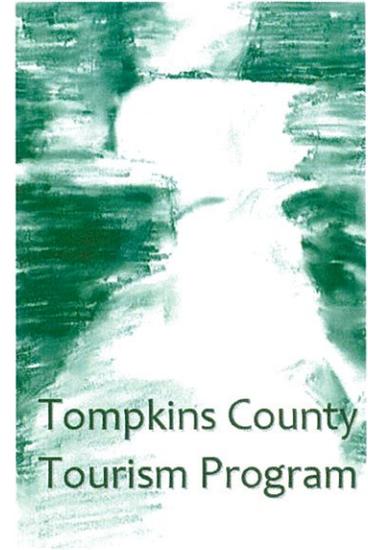


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## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Arts & Culture Organizational Development Grants

Applicant Organization: Community Arts Partnership

Contact Person: John Spence

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

2015 Request: \$199,519 for 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%
2014	206,755	6,022	3%	100%
<b>Request 2015</b>	<b>199,519</b>	<b>-7,236</b>	<b>-3.5%</b>	<b>97.3%</b>

\* 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/ Museum of the Earth (merged), Hangar Theatre, History Center, Kitchen Theatre, Sciencenter, and State Theatre.

#### III. CHALLENGES & OPPORTUNITIES

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

The lion's share of the budgeted funding for this program has been, and currently is, committed to the organizations listed above through multi-year contracts. Even with stream-lined administrative expenses, there is little funding available for other arts and culture organizations. A panel of STPB members will be convened in 2014 to examine all of the eligibility criteria for ACOD funding. Current contracts with the organizations listed above run through the end of 2015.

#### **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 seven established institutions of cultural tourism in Tompkins County,
- 2) administration of the grant program, and
- 3) professional services to conduct on-site fiscal practice review at recipient organizations.

We have provided an Annual Grant Distribution chart on a separate sheet which provides a historical look at the program as well as the specific allocations of funds.

#### **V. PROGRAM GOALS**

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

Currently there are seven organizations with approved contracts for funding through the end of 2015. It was suggested during the process of our panel's review of new applications and year-end reports from organizations funded in 2013, that we should take a fresh look at the ACOD program. Two issues were at the core of many of the questions that arose; 1. What is the definition of an "arts & culture" organization? 2. How can we fund new initiatives?

**Goal 1:** *Clarify eligibility criteria for ACOD funding.*

**Measure of Achievement 1A:** *Be able to articulate for applicants, and the members of grant application review panels, the agreed-upon definition of "arts & culture".*

**Goal 2:** *Determine the best distribution model for ACOD funding.*

**Measure of Achievement 1A:** *Be able to answer if/how funding might be made available to arts & culture organizations, new and established, other than those traditionally funded.*

There may be other issues that arise but I would not want to attach goals and measurements to any speculation at this point.

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

Develop Ithaca and Tompkins County as a central arts cultural and heritage tourism destination in the Finger Lakes.

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.

**From the 2020 Strategic Tourism Plan...** “the arts and culture sector requires adequate human resources and funds to ensure the quality of product that has come to define our reputation as a cultural destination.”

## **VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.

The streamlining of the application and year-end review process completed in 2013 allowed for smooth administration in the first quarter of 2014. The goal of adding one organization was accomplished (The State Theatre), year-end reports from the other six organizations were accepted and approved. An agency audit was completed for the Sciencenter, and a follow-up review for the CCO was completed.

## **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. Perhaps we would have to scale back the third-party agency audits.

## **VIII. COLLABORATION**

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

2014 is the first year without a Ticket Center. The theatres desired the ability to sell their own tickets, thereby gathering buyer information more directly and having more control over ticketing fees. The same group has expressed some interest in coming together to explore other ways to enhance ticket sales. The Community Arts Partnership will convene a meeting of interested parties in 2014.

**ARTS AND CULTURE ORGANIZATIONAL DEVELOPMENT GRANTS**  
a part of the Tompkins County Tourism Program, with support from the Community Arts Partnership

	ANNUAL GRANT DISTRIBUTION									
	2008	2009	2010	2011	2012	2012	2013	2014	2015 projected	
Cayuga Chamber Orchestra	\$23,275	\$18,700	\$21,373	\$21,800	\$22,236	\$22,236	\$27,000	\$27,000	\$27,000	
Cayuga Nature Center	\$0	\$28,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$27,000	
Hangar Theatre	\$37,500	\$24,000	\$22,600	\$23,052	\$23,513	\$23,513	\$27,000	\$27,000	\$27,000	
History Center	\$30,000	\$23,200	\$21,458	\$21,887	\$22,325	\$22,325	\$27,000	\$27,000	\$27,000	
Kitchen Theatre	\$34,000	\$22,400	\$21,264	\$21,689	\$22,123	\$22,123	\$22,000	\$23,000	\$27,000	
PR/MOTE	\$30,000	\$18,000	\$15,000	\$15,300	\$15,606	\$15,606	\$40,000	\$40,000	\$40,000	
Sciencenter	\$0	\$10,000	\$16,000	\$16,320	\$16,646	\$16,646	\$17,000	\$17,000	\$17,000	
State Theatre	\$37,000	\$16,000	\$17,000	\$22,850	\$23,307	\$23,307	\$11,887	\$27,000	\$27,000	
<i>New Applicant 1</i>									\$0	
<i>New Applicant 2</i>									\$0	
<i>New Applicant 3</i>									\$0	
<b>TOTAL GRANTS</b>			\$159,695	\$167,898	\$170,756	\$170,756	\$171,887	\$188,000	\$192,000	
Prof Development					\$3,500	\$3,500				
Accounting Consultant			\$3,360	\$2,910	\$4,000	\$4,000	\$2,000	\$3,000	\$3,000	
Admin (CAP)			\$17,100	\$20,077	\$20,077	\$20,077	\$8,100	\$10,000	\$10,000	
Grant Software							?	?	?	
<b>PROGRAM Budget (Room Tax Allocation)</b>			\$177,773	\$200,773	\$200,773	\$200,773	\$200,773	\$206,755	\$199,519	
<b>Ticket Center Rampdown</b>										
<b>Payment Reduction (Kitchen Theatre) Available for other use in 2014</b>								\$4,000		
<b>Reallocation to CAP from Previous Year Roll Forward</b>							\$7,437			
<b>Reallocation to CAP from Reduction (Kitchen Theatre)</b>							\$5,000			
<b>Reallocation to CAP from Reduction (State Theatre)</b>							\$11,887			
<b>Total Used</b>			\$180,155	\$190,885	\$198,333	\$198,333	\$206,311	\$201,000	\$205,000	
<b>Budgeted/Unspent</b>			<b>-\$2,382</b>	<b>\$7,506</b>	<b>\$9,945</b>	<b>\$7,437</b>	<b>\$1,899</b>	<b>\$7,654</b>	<b>\$2,173</b>	
<b>TOTAL BUDGET</b>			<b>If adding budgeted/unspent</b>	<b>avg grant</b>	<b>\$21,344</b>		<b>\$24,555.29</b>	<b>\$26,857.14</b>	<b>\$27,428.57</b>	

**Arts & Culture Organizational Development Grants**  
**2015 Budget Request - Tompkins County Tourism Program**

*For previous years budgets, used modified budget amounts*

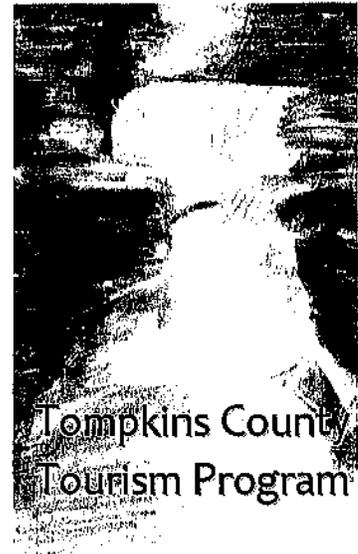
<b>REVENUE - Project 1 Name</b>		<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>2015 Request</b>	<b>Notes</b>
<i>List major categories of revenues</i>	TCTP*	200773	200773	206755	199519	
<i>Add or delete lines/rows as needed</i>	Other (name)	\$0	\$0	0	0	
<i>Separate by project if more than one project</i>	Other (name)	\$0	\$0	0	0	
<i>Include value of in-kind support as "other"</i>	<b>SUBTOTAL</b>	<b>\$200,773</b>	<b>\$200,773</b>	<b>\$206,755</b>	<b>\$199,519</b>	
	<b>TOTAL REVENUES</b>	<b>\$200,773</b>	<b>\$200,773</b>	<b>\$206,755</b>	<b>\$199,519</b>	
	TOTAL TCTP*	\$200,773	\$200,773	\$206,755	\$199,519	
	TCTP Share	100.0%	100.0%	100.0%	100.0%	
<b>EXPENSES - Project 1 Name</b>						
<i>List major categories of expenses</i>	Grants	\$167,898	\$188,773	\$193,755	\$192,000	
<i>Add or delete lines/rows as needed</i>	Professional Fees	\$6,410	\$2,000	\$3,000	\$3,000	
<i>Separate by project if more than one project</i>	Administration	\$19,650	\$10,000	\$10,000	\$10,000	
	<b>SUBTOTAL</b>	<b>\$193,958</b>	<b>\$200,773</b>	<b>\$206,755</b>	<b>\$205,000</b>	
	<b>TOTAL EXPENSES</b>	<b>\$193,958</b>	<b>\$200,773</b>	<b>\$206,755</b>	<b>\$205,000</b>	
	TOTAL TCTP*	\$200,773	\$200,773	\$206,755	\$199,519	3.5% reduction
	TCTP share	103.5%	100.0%	100.0%	97.3%	
	<b>REVENUES LESS EXPENSES</b>	<b>\$6,815</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$5,481</b>	

\*TCTP-Tompkins County Tourism Program

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## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Beautification, Public Art & Signage

Applicant Organization: Tompkins County Chamber of Commerce

Contact Person: Jean McPheeters

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

2015 Request: \$ 131,796 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%
2014	\$136,576	\$4,978	3.0%	76%
<b>Request 2015</b>	<b>\$131,796</b>	<b>(\$4,780)</b>	<b>-3.5%</b>	<b>70.8%</b>

\* 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 2015) and describe you how propose to address them.*

A staff change at Cooperative Extension provides new leadership. We must find ways to pay for signage. And the largest challenge and opportunity is to write a Beautification Plan for 2015-20.

#### **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 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 an \$11,500 grant program to the towns.

**January - May 2014: Cooperative Extension** revamped the job description and hired a new Beautification Manager, Martha Gioumousis, and the program is in good hands. We continue to ensure that the Commons area looks as good as possible during reconstruction. The implementation grant we received to create a Wayfinding Plan has involved a team of volunteers, staff members from the city, county, TCAT, and Cornell University as well as a project manager, Laurene Gilbert, and our consultants. The final draft of Phase I is being reviewed and will be presented to the STPB and the County very soon. However, we only have about \$20,000 on hand for signs which will pay for only 5-7 signs.

Cooperative Extension staff members continue to care for garden areas in the downtown and throughout the City. They also work with rural town governments and NGOs to create beautification projects and maintain garden areas. There are extremely active volunteer and education programs that support and widen the effect of the funds for this program. CCETC also supports some gardens along the Cayuga Waterfront Trail and in Stewart Park.

**June 2014 through 2015:** The Chamber will hire a new president. The Chamber's Board of Directors is interested in maintaining the administration of the Beautification program within the Chamber and supports the submittal of this budget request.

The Chamber has taken the lead in the Wayfinding Plan project. The next stage for Wayfinding requires finding significant money (estimated \$1.25 million) to create and install these signs. There must be a concerted effort between the Chamber, CVB, county leadership and municipal governments if this plan is to succeed. The final report does include phases for the Wayfinding signage, so all the money does not need to be found at once. I think we might also consider a variety of funding possibilities including grants and bonding.

The Beautification Committee is also working to see if the Community Arts Partnership would take over the **Public Art** portion of this program.

Twenty-two percent of the budget supports staff of the **Downtown Ambassador program 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 are requesting a small amount for **signage**, but, as described above, we have a huge issue ahead if we are going to implement the wayfinding plan.

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

The Beautification Committee will begin working on the development of the Beautification Plan for 2015-2020 with the assistance of Cooperative Extension, under the guidance of Chrys Gardener. [N.B. Chrys will spend 20% of her time on writing the plan and will be paid with some of the surplus funds held at Cooperative Extension. See memorandum attached. We do not have sufficient funds or time to begin working on the public art part of the program at this time, but are hoping to convince the Community Arts Partnership to take on this program.

#### **V. PROGRAM GOALS**

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

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

**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:**

Cooperative Extension and the County Planning Department have worked to map the square footage, location and types of gardens maintained by the program. Chrys Gardener will begin working on the Beautification Plan, which will include maintenance and infrastructure requirements, design standards, and prioritized actions. The measurement will be the successful completion of this Plan in 2015.

#### **Measure of Achievement 1B:**

The Beautification Committee will determine whether to participate in a national beautification evaluation study, such as America in Bloom, in 2015. It might also determine to use other evaluation tools. These will be incorporated into the work of the committee. (This measurement was postponed until 2015 because of changes in staff at Cooperative Extension.)

*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.

## **VI. ACHIEVEMENTS**

*Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.*

Our most significant achievements in 2013 and early 2014 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 700 hours to the Beautification Brigade and helped plant, water and weed many gardens. The rural towns made some significant strides in beautification, particularly in Lansing, Ithaca, and Danby.

We presented a PowerPoint of this work to the STPB and the PDEQ committees and received many compliments on the work.

## **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?*

There are some funds in reserve at Cooperative Extension that could be used to support the program there if funding was reduced, but that might delay the writing of the Beautification Plan. Other reduction would shorten hours of the Ambassadors or Hospitality Team for the DIA. We also could reduce or eliminate some gardens. We are working on an agreement with the Rotary Club of Ithaca to take over the maintenance of the rotary (roundabout) on the Southside of Ithaca. But creating these relationships takes time.

## **VIII. COLLABORATION**

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

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.

**Memorandum**

TO: STPB Budget Committee  
FROM: Jean McPheeters, Program Administrator for Beautification, Public Art and Signage  
RE: Fund Balances  
DATE: May 20, 2014

**These are the fund balances as of May 14, 2014:**

**Funds held at the Tompkins Chamber**

Wayfinding Grant at the Chamber:	\$380.00 held for signs
Signage Program balance:	\$20,329.76
Public Art program for rural towns:	\$4,000.00

**Funds at Cooperative Extension:**

Rural Towns Grant Funds	\$4,932.42
Balance of beautification funds (over 11 years):	\$54,095.48

Note: CCETC is planning to use \$10,888 in 2015 for salary for Chrys Gardener, who will be working on the Beautification Plan. This is in line with the STPB 2012-2020 Plan. CCETC are also spending some funds in 2014 for tools, a tool shed, etc. Those amounts will be reported at the end of 2014.

**Beautification, Public Arts and Signage**  
**2015 Budget Request - Tompkins County Tourism Program**

For previous years budgets, used modified budget amounts.

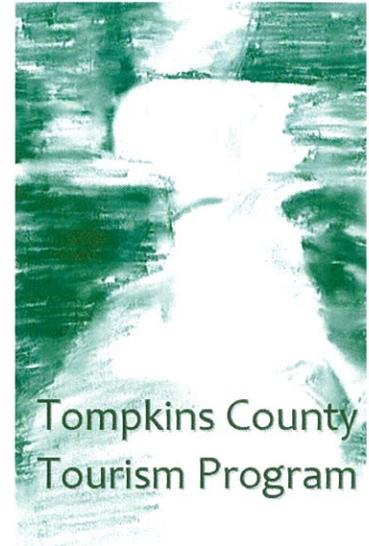
<b>REVENUE - CCETC Beautification</b>		2012 Budget	2013 Budget	2014 Budget	2015 Request	Notes
<i>List major categories of revenues</i>	TCTP*	\$ 90,577	\$ 92,838	\$ 95,351	\$ 92,030	
	Garden Days Open house				\$ 450	remainder from Garden Days open house in previous years. Will be used for postage.
	Other (in kind benefits through Cornell)	\$ 13,400	\$ 13,700	\$ 13,984	\$ 17,592	Estimated Social Security tax, Medicare tax, retirement, health insurance, other benefits
<i>Separate by project if more than one project</i>						
<i>Include value of in-kind support as "other".</i>	<b>SUBTOTAL</b>	<b>\$ 103,977</b>	<b>\$ 106,538</b>	<b>\$ 109,335</b>	<b>\$ 110,072</b>	
<b>REVENUE - DIA Ambassadors &amp; Hospitality Team</b>						
	TCTP*	\$ 27,932	\$ 28,770	\$ 29,633	\$ 28,596	
	DIA (City Contract)	\$ 25,800	\$ 26,082	\$ 29,230	\$ 25,590	Towards costs of Ambassador & Hospitality Program
	DIA (TCAT contract)				\$ 10,200	For ambassador & Hosp. program to clean bus areas.
	<b>SUBTOTAL</b>	<b>\$ 53,732</b>	<b>\$ 54,852</b>	<b>\$ 58,863</b>	<b>\$ 64,386</b>	
<b>REVENUE - Tompkins Chamber</b>						
	TCTP*	\$ 8,000	\$ 8,200	\$ 8,492	\$ 8,180	for admin
	TCTP*	\$ 2,500	\$ 2,750	\$ 3,100	\$ 2,990	for signage
	in kind donation				\$ 552	from Chamber
	<b>SUBTOTAL</b>	<b>\$ 10,500</b>	<b>\$ 10,950</b>	<b>\$ 11,592</b>	<b>\$ 11,722</b>	
<b>TOTAL REVENUE</b>	<b>TOTAL REVENUES</b>	<b>\$ 168,209</b>	<b>\$ 172,340</b>	<b>\$ 179,790</b>	<b>\$ 186,180</b>	
	TOTAL TCTP*	\$ 129,009	\$ 132,558	\$ 136,576	\$ 131,796	
	TCTP Share	76.70%	76.92%	75.96%	70.79%	

