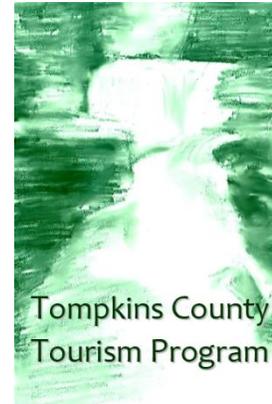


# COVER PAGE

## 2017 Budget Request Form Tompkins County Tourism Program



### I. BASIC INFORMATION

Program: Ithaca/Tompkins County CVB  
 Applicant Organization: Tompkins County Chamber of Commerce  
 Contact Person: Jennifer Tavares  
 Phone: 607-273-7080 Email: jtavares@tompkinschamber.org  
 2017 Request: \$974,826 Product Development \$15,000 Marketing \$959,826

Year	Tourism Program Allocation**	\$ Change	% Change	% of Program Budget*
2013	\$925,776 budget + \$54,030 TI Grant	\$29,988	3.2%	81%
2014	\$957,500	\$31,724	3.4%	88%
2015	\$924,000	-\$33,500	-3.5%	87%
2016	\$948,822	\$24,822	2.8%	84.7%
<b>Request 2017</b>	<b>\$894,826</b>	<b>\$14,232</b>	<b>1.5%</b>	<b>81.7%</b>
<b>OTR 2017</b>	<b>\$15,000</b>	<b>\$15,000</b>		<b>1.3%</b>
<b>Matching Funds</b>	<b>\$65,000</b>	<b>(\$3,228)</b>	<b>(4.7%)</b>	<i>Included above</i>
<b>TOTAL</b>	<b>\$974,826</b>	<b>\$26,004</b>	<b>2.74%</b>	<b>83%</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 Ithaca/Tompkins County CVB supports the county’s Strategic Tourism Plan through three primary programs: marketing, group sales and visitor services. The departments work in conjunction with local tourism partners to increase visitation, advance tourism product and visitor experience. This creates more overnight stays, generating revenue for the tourism program and tax relief for county residents. As the county’s Tourism Promotion Agency, the CVB receives and manages NYS Tourism Matching funds, while representing Tompkins County regionally and statewide.

### III. CHALLENGES & OPPORTUNITIES

The ongoing challenges and opportunities are similar, and yet with transitions of staff members, several new opportunities have also presented themselves.

1. Increasing midweek occupancy via consumer marketing, group/motorcoach sales and meeting sales. Secondary targets are shoulder seasons, niche markets, sports events.
2. Increasing Visitor Services customer contact via technology & outreach.
3. Utilizing our expertise in marketing, communications and sales to support all the attractions, events and initiatives funded by the county tourism program.

#### ***New opportunities and challenges include:***

4. Supporting agricultural, heritage, and higher education tourism efforts and plans.
5. Telling our unique stories, growing social media engagement, expanding millennial tourism.
6. Utilize an enhanced brand and website to champion our unique tourism assets.
7. A comprehensive analysis of Visitor Center traffic, and of VC operating and staffing needs.

## **Challenges & Opportunities: *Detailed***

### **Midweek Occupancy**

Midweek occupancy is a perennial challenge for the local lodging industry; it remains a solid opportunity for growth and is more important than ever with new hotels coming online. This challenge requires effort from all departments. Throughout 2016 and in 2017, we will enhance visitor services opportunities for upselling through training, more visits to campus, and working with tourism partners to tell stories and package experiences. This program aims to generate additional overnights from existing visitors (campus, leisure and business).

A substantial new investment in advertising will further expand our midweek efforts, including a push for winter tourism and increased university/college related stays. Further time and monetary investment in our successful travel writer marketing campaign will yield additional visits, Tompkins County specific coverage (vs. regional) attractive to the “getaway” and agricultural and heritage tourism travelers. Efforts to refresh our new brand and logo, and enhance the website, will seek to address this unique challenge.

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

Despite industry trends in visitor services being impacted with the rapid adoption of smartphones, our Tompkins County visitor center traffic increased again in 2015, achieving a level of over 17,000 for the second year in a row (a nearly 2,000 increase over 2013). The CVB strategy to increase visitor touch points in other ways—through investing in staff time to support online chat functions, as well as to increase off-site visitor touch points, is paying off. Off-site visitor interactions grew by about 5,000 in 2015 (over 2014), while nearly 4,700 chat conversations occurred. Travel guide requests increased by about 2,000 YOY in 2015. The only indicator that declined was phone calls.

Visitor Services and Marketing departments have invested considerable time in advancing the TURA mobile based visitor interaction technology project, will continue with beta-testing, and in 2016 will submit another grant application to further refine and develop the next phase of this project. Our staff seeks to work with project contractors continue developing an industry-leading technology that is marketable and functional for other CVB’s and visitor centers.

Our new visitor’s center at Taughannock Overlook could be game changing, and will lead to a thorough review of our Visitor Center operations organization-wide. The opportunity to interact with more visitors, combined with enhanced efforts to conduct Dispersed Visitor Services elsewhere in the county—will increase our visitor touch points dramatically in 2016 and beyond.

### **Conference and Meeting Sales**

In recent years, the CVB has been challenged in booking conference and meeting business. This is despite increased sales outreach as measured by distributed sales leads—which saw a large increase in 2015 and YTD in 2016. While the CVB cannot control price or product quality, we have an opportunity to continue advocacy efforts in development of new and remodeled conference facilities. We will also continue to pursue opportunities in 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.

CVB remains committed to local efforts regarding a meeting/conference center, and will devote staff time from leadership level down to each department in order to fully discover the feasibility and support possible implementations of a conference center project to support our tourism program and our increasing downtown hotel base.

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

The CVB will continue its increased sales efforts to take advantage of opportunities 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 coordination with ILNY in its pursuit of international groups (China, Europe and Australia in 2016) by pursuing NYC-based operators who cater to the growing international market.

For 2017, the Group Sales Department will continue to nurture relationships with tour operators while further enhancing connections with local meeting planners on both campuses. We will continue last year's initiative of participating in the Admin Day Events on both campuses to spread the word about how the CVB can help bring meetings and conferences to Tompkins County as well as inform about new hotel offerings. We will also maintain a presence in the newly formed Higher Ed Committee.

### **Key Opportunity & Challenge:**

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

This component of CVB service to the Tourism Partners has continued to grow throughout 2015 and 2016. The CVB has experienced noteworthy increased demand for sharing marketing knowledge and expertise, staffing and supporting STPB committees and special projects to enhance product development efforts, and new opportunities to collaborate with partners program wide to enhance our technical assistance offerings.

To support the overall Tourism Program, CVB staff is increasingly devoting hours to technical assistance in areas of hospitality training (Hospitality Stars), web marketing, social media (assistance with TripAdvisor, Yelp, FourSquare, Google Maps, etc) and other types of marketing. In addition, CVB provides 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.

The 2017 budget includes plans to continue investing increased staff hours in technical assistance, workshops, seminars, and FAM tours, and will help the CVB cover the increased cost of hosting tourism partners for these events. By dedicating additional staff time, coordinating group educational opportunities, and working collectively with tourism partners, we believe benefits will be widespread and shared throughout the tourism program.

## **IV. BUDGET NARRATIVE**

CVB staff has worked diligently over the past several years to gain operational efficiency. Our entrepreneurial moves to a smaller, cost-effective travel guide; increased use of digital advertising; enhanced integration with other STPB-funded marketing programs, increased non-county revenue (grants, advertising and retail sales), reduced admin costs and cost containment in wages & salary have allowed us to improve measurable performance while maintaining essentially flat budgets for three years. This work has continued over the last year, and the attached budget demonstrates efforts to raise non TCTP revenue.

In 2017, we request a **baseline budget increase of 1.4%, or \$14,232**, for marketing support, and an additional **Over Target Request of \$15,000** in funding from product development to support our technical assistance program. The total budget impact of these requests is 2.74%, which is still far lower than our anticipated increases in the cost of doing business at the CVB.

### **Budget Highlights:**

#### **Wages, Salary and Bonus**

Approximately \$22,700 of our combined budget increase request can be said to support increases in payroll (regular increases and market adjustments), payroll taxes, retirement, and health insurance costs for our staff. Several years of significant “under-budgeting” in a few of these areas, combined with benefits being made available to new staff members, have impacted our compensation modeling. This impacts each department, but most disproportionately administration.

#### **Administration**

We’re still striving for operational efficiency, and have trimmed many lines in our administration budget over the last two years. This will be our third consecutive year of admin cost controls in many categories. The Chamber has also evaluated the rent & utilities budget and upcoming building investments, and has reduced the 2017 rent payment contribution by nearly \$6,000. However, several lines related to personnel and benefits cannot be reduced, and in fact, need to be increased in order to provide the required health insurance and retirement benefits that the Chamber & CVB offer their employees (as well as fair annual/market based compensation increases).

An unusual year in 2016 due to leadership transition has led to significant funds available to roll over to 2017’s budget for administrative support; this means that less total tourism program support will be necessary to keep the CVB performing at optimal level. Other admin lines that have a small increase are staff development and travel, which is anticipated to be necessary for the new VP Tourism to become acquainted with local, regional, and state officials and organizations. The overall admin budget line increase YOY is approximately \$30,000—predominantly payroll, payroll taxes health insurance, and retirement—and a little payroll to bring the VP/Director position closer to market expectations.

#### **Marketing**

Our request includes a reduction in overall marketing department expenditures, but this is primarily due to the following projects ending or being moved to another budget line:

- Anticipated culinary grant expenses will be expensed at the County Planning department, not at the CVB (\$8,000 in last year's budget, \$0 for 2017)
- Visitor Profile Study and TURA, budgeted at \$19,200 combined, are anticipated to end before 2017.
- A reduction from \$10,000 to \$7,500 to support the Winter Recess teacher's festival, in conjunction with DIA and Tompkins Chamber (2016 expenses were about \$6K).
- Marketing team is projecting increases in the following areas:
  - \$5,000 in general marketing
  - \$5,000 for additional website upgrades/modifications
  - \$5,000 for miscellaneous PR investments and hosting travel writers

### **Visitor Services**

The largest budgetary changes are within the Visitor Services department. Primary factors are

- We are projecting VS payroll to exceed budgeted amount for 2016 by at least \$3,500. Additional factors which lead to the necessary increases in this line include anticipated shifts from less part time to one more full time employee in this department, and staffing a third visitors center.
  - The total impact is an additional \$24,000 for visitor services payroll. This will fund hourly visitor services staffing to handle increasing use of the Downtown Visitor Center, increasing demand for online chat help, dispersed offsite visitor services (campus events, sports events and conferences) and the opening of a seasonal visitor center at Taughnnock Falls.
  - This will also allow for appropriate entry-level wages (moving from \$11 to \$12, and then \$13 per hour) to be paid to Visitor Service Specialists, and manage some resulting wage compression issues.
- We anticipate other operational costs of Taughannock VC to be insignificant, but since they were not budgeted for in the 2016 budget, we have added a small allowance for phone and equipment needed to operate the third VC location.
- Continued funding for the mobile tech initiative: \$30,000 from NYS REDC grant with a \$10,000 local match.

### **Group Sales**

We are anticipating an overall decrease in the Group Sales department of approximately \$5,000. This is primarily due to staffing changes and a slight reduction in department payroll, but yield two full time positions again. A position which was previously split between Visitor Services and Group Sales will be moved back 100% to Visitor Services; this will lead to additional staff time investment in Group Sales, which we believe is necessary given the substantial increase in rooms our market will see by early 2017.

All other investments and programming for Group Sales should be relatively consistent YOY.

## ***Notable Line Item Details***

### **Income:**

The 2.6 % aggregate funding increase is comprised of a 1.4% request, as well as an OTR request of \$15,000—primarily to support enhanced efforts by the CVB team to provide direct technical assistance and support to tourism program partners (detailed in the OTR request on following pages).

**Matching Funds**—We are conservatively estimating a Matching Funds grant of approx. \$65,000 in 2017, a slight reduction from 2016. There was a regional bonus award included in our Matching Funds grant for 2016, which is the largest reason the grant received was substantially higher than anticipated; there is no way to ensure this will be received in 2017. Additionally, per recommendation and discussion with Tom Knipe, we hope that the Matching Funds budget line will be considered complimentary to but not part of the CVB budget award for 2017. 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.) Final local/regional amounts are unknown until the grant is awarded.

**Carryover**—This is the unspent budgetary “cushion” from the prior year. We believe we will have an approximately \$40,000 cushion to roll into the 2017 year to avoid year. While we were much closer to appropriate spend levels in 2015, the transition of the VP/CVB director position, as well as a marketing team member, caused an unusually high rollover projection again for 2016. Based on preliminary budget needs for 2017, we believe this will be necessary and is the only way we can maintain our program performance without a massive budget cut.

**Advertising Revenue**—We continue to have success selling advertising in our Travel Guide and websites. In 2017, we anticipate gains in ad revenue via the guide and website advertising functionality.

**Retail Revenue**— We view sales of “Ithaca is Gorges” branded items as a growth area and continue to investing in inventory, online sales, POS and fixtures. In 2017, we are planning to overhaul retail operations with new items, and advertise extensively as we see this an untapped additional revenue stream.

**Grant Income** – We anticipate continued efforts to seek funding support for Phase II TURA Mobile Technology Development (but this budget line will be balanced top/bottom if grants are not received). Additionally, funding for the Agriculinary Tourism Program is included in the budget for marketing coordination written into that program, to be provided by CVB marketing team staff.

## **Expenses:**

**Administration**—Narrative above thoroughly details administrative budget needs and impacts.

**Marketing**—Our 2017 budget request reflects minor changes from 2016. We are comfortable with the performance of our shift to digital advertising and marketing, and we have two new marketing team members who plan to enhance and grow our marketing efforts substantially with a minor shift in strategy.

**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. Additional social media strategy revisions, to include more story-telling and photos, across multiple platforms (Instagram, Twitter, and LinkedIn—in addition to Facebook, which has performed so well for us) are expected to demonstrate progress before 2017 even begins.

**Advertising & Radio/TV:** Radio & TV budget holds steady. We continue to focus primarily digital and build on our the web-based midweek campaign begun in 2014, refining audience and message for maximum result. Target markets remain unchanged from those identified by Chmura. The bulk of our ad messaging is doing dual duty—reinforcing core brand attributes (gorges, waterfalls, dining, downtown, arts, etc) with a midweek call to action.

**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 2016, it will fund FLRTC, CLSB, Blueway Trail, some visitor profile study support, and the regional PR program.

**Winter Recess 2017:** As previously noted, we plan to work with DIA and TC Chamber to produce a shared Winter Recess in 2017. This is a popular local event, CVB will support it financially at a level consistent with its impact as driver of day-trip business.

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

**Payroll:** As outlined elsewhere, we are budgeting an increase in staff cost for increasing demand from the Downtown Visitor Center, Chat, offsite events (campus, sports, conferences) and a seasonal Taughannock Falls Visitor Center. This additional staffing is important to increase our contact with travelers and provide opportunities for upselling (additional overnights and related spending). Efforts to increase touchpoints have shown dramatic increases in 2015 and YTD 2016.

