
| 1,564 | | 3,955 |
| 1,111 | | 1,111 |
| 1,489 | | 1,592 |
| | 2,129 | 2,129 |
| 661 | | 661 |
| 752 | | 752 |
| | | 44,100 |
| | | 8,300 |
| 7,700 | | 33,385 |
| | | 2,291 |
| 2,372 | | 14,810 |
| | | -0- |
| 412 | | 406 |
| <u>\$ 165,446</u> | <u>\$ 2,129</u> | <u>\$ 415,574</u> |

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2010

| | Program Services | | | | Total Program Services |
|-----------------------------------|--------------------------------------|---------------|---|------------------|------------------------------|
| | Marketing and Public Relations | GIAT | Grants to Individuals and Organizations | Ticket Center | |
| Grants | \$ | \$ | \$ 25,754 | \$ | \$ 25,754 |
| Salaries | | | | 72,906 | 72,906 |
| Fringe benefits | | | | 9,249 | 9,249 |
| Payroll tax expense | | | | 7,420 | 7,420 |
| Display ads | 24,040 | | | | 24,040 |
| Consultants and professional fees | | | | 10,235 | 10,235 |
| Insurance | | | | | -0- |
| Office expenses | | | | 3,024 | 3,024 |
| Postage | | | | 545 | 545 |
| Printing and publications | | | | 1,698 | 1,698 |
| Rent and utilities | | | | 24,765 | 24,765 |
| Telephone | | | | 2,568 | 2,568 |
| Depreciation expense | | | | | -0- |
| Travel | | | | | -0- |
| Fundraising | | | | | -0- |
| Repairs and maintenance | | | | 762 | 762 |
| Dues and fees | | | | | -0- |
| Decentralization | | | 48,000 | | 48,000 |
| Arts in Education | | | 16,944 | | 16,944 |
| Program service | | 18,167 | | | 18,167 |
| Web-site development | 4,306 | | | | 4,306 |
| Bank charges | | | | 11,992 | 11,992 |
| Bad debt expense | | | | | -0- |
| Miscellaneous | | | | 225 | 225 |
| Total Expenses | \$ 28,346 | \$ 18,167 | \$ 90,698 | \$ 145,389 | \$ 282,600 |

See Independent Auditor's Report and Notes to Financial Statements

Support Services

| <u>Management and General</u> | <u>Fundraising</u> | <u>Total</u> |
|-----------------------------------|--------------------|-------------------|
| \$ 95,080 | \$ | \$ 25,754 |
| 10,277 | | 167,986 |
| | | 19,526 |
| 9,419 | | 16,839 |
| | | 24,040 |
| 4,400 | | 14,635 |
| 1,951 | | 1,951 |
| 2,589 | | 5,613 |
| 860 | | 1,405 |
| 4,735 | | 6,433 |
| 13,893 | | 38,658 |
| 1,418 | | 3,986 |
| 1,053 | | 1,053 |
| 1,520 | | 1,520 |
| | 1,860 | 1,860 |
| 198 | | 960 |
| 1,066 | | 1,066 |
| | | 48,000 |
| | | 16,944 |
| 5,465 | | 23,632 |
| | | 4,306 |
| 1,285 | | 13,277 |
| 4,737 | | 4,737 |
| 614 | | 839 |
| <u>\$ 160,560</u> | <u>\$ 1,860</u> | <u>\$ 445,020</u> |

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31.

| | <u>2011</u> | <u>2010</u> |
|---|-------------------|-------------------|
| Cash Flows from Operating Activities: | | |
| Changes in net assets | \$ (19,337) | \$ (35,024) |
| Adjustments to reconcile changes in net assets to cash (used) by operating activities: | | |
| Depreciation | 1,111 | 1,053 |
| (Increase) decrease in assets: | | |
| Accounts receivable | 2,688 | 1,597 |
| Prepaid expense | (954) | 118 |
| Security deposit | 2,771 | -0- |
| (Decrease) increase in liabilities: | | |
| Accounts payable | 204 | (2,400) |
| Payroll taxes payable | (1,232) | 662 |
| Due to arts organizations | 48 | (12,540) |
| Net Cash (Used) by Operating Activities | <u>(14,701)</u> | <u>(46,534)</u> |
| Cash Flows from Investing Activities | | |
| Equipment purchases | <u>(2,842)</u> | <u>(916)</u> |
| Net Cash (Used) by Investing Activities | <u>(2,842)</u> | <u>(916)</u> |
| Cash Flows from Financing Activities | <u>-0-</u> | <u>-0-</u> |
| NET (DECREASE) IN CASH CASH EQUIVALENTS | (17,543) | (47,450) |
| Cash and Cash Equivalents, January 1, | <u>185,185</u> | <u>232,635</u> |
| Cash and Cash Equivalents, December 31, | <u>\$ 167,642</u> | <u>\$ 185,185</u> |

See Independent Auditor's Report and Notes to Financial Statements

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2011 and 2010

Note 1 - Summary of Significant Accounting Policies

Activity

The mission of the Community Arts Partnership of Tompkins County, Inc. (CAP) is to act as an advocate for the arts of Tompkins County (the County), to serve the public by strengthening services and resources for artists and the arts, and to encourage collaboration among arts, governmental, educational, business, and other community organizations. CAP is supported primarily through grants and contributions and program service fees.

Program services include:

- Grants to Individuals and Others - a program primarily supported by the New York State Council on the Arts (NYSCA) providing grants for professional arts and cultural events as well as individual artists.
- Ticket Center - a centralized box office service for the sale of tickets to entertainment events occurring in the County.
- Visitor's Center - a visitor information center managed in conjunction with the Ticket Center and in cooperation with the Convention and Visitor's Bureau.
- Stabilization - a program administered for the County, whose goal is to stabilize and develop arts and culture within the County, with funds from the Room Occupancy Tax Fund.
- Greater Ithaca Art Trail (GIAT) - a self-guided tour of working artists' studios throughout the County.
- Marketing and Public Relations - includes projects such as ithacaevents.com, an on-line resource for arts and cultural events in the County.

Accounting Method

The financial statements of CAP have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

Financial Statement Presentation

CAP complies with the provisions of the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958 "Not-for-Profit Entities." Under FASB ASC 958, CAP is required to report information regarding its financial position and activities within three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For purposes of the Statements of Cash Flows, CAP considers all unrestricted highly liquid investments with an initial maturity of three months or less to be cash equivalents.

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
NOTES TO FINANCIAL STATEMENTS
(CONTINUED)
DECEMBER 31, 2011 and 2010

Contributions

Contributions restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statements of Activities as net assets released from restrictions.

Promises to Give

Unconditional promises to give are recognized as revenues or gain in the period received and as assets, decreases of liabilities, or expenses depending on the form of benefits received. Conditional promises to give are recognized only when the conditions on which they depend are substantially met and the promises become unconditional.

Furniture and Equipment

CAP capitalizes all expenditures for furniture and equipment in excess of \$250. Purchased furniture and equipment are carried at cost. Donated furniture and equipment are carried at the approximate fair value at the date of donation. Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets.

Donated Furniture and Equipment

Donations of furniture and equipment are recorded as contributions at their estimated fair value at the date of donation. Such donations are reported as increases in unrestricted net assets unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire furniture and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, CAP reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. CAP reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Compensated Absences

Compensated absences are accrued and recorded as a liability when incurred. Compensated absences consist of unused vacation and sick time payable at termination.

Expense Allocation

The costs of providing various programs and other activities have been summarized on a functional basis in the Statements of Activities, Statements of Functional Expenses and Schedule of Support, Revenues, Expenses, and Changes in Net Assets. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Advertising Costs

CAP expenses advertising costs when incurred.

Tax Exemption

CAP is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. In addition, CAP qualifies for the charitable contributions deduction under Section 170(b)(1)(A) and has been classified as an organization that is not a private foundation under Section 509(a)(2). However, CAP is subject to routine audits by taxing jurisdictions. While there are no current audits in progress for any tax periods, CAP's open audit periods are 2008 through 2010.

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
 NOTES TO FINANCIAL STATEMENTS
 (CONTINUED)
DECEMBER 31, 2011 and 2010

Reclassifications

Certain accounts in the prior year financial statements have been reclassified for comparative purposes to conform with the current year presentation.

Note 2 - Accounts Receivable

Accounts receivable consist of normal trade receivables. They are deemed fully collectible during the next operating period. They have been recorded without an allowance for doubtful accounts.

Note 3 - Equipment

Equipment consisted of the following at December 31,:

| | 2011 | | |
|-----------|------------------|-----------------------------|-----------------|
| | Cost | Accumulated Depreciation | Book Value |
| Equipment | \$ <u>63,142</u> | \$ <u>60,211</u> | \$ <u>2,931</u> |
| | 2010 | | |
| | Cost | Accumulated Depreciation | Book Value |
| Equipment | \$ <u>60,300</u> | \$ <u>59,100</u> | \$ <u>1,200</u> |

Depreciation expense for the years ended December 31, 2011 and 2010 amounted to \$1,111 and \$1,053, respectively.

Note 4 - Accounts Payable

Accounts payable consist of normal trade payables. They will be liquidated during the next operating period.

Note 5 - Due to Arts Organizations

Amounts due to arts organizations of \$23,145 and \$23,097 at December 31, 2011 and 2010, respectively, consisted of funds collected for tickets sold on behalf of various organizations at the Ticket Center, and will be remitted accordingly during the next operating period.

Note 6 - Lease Agreements

CAP entered into a lease agreement for space in Center Ithaca. The Center Ithaca lease is from June 1, 2009 to June 30, 2014. Total rental payments to Center Ithaca in 2011 and 2010 were \$32,285 and \$30,917, respectively. Future required payments on the Center Ithaca lease are as follows:

| Year | Amount |
|-------|-----------|
| 2012 | \$ 31,058 |
| 2013 | 31,058 |
| 2014 | 15,529 |
| Total | \$ 77,645 |

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
NOTES TO FINANCIAL STATEMENTS
(CONTINUED)
DECEMBER 31, 2011 and 2010

In April 2010, CAP signed a non-cancelable lease agreement with Eastern Copy Products for the rental of a Xerox WorkCentre 7425P for the period April 1, 2010 through March 31, 2015. Total rental payments in 2011 and 2010 were \$6,922 and \$6,393.

Future required payment on this lease is as follows:

| Year | Amount |
|-------|------------------|
| 2012 | \$ 5,874 |
| 2013 | 5,874 |
| 2014 | 5,874 |
| 2015 | 1,469 |
| Total | \$ <u>19,091</u> |

Note 7 - Temporarily Restricted Net Assets

Temporarily restricted net assets released from restrictions were as follows:

| | 2011 | 2010 |
|---|-------------------|-------------------|
| NYSICA/GOS | \$ 25,646 | \$ 43,000 |
| NYSICA/DEC | 63,000 | 68,530 |
| NYSICA/AIE | 12,600 | 27,590 |
| NYSICA/Other | 2,500 | 9,816 |
| Tompkins County/Literary Celebration | 5,474 | -0- |
| Visitor's Center | -0- | 6,023 |
| Total Temporarily Restricted Net Assets Released from Restrictions | \$ <u>109,220</u> | \$ <u>154,959</u> |

Temporarily restricted net assets at December 31, 2011 and 2010 consist of the following:

| | 2011 | 2010 |
|---|-------------------|-------------------|
| NYSICA/GOS | \$ 31,000 | \$ 25,646 |
| NYSICA/DEC | 56,430 | 63,000 |
| NYSICA/AIE | 13,600 | 12,600 |
| NYSICA/Other | 2,473 | 2,500 |
| Tompkins County/Literary Celebration | 1,526 | -0- |
| Triad Foundation/AIE | 8,000 | -0- |
| Total Temporarily Restricted Net Assets | \$ <u>113,029</u> | \$ <u>103,746</u> |

Note 8 - Concentration of Credit Risk

CAP maintains cash balances at several financial institutions. From time to time, CAP may have bank deposits in excess of Federal Deposit Insurance Corporation (FDIC) insurance limits. At December 31, 2011 and 2010, there were no uninsured cash balances.

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
NOTES TO FINANCIAL STATEMENTS
(CONTINUED)
DECEMBER 31, 2011 and 2010

Note 9 - Restricted Cash

Restricted cash of \$9,526 and \$103,746 at December 31, 2011 and 2010, respectively, consisted of monies received from grantors during 2011 and unspent at year-end.

Note 10 - Pension Plan

During 2003, CAP established a simplified employee pension (SEP) plan. Eligibility requirements for employees have yet to be established by the Board of Directors. CAP matches participants' contributions to the Plan up to 3% of the individual participant's compensation. Total expenses for the years ended December 31, 2011 and 2010, were \$3,227 and \$2,044, respectively.

Note 11 - Commitments

CAP has committed to make grants in the following fiscal year to area artists and organizations. Amounts to be paid by grants are as follows at December 31,:

| | 2011 | 2010 |
|--|---------------|---------------|
| Decentralization grants to organizations | \$ 35,530 | \$ 40,100 |
| Decentralization grants to artists | 3,700 | 4,000 |
| Arts in Education grants | 14,000 | 8,000 |
| Total Grants | \$ 53,230 | \$ 52,100 |

Note 12 - Promises to Give

Unconditional promises to give are all receivable in the subsequent year and there were no unconditional promises to give at December 31, 2010. The following are unconditional promises to give at December 31, 2011:

| | |
|--------------------------------------|----------------|
| NYSCA - General Operating | \$ 31,000 |
| NYSCA - Literary Support Celebration | 2,473 |
| NYSCA - Local Capacity Building | 13,600 |
| NYSCA - Decentralization | 56,430 |
| Total Promises to Give | \$ 103,503 |

Note 13 - Events Subsequent to Report Date

CAP has evaluated event transactions occurring between December 31, 2011 and May 18, 2012 which is the date the financial statements were available to be issued, for possible disclosure and recognition in the financial statements. No events were identified which require disclosure or recognition in the financial statements as of December 31, 2011.