<b>EXPENSES - CCETC Beautification</b>		2012 Budget	2013 Budget	2014 Budget	2015 Request	Notes
<i>List major categories of expenses</i>	Personnel Wages	\$ 43,506	\$ 45,506	\$ 46,614	\$ 47,545	.875FTE (Coordinator) + .5 FTE (Assistant) = 1.375 FTEs. Seasonal workers: 1 at 26 weeks for 20hrs/week; 1 at 15hrs/week for 8 weeks; 1 at 10hrs/mo for 7 months
<i>Add or delete lines/items as needed</i>	Personnel Fringe	\$ 1,382	\$ 1,382	\$ 1,415	\$ 1,865	UI, Workers Comp, EAP, Employee Development benefits
<i>Separate by project if more than one project</i>	In kind benefits through Cornell	\$ 13,400	\$ 13,700	\$ 13,984	\$ 17,592	Estimated Social Security tax, Medicare tax, retirement, health insurance, other benefits
	Materials	\$ 2,850	\$ 2,450	\$ 2,900	\$ 2,700	
	Occupancy and Utilities	\$ 280	\$ 280	\$ 280	\$ 160	IT and telephone; occupancy is grouped with Admin by CCETC. Costs decreased because no phone and only one computer.
	Travel	\$ 2,900	\$ 3,150	\$ 3,650	\$ 2,600	\$2000 for mileage for van use (gas and small repairs), \$600 for conference registration(s), travel
	Administration	\$ 11,259	\$ 11,610	\$ 11,442	\$ 9,860	Cooperative Extension admin costs for office space, access to fleet, insurance, supervision, secretarial support, bookkeeping, payroll, etc.
	Grants	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,500	for rural towns for beautification efforts
	Postage	\$ 500	\$ 450	\$ 500	\$ 50	using funds from Garden Tour
	Awards & Prizes	\$ 300	\$ 250	\$ 250	\$ 200	

Plants and Containers	\$ 15,600	\$ 15,800	\$ 16,300	\$ 16,000	
<b>SUBTOTAL</b>	<b>\$ 103,977</b>	<b>\$ 106,578</b>	<b>\$ 109,335</b>	<b>\$ 110,072</b>	
TOTAL TCTP*	\$ 90,577	\$ 92,838	\$ 95,351	\$ 92,030	
In kind CCETC	\$ 13,400	\$ 13,700	\$ 13,984	\$ 18,042	
Total Expenses	\$ 103,977	\$ 106,538	\$ 109,335	\$ 110,072	
TCTP % of Expenses	87.11%	87.14%	87.21%	83.61%	
<b>EXPENSES - DIA Beautification</b>					
Ambassadors & Hospitality Team					Clean Team cleans 5hrs/day x 7 days/wk for 183 days plus Thursday evenings from June through August, plus 4 hours per day/7 days/wk from Nov. through April (182 days) Hospitality Team works 5hrs/day/7 days/wk for peak season (183 days) plus Thursday evenings in Jun-Aug.N.B. DIA did not include all costs/hours for Ambassadors & Hospitality Team in previous years.
Personnel Wages	\$ 22,085	\$ 22,748	\$ 23,420	\$ 36,789	Previous years wages line included all fringes.
Personnel Fringe				\$ 2,736	
Materials	\$ 5,847	\$ 6,022	\$ 6,213	\$ 5,597	
Admin & Operations	\$ 25,800	\$ 26,082	\$ 29,230	\$ 13,912	For 2015: in-kind administration of Operations Director @ 25%; Exec. Director @ 5%
Office Overhead				\$ 5,852	15% of office total
<b>SUBTOTAL</b>	<b>\$ 53,732</b>	<b>\$ 54,852</b>	<b>\$ 58,863</b>	<b>\$ 64,386</b>	
TOTAL TCTP*	\$ 27,932	\$ 28,770	\$ 29,633	\$ 28,596	
In Kind DIA, City and TCAT	\$ 25,800	\$ 26,082	\$ 29,230	\$ 35,790	
Total Expenses	\$ 53,732	\$ 54,852	\$ 58,863	\$ 64,386	
TCTP % of Expenses	51.98%	52.45%	50.34%	44.41%	
<b>EXPENSES - Chamber Signage Program</b>					
Materials	\$ 2,500	\$ 2,750	\$ 3,100	\$ 2,990	
<b>SUBTOTAL</b>	<b>\$ 2,500</b>	<b>\$ 2,750</b>	<b>\$ 3,100</b>	<b>\$ 2,990</b>	
TOTAL TCTP*	\$ 2,500	\$ 2,750	\$ 3,100	\$ 2,990	
In kind Chamber	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 2,500	\$ 2,750	\$ 3,100	\$ 2,990	
TCTP % of Expenses	100.00%	100.00%	100.00%	100.00%	
<b>EXPENSES - Chamber Administration</b>					
Personnel Wages	\$ 6,666	\$ 6,835	\$ 7,062	\$ 6,810	
Personnel Fringe	\$ 1,334	\$ 1,365	\$ 1,430	\$ 1,370	
In-kind Chamber				\$ 552	towards personnel
<b>SUBTOTAL</b>	<b>\$ 8,000</b>	<b>\$ 8,200</b>	<b>\$ 8,492</b>	<b>\$ 8,732</b>	
TOTAL TCTP*	\$ 8,000	\$ 8,200	\$ 8,492	\$ 8,180	
In kind Chamber				\$ 552	
Total Expenses	\$ 8,000	\$ 8,200	\$ 8,492	\$ 8,732	
TCTP % of Expenses	100.00%	100.00%	100.00%	93.68%	
Chamber Total	\$ 10,500	\$ 10,950	\$ 11,592	\$ 11,722	
TOTAL TCTP*	\$ 10,500	\$ 10,950	\$ 11,592	\$ 11,170	
In-kind Chamber				\$ 552	
Total Expenses	\$ 10,500	\$ 10,950	\$ 11,592	\$ 11,722	
TCTP % of Expenses	100.00%	100.00%	100.00%	95.29%	
<b>TOTAL EXPENSES</b>					
TOTAL TCTP*	\$ 129,009	\$ 132,558	\$ 136,576	\$ 131,796	
In kind DIA, CCETC, & Chamber	\$ 39,200	\$ 39,782	\$ 43,214	\$ 54,384	
<b>TOTAL EXPENSES</b>	<b>\$ 168,209</b>	<b>\$ 172,340</b>	<b>\$ 179,790</b>	<b>\$ 186,180</b>	
TCTP share	76.70%	76.92%	75.96%	70.79%	
<b>REVENUES LESS EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
*TCTP-Tompkins County Tourism Program					

# COVER PAGE

## 2015 Budget Request Form Tompkins County Tourism Program



### I. BASIC INFORMATION

Program: CAP-Operating Expenses

Applicant Organization: Community Arts Partnership

Contact Person: John Spence

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

2015 Request: \$39,250 for 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%
2014	39,250	1,140	3%	13.6%
<b>Request 2015</b>	<b>37,876</b>	<b>-1,373.75</b>	<b>-3.5%</b>	<b>13.0%</b>

\* 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.**

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. 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, Artist Markets, CAP ArtSpace (gallery), the Spring Writes Finger Lakes Literary Festival, and IthacaEvents.com.

### III. CHALLENGES & OPPORTUNITIES

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

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, including delays in payments for contracted programs, has the largest impact on our grant programs. Although funds (GOS, re-grant , admin) from the State are awarded at the end of each calendar year, the funds are not distributed until mid-year, as late as June or July.

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

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

**Goal 1:** Improve attendance at Art Trail studios, Spring Writes and Artist Markets.

**Measure of Achievement 1A:** Increase Art Trail open studio visits from 4,800 to 5,200 (1,700 visitors x an average of three studios over the course of two weekends.)

**Measure of Achievement 1B:** Increase Artist Market attendance from approximately 1,700 to 1,900.

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, IthacaEvents.com, Spring Writes Literary Festival, 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 services will continue in 2015.

**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. 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 Huffington Post, 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.

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 2015, the program will continue a partnership with the Human Services Coalition, Alternatives Federal Credit Union and the Saltonstall Foundation 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 2013 and the first quarter (January through March) of 2014. 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.

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

- Program Goals for 2013 included 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 has been quite successful. Visitors are 60% regional visitors who are looking for arts related events to experience.
- 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 continues to grow in its recently completed fifth annual run. Occurring over four days in May, this year's festival included 32 diverse events, from workshops and panels to readings, performances, and exhibitions.

For 2014, we hoped to increase attendance by 10% from the previous year. Initial figures show that regional out-of-county visitations were 25% of the total audience and general attendance increased by 200 people.

- 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.
- NEW GRANT: CAP secured funding for a new grant program for individual artists called “Strategic Opportunity Stipend” which will be made available twice a year for artists who need funds to take advantage of a specific opportunity that will advance their art career.
- The annual Ithaca Artists Market will now be open to artists of all disciplines, rather than just visual artists.
- IthacaEvents.com will be a collaboration between the CVB and CAP by late 2014/2015.

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

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. For example, we are worked with the Ithaca Festival on a joint exhibit and better parade. The Spring Writes Literary Festival is collaborated with 10 organizations this year, up from 5 last year. CAP continues to work with local theaters to create an online directory of actors, directors, choreographers, and set/costume designers. CAP hosts 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**  
**2015 Budget Request - Tompkins County Tourism Program**

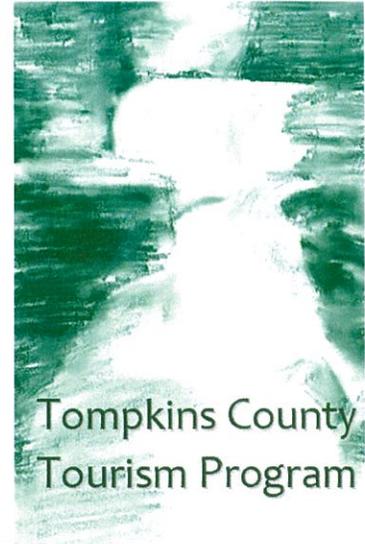
For previous years budgets, used modified budget amounts.

REVENUE - CAP GOS		2012 Budget	2013 Budget	2014 Budget	2015 Request	Notes
<i>List major categories of revenues</i>	TCTP*	37000	38110	39250	37876	
<i>Add or delete lines/rows as needed</i>	NYS Council on the Arts	\$103,503	\$100,600	106150	106150	
	Foundation Support	\$22,000	\$37,300	37600	17600	
	Business Contributions	\$30,000	\$32,000	32000	40000	
	Private Contributions	\$8,200	\$9,200	9200	21200	
	Art trail fees	\$28,000	\$28,000	28000	28000	
	Artist market Fees	\$13,000	\$13,500	13500	13500	
	Galery Sponsorship				4000	
	Fundraising Event				7500	
	Rent Contributions				19700	
	Contracted servics	\$29,500	\$17,500	17500	10,000	
<i>Separate by project if more than one project</i>	Misc Income	\$4,750	\$5,600	5600	2900	
<i>Include value of in-kind support as "other".</i>	SUBTOTAL	\$275,953	\$281,810	\$288,800	\$308,426	
	TOTAL REVENUES	\$275,953	\$281,810	\$288,800	\$308,426	
	TOTAL TCTP*	\$37,000	\$38,110	\$39,250	\$37,876	
	TCTP Share	13.4%	13.5%	13.6%	12.3%	
<b>EXPENSES - Project 1 Name</b>						
<i>List major categories of expenses</i>	Grants	\$54,430	\$51,200	\$54,000	\$54,000	
<i>Add or delete lines/rows as needed</i>	Personnel Wages	\$99,460	\$102,835	\$105,900	\$105,900	
<i>Separate by project if more than one project</i>	Personnel Fringe	\$13,075	\$13,455	\$13,940	\$13,940	
<i>List in-kind expenses if also reporting as revenue</i>	Artist/Professional Fees	\$9,000	\$9,500	\$9,800	\$9,800	
	Materials	\$7,800	\$7,800	\$8,000	\$8,000	
	Services	\$14,900	\$16,200	\$16,500	\$16,500	
	rent and Utilities	\$15,779	\$15,630	\$16,000	\$34,200	
	travel	\$700	\$700	\$900	\$900	
	Administration	\$20,766	\$24,330	\$20,586	\$20,586	
	Marketing and Advertising	\$45,056	\$45,056	\$46,000	\$46,000	
	SUBTOTAL	\$280,966	\$286,706	\$291,626	\$309,826	
	TOTAL EXPENSES	\$280,966	\$286,706	\$291,626	\$309,826	
	TOTAL TCTP*	\$37,000	\$38,110	\$39,250	\$37,876	
	TCTP share	13.2%	13.3%	13.5%	12.2%	
	REVENUES LESS EXPENSES	-\$5,013	-\$4,896	-\$2,826	-\$1,400	

\*TCTP-Tompkins County Tourism Program

**COVER PAGE**

2015 Budget Request Form  
Tompkins County Tourism Program



**I. BASIC INFORMATION**

Program:     CAP Market the Arts    

Applicant Organization:     Community Arts Partnership    

Contact Person:     John Spence    

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

2015 Request:   \$10,229   for 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	<b>10,300</b>	<b>300</b>	<b>3%</b>	<b>22.4%</b>
2014	<b>10,600</b>	<b>300</b>	<b>2.9%</b>	<b>22.4%</b>
<b>Request 2015</b>	<b>10,200</b>	<b>-400</b>	<b>-3.7%</b>	<b>24%</b>

**II. PROGRAM DESCRIPTION**

**Describe the program in two or three sentences.**

The Market the Arts initiative will help CAP market the Greater Ithaca Art Trail, and the winter and summer Ithaca Artist Market to visitors outside Tompkins County. Proposed buys are listed at Question IV, but CAP is open to STPB suggestions for concentrating on other areas, aside from our mainly Rochester/Syracuse and areas West focus. Our out of county marketing efforts, taken together, 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. The Artist Market is now open to artists of all disciplines, designed to truly showcase ALL kinds of artists in Tompkins County.

**III. CHALLENGES & OPPORTUNITIES**

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

Challenges: The major overarching challenge is funds to market these programs regionally. IthacaEvents.com, which we see as a major asset to our County tourism, has no income, so funds to market it are crucial. The Art Trail and Artist Markets have income from ad sales and artist fees, but income falls short of our regional advertising goals.

#### **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.**

Our goal for the annual **Summer Ithaca Artists Market**, *now open to artists of all disciplines*, is to present it as an annual showcase of the variety of art that Ithaca has to offer! We will have 65 booths for artists, and since many share a booth, we expect about 80 artists (not just visual, but writers selling books, musicians selling CD's, performing artists selling DVD's and Filmmakers selling films.) We do expect that it will still be primarily visual artists. 14 booths will be for local not for profit arts organizations and the remaining booths will be for food, wine, beer and desserts. We will have music throughout the day, a raffle, and short performances. We would like to use the Market the Arts funds for: **\$1,450** two weeks in the Eagle (Syracuse area) newspapers and **\$1,556** for two weeks in the Messenger (Rochester area) newspapers. **\$1,400** will go to WSKG and **\$1,970** to WXXI-AM, WXXI-FM and WEOS FM. We will also put a **\$980** "post-it" on the Elmira Gazette Paper and (which also attracts Northern PA). Locally: A post it on the Journal at **\$550**, on-line pencil push downs 2 weeks on Ithaca.com (Ithaca Times) at **\$358**, WVBR (weekends) **\$297** and WICB **\$400**. This works out to **\$7,356** for out of county marketing and **\$1,605** for local = **\$9,141**.

For the Holiday Artists Market, a majority of the promotion is done by the Downtown Ithaca Alliance since our event is part of their winter festival. We have budgeted **\$400** for facebook promotion to regional visitors (Rochester, Syracuse, etc.)

**Greater Ithaca Art Trail** has Open Studio weekends on two weekends in October. Studios are also open on the First Saturday of each month. The program will have income of about \$24,000 from artist fees (\$450 each) and ad sales. Expenses will be about \$28,800. We would like to spend the same funds as above. **\$7,356** for out of county marketing and **\$1,605** for local = **\$9,141**.

CAP uses Constant Contact at **\$1,638** a year is used to market all of our programs. We send out at least two e-blasts per month that are event oriented. We also use Facebook boosts to "Rochester, Albany, Syracuse, Elmira," for all of our events at **\$800** a year.

**The total expenses for both programs equal \$39,524, (not including Constant Contact). Of the \$21,120 marketing expenses listed above, CAP requests \$10,200 from TCTP to assist with a portion out of county marketing.**

#### **V. PROGRAM GOALS**

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

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

**Measure of Achievement:** Since all facebook promotions will provide links to ArtTrail.com (the Art Trail website) and ArtsPartner.org (for the Artists Markets), we can use Google Analytics to

see an increase in traffic. ArtTrail.com and ArtsPartner.org visitors have been increasing by 9 to 10% new unique visitors each year and we will work to continue this trend.

**Goal 2: To increase actual visitors to the Art Trail and Artist Markets.**

**Measure of Achievement: Art Trail Visitors:** We are able to determine through surveys how many studio visits the art trail artists have. (5,400 in 2013). This is most likely about 1,800 visitors visiting an average of 3 studios each. Each visitor is asked to fill out one survey a day which supports this assumption. Of those 1,800, approx 600 are from out of the county. The number of visitors has been holding steady for 3 years after a big leap in 2009. For 2015, through aggressive social media paid advertising, we wish to see 6,000 studio visits, an increase of 600 individuals.

**Measure of Achievement 2: Artist Market Visitors:** Artist Market visitors are difficult to track as people approach on foot, from Route 13 and via a path from alternate parking. Having said this, we estimate 2000 a year. We hope to increase this to 2,500 but have no good way to measure. A measurable achievement that we can track is to increase artist sales from \$59,000 to \$70,000. Artists fill out a survey after the event with their numbers.

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

**Measure of Achievement:** CAP has new initiatives which should attract media coverage. One is that the artist market will now be open to all artist disciplines. (We also have a new grant program, which doesn't concern the Market the Arts award.) We will seek coverage in the national Crafts Report, the Finger Lakes Magazine, Huffington Post and other regional 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.

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

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 programs listed above encompass a few of the Focus Areas of the STP, mainly to Develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination.

Both of these programs bring 30 to 40% of its visitors from out of the county.

**VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.

The most significant achievements are that all of our programs continue to grow each year, through attendance, unique visitors to the websites and online chatter.

The number of visitors and the number of dollars spent on art at the Greater Ithaca Art Trail and the Artist Markets has grown steadily each year.

Although not part of this grant: Another achievement was preserving our presence on the Commons after the closing of our Ticket Center through collaboration with the CVB, DIA and business sponsors. Our Art Space Gallery, has succeeded in raising our reputation as having interesting and intriguing shows. The Spring Writes Festival, with 35 events over 4 days was a major success, with about 1,000 visitors. We are still tallying how many came from out of the county. From a show of hands at each event, we believe it is 260 people, mostly regional, but some from PA.

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

Collaborations with the CVB and Downtown Ithaca Alliance have focused on making the CAP ArtSpace and Visitor's Center a year-round center for openings, workshops, receptions, and visitor information. We have used the Tompkins Festival program for materials and supplies (tables, easels, chairs, PA system). We had 10 collaborators for Spring Writes (Friends of Library, Argos Inn, Cinemapolis, Felicias, Buffalo Street Books, Lot 10, The Shop, Ithaca Shakespeare, IDA, Tompkins County Public Library.) and for the Art Trail (State of the Art Gallery).

