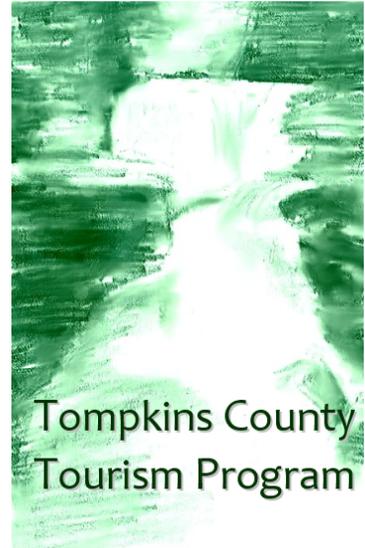


COVER PAGE

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%
Request 2015	199,960	(7,255)	-3.5%	100%

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

** Enter modified budget amounts where applicable.

II. PROGRAM DESCRIPTION

Describe the program in two or three sentences.

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

III. CHALLENGES & OPPORTUNITIES

Very briefly state overarching challenges and opportunities related to your program (current or anticipated in 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.

Tourism Capital Grants Awards by year			
	Organization/project		Award
1	Historic Ithaca - State Theatre Phase 2	2003	125,000
2	PRI- Museum of Earth- Building Expansion	2003	125,000
3	Sciencenter Golf	2003	25,000
4	Hangar Theatre	2003	9,000
5	Wine Center Feasibility Ph1	2004	5,000
6	Wine Center Feasibility Ph 2	2005	7,500
7	Ithaca Farmers Market	2005	10,000
8	CWT Phase 2	2005	5,000
9	Sciencenter Ocean	2005	20,000
10	History Center	2006	10,000
11	Sciencenter Outdoor	2006	60,000
12	Wine Center	2007	160,000
13	Cayuga Nature Center Feas	2008	13,500
14	CWTI -- Stewart Park Rehab Action Plan	2008	15,000
15	Hangar Theatre	2008	84,000
16	Kitchen Theatre Feas 1	2008	13,000
17	Kitchen Theatre Feas 2	2009	21,000
18	Cayuga Nature Center	2009	100,000
19	Ithaca Children's Garden	2009	14,800
20	Hangar Theatre Capital	2009	100,000
21	Ithaca Motion Picture Project	2009	5,500
22	Kitchen Theatre Capital	2009	100,000
23	Dorothy Cotton Institute	2010	7,500
24	PRI/MOTE Climate Exhibit	2010	50,000
25	Stewart Park Building Study	2010	15,000
26	Cayuga Nature Center	2011	100,000
27	Sciencenter Marcellus Drilling Exhibit	2011	50,000
28	Ithaca Skate Park	2011	60,000
29	CWTI interpretive panels and Crew cove	2012	20,000
30	Stewart Park Landscape Study	2012	10,000
31	Sciencenter Live Animal gallery	2012	30,000
32	State Theatre Bathroom Study	2012	3,780
33	FLLT emerald Necklace boardwalk	2012	20,000
34	CSMA Study 3 rd Floor performance space	2013	8,000
35	Hangar Theatre study Phase 2 winter use	2013	5,000
36	History Center Tommy study	2013	7,500
37	History Center Ithaca Motion Picture study	2013	7,500
38	Sciencenter Galaxy Golf study	2013	12,500
39	Museum of the Earth 10 th Anniv Exhibits	2013	32,000
40	State Theatre bathroom expansion	2013	42,000
41	Stewart Park Phase 1 Buildings	2013	70,500
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
		Total	1,743,580

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.

Tourism Capital Grant Multi-Year Worksheets
2015 Request Budget -- Impact of Multi-Year Awards

Budget Info (<i>estimates italicized</i>)			2014	2015*	2016*	2017*	2018*		
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						
Awards budget			195,000	186,095	189,817	193,613	197,485		
Past Multi-Year Awards			Year	award					
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 th 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		
Available for new grants*			95,000	129,095	179,817	193,613	197,485		
Current Grants			Proj Value	Request	Recommend 2014	2015	2016	2017	2018
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			
Total			292,369	95,000	44,000	25,000			
Available for new grants*				0	85,095	154,817	193,613	197,485	
*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.

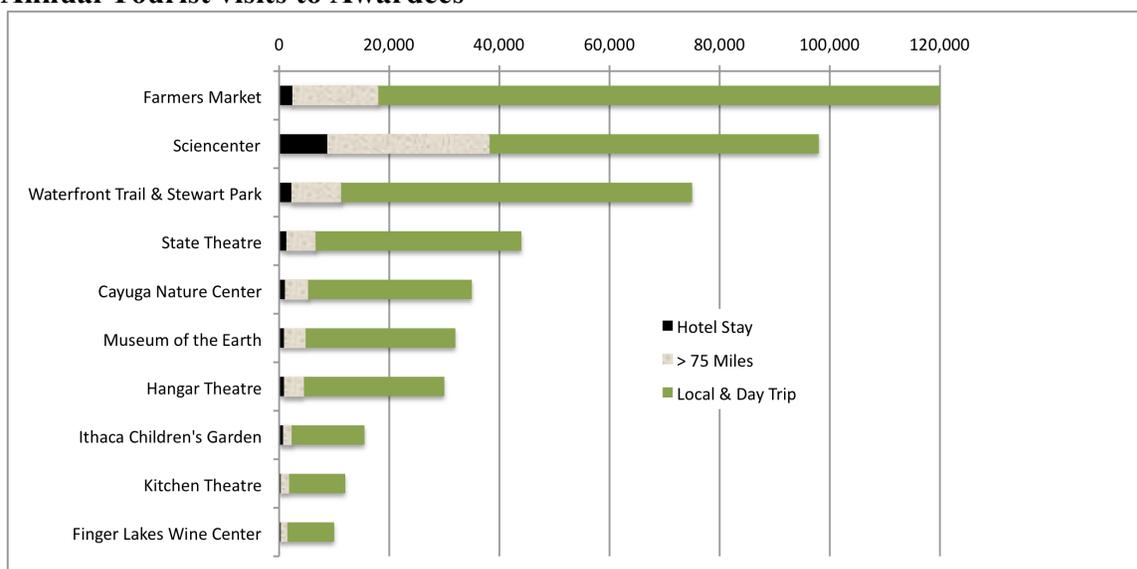
Example 1

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

Recipient	value of all grants	total project value	# awards	# feas	# cap	Value of feas Awards	Value of Capital Awards
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	
Totals	1,743,580	17,233,769	46	20	26	270,280	1,473,300
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
Cayuga Lake Blueway Trail	2014	10,000	f	10,000	18,000
Cayuga Nature Center Feas	2008	13,500	f		
Cayuga Nature Center	2009	100,000	c		
Cayuga Nature Center	2011	100,000	c		
Cayuga Nature Center	2014	40,000	c	253,500	801,280
CSMA 3 rd Floor study	2013	8,000	f		
CSMA 3rd Floor recovations	2014	55,000	c	63,000	173,560
Dorothy Cotton Institute	2010	7,500	f	7,500	7,500
FLLT Emerald Necklace boardwalk	2012	20,000	c	20,000	76,550
Hangar Theatre	2003	9,000	f		
Hangar Theatre	2008	84,000	f		
Theatre for All Seasons capital	2009	100,000	c		
Hangar Theatre study complete All Seasons	2013	5,000	f	198,000	3,212,600
Schoolhouse study	2006	10,000	f		
IMPP study	2013	7,500	f		
History Center Tommy study	2013	7,500	f	25,000	23,000
Ithaca Children's Garden	2009	14,800	c		
Ithaca Children's Garden	2014	34,000	c	48,800	117,609
Ithaca Farmers Market	2005	10,000	c	10,000	51,630
Ithaca Motion Picture Project	2009	5,500	f	5,500	5,500
Ithaca Skate Park	2011	60,000	c	60,000	435,340
Kitchen Theatre Feas 1	2008	13,000	f		
Kitchen Theatre Feas 2	2009	21,000	f		
Kitchen Theatre Capital	2009	100,000	c	134,000	1,236,800
PRI- Museum of Earth- Building Expansion	2003	125,000	c		
MOTE Climate Exhibit/glacier	2010	50,000	c		
PRI/MOTE 10th Anniversary exhibits	2013	32,000	c	207,000	7,632,360

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

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					
REVENUE - Tourism Capital Grants		2012 Budget	2013 Budget	2014 Budget	Modified	2015 Request	Notes
<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>	SUBTOTAL	\$198,248	\$201,180	\$207,215	\$209,370	\$199,960	
	TOTAL REVENUES	\$198,248	\$201,180	\$207,215	\$209,370	199,960	
	TOTAL TCTP*	\$198,248	\$201,180	\$207,215	\$209,370	\$199,960	3.5%
	TCTP Share	100.0%	100.0%	100.0%	100.0%	100.0%	
EXPENSES - Tourism Capital Grants							
	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				
	SUBTOTAL	\$198,248	\$201,180	\$207,215	\$209,370	\$199,960	
	TOTAL EXPENSES	\$198,248	\$201,180	\$207,215	\$209,370	\$199,960	
	TOTAL TCTP*	\$198,248	\$201,180	\$207,215	\$209,370	\$199,960	
	TCTP share	100.0%	100.0%	100.0%	100.0%	100.0%	
	REVENUES LESS EXPENSES	\$0	\$0	\$0	\$0	\$0	

*TCTP-Tompkins County Tourism Program