COMMUNITY ARTS PARTNERSHIP OF TOMPKINS COUNTY, INC.
SCHEDULES OF SUPPORT, REVENUES, EXPENSES, AND CHANGES IN NET ASSETS
FOR THE YEARS ENDED DECEMBER 31,

| | 2011 | | |
|---|-------------------|--------------------|-------------------|
| | Operating Fund | | Total |
| | Operations | Ticket Center Fund | |
| Support: | | | |
| Contributions | \$ 42,578 | \$ | \$ 42,578 |
| NYSCA - GOS | 31,000 | | 31,000 |
| - DEC | 56,430 | | 56,430 |
| - AIE | 13,600 | | 13,600 |
| - Literature | 2,473 | | 2,473 |
| - New York Foundation for the Arts | 2,750 | | 2,750 |
| Tompkins County | 73,650 | 21,755 | 95,405 |
| Total Support | <u>222,481</u> | <u>21,755</u> | <u>244,236</u> |
| Revenues: | | | |
| GIAT | 26,555 | | 26,555 |
| Program service fees | 14,965 | 94,675 | 109,640 |
| Special events | 646 | | 646 |
| Rental income | | 11,000 | 11,000 |
| Registration fees | | 1,205 | 1,205 |
| Interest | 173 | | 173 |
| Miscellaneous | 2,565 | 217 | 2,782 |
| Total Revenues | <u>44,904</u> | <u>107,097</u> | <u>152,001</u> |
| Total Support and Revenues | <u>267,385</u> | <u>128,852</u> | <u>396,237</u> |
| Expenses: | | | |
| Program Services: | | | |
| Marketing and public relations | 22,926 | | 22,926 |
| GIAT | 17,473 | | 17,473 |
| Grants to individuals and organizations | 65,612 | | 65,612 |
| Ticket Center | | 141,988 | 141,988 |
| Total Program Services | <u>106,011</u> | <u>141,988</u> | <u>247,999</u> |
| Support Services: | | | |
| General administration | 165,446 | | 165,446 |
| Fundraising | 2,129 | | 2,129 |
| Total Support Services | <u>167,575</u> | <u>-0-</u> | <u>167,575</u> |
| Total Expenses | <u>273,586</u> | <u>141,988</u> | <u>415,574</u> |
| Changes in Net Assets | (6,201) | (13,136) | (19,337) |
| Net Assets (Deficit), January 1 | <u>190,649</u> | <u>(22,546)</u> | <u>168,103</u> |
| Net Assets (Deficit), December 31, | <u>\$ 184,448</u> | <u>\$ (35,682)</u> | <u>\$ 148,766</u> |

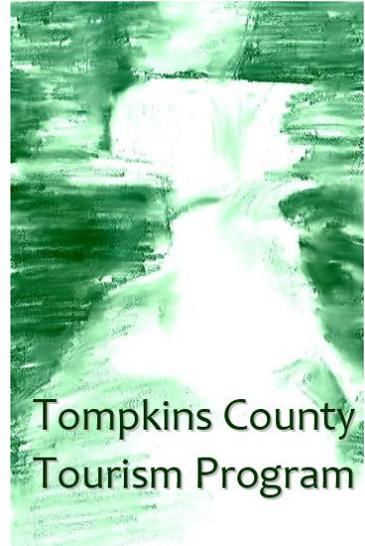
See Independent Auditor's Report

| 2010 | | |
|-------------------|-----------------------|-------------------|
| Operating Fund | | |
| Operations | Ticket Center Fund | Total |
| \$ 37,586 | \$ | \$ 37,586 |
| 25,646 | | 25,646 |
| 63,000 | | 63,000 |
| 17,120 | | 17,120 |
| 5,194 | | 5,194 |
| 8,004 | | 8,004 |
| <u>47,833</u> | <u>29,755</u> | <u>77,588</u> |
| <u>204,383</u> | <u>29,755</u> | <u>234,138</u> |
| 32,279 | | 32,279 |
| 14,765 | 113,840 | 128,605 |
| | | -0- |
| | 11,000 | 11,000 |
| | 760 | 760 |
| 296 | | 296 |
| <u>2,796</u> | <u>122</u> | <u>2,918</u> |
| <u>50,136</u> | <u>125,722</u> | <u>175,858</u> |
| <u>254,519</u> | <u>155,477</u> | <u>409,996</u> |
| 28,346 | | 28,346 |
| 18,167 | | 18,167 |
| 90,698 | | 90,698 |
| | 145,389 | 145,389 |
| <u>137,211</u> | <u>145,389</u> | <u>282,600</u> |
| 160,560 | | 160,560 |
| 1,860 | | 1,860 |
| <u>162,420</u> | <u>-0-</u> | <u>162,420</u> |
| <u>299,631</u> | <u>145,389</u> | <u>445,020</u> |
| (45,112) | 10,088 | (35,024) |
| <u>235,761</u> | <u>(32,634)</u> | <u>203,127</u> |
| <u>\$ 190,649</u> | <u>\$ (22,546)</u> | <u>\$ 168,103</u> |

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Ithaca/Tompkins County Convention and Visitors Bureau

Applicant Organization: Same

Contact Person: Fred Bonn

Phone: 272-1313 Email: Fred@VisitIthaca.com

2014 Request: \$953,500 Product Development or Marketing? Marketing

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|--|-----------------|-----------|----------------------|
| 2010 | 832,688 | -\$36,512 | -4% | 85% |
| 2011 | 890,730 | \$49,862 | 5.6% | 82% |
| 2012 | 895,778 | \$13,238 | 1.5% | 87% |
| 2013*** | 925,776 budget + 54,030 Tourism Implementation Grant yet to be received. | \$29,988 | 3.2% | 81% |
| Request 2014 | 953,500 | \$27,724 | 3% | 88% |

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

** Enter modified budget amounts where applicable. *** FLTA line (\$12,000) included in this base CVB budget in 2013

II. PROGRAM DESCRIPTION

Describe the program in two or three sentences.

The Ithaca / Tompkins County Convention & Visitors Bureau is the Destination Marketing Organization (DMO) for our community. The I/TCCVB features four program areas: Marketing, Group Sales, Public Relations, and Visitor Services. These departments create brand awareness for Ithaca and the communities in Tompkins County through strategic advertising, sales and public relations programs and then provide timely and accurate information to potential visitors and meeting planners via our website, 800# and through one-on-one conversations.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

1. Continue to expand efforts to secure mid-week business by focusing on small meetings and conferences and motor coach tours. We will be hosting our second annual FAM tour

in June 2013 and have budgeted to do the same in 2014 in an attempt to work with tour companies as they develop hub and spoke tours for the Finger Lakes that are based out of Ithaca. In 2013 we are also budgeting to host two "Ithaca in..." events where we would work with our partners to hold receptions in Albany and market TBD for conference and event planners, in preparation for the anticipated +20% growth in the number of hotel rooms in Tompkins County by 2015.

2. Develop integrated marketing campaigns that address areas of opportunity as identified by the 2020 STPB Strategic Plan. These include culinary, outdoor rec and green travel.
3. Utilize data obtained from Chmura Economics Study to refine marketing and advertising plan and continue to advocate for a re-do of this study in next two year.
4. Continue to lead our local and regional tourism based economy into a pattern of strong growth by implementing effective marketing and advertising programs that utilize traditional and emerging social and digital media platforms.

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.

Income:

It is very challenging to deliver the strongest program our office can in light of being limited to a 3% increase in funding while knowing that we need to prepare for a +20% increase in room inventory by 2015. This fact, coupled with what will likely be a shift in funding to regional initiatives and away from county programs by New York State, (I expect a Matching Funds grant of approx. \$60,000 in 2014, down from \$80,000 plus four years ago) makes this a tight budget.

County Room Tax Support for NYS Matching Funds – each year, as the designated TPA for Tompkins County, our office applies for a New York State Matching Funds Grant and our award from NYS needs to be matched dollar for dollar at the local level. 75% of the total pool of monies can be used to support marketing and advertising programs exclusive to Tompkins County while 25% of the monies must be used to support regional programs (Finger Lakes Tourism Alliance, Cayuga Lake Scenic Byway, Finger Lakes Regional PR program etc.) Historically Tompkins County committed approx. \$11,

Due to changes in financial reporting now required by the New York State Matching Funds Grant program, all monies drawn from this account must be passed through the Regional Tourism Promotion Agency account. So now, when we purchase the inside back cover of the Finger Lakes Tourism Agency's travel guide, FLTA invoices the FL TPA Regional Account who in turn invoices the Ithaca CVB, who pays the FL TPA Regional Account, who pays FLTA for our inside back cover adv. in their travel guide. The same is true of the other regional initiatives that we are in partnership with. (Cayuga Lake Scenic Byway, Regional Public Relations program, Finger Lakes Beer Trail). In order to help streamline our budget and make it more understandable I am proposing that to include the support of FLTA into our Regional Matching Funds line.

In 2014, based on the State budget passed this past April, I am projecting a slight decline of \$5,105 in funding from New York State as monies are directed to support a \$10 million regional competitive grant program, details of which have yet to be announced.

The good news is that in 2013, we were successful in launching a comprehensive advertising program for our partners that generated \$23,000 in revenue, up from \$17,500 in 2012. We were also successful in obtaining a Regional Economic Development Council Grant for the Finger Lakes Beer Trail, a program that, due to timing, will post revenue and expenses in 2014.

Expenses:

Administration – Despite a significant increase in the recently released Living Wage rate (\$11.67 / hr. to \$12.62/hr. w/ health insurance) this budget holds the line on administrative expenses with a modest .76% increase. Much of this is due to savings achieved through strategic recruitment of new staff that has kept our total salary increase to 1% growth while still allowing for a cost of living increase for all salaried and hourly staff. What remains a great unknown at this time are the associated costs to be experienced in providing mandated health insurance. At the time of this submission there are still too many variables and premium rates are unknown.

There are modest increases in rent for both our offices and visitors center on East Shore Drive as well as the Downtown Visitors Center. (2% and 3% respectively)

The Chamber of Commerce's fee for administrative support (financial and HR functions) and supervision of the program have an increase of 7% or \$1,776 due to compensation adjustment made for the Chamber's Business Manager.

Marketing – Our 2014 budget request reflects the continued shift toward allocating more assets in support of our digital campaigns (paid SEO for VisitIthaca.com, subscription fees for bulk email services, digital reader response lead generators, Facebook and other social media presence). We have had to cut back on some of our more traditional print advertising campaigns.

Finger Lakes Beer Trail Grant – Due to the delay in awarding this grant the actual program and associated marketing costs will be part of our 2014 budget. This month long campaign scheduled for Feb. 2014 is being coordinated by our office and includes partnership support from Cortland County, Monroe County, Broome County, Steuben County, Ontario County and Onondaga County.

Winter Recess 2014 – I am proposing that we continue to promote Ithaca as a destination for teachers in 2014 but that we continue to scale back on the cost of producing the event. In 2013 we were able to produce Winter Recess for under \$22,000 against an anticipated cost of \$25,000. In some years associated actual costs exceeded \$26,000. I am proposing that we maintain support at \$19,000 in 2014 knowing that districts across the state will have the entire week off and that we will be able to market ourselves to downstate districts that were unable to participate in 2013 due to Superstorm Sandy.

Cortland Sports Council - In support of the 2020 Strategic Plan, I have received an outline proposal from the Cortland Regional Sports Council to provide support in the recruitment of athletic events and tournaments during our shoulder seasons. The fee for this service would be \$6,000 annually plus an additional \$2,000 of expenses to support development and production of marketing collateral.

1. The Cortland Regional Sports Council would act as the lead agency for Cortland and Tompkins County on sports related bids, proposals, research, etc. for potential sporting events. Leads may be generated by existing events/contacts or may be new leads that need assistance. Having one point of contact will minimize time constraints and facilitate communication. This will allow both communities to maximize the opportunities and maintain current staffing.
2. The Sports Council will work with the Tompkins County CVB as directed to ensure hotel blocks, facility rentals and other required space is contracted. Monthly updates will be provided for inclusion in board reports on existing and potential opportunities.
3. A monthly fee of \$500 will be issued to the Sports Council from Tompkins County for its services. Additional funding for printed material, support of specific events will be detailed and presented for approval before commitments are made.
4. Basic operating procedures will be developed between the Sports Council and Tompkins County CVB. Specific needs will be addressed on an as needed basis as each event is different and there is no way to anticipate every detail.

New York State Matching Funds – based on the New York State Budget that was passed in April, I expect to see \$60,000 in funding from New York State in the form of a Matching Funds Grant. These monies must be matched dollar for dollar at the local level (creating a total pool of \$120,000) that provides 75% in support of local, Tompkins County projects, and 25% support for regional (Finger Lakes, Southern Tier Reg. Eco. Council) projects. I am proposing that we continue to use the majority of these funds at the local level to support design and printing of our travel guide as well as some traditional print and TV buys. I expect that the Regional Program will continue to be one that focuses on us buying into the regional Public Relations program that allows us to work closely with Quinn and Company. The formal decision on what the regional program will be isn't likely to be made until September/October timeframe.

