

**AGENDA – Wednesday December 19, 2012
3:00 pm – 5:00 pm, CVB**

**Strategic Tourism Planning Board
Tompkins County**

Meeting 3:00 pm – 4:30 pm

Reception to Follow

Agenda

- 1) Meeting Minutes - 3 minutes
 - **ACTION** – Adopt November Minutes
- 2) Chair's REPORT – David Sparrow - 10 minutes
- 3) TCAD Task Force recommendations – 40 minutes
 - REPORT – David, Stu, Jean
 - ACTION -
- 4) CVB REPORT – Fred Bonn – 5 minutes
- 5) ACOD REPORT – Brett Bossard – 5 minutes
- 6) Tourism Grant Programs REPORT and recommendations - Tom Knipe – 20 minutes
 - **ACTION** – Vote on recommendations regarding changes to the grant programs
- 7) Announcements (time permitting)

Agenda packet:

1. November STPB meeting minutes
2. December CVB Report
3. Revised 2013 ACOD Grant Guidelines
4. TCAD Task Force recommendations
5. Tourism Grant Recommendations (to be sent separately)

Proposed January meeting date – January 23rd



MISSION:

The Strategic Tourism Planning Board is charged by the Tompkins County Legislature with providing oversight and strategic direction for tourism initiatives that *promote economic development* and *enhance the quality of life* in Tompkins County.

Date: November 28, 2012
Time: 3:00-4:00pm
Location: Convention and Visitor's Bureau

Attendees:

Name	✓	Representation	Name	✓	Representation
Anne Kellerman	✓	At-Large	Stuart Stein	✓	At-Large
Anthony Hopson	✓	Ithaca College, Vice-Chair	Sue Perlgut	✓	Arts-Culture
Beverly Baker	✓	At-Large	Sue Stafford	✓	TC3
Christy Agnese	✓	At-Large	Susie Monagan	✓	Arts-Culture
David Sparrow	✓	At-Large, Chair	Tim Joseph	Exc	At-Large
Ethan Ash	✓	Arts-Culture	Brett Bossard	Exc	CAP, Non-Voting
Gary Stewart	✓	Cornell	Fred Bonn	✓	CVB, Non-Voting
Jon Reis	✓	Arts-Culture	Gary Ferguson	✓	DIA, Non-Voting
Ken Jupiter	✓	At-Large	Jean McPheeters	✓	Chamber, Non-Voting
Paul Tatar	✓	Recreation	Martha Armstrong	✓	TCAD, Non-Voting
Rick Adie	✓	Lodging	Will Burbank	✓	TC Legislature, Non-Voting
Rita Rosenberg	✓	Agriculture	VACANT		Transportation, Non-Voting
Scott Wiggins	✓	Lodging	Tom Knipe	✓	Staff

Also in attendance: Ronda Roaring (ilovethefingerlakes.com), Kathy Wilsea (Tompkins County Planning Dept.)

Agenda

1. Approval of minutes for October 2012 STPB meeting
2. Chair's report
3. Grant Program Update
4. CVB Report
5. Membership and Bylaws Committee
6. Announcements

Discussion

The meeting was called to order at 3:07 PM.

October minutes were approved unanimously with the attachment of the Executive Committee statement to the Task Force on TCAD.

Chair's Report – David Sparrow reported the Task Force on TCAD has met three times. Their work is deliberate, but swift. The most recent meeting included a presentation by Brett Bossard, Fred Bonn and Tom Knipe. At the next STPB meeting there will be discussion on the Statement of Tourism Partners that was included in the agenda materials for today's meeting. The next Task Force meeting will be 12/3, 5:30 at CVB, followed by meetings each succeeding Monday. These are open to the public. Stu Stein said meetings have primarily been devoted to information gathering so far, and when that wraps up the Task Force will return to addressing their charge. He was very impressed by the presentation of the tourism team on Monday. David announced STPB needs to meet in December, and that meeting will occur on the regular date of 12/19.

Grant Program Update – Tom Knipe reported the announcement on the Strategic Tourism Plan implementation grant round went out to partners and by press release last week. The STPB Chair will establish the committee and Tom wants to meet with them to go over the guidelines and the review process. He expressed thanks to Brett Bossard for Strategic Tourism Plan design and to Anthony Hopson and Ithaca College for printing the hard copies. Concerning other grant programs, Tom will report in December to recommend some changes. He seeks to have changes in place before the announcements for spring grant rounds.

Convention & Visitors Bureau Report – Fred Bonn included his report with the agenda package. Instead of reviewing that, he wanted to show members how viral social media works. Last night he received email around 9 PM from Tiffany Gallagher (Hilton Inn) to view a video on YouTube. He put it on CVB FaceBook when 15,400 viewers had seen it already, and the viewer count is now 19,215. Comments are coming from folks with Ithaca connections. CVB posts new info daily on FaceBook, mixing engaging things with information on festivals and events. He noted Facebook is not a sales tool, it's a branding tool. Ethan Ash suggesting getting one intern each semester to do a video for CVB to post.

Membership and Bylaws Committee – Anthony Hopson reviewed the committee's work to select a recommended slate for new STPB appointments. The number of applicants shows there is no shortage of interest in STPB. The committee recommends three persons to become new At-Large members: Miriam Musco, Stephen Nunley, and Steven Hugo. Their applications were posted on the Member FTP site to be accessible for member review. Some other applicants will be contacted about associate membership, but those decisions have not been made yet. David directed that today's minutes include the template of the letter that will go to applicants who were not selected. STPB employs Conflict of Interest disclosures, and members are expected to recuse themselves when there is discussion/voting concerning grant applications from their employer. Mentoring for new members was discussed, and may be implemented next year following discussion at the committee level. Tom provides orientation for new members. One application has recently been received for the Transportation ex-officio seat; that will be reviewed at a later date. Slate of the three new recommendations plus reappointment of Kellerman and Perlgut was passed by unanimous voice vote with current members abstaining from vote to reappoint themselves.

Nominating Committee – David reported this committee consisted of himself, Beverly Baker and Ken Jupiter, who are all ineligible to serve next year. Rick Adie is willing to serve as chair for 2013, and Sue Perlgut is willing to serve as vice chair. Vote will occur at the January meeting, when nominations may also be made from the floor. Rick said STPB is facing a huge gap as we lose people to term limits, and he is willing to serve and keep momentum going.

Announcements – Scott Wiggins thanked the people who worked on the statement/presentation to the Task Force on TCAD, which he found inspiring.

- Stu asked for information on the monthly festivals workshops, and Tom said Vicky Taylor-Brous has conducted one so far on budgets. There will be a total of six different topics, with the next one here at CVB on Tuesday, 12/4. More information can be found at: tompkinsfestivals.com
- Susie Monagan asked when ACOD and tourism grant review committees will be working. Tom said Brett's new ACOD schedule puts the committee work early in 2013. Seven of the eight participants are at the end of their cycles, and will need to reapply. Marketing & Advertising, Tourism Projects, New Tourism Initiatives, and Community Celebrations will have funding announcements and a workshop late in December or early in January, with applications due at the end of February.

With no further business, the meeting **adjourned** at 4:05pm.

Respectfully Submitted,
Kathy Wilsea, Secretary
Tompkins County Planning Department

Approved by STPB on _____, 2012

Next Meeting Scheduled

Wednesday, December 19 – 3pm CVB



Ithaca/Tompkins County Convention & Visitors Bureau (CVB)
Report to:
Tompkins County Strategic Tourism Planning Board
December 19, 2012
Submitted by: Fred Bonn, Director

MARKET UPDATE:

Task Force evaluating TCAD funding and Room Occupancy Tax (ROT) – As most of you know, a reasonable compromise regarding how room occupancy tax can be used to support Tompkins County Area Development's operations has been reached. The recommendations of the task force detailing the compromise protect our local law governing room tax usage and support funding TCAD from sources beyond ROT. I would like to thank Jean McPheeters, Stu Stein, Martha Robertson and Art Pierce for all of their hard work on developing a strategy that can be supported broadly by our tourism partners and local arts and cultural organizations.

MARKETING AND PROMOTION:

Winter Recess Teachers Festival – Staff is hard at work securing lodging and dining deals, retail incentives and assembling the calendar of events for this year's festival that will take place Feb. 15 – 24. A preview can be found at www.IthacaLovesTeachers.com. Businesses interested in participating can contact anyone staffing our Visitor Information counters by calling 272-1313.

World Café Ithaca – On Thursday, 12/13 the nationally syndicated music show "World Café" aired an interview between host David Dye and singer/songwriter Josh Ritter that was recorded this past September at the State Theatre of Ithaca. This project was a joint effort between our office, The State Theatre of Ithaca and Dan Smalls Presents. A link to an archive of the show can be found at: <http://www.npr.org/2012/12/13/167170741/josh-ritter-on-world-cafe>

Public Radio Underwriting Campaigns – We currently have campaigns running in Buffalo and Philadelphia highlighting major events like Restaurant Week, Ice Wars, Chowder Cook-Off and Winter Village Bluegrass Festival. Based on Google Analytics we're tracking growth in traffic to our website and a much higher level of engagement than we had for the same markets last year.

Path Through History – I continue to be involved in this project that, at the state level, will introduce uniform signage across the state and as well as mobile app that will feature rich media. The Southern Tier Work Group's plan is to partner with public broadcasting to develop rich media content (video, audio) to support the state's web and mobile platforms and produce a series of radio and TV spots.

2013 Travel Guide – We are in the final stages and expect to have our guide off press by the second week of January. Kudo's to Kristy Mitchell for her outstanding job managing this project and thanks to former staffer Bruce Stoff for agreeing to assist in the production this year on a contractual basis. Advertising revