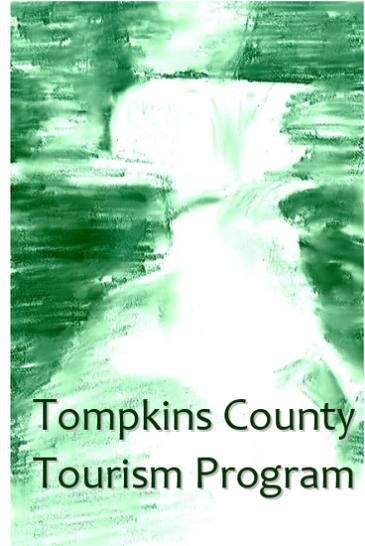


COVER PAGE

2017 Budget Request Form

Tompkins County Tourism Program



I. BASIC INFORMATION

Program: Tourism Capital Grants Program

Applicant Organization:

Contact Person: Martha Armstrong

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

2016 Request: **\$210,105** Product Development or Marketing? Product

Year	Tourism Program Allocation**	\$ Change	% Change	% of Program Budget*
2013	201,180	5,860	+3%	100%
2014	207,215	6,035	+3%	100%
2015	199,960	(7,255)	-3.5%	100%
2016	207,000	7,040	+3.5%	100%
Request 2017	210,105	3,105	+1.5%	100%
OTR 2017	n/a	n/a	n/a	n/a

* 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 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

Challenges: (1) In the past, to accommodate large requests, TCG resorted to providing multi-year grants as a norm. By 2012 funds available in year one of the grant cycle had dropped to \$54,000. Since then The TCG Review Committee has reversed this trend and rebuilt the funding structure so that in 2016, \$121,000 were available for awards in the application year. (2) Consider how to best balance support of established, effective tourism institutions with support of emerging products. Opportunities: (1) Given increasing competition for TCG, the program can focus on projects with higher tourism value.

IV. BUDGET NARRATIVE

Since 2012, 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 valued over \$400,000. In 2016, TCG received seven 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 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.

In the past, TCG resorted to providing multi-year grants as a norm to respond to the growing value of requests. This approach, while allowing larger awards, limited available funds for new awards in subsequent years. That approach has slowly being reversed to increase the availability of funds in the first year. (See the tables below for the program history and a view affect of multi-year awards.) By 2017, the multi-year awards will no longer dominate the balance of funds available in year one. Multi-year awards will still be a useful management tool for larger requests that should be distributed as the project demonstrates progress.

BUDGET PROPOSAL

This budget requests a 1.5% increase from 2016 as directed by the STP Budget Committee.

Year to year the TCG has inconsistent application demand. However, the long-term trend in demand is for a competitive field of applications making requests above the funds available.

Tourism Capital Grant history 2011-2016

year	total \$ budget	\$ available year 1	# apps	\$ request	# awards	\$ award
2016	207,000	121,000	7	222,525	6	144,645
2015	199,960	94,000	7	335,832	6	136,000
2014	207,215	95,000	6	302,067	5	164,000
2013	201,108	85,000	9	400,640	8	185,000
2012*	195,320	54,000	8	127,884	5	83,780
2011	172,729	65,000	4	320,000	3	210,000

* 2012 budget was \$175,320 and \$20,000 was supplemental from 2011 reserves.

It is impossible to predict exactly what will happen in 2017. Likely the requests will exceed funds available. Weaker applications may be passed-over, stronger proposals may be underfunded. 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.

The following table shows the current status of multi-year demands and opportunities for new awards for a budget that increases 1.5% in 2017 and 2018.

Tourism Capital Grant Multi-Year Worksheets
2017 Request Budget -- Impact of Multi-Year Awards

TCG Budget Info (<i>estimates italicized</i>)			2016	2017*	2018*
Annual Budget			207,000	210,105	213,257
Budget Adjustment - previous year allocated/unspent	add		13,587	470	
TCAD Admin expenses	subtract		<i>12,587</i>	<i>12,839</i>	<i>13,096</i>
Past Multi-Year Awards			208,000	197,736	200,161
Stewart Park Rehab Phase I	2013	70,500	10,000		
Blueway Trail	2014	10,000	10,000		
PRI-CNC Cayuga Lake Exhibit	2014	40,000	10,000		
Sciencenter Minigolf	2014	25,000	15,000		
Lake Street Public Park	2,015	20,000	<i>10,000</i>		
PRI MoTE Smithsonian exhibits	2,015	50,000	<i>27,000</i>		
Sciencenter: Sagan Walk Exp	2,015	25,000	<i>5,000</i>		
Committed			87,000		
Available for grants awarded in 2016 (year one)			121,000		
Recommendations					
Current 2016 Grants	Proj Value	Request	2016	2017	2018
Downtown Ithaca Alliance (Conf Ctr)	44,000	40,000	40,000		
Ithaca United Soccer Club (Fields)	9,995	9,995	5,000		
Sciencenter (Sustainability)	144,347	48,115	24,000	24,115	
State Theatre of Ithaca (Lobby)	15,200	9,000	9,000		
The Cherry Arts (Theater Equipment)	296,000	75,000	0		
Tompkins County Planning (Blueway)	121,343	33,480	33,480		
Wharton Studio Museum (Exhibits)	9,050	9,050	9,050		
Total	645,535	220,640	120,530	24,115	
Available for grants awarded in 2017 (year one)			173,621		
*budget escalated 1.5% 2017 to 2018					
prepared by TCAD: Edition: May 9, 2015					

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:

- Community School of Music and Arts – future phases
- Hangar Theatre – Phase 2 winterization
- Ithaca Children’s Garden – future phases
- Stewart Park Rehabilitation – future phases
- State Theatre Lobby
- The History Center – Heritage Education Center

V. PROGRAM GOALS

List and describe program goals for 2016, 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: 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. While applicants support a range of Focus Areas and Critical Actions, the following have the strongest connection to the Tourism Capital Grants Program:

- Agriculture and Culinary Tourism
- Arts, Culture and Heritage Tourism
- Downtown Ithaca
- Educational Tourism
- Lakes, Trails, Parks and Gorges
- Sports Tourism
- CA #9 Support completion of priority multi-use trails...
- CA #10 Complete and support implementation of the Cayuga Lake Blueway Trail...
- CA #11 Support the Stewart Park Rehabilitation Action Plan