Public Relations – We have reduced this program significantly as we continue to manage with a changing media landscape that places more emphasis on our digital and social media platforms. We will continue to host travel writers and will be pitching stories directly and via Quinn and Company, but we are not planning on any significant PR initiatives at this time. We are proposing to reduce program expenses by 29%.

Visitor Services – Visitor Services continues to be challenged by new travel trends that enable individuals to carry a great deal of information with them on mobile devices. In 2014, and in support of the 2020 Strategic Plan, I propose that we create a mobile, Segway based, information service center that takes the information to where the people are. In addition to providing essential travel information during large campus and community events, this mobile center will be equipped to capture email addresses, demographic information and key market data pertaining to why the individual/party is staying in our community. I am proposing a one-time capital expense of \$16,500 to purchase and brand a mobile service.

Additionally, we will continue to work closely with TC3 to produce the Hospitality Star program and we will be hosting our annual FAM Tour for regional and local tourism offices.

Group Sales – This department now has two experienced sales professionals to highlight Ithaca and Tompkins County to Meeting and Conference planners as well as to Group Tour / Motor Coach operators. In 2014, this department will be focused on highlighting all of the “new” product that is or will soon be open. (Fairfield, Holiday Inn Conf. Center, Ithaca Commons, Marriott) as well as our existing assets for groups (Statler, LaTourelle, Ramada, Clarion, Homewood Suites, Country Inn & Suites, Courtyard, etc.)

Central to this effort will be our office attending appointment based tradeshows (Connect, ABA Marketplace, OMCA, Active America China, ESSAE) to continue to build relationships with group event decision makers.

We are also actively collaborating with the Corning Museum of Glass and with the expanded Destiny USA mall in Syracuse to position Ithaca as a key overnight stop or hub for these experiences as group tours move from NYC to Niagara Falls.

On the meeting and conference front, I’m proposing that we work with partner hotels to host two invitation receptions for planners. One will need to be in Albany, the second in a market to be determined by Directors of Sales from partner properties.

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

Goal 1: *Increase Mid-Week Overnight Stays*

Measure of Achievement 1A: *Track and report increase in the number of meeting, association and group tour companies contacted by Group Sales Department, increase number of “new” prospects by 8% over 2013.*

Measure of Achievement 1B: *Increase number of associated mid-week room nights generated by Group Sales Department by 10% over 2013 (Meetings/Conferences & Group Tour)*

This is the #1 goal of our organization as we prepare for another expansion of the room inventory in our market. As we continue to track events and activities taking place on weekends throughout the year, we can safely project historic levels of weekend business from mid-Feb. through the end of Nov. in 2013. Our efforts have to be focused on developing initiatives that generate mid-week business now more than ever if we want to fully capitalize on the possibility of a +20% increase in room inventory by 2015.

To this end we have also recruited a new Sales Manager who is well versed and experienced with both the meeting / conference market as well as the group tour market. This position is being structured to focus on developing new, out of market, sales relationships in support of the current Director of Sales at the CVB.

Goal 2: *Increase usage of VisitIthaca.com and maintain it as the key portal for travel to Ithaca & Tompkins County.*

Measure of Achievement 2A: *Increase unique visitation to VisitIthaca.com by 6% while increasing unique visitation to mobile version (m.VisitIthaca.com) by 15% over 2013 using Google Analytics as the measurement tool.*

Measure of Achievement 2B: *Increase “time on site” by 5% over 2013 using Google Analytics as measurement tool.*

All of our marketing efforts focus on driving eyeballs to VisitIthaca.com. By maintaining our traditional advertising programs and expanding our Search Engine Optimization we expect to be able to increase the number of unique visitors to our website. The tool for measuring will be reports from Google Analytics that allow us to measure our success not just in the moment but can also provide a very rich historical context. Currently, “Unique Visitors” in the last year (May 2012 to April 2013) is up 7%.

Goal 3: *Expand presence of Ithaca and Tompkins County on multiple social media platforms*

Measure of Achievement 3A: *Earn 22,000 “likes” on Facebook (May 2013 we currently have 12,360 toward goal of 18,000 by end of the year)*

Measure of Achievement 3B: *Obtain an average “reach” audience of 7,500 per post with avg. Viral rates +5.5%.*

Measure of Achievement 3C: *Identify new/emerging social media platforms and gain foothold.*

This is the new frontier for our office as we look to communicate with our next generation of traveler. While we’ve realized some measurable success with our Facebook page and have determined that Facebook is clearly a branding tool and not a sales tool, we need to expand

these efforts into new social media platforms. The roll of the new Integrated Marketing Manager and our Content and Earned Media Specialist are key to this effort. By managing existing resources, it is our expectation that we can increase our social media audience base significantly.

Goal 5: Produce successful FAM Tour for Motor coach tour companies

Measure of Achievement 5A: Host a third FAM tour that attracts 25+ companies

Measure of Achievement 5B: Secure 10 tours from companies attending FAM Tour.

Goal 6: Produce successful reception for meeting planners in Albany and a market TBD.

Measure of Achievement 5A: Between the two events, work with our partner properties to attract 60 meeting planners to an event that highlights all of the new development and product available in Ithaca in 2015.

Measure of Achievement 5B: Secure 8 RFP's as a result of these receptions.

2013 Goals – Progress YTD

2013 Goal 2: Increase usage of VisitIthaca.com

- VisitIthaca.com YTD Unique Visits +10.2% (goal +6%)
- Mobile version VisitIthaca.com +166% (2013 goal +15%)

2013 Goal 3: Social Media

- Facebook “likes” YTD 12,400 (goal 18,000 in 2013)
- Twitter Followers – just starting to build audience beyond several dozen current subscribers. (goal 5,000 followers in 2013)
- Pintrist Page launched 45 days ago

2013 Goal 4 Visitor Engagement at Information Centers

- First time info table set up during “Cornell Days”
- Providing tablets for visitors to our center that can capture emails.
- Signage that allows visitors to “snap” and sign up for email newsletters.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

The most significant achievement of the last year is all of the new staffing changes. Since May, 2012, we have recruited a new Integrated Marketing Manager, Sales Manager, and Content and Earned Media Specialist. Each of these positions is now staffed by a skilled and passionate individual and we, as an organization, will benefit greatly from their fresh enthusiasm and experience.

We were successful in obtaining two grants in 2012, the Farm to Table Implementation Grant and the Finger Lakes Beer Trail Grant that will help us achieve our goal of marketing our community as one that supports local and sustainable agricultural and beverage products.

In September of 2012 we held our first successful Motor Coach Familiarization Tour and are well on our way to surpassing the number of attendees that will attend our tour in June of 2013.

VisitIthaca.com stands to have over 300,000 unique visitors between our desktop and mobile optimized site. There is quality engagement by site users and it continues to be one of the highest trafficked sites in our community.

We set a record for requests for information in 2012, (+ 35,000) the result of new marketing initiatives and enhancements to our website.

Facebook recruitment and engagement in the last year has soared. We are consistently creating posts that reach audiences in excess of 7,000 views. Users are commenting and forwarding our posts that talk about Ithaca and Tompkins County's natural, culinary, arts and cultural assets.

After a painful experience a few years ago, we have successfully managed a direct, permission-given email campaign that sees open rates, at a minimum of 25% with some exceeding 50% on a monthly basis.

In the last year we have also seen quality media successes with stories appearing in *Buffalo Magazine*, *AAA Car and Driver*, *Washington Post*, Huffington Post, and Yahoo Travel that are directly linked to the efforts of our office and the relationship we have with Quinn and Company. We hosted the World Café radio show that was recorded at the State Theatre and broadcast to over 700,000 listeners.

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?

In order to meet the objectives and goals of the 2020 Strategic Plan, as well as to prepare for the rapid increase in hotel rooms, while maintain our existing position we have as a boutique destination, while continuing to develop mid-week business opportunities, the only area I would propose cutting would be to reduce hours of operation at our two visitor centers. A 10% decrease in the number of hours could show a savings of between \$7,500 and \$9,000. If the opposite were true, ie. should more monies become available, I would propose that we begin to plan the development of the next version of VisitIthaca.com. Our current site is

challenged by having been developed on a Cold Fusion program platform and as such, it does not display well on tablets and mobile devices. Additionally, since we have added many enhancements to the site (integrated calendars, news and events feeds) the overall navigation has become cumbersome for the user. VisitIthaca.com is on track to have over 300,000 unique visitors in 2013 and over 1.2 million page views. After Cornell University and Ithaca College's websites, it is one of the most trafficked sites in our community.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

We have worked closely with the following organizations also funded by the room-tax funded programs:

- Community Arts Partnership – have participated in discussions related to services provided by ticket center our shared visitor information space on The Commons.
- Downtown Ithaca Alliance – ongoing partnerships and collaborative ventures relating to Visitor Services, festival promotion and general vitality of downtown Ithaca.
- Cayuga Lake Wine Trail – cooperative advertising and grant consulting
- Cayuga Lake Scenic Byway – cooperative advertising and grant consulting
- State Theatre – several promotions / contests we've sponsored have featured the State Theatre
- Ithaca Scottish Games – cooperative advertising and marketing program for 2012 festival
- Kitchen Theatre – consulting re. grant applications
- Ithaca Theatre Collective – have met repeatedly to discuss our marketing programs and the ways we can facilitate group tour block ticket purchases.
- Discovery Trail – consulting re. marketing and advertising programs
- Cayuga Lake Triathlon – visitor information services and welcome information athletes
- Finger Lakes Dragon Boat Festival – visitor information services and welcome information for teams
- Grassroots Festival – co-promotion and market analysis / demographic analysis
- Museum of the Earth / Cayuga Nature Center – consulting re. grant applications
- Floating Classroom – consulting re. grant applications
- Ithaca Shakespeare Company – grant consulting
- International Fantastic Film Festival – grant consulting, PR consulting, marketing and promotion consulting.
- History Center – grant consulting, Path through History
- New York State Parks – Path through History
- NETMA! – monthly meetings were created to facilitate dialog and information sharing between our industry partners
- TC3.biz - / Workforce NY – Collaboration around hosting annual Hospitality Star trainings

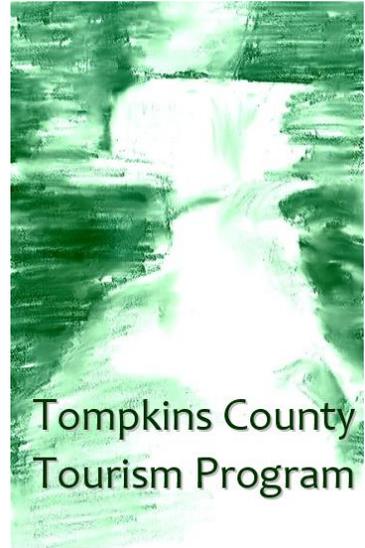
| CVB Budget | 2012 Budget | 2012 Year End | 2013 Budget | 2014 Request |
|---|--------------------|----------------------|--------------------|---------------------|
| Income | | | | |
| Room Tax | 839,503 | 839,503 | 859,671 | 892,500 |
| County Room Tax for NYS Matching Funds | 44,785 | 44,785 | | |
| Local Matching Funds - 75% (Travel Guide, Print Adv., TV/Radio) | | | 49,578 | 45,750 |
| Regional Matching Funds 25% (FLTA, CLSB, FL TPA PR Coop.) | | | 4,527 | 15,250 |
| Finger Lakes Tourism Alliance | 11,500 | 11,500 | 12,000 | |
| Total Room Tax Support | 895,788 | 895,788 | 925,776 | 953,500 |
| NYS Matching Funds | 44,785 | 44,785 | 66,105 | 61,000 |
| Def. from 2012 | 68,386 | 68,386 | 26,480 | - |
| Travel Guide/Web Photos | 39,000 | 17,571 | 34,000 | 37,000 |
| Winter Recess Ads | | 2,462 | 3,000 | 6,000 |
| Retail Sales | 6,500 | 6,243 | 7,500 | 8,700 |
| Misc/Cooperative Advertising | 3,750 | 190 | 20,000 | 15,000 |
| Grant Income | | | 54,030 | 40,500 |
| Interest Income | | 82 | 80 | 11 |
| Total Income | 1,058,209 | 1,035,506 | 1,136,971 | 1,121,711 |
| Expenses | | | | |
| ADMINISTRATION | | | | |
| Payroll | 369,820 | 352,348 | 389,648 | 393,700 |
| Incentives/Bonuses | 4,600 | 5,750 | 5,000 | 5,000 |
| Payroll Taxes | 29,506 | 30,487 | 34,629 | 31,496 |
| Retirement | 15,075 | 14,309 | 16,920 | 15,750 |
| Health Insurance | 18,000 | 12,257 | 20,000 | 23,000 |
| Travel | 5,250 | 5,925 | 5,500 | 6,250 |
| Insurance | 4,499 | 4,352 | 5,000 | 5,000 |
| Rent | 87,199 | 87,119 | 88,843 | 90,619 |
| Administration | 39,563 | 39,563 | 36,785 | 39,426 |
| DVC Rent | 11,330 | 11,500 | 11,670 | 12,020 |
| Computer Maintenance | 10,000 | 7,953 | 10,000 | 9,500 |
| Telephone | 7,500 | 5,376 | 7,000 | 6,000 |
| Equipment | 12,500 | 16,059 | 13,500 | 8,500 |
| Software | 8,000 | 4,200 | 5,000 | 5,500 |
| Meetings & Conferences | 5,000 | 2,507 | 4,000 | 3,000 |
| Office Expense | 14,000 | 14,531 | 13,050 | 14,750 |
| Dues & Subscriptions | 6,000 | 5,098 | 6,000 | 5,500 |
| Audit | 3,750 | 3,450 | 4,075 | 6,250 |
| Staff Development | 2,250 | 2,508 | 1,750 | 2,250 |
| Subtotal | 653,842 | 625,291 | 678,370 | 683,511 |
| MARKETING | | | | |
| Travel | 5,900 | 10,371 | 3,750 | 6,500 |
| Website/On-Line/Mobile App | 45,000 | 41,184 | 44,000 | 45,000 |
| Postage | 22,000 | 31,974 | 33,411 | 34,000 |
| Workshops for Partners | 1,500 | 378 | 1,000 | 1,500 |
| Misc. Marketing Expenses | 5,000 | 5,246 | 2,000 | 2,000 |
| Tradeshows | 13,000 | 8,704 | 6,000 | 8,000 |
| Staff Development | 1,750 | 2,595 | 1,500 | 1,750 |
| Radio/TV | 40,000 | 41,698 | 48,250 | 43,000 |
| Advertising | 50,000 | 37,733 | 46,250 | 35,000 |
| Local Matching Funds (75%) & Collateral | 98,839 | 110,170 | 99,158 | 91,500 |
| Regional Matching Funds (25%) | 32,946 | 32,946 | 33,053 | 30,500 |
| Winter Recess | 22,000 | 25,973 | 25,000 | 19,000 |
| Beer Trail Grant Expenses | | | | 40,500 |
| Culinary Grant Expenses | | | 54,030 | - |
| Special Events/Projects (Cortland Sports Council) | 2,500 | 3,466 | 2,000 | 8,000 |
| Subtotal | 340,435 | 352,437 | 399,401 | 366,250 |