**Community Arts Partnership - Market the Arts**  
**2015 Budget Request - Tompkins County Tourism Program**

Note: 2012, 2013, 2014 buget included other programs, such as IthacaEvents.com, hence the 2015 differences.

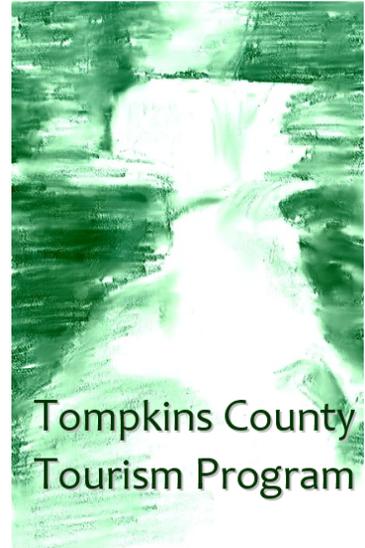
<b>REVENUE - Market the Arts</b>		<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>2015 Request</b>	<b>Notes</b>
<i>List major categories of revenues</i>	TCTP*	\$10,000.00	\$10,300.00	\$10,600.00	\$10,200.00	
<i>Add or delete lines/rows as needed</i>	Other grants for Art trail or Artist Markets	\$4,000.00	\$4,500.00	\$5,500.00	\$0.00	
	Art Trail Fees - Artists, Ads	\$28,000.00	\$28,000.00	\$28,000.00	\$22,000.00	
<i>Separate by project if more than one project</i>	Artist Market Fees - Artists, Vendors	\$3,100.00	\$3,200.00	\$3,200.00	\$9,200.00	
<i>Include value of in-kind support as "other".</i>	SUBTOTAL	\$45,100.00	\$46,000.00	\$47,300.00	\$41,400.00	
	<b>TOTAL REVENUES</b>	<b>\$45,100.00</b>	<b>\$46,000.00</b>	<b>\$47,300.00</b>	<b>\$41,400.00</b>	
	TOTAL TCTP*	\$10,000.00	\$10,300.00	\$1,060.00	\$10,200.00	
	TCTP Share	0.22172949	0.223913043	0.022410148	0.246376812	
<b>EXPENSES - Market the Arts</b>						
<i>List major categories of expenses</i>	Marketing Art Trail, Artist Market	\$45,056.00	\$46,000.00	\$47,300.00	\$21,120.00	
	Other Event Costs				\$20,785.00	
	SUBTOTAL	\$45,056.00	\$46,000.00	\$47,300.00	\$41,905.00	
	<b>TOTAL EXPENSES</b>	<b>\$45,056.00</b>	<b>\$46,000.00</b>	<b>\$47,300.00</b>	<b>\$41,905.00</b>	
	TOTAL TCTP*	\$10,000.00	\$10,300.00	\$1,060.00	\$10,200.00	
	TCTP share	0.221946023	0.223913043	0.022410148	0.243407708	
	<b>REVENUES LESS EXPENSES</b>	<b>\$44.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$505.00</b>	

\*TCTP-Tompkins County Tourism Program

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## 2015 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

2015 Request: \$199,960 Product Development or Marketing? 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%
2014	207,215	6,035	+3%	100%
<b>Request 2015</b>	<b>199,960</b>	<b>(7,255)</b>	<b>-3.5%</b>	<b>100%</b>

\* 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 2015) 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. The TCG Review Committee is working to

reverse this trend and rebuild the funding structure so that more funds are available for awards in the application year. (2) In recent years all the funds were awarded in the first round, so that we now have a single annual grant 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 2013, TCG had a record-high nine applications. In 2014 TCG received six 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 affect of multi-year awards.)

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 requests a 3.5% decrease from 2014 as directed by the STP Budget Committee.

Year to year the TCG has inconsistent application demand. Recently, 2012 saw \$128,000 requested from eight applicants; 2013 had \$400,640 requested from nine applicants; 2014 had \$302,067 requested from six applicants. However, the long-term trend in demand for TCG is upward.

It is impossible to predict exactly what will happen in 2015. 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.

<b>Tourism Capital Grants Awards by year</b>			
	<b>Organization/project</b>		<b>Award</b>
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 <sup>rd</sup> 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 <sup>th</sup> Anniv Exhibits	2013	32,000
40	State Theatre bathroom expansion	2013	42,000
41	Stewart Park Phase 1 Buildings	2013	70,500
42	Cayuga Lake Blueway Trail: Design Study	2014	10,000
43	CSMA: 3rd Floor Performance Space	2014	55,000
44	Ith Child Garden: Edible Forest Garden Ph 1	2014	34,000
45	Nature Center: Cayuga Lake Exhibit	2014	40,000
46	Sciencenter: Mini-Golf Construction	2014	25,000
		<b>Total</b>	<b>1,743,580</b>

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, particularly for funding in the first year. 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 that decreases 3.5% in 2015, then escalating at 2% annually.

<b>Budget Info</b> ( <i>estimates italicized</i> )			<b>2014</b>	<b>2015*</b>	<b>2016*</b>	<b>2017*</b>	<b>2018*</b>		
Total budget			207,215	199,962	203,962	208,041	212,202		
TCAD Admin expenses	subtract		14,371	13,868	14,145	14,428	14,716		
2013 Admin remainder*	add		2,156						
<b>Awards budget</b>			<b>195,000</b>	<b>186,095</b>	<b>189,817</b>	<b>193,613</b>	<b>197,485</b>		
<b>Past Multi-Year Awards</b>			<b>Year</b>	<b>award</b>					
Cay Nat Ctr '09		2009	100,000	25,000					
Cay Nat Ctr '11		2011	100,000	25,000	12,000				
Sciencetr Animal Rm		2012	25,000	5,000					
Mus of Earth 10 <sup>th</sup> Anniv Exhibits		2013	32,000	20,000					
State Theatre bathroom expansion		2013	42,000	10,000	20,000				
Stewart Park Rehab Phase I		2013	70,500	15,000	25,000	10,000			
Committed			100,000	57,000	10,000	0	0		
<b>Available for new grants*</b>			<b>95,000</b>	<b>129,095</b>	<b>179,817</b>	<b>193,613</b>	<b>197,485</b>		
<b>Current Grants</b>			<b>Proj Value</b>	<b>Request</b>	<b>Recommend 2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
ReUse Building Tourism Study		14,920	9,698	0					
TC Blueway Trail Design Study		18,000	18,000	10,000					
CSMA 3rd Fl Performance Space		165,400	55,134	31,000	24,000				
ICG Edible Forest Phase 1		102,809	34,235	34,000					
PRI/CNC Lake Exhibit		241,180	85,000	20,000	10,000	10,000			
Sciencenter Mini-Golf Constr		307,400	100,000	0	10,000	15,000			
<b>Total</b>			292,369	95,000	44,000	25,000			
<b>Available for new grants*</b>				<b>0</b>	<b>85,095</b>	<b>154,817</b>	<b>193,613</b>	<b>197,485</b>	
*budget for 2015 decrease 3.5%, 2016 to 2018 escalated at 2%									
prepared by TCAD: Edition: May 15, 2014									

A number of feasibility studies that were funded in the past can be expected to come forward with new capital requests, or additional capital requests in the future. Those include:

- Cayuga Lake Blueway Trail
- Community School of Music and Arts – future phases
- Hangar Theatre – Phase 2 winterization
- The History Center – Heritage Aviation/ Tommy exhibit
- The History Center/Ithaca Motion Picture Project
- Ithaca Children’s Garden – future phases
- Stewart Park Rehabilitation – future phases

## **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. identify concentrations of funds to specific 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 and critical actions 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
- Coordination with outcomes of STPB task forces (e.g. sustainable tourism task force)

**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.

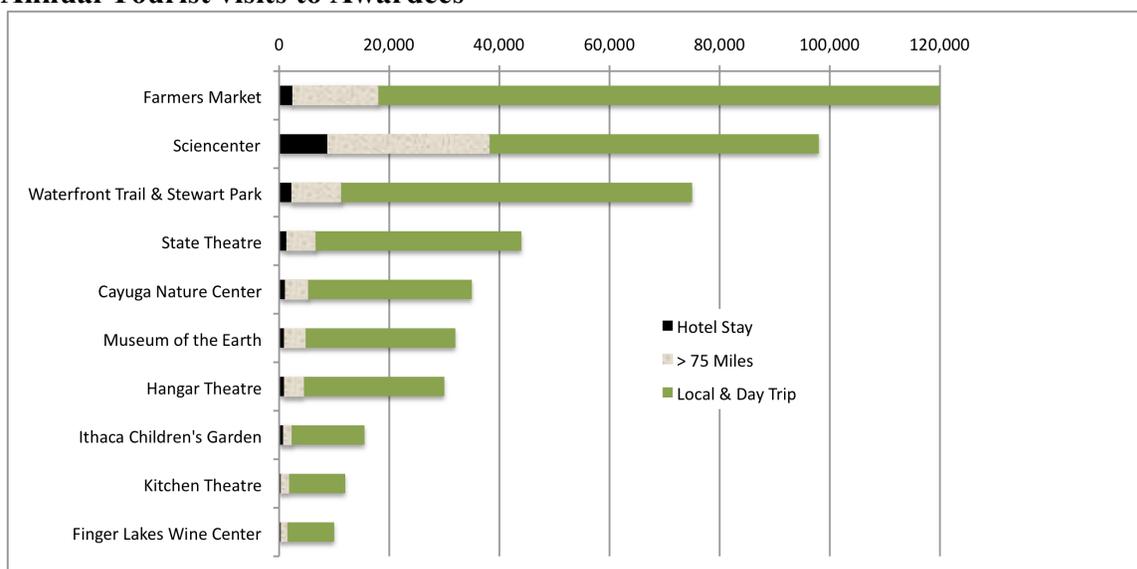
**Example 1**

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 the TCPD Tourism Coordinator to develop methods for evaluating tourism use of non-ticketed tourism attractions.

Because overall visitorship does not change dramatically from year to year, I would expect to update this analysis on a 3- to 5-year basis.

**Example 2**

The following two tables show the distributions of awards to eighteen recipients and the balance of awards between Feasibility Studies and Capital Investments. These are useful to update annually.

**Analysis of Awards History** – sorted by size of capital awards

<b>Recipient</b>	<b>value of all grants</b>	<b>total project value</b>	<b># awards</b>	<b># feas</b>	<b># cap</b>	<b>Value of feas Awards</b>	<b>Value of Capital Awards</b>
Cayuga Nature Center	253,500	801,280	4	1	3	13,500	240,000
Sciencenter	222,500	1,021,420	7	1	6	12,500	210,000
PRI/Museum of the Earth	207,000	7,632,360	3		3		207,000
State Theatre	170,780	1,254,300	3	1	2	3,780	167,000
Wine Center	172,500	519,720	3	2	1	12,500	160,000
Hangar Theatre	198,000	3,212,600	4	3	1	98,000	100,000
Kitchen Theatre	134,000	1,236,800	3	2	1	34,000	100,000
Stewart Park	110,500	440,100	4	3	1	40,000	70,500
Ithaca Skate Park	60,000	435,340	1		1		60,000
Community School of Music & Arts	63,000	173,560	2	1	1	8,000	55,000
Ithaca Children's Garden	48,800	117,609	2		2		48,800
Cayuga Waterfront Trail Initiative	25,000	191,500	2		2		25,000
Finger Lakes land Trust	20,000	76,550	1		1		20,000
Ithaca Farmers Market	10,000	51,630	1		1		10,000
History Center	25,000	38,000	3	3		25,000	
Cayuga Lake Blueway Trail	10,000	18,000	1	1		10,000	
Dorothy Cotton Institute	7,500	7,500	1	1		7,500	
Ithaca Motion Picture Project	5,500	5,500	1	1		5,500	
<b>Totals</b>	<b>1,743,580</b>	<b>17,233,769</b>	<b>46</b>	<b>20</b>	<b>26</b>	<b>270,280</b>	<b>1,473,300</b>
Average award & percent of funds	37,904			13,514	56,665	15.5%	84.5%
Median award				9,500	46,000		
created May 15, 2014, rev. May 20, 2014							

## Detailed History of Awards

Recipient	Year	Grant value	Feas Study or Capital	sum of multiple grants	total project value
<b>Cayuga Lake Blueway Trail</b>	2014	10,000	f	<b>10,000</b>	<b>18,000</b>
Cayuga Nature Center Feas	2008	13,500	f		
Cayuga Nature Center	2009	100,000	c		
Cayuga Nature Center	2011	100,000	c		
<b>Cayuga Nature Center</b>	2014	40,000	c	<b>253,500</b>	<b>801,280</b>
CSMA 3 <sup>rd</sup> Floor study	2013	8,000	f		
<b>CSMA 3<sup>rd</sup> Floor recovations</b>	2014	55,000	c	<b>63,000</b>	<b>173,560</b>
<b>Dorothy Cotton Institute</b>	2010	7,500	f	<b>7,500</b>	<b>7,500</b>
<b>FLLT Emerald Necklace boardwalk</b>	2012	20,000	c	<b>20,000</b>	<b>76,550</b>
Hangar Theatre	2003	9,000	f		
Hangar Theatre	2008	84,000	f		
Theatre for All Seasons capital	2009	100,000	c		
<b>Hangar Theatre study complete All Seasons</b>	2013	5,000	f	<b>198,000</b>	<b>3,212,600</b>
Schoolhouse study	2006	10,000	f		
IMPP study	2013	7,500	f		
<b>History Center Tommy study</b>	2013	7,500	f	<b>25,000</b>	<b>23,000</b>
Ithaca Children's Garden	2009	14,800	c		
<b>Ithaca Children's Garden</b>	2014	34,000	c	<b>48,800</b>	<b>117,609</b>
<b>Ithaca Farmers Market</b>	2005	10,000	c	<b>10,000</b>	<b>51,630</b>
<b>Ithaca Motion Picture Project</b>	2009	5,500	f	<b>5,500</b>	<b>5,500</b>
<b>Ithaca Skate Park</b>	2011	60,000	c	<b>60,000</b>	<b>435,340</b>
Kitchen Theatre Feas 1	2008	13,000	f		
Kitchen Theatre Feas 2	2009	21,000	f		
<b>Kitchen Theatre Capital</b>	2009	100,000	c	<b>134,000</b>	<b>1,236,800</b>
PRI- Museum of Earth- Building Expansion	2003	125,000	c		
MOTE Climate Exhibit/glacier	2010	50,000	c		
<b>PRI/MOTE 10th Anniversary exhibits</b>	2013	32,000	c	<b>207,000</b>	<b>7,632,360</b>

(Table continued next page)

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<b>Recipient</b>	<b>Year</b>	<b>Grant value</b>	<b>Feas Study or Capital</b>	<b>sum of multiple grants</b>	<b>total project value</b>
Sciencenter Golf	2003	25,000	c		
Sciencenter Ocean	2005	20,000	c		
Sciencenter Outdoor	2006	60,000	c		
Sciencenter Marcellus Drilling Exhibit	2011	50,000	c		
Live Animal gallery	2012	30,000	c		
Galaxy Golf study	2013	12,500	f		
<b>Sciencenter</b> Galaxy Golf install	2014	25,000	c	<b>222,500</b>	<b>1,021,420</b>
Historic Ithaca - State Theatre Phase 2	2003	125,000	c		
State Theatre -- Bathroom study	2012	3,780	f		
<b>State Theatre</b> Bathroom constr	2013	42,000	c	<b>170,780</b>	<b>1,254,300</b>
CWT Phase 2	2005	5,000	c		
<b>CWTI</b> interpretive panels and Crew cove	2012	20,000	c	<b>25,000</b>	<b>191,500</b>
Stewart Park Rehab Action Plan	2008	15,000	f		
Stewart Park Building Study	2010	15,000	f		
SP Landscape Study	2012	10,000	f		
<b>Stewart Park</b> Buildings Ph 1	2013	70,500	c	<b>110,500</b>	<b>440,100</b>
Wine Center Feasibility Ph1	2004	5,000	f		
Wine Center Feasibility Ph 2	2005	7,500	f		
<b>Wine Center</b> capital	2007	160,000	c	<b>172,500</b>	<b>519,720</b>
<b>TOTALS</b>				<b>1,743,580</b>	<b>17,218,769</b>

## **VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.

**1. Awards:** The 2013 round had nine applicants. They requested \$400,640 in awards toward \$1,392,556 of project value. Eight grants totaling \$185,000 were awarded. TCAD also reviewed and administered six other multi-year contracts. 2013 was a tough round where the review panel decided against funding one repeat applicant, reduced awards to most of the awardees to 50% of their request, and also worked to manage the impact of multi-year payments on future years. In Q1 2014, TCAD worked with six organizations preparing their applications 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. The 2014 review process went very well. We expect to consider using the on-line application in 2015.

**3. Consistent program demand:** The experience of consistent high level and good quality 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?

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

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 Grant Program**  
**2015 Budget Request - Tompkins County Tourism Program**

For previous years budgets, used modified budget amounts.

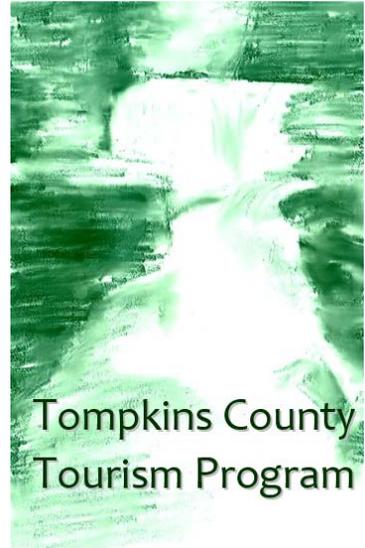
		2014 Budget Proposed					
<b>REVENUE - Tourism Capital Grants</b>		<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>Modified</b>	<b>2015 Request</b>	<b>Notes</b>
<i>List major categories of revenues</i>	TCTP*	198,248	201,180	207,215	207,215	199,960	
<i>Add or delete lines/rows as needed</i>	<i>Previous years allocated unspent</i>				2,155		
<i>Separate by project if more than one project</i>	<i>Other (name)</i>						
<i>Include value of in-kind support as "other".</i>	<b>SUBTOTAL</b>	<b>\$198,248</b>	<b>\$201,180</b>	<b>\$207,215</b>	<b>\$209,370</b>	<b>\$199,960</b>	
	<b>TOTAL REVENUES</b>	<b>\$198,248</b>	<b>\$201,180</b>	<b>\$207,215</b>	<b>\$209,370</b>	<b>199,960</b>	
	<b>TOTAL TCTP*</b>	<b>\$198,248</b>	<b>\$201,180</b>	<b>\$207,215</b>	<b>\$209,370</b>	<b>\$199,960</b>	<b>3.5%</b>
	<b>TCTP Share</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>EXPENSES - Tourism Capital Grants</b>							
	Administration	\$11,018	\$13,783	\$20,722	\$14,370	\$13,960	
	Grants	\$186,780	\$185,000	\$186,493	\$195,000	\$186,000	
	<i>Budget Adjustment</i>	\$450	\$2,397				
	<b>SUBTOTAL</b>	<b>\$198,248</b>	<b>\$201,180</b>	<b>\$207,215</b>	<b>\$209,370</b>	<b>\$199,960</b>	
	<b>TOTAL EXPENSES</b>	<b>\$198,248</b>	<b>\$201,180</b>	<b>\$207,215</b>	<b>\$209,370</b>	<b>\$199,960</b>	
	<b>TOTAL TCTP*</b>	<b>\$198,248</b>	<b>\$201,180</b>	<b>\$207,215</b>	<b>\$209,370</b>	<b>\$199,960</b>	
	<b>TCTP share</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

\*TCTP-Tompkins County Tourism Program

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## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Tourism Project Grants

Applicant Organization: STPB Tourism Project Grant Committee

Contact Person: Carol Kammen

Phone: \_\_\_\_\_ Email: cck6@cornell.edu

2015 Request: \$31,409 Product Development or Marketing? Product

Year	Tourism Program Allocation**	\$ Change	% Change	% of Program Budget*
2011	\$26,600			100%
2012	\$26,600	\$0	0%	100%
2013	\$31,600	\$5,000	18.8%	100%
2014	\$32,548	\$948	3.0%	100%
<b>Request 2015</b>	<b>\$31,409</b>	<b>-\$1,139</b>	<b>-3.5%</b>	<b>100%</b>

\* 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 are awarded on the basis of promoting community throughout Tompkins County. They mark a historic era or traditional festival, they are free and open to the public and they are funded from the Tourism Budget directly to the towns in which the celebrations will be given. Celebration grants have funded small events, and some of them have become major events in the county's calendar. Celebration grants provide the means for various communities of people to come together to promote the history and culture of this place, and to appreciate the Tourism Bureau.

#### III. CHALLENGES & OPPORTUNITIES

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

The challenges to the Celebrations Grants are primarily financial and geographical. There are always more requests than we can fund and we rarely fund at the level needed, though we try to help as much as possible. There is always an attempt to be sure that all portions of the county receive funding, and that as many communities, however described, can participate in the program. The success of this grant program is that a wide range of events are funded and that people see that better planning can lead to a successful application.

#### **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.

All funds are granted to applicants in two rounds each year.

#### **V. PROGRAM GOALS**

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

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

The goals are to aid ongoing events, to be open to new events, and to help people through the process of application.

#### **VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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. Celebration grants have provided a map by which applicants improve their programs and successfully apply for aid. There are many small projects that began with a Celebration Grant that have grown into major events that help make the county's calendar vibrant.

#### **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 to the Celebration Grants would mean that we could aid fewer events and touch fewer people in the county.

### **VIII. COLLABORATION**

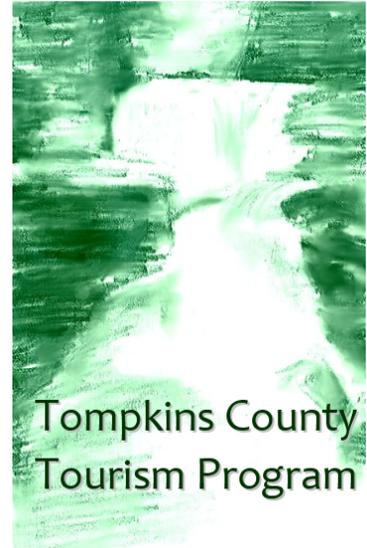
What steps have you taken and/or what new steps do you propose to take to collaborate, coordinate, partner, and share information and resources between your program(s) and other room-tax funded programs?

We seek collaboration between entities and groups applying for grant money; we stress the need to be ecologically sound and to be open to all without cost. The many collaborations make these grants even more successful.

# COVER PAGE

## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Ithaca/Tompkins CVB

Applicant Organization: Tompkins County Chamber of Commerce

Contact Person: Bruce Stoff

Phone: 607-272-1313 Email: Bruce@VisitIthaca.com

2015 Request: \$924,000 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	\$29,988	3.2%	81%
2014	\$957,500	\$31,724	3.4%	88%
<b>Request 2015</b>	<b>\$924,000</b>	<b>-\$33,500</b>	<b>-3.5%</b>	<b>87%</b>

\* 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

The CVB supports the county's Strategic Tourism Plan through marketing, sales and visitor services. The three departments work in conjunction with local tourism partners to increase visitation, promote and support the tourism product and enhance the visitor experience. This creates more overnight stays which generates revenue for the tourism program and tax relief for county residents. As the county's designated Tourism Promotion Agency, the CVB receives and manages NYS Tourism Matching funds while representing Tompkins County on tourism matters both regionally and statewide.

#### III. CHALLENGES & OPPORTUNITIES

1. Increasing midweek occupancy via consumer marketing, convention/meeting sales and group/motor coach sales. Secondary targets are shoulder seasons, sports events.
2. Increasing Visitor Center Traffic via Technology.
3. Implementing a Taughannock Falls Visitor Center.

4. Supporting the 2015 Visitor Profile (Chmura).

#### **IV. BUDGET NARRATIVE**

Our 2015 budget request is designed expressly to address the key opportunities and challenges outlined in section III. We must do this efficiently in light of the requested 3.5% budget decrease. We are in good shape to absorb the budget decrease thanks to cost-efficiencies gained in 2013 and 2014. Our move to a smaller, cost effective travel guide; our increased use of efficient digital advertising; and our decision to suspend the Winter Recess promotion will allow us to address the key challenges and opportunities without requesting additional funds. Our focus for 2015:

##### **Midweek Occupancy**

Low midweek occupancy is a perennial challenge for the local lodging industry. It's also our largest opportunity for growth. We will continue to fund, monitor and improve the midweek marketing campaign begun in 2014. We will stay committed to improving the program until it generates measurable results in occupancy and room tax revenue (and then we'll expand the program). Shoulder season marketing and promotion will be scaled back somewhat, we suspect investment in warm weather midweeks will produce greater ROI.

##### **Visitor Center Traffic and Technology**

Coinciding with the rapid adoption of smartphones, Visitor Center traffic has declined steadily since 2006. Peaking at 19,000 visitors, walk-in traffic declined to 13,838 visitors in 2013, an annual decline of 9%. This is despite an overall increase in visitation, as evidenced by STR hotel data. The trend is concerning because it has impacted our ability to fulfill our visitor services mission as outlined in the strategic plan. This is an emerging issue industrywide and we plan to lead the industry in finding solutions. The ultimate goal is to design a workspace, workforce and workplace tools to change visitor centers from receptive "welcome desks" to broadcast "outreach centers" that use cellular technology, digital information and social media tools to reach travelers wherever they may be. In 2015 we start the process with research, academic outreach (CU, IC, TC3) and staff development. We'll also pursue NYS REDC CFA grants to fund feasibility and implementation studies. Local tourism grants are a backup option. In addition to technical outreach, we will also pursue Dispersed Visitor Services—meeting people in high-traffic locations in the local market, i.e. campus events, attractions, festivals and other tourism program funded activities.

##### **Convention and Meeting Sales**

In recent years, the CVB has been challenged in booking convention and meeting business. This is despite increased sales outreach as measured by distributed sales leads. Price and facilities are the chief objections among buyers. While the CVB cannot control price or product quality, it can and will increase its advocacy efforts in development of new and remodeled conference facilities. We will also continue to pursue the sports market as outlined in the Strategic Plan by working with tournament organizers and venue managers at IC, CU, etc. This effort will focus on shoulder seasons, with awareness that team events often outstrip our hotel capacity, resulting in high room rates.

### **Group Sales/Motor Coach Sales**

The CVB will continue its increased sales efforts in the group/motor coach market using targeted group itineraries (culinary, gardening, wine, waterfalls, birding) and direct outreach to tour operators. In addition, we will continue our pursuit of the Chinese group market by pursuing NYC-based operators who cater to this growing market.

### **Taughannock Falls Visitor Center**

Finger Lakes State Parks is developing a small visitor center at the Taughannock Falls Overlook and has requested the CVB to operate it. Barring construction delays, the facility will be operational in fall 2015. The site gives us opportunity to reach tens of thousands of visitors. Staffing costs are covered in 2015 by the elimination of Winter Recess.

### **2015 Visitor Profile (Chmura)**

The CVB views the Visitor Profile study as the single most important tool we have in promoting county tourism. While the budget situation makes it unlikely for us to commit significant funding to the project, we plan to support the study with extensive in-kind contributions including staff and management.

### **Technical Assistance to Tourism Partners**

We plan to expand our efforts offering technical assistance to partners, taking advantage of staff strengths in areas of hospitality training (Hospitality Stars), web marketing and, increasingly, in social media (assistance with TripAdvisor, Yelp, FourSquare, Google Maps Reviews, OpenTable, etc. We will also continue to support for STPB task forces including ag & culinary, heritage, higher ed, etc., and community efforts like wayfinding, blueway trail, priority trails development, discovery trail site improvements, etc. and aligning these with marketing investments where practical, as outlined in the Strategic Plan.

## **Budget Details**

### **Income:**

The 3.5% funding decrease is challenging but manageable. Once again, cost savings implemented in 2013 and 2014 will allow us to absorb cuts. But we are unable to expand programming which is worrisome in light of a significant increase in room inventory coming in 2016. This fact, coupled with a shift in funding to regional initiatives and away from county programs by New York State, makes this a tight budget.

Matching Funds—We expect a Matching Funds grant of approx. \$60,000 in 2015, down from \$80,000 plus five years ago. Each year, as the designated TPA for Tompkins County, our office applies for a New York State Matching Funds Grant. Our award from NYS needs to be matched dollar for dollar at the County level. Approximately 75% of the total is used for marketing and advertising programs exclusive to Tompkins County. The remaining 25% is mandated for regional programs (Finger Lakes Regional Tourism Council, Cayuga Lake Scenic Byway, Finger Lakes Regional PR program, etc.)

Advertising Revenue—We continue to have success selling advertising in our Travel Guide and websites. In 2015, we anticipate modest gains in ad revenue but we're hesitant to forecast it in the budget. With a new guide format (2014) and new websites (2015), there's too much uncertainty for bold revenue forecasts.

Retail Revenue—We view sales of "Ithaca is Gorges" branded items as a growth area and are investing in inventory, online sales, POS and retail fixtures. Revenue growth will be modest in 2015 but should ramp up in subsequent years.

### **Expenses:**

**Administration**—This budget holds the line on administrative expenses with decreases in:

Chamber rent—reduced maintenance and utility costs

Chamber administration—anticipated flat salary for new chamber president

Health insurance—reduced costs from healthcare marketplace, lower utilization by staff.

These costs are outlined in detail in the spreadsheet accompanying this document.

**Marketing**—Our 2015 budget request reflects a continued shift to digital advertising and marketing. These programs are cost-effective, impactful and trackable. They also offer transparent reporting—ideal for publicly funded efforts. We plan to report these numbers in our 2015 goals, when finalized. Line item details:

Websites/Online/Mobile: This covers updates to our desktop/mobile websites and social media sites (VisitIthaca, IthacalsGorges, IthacaMeetings, IthacaEvents, Facebook, Instagram, Pinterest, Twitter) and includes paid SEO for VisitIthaca.com, subscription fees for bulk email services, digital reader response lead generators and other online projects.

Radio/TV: A drastic reduction in this line comes after market tests in 2013 showed us that YouTube video pre-roll ads yielded better results at substantially lower costs. Our only broadcast outlet for 2015 is WXPB in Philly, continuing a longstanding relationship.

Advertising: We will continue the web-based midweek campaign begun in 2014, refining audience and message for maximum result. Target markets remain unchanged from those identified by Chmura. Midweek business remains the county's greatest challenge and growth area so we will invest 80%-90% of our ad budget in the program. Funding for expanded online advertising comes from elimination of costly legacy print advertising, specifically: National Geographic Traveler, Better Homes & Gardens, Food Traveler, USA Today Inserts (Philly market, national market) Family Circle, Celebrity Cooking, Ladies Home Journal, More, and Midwest Living. Additional funds will come from local matching funds (see below).

Local Matching Funds: Roughly \$30,000 of this line will cover production of the annual travel guide. The remainder will be used to support the midweek ad campaign outlined above. Note: all items funded from this budget line carry the "I Love NY" mark.

Regional Matching Funds: This is a pass through of state money to regional programs. In 2015 it will fund FLRTC, CLSB and the regional PR program.

Winter Recess 2015: As previously announced, we are not producing Winter Recess in 2015. After seven years, the event did not grow to generate enough overnight stays to justify the high costs (both time and budget). Eliminating Winter Recess frees approximately \$25,000 which we will reinvest to balance the 2015 budget cuts. It also frees approximately 500 hours for hourly staff which we can use to establish the Taughannock Falls visitor center (See visitor services, below).

Cortland Sports Council: This cooperative marketing project did not come to fruition in 2014. Frankly, we never received details from CSPC on how they planned to spend our money or report on their work, so we didn't proceed. We've included a modest amount in the budget line to fund sports marketing initiatives that arise in 2015 and we will continue our efforts supporting Sports Marketing as outlined in the Strategic Plan. We also remain open to a cooperative program with CSPC and look forward to any proposals they present.

**Visitor Services**—Visitor Services is a “Foundation Focus Area” in the Strategic Tourism Plan and as such it requires critical attention.

Special Projects: With physical visitation declining at our flagship Visitor Center on East Shore Dr., (we believe this is directly related to the rise of smartphones), we must rethink the workspace, workforce and workplace tools we use in visitor services. The Segway scooter project funded in 2014 was a step in this direction, but on further reflection its \$16,000 price tag was too high a capital cost for a seasonal, weather dependent device so it was removed from the 2014 work plan. Instead, we plan to take a data-driven approach to the situation, using academic experts and REDC-grant-funded research to explore solutions. We haven't projected grant income in the budget (yet) but we have included \$9,000 in a Special Projects line to begin the process regardless of NYS grants.

DVC Rent: We've budgeted \$14,000 for shared Visitor Center space with CAP and DIA. We are renegotiating the lease at year end, this represents a best-guess of the new cost. In 2014, the cost breakdown is: CVB \$ \$13,793 and DIA \$6,000. CAP's share (for the office portion) is billed separately.

Retail Sales (cost of goods, fixtures): We have doubled these two lines to a combined \$10,700 in an effort to ramp up retail sales revenue. Out of an abundance of caution, we are conservatively budgeting a \$300 increase in 2015 revenues from this effort.

Taughannock Falls Visitor Center: Though this is not a standalone budget line, we plan to be operating a small info center at the Falls Overlook beginning sometime in fall 2015. This is contingent on construction. We anticipate paying rent under \$1,000 with staffing costs of \$100 per day. The elimination of Winter Recess frees roughly \$5,000 of staff/salary time to cover operational costs for 2015.

**Group Sales**—The 2105 budget reflects a continued emphasis on the group tour market with \$19,770 earmarked for trade shows and associated travel. We also have \$10,000 earmarked for FAM trips (local and ALB/ROC). The local FAM proved successful in 2013 and 2014, generating group sales bookings worth more than \$100,000 in economic impact (at this time). Central to our group sales effort is our continued attendance at appointment-based tradeshows (Connect, ABA Marketplace, PBA, OMCA, Active America China, NAJ, ESSAE) to continue to build relationships with decision makers.

## **V. PROGRAM GOALS**

Final Program Goals to Come.

At the suggestion of STPB, the CVB contracted with Cornell Cooperative Extension on an evaluation and goal-setting program in 2014. The process will be complete in summer 2014 with results implemented for use in calendar 2015. These goals will measure CVB performance by department at key stages of the “visitor transaction.” While the measurables will be different from prior years, the overall objectives remain unchanged.

**Goal 1:** *Increase Midweek Overnight Stays in the conference, group tour and individual leisure (FIT) markets.*

*Likely measurables: increased group/conference lead generation, increased group/conference contacts, increased relationships with group/meeting planners, bookings “clicked” on VisitIthaca midweek promotion page.*

*Strategic Plan Foundation Focus: Groups, Marketing & Advertising, Town Gown. Critical Actions: 24-28.*

**Goal 2:** *Increase usage of VisitIthaca.com, IthacaEvents, and associated websites and maintain CVB properties as the key portals for travel to Ithaca & Tompkins County.*

*Likely measurables: increase in overall page views, increase in click-thrus from ads to VisitIthaca, increase in click-thrus from VisitIthaca to partner websites, increase in inbound links from partner websites and travel websites, Google page ranking.*

*Strategic Plan Foundation Focus: Festivals, Marketing & Advertising, Town Gown. Critical Actions: 2, 5, 6, 8, 16, 23, 27, 28, 33, 35*

**Goal 3:** Provide enhanced visitor services and increase outreach to larger numbers of travelers to increase customer satisfaction, drive additional spending and encourage extended/repeat visits.

*Likely measurables: increase in number of physical visits, increase in number of e-visits, increase in CVB VS attendance at Tourism Program-funded events, increase in number of compliments from guests, increase attendance at Hospitality Stars and similar training programs.*

*Strategic Plan Foundation Focus: Downtown Ithaca, Town Gown, Visitor Services, Festivals. Critical Actions: 8, 30, 31, 33, 35, 36, 37*

## **VI. ACHIEVEMENTS**

Notable achievements in 2013 and early 2014 include:

- Smooth change in directorship from Fred Bonn to Bruce Stoff without disruption to staff or programming.
- Successful negotiations out of the state-mandated BassMaster fishing tournament without damage to Ithaca's relationship with NYSESD, ILNY and Executive. The event would have disrupted student return in August, 2014. Ithaca remains in a position to market itself successfully to anglers.
- Introduction of a cost-effective smaller travel guide that saves the CVB and Tourism Program \$50,000 annually.
- Timely analysis of the local AirBnB market that gave County Government the hard data necessary for evaluation and action.
- Emergency funding to CAP in the form of additional rent payments to help keep the organization operating during the closure of the Ticket Center.
- Coordination with CAP and DIA on the operation of the Downtown Visitor Center, a low cost-high impact space that helps all three organizations achieve their missions without undue expense.
- Successful launch of the IthacaFork website promoting culinary tourism. Funded by the Tourism Program, this site achieves a highly visible goal outlined in the 2020 Strategic Tourism Plan.
- Successful implementation of 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.
- Successful launch of a new niche-market-themed effort in group/motorcoach sales with eight tours booked thus far in 2014 worth more than \$100,000 in local economic impact.
- Supported six Tourism Grant funded events/projects with technical assistance to improve the impact of their visitor-oriented marketing.
- Began VisitIthaca brand guideline effort to improve branding consistency
- To be completed by New Year, 2015: Redesigned, mobile-friendly VisitIthaca.com and IthacaEvents.com.