Special Projects: As mentioned earlier, we're planning on a \$30,000 REDC grant and \$10,000 budget match to fund phase 2 of our Visitor Center Technology Initiative, with 2016 being a beta-test year on a new technology platform.

DVC Rent: We've budgeted \$16,400 for shared Visitor Center space with CAP and DIA, which builds on a 2015 budget of 15,540. We will continue reviewing space needs throughout 2016 and early 2017, and it is quite possible that 2017 is the year that the CVB will see a new downtown visitors center project come to fruition. For now, we are being conservative/holding steady.

**Group Sales**—The 2017 budget reflects a continued emphasis on the group tour market with robust funding for site inspection and FAM trips. Central to our group sales effort is our continued attendance at appointment-based tradeshow (Connect, ABA Marketplace, PBA, OMCA, Active America China, NAJ, ESSAE) to continue to build relationships with decision makers. This budget supports our efforts to continue developing the higher ed/meeting business locally.

## **V. PROGRAM GOALS**

Our program goals for 2017 will build on significant successes realized in 2015, the 2016 work plan (which identified ways for each department to build on past successes and capitalize on new opportunities), and opportunities identified which are best implemented on a 2017-2018 timeline.

### **Goal 1 Group Sales:**

- **Midweek Business:** Attend and follow up with contacts from appointment and non-appointment based shows targeting tour operators and group leaders; update thematic itineraries to reflect 2017 offerings; work with Marketing to revise Group Sales portion of the website and develop a new one-sheet for 2017. Enhance marketing & social media efforts.
- **Higher Ed Tourism:** To increase local service and maximize potential conference bookings, continue to conduct biweekly outreach to Cornell, Ithaca College, TC3 and in the community. Attend Admin Day Events & enhance higher-ed tourism relationships; work with STPB committee and community contacts to maximize higher-ed tourism opportunities.
- **FAM Tours:** Conduct individual FAM tours and site inspections with qualified tour operators; higher degree of success with focused

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

### **Goal 2 Visitors Services:**

- **Upselling/Training:** Encourage longer stays and increased visitor spending (upselling) by instituting an incentivized sales program and investing in additional staff training.
- **Off-site Visitor Services:** Build on success in expanding our reach by attending more local events and by using new outreach technology.
- **Chat & Mobile Technology:** Utilize technology such as chat and TURA to increase visitor touches and visitor spend.
- **Evaluation:** Evaluate visitor trends and demographics to continue service enhancement, anticipate future space needs and respond to market trends as time progresses.

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

### **Goal 3 Marketing:**

- Engaging & Effective Campaigns: Report individual ad campaigns, click-through rates, share rates and web visits to increase consumer engagement and effectiveness.
- Focus Areas—Winter & Midweek: Increase winter tourism promotion through highly-targeted media outlets. Continue to promote midweek room sales.
- Collaboration with Partners: Increase monetary support and effectiveness of campaigns from local institutions through matching funds, highlighting events most likely to draw overnight visitors.
- Impressions, Social Media, PR to Grow: Increase impressions of web impressions, social media impact, and public relations exposure.

**Strategic Plan Foundation Focus: Festivals, Marketing & Advertising, Town Gown. Critical Actions: 2, 5, 6, 8, 16, 23, 27, 28, 30, 35**

### **VI. ACHIEVEMENTS**

There are many notable achievements in 2015. These are detailed in our annual report (attached). Similarly we have many notable achievements in early 2016. These are detailed in our Q1 2016 report (also attached.)

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

Through the last two years, numerous CVB budget lines have been trimmed to utilize our program resources as judiciously as possible. At the same time, we have allocated additional resources to our people; numerous staff members were far below competitive salaries based on the roles and education/skill set required for their positions. Our 2017 budget acknowledges that we are staffing an additional visitor center, and that new staff members in certain roles are eligible for benefits that we (fortunately) have not had previous employees utilizing. This drastically impacts our funding scenario.

If our budget was funded at only the 1.5% guidance level, or were it to be cut:

1. This would challenge our ability to attract and retain a quality, knowledgeable staff.
2. Begin to compromise programming in marketing, sales and visitor services. Specifically:

#### *Visitor Services:*

We would reduce staff hours and operations hours (also impacting chat service and offsite outreach). Every 10% decrease in hours would save \$7,500 to \$10,000.

#### *Marketing:*

We would cut (in order) travel/trade shows, 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 \$17,000.

Staff development/training lines would also be in jeopardy across the board. Planned wage increases, including those to move Visitor Services Specialists closer to new minimum wage standards, would be difficult to sustain.

## **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
- 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
- Gorges Half Marathon—Cooperative advertising, consulting re: marketing
- 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.
- County Agriculinary tourism, Heritage, Convention, Visitor Profile Study, and Trails Committees: Marketing consultation, planning, event operations.
- Chamber & Foundation: Support and partner with the Chamber & its Foundation as necessary to advance Community Wayfinding & Interpretive Signage Project and Plan.

## **IX. OVER-TARGET-REQUEST (OTR) NARRATIVE (OPTIONAL)**

**OTR Request Amount:** \$15,000

**Project:** Technical Assistance & Product Development Support for Tourism Program

**Budget:** The requested \$15,000 in additional funding will be spent as follows:

**\$9,500** for payroll and benefits to support our significant time investment. Services include one-on-one technical assistance marketing, group technical assistance (workshop/lunch & learn formats), FAM tour coordination, and STPB sub-committee support. Special project support provided as need arises.

**\$3,000** FAM tours for tourism partners (local and regional)

**\$2,500** Workshops for tourism partners (marketing, being “visitor ready”, creating group tourism opportunities & effective packages)

### **Goals:**

We believe that a more formalized technical assistance program offered by the CVB will enhance Tourism Program’s investment in product development and marketing, program wide. This project will include support from the VP Tourism and each CVB department (marketing, visitor services, and group sales).

The CVB’s goal is to create a comprehensive technical assistance program—which supports product development needs (committee work, conference coordination and presentation support, funding applications, marketing plans, etc.) and the CVB’s need to market and promote all that the tourism program has to offer (leaning on our partners to provide us with information regarding events, offerings, and to collaborate on marketing).

The technical assistance provided to partners will result in the following outcomes:

- More effective communications and collaborations amongst partners, program-wide
- More effective use of the CVB team as a resource for the tourism program, including in a group setting vs. one-on-one for each program
- Increased outcomes for marketing and social media programs, including engagement and participation at the partner level
- New collaborations and partnerships amongst TCTP funded recipients
- Deepening of appreciation and understanding of our tourism assets by our tourism partners and their employees (through FAM tour offerings)

**Example programs and services include:** I/TCCVB 101 (making CVB work for your property); becoming visitor and group ready; partnering to create great packages; social media and Google AdWords training support; using the CVB website(s) to market your event or venue, and more!

By dedicating additional staff time, coordinating group educational opportunities, and working collectively with tourism partners, we believe benefits will be widespread and shared throughout the tourism program.

**Strategic Plan Foundation Focus: Festivals, Groups, Marketing & Advertising, Visitor Services, Town Gown;**  
**Critical Actions: 1, 2, 5, 23, 27**

## **ATTACHMENTS**

\_\_\_\_ Attachment A

2017 project budget in Microsoft Excel.

\_\_\_\_ Attachment B (optional or upon request)

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

**ITHACA-TOMPKINS COUNTY CVB**

**2017 Budget Request - Tompkins County Tourism Program**

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

CATEGORY	Adopted 3/14	2014 Actual	Adopted 3/15	as of 12/31/15	2016 REVISED	2016 Projected	Guidance: 1.5% increase	Notes
	2014 Budget		2015 Budget	2015 Actual			2017 Request	
<b>REVENUE/INCOME - CVB</b>								
Room Tax	895,273	895,273	862,459	862,459	880,594	880,594	894,826	Marketing Support for CVB
Room Tax Over Target Request (OTR)							15,000	OTR Request for Product Development Technical Assistance
County Room Tax for NYS Matching Funds:								
Local Matching Funds - 75% (Travel Guide, ILNY Ads)	46,670	46,670	45,000	45,000	47,678	47,678	48,750	Matching Funds - 75% Local
Regional Matching Funds 25% (CLSB, FLRTC, Reg. PR)	15,557	15,557	16,541	16,541	20,550	20,550	16,250	Matching Funds - 25% Regional
Finger Lakes Tourism Alliance								
<b>Total Room Tax Support</b>	<b>957,500</b>	<b>957,500</b>	<b>924,000</b>	<b>924,000</b>	<b>948,822</b>	<b>948,822</b>	<b>974,826</b>	Guidance: 1.5% increase
Deferred Matching Funds	-	9,504	-	-	-	-	-	
NYS Matching Funds	62,227	62,227	61,541	61,541	68,228	68,228	65,000	Projected conservative NYS Matching Funds Award
Def. from Prev Year	57,726	57,726	38,603	38,603	22,000	12,000	40,000	Projected carryover due to reduced payroll/benefits 2016
Ad Revenue Travel Guide	37,000	30,524	29,790	25,059	20,000	20,000	25,000	
Ad Revenue Websites	6,000	1,877	18,000	1,947	10,000	10,000	15,000	
Retail Sales	8,700	8,999	7,500	14,324	15,000	15,000	15,000	
Misc/Cooperative Advertising		990		100				
Grant Income	67,515	42,136	30,000	30,000	13,600	5,600	38,400	New grant visitor center tech initiative; agritourism grant
Interest Income	11	104	120	64	50	50	50	
<b>Total Income</b>	<b>1,196,679</b>	<b>1,171,587</b>	<b>1,109,554</b>	<b>1,095,638</b>	<b>1,097,700</b>	<b>1,079,700</b>	<b>1,173,276</b>	
TOTAL TCTP*	957,500	957,500	924,000	924,000	948,822	948,822	974,826	
TCTP Share	80.0%	81.7%	83.3%	84.3%	86.4%	87.9%	81.8%	Note reduction in projected overall percentage from Room Tax OTR percentage only
							1.28%	