| | | | | |
|-----------------------------|-----------------------|---------------------|------------------|------------------|
| PUBLIC RELATIONS | | | | |
| Travel | 750 | 950 | 500 | 500 |
| Comm. Photographer/Video | 2,000 | 0 | 1,750 | 1,000 |
| Misc. PR Expenses | 4,750 | 1,021 | 1,500 | 1,000 |
| Staff Development | 200 | 850 | 500 | 500 |
| Subtotal | 7,700 | 2,821 | 4,250 | 3,000 |
| VISITOR SERVICES | | | | |
| Travel | 2,200 | 2,919 | 2,000 | 2,200 |
| Staff Development | 1,000 | 485 | 750 | 700 |
| Furnishing | 500 | 598 | | 400 |
| Cost of Goods Sold | 6,500 | 5,389 | 6,000 | 5,000 |
| Advertising | 750 | 0 | 750 | 500 |
| Special Projects | 1,500 | 125 | 1,200 | 1,200 |
| Segway / Mobile Info Center | | | 0 | 16,500 |
| Subtotal | 12,450 | 9,516 | 10,700 | 26,500 |
| GROUP SALES | | | | |
| Travel | 6,500 | 5,657 | 7,000 | 7,000 |
| Online Marketing | 4,000 | 401 | 1,500 | 2,000 |
| EmpowerMINT | 5,500 | 0 | 6,000 | 6,200 |
| Misc. Sales Expenses | 4,000 | 3,455 | 4,000 | |
| Tradeshows | 15,000 | 11,513 | 12,000 | 12,000 |
| Staff Development | 750 | 225 | 750 | 750 |
| Promotional Items | 2,000 | 3,108 | 1,500 | 1,500 |
| Advertising | 5,000 | 2,918 | 4,500 | 3,000 |
| Motor Coach FAM Tour | 13,000 | 3,184 | 7,000 | 5,000 |
| Albany / ROC FAM | | | | 5,000 |
| Subtotal | 55,750 | 30,461 | 44,250 | 42,450 |
| Total | 1,070,177 | 1,020,526 | 1,136,971 | 1,121,711 |
| P/L | \$ (11,968.00) | \$ 14,980.16 | \$ - | \$ - |

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Discovery Trail

Applicant Organization: Discovery Trail

Contact Person: Nancy Grossman

Phone: 607.351.1505 Email: ngrossman@discoverytrail.com

2014 Request: \$37,360.00 Product Development or Marketing? Marketing

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|-----------------|-----------|---|
| 2010 | 35,734.00 | -1,881.00 | -5% | 23% overall and 71% marketing and admin |
| 2011 | 35,734.00 | 0 | 0 | Same as 2010 |
| 2012 | 36,270.00 | 536.00 | 1.5% | 22% overall and 70% marketing and admin |
| 2013 | 36,270.00 | 0 | 0 | Same as 2012 |
| Request 2014 | 37,360.00 | 1,090.00 | 3% | 20% overall and 66% marketing and admin |

* 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.

The Discovery Trail is a collaborative of eight Tompkins County attractions, including seven museums and the TC Public Library. The Discovery Trail pools its resources, including annual member contributions of \$18,600 plus \$23,137 of in-kind support in 2013, to co-promote the member organizations, and thereby extends its marketing reach beyond what each organization could do individually.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

Challenges: With the available marketing funds we reworked our options and changed the focus to our *What's Hot* campaign since we did not have the resources (financial or staff) to address the ambitious 2012 marketing plan goals.

Opportunities: The Discovery Trail is an incredible product. We have eight international quality educational institutions providing rich and engaging experiences to all ages every season of the year. This wide range of appeal offers us endless marketing opportunities to engage visitors.

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.

The Discovery Trail's annual budget is organized by program budgets. We have a separate budget for administration and marketing and a separate program budget for our two school programs in Ithaca and Trumansburg. The expansion of *Kids Discover the Trail!* is still in the planning stages and will be funded in a separate budget from the Discovery Trail's marketing efforts.

During 2013, the Discovery Trail directors increased our member dues from \$15,160 in 2012 to \$18,600, a 23% increase from the previous year. We also computed in-kind DT partner support for 2013 which totaled \$23,137 for DT directors, marketing committee, and DT Chair time.

Two other changes to DT administration in 2013 include the switch from our accounting being handled "in-house" at TCPL to hiring LAP and the transfer of the DT coordinator position from a consultant to an employee of the DT. These changes resulted in the addition of two new categories to the budget template.

In 2014, the requested funds will be used to increase promotion of Discovery Trail offerings to potential out of area visitors with the goal of extended overnight stays in Tompkins County. Our plans are outlined in the program goals section.

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

The Discovery Trail plans to continue with our successful initiatives and make adjustments in 2014 to include more social media, analyze and potentially continue our *What's Hot* campaign and increase attendance and name recognition. We feel the Discovery Trail is a positive investment for the Tourism Program. Our marketing initiatives correspond with the growing use of the internet for travel planning and majority of Tompkins County tourists in the age range of 45-64 years as outlined in the Chmura Report.

Our planned expansion of the *Kids Discover the Trail!* program from Ithaca and Trumansburg districts to include the remaining four districts in Tompkins County mirrors an STPB Tourism goal of improving the quality of life for local residents. We are continuing to work on this project.

2014 Program Goals:

Goal 1: The Discovery Trail will continue to improve the use of tracking and analytics in our marketing planning.

Measure of Achievement: We are using analytics and cost per impression data to determine the success of our advertising vehicles. We will analyze data from 2012 to 2013 to determine changes in data.

Narrative: We plan to increase the use of analytics offered by Facebook and Google and our QR coding as we focus on specific geographic regions, age groups and interests. As we drill into this data the information we acquire will allow us to make the most of our advertising decisions and then have the best rate of return with our advertising dollars.

Goal 2: We will assess the impact of the *What's Hot* campaign and determine if the program should be continued for 2014 or if a new approach should be implemented.

Measure of Achievement: To determine if the *What's Hot* campaign will be used in 2014 we will review data from 2012 to 2013 to determine the change in unique visitors, page views as well as traffic sources.

Narrative: We will use data from the *What's Hot* campaign to determine if we plan to continue with this program in the greater Rochester area by reviewing analytics to assess the change in web and social media engagement.

The *What's Hot* campaign is an integrated approach to marketing specific events and exhibits at DT sites and is a change from our past focus of marketing the DT as one product. In 2013 we are selecting 2 to 3 items per month as a feature. When the event is featured, for example Bird Migration Day at the Lab of Ornithology, we have a cover photo and ad campaign on Facebook, our radio ad on WXXI and screen ad at the Little Theatre in Rochester and *What's Hot* button on www.discoverytrail.com all focus on this specific event. Since we are only two months into this campaign our data is very limited however, from April 2012 to April 2013 there was a 7% increase in web traffic from Rochester.

Goal 3: Attendance and Name Recognition

Based on the data obtained in our visitor survey scheduled for 2013 we will determine the change in data from 2011. In 2012 we achieved our desired increase of 5% in visitor attendance to our sites which is outlined in section VI.

Measure of Achievement: We will have updated data by fall 2013 and for 2014 our goals will be determined by the pending information so an approximation would be to:

- Increase total attendance at the eight Discovery Trail sites by 5%, from 718,088 in 2012.
- Increase out-of-county name recognition of Discovery Trail by 5%, from 32% in 2011.
- Increase in-county name recognition of Discovery Trail by 5% from 62% in 2011.

Narrative: A goal of the Discovery Trail is to continue to increase our out-of-area visitation and name recognition by in and out of county attendees. Data from the visitor survey demonstrates the importance of both local and out of area visitors being familiar with the Discovery Trail. In 2011, 75% of visitors surveyed had previously visited Tompkins County. With 69% of visitors indicating word of mouth in 2011 as the source for learning about the Discovery Trail we plan to try and dig deeper into that data and further quantify how and where visitors learned of the Discovery Trail in the 2013 survey.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

2012 achievements include:

Brochure exchanges: Cayuga Lake wine trail, CVB and FLTA

Google Adwords campaign: managed January – May 2012 by student intern from Lab of Ornithology

Local and regional press: Winter Recess (Feb 2012), *KDT!* full circle event (May 2012), NYS Museum week (May/June 2012), AAA e-connection feature to 220,000 members (June 2012), AAA blog (July 2012) and feature story (Winter 2012)

Outreach: in addition to regional and local brochure distribution, the DT distributed Goodie bags to 100 front end staff at 11 local hotel properties, and participated in the CVB Hospitality Star program and CVB Bus Tour Fam events, CU parents weekend tabling

Video: new DT video produced by Ithaca College park scholar program and posted to website July 2012

Web presence: CVB feature listing April – November, monthly event postings Edible Fingerlakes and Fingerlakes Tourism Alliance, Life in Fingerlakes in addition to discoverytrail.com and weekly updates to DT events and news on discoverytrail.com

2012 Program Goal - ACHIEVED

Goal: Increase total attendance at Discovery Trail sites by 3-5%, following the trend of the past five years.

Result: Total DT attendance increased 3% from 2011 to 2012 from 694,891 in 2011 to 718,088 in 2012. For Museums only there was an increase of 13% from 270,274 to 305,716. 2012 was the first year we were able to obtain visitor data from all eight sites. If we remove visitor data from Cornell Plantations (the new data for 2012) and compare the same museums from 2011 we still have an increase of 3.5% from 270,274 to 279,555 in 2012.

Smart Fun Campaign

Part of a growing marketing plan is trying new initiatives, analyzing and then determining their success. In 2012 we tried a Smart Fun campaign that was geared to grandparents and families with the goal of bringing their children to Discovery Trail sites. The campaign was executed in regional family publications in Albany, Buffalo, Ithaca and Rochester. We compared data from the same months in 2011 to 2012 and determined there was not an increase in web hits or tracking by QR code. Based on this data we decided not to continue the campaign in 2013.

2013 to date achievements include:

- *What's Hot* Campaign website enhancements to include What's Hot button, What's Hot feature page and Past Highlights
- Brochure Reprint – 100,000 brochure run at Arnold Printing with graphic assistance from Michael Rider

2013 on the schedule:

- Summer 2013 – visitor survey conducted by WB&A consulting

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?

With the requested increase we will have the ability to expand on the successes of 2013 and determine the best areas to add funds. For example if the WXXI and Little Theatre screen ads both in Rochester show increased web hits then we can increase our contracted weeks for 2014.

Based on the current level of funding we plan to keep 2013 staffing the same for 2014. The DT coordinator will be the main person to implement the marketing projects with the assistance of the DT Chair, DT marketing committee and graphic designer from the Lab of Ornithology.

With a reduction in funding we will have to reduce our advertising (print, radio and web), brochure distribution and revisit our brochure reprint and visitor survey plans for 2015.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

The Discovery Trail maintains a strong working relationship with the Ithaca CVB through collaboration on marketing campaigns and participation in CVB initiatives such as the VIsitithaca.com feature listings, seasonal e-news blasts, bus tour offerings, Star Hospitality offerings, and Winter Recess. The CVB shares their plans and marketing research which helps the Discovery Trail determine the best avenues to pursue to expand the outreach for potential visitors to Tompkins County.

The Discovery Trail maintains a presence in the Community Arts Partnership downtown ticket center with brochures and a 27.5" by 71" banner.

In addition, the Discovery Trail in and of itself is a collaboration and we are always receptive to other ways to participate in our community.

Discovery Trail
2014 Budget Request –
Tompkins County Tourism Program

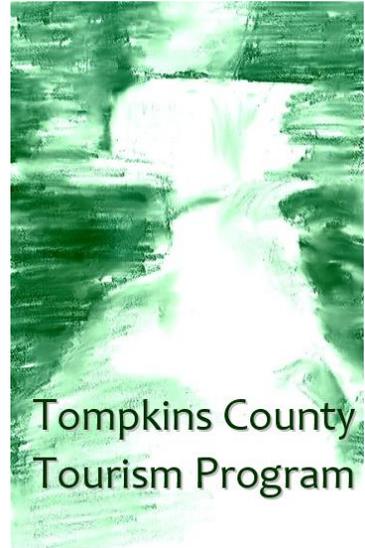
| REVENUE | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
|-------------------------------|--------------------|--------------------|--------------------|---|
| TCTP* | \$36,270.00 | \$36,270.00 | \$37,360.00 | |
| <i>DT Member Dues</i> | \$14,920.00 | \$18,600.00 | \$18,600.00 | |
| SUBTOTAL | \$51,190.00 | \$54,870.00 | \$55,960.00 | |
| TOTAL REVENUES | \$51,190.00 | \$54,870.00 | \$55,960.00 | |
| TOTAL TCTP* | \$36,270.00 | \$36,270.00 | \$37,360.00 | |
| TCTP Share | 70.9% | 66.1% | 66.8% | |
| EXPENSES | | | | |
| Advertising | \$14,460.00 | \$15,780.00 | \$16,600.00 | Radio, Print and Web |
| Visitor Survey | \$3,000.00 | \$2,000.00 | \$2,000.00 | |
| Brochure Reprint/design | \$4,000.00 | \$4,000.00 | \$4,000.00 | |
| Brochure Distribution | \$5,000.00 | \$5,750.00 | \$6,000.00 | includes shipping to brochure distributor |
| Web Design/Hosting | \$400.00 | \$450.00 | \$450.00 | |
| Local advertising & fliers | \$2,920.00 | \$1,885.00 | \$1,885.00 | |
| Maps | \$540.00 | \$550.00 | \$550.00 | |
| Professional Fees | \$1,800.00 | \$2,500.00 | \$2,500.00 | annual audit |
| Accounting - LAP | \$0.00 | \$900.00 | \$900.00 | |
| Coordinator - federal taxes | \$0.00 | \$1,555.00 | \$1,555.00 | |
| Coordinator - admin | \$10,200.00 | \$10,500.00 | \$10,520.00 | |
| Coordinator - marketing | \$8,870.00 | \$9,000.00 | \$9,000.00 | |
| SUBTOTAL | \$51,190.00 | \$54,870.00 | \$55,960.00 | |
| TOTAL EXPENSES | \$51,190.00 | \$54,870.00 | \$55,960.00 | |
| TOTAL TCTP* | \$36,270.00 | \$36,270.00 | \$37,360.00 | |
| TCTP share | 70.9% | 66.1% | 66.8% | |
| REVENUES LESS EXPENSES | \$0 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Tompkins County Festivals Program

Applicant Organization: Downtown Ithaca Alliance

Contact Person: Gary Ferguson, Executive Director

Phone: 277-8679 Email: gary@downtownithaca.com

2014 Request: \$25,750 Product Development or Marketing? Product

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|------------|-----------|----------------------|
| 2010 | | | | |
| 2011 | | | | |
| 2012 | 25,000 | | | 82.2% |
| 2013 | 25,000 | 0 | 0 | 82.2% |
| Request 2014 | 25,750 | 750 | 3% | 82.2% |

* 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.

The Festivals Program was created by the STPB to support, nurture, and guide both grantee and non-grantee special events in Tompkins County. It endeavors to make festivals and special events an important and meaningful part of County tourism. The Program accomplishes this through technical assistance, education and networking, improving access to equipment, and through integrating events into tourism and economic development.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

There are several important issues that confront the Festival Program in the years ahead:

- (a) Increasing demand/limited resources (will require updated evaluation criteria plus increased use of shared equipment, and a commitment to better fiscal planning)
- (b) Municipal fiscal constraints (TA to municipalities; fiscal planning for event organizers)
- (c) Maximizing the impact of events on local economies (guidelines for events)
- (d) Integrating grant programs with the festivals program (collaboration with grant programs)

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.

The 2014 budget request for the Festivals Program seeks to build upon the activity and success of the 2012 and 2013 seasons. Work is divided into two principal categories: technical assistance and equipment. These two categories are reflected in the budget presentation.

The Downtown Ithaca Alliance (DIA) operates this program on behalf of the Tompkins County Tourism Program (TCTP) in conjunction with its own extensive agenda of downtown Ithaca special events. Funding from the TCTP enables the DIA to hire additional event staff, hence freeing up DIA staff to work on Tompkins County event assistance.

Technical Assistance

The majority of funds will be used to provide technical assistance to Tompkins County organizations and entities seeking to undertake special event and/or festival projects. This assistance falls into three main sub-categories:

- Workshops
- Direct Technical Assistance
- Ongoing Planning, Evaluation, and Education

Workshops:

During 2012-2013, the DIA organized and led six different workshops pertaining to key special event planning issues. These included such topics as grant writing, greening your event, volunteer recruitment, budgeting, measuring tourism impact and marketing. During 2014, the DIA will continue this workshop series, planning another six workshops. Some topics will be repeated and some new workshops will be created, based on prevailing issues. These workshops will be organized by DIA Associate Director Vicki Taylor-Brous and will include a variety of other presenters.

Direct Technical Assistance:

The DIA will provide direct technical assistance in the following ways:

- (a) Technical assistance to TCTP grant applicants: The DIA will work with interested applicants on helping them prepare appropriate and workable grant proposals. We will review their plans, help applicants brainstorm concepts and ideas, and help applicants arrive at reasonable revenue and cost projections. Our service is designed to assist and not “take over” a planning process.
- (b) Technical assistance to TCTP grantees: The DIA will likewise work with interested successful applicants in further refining their plans, plan logistics, and helping them find/obtain needed equipment and supplies. Many grantees avail themselves of this service. The volume of hours will depend on the number of grantees who choose to seek assistance.
- (c) Technical assistance to other countywide festivals and events: There are a number of projects and groups who do not seek grant assistance yet are interested in receiving technical assistance for their events. Some of these entities eventually decide to seek grant funding in future years.
- (d) Technical assistance to City of Ithaca events: Not all events that happen in the City are DIA events. The City has urged groups that it grants municipal permission to hold events to seek technical assistance from the DIA. Some of these are also TCTP grantees; some are not.

In our 2012 annual report to the TCTP, we indicated that direct technical assistance provision in 2012 exceeded 620 hours from all DIA staff, led primarily by Vicki Taylor Brous and Special Events Manager Patty Clark. A similar level of effort is projected for 2013.

In 2014, we project that direct technical assistance for the above patron groups will be around 600 hours, ultimately depending on demand. We will attempt to require recipients to rely less on the DIA for logistical assistance and more for actual planning assistance.

Ongoing Planning, Evaluation and Education:

This portion of technical assistance involves providing more programmatic assistance on behalf of the TCTP Festivals Program. It includes the following:

- (a) Review of grant applications (once or twice a year)
- (b) Festival Program website content and maintenance
- (c) Production of a regular e-newsletter
- (d) Efforts to maintain, store, transport, and repair equipment
- (e) Work on evaluation criteria for grantees and for better relating events to tourism

This is a growing category of technical assistance, which we expect to spend more time and energy on in 2014. The need for evaluation criteria and for better linking tourism to events will be important projects for 2014.

Equipment

The DIA has been engaged in a program to acquire and stockpile equipment for use in special events in the County. This equipment ranges in scope from stanchions, to generators, to pop-up tents, to lighting. Each year the DIA adds to this collection, adding \$5,000 of equipment to the pool of resources. The DIA has been providing storage of equipment and transportation in-kind to the project (value – storage unit \$120-\$250 per month, truck and insurance \$100 per day).

In 2014, we have also allocated \$5,000 toward equipment purchases. The exact purchases will be determined by the DIA in consultation with grantees and with community special event providers. Among the likely purchases will be additional pop-up tents, safety equipment, and water dispensing stations.

Staffing

The lead staff person for this project will be Vicki Taylor Brous, Associate Director of the DIA. Vicki has led the Festival Program initiative since its inception and brings a career of expertise and knowledge in the field of event planning. Vicki will be assisted by DIA Special Event Manager Patty Clark. Patty is one of the community's leading event planning practitioners and has personally managed some of our community's largest and most popular events. Providing assistance on as-needed case-by-case basis will be Executive Director Gary Ferguson.

Issues for 2014

- Shifting technical assistance to become more planning related and less hands-on logistical assistance;
- Defining metrics, measures, and actions to help link grantee projects to overnight and day tourism spending;
- Defining metrics for evaluation of grantee projects;

- Working to better link grant programs with the festival program.

V. PROGRAM GOALS

List and describe program goals for 2014, 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.

Goal 1: Provide Direct Technical Assistance:

- Measure of Achievement 1A: To at least 35 different entities and groups
- Measure of Achievement 1B: Average technical assistance planning session will last at least one hour
- Measure of Achievement 1C: Average technical assistance logistics session will last at least three hours
- Measure of Achievement 1D: We will work with at least eight (8) major festivals/events;
- Measure of Achievement 1E: We will work with the City of Ithaca on their special events policies and procedures

Goal 2: Purchase and loan new/additional equipment needed for events

- Measure of Achievement 2A: Meet with event planners to assess needs
- Measure of Achievement 2B: Purchase \$5,000 of event equipment in 2014
- Measure of Achievement 2C: Lend equipment to at least 12 different entities

Goal 3: Conduct Ongoing Planning, Evaluation and Education

- Measure of Achievement 3A: Conduct a review of grant applications (once or twice a year)
- Measure of Achievement 3B: Maintain and update on a monthly basis the Festivals Program website
- Measure of Achievement 3C: Prepare a quarterly e-newsletter for event planners, grantees, and other interested parties
- Measure of Achievement 3D: Operate an ongoing program to maintain, store, transport, and repair equipment; report on program utilization and maintenance needs
- Measure of Achievement 4D: Prepare updated evaluation criteria for event grantees and prepare guidelines for better relating events to tourism

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 strategic tourism plan?

The Festival Program addresses and aligns specifically to the Festivals section of the Strategic Plan. In the Strategic Plan, there are three goals: to add new tourism attracting events, to increase the number of room nights generated by events, and to increase local retail, restaurant, and entertainment spending associated with event attendees. The Festivals Program is designed to directly address these goals.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

Since the inception of the program, our goals have been to assist grantees, applicants, and potential future applicants in planning and producing better, more cost-effective, and more tourism centric festivals and events. A summary of the major goals and achievement metrics follows:

Number of event/festival applicants for grant programs: definite increase from year-to-year

Number of entities assisted: 50 different entities

Scope of assistance provided: 680 hours of technical assistance

Workshops provided: 6 (2012-2013)

Website launched: Fully operational

Manual prepared: Completed, posted, and printed; used as an ongoing tool

Equipment purchased and loaned: Items purchased in 2012 and 2013; frequently loaned to community events (include bounce house, stanchions, tables, chairs, pop-up tents, generators)

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?

Reduction in funding would necessarily translate into a proportionate decrease in technical assistance provided (both in terms of hours provided and numbers of clients served). We would work with the STPB Festivals Committee to determine where to make strategic reductions (i.e. fewer workshops, fewer clients served, less time per client).

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

- (a) We propose to work with the STPB Festivals Committee and the rest of the STPB to examine the appropriateness for a revamped grant program that specifically targets events and festivals. Currently, events and festivals can be funded under several different grant programs. They are often rated against other non-event proposals rather than other events. We will examine and explore the utility of such a re-alignment of programs.
- (b) Regardless of the outcome of (a), we will work with the existing grant programs on methodologies for evaluating proposals and for better linking event activities to measurable tourism metrics (room nights, sales and retail/restaurant activity). We will assist in the scoring and evaluation of grant proposals as appropriate.
- (c) We will continue and grow our collaborations with the event planning community, both major and minor. We will continue to facilitate meetings and networking to promote sharing of ideas and equipment.

TOMPKINS COUNTY FESTIVALS PROGRAM

2014 Budget Request - Tompkins County Tourism Program

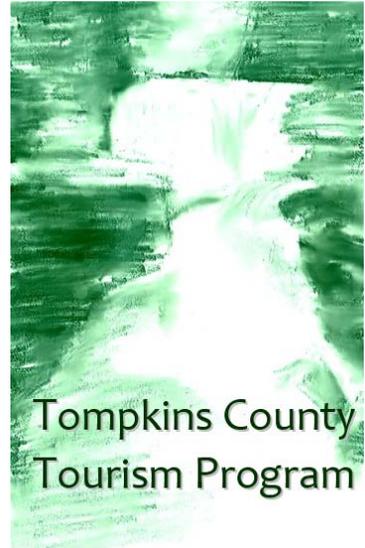
| | | (Modified) | | | |
|--|-------------------------|------------------|------------------|------------------|---|
| REVENUE - Festivals Program- TA | | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
| <i>Festival Program Technical Assistance</i> | TCTP* | 20,000 | 20,000 | 20,600 | 3% increase from previous year |
| <i>Supplemental DIA staffing</i> | DIA | 2,400 | 2,400 | 2,472 | reflects fringe/taxes for project staff |
| <i>DIA administrative/overhead</i> | DIA | 3,000 | 3,000 | 3,090 | reflects 15% overhead rate |
| SUBTOTAL | | \$25,400 | \$25,400 | \$26,162 | |
| REVENUE - Festival Program- Equip | | | | | |
| Festival Program Equipment | TCTP* | \$5,000 | \$5,000 | \$5,150 | 3% increase from previous year |
| SUBTOTAL | | \$5,000 | \$5,000 | \$5,150 | |
| TOTAL REVENUES | | \$ 30,400 | \$ 30,400 | \$ 31,312 | |
| TOTAL TCTP* | | \$25,000 | \$25,000 | \$25,750 | |
| TCTP Share | | 82.2% | 82.2% | 82.2% | |
| EXPENSES - Festivals Program- TA | | | | | |
| <i>Technical Asssitance provision- see narr.</i> | Personnel Wages | \$20,000 | \$20,000 | \$20,600 | reflects 12% taxes/fringe |
| | Personnel Fringe | \$2,400 | \$2,400 | \$2,472 | |
| | Materials | | | | |
| | Services | | | | |
| | Occupancy and Utilities | | | | |
| | Travel | | | | |
| | Administration | \$3,000 | \$3,000 | \$3,090 | |
| | Grants | | | | |
| | <i>Other (name)</i> | | | | |
| SUBTOTAL | | \$25,400 | \$25,400 | \$26,162 | |
| EXPENSES - Festivals Program-Equip | | | | | |
| <i>Equipment purchases (2014)- see narr.</i> | Personnel Wages | | | | |
| | Personnel Fringe | | | | |
| | Materials | \$5,000 | \$5,000 | \$5,150 | |
| | Services | | | | |
| | Occupancy and Utilities | | | | |
| | Travel | | | | |
| | Administration | | | | |
| | <i>Other (name)</i> | | | | |
| | <i>Other (name)</i> | | | | |
| SUBTOTAL | | \$5,000 | \$5,000 | \$5,150 | |
| TOTAL EXPENSES | | \$30,400 | \$30,400 | \$31,312 | |
| TOTAL TCTP* | | \$25,000 | \$25,000 | \$25,750 | |
| TCTP share | | 82.2% | 82.2% | 82.2% | |
| REVENUES LESS EXPENSES | | \$0 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: County Historian
 Applicant Organization: _____
 Contact Person: Carol Kammen
 Phone: 273-5298 Email: cck6@cornell.edu

2013 Request: \$5,500 Product Development or Marketing? Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|------------|-----------|----------------------|
| 2010 | 5,000 | | | 100% |
| 2011 | 5,000 | \$0 | 0% | 100% |
| 2012 | 5,000 | \$0 | 0% | 100% |
| 2013 | 5,500 | \$500 | 10% | 100% |
| Request 2014 | 5,500 | \$0 | 0% | 100% |

* 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.

The County Historian is mandated by New York State law, to collect, preserve, research and educate county residents about Tompkins County history. The CH advises and answers questions posed by the public and members of the legislature

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

The challenges for the County Historian have to do with the county having so many transient residents—although this is also an opportunity. Another challenge is the lack of an office in which county documents might be kept and people met.

There are any number of opportunities: from greater dissemination of our history, to researching and being an effective communicator of our local past using historical evidence that can be defended rather than merely repeating stories from the past.

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.

Funds are used to acquire materials, to support the work of the CH, and to promote our shared past.

V. PROGRAM GOALS

List and describe program goals for 2014, 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.

I have a number of goals for 2014. One is to deal with the material generated by the One Day in Ithaca and Tompkins County in a way to promote our shared present and to leave an archive for the future that can be used along with the materials generated 25 years ago with the 1988 event. Another is to respond to the county's desire to document and promote the county as a place of refuge in the years prior to the Civil War when a number of freedom seekers passed through the county and others came from the south with the determination to make this their home.

The CH presides over the Celebration Grants Committee: the goal is to strengthen this very popular and successful program.

The CH also convenes the municipal historians monthly, leads joint projects and seeks funding for them (such as the Towns Brochures), and to lead discussions of the pleasures and problems of doing local history.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

In 2012 the CH wrote 26 articles for the *Ithaca Journal*, presented the keynote address in Olympia Washington for the Washington State Historical Society, brought out the second edition of the *Encyclopedia of Local History*, wrote four editorials for *History News*, gave 17 talks locally to various groups, advised County Legislators on a number of questions, including the naming of the Old Court House as the Governor Tompkins County Building and co-chaired the Tompkins County Civil War Commemoration Commission, including the creation of a Friends of the Ithaca Cemetery group in collaboration with Historian Ithaca and Tompkins County, and is leading the effort to create a monument to the women who served in the Civil War as nurses to be placed on the grounds at TC3.

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?

In all truth, the CH would continue ongoing activities and problem begin others that would help promote area history and connection.

VIII. COLLABORATION

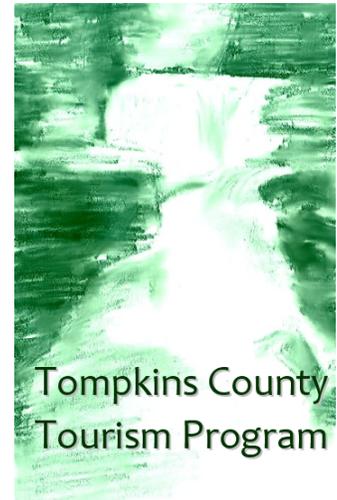
What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs? All Celebration Grant applicants are encouraged to attend the STPB workshops, to consult with the aid provided, to use the Festival Handbook, and to seek collaboration within their own communities to broaden the impact of the event and best use of the funds allocated.

The CH collaborated with the Civil War Commission, Historian Ithaca, the Municipal Historians of Tompkins County, has consulted with various local historical societies and entities, with the Tompkins County Public Library and would be happy to discuss history and events that promote our common past with anyone interested.

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: CAP-Market the Arts

Applicant Organization: Community Arts Partnership

Contact Person: Brett Bossard

Phone: 607-273-5072 Email: director@artspartner.org

2014 Request: \$ 10,600 Product Development or Marketing? Marketing

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|------------|-----------|----------------------|
| 2010 | 10,000 | - | - | 22.2% |
| 2011 | 10,000 | - | - | 22.2% |
| 2012 | 10,000 | - | - | 22.2% |
| 2013 | 10,300 | 300 | 3% | 22.4% |
| Request 2014 | 10,600 | 300 | 3% | 22.4% |

* 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.

The Market the Arts initiative launched in 2009 with a plan to strengthen and augment existing regional, year-round marketing for aggregate arts marketing projects including IthacaEvents.com, the Greater Ithaca Art Trail, the Arts Registry at ArtsPartner.org, and marketing of Ticket Center Ithaca.

Using a “whole is greater than the sum of its parts” approach, these group efforts serve to elevate the county’s image as an arts destination, promote new visitation, enhance and/or prolong stays, and increase the quality of life for residents and our resident artists

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

The growth of social media platforms continues to be an opportunity for targeted marketing efforts. Ad buys on social media tend to be economic and effective, allowing for greater and more frequent positioning. The savings realized with these options should allow additional marketing across a broader geographic area in more traditional media like broadcast and print.

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.

The funds requested are used to supplement CAP's existing media/marketing plans. Funded items include collateral distribution throughout NYS as well as advertising buys online (Facebooks, Adwords) and in traditional media in the Rochester, Syracuse, and Southern Tier markets, including public radio underwriting on WSKG, WXXI, and WEOS and print advertising in the Eagle suburban newspaper group.

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

Goal 1: *Improve visibility of Tompkins County's Arts Sector through online promotion.*

Measure of Achievement 2A: *Increase total annual unique visitors to ArtTrail.com, ArtsPartner.org, and IthacaEvents.com from 130,000 to 150,000*

The three websites administered by CAP each have a distinct role to play in the promotion of Tompkins County's arts community. IthacaEvents.com offers a "one-stop shop" for residents and visitors looking for upcoming events and festivals (66,000 unique visitors in 2011); the Artist Registry at ArtsPartner.org provides visibility and support for individual artists looking to reach potential patrons; and ArtTrail.com offers the unique opportunity to visit artist studios and "see art where it happens." Online advertising for the three sites will increase exposure to a potentially international audience.

Goal 2: *Increase media coverage of Tompkins County's arts sector.*

Measure of Achievement 2A: *Appear in 3 regional publications and 1 national publication.*

The Greater Ithaca Art Trail, in particular, has attracted a great deal of attention on a regional and national scale, with coverage in The Crafts Report, Life in the Finger Lakes, and several other publications. Utilizing the strength of this and other programs that highlight the depth and breadth of Tompkins County's arts community, we'll continue to promote Ithaca to culture and travel writers.

All of these goals serve to enhance the brand of Tompkins County as the premier arts community in the region and align with the strategic tourism goal to develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination in the Finger Lakes.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

- Total visits at Art Trail studios during 2012 open studio events increased over 2011, in part due to the addition of First Saturdays. Total sales also saw improvements.
- IthacaEvents.com has seen a remarkable growth in visitation. Google analytics shows nearly 66,000 unique visitors in 2012, a 10% increase over 2011. Of those visitors, 21% visited the site from out of state. Of all New York visitors, 40% visited the site from outside Tompkins County. All told, IthacaEvents.com generated more than 292,000 pageviews in calendar year 2012. The numbers from 2013 are trending up from those last year.
- The Greater Ithaca Art Trail was featured in the cover story of the 2012 Travel Guide issue of Life in the Finger Lakes magazine.
-

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?

Since this funding is used for media buys, the result of receiving less than requested would be less promotion for the programs listed above. The most expensive items, such as underwriting in the Rochester market would be the first cut.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

We hope to increase coordination with both the CVB and with Downtown Ithaca on future efforts. Previous efforts to co-promote include trading advertising in the downtown and travel guides. Cooperative media buys could also add more bang for the buck.

Market the Arts

2014 Budget Request - Tompkins County Tourism Program

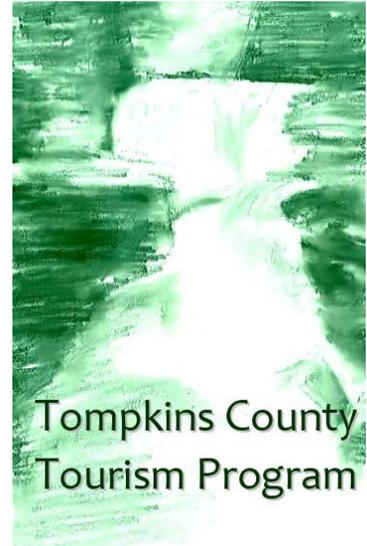
| | | (Modified) | | | |
|---|-------------------------------|--------------------|--------------------|--------------------|--------------|
| REVENUE - Project 1 Name | | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
| <i>List major categories of revenues</i> | TCTP* | 10000 | 10300 | 10600 | |
| <i>Add or delete lines/rows as needed</i> | NYS&A & OTHER GRANTS | 4000 | 4500 | 5500 | |
| <i>Add or delete lines/rows as needed</i> | Art Trail Fees | 28000 | 28000 | 28000 | |
| <i>Separate by project if more than one project</i> | Portion of Artist Market Fees | 3100 | 3200 | 3200 | |
| <i>Include value of in-kind support as "other".</i> | SUBTOTAL | \$45,100 | \$46,000 | \$47,300 | |
| | TOTAL REVENUES | \$45,100 | \$46,000 | \$47,300 | |
| | TOTAL TCTP* | \$10,000 | \$10,300 | \$10,600 | |
| | TCTP Share | 22.2% | 22.4% | 22.4% | |
| EXPENSES - Project 1 Name | | | | | |
| <i>List major categories of expenses</i> | Marketing, Events, Web & Adv | \$45,056 | \$46,000 | \$47,300 | |
| | SUBTOTAL | \$45,056 | \$46,000 | \$47,300 | |
| | TOTAL EXPENSES | \$45,056 | \$46,000 | \$47,300 | |
| | TOTAL TCTP* | 10000 | 10300 | 10600 | |
| | TCTP share | 22.2% | 22.4% | 22.4% | |
| | REVENUES LESS EXPENSES | \$44 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: New Tourism Initiative Grants

Applicant Organization: STPB New Tourism Initiative Grant Comm

Contact Person: Jon Reis

Phone: _____ Email: jon@jonreis.com

2014 Request: \$ 75,300 Product Development or Marketing? Marketing

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|----------------|--------------|----------------------|
| 2011 | \$62,015 | | | 100% |
| 2012 | \$66,445 | \$4,430 | 7.1% | 100% |
| 2013 | \$73,090 | \$6,645 | 10.0% | 100% |
| Request 2014 | \$75,300 | \$2,210 | 3.02% | 100% |

* 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.

New Tourism Initiative Grants support significant new tourism generating initiatives that flow from and are consistent with the Strategic Tourism Plan, and have been in existence for three years or less.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2013) and describe you how propose to address them.

2013 New Tourism Initiative Grant applications requests totaled \$78,125 which was down from the year before. Many of the initiatives are in their second or third year of funding so they will be moving into the Tourism Project grant category in in 2014-2015. In 2014, the Tourism Program will encourage current and future partners to develop ideas to support strategic tourism plan implementation following the adoption of the 2012-2020 strategic tourism plan later this year. New Tourism Initiative Grants are likely to be an important source of funding to support implementation of “critical actions” identified by the plan. It is hard to predict the number of New Tourism Initiatives so funding could be extremely competitive if many new ideas generate an increase in applications. It would be advantageous to combine the NTI grant and the TPG categories.

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.

The Funds will be used to stimulate visitations by funding new tourism initiatives

V. PROGRAM GOALS

List and describe program goals for 2013, 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.

Goal 1: Increase overnight visitation and visitor spending associated with grant-funded projects.

Measure of Achievement 1A: Develop baseline figures for all funded projects and track numerical measures closely in 2013 and 2014. Use the grantee reports to determine ROI.

Goal 2: Increase “packaging” of tourism projects with hotel properties, restaurants and other venues.

Measure of Achievement 2A: Projects will be evaluated based on how well they deliver on packaging.

Goal 3: Promote financial sustainability of events and festivals that have received ongoing financial support by way of tourism project grants.

Measure of Achievement 3A: Financial sustainability is incorporated into the grant guidelines and scoring rubric, and technical assistance on building in alternate revenues streams is provided through the Festivals Program.

Goal 4: Increase the relative investment in projects with potential to expand activity during priority times such as winter and mid-week.

Measure of Achievement 4A: Relative investment will be defined as a ratio of overall grant spending on projects at pre-identified priority times vs. projects at non-priority times.

Goal 5: Align grant guidelines with Strategic Tourism Plan implementation.

Measure of Achievement 5A: The measure of achievement will be the number of funded projects that are directly related to a “critical action” of the strategic tourism plan.

Also, which goals 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 strategic tourism plan?

Many of the “critical actions” from the 2012-2020 draft strategic tourism plan will be forwarded directly by the tourism grant programs. In fact, the competitive grant programs can be seen as a primary driver of strategic tourism plan implementation. Examples of draft critical actions that would potentially fit include, but are not limited to:

- Support the completion of priority multi-use trails and connections between these and existing foot path systems, and support tourism-enhancing features for priority trails (BDT, CWT/Urban Connections, S. Hill Rec Way, Finger Lakes Trail, Ithaca-Dryden Rail Trail).
- Inventory Sustainability Tourism attractors and attractions and develop platforms to connect visitors to those entities potentially including a tourist-oriented sustainability trail.
- Support the expansion and development of specialty festivals in the indoors in the winter.
- Support existing collaborative agri- and culinary tourism marketing vehicles, such as the wine trails and the Finger Lakes Cheese Trail and develop new collaborative marketing platforms and programs for agricultural and culinary tourism (beer, CSAs, foodie tours, you-pick/farm experience, Farmers Markets).

- Develop walking, cycling and driving tours across multiple media (brochures, online maps, apps, audio tours, etc) of historic sites; historic architecture; local and academic black history sites (including the Underground Railroad/Freedom Trail in Ithaca); Native American archaeological sites; local industrial history sites (airplanes, guns, typewriters, etc.); homes of local authors (e.g. Nobokov), artists, playwrights; etc.
- Inventory established but underutilized cultural assets such as the region's cinema (historical and contemporary), specialty festivals, and music and develop targeted programs to expand and promote these.
- Enhance visitor-oriented capabilities of IthacaEvents.com.
- Plan and implement a visitor communications strategy - to include use of digital technology such as "apps" - for local transportation options to encourage parking and then using the bus, cycling and walking..

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2013 and 2013 budget years and describe progress towards these goals.

This past year we helped continue support of the Ithaca International Film Festival (IIFF) as major event in the shoulder season of November. We also supported a major trail race, the Cayuga Trails 50 which utilizes our best resource, the Gorge trails. CanYou Canoe Cayuga was funded again to utilize Cayuga Lake, another important resource.

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?

The impact of receiving less than full funding would be a reduced capacity to fund worthy grant applications. The committee would need to decide between two approaches: to fund fewer applications, or to fund worthy applications at an amount less than requested.

VIII. COLLABORATION

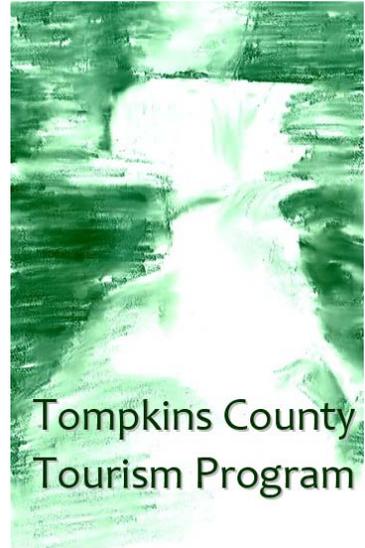
What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

Grant guidelines state that the marketing approach should align with the CVB's approach and the CVB has supported a number of applicants in developing their marketing plans. The grant guidelines also call for applicants to show how they will collaborate with other tourism partners, including the CVB and the Festivals Program, but also packaging with tourism businesses and venues.

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Tompkins Tourism Partner Award _____

Applicant Organization: STPB _____

Contact Person: Richard Adie _____

Phone: 607-254-2545, Email: ra99@cornell.edu _____

2014 Request: \$ 2000.00 Product Development or Marketing? Marketing

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|----------------|----------------|----------------------|
| 2010 | \$1000 | | | |
| 2011 | \$1000 | | | |
| 2012 | \$3000 | | | |
| 2013 | \$2000 | -\$1000 | -33-33% | 100% |
| Request 2014 | \$2000 | \$0 | 0% | 100% |

* 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

Tourism Partner Awards are presented once if not twice a year to individuals outside the tourism industry who devote time and effort to bring groups to Tompkins County that result in more than 200 room nights at Tompkins County Lodging facilities. Recipients will be commemorated with inscribe pavers at the Cayuga Waterfront Trail.

III. CHALLENGES & OPPORTUNITIES

Our ongoing challenge is inspiring the hospitality community to make nominations. We overcame last year challenges with a wonderful event of recognizing all past recipients with the installation at the trail head at the CVB.

IV. BUDGET NARRATIVE

We hope to recognize four organizations in 2014. This would be four pavers to be purchased and installed in the Waterfront Trail.

V. PROGRAM GOALS

To continue to nominate Tompkins Tourism Partners to recognize individuals who have made an impact on the tourism economy. The recognition not only serves as a genuine thank you by the County and CVB, but also helps to inspire others to bring groups to Tompkins County. The public relations gained from the award and recognitions are tantamount to success.

In the 2020 Strategic Plan the most aligned Foundation Focus Area is Groups. "Meetings, conferences and group tours are market segments that can build our local tourism economy by bringing business to hotels, restaurants and attractions during off peak periods."

VI. ACHIEVEMENTS

The crowning achievement occurred on November 2, 2012 when a ceremony was held at the CVB and at the adjacent trail head to the Waterfront Trail. Among the organizations that were recognized were Alpha Phi Alpha 100th Anniversary, Turkey Shoot Lacrosse, Ithaca College National Conference on Undergraduate Research, Dragon Boat Society and Highway Superintendents. It was evident from those organizations that they were appreciative of the recognition. While we did not achieve the level of publicity we had hoped for, it continues to be a goal for the future. We achieved the goal of revitalizing the program!

VII. IMPACT OF FUNDING

If we received less funding we would ask Mary Rachun and CVB staff to hold off in soliciting nominations from the hotels. Also in the past we have pushed recognizing organizations into future years.

VIII. COLLABORATION

Close collaboration is necessary with the Tompkins County CVB. The Director of Sales and the Director of the Bureau are most aware of groups that deserve recognition with the Tourism Partner Award. They also meet with the hotel community on a monthly basis, so are in a position to encourage nominations.

Tourism Partner Award

2014 Budget Request - Tompkins County Tourism Program

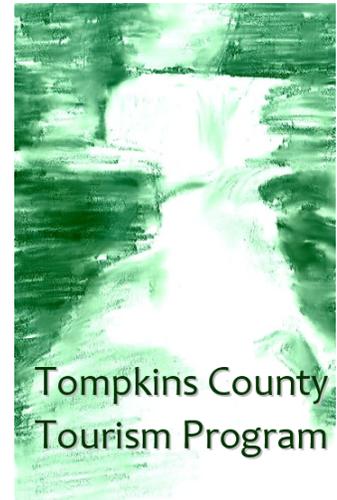
| REVENUE - Project 1 Name | 2012 | 2013 | 2014 Budget | Notes |
|--|----------------|----------------|--------------------|--------------|
| TCTP* | \$3,000 | \$2,000 | \$2,000 | |
| SUBTOTAL | \$3,000 | \$2,000 | \$2,000 | |
| TOTAL REVENUES | | | | |
| TOTAL TCTP* | \$3,000 | \$2,000 | \$2,000 | |
| TCTP Share | 100.0% | 100.0% | 100.0% | |
| EXPENSES - Project 1 Name | | | | |
| <i>Waterfront Paver for prospective Tourism Partners</i> | | | | |
| Pavers 2013 | | \$2,000 | | |
| Pavers 2014 | | | \$2,000 | |
| Pavers for Past Nominees | | | | |
| Pavers for Past Recipients | \$3,000 | | | |
| SUBTOTAL | \$3,000 | \$2,000 | \$2,000 | |
| TOTAL EXPENSES | | \$2,000 | \$2,000 | |
| TOTAL TCTP* | \$3,000 | \$2,000 | \$2,000 | |
| TCTP share | 100.0% | 100.0% | 100.0% | |
| REVENUES LESS EXPENSES | \$0 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

COVER PAGE

2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: CAP-Ticket Center

Applicant Organization: Community Arts Partnership

Contact Person: Brett Bossard

Phone: 607-273-5072 Email: director@artspartner.org

2014 Request: \$22,500 Product Development or Marketing? Product Development

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|------------|-----------|----------------------|
| 2010 | 29,755 | - | - | 20.4% |
| 2011 | 21,755 | -8,000 | -26.9% | 15% |
| 2012 | 21,755 | - | - | 9.9 |
| 2013 | 21,755 | - | - | 9.6 |
| Request 2014 | 22500 | 745 | 3% | 15.1 |

* 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.

Ticket Center Ithaca (TCI) sells the tickets of the preponderance of performing arts organizations and venues in Tompkins County. Utilizing licensed software from Tickets.com, the Ticket Center provides phone, walk-up and internet ticket sales support as well as aggregate marketing for client organizations. TCI also provides “night of show” box office staff support at venues.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

The failed effort to reintegrate the State Theatre of Ithaca into the ticketing consortium has provided significant challenges to the goal of making TCI financially sustainable. Continued negotiations with existing clients are centered on disparate standards of service and varying service needs. Renewed efforts among clients to collaborate on the project are providing the opportunity to re-envision the slate of services and operating model. This new vision is crucial for long-term success.

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.

The funds requested are general operating support for salaries, facility rental, and utilities. Over the past several years, the total volume of tickets sold at the ticket center did not produce enough per-ticket and transaction fees to fully support the operations. Client organizations contributed fees based on the group and subscription tickets (which collect no per-ticket fees from the patron) processed by the Ticket Center, and Tourism Program funds were used to fill the some of the remaining gap.

In 2012, the migration to a new ticketing software and the reintegration of the State Theatre's ticket inventory began. The new ticketing software, while more expensive to license, provides access to increased revenue through on-line ticketing fees. The increased ticket volume from the State Theatre generated additional ticketing fees as well. In the first 18 months of transferring to the new ticketing software, however, start-up costs and the varied schedules of participating client productions continued the trend of operational deficits.

The decision of the State Theatre to leave the consortium after only one season of participation has created the need to renegotiate the contract with our ticketing service provider, Tickets.com. The removal of a major client will reduce the number of site licenses needed for the software. The 2013 budget included in accompanying worksheets contains figures based on original plans for continued State Theatre participation and the elimination of client fees. This budget will be modified when renegotiations with Tickets.com are completed.

Long-term re-visioning of the service will likely result in reduction of staff and hours of operation in favor of increased focus on Internet sales. Even with these reductions, client fees will likely need to be re-instated to cover operating expenses. Those fees, along with the reductions in salary, licensing fees and overall ticketing fee revenue are reflected in the 2014 budget attached.

V. PROGRAM GOALS

List and describe program goals for 2014, 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 strategic tourism plan?

Goal 1: *Complete long-term re-visioning with clients and customers.*

Measure of Achievement 1A: *Continued existence of Ticket Center Ithaca beyond the end beyond 2014.*

As conversations with clients continue, it is clear that potentially radical changes need to be made to the operational model of the Ticket Center in order for the service to be financially sustainable. Efforts for re-visioning have begun in mid 2013 and will continue into 2014.

Goal 2: *Increase visibility of Ticket Center services throughout online and collateral marketing.*

Measure of Achievement 3A: *Maintain click-through rates on email marketing at 15% or greater.*

One of TCI's greatest assets is its central database of ticket buyer information. Since 2009, we've used the Constant Contact email service to reach out to the more than 14,000 ticket buyers from whom we'd collected email addresses. Utilizing a monthly newsletter format that promotes ALL of the clients of the Ticket Center, we are able to expand knowledge and visibility of each client's programming to their own patrons as well as those of the other organizations using our service. The analytics from Constant Contact show the open rate of these newsletters at or above the industry average, and click-through rates have consistently been at 15% or better.

All of these goals serve to enhance the brand of Tompkins County as the premier arts community in the region and align with the strategic tourism goal to develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination in the Finger Lakes. The provision of ticketing services addresses the critical action of supporting existing collaborative arts marketing vehicles.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

The greatest achievement in the past year was reaching an agreement with ticketing clients to move forward together and migrate to the new ProVenue Ticketing System. The migration from one software product to an entirely new database without any interruption of service required significant coordination of staff and network resources. This migration also included the addition of new hardware at all sites and the installation of "Access Control" equipment to allow the scanning of tickets at the Kitchen and Hangar Theatres. Even with the departure of the State Theatre in mid-2013, this shift was a major achievement.