### **Goals and Results as Outlined in the 2014 Budget Request:**

Goal 1: Increase conference/group midweek room nights 7%

Result: Not achieved, midweek occupancy rates decreased slightly, from 54.4% to 53.3%

Goal 2: Increase sales leads contacted by Group Sales

Result: Achieved, the sales staff distributed 63 vetted sales leads, up from 59 in 2012.

Goal 3: Increase traffic to VisitIthaca.com

Result: Significantly overachieved, total visits climbed to 446,000 +25%

Goal 4: Expand social media presence

Result: Facebook likes increased +28% from 11,351 in 2012 to 14,571, but fell short of an optimistic goal of 20,000.

Goal 5: Increase Visitor Center traffic

Result: Not achieved, hence the focus on this area in 2015 and beyond.

Goal 6: Three “top-10” listings and host a major media tour

Result: Overachieved with 12 “top-10s” and multiple media visits

## **VII. IMPACT OF LOSS OF FUNDING**

Additional budget cuts at this point would cut into core programs that directly support the 2020 Tourism Plan. If required, we would cut as follows:

Visitor Services:

We would reduce hours at our two visitor centers. Every 10% decrease hours would save \$7,500 to \$9,000.

Marketing:

We would cut travel/trade shows, then cut advertising, websites and online (paid search, banner, SEO, email). This could provide flexible savings from \$5,000 to \$50,000.

Group Sales

We would cut travel and trade shows. Though this would seriously damage our group/meeting sales effort, it would save up to \$19,000.

## **VIII. COLLABORATION**

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

- Community Arts Partnership – The CVB has provided funding in the form of additional rent payments to aid CAP in the transition out of the Ticket Center. We are working together on a complete rebuild of IthacaEvents.com which will be funded and administered through the CVB to enhance its use in tourism, as outlined in the 2020 Strategic Plan. We also share services and space at our shared visitor information space on the Commons.
- Downtown Ithaca Alliance – shared visitor center (above), 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, grant consulting and board service
- State Theatre – several promotions / contests we’ve sponsored have featured the State Theatre
- Ithaca Scottish Games – cooperative advertising and marketing program for 2013 festival
- Kitchen Theatre – cross promotion, marketing
- Hangar Theatre – cross promotions, marketing programs and the ways we can facilitate group tour block and midweek ticket purchases.
- Discovery Trail – consulting re. marketing and advertising programs

- Cayuga Lake Triathlon – visitor information services and welcome information athletes, marketing grant consultation.
- Finger Lakes Dragon Boat Festival – visitor information services and welcome information for teams
- Cayuga SUP Cup—grant consulting, marketing, cross promotion
- Grassroots Festival – cross promotion, marketing, co-promotion and market analysis / demographic analysis
- Museum of the Earth/Cayuga Nature Center – consulting re. grant applications
- Cayuga Trails 50 Race – grant consulting
- International Fantastic Film Festival – grant consulting, PR consulting, marketing and promotion consulting.
- New York State Parks – Path through History, ice climbing grant partnership
- NETMA! – monthly meetings were created to facilitate dialog and information sharing between our industry partners
- TC3.biz - / Workforce NY – Collaboration and hosting annual Hospitality Star training, annual FAM Tour for regional and local tourism offices, joint hospitality training with downtown merchants, City of Ithaca Parking.

**ITHACA-TOMPKINS COUNTY CVB**

**2015 Budget Request - Tompkins County Tourism Program**

For previous years budgets, used modified budget amounts.

CATEGORY	2012 Budget	2013 Budget	2014 Budget	2015 Request	Notes
<b>REVENUE/INCOME - CVB</b>					
Room Tax	839,503	859,671	892,500	864,000	
County Room Tax for NYS Matching Funds:	44,785				
Local Matching Funds - 75% (Travel Guide, ILNY Ads)		49,578	45,750	45,000	
Regional Matching Funds 25% (CLSB, FLRTC, Reg. PR)		4,527	15,250	15,000	
Finger Lakes Tourism Alliance	11,500	12,000			
<b>Total Room Tax Support</b>	<b>895,788</b>	<b>925,776</b>	<b>953,500</b>	<b>924,000</b>	<b>(\$33,500)</b> 3.5% reduction as requested
NYS Matching Funds	44,785	66,105	61,000	60,000	
Def. from Prev Year	68,386	26,480	-	30,000	3% safety cushion unspent from 2014
Ad Revenue Travel Guide	39,000	34,000	37,000	30,000	
Ad Revenue Websites		3,000	6,000	10,000	Growth area
Retail Sales		7,500	8,700	9,000	Growth area
Misc/Cooperative Advertising	6,500	20,000	15,000		
Grant Income	3,750	54,030	40,500		
Interest Income		80	11	10	
<b>Total Income</b>	<b>1,058,209</b>	<b>1,136,971</b>	<b>1,121,711</b>	<b>1,063,010</b>	<b>(58,701)</b>
TOTAL TCTP*	\$895,788	979,806	953,500	924,000	
TCTP Share	84.7%	86.2%	85.0%	86.9%	
<b>EXPENSE - CVB</b>					
<b>ADMINISTRATION</b>					
Payroll	62,869	66,240	\$ 66,866	68,700	Director (partial, not allocated to departments)
Incentives/Bonuses	4,600	5,000	5,000	5,000	
Payroll Taxes	29,506	34,629	31,496	35,830	
Retirement	15,075	16,920	15,750	18,460	
Health Insurance	18,000	20,000	23,000	15,000	Healthcare Marketplace, low employee usage
Travel	5,250	5,500	6,250	6,000	
Insurance	4,499	5,000	5,000	6,000	
Rent (East Shore Office and Visitor Center)	87,199	88,843	90,619	86,700	Reduced Maintenance Costs
Chamber Administration	39,563	36,785	39,426	39,340	President, business manager (partial,) see supporting docs
Computer Maintenance	10,000	10,000	9,500	10,000	
Telephone	7,500	7,000	6,000	5,250	
Equipment	12,500	13,500	8,500	8,700	Laptops, postage meter, copier, furniture
Software	8,000	5,000	5,500	6,500	IDSS, MS, Adobe
Meetings & Conferences	5,000	4,000	3,000	3,000	
Office Expense	14,000	13,050	14,750	13,000	Cleaning service, office supplies
Dues & Subscriptions	6,000	6,000	5,500	4,750	STR Report, NYSDMO, NYSHTA/TIC, NYSTPA, USTA, DMAI
Audit	3,750	4,075	6,250	3,750	
Staff Development	2,250	1,750	2,250	2,250	
<b>Subtotal</b>	<b>335,561</b>	<b>343,292</b>	<b>344,657</b>	<b>338,230</b>	<b>(6,427)</b>

<b>MARKETING &amp; PR</b>					
Payroll	99,852	105,205	106,837	103,608	
Travel	5,900	4,250	7,000	7,000	
Website/On-Line/Mobile	45,000	44,000	45,000	42,000	Updates/maintenance VisitIthaca, IthacaEvents, social sites
Postage	22,000	33,411	34,000	25,000	Savings from smaller Travel Guide
Workshops for Partners	1,500	1,000	1,500	1,500	
Misc. Marketing Expenses	5,000	2,500	2,000	5,000	
Tradeshows	13,000	6,000	8,000	8,000	
Staff Development	1,750	1,500	2,250	3,000	
Radio/TV	40,000	48,250	43,000	6,000	WXPB Philly. No other broadcast media.
Advertising	50,000	46,250	35,000	67,750	Digital ads, social media ads
Comm. Photographer/Video	2,000	1,750	1,000	4,000	
Misc. PR Expenses	5,700	1,500	1,000	1,200	
Local Matching Funds (75%) Travel Guide, <i>Collateral, Misc ILNY ads</i>	98,839	99,158	91,500	90,000	Approx \$40k to travel guide, remainder for ILNY ads
Regional Matching Funds (25%) FLRTC, CLSB, Reg PR	32,946	33,053	30,500	30,000	FLRTC, CLSB, Regional PR Program
Winter Recess	22,000	25,000	19,000	-	
Beer Trail Grant Expenses			40,500		
Culinary Grant Expenses		54,030	-	-	
Special Projects -- Travel Guide					
Special Events/Projects (Cortland Sports Council, other)	2,500	2,000	8,000	2,700	
<b>Subtotal</b>	<b>447,987</b>	<b>508,856</b>	<b>476,087</b>	<b>396,758</b>	<b>(79,329)</b> Minimal impact: \$59K from WR, grants. \$20k from smaller travel guide
<b>VISITOR SERVICES</b>					
Payroll	114,644	120,791	120,614	124,839	
DVC Rent	11,300	11,670	12,020	14,000	Elimination of WR allows 700 hrs to staff Tough Falls VC
Travel	2,200	2,000	2,200	3,000	
Staff Development	1,000	750	700	2,300	
Furnishing	500		400	2,000	Retail fixtures, POS system
Cost of Goods Sold	6,500	6,000	5,000	8,700	Investment for increased revenue
Advertising	750	750	500	5,400	Ads for retail, visitation
Special Projects	1,500	1,200	1,200	9,000	Feasibility/research on digital visitor services
Segway / Mobile Info Center		0	16,500		
<b>Subtotal</b>	<b>138,394</b>	<b>143,161</b>	<b>159,134</b>	<b>169,239</b>	<b>10,105</b>
<b>GROUP SALES</b>					
Payroll	92,455	97,412	99,383	108,463	
Online Marketing	6,500	1,500	2,000	3,000	
EmpowerMINT, Dues, Subscriptions	4,000	6,000	6,200	2,000	Eliminating EmpowerMINT, Adding dues: ABA, PBA, ESSAE
Misc. Sales Expenses	5,500	4,000		4,000	
Tradeshows	4,000	12,000	12,000	10,000	Conference sales and group tour sales including ABA, Heartland, ESSAE, NAJ, OMCA, DONYS, PBA
Travel	15,000	7,000	7,000	9,770	Housekeeping, better tracking of show exps/vs travel exps
Staff Development	750	750	750	1,750	
Hosting/Site Inspection				1,500	
Promotional Items	2,000	1,500	1,500	3,000	Gifts--Chinese market
Advertising	5,000	4,500	3,000	5,300	
Motor Coach FAM Tour	13,000	7,000	5,000	5,000	2013 FAM generated 2 sales so far, worth \$10k in lodging reve
Albany / ROC FAM			5,000	5,000	
<b>Subtotal</b>	<b>148,205</b>	<b>141,662</b>	<b>141,833</b>	<b>158,783</b>	<b>16,950</b>
<b>TOTAL EXPENSE</b>	<b>1,070,147</b>	<b>1,136,971</b>	<b>1,121,711</b>	<b>1,063,010</b>	
<b>TOTAL TCTP*</b>	<b>895,788</b>	<b>979,806</b>	<b>953,500</b>	<b>924,000</b>	
TCTP share	83.7%	86.2%	85.0%	86.9%	
<b>P/L REVENUE LESS EXPENSE</b>	<b>\$ (11,938.00)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

\*TCTP-Tompkins County Tourism Program

**ITHACA-TOMPKINS COUNTY CVB**  
**2015 Budget Request - Tompkins County Tourism Program**

Legacy View: All employee compensation is lumped in ADMIN, Budgeted & Actual Expenses Included

For previous years budgets, used modified budget amounts.

CATEGORY	2012 Budget	2012 actual	2013 Budget	2013 Budget	2013 Actual	2014 Budget	2015 Request	Notes
<b>REVENUE/INCOME - CVB</b>								
Room Tax	839,503	839,503	859,671	859,671	859,671	892,500	864,000	
County Room Tax for NYS Matching Funds	44,785	44,785					45,750	
Local Matching Funds - 75% (Travel Guide, ILNY Adv)			49,578	49,578	49,579	45,750	45,000	
Regional Matching Funds 25% (CLSB, FLRTC, Reg. PR)			4,527	4,527	16,527	15,250	15,000	
Finger Lakes Tourism Alliance	11,500	11,500	12,000	12,000				
Total Room Tax Support	895,788	895,788	925,776	925,776	925,777	953,500	924,000	(\$33,500) 3.5% reduction as requested
NYS Matching Funds	44,785	44,785	66,105	66,105	66,105	61,000	60,000	
Def. from Prev Year	68,386	68,386	26,480	26,480	24,083	-	30,000	3% safety cushion unspent from 2014
Ad Revenue Travel Guide	39,000	17,571	34,000	34,000	41,945	37,000	30,000	
Ad Revenue Websites		2,462	3,000	3,000	1,056	6,000	10,000	Growth area
Retail Sales		6,243	7,500	7,500	9,631	8,700	9,000	Growth area
Misc/Cooperative Advertising	6,500	190	20,000	20,000	1,000	15,000		
Grant Income	3,750		54,030	54,030	27,015	40,500		
Interest Income		82	80	80	85		10	
<b>Total Income</b>	<b>1,058,209</b>	<b>1,035,506</b>	<b>1,136,971</b>	<b>1,136,971</b>	<b>1,096,695</b>	<b>1,121,711</b>	<b>1,063,010</b>	<b>(\$58,701)</b>
TOTAL TCTP*	5895,788	5895,788	5979,806	5979,806	5925,777	5953,500	5924,000	
TCTP Share	84.7%	86.5%	86.2%	86.2%	84.4%	85.0%	86.9%	
<b>EXPENSES - CVB</b>								
<b>ADMINISTRATION</b>								
Payroll	369,820	352,348	389,648	389,648	376,724	393,700	405,610	
Incentives/Bonuses	4,600	5,750	5,000	5,000	6,065	5,000	5,000	
Payroll Taxes	29,506	30,487	34,029	34,029	31,219	31,496	35,830	
Retirement	15,075	14,309	16,920	16,920	14,243	15,750	18,460	
Health Insurance	18,000	12,257	20,000	20,000	19,900	23,000	15,000	Healthcare Marketplace, low employee usage
Travel	5,250	5,925	5,500	5,500	4,635	6,250	6,000	
Insurance	4,499	4,352	5,000	5,000	4,922	5,000	6,000	
Rent (East Shore Office and Visitor Center)	87,199	87,119	88,843	88,843	88,843	90,619	86,700	Reduced Maintenance Costs
Chamber Administration	39,563	39,563	36,785	36,785	36,785	39,426	39,340	
DVC Rent	11,330	11,500	11,670	11,670	14,670	12,020	14,000	
Computer Maintenance	10,000	7,953	10,000	10,000	9,693	9,500	10,000	
Telephone	7,500	5,376	7,000	7,000	5,127	6,000	5,250	Laptops, postage meter, copier, furniture
Equipment	12,500	16,059	13,500	13,500	9,086	8,500	8,700	IDSS, MS, Adobe
Software	8,000	4,200	5,000	5,000	6,248	5,500	5,500	Cleaning service, office supplies
Meetings & Conferences	5,000	2,507	4,000	4,000	2,253	3,000	3,000	STR Report, NYS/DMO, NYSHITA/TIC, NYSTPA, USTA, DMAI
Office Expense	14,000	14,531	13,050	13,050	11,509	14,750	13,000	
Dues & Subscriptions	6,000	5,098	6,000	6,000	3,881	5,500	4,750	
Audit	3,750	3,450	4,075	4,075	3,550	6,250	3,750	
Staff Development	2,250	2,508	1,750	1,750	1,296	2,250	2,250	
<b>Subtotal</b>	<b>653,842</b>	<b>625,291</b>	<b>678,370</b>	<b>678,370</b>	<b>650,649</b>	<b>683,511</b>	<b>689,140</b>	<b>5,629</b>
<b>MARKETING &amp; PR</b>								
Travel	5,900	11,321	4,250	4,250	8,582	7,000	9,000	
Website/On-Line/Mobile App	45,000	41,184	44,000	44,000	50,279	45,000	40,000	Updates/maintenance VisitHitcha, IthacaEvents, social sites
Postage	22,000	31,974	33,411	33,411	28,225	34,000	25,000	Savings from smaller Travel Guide
Workshops for Partners	1,500	378	1,000	1,000	50	1,500	1,500	
Misc. Marketing Expenses	5,000	5,246	2,500	2,500	1,610	2,000	5,000	
Tradeshows	13,000	8,704	6,000	6,000	14,681	8,000	8,000	
Staff Development	1,750	2,595	1,500	1,500	1,127	2,250	3,000	
Radio/TV	40,000	41,698	48,250	48,250	30,851	43,000	6,000	WXPX Philly. No other broadcast media.
Advertising	50,000	37,733	46,250	46,250	28,376	35,000	67,750	Digital ads, social media ads
Comm. Photographer/Video	2,000	0	1,750	1,750	2,700	1,000	4,000	
Misc. PR Expenses	5,700	1,021	1,500	1,500	1,206	1,000	1,200	
Local Matching Funds (75%) Travel Guide, Collateral, Misc. ILNY ads	98,839	110,170	99,158	99,158	99,158	91,500	90,000	Approx \$40k to travel guide, remainder for ILNY ads
Regional Matching Funds (25%) FLRTC, CLSB, Reg PR	32,946	32,946	33,053	33,053	33,053	30,500	30,000	FLRTC, CLSB, Regional PR Program
Winter Recess	22,000	25,973	25,000	25,000	19,629	19,000		
Beer Trail Grant Expenses					10,020	40,500		
Culinary Grant Expenses			54,030	54,030	15,187	-		
Special Projects -- Travel Guide			2,000	2,000	475	8,000	2,700	
Special Events/Projects (Cortland Sports Council, other)	2,500	3,466	2,000	2,000	475	8,000	2,700	
<b>Subtotal</b>	<b>348,135</b>	<b>354,408</b>	<b>403,651</b>	<b>403,651</b>	<b>356,041</b>	<b>369,250</b>	<b>293,150</b>	<b>(76,100)</b>
<b>VISITOR SERVICES</b>								
Travel	2,200	2,919	2,000	2,000	2,504	2,200	3,000	
Staff Development	1,000	485	750	750	1,499	700	2,300	
Furnishing	500	588				400	2,000	Retail fixtures, POS system
Cost of Goods Sold	6,500	5,389	6,000	6,000	9,032	5,000	8,700	Investment for increased revenue
Advertising	750	0	750	750	1,000	500	5,400	Ads for retail, visitation
Special Projects	1,500	125	1,200	1,200	27	1,200	9,000	Feasibility/research on digital visitor services
Segway / Mobile Info Center			0	0		16,500		
<b>Subtotal</b>	<b>12,450</b>	<b>9,516</b>	<b>10,700</b>	<b>10,700</b>	<b>14,062</b>	<b>26,500</b>	<b>30,400</b>	<b>3,900</b>
<b>GROUP SALES</b>								
Online Marketing	4,000	401	1,500	1,500	535	2,000	3,000	
EmpowerMINT, Dues, Subscriptions	5,500	0	6,000	6,000		6,200	2,000	Eliminating EmpowerMINT, Adding dues: ABA, PBA, ESSAE
Misc. Sales Expenses	4,000	3,455	4,000	4,000	2,587		4,000	
Tradeshows	15,000	11,513	12,000	12,000	5,505	12,000	10,000	Conference sales and group tour sales
Travel	6,500	5,657	7,000	7,000	8,673	7,000	9,770	Housekeeping, better tracking of show exps/vs travel exps
Staff Development	750	225	750	750	77	750	1,750	
Hosting/Site Inspection					176		1,500	
Promotional Items	2,000	3,108	1,500	1,500	544	1,500	3,000	Gifts--Chinese market
Advertising	5,000	2,918	4,500	4,500	1,565	3,000	5,300	
Motor Coach FAM Tour	13,000	3,184	7,000	7,000	6,221	5,000	5,000	2013 FAM generated 2 sales so far, worth \$10k in lodging reve
Albany / ROC FAM						5,000	5,000	
<b>Subtotal</b>	<b>55,750</b>	<b>30,461</b>	<b>44,250</b>	<b>44,250</b>	<b>25,882</b>	<b>42,450</b>	<b>50,320</b>	<b>7,870</b>
<b>TOTAL EXPENSE</b>	<b>1,070,177</b>	<b>1,019,677</b>	<b>1,136,971</b>	<b>1,136,971</b>	<b>1,046,635</b>	<b>1,121,711</b>	<b>1,063,010</b>	
<b>TOTAL TCTP*</b>	<b>895,788</b>	<b>895,788</b>	<b>979,806</b>	<b>979,806</b>	<b>925,777</b>	<b>953,500</b>	<b>924,000</b>	
TCTP share	83.7%	87.9%	86.2%	86.2%	88.5%	85.0%	86.9%	
<b>P/L REVENUE LESS EXPENSE</b>	<b>\$ -</b>	<b>\$ 15,829.66</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,060.12</b>	<b>\$ -</b>	<b>\$ -</b>	