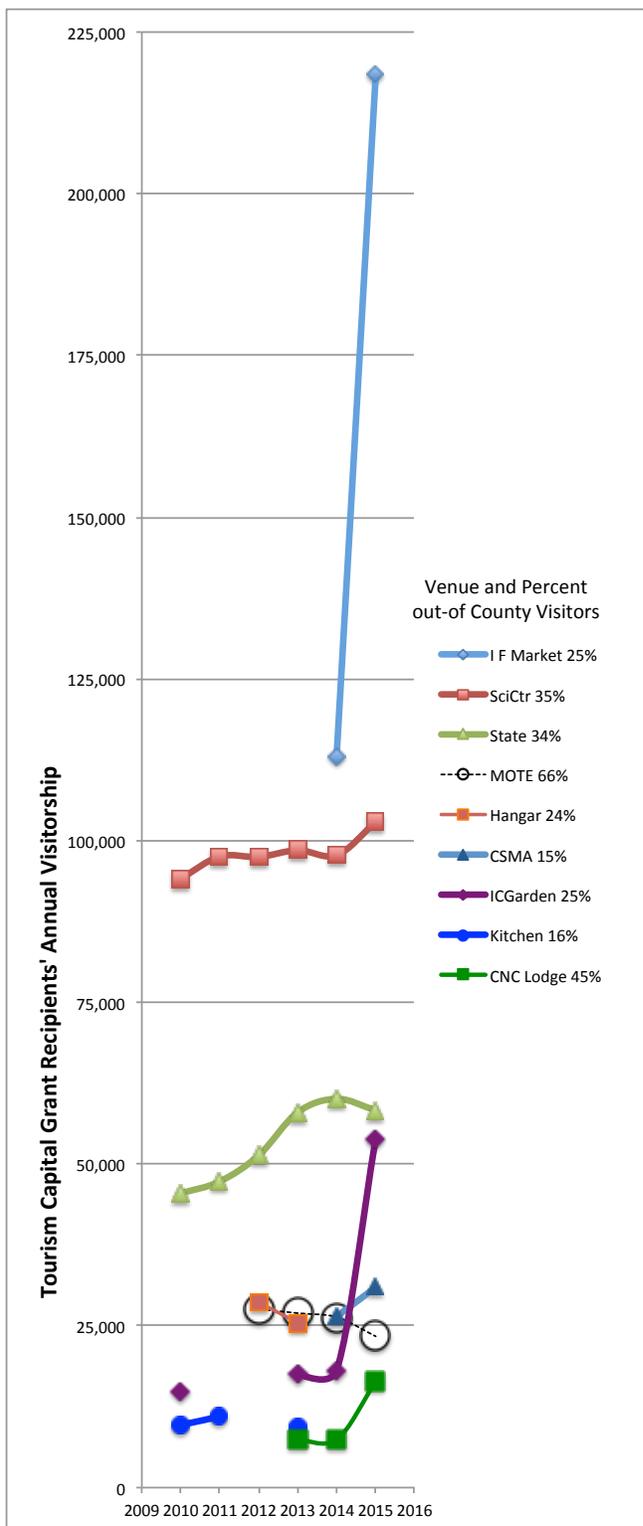
A related question for the STPB: A number of years ago a Cornell related applicant to the TCG program was turned down by STP/Legislature. Given the Town Gown focus area, should potential applicants such as the Johnson Museum and Lab of Ornithology now be encouraged to apply?

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. (This is part of the Apricot application process and part of the TCG scoring grid)

Below are three examples of current TCG program assessment tools.

Example 1: Tourism Capital Grants Self-Reported Visitorship 2010 to 2015



This chart presents a summary evaluation of visitorship to TCG awardees from 2010 to 2015. Visitorship is self-reported. Each organization has its own method to capture these figures. In the case of ticketed venues, the data is very solid. In the case of non-ticketed venues, the organizations make reasonable efforts to capture daily visitors and event attendance. Several outdoor venues have improved their counting programs during 2015, resulting in dramatically revised figures from 2014 – IFM, ICG, CNC.

There are three categories of venues:

- Major attractions: The Farmers Market, the SciCenter
- Mid-size attractions: the State, Hangar, CSMA, Children’s Garden, Museum of the Earth
- Smaller, niche attractions: Kitchen Theatre, Cayuga nature Center

This method of evaluating the program depends on submission of the annual visitor reports 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. Recent improvements in counting technique at the Farmers Market, Children’s Garden and Nature Center have captured greater numbers of visitors. They are using hand clickers and automated counters.

In addition to the chart, the Land Trust’s boardwalk had an estimated 1,500 visitors in 2015. Skate park has only counted at one event, which had 200 participants and visitors.

Stewart Park and Waterfront Trail have submitted spotty and incomplete numbers. City of Ithaca and Blueway Trail do not have visitorship yet.

The following two tables show the distributions of awards to all 21 recipients and the balance of awards between Feasibility Studies and Capital Investments. These are useful to update annually.

Example 2: 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
Sciencenter	295,615	1,275,767	9	1	8	12,500	283,115
PRI/Museum of the Earth	257,000	8,024,805	4		4		257,000
Cayuga Nature Center	253,500	801,280	4	1	3	13,500	240,000
State Theatre	179,780	1,269,500	4	2	2	12,780	167,000
Wine Center	172,500	519,720	3	2	1	12,500	160,000
Hangar Theatre	193,000	3,212,600	3	2	1	93,000	100,000
Kitchen Theatre	134,000	1,236,800	3	2	1	34,000	100,000
Stewart Park	130,500	479,590	5	4	1	60,000	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	64,800	133,779	3	1	2	16,000	48,800
Cayuga Lake Blueway Trail	43,480	139,343	2	1	1	10,000	33,480
Cayuga Waterfront Trail Initiative	25,000	191,500	2		2		25,000
Finger Lakes Land Trust	20,000	76,550	1		1		20,000
City of Ithaca	20,000	240,000	1		1		20,000
Ithaca Farmers Market	15,000	82,630	2		2		15,000
Downtown Ithaca Alliance	40,000	44,000	1	1		40,000	
History Center	25,000	38,000	3	3		25,000	
IMPP/Wharton Studio Museum	14,550	14,550	2	2		14,550	
Dorothy Cotton Institute	7,500	7,500	1	1		7,500	
Ithaca United Soccer Club	5,000	9,995	1	1		5,000	
Totals	2,019,225	18,406,809	57	25	32	364,330	1,654,895
Average award & percent of funds	35,425			14,573	51,715	18.0%	82.0%
Median award				9,500	37,000		
Edition: May 10, 2016							

Example 3: Detailed History of Awards – sorted by Recipient

Recipient	Year	Grant value	Feas Study or Capital	sum of multiple grants	total project value
Cayuga Lake Blueway Trail	2014	10,000	f	43,480	139,343
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
City of Ithaca Lake Street Park	2015	20,000	c	20,000	240,000
CSMA 3 rd Floor study	2013	8,000	f		
CSMA 3 rd Floor renovations	2014	55,000	c	63,000	173,560
Dorothy Cotton Institute	2010	7,500	f	7,500	7,500
Downtown Ithaca Alliance	2016	40,000	f	40,000	44,000
FLLT Emerald Necklace boardwalk	2012	20,000	c	20,000	76,550
Hangar Theatre	2003	9,000	f		
Hangar Theatre	2008	84,000	f		
Hangar Theatre major capital	2009	100,000	c	193,000	3,207,600
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		
Ithaca Children's Garden	2015	16,000	f	64,800	133,779
Ithaca Farmers Market weather	2005	10,000	c		
Ithaca Farmers Market toilets	2015	5,000	c	15,000	82,630
Ithaca United Soccer Club	2016	5,000	f	5,000	9,995

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Recipient	Year	Grant value	Feas Study or Capital	sum of multiple grants	total project value
Business Planning Study	2009	5,500	f		
IMPP/Wharton Studio Exhibit Planning Study	2016	9,050	f	14,550	14,550
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	2003	125,000	c		
MOTE Climate Exhibit/glacier	2010	50,000	c		
MOTE 10th Anniv exhibits	2013	32,000	c		
PRI/MOTE Smithsonian	2015	50,000	c	257,000	8,024,805
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		
Galaxy Golf install	2014	25,000	c		
Sagan Walk	2015	25,000	c		
Sciencenter Sustainability	2016	48,115	c	295,615	1,275,767
Historic Ithaca - State Theatre Phase 2	2003	125,000	c		
State Theatre -- Bathroom study	2012	3,780	f		
Bathroom Construction	2013	42,000	c		
State Theatre Lobby Study	2016	9,000	f	179,780	1,269,500
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		
Buildings Phase 1	2013	70,500			
Stewart Park 5 year priority plan	2015	20,000	c	130,500	479,590
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				2,019,225	18,386,809

VI. ACHIEVEMENTS

Please describe your most significant program achievements during 2015 and the first quarter (January through March) of 2016. If possible, please use this as an opportunity to restate your program goals for the 2016 and 2016 budget years and describe progress towards these goals.