The stated goal for acquisition of new clients in 2012-13 was achieved through work with groups like Krishna Das, Winter Village Blue Grass Festival, Wolf's Mouth Theatre Company, Ithaca College Concerts, the Ithaca Gay Men's Chorus, and the VOICES Multicultural Chorus.

Lastly, the coordination of support with staff from the Downtown Visitor Center continues to improve. Communication between staff and management at both operations has ensured that any visitor to the location receives quick attention and assistance. This is especially important during the rebuild project on the Commons.

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?

Since this funding is largely for staff support, a reduction from the requested amount would most likely result in a reduction of hours and/or staff support.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

Ticket Center Ithaca exists for precisely this reason. The collaboration with clients like the Cayuga Chamber Orchestra, Hangar Theatre, Kitchen Theatre, Winter Valley Blue Grass Festival and many others provides multiple sales outlets and a single resource for admission to arts and culture in Tompkins County. As TCI takes on more clients, the opportunities for information sharing will only increase.

Ticket Center Ithaca
2014 Budget Request - Tompkins County Tourism Program

| | | (Modified) | | | |
|--|---|------------------|------------------|------------------|-------|
| REVENUE | | 2012 Budget | 2013 Budget** | 2014 Budget | Notes |
| <i>List major categories of revenues</i> | TCTP* | 21755 | 21755 | 22500 | |
| <i>Add or delete lines/rows as needed</i> | Client Fees | \$18,660 | 1000 | 19000 | |
| | Per Ticket Fees | \$79,550 | 130000 | 50000 | |
| | Transaction Fees (Phone, Internet, etc) | \$35,091 | 38000 | 20500 | |
| | Visitor Center Rent | \$11,500 | 11670 | 12020 | |
| | Credit Card Fee Pass Through | \$30,456 | 31000 | 22000 | |
| <i>Separate by project if more than one project</i> | Misc Income | \$6,196 | 2000 | 2000 | |
| <i>If applicable, include value of in-kind support as "other".</i> | SUBTOTAL | \$203,208 | \$235,425 | \$148,020 | |
| | TOTAL REVENUES | \$203,208 | \$235,425 | \$148,020 | |
| | TOTAL TCTP* | \$21,755 | \$21,755 | \$22,500 | |
| | TCTP Share | 10.7% | 9.2% | 15.2% | |
| EXPENSES | | | | | |
| <i>Add or delete lines/rows as needed</i> | Personnel Wages | \$78,178 | \$80,850 | \$52,000 | |
| <i>Separate by project if more than one project</i> | Personnel Fringe | \$4,922 | \$10,700 | \$5,600 | |
| | Materials | \$23,275 | \$11,200 | \$4,200 | |
| | Services & Licensing | \$38,900 | \$50,000 | \$25,000 | |
| | Occupancy and Utilities | \$27,428 | \$27,565 | \$28,125 | |
| | Administration | \$12,380 | \$12,550 | \$10,450 | |
| | Credit Card Fee Pass Through | \$35,021 | \$34,000 | \$23,000 | |
| | SUBTOTAL | \$220,104 | \$226,865 | \$148,375 | |
| | TOTAL EXPENSES | \$220,104 | \$226,865 | \$148,375 | |
| | TOTAL TCTP* | 21755 | 21755 | 22400 | |
| | TCTP share | 9.9% | 9.6% | 15.1% | |
| | REVENUES LESS EXPENSES | -\$16,896 | \$8,560 | -\$355 | |

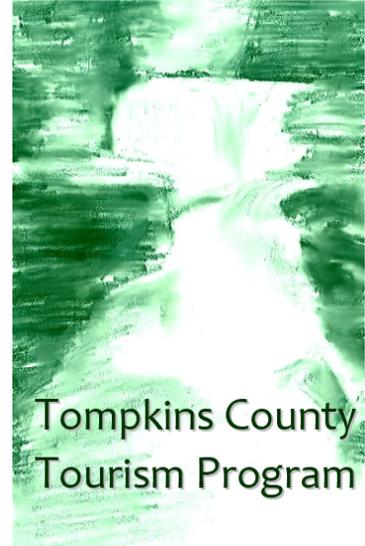
*TCTP-Tompkins County Tourism Program

**2013 Budget will be modified pending contract negotiation and adjustments for mid-year absence of State Theatre

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2014 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Tourism Marketing and Advertising (TMA) Grants

Applicant Organization: TMA Grant Review Committee

Contact Person: Ethan Ash

Phone: 607-280-7133 Email: ethan.s.ash@gmail.com

2014 Request: \$53,786 Product Development or Marketing? Marketing

| Year | Tourism Program Allocation** | \$ Change | % Change | % of Program Budget* |
|---------------------|------------------------------|-------------|-------------|----------------------|
| 2010 | \$52,087 | | | 100% |
| 2011 | \$50,699 | -\$1,388 | -2.7% | 100% |
| 2012 | \$50,699 | \$0 | 0.0% | 100% |
| 2013 | \$52,220 | \$1,521 | 3.0% | 100% |
| Request 2014 | \$53,786 | 1566 | 3.0% | 100% |

* 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.

This program provides marketing assistance to arts and cultural organizations as well as events. Recipients work with the CVB to coordinate and reinforce our overall message to the visitor market. This is a 50/50 matching grant program.

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 2014) and describe you how propose to address them.

This program has been primarily functioning as an add-on to grant requests for TPG/NTI grants. It's essential that the TPG/NTI grant committees and the TMA committee improve communication during reviews to help in aligning priorities.

Historically, there has been a challenge in providing clear reporting on marketing performance in grant requests. Our program will begin implementing a template for marketing/advertising measurement in future grant requests in order to begin the process of creating transparency and accountability in the ROI measurement. This will ultimately help in providing many stakeholders with lessons and best practices in marketing spends.

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.

We are requesting a 3% increase over the 2013 funding level of \$52,220. This request is based on both the increasing national outlook for tourism and the increasing hotel inventory coming to the area in 2014. In addition, staff expects to increase the number of grant requests requiring a larger pool of funding.

V. PROGRAM GOALS

List and describe program goals for 2014, 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.

Goal 1: *Improve marketing coordination and partnerships between applicants*

Measure of Achievement 1A: *Prior applicants should increase by at least one, (over last years application) the number of partners that they work with in their plan.*

Measure of Achievement 1B: *New applicants should include at least one partner that they work with in their marketing plan*

In line with the Strategic Tourism Plan, we will encourage coordination of complementing efforts based on discussions and applications received. This process should take place prior to the application as well as feedback in writing upon distribution of funds.

Goal 2: *Improve ROMI*

Measure of Achievement 1A: *Prior applicants should include a ROI statement in their new application, including all available data for tactic performance (distribution, opens, clicks, response rates, conversions) based on a matrix template provided in the process.*

Measure of Achievement 1B: *New applicants should incorporate an ROI measurement strategy into their plan for future tracking and inclusion in the following year's proposal.*

In line with the Strategic Tourism Plan, we will encourage all applicants to begin measuring the impact of their marketing tactics for prioritization of spends based on impact in the future. We will guide them in this process based on best practices

Goal 2: *Develop Geo-Targeted Niche Marketing Campaigns*

Measure of Achievement 1A: *Prior applicants should increase by at least 1, a channel or niche market that they've not tested in the past*

Measure of Achievement 1B: New applicants should include at least 3 different channels (email, social media, print etc.) as well as at least 1 niche market strategy in their plan.

In line with the Strategic Tourism Plan, we will encourage all applicants to think about the range of channels available for marketing and the value of both geo-targeted and niche-market targeted promotion.

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 strategic tourism plan?

Goal: Marketing & Advertising: Maximize the effectiveness of destination marketing, advertising and public relations.

Critical Action:

1. Promote marketing coordination to facilitate innovative partnerships between organizations etc Marketing between attractions and venues.
2. Develop integrated geo-targeted niche marketing campaigns

Measurable Objective #1: Increase or maintain Return on Marketing Investment from advertising investments year over year.

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2012 and the first quarter (January through March) of 2013. If possible, please use this as an opportunity to restate your program goals for the 2012 and 2013 budget years and describe progress towards these goals.

2012 Goals:

Goal 1: Applicants should receive instruction and encouragement in the writing and use of press releases.

Goal 2: Prior applicants should increase by at least one, (over the prior years application) the number of partners that they work with in their plan in order to grow the economic benefit of the program.

The above goals were factored into the conversations prior to proposal for this year's applicants, and the impact was noticed based on the level of thought and strategy put into the high quality

proposals. In addition to the quality of proposals and diversity of proposals, another achievement in early 2013 was the recruitment of a new, diverse committee and the first step towards coordinating with TGP/NPI committee for alignment of priorities.

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?

Less funding would push the committee to make harder decisions. I would be inclined to first look at funding fewer applicants as opposed to splitting the funding.

VIII. COLLABORATION

What steps have you taken and do you propose to take to further collaboration and information and resource sharing between your program(s) and other room-tax funded programs?

During the review process in early 2013, we passed along recommendations and ideas in writing to the TGP/NPI committees where we had questions about the appropriate distribution of funds. It would be much easier to overlap with those programs meetings even for a brief time in order to discuss any applications that we have questions about alignment.

Tourism Marketing & Advertising Grants

2014 Budget Request - Tompkins County Tourism Program

| REVENUE | 2012 Budget | 2013 Budget | 2014 Budget | Notes |
|-------------------------------|-------------|-----------------|-----------------|-------|
| TCTP* | \$50,699 | \$52,220 | \$53,786 | |
| SUBTOTAL | \$50,699 | \$52,220 | \$53,786 | |
| TOTAL REVENUES | \$50,699 | \$52,220 | \$53,786 | |
| TOTAL TCTP* | \$50,699 | \$52,220 | \$53,786 | |
| TCTP Share | 100.0% | 100.0% | 100.0% | |
| EXPENSES | | | | |
| Grants | \$50,699 | \$52,220 | \$53,786 | |
| Administration | \$0 | \$0 | \$0 | |
| SUBTOTAL | \$50,699 | \$52,220 | \$53,786 | |
| TOTAL EXPENSES | \$50,699 | \$52,220 | \$53,786 | |
| TOTAL TCTP* | \$50,699 | \$52,220 | \$53,786 | |
| TCTP share | 100.0% | 100.0% | 100.0% | |
| REVENUES LESS EXPENSES | \$0 | \$0 | \$0 | |

*TCTP-Tompkins County Tourism Program

Strategic Planning and Staffing

2014 Budget Request - Tompkins County Tourism Program

| REVENUE | 2011 Budget | (Modified) 2011 Budget | 2012 Budget | 2013 Budget | 2014 Budget Request | Notes |
|-------------------------------|------------------|---------------------------|------------------|------------------|------------------------|---|
| TCTP* | \$85,000 | \$43,392 | \$74,386 | \$77,834 | \$80,169 | Sr Planner Salary & Fringe (\$72, 346 in 2012, 76,169 in 2013, and \$78,217 in 2014) + other programmatic costs |
| From County 10% | \$15,000 | \$0 | \$25,920 | \$26,388 | \$27,497 | Other TCPD Staff, Supplies |
| SUBTOTAL | \$100,000 | \$43,392 | \$100,306 | \$104,222 | \$107,666 | |
| TOTAL REVENUES | \$100,000 | \$43,392 | \$100,306 | \$104,222 | \$107,666 | |
| TOTAL TCTP* | \$85,000 | \$43,392 | \$74,386 | \$77,834 | \$80,169 | |
| TCTP Share | 85.0% | 100.0% | 74.2% | 74.7% | 74.5% | |
| EXPENSES | | | | | | |
| Personnel Wages | | | \$46,227 | \$47,785 | \$48,582 | Sr Planner Salary, 35 hours/week |
| Personnel Fringe | | | \$26,118 | \$28,384 | \$29,635 | Fringe: 56.5% in 2012, 59.4% in 2013, 61% in 2014 |
| Equipment | | | \$918 | \$340 | \$640 | Computer Hardware & Software, Furnishings |
| Supplies | | | \$1,100 | \$850 | \$1,000 | Printing, Office Supplies, Books, Food |
| Travel/Training | | | \$722 | \$800 | \$900 | 2 in-state conferences; 2-4 local/online trainings |
| Local Mileage | | | \$200 | \$80 | \$80 | out of town and regional meetings |
| Membership Dues | | | \$85 | \$85 | \$85 | APA - Economic Dev't Division, Tourism Section |
| Rent | | | \$50 | \$50 | \$170 | |
| Postage | | | \$160 | \$165 | \$165 | |
| Telephone | | | \$140 | \$145 | \$145 | |
| Occupancy and Utilities | | | County In-Kind | County In-Kind | County In-Kind | |
| Administration | | | \$24,586 | \$25,538 | \$26,264 | D. Drake (5 hours/wk), E. Marx (3 hours/wk), K Wilsea, (2 hours/wk) |
| SUBTOTAL | | \$50,137 | \$100,306 | \$104,222 | \$107,666 | |
| TOTAL EXPENSES | | \$50,137 | \$100,306 | \$104,222 | \$107,666 | |
| TOTAL TCTP* | | \$50,137 | \$74,386 | \$77,834 | \$80,169 | |
| TCTP share | | 100.0% | 74.2% | 74.7% | 74.5% | |
| REVENUES LESS EXPENSES | | -\$6,745 | \$0 | \$0 | \$0 | |