**EXPENSE - CVB**

ADMINISTRATION	2014 Budget	2014 Actual	2015 Budget	2015 Actual	2016 REVISED	2016 Projected	2017 Request	
Payroll	66,866	51,754	68,064	68,190	70,000	53,000	81,000	Admin payroll includes 65% VP Tourism & 50% VS Manager
Incentives/Bonuses	5,000	8,000	7,000	7,150	8,000	8,000	8,000	Performance based bonus
Payroll Taxes	31,496	34,395	35,500	36,138	39,500	32,400	39,200	
Retirement	15,750	17,775	17,191	16,706	17,500	12,500	20,500	
Health Insurance/Benefits	23,000	15,923	15,000	18,013	30,000	19,500	46,500	Actual & allowance for new employees; major shift in number needing health benefits
Travel	6,250	1,128	6,000	326	2,000	2,500	3,000	Anticipated new CVB leader travel
Insurance - liability and long term disability	5,000	5,291	6,000	5,303	5,100	5,100	5,500	new policies saw cost savings, but some insurance moved from other budget
Rent Utils and Maint (East Shore Dr.)	90,619	90,619	86,700	86,700	88,900	88,900	83,000	Reduction in rent required based on anticipated 2017 maintenance costs
Chamber Admin: SR Mgt, HR, Accounting , building mgt, etc.	39,426	39,426	39,340	39,340	41,418	41,418	43,500	CVB cont. increases haven't kept pace with Chamber's
Computer Maintenance	9,500	9,299	10,000	10,664	9,000	9,000	9,000	
Telephone	6,000	5,048	5,250	5,930	5,250	6,000	6,000	New phone/internet service at Taughannock - not budgeted last year
Equipment	8,500	8,447	8,700	11,245	7,500	8,000	7,500	depreciable goods, computers, printers, furniture, etc.
Software	5,500	2,571	6,500	7,087	3,500	3,750	3,750	Large investment 2015; 2016-2017 should see reduction.
Meetings & Conferences	3,000	1,493	3,000	2,262	2,000	2,000	2,000	
Office Expense	14,750	14,008	13,000	11,086	11,000	11,000	10,926	
Dues & Subscriptions	5,500	7,646	4,750	8,392	2,500	2,500	2,500	NYSDMO, NYSHTA/TIC, NYSTPA, USTA, DMAI (STR moved to sales)
Audit	6,250	3,550	3,750	3,238	2,500	2,500	2,500	
Staff Development	2,250	2,922	2,250	3,095	2,100	3,000	3,000	
Miscellaneous Expenses				1,573	1,000	1,438	1,000	
<b>Subtotal</b>	<b>344,657</b>	<b>319,295</b>	<b>337,995</b>	<b>342,437</b>	<b>348,768</b>	<b>312,506</b>	<b>378,376</b>	

	2014 Budget	2014 Actual	2015 Budget	2015 Actual	2016 REVISED	2016 Projected	2017 Request
<b>MARKETING &amp; PR</b>							
Payroll	106,837	122,322	103,526	103,925	111,238	90,000	118,000
Travel	7,000	1,860	3,000	2,517	3,500	3,500	3,500
Staff Development	2,250	2,866	3,000	1,781	2,500	3,000	3,000
Postage	34,000	24,810	25,000	11,873	11,500	11,500	11,000
Workshops for Partners	1,500		1,500	904	1,500	1,500	2,500
Tradeshows	8,000	11,639	12,000	9,205	7,000	7,000	7,000
Radio/TV	43,000	2,000	3,000	3,800	6,000	6,000	6,000
Advertising - all media	78,500	68,431	67,750	62,885	75,000	70,000	75,000
Website/On-Line/Mobile/Updates	45,000	58,470	49,000	50,997	15,000	15,000	20,000
Comm. Photographer/Video	1,000		4,000	1,002	4,000	4,000	4,000
Local Matching Funds (70%) Travel Guide, Collateral, Misc ILNY ads	93,341	93,341	78,000	78,006	95,354	95,354	91,000
Regional Matching Funds (30%) FLRTC, CLSB, Reg PR	31,114	31,114	45,000	45,076	41,100	41,100	39,000
Deferred Matching Funds		9,504			-	-	-
Misc. Marketing & PR Expenses/Travel Writer Hosting	3,000	4,549	15,712	12,762	10,000	10,000	15,000
Winter Recess	19,000	28,963		4,900	10,000	6,000	7,500
Beer Trail Grant Expenses	40,500	23,161			-	-	-
Culinary Grant Expenses	27,015	27,740			8,000	-	-
Special Projects		6,047	2,700	-	9,200	14,200	
Special Events/Projects (County Visitor Profile)	8,000				10,000	15,000	-
<b>Subtotal</b>	<b>549,056</b>	<b>516,817</b>	<b>413,188</b>	<b>389,633</b>	<b>420,892</b>	<b>393,154</b>	<b>402,500</b>
<b>VISITOR SERVICES</b>							
Payroll	120,614	138,725	127,045	127,513	148,000	151,500	171,500
DVC Rent	12,020	13,792	14,000	14,040	15,540	15,540	16,400
Travel	2,200	3,763	4,000	3,701	4,000	4,500	4,000
Staff Development	700	1,624	3,000	2,192	3,000	5,000	3,000
Furnishing	400		2,000	-	2,000	4,000	2,500
Cost of Goods Sold	11,720	10,345	8,700	6,696	5,000	7,500	5,000
Advertising	500	3,158	5,100	4,548	5,000	5,000	7,500
Special Projects	1,200	2,314	10,000	19,014	1,500	3,000	13,000
Special Projects (2016-2017 REDC Grant Funded VC Tech Initiative)	16,500		30,000	30,000	-	-	30,000
<b>Subtotal</b>	<b>165,854</b>	<b>173,721</b>	<b>203,845</b>	<b>207,703</b>	<b>184,040</b>	<b>196,040</b>	<b>252,900</b>
<b>GROUP SALES</b>							
Payroll	99,382	88,196	103,526	106,045	96,000	90,000	91,000
Misc. Sales Expenses	1,480	1,345	5,000	7,239	3,000	3,000	3,000
Tradeshows	12,000	9,145	12,000	8,199	8,000	8,000	8,000
Travel	7,000	10,264	12,000	9,454	9,000	9,000	9,000
Staff Development	750	774	1,500	578	1,000	1,000	2,000
Hosting/Site Inspection & Motorcoach FAM Tours	5,000	2,199	11,000	5,078	10,000	10,000	10,000
Promotional Items	1,500	6,902	500	422	3,000	3,000	2,500
Advertising & Online Marketing	5,000	7,229	7,000	9,089	9,000	9,000	9,000
Dues & Subs			2,000	1,518	5,000	5,000	5,000
<b>Subtotal</b>	<b>132,112</b>	<b>126,054</b>	<b>154,526</b>	<b>147,622</b>	<b>144,000</b>	<b>138,000</b>	<b>139,500</b>
<b>TOTAL EXPENSE</b>	<b>1,191,679</b>	<b>1,135,887</b>	<b>1,109,554</b>	<b>1,087,394</b>	<b>1,097,700</b>	<b>1,039,700</b>	<b>1,173,276</b>
TOTAL TCTP*	957,500	957,500	924,000	924,000	957,227	957,228	974,826
TCTP share	80.3%	84.3%	83.3%	85.0%	87.2%	92.1%	83.1%
2015 Depreciation Expense				2,308			
2015 Bad Debt Expense				5,317			
<b>P/L REVENUE LESS EXPENSE</b>	<b>\$ 5,000.00</b>	<b>35,700</b>	<b>0</b>	<b>619</b>	<b>0</b>	<b>40,000</b>	<b>0</b>