1. **Moved the application and review process to the Apricot online platform:** In the process of setting up the Apricot application and review process, I adjusted the questions to be more streamlined and worked with Tom Knipe to make the application consistent with the other Tourism Program online applications. Past applicants and reviewers commented on the improved process. We also received a few comments suggesting further improvements; these have been incorporated by United Way for next year's grant cycle. One downside, which may be an anomaly or may be related to switching to an online process: very few applicants chose to review draft applications with me this year. This was unusual, and some of the applications would have benefited from an early review with the administrator.
2. **Awards and contract management:** This is the core of the program. Each year I work with applicants to prepare their applications and to encourage strong tourism content and eligible uses, and to make the strongest case they can for their project. Each fall I review multi-year contracts and make a recommendation to pay the next increment, or we sometimes encumber the funds until there is future progress. On the rare occasion, funds are returned to the program because the project does not go forward. For five years, recipients of capital awards provide visitorship reports. I also perform final review of projects as they are completed.
3. **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 "supports the Tourism Strategic Plan" as a criteria in the grid. In 2014, we added a process step where each panel member is assigned one or two projects to present – for each project someone presents strengths, and someone presents weaknesses. This creates an efficient, balanced presentation of each project. With the online process we added a section where reviewers can input the strengths and weakness; this made it easier to capture reviewer comments to share with the comments with the applicants, and with the STP and Legislature.
4. **Consistent program demand:** The experience of consistent high level and good quality applications, as well as new applicants indicates that the grant program is 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?

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 the County’s Tourism Program manager 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. The P&E committee has offered an opportunity for collaborative work on program improvement.

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

What strategic opportunities related to your program outside of the base 2017 budget request would you like the STPB to consider? For any over-target-request (OTR), provide the following information:

- OTR Request Amount
- Brief Project Description
- Budget Narrative
- Program Goals (as above)

None this year.

ATTACHMENTS

 ✓ Attachment A
2016 project budget in Microsoft Excel.

 NA 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.

Program Name

2017 Budget Request - Tompkins County Tourism Program

For previous years budgets, used modified budget amounts.

	2014 Budget	2015 Budget	2016 Budget	2017 Request	
REVENUE - Project 1 Name					
List major categories of revenues	TCTP*	\$207,215	\$199,960	\$207,000	\$210,105
Add or delete lines/rows as needed	Other (name)				
Separate by project if more than one project	Other (name)				
Include value of in-kind support as "other".	SUBTOTAL	\$207,215	\$199,960	\$207,000	\$210,105
REVENUE - Project 2 Name					
	TCTP*				
	Other (name)				
	Other (name)				
	SUBTOTAL	\$0	\$0	\$0	\$0
	TOTAL REVENUES	\$207,215	\$199,960	\$207,000	\$210,105
	TOTAL TCTP*	\$207,215	\$199,960	\$207,000	\$210,105
	TCTP Share	100.0%	100.0%	100.0%	100.0%
EXPENSES - Project 1 Name					
List major categories of expenses	Personnel Wages				
Add or delete lines/rows as needed	Personnel Fringe				
Separate by project if more than one project	Materials				
List in-kind expenses if also reporting as revenue	Services				
List OTR request items separately	Occupancy and Utilities				
	Travel				
	Administration	\$13,215	\$13,960	\$14,000	\$13,096
	Grants	\$194,000	\$186,000	\$193,000	\$197,009
	Other (name)				
	SUBTOTAL	\$207,215	\$199,960	\$207,000	\$210,105
EXPENSES - Project 2 Name					
	Personnel Wages				
	Personnel Fringe				
	Materials				
	Services				
	Occupancy and Utilities				
	Travel				
	Administration				
	Other (name)				
	Other (name)				
	SUBTOTAL	\$0	\$0	\$0	\$0
	TOTAL EXPENSES	\$207,215	\$199,960	\$207,000	\$210,105
	TOTAL TCTP*	\$207,215	\$199,960	\$207,000	\$210,105
	TCTP share	100.0%	100.0%	100.0%	100.0%
	REVENUES LESS EXPENSES	\$0	\$0	\$0	\$0

*TCTP-Tompkins County Tourism Program