\*TCTP-Tompkins County Tourism Program

**Tompkins County Chamber of Commerce**

5/8/14

for 2015 budget

\$ 40,318 JMcP

	2003 actual costs	2004 actual costs	2005 actual costs	2006 actual costs	2007 actual costs	2008 actual costs
Debt Service on mortgage	\$ 25,860	\$ 25,079	\$ 24,157	\$ 12,372	\$ 13,422	\$ 33,746
Principal			\$ 8,468	\$ 16,879	\$ 30,000	\$ 11,921
Property Taxes	\$ 8,764	\$ 10,670	\$ 11,198	\$ 11,088	\$ 15,400	\$ 22,281
Utilities	\$ 9,408	\$ 8,160	\$ 10,056	\$ 11,581	\$ 10,288	\$ 9,160
Maintenance	\$ 19,621	\$ 16,691	\$ 16,033	\$ 17,901	\$ 27,622	\$ 26,568
Insurance--Bldg & flood	\$ 6,720	\$ 6,420	\$ 6,739	\$ 6,848	\$ 9,708	\$ 4,307
Building Admin	\$ 5,000	\$ 4,800	\$ 6,000	\$ 5,757	\$ 5,921	\$ 6,025
<b>Restricted Building Maintenance</b>						
carpeting		\$ 3,000				
HVAC	\$ 4,919	\$ 12,000	\$ 2,000			
airduct cleaning	\$ 700		\$ 700			
windows	\$ 3,850					
storm damage	\$ 4,800					
exterior cleaning	\$ 868	\$ 303	\$ 830	\$ 2,000		
exterior painting						\$ 5,940
interior painting						
general repairs						\$ 3,068
gutters	\$ 524		\$ 600			
exterior lighting						
<b>Total</b>	\$ 91,034	\$ 87,123	\$ 86,781	\$ 84,426	\$ 112,361	\$ 123,016
CVB space	60%	60%	55%	<b>67%</b>	<b>67%</b>	<b>60%</b>
Actual/Projected space cost	\$ 54,620	\$ 52,274	\$ 47,730	\$ 56,228	\$ 74,832	\$ 73,810
<b>Rent</b>	<b>\$ 54,000</b>	<b>\$ 55,000</b>	<b>\$ 56,000</b>	<b>\$ 60,000</b>	<b>\$ 77,655</b>	<b>\$ 80,000</b>
Difference between actual costs and rental charge; NOTE that this also covers depreciation	\$ (620)	\$ 2,726	\$ 8,270	\$ 3,772	\$ 2,823	\$ 6,190
Square footage cost	\$ 20.72	\$ 21.11	\$ 21.50		\$ 18.02	\$ 20.48

2009 actual costs	2010 actual costs	2011 actual costs	2012 actual costs	2013 budget	2013 actual costs (not audited)	2014 budget	2014 est & act. (as of 5/14)
\$ 36,706	\$ 35,232	\$ 32,171	\$ 30,358	\$33,000	\$ 29,045	\$ 27,822	\$ 27,822
\$ 16,286	\$ 17,287	\$ 18,960	\$ 20,071	\$19,342	\$ 21,384	\$ 22,608	\$ 22,608
\$ 23,944	\$ 24,322	\$ 25,204	\$ 25,800	\$26,000	\$ 26,092	\$ 27,000	\$ 26,613
\$ 11,951	\$ 8,819	\$ 10,632	\$ 8,230	\$11,000	\$ 12,380	\$ 11,000	\$ 14,225
\$ 28,204	\$ 26,251	\$ 22,278	\$ 18,942	\$24,000	\$ 20,538	\$ 22,000	\$ 21,026
\$ 7,633	\$ 6,769	\$ 6,724	\$ 6,100	\$7,230	\$ 6,085	\$ 6,000	\$ 6,174
\$ 6,333	\$ 6,250	\$ 7,600	\$ 6,631	\$6,500	\$ 6,219	\$ 6,600	\$ 6,327
				\$8,000	\$ 8,016	\$ 5,000	\$ -
		\$ 219	\$ 150	\$500		\$ 1,000	\$ 2,000
		\$ 1,200		\$1,000		\$ 5,000	\$ 1,500
		\$ 1,500	\$ 3,275	\$1,500			
							\$ -
				\$8,000	\$ 11,139	\$ 200	\$ 1,500
				\$4,000		\$ 4,000	\$ 4,500
		\$ 9,859	\$ 2,280	\$2,000		\$ 5,000	\$ 2,500
		\$ 1,500	\$ 2,775				
						\$ 12,000	\$ 1,688
\$ 131,057	\$ 124,930	\$ 137,847	\$ 124,612	\$ 152,072	\$ 140,899	\$ 155,230	\$ 138,483
<b>60%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>	60%
\$ 78,634	\$ 74,958	\$ 82,708	\$ 74,767	\$ 91,243	\$ 84,539	\$ 93,138	
<b>\$ 82,400</b>	<b>\$ 84,048</b>	<b>\$ 85,158</b>	<b>\$ 87,119</b>	<b>\$88,843</b>	<b>\$88,843</b>	<b>\$90,620</b>	
\$ 3,766	\$ 9,090	\$ 2,450	\$ 12,352	\$ (2,400)	\$ 4,304	\$ (2,518)	
\$ 21.10	\$ 21.10	\$ 22.76	\$ 23.28	\$23.74	\$24.74	\$24.22	

2015 proposed budget
\$ 26,528
\$ 23,901
\$ 27,500
\$ 13,500
\$ 21,500
\$ 6,300
\$ 6,375
\$ 5,000
\$ 2,000
\$ 2,000
\$ 2,750
\$ 2,300
\$ 2,500
\$ 2,000
\$ 144,154
60%
\$ 86,492
<b>\$86,700</b>
\$ 208
\$23.17

\*est based on 1st 6 mos.

\*est based on 1st 6 mos.

CVB public areas

maintenance contract

needs to be done annually

tower windows

trim work on metal and doors

CVB public areas

JM  
5/13/14

**Compensable Support to CVB by Tompkins County  
2015 Budget**

<u>Administrative Costs</u>	<u>Total Salary</u>	<u>Fringe</u>	<u>Total</u>	<u>CVB Share</u>	<u>Note</u>	<u>Allocated to CVB</u>
Chamber President	\$90,000	\$21,600	\$111,600	16%	<i>a</i>	\$17,856.00
Business Manager	<u>\$49,500</u>	\$11,880	\$61,380	35%	<i>b</i>	\$21,483
Total Shared Administrative	\$139,500			22%		\$39,339

<u>Building Costs</u>	<u>Square Feet</u>			<u>CVB Share</u>	<u>Cost (at \$23.17 psf)</u>		
	<u>CVB</u>	<u>Chamber</u>	<u>Total</u>		<u>CVB</u>	<u>Chamber</u>	<u>Total</u>
1st Floor Programmed Space	2,281	0	2,281	100%	\$52,851	\$0	\$52,851
1st Floor Common Space	<u>448</u>	<u>393</u>	<u>841</u>	53%	\$10,380	\$9,106	\$19,486
Subtotal 1st Floor	2,729	393	3,122	87%	\$63,231	\$9,106	\$72,337
2nd Floor Programmed Space	0	970	970		\$0	\$22,475	\$22,475
2nd Floor Common Space	<u>1,013</u>	<u>1,101</u>	<u>2,114</u>	48%	<u>\$23,471</u>	<u>\$25,510</u>	<u>\$48,981</u>
Subtotal 2nd Floor	1,013	2,071	3,084	33%	\$23,471	\$47,985	\$71,456
Grand Total	3,742	2,464	6,206	60%	<b>\$86,702</b>	\$57,091	\$143,793
					60%	40%	
						<b>adjusted to \$86,700</b>	

Notes:

a) Share of cost based on 2012 Time Study for president.

b) Based on 2013 Time Study.

c) Interior square footage. Note that this makes SF cost look higher. Commercial sf rates go to outside walls.

**Reasonable adjustment measured to exterior walls would be to adjust by 1.025%, making per square foot cost = \$23.75**

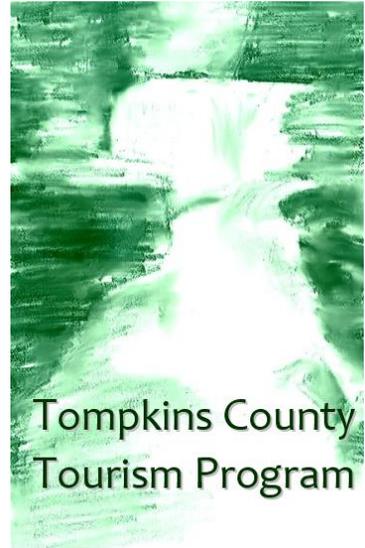
d) I asked for \$86,700 in the budget request. The difference of \$2 is a rounding error.

doors and/or doorframes in 2015, repaint some areas including metal trim, and possibly recarpet parts of the CVB. But are building costs are estimated to come down because we have finished some major maintenance (exterior painting) and other projects came in at much less than planned (exterior lighting). However, our restricted maintenance costs are estimated to come down in 2015 because needed projects should not be as expensive in 2015.

# COVER PAGE

## 2015 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

2015 Request: \$36,055.00 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
2014	37,360.00	1,090.00	3%	20% overall and 66% marketing and admin
<b>Request 2015</b>	36,055.00	1,005.00	-3.5%	14% 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 \$18,500 plus \$24,525 of in-kind support in 2014, 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 2015) and describe you how propose to address them.

Challenges: Based on input from our marketing committee we made the decision to overhaul our website in 2014 to a responsive design which will accommodate all the different platforms (smart phones, iPads, etc.) potential visitors use to access information. This decision decreased the amount of funds for other print and on-line advertising opportunities. However we feel this is a necessary step to make our website more accessible. More details in budget narrative.

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 separate program budgets for our two school programs in Ithaca and Trumansburg. The Discovery Trail's marketing efforts are tracked separately from the other DT expenses.

After a 23% increase in member dues in 2013 no increases were included for 2014. We also computed in-kind DT partner support for 2014 at \$24,525 for DT directors, marketing committee, and DT Chair time.

With the available marketing funds for 2014 we choose to increase the web design allocation from the proposed 2014 budget. The cost, estimated at \$6,500, will be deducted from the advertising line of \$16,000. Then we plan to also use funds from the advertising line of \$16,000 on Search Engine Optimizing to increase our unique web visitors.

In 2015, 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 using more web based platforms. We will also reprint brochures and conduct our biannual visitor survey. Our plans are outlined in the program goals section.

#### **V. PROGRAM GOALS**

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

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

The Discovery Trail plans to continue with our successful initiatives and make adjustments in 2015 to include more social media, search optimizing, 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 *Kids Discover the Trail!*, the Discovery Trail's educational program, from Ithaca and Trumansburg districts to include the remaining four districts in Tompkins County mirrors a STPB Tourism goal of improving the quality of life for local residents. Groton grade 5 students are participating in June 2014 and we are working with the remaining districts with the hope of bringing them on board with pilot programs during the 2014-15 school year. While *KDT!* is an important part of what the Discovery Trail does as an organization, *KDT!* is a separate program from marketing. As noted in section IV *KDT!* is funded separately and Tourism Program funds are not used.

##### **2015 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 2013 to 2014 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. In addition, we track the number of brochures distributed with our contracted suppliers. In 2013, 26,700 brochures were distributed with Brochures Unlimited. We saw an increase of 7,000 brochures from 2011 to 2012 and then a consistent rate from 2012 to 2013.

Goal 2: To continue with the *What's Hot* campaign in 2014 and 2015.

Measure of Achievement: To determine the *What's Hot* campaign success we will review data from 2013 to 2014 to determine the change in unique visitors, page views, as well as traffic sources. For example the October features are Halloween events at the Sciencenter and Museum of the Earth and we can determine the change in the above noted analytics.

Narrative: In 2013 we focused on the greater Rochester area and after reviewing data we did not see any measureable increase in unique views from Rochester between 2012 and 2013. For 2014 we are focusing on a larger market instead of a specific city.

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. We started in 2013 by selecting two items per month as a feature. When the event is featured in 2014, for example the Moog Exhibition at The History Center, we have a cover photo on Facebook, photo and text on the CVB's feature listing, and photo and text on the *What's Hot* page on [www.discoverytrail.com](http://www.discoverytrail.com) that all focus on this specific event or exhibition. Based on strong referral data from Google Analytics we've expanded our buy for web banner ads with Fingerlakes Tourism Alliance and the monthly banners now focus on a *What's Hot* feature for that month.

This program aligns with the goals stated in the 2020 Strategic Tourism Plan to "develop Ithaca and Tompkins County as a central arts, cultural and heritage tourism destination in the Finger Lakes" and to "increase educational tourism".

Goal 3: Attendance and Name Recognition

Continue to increase visitor attendance to our sites by 5% annually.

Measure of Achievement: We conducted our biannual visitor survey in 2013 and goals for 2014 and 2015 are based on this data.

- Increase total attendance at the eight Discovery Trail sites by 5% for 2015. Attendance increased by 6% from 718,088 in 2012 to 761,203 in 2013.
- Increase out-of-county name recognition of Discovery Trail by 5%, based on 26% in 2013.
- Increase in-county name recognition of Discovery Trail by 5%, based on 56% in 2013.

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 2013 visitor survey demonstrates the importance of both local and out of area visitors being familiar with the Discovery Trail. When compared to 2011 findings, those in groups with only non-residents report a much higher awareness from referrals from friends/family (30% in 2013 vs. 20% in 2011) or the web or other technological sources (18% in 2013 vs. 11% in 2011; largely driven by mentions of Google specifically – 8% in 2013 vs. 2% in 2011).

In 2013, 70% of visitors surveyed had previously visited Tompkins County. For those who live in the area, it is difficult to pinpoint a precise source of awareness about the site they were visiting (42% just know of it on their own – 25% from living, working or going to school here, 12% from driving by, 4% from having visited the site before, etc.). Instead, referrals (primarily from friends/family) seem to be on the rise (31% in 2013 vs. 20% in 2011) as the way in which visitors primarily became aware of the site where they were surveyed. Based on this number we decided to add back print advertising with the Ithaca Child publications in 2014 and added advertising in all of the seasonal Ithaca Times guides to reach new arrivals and continue to build awareness in Tompkins and surrounding counties.

## **VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.

### **2013 achievements include:**

- ❖ Brochure exchanges: Cayuga Lake wine trail, CVB and FLTA
- ❖ 2013 visitor survey – full report posted at <http://discoverytrail.com/discovering/mission.php>. Data from the survey such as which sites visitors are most likely to visit were part of updating all of our suggested itineraries which were revised as part of the website work in 2014. For example, the Outdoor Enthusiasts itinerary recommends Sciencenter visitors also visit the Cayuga Nature Center based on the survey data.
- ❖ 2013 brochure update and reprint  
Brochure distribution with Brochures Unlimited, Fingerlakes Tourism Alliance, Grapevine Distribution, Ithaca Mall, Gateway Info Center, Preble Visitor Center and 1,000 Islands Tourism Council.
- ❖ Goodie Bags delivered to 90 front end hotel staff at 11 local properties. Bags contained details on each of the eight DT sites plus free admission coupons to sites that charge.
- ❖ Web presence: CVB feature listing full year, monthly event postings (updated weekly) on Edible Fingerlakes, Fingerlakes Tourism Alliance and Life in Fingerlakes and weekly updates to DT events and news on [discoverytrail.com](http://discoverytrail.com) and DT Facebook page.
- ❖ What's Hot: work with web designer to create button and page on website and work with graphic designer for monthly cover photo collage.
- ❖ CVB: presenter at staff retreat, monthly feature listings on [visithaca.com](http://visithaca.com), enews features, Winter Recess program back cover, TV Commercial featuring Sciencenter and the Museum of the Earth, plus meetings with CVB director and marketing including presentation of visitor survey results.

### **Visitor Attendance – 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 6% from 2012 to 2013 from 718,088 in 2012 to 718,088 in 2012. This continues the trend of increased attendance which was 5% from 2011 to 2012.

### **2014 to date achievements include:**

- Responsive Design overhaul to DT website going “live” late May 2014
- April 2014: Family Matters in Ithaca Times feature on summer activities at DT sites

### **2015 on the schedule:**

- Spring 2015 – plans to update and reprint brochure
- Summer 2015 – plans to conduct biannual visitor survey

## **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?

Based on the instructions we have submitted a budget with a 3.5% decrease from the 2014 budget. This will result in fewer resources to allocate to our marketing. Since we have plans for the visitor survey and brochure reprint in 2015 the loss will hit print and web advertising.

We expect 2015 staffing to remain the same as 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.

### **VIII. COLLABORATION**

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

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. Our brochures are a prominent feature in the East Shore and Commons Visitor Centers and the Commons center also features our 27.5" by 71" banner.

We are in the process of finalizing plans for a summer 2014 joint DT advertising venture with WBNG. The joint buy-in will include a 30 second commercial with representation from all 8 locations plus an interview with the DT coordinator and images from each location. WBNG-TV covers 14 counties of the Southern Tier (750k residents) and Action News is on 5 hours daily.

Our 2014 planning included a joint DT exhibition for 2015 however the lead organizer has taken a new position and moved out of state. We will be exploring other joint venture ideas at our next marketing committee meeting.

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

## 2015 Budget Request - Tompkins County Tourism Program

As noted in the narrative this budget does NOT contain any KDT! expenses

For previous years budgets, used modified budget amounts.

REVENUE	2012 Budget	2013 Actual	2014 Budget	2015 Request	Notes
TCTP*	\$36,270.00	\$36,270.00	\$37,360.00	\$36,055.00	
DT Member Dues	\$14,920.00	\$17,289.65	\$18,600.00	\$18,500.00	
SUBTOTAL	\$51,190.00	\$53,559.65	\$55,960.00	\$54,555.00	
<b>TOTAL REVENUES</b>	<b>\$51,190.00</b>	<b>\$53,559.65</b>	<b>\$55,960.00</b>	<b>\$54,555.00</b>	
TOTAL TCTP*	\$36,270.00	\$36,270.00	\$37,360.00	\$36,055.00	
TCTP Share	70.9%	67.7%	66.8%	66.1%	
EXPENSES					
Advertising - DM	\$14,460.00	\$12,690.00	\$16,600.00	\$15,195.00	Print and Web
Visitor Survey - DM	\$3,000.00	\$2,000.00	\$2,000.00	\$2,000.00	
Brochure Reprint/design - DM	\$4,000.00	\$4,809.00	\$4,000.00	\$4,000.00	
Brochure Distribution - DM	\$5,000.00	\$5,465.50	\$6,000.00	\$6,000.00	includes shipping brochure distribu
Web Design/Hosting - DM	\$400.00	\$515.00	\$450.00	\$450.00	
Local advertising & fliers - DA & DM	\$2,920.00	\$1,740.00	\$1,885.00	\$1,885.00	
Maps - DM	\$540.00	\$499.00	\$550.00	\$550.00	
Professional Fees - DA & DM	\$1,800.00	\$2,400.00	\$2,500.00	\$2,500.00	annual audit
Accounting - LAP - DA & DM	\$0.00	\$887.50	\$900.00	\$900.00	
Coordinator - federal taxes - DA & DM	\$0.00	\$1,325.68	\$1,555.00	\$1,555.00	
Coordinator wages - administration - DA	\$10,200.00	\$11,943.00	\$10,520.00	\$10,520.00	
Coordinator - marketing - DM	\$8,870.00	\$9,285.00	\$9,000.00	\$9,000.00	
SUBTOTAL	\$51,190.00	\$53,559.68	\$55,960.00	\$54,555.00	
<b>TOTAL EXPENSES</b>	<b>\$51,190.00</b>	<b>\$53,559.68</b>	<b>\$55,960.00</b>	<b>\$54,555.00</b>	
<b>TOTAL TCTP*</b>	<b>\$36,270.00</b>	<b>\$36,270.00</b>	<b>\$37,360.00</b>	<b>\$36,055.00</b>	
TCTP share	70.9%	67.7%	66.8%	66.1%	
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

\*TCTP-Tompkins County Tourism Program

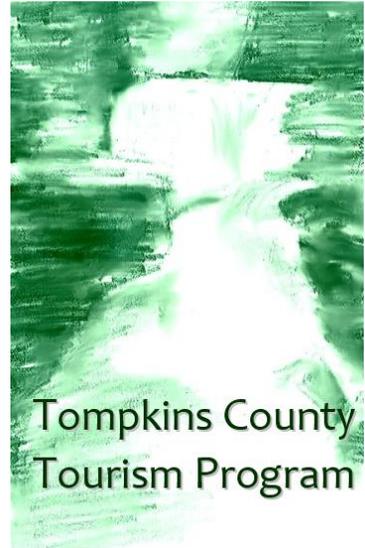
Note: expenses for overall DT administration are noted with a DA & marketing expenses with a DM.



# COVER PAGE

## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Tompkins County Festival Program  
 Applicant Organization: Downtown Ithaca Alliance  
 Contact Person: Gary Ferguson, Executive Director  
 Phone: 277-8679 Email: gary@downtownithaca.com  
 2015 Request: \$24,849 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%
2014	25,750	750	3%	82.2%
<b>Request 2015</b>	<b>24,849</b>	<b>(891)</b>	<b>(3.5%)</b>	<b>82.2%</b>

\* 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

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

#### III. CHALLENGES & OPPORTUNITIES

The Festivals Program faces the following challenges and opportunities:

- (a) Continued high demand for services, but with limited resources (We will work with the Festival Committee to prioritize both demand and scope of services provided)
- (b) Municipal fiscal constraints remain (We will provide advice to both municipalities and event organizers on ways to value engineer projects)
- (c) Maximizing the impact of events on the local economy (We will continue to provide education and assistance that will help projects better benefit the local economy.)
- (d) Need to better integrate Festival Program with grant selection (Continue collaboration)

#### **IV. BUDGET NARRATIVE**

The 2015 budget request for the Festivals Program seeks to build upon the activity and success of the previous three seasons. Work continues to be divided into two principal categories: technical assistance and equipment. These two categories have been 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 time 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 2013 (December 2012- may 2013), the DIA organized and led ten (10) 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 2014-15, the DIA will continue this workshop series, planning at least 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 special event grant proposals. We will review their plans, help brainstorm concepts and ideas, and help arrive at reasonable revenue and cost projections. Our service is designed to assist, but not “take over” a planning process.
- (b) Technical assistance to TCTP grantees: The DIA will work with interested successful applicants in further refining their plans, event 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 chose to seek assistance, within the constraints of allocated STPB funds.
- (c) Technical assistance to other Countywide festivals and events: There are a number of projects and groups who do not seek grant assistance but are interested in receiving technical assistance for their events. Some of these entities have decided 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 seeking municipal permission to seek technical assistance from the DIA. Some of these are also TCTP grantees; some are not.

In our 2013 annual report to the TCTP, we indicated that direct technical assistance provision in 2013 was 686 hours from all DIA staff, led primarily by Vicki Taylor-Brous and Special Events Manager Patty Clark. A similar level of effort, commensurate with available funds, is projected for 2015.

In 2015, we project that direct technical assistance for the above patron groups will be around 600 hours, ultimately depending on demand. We will continue to shift our time with recipients to reflect actual planning assistance and not direct day of event logistical 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) Continued work on evaluation criteria for grantees and for better relating events to tourism

The need for better evaluation criteria and for better linking tourism to events will continue to be important initiatives for 2015. We will work with the TC Festivals Committee to adopt a standard dashboard of evaluation criteria and events indicators that can be used by most STPB sponsored events to help them assess and measure event outcomes. Our intent would be to provide this dashboard to STPB event recipients. We will also produce a memorandum that outlines and summarizes how events can better link up with tourism and visitor resources and networks.

#### **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 approximately \$5,000 of equipment to the pool of resources.

In 2015, we have allocated \$4,970 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, additional tables and chairs, and other miscellaneous items important to festival logistics.

#### **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 bringing a career of expertise and knowledge in the field of event planning. While Vicki has been converted at the DIA to a half time employee, she has retained all of her STPB Festival Program portfolio of work. Vicki will be assisted by DIA Special Event Director Patty Clark. Patty is one of the community's leading event planning practitioners and has personally organized and directed 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 2015**

- Continuing the shift of technical assistance to be planning related, rather than hands-on logistical assistance;

- Continuing to seek metrics, measures, and actions to help link grantee projects to overnight and day tourism spending;
- Defining better metrics for evaluation of grantee projects;
- Working to better link grant programs with the festival program.
- The DIA will conduct its own internal assessment of DIA expenditures of staff time and resources on the Festival Program in 2015 to better understand the true cost of the program to the organization and the actual contribution of the DIA to this initiative.

## **V. PROGRAM GOALS**

The Festival Program addresses and aligns to the Festival/Special Events section of the Strategic Plan. In the Strategic Plan, there are objectives to increase the number of events, increase overnight stays related to events, and increase spending directly related to events. Critical actions from the Strategic Plan include providing technical assistance aimed at succession planning, financial sustainability, and enhancing tourism impact. The Festivals Program is designed to directly address these goals and actions.

Working with the TC Tourism Coordinator and the Festivals Committee, the DIA will conduct a more in-depth analysis of its participation in the Festival Program in 2015, not only providing data for the following goals but also reviewing the impact of some of the goals listed below in leveraging other resources and in overall savings that accrue to events.

### Goal 1: Provide Direct Technical Assistance:

- Measure of Achievement 1A: Assistance 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: We will work with at least eight (8) major festivals/events;
- Measure of Achievement 1D: We will work with the City of Ithaca on their special events policies and procedure

### 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 \$4,970 of event equipment in 2015
- Measure of Achievement 2C: Lend equipment to at least 12 different entities
- We will also determine the savings impact of meeting these goals on events and their respective organizations.

### 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

## **VI. ACHIEVEMENTS**

During 2013/14, the Festivals Program assisted dozens of groups and projects. Perhaps our most notable interventions were: (a) working with the Ithaca Festival to assist them in stabilizing their financial condition and helping them navigate an always difficult succession planning effort resulting from the retirement of their previous director and the hiring of a new director; (b) working with the Cayuga Lake Triathlon on logistics and community tie-ins (they do an excellent job), and (c) working with CCE staff on some 8 different projects and events.

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 2013 major goals and achievement metrics follows:

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

Number of entities assisted: over 50 different entities (61 projects)

Scope of assistance provided: 686 hours of technical assistance

Workshops provided: 10 (December 2012 - May2013)

Attendance varied by date; ranging from a low 5 to a high of 20+ per event. Attendees also chose to attend based on their familiarity with the subject matter. Each workshop was intended to provide specific take-away grass roots information that can be used immediately in planning and implementation tasks.

Website launched: Fully operational

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

Equipment purchased and loaned: Items purchased in 2012, 2013 and 2014,; frequently loaned to community events (include bounce house, stanchions, tables, chairs, pop-up tents, generators)

## **VII. IMPACT OF FUNDING**

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**

- (a) We want 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 continue to assist in the scoring and evaluation of grant proposals as appropriate.
- (c) We will continue to grow our collaborations with the event planning community, with both major and minor events. We will continue to facilitate meetings and networking to promote sharing of ideas and equipment.
- (d) As mentioned, program staff will collaborate with the TC Tourism Coordinator, the Festivals Committee, and the STPB Board on an in-depth program evaluation that will occur in the second half of 2014.

## Tompkins County Festivals Program

### 2015 Budget Request - Tompkins County Tourism Program

For previous years budgets, used modified budget amounts.

		2012 Budget	2013 Budget	2014 Budget	2015 Request	Notes
<b>REVENUE - Project 1 Name</b>						
<i>List major categories of revenues</i>	TCTP*	20,000	20,000	20,600	19,879	reflect 3.5% decr from 2104
<i>Add or delete lines/rows as needed</i>	DIA	\$2,400	\$2,400	2,472	2,546	fringe/taxes for staff @ 12%
<i>Separate by project if more than one project</i>	DIA	\$3,000	\$3,000	3,090	3,183	Reflects 15% DIA overhear
<i>Include value of in-kind support as "other".</i>	SUBTOTAL	\$25,400	\$25,400	\$26,162	\$25,608	
<b>REVENUE - Project 2 Name</b>						
Festival Program Equipment	TCTP*	\$5,000	\$5,000	\$5,150	\$4,970	reflect 3.5% decr from 2104
	<i>Other (name)</i>					
	<i>Other (name)</i>					
	SUBTOTAL	\$5,000	\$5,000	\$5,150	\$4,970	
	<b>TOTAL REVENUES</b>	<b>\$30,400</b>	<b>\$30,400</b>	<b>\$31,312</b>	<b>\$30,578</b>	
	TOTAL TCTP*	\$25,000	\$25,000	\$25,750	\$24,849	
	TCTP Share	82.2%	82.2%	82.2%	81.3%	
<b>EXPENSES - Project 1 Name</b>						
<i>Technical Assistance provision (see narr)</i>	Personnel Wages	\$20,000	\$20,000	\$20,600	\$21,218	
	Personnel Fringe	\$2,400	\$2,400	\$2,472	\$2,546	
	Materials					
	Services					
	Occupancy and Utilities					
	Travel					
	Administration	\$3,000	\$3,000	\$3,090	\$3,183	
	Grants				\$3,333	
	<i>Other (name)</i>					
	SUBTOTAL	\$25,400	\$25,400	\$26,162	\$30,280	
<b>EXPENSES - Project 2 Name</b>						
<i>Equipment purchases (2015)- see narr.</i>	Personnel Wages					
	Personnel Fringe					
	Materials	\$5,000	\$5,000	\$5,150	\$5,150	
	Services					
	Occupancy and Utilities					
	Travel					
	Administration					
	<i>Other (name)</i>					
	<i>Other (name)</i>					
	SUBTOTAL	\$5,000	\$5,000	\$5,150	\$0	
	<b>TOTAL EXPENSES</b>	<b>\$30,400</b>	<b>\$30,400</b>	<b>\$31,312</b>	<b>\$30,280</b>	
	TOTAL TCTP*	\$25,000	\$25,000	\$25,750	\$24,849	
	TCTP share	82.2%	82.2%	82.2%	82.1%	
	<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$298</b>	

\*TCTP-Tompkins County Tourism Program

Ithaca Downtown Business Improvement District, Inc.

Ithaca, New York

Audited Financial Statements and  
Independent Auditor's Report

December 31, 2013

To the Board of Directors  
Ithaca Downtown Business Improvement District, Inc.  
Ithaca, New York

I have audited the accompanying statement of financial position of Ithaca Downtown Business Improvement District, Inc., (a nonprofit organization) as of December 31, 2013 and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I 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. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Ithaca Downtown Business Improvement District, Inc. as of December 31, 2013, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Certified Public Accountant

April 24 2013  
Ithaca, New York

Ithaca Downtown Business Improvement District, Inc.

Statement of Financial Position  
December 31, 2013

**Assets**

Cash	\$ 222,293
Accounts receivable	11,065
Grants receivable	54,937
Prepaid expenses	1,910
Equipment (net of depreciation of \$23,135)	<u>7,498</u>
Total Assets	<u>\$ 297,703</u>

**Liabilities and Net Assets**

Accounts payable	\$ 38,753
Accrued expenses payable	<u>2,987</u>
	41,740
Board restricted net assets	67,955
Unrestricted net assets	<u>188,008</u>
	<u>255,963</u>
Total liabilities and net assets	<u>\$ 297,703</u>

The accompanying notes are an integral part of these financial statements.

Statement of Activities  
Year Ended December 31, 2013

**Revenues**

Business Improvement District Property Assessments	\$ 356,104
Government Grants and Contracts	86,000
Private Grants and Sponsorships	17,757
Events and Promotions	231,814
Downtown Environment Income	28,770
Marketing - Quarterly Guide	13,381
Sculpture Art Income	2,000
Holiday Marketing Income	5,940
Light In Winter	9,027
Interest and other	<u>18,610</u>
	769,403

**Expenses**

Program Expenditures	
Business Retention	83,647
Government Relations	115,973
Promotions	
Local and Regional Marketing	117,128
Events	325,675
Unbudgeted	<u>133,583</u>
Total Program Expenditures	776,006
Management and General	<u>69,219</u>
Total Expenses	<u>845,225</u>
Decrease in net assets	<u><u>\$ ( 75,822)</u></u>

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows  
Year Ended December 31, 2013

Cash flows from Operating Activities	
Change in net assets	\$ ( 75,822)
Adjustments to reconcile net income to net cash used in operating activities:	
Depreciation	2,568
Decrease in accounts receivable	35,322
Increase in Grants Receivable	( 54,937)
Decrease in prepaid expenses	2,830
Increase in accounts payable	9,476
Increase in accrued expenses payable	2,754
Decrease in discretionary funds payable	( 12,000)
Decrease in deferred revenue	<u>( 52,144)</u>
Cash used by operating activities	<u>(141,953)</u>
Net decrease in cash	(141,953)
Cash, beginning of year	<u>364,246</u>
Cash, end of year	<u>\$ 222,293</u>

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements  
For the Year Ended December 31, 2013

Note 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Ithaca Downtown Business Improvement District, Inc. (IDBID) is a not-for-profit business league whose purpose is to improve the image of the Ithaca, New York downtown area so as to make that area more attractive to residents, visitors and businesses.

Operating as the Downtown Ithaca Alliance, IDBID operates programs in four areas. Business Retention and Development activities include a census of available space and identification and solicitation of prospective commercial tenants. Promotions and Marketing activities attempt to attract residents and tourists to the downtown area. Government Relations activities focus on broader based efforts to promote downtown to visitors and shoppers. The IDBID's primary source of revenue is a special property tax assessment by the City of Ithaca.

The IDBID is governed by a twenty-three member Board of Directors, as follows: ten represent property owners, one representing residential tenants, four public officials (three of whom represent the City of Ithaca and one representing Tompkins County), and four representing commercial tenants. In addition there are four non-voting ex-offices: one each representing Cornell University, Ithaca College, TC3, and the Chamber of Commerce.

The IDBID has been recognized by the Internal Revenue as an organization exempt from income tax under section 501(c)(3) of the Internal Revenue Code. The IDBID has not recognized any income unrelated to its tax exempt purpose and has, therefore, made no provision for income taxes.

The IDBID uses the accrual basis of accounting, recording support and revenue when earned and expenses when incurred. Disbursements related to future programs are recorded as prepaid items and expensed in the period the related revenue is recognized. In accordance with Financial Accounting Board Standard number 116, the IDBID reports gifts as restricted support if they are received with stipulations that limit their use.

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.

#### Income taxes

The Organization is a not-for-profit organization that is exempt from income taxes under Section 501(C)(3) of the Internal Revenue Code. In addition, the Organization 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).

Notes to Financial Statements  
For the Year Ended December 31, 2013

Note 2 - Equipment and Organization Costs

Equipment consists of computers, fax machines and software used in the Organization's offices. Depreciation is provided using the straight-line method over the estimated useful lives of the assets, ranging between three and five years. Organization costs consist of start-up expenditures and initial search costs associated with the position of Executive Director. These costs are being amortized over a five year period using the straight-line method. Depreciation expense for the year ended December 31, 2013 was \$2,568.

Note 3 - Lease Commitments

The Organization leases office space, located at 171 East State Street in Ithaca, NY. The non-cancellable three year lease expires July 31, 2016. Current terms of the lease call for rent of \$1673.14 per month.

Note 4 - Grants Receivable

Grants Receivable represents grants applied for and accepted for Special Events which took place in calendar year 2013, but which have not yet been collected. It consists of:

Main Street Grant	\$ 8,423
Tompkins County - Winter Festival	16,513
Restaurant Week	5,000
Ithaca Festival Tech Assistance	<u>25,000</u>
	<u>\$ 54,936</u>

Prior year grants receivable were included in accounts receivable.

Note 5 - Board Restricted Net Assets

The Board voted, in calendar year 2012, to authorize the allocation, and restriction of \$150,000 towards construction mitigation measures in preparation for and during the redesign of the downtown Ithaca Commons area. During the year ended December 31, 2013, \$ 91,072 of those restricted funds were expended. An additional \$ 58,928 remains in Restricted Net Assets.

Notes to Financial Statements  
For the Year Ended December 31, 2013

Note 5 - Continued

In February 2013, the Board voted to accept funds from Light in Winter, a New York not-for-profit, tax exempt organization which was dissolved, and transferred its remaining assets to IDBID, to be used to provide volunteer or low cost assistance to staff a Science Cabaret program. An amount of \$9,027 was received and recognized as income. A corresponding amount has been restricted for use to cover costs of a Science Cabaret program for up to two years from September 4, 2013, the date of receipt of the funds.

Note 6 - Employee Benefit Plan

The Organization has adopted a prototype voluntary salary reduction 403(b) plan through an unrelated company. Employees meeting certain eligibility requirements may electively defer compensation into Fixed and Variable Annuities qualified under Internal Revenue Code Section 401(b)(1) and custodial accounts offering regulated investment company stock under Internal Revenue Code Section 403(b)(7).

Note 7 - Unbudgeted Expenses

Unbudgeted expenses includes \$91,072 of Commons Mitigation expenditures, which were previously authorized by the Board, and reflected in the previous year, as restricted net assets (see note 5). Said expenditures are reflected in the current year's decrease in net assets.



#### **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 support events and exhibitions to stimulate tourism.

#### **V. PROGRAM GOALS**

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

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

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

Measure of achievement: CVB findings, comparison of baseline figures to grantee reports regarding ROI.

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

Measure of achievement: Increase in packaging in grant proposals.

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

Measure of achievement: Reduced requests from multi-year funded projects, eventually phasing out requests completely.

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: ratio of priority vs non-priority investment of grant funds.

Although the program is limited by the content of the applications, NTI grants can potentially support all the goals of the 2020 Tompkins County Strategic Tourism Plan. The NTI Committee strives to award funds strategically supporting as many Strategic Plan goals as possible.

#### **VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.

The NTI program aided the vibrancy and growth of many projects and exhibitions. (See proposals for specific examples.) The program also implemented an online grant application and review process, gaining efficiency and professionalism. The online platform also supported easy creation of reports and analysis. The Senior Planner/Tourism Coordinator and a NTI representative aided applicants at all points of the process and evaluated applicant reports.

**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?

Applicants will receive less funding for projects and exhibitions, potentially negatively impacting tourism in Tompkins County.

**VIII. COLLABORATION**

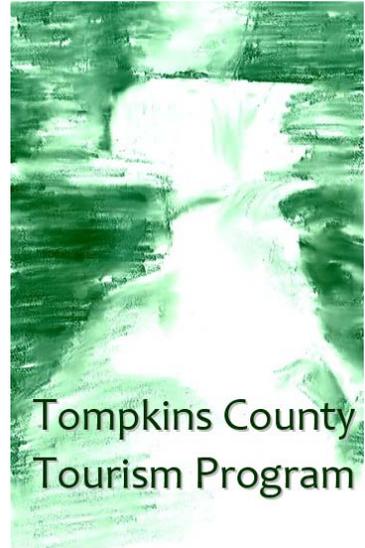
What steps have you taken and/or what new steps do you propose to take to collaborate, coordinate, partner, and share information and resources between your program(s) and other room-tax funded programs?

The Senior Planner/Tourism Coordinator plans coordinated applicant workshops for several grant categories including NTI. CVB aids applicants in developing marketing plans.

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## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Tourism Project Grants

Applicant Organization: STPB Tourism Project Grant Committee

Contact Person: Anne Gossen

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

2015 Request: \$75,560 Product Development or Marketing? Product

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%
2014	\$78,300	\$2,287	3.30%	100%
<b>Request 2015</b>	<b>\$75,560</b>	<b>-\$2,740</b>	<b>-3.5%</b>	<b>100%</b>

\* 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 2015) and describe you how propose to address them.

Spring 2014 applications requested \$150,843 for an available \$78,300. The TPG Committee awards grants to projects that the Committee feels will generate significant tourism to Tompkins County and support other STPB Strategic Plan goals, thus making the funding a priority for STPB.

#### **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. Demand for the funds is likely to increase due to the efforts of the Senior Planner/Tourism Coordinator and the transition of New Tourism Initiative projects into the TPG category.

#### **V. PROGRAM GOALS**

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

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

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

Measure of achievement: CVB findings, comparison of baseline figures to grantee reports regarding ROI.

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

Measure of achievement: Increase in packaging in grant proposals.

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

Measure of achievement: Reduced requests from multi-year funded projects, eventually phasing out requests completely.

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: ratio of priority vs non-priority investment of grant funds.

Although the program is limited by the content of the applications, Tourism Project Grants can potentially support all the goals of the 2020 Tompkins County Strategic Tourism Plan. The TPG Committee strives to award funds strategically supporting as many Strategic Plan goals as possible.

#### **VI. ACHIEVEMENTS**

Please describe your most significant program achievements during 2013 and the first quarter (January through March) of 2014. 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.

The TPG program aided the vibrancy and growth of many projects and exhibitions. (See proposals for specific examples.) The program also implemented an online grant application and review process, gaining efficiency and professionalism. The online platform also supported easy creation

of reports and analysis. The Senior Planner/Tourism Coordinator and a TPG representative aided applicants at all points of the process and evaluated applicant reports.

#### **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?

Applicants will receive less funding for projects and exhibitions, potentially negatively impacting tourism in Tompkins County.

#### **VIII. COLLABORATION**

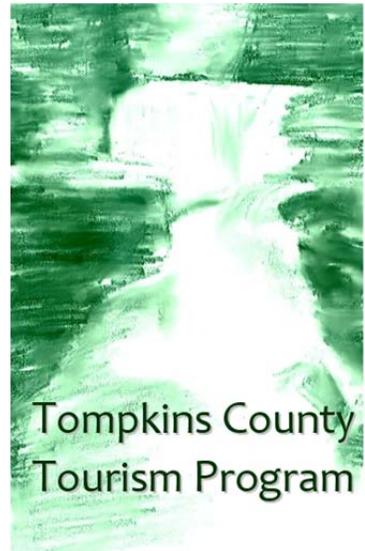
What steps have you taken and/or what new steps do you propose to take to collaborate, coordinate, partner, and share information and resources between your program(s) and other room-tax funded programs?

The Senior Planner/Tourism Coordinator plans coordinated applicant workshops for several grant categories including TPG. CVB aids applicants in developing marketing plans.

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## 2015 Budget Request Form

### Tompkins County Tourism Program



#### I. BASIC INFORMATION

Program: Tompkin County Tourism Partner Award

Applicant Organization: STPB

Contact Person: Richard Adie

Phone: 607-257-3436 Email: ra99@cornell.edu

2015 Request: \$  Product Development or Marketing?

Year	Tourism Program Allocation**	\$ Change	% Change	% of Program Budget*
2010	\$1000			
2011	\$1000			
2012	0			
2013	<b>\$5000</b>			
2014	\$2000	<b>-\$3000</b>	<b>-60%</b>	<b>100%</b>
<b>Request 2015</b>	<b>\$1000</b>	<b>-1000</b>	<b>-50%</b>	<b>100%</b>

\* 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 periodically 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 County lodging facilities. Recipients will be recognized with inscribed pavers at the Cayuga Waterfront trail.

#### III. CHALLENGES & OPPORTUNITIES

We continue to be challenged by the hospitality industry not submitting nominations. This continues to necessitate that the CVB be identifying potential nominees and the suggesting to the hospitality community that a nomination be submitted.

#### **IV. BUDGET NARRATIVE**

We expect in 2015 to recognize at least one or two organizations and have earmarked \$1000 for this purpose.

#### **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 sincere 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 public recognition are critical to success.

In the 2020 Strategic Plan this award aligns with the Foundation Focus Area: 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**

In 2013 we recognized Stu Stein with an award for his many decades of contribution to the Tourism economy. In addition two other awards are in the works: New York State Veterinary Conference and the HEDW Conference

#### **VII. IMPACT OF FUNDING**

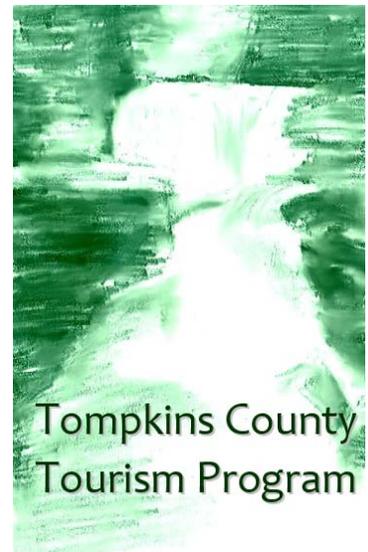
Given the challenging year we expect in 2015 we are scaling back the budget request and will plan to only nominate two organizations.

#### **VIII. COLLABORATION**

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

# 2015 Budget Request Form

## Tompkins County Tourism Program



### I. BASIC INFORMATION

Program: Workforce Development Program

Applicant Organization: Tompkins Co Workforce Investment Board

Contact Person: Julia Mattick, Executive Director

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

2015 Request: \$28,950 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			
2014	\$30,000			
<b>Request 2015</b>	<b>\$28,950</b>			

### II. PROGRAM DESCRIPTION

Our proposal has continued to evolve reflecting changes in industry standards, competency models and community needs. In 2015, we propose to: 1). Provide greater exposure to tourism assets and resources in Tompkins County and align training with the goals and strategies of the 2020 Strategic Tourism Plan. 2). Continue the development of employee skills, knowledge and competencies to improve Tompkins County customer/visitor experiences and lessen negative experiences. 3). Increase number of employee industry recognized certification training opportunities. 4). Create an awareness and interest in career pathways in the hospitality and tourism industry. 5). Further develop training resources and opportunities. The workshops and training sessions are geared for job seekers, entry-level employees and frontline supervisors and managers.

### III. CHALLENGES & OPPORTUNITIES

**Challenges:** When coordinating the training program, we need to consider employee needs and interests, industry standards, laws and regulations, turnover, supervisor approval, release (paid or unpaid) time limitations, ages and educational levels of participants, demanding participant schedules and trainer availability when scheduling sessions. Establishing performance outcomes and tangible results that tie directly to the Tompkins County 2020 Strategic Plan must be considered. Marketing (continued branding of the program and inclusion of various partners) and the establishment of long term relationships and connections in this ever-changing industry continues to be challenging. A few local 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 Tompkins Workforce New York partnership can provide; career exploration and pathways, employee recruitment, no cost job postings, access to Metrix e-learning, nationally recognized Work Readiness training and credentialing, ServSafe food and alcohol credentialing, access to Workforce Investment Act funding, internship and apprenticeship placements, on-the-job training possibilities and labor law and human resource consultation, etc. We also have the opportunity to encourage and promote TC3's Hotel and Restaurant Management, Hospitality and Wine Marketing Certificate, Culinary Arts and Sustainable Farming and Food Systems programs at TC3. New in 2014 will be the opportunity to promote and collaborate with the Farm to Bistro program and the College's downtown Ithaca restaurant and culinary center, Coltivare.

#### **IV. BUDGET NARRATIVE**

088.3% 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. PROGRAM GOALS**

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

**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:** Create a Facebook page, Hospitality STAR webpage and link training information to the Downtown Ithaca Alliance and Convention and Visitors Bureau page. The pages would have information on the program as well as information on all customer service and ambassador training opportunities.

**Measurable Objective 2:** To maintain previously successful programs in customer service and ambassador training: Goal of 131 attendees. (This includes Hospitality STAR, How to Handle Difficult Customers, Youth Customer Service Training, etc).

**Goal 2:** Conduct additional outreach, marketing and encourage participation for underserved customers and segments of the industry including transportation, restaurants, and tourism destinations. In addition,

**Measurable Objective 1:** Conduct 5 focus groups or outreach specifically to 10 organizations to assess training needs, schedules, and barriers.

**Goal 3:** Provide education to hotels and other tourism businesses to embrace green and sustainable business practices.

**Measurable Objective 1:** Conduct a Getting Greener 2 Session (30+ participants) that builds upon the highly successful 2012 Getting Greener Session.

Our program goals are aligned with and support the Tompkins County Strategic Tourism Plan.

#### **Critical Actions:**

- Develop our hospitality workforce through trainings for front-line staff and tourism business operators.
- Provide education, coordination and marketing assistance to hotels and other tourism businesses to embrace green business practices

In addition this program and its goals are designed to directly impact the goal to provide effective visitor services and customer service at points of visitor contact. Ensuring that tourism and hospitality operators have staff skilled in providing a quality customer experience and that they act as a guide (ambassador) for visitors in planning their stay and connecting to events, activities and tourist attractions.

#### **VI. ACHIEVEMENTS**

Significant achievements in 2013-2014 include the awarding of additional funding from the Ithaca Urban Renewal Agency to train people in the Hospitality and Tourism field. We worked with fifteen community wide partners to propose, submit and then GIAC was awarded funding for HETP (Hospitality and Employment Training Program) to expand offerings and provide more comprehensive services for up to 15 long-term unemployed individuals, ages 18-30. We provided over 31 hours of training and mentoring/support for the program coordinator assisting with program design, training content and materials and workshop delivery. Funding was awarded to continue the program in 2014-15.

In addition this fall, we plan to focus efforts on program marketing/branding, web page design, developing an on-line presence and career pathways materials for Tompkins County. We especially look forward to future linkages with TC3's Farm to Bistro and Coltivare initiatives.

## **2014 Program Goals and Progress**

**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.

It is early in the 2014 Program Year but we have made significant progress toward our 2014 goals. We had four measurable objectives as a component of the above goal. To meet those objectives we currently have two customer service/ambassador trainings scheduled for 2014. The first one is Hospitality Star to be held on June 18 and 19, 2014. The second one is Dealing with Difficult Customers scheduled for September 2014. In addition, we have two customer service trainings scheduled for youth that participate in the Summer Youth Employment Program. It is our contention that training youth in these skills when they are 16-18 years old will result in youth considering hospitality and tourism careers at a younger age and they will have the skill sets needed at a younger age. We also make an effort to place them in positions where they are using these skills throughout Tompkins County and they also provide added staffing to hospitality and tourism related venues in the county.

**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.

We have two measurable objectives under this goal. To meet this 2014 goal we are scheduling training on human resources practices and labor laws for managers and supervisors in hospitality and tourism. In addition, we are evaluating the best method of providing online training accounts to managers and supervisors in order to increase the numbers of learning accounts provided, accessed and training received. We need to ensure that in addition to providing people the accounts, they are being accessed and people are receiving the training.

## **2013 Program Goals and Progress**

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

We had two measurable objectives under this goal for 2013 and we have met or exceeded both of them.

**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.

We had two measurable objectives under this goal for 2014 and we have met or exceeded both of them.

## **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 in Tompkins County and preparing a competent and well trained workforce.

## **VIII. COLLABORATION**

This program provides a unique partner collaboration of area agencies and training provider expertise. This program requires 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 addition, we are actively partnering with the IURA funded Hospitality Employment and Training Program (we are on the Advisory Board and delivering training and employer linkage assistance).

**Program Name**

**2015 Budget Request - Tompkins County Tourism Program**

*For previous years budgets, used modified budget amounts.*

		2012 Budget	2013 Budget	2014 Budget	2015 Request	Notes
<b>REVENUE - Workforce Development</b>						
<i>List major categories of revenues</i>	TCTP*	30000	30000	30000	28950	
<i>Add or delete lines/rows as needed</i>	Workforce Investment Act	\$18,300	\$19,000	14500	3000	
<i>Separate by project if more than one project</i>	TANF SYEP				17793	
<i>Include value of in-kind support as "other".</i>	SUBTOTAL	\$48,300	\$49,000	\$44,500	\$49,743	
	<b>TOTAL REVENUES</b>	<b>\$48,300</b>	<b>\$49,000</b>	<b>\$44,500</b>	<b>\$49,743</b>	
	TOTAL TCTP*	\$30,000	\$30,000	\$30,000	\$28,950	
	TCTP Share	62.1%	61.2%	67.4%	58.2%	
<b>EXPENSES - Workforce Development</b>						
<i>List major categories of expenses</i>	Personnel Wages	\$6,753	\$6,700	\$6,700	\$6,700	
<i>Add or delete lines/rows as needed</i>	Personnel Fringe	\$3,471	\$3,638	\$4,020	\$3,785	
<i>Separate by project if more than one project</i>	Materials	\$143	\$150	\$100	\$100	
<i>List in-kind expenses if also reporting as revenue</i>	Services	\$66	\$70	\$30	\$30	
	Occupancy and Utilities	\$222	\$225	\$225	\$225	
	Travel	\$17	\$20	\$25	\$25	
	Phone	\$102	\$105	\$105	\$105	
	Membership	\$5	\$10	\$10	\$10	
	Training Providers	\$16,222	\$16,082	\$15,785	\$15,075	
	Administration	\$3,000	\$3,000	\$3,000	\$2,895	
	Grants					
	<i>Other (name)</i>					
	SUBTOTAL	\$30,001	\$30,000	\$30,000	\$28,950	
	<b>TOTAL EXPENSES</b>	<b>\$48,300</b>	<b>\$49,000</b>	<b>\$44,500</b>	<b>\$28,950</b>	
	TOTAL TCTP*	\$30,000	\$30,000	\$30,000	\$28,950	
	TCTP share	62.1%	61.2%	67.4%	100.0%	
	<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,793</b>	

\*TCTP-Tompkins County Tourism Program