Enhanced marketing team plus 35% VP Tourism

Continued savings from smaller Travel Guide  
**OTR - enhanced cooperative technical assistance support**

WXPN Philly. No other broadcast media.  
 SEO, digital ads, email marketing, social media, some print  
 Website updates, regular maintenance  
 Upgrade of photography/videos  
 Approx \$40k to travel guide, remainder for ILNY ads  
 FLRTC, CLSB, Blueway Trail, Regional PR Program

TURA shared 2015 exp; moved back to VS for 2017  
 Visitor Profile Study / TURA Grant Exp.

ESD, DVC, Taughannock; plus increase entry level wages & address compression  
 Assuming increased CVB contribution based on market increase

Retail fixtures  
 Inventory, and related cost of sales  
 Ads for retail, visitation  
 TURA @ \$10K; \$3K OTR--enhanced coordinated technical assistance support  
 Anticipated outside grant funding for TURA 2017

two FTEs, plus admin support from VS

Conference sales and group tour sales including ABA, Heartland, ESSAE, NAJ, OMCA, DOI

\* 2014 budget included \$5,000 extra for Albany ROC FAM--didn't happen  
 Restocking for trade shows and fam trips

ABA, PBA, ESSAE; IDSS & STR reports (moved from admin line)

\*NOTE: *Anticipated overage due to vacancies*

**Compensable Support to CVB by Tompkins County Chamber of Commerce  
2017 Budget**

<u>Administrative Costs</u>	<u>Total Salary</u>	<u>Fringe</u>	<u>Total</u>	<u>CVB Share</u>	<u>Allocated to CVB</u>
Total Shared Administrative <i>Management, administration, bookkeeping, and human resources</i>	\$154,000	\$34,200	\$190,960	<i>See note below</i>	<b>\$43,512</b>
<i>Calculation includes 16% of President's salary &amp; benefits (a), and 35% of Director of Finance &amp; HR salary &amp; benefits (b)</i>					

<u>Building Costs</u>	<u>Square Feet</u>			<u>CVB Share</u>	<u>Cost (at \$22.18 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	30	2,311	99%	\$50,593	\$674	\$51,266
1st Floor Common Space	448	393	841	53%	\$9,937	\$8,717	\$18,653
Subtotal 1st Floor	2,729	423	3,152		\$60,529	\$9,390	\$69,919
2nd Floor Programmed Space	0	970	970	100%	\$0	\$21,515	\$21,515
2nd Floor Common Space	1,013	1,101	2,114	48% <i>c</i>	\$22,468	\$24,420	\$46,889
Subtotal 2nd Floor	1,013	2,071	3,084		\$22,468	\$45,935	\$68,403
Grand Total	3,742	2,494	6,236	60% <i>d</i>	\$82,998	\$55,325	\$138,323
					60%	40%	
					<b>\$83,000 = rent</b>		

**Notes:**

- a) Share of cost based on 2012 Time Study for president. Due to transitions and significant increase in time contribution during 2015-2016, time study was postponed as of budget time.
- b) Based on 2013 Time Study.
- c) Interior square footage. Exterior would make rents higher. Square footage rent **reduced to \$22.18 from \$23.45** for 2017 based on historic for last three years, and anticipated upcoming repairs & maintenance. Chamber to pay difference of anticipated increased building expenses.
- d) Costs are based on 2015-2016 projections that are based on actual cost trends for the period 2003-2015 (see summary sheet, which highlights last three years). In 2016, we will continue repainting of public and office spaces in the CVB, Visitor Center, conference room, and the staff kitchen; the replacement of tile flooring in the staff bathroom; and landscape improvements. We have allocated funding towards energy efficiency upgrades, TBD based on recommendations by an updated energy audit. In 2016, the deck will be restained/treated. General improvements and maintenance to continue in 2017 includes lighting, windows, painting, cleaning, HVAC.

Tompkins County Chamber of Commerce  
5/16/2016

	2014 budget	2014 actual costs	2015 budget	2015 actual costs	2016 budget	2016 est projected (as of 5/16)	2017 budget	
Debt Service on mortgage	\$ 27,822	\$ 27,822	\$ 26,528	\$ 26,545	\$ 25,235	\$ 25,235	\$ 23,721	
Principal	\$ 22,608	\$ 22,608	\$ 23,901	\$ 23,884	\$ 25,194	\$ 25,194	\$ 26,709	
Property Taxes	\$ 27,000	\$ 26,666	\$ 27,500	\$ 27,460	\$ 28,750	\$ 27,872	\$ 28,570	est 2.5% increase
Utilities	\$ 11,000	\$ 12,035	\$ 13,500	\$ 9,913	\$ 13,000	\$ 10,000	\$ 11,000	*est based on 1st 5 mos.
Maintenance/trash	\$ 22,000	\$ 21,793	\$ 21,500	\$ 17,128	\$ 17,500	\$ 16,000	\$ 18,000	*est based on 1st 5 mos. plus landscape work (2016)
Insurance--Bldg & flood	\$ 6,000	\$ 6,362	\$ 6,300	\$ 6,846	\$ 6,000	\$ 7,302	\$ 7,500	
Building Admin (@20%)	\$ 6,600	\$ 7,600	\$ 6,375	\$ 7,717	\$ 8,000	\$ 8,372	\$ 8,645	Salary/benefits portion for office manager who manag
<b>Restricted Building Maintenance</b>								
carpeting/flooring	\$ 5,000	\$ 10,500	\$ 5,000	\$ 1,883	\$ 2,500	\$ 2,500	\$ 2,000	bathroom floor replace; carpet cleaning & replace
HVAC/air duct cleaning	\$ 6,000		\$ 4,000	\$ 1,081	\$ 2,000	\$ 1,500	\$ 1,600	maintenance contract/annual
Parking lot repairs/line stripe				\$ 3,890	\$ -	\$ -	\$ 1,500	Line stripe every other year
window & door repair/replace			\$ 2,750		\$ 1,500	\$ 2,500	\$ 1,500	Begin window replacement/repair program
water main break		\$ 17,222						
theft issue		\$ 3,570						
exterior cleaning/landscape					\$ 1,000	\$ 1,000	\$ 1,000	pressure washing, cobwebs, VS prep etc.
exterior painting	\$ 200		\$ 2,300		\$ 1,000	\$ 2,500	\$ -	deck stain/preservation
interior painting	\$ 4,000		\$ 2,500		\$ 1,500	\$ 6,000	\$ 1,000	CVB public areas, conf. room, kitchen; CVB offices
general repairs	\$ 5,000	\$ 760	\$ 2,000	\$ 1,877	\$ 2,500	\$ 3,000	\$ 2,500	General; plus early 2016 sewage flooding/repair issue
gutters					\$ 1,500	\$ 1,500	\$ -	
exterior lighting	\$ 12,000	\$ 1,622			\$ 2,500	\$ 2,002	\$ 500	parking lot, repairs, service, bulbs
energy efficiency improv.					\$ 5,000	\$ 5,000	\$ 5,000	per recommendations from audit; lighting upgrades, e
<b>Total</b>	\$ 155,230	\$ 158,559	\$ 144,154	\$ 128,224	\$ 144,679	\$ 147,477	\$ 140,745	
CVB space	60%	60%	60%	60%	60%	60%	60%	
Actual/Projected space cost	\$ 93,138	\$ 95,135	\$ 86,492	\$ 76,934	\$ 86,807	\$ 88,486	\$ 84,447	
<b>Rent</b>	<b>\$90,620</b>	<b>\$90,619</b>	<b>\$86,700</b>	<b>\$86,700</b>	<b>\$86,800</b>	<b>\$86,800</b>	<b>\$83,000</b>	
Difference between actual costs and rental charge; NOTE that this also covers depreciation	\$ (2,518)	(\$4,516)	\$ 208	\$9,766	(\$7)	(\$1,686)	(\$1,447)	
Square footage cost	\$24.22	\$24.61	\$23.17	\$23.17	\$23.20	\$23.20	\$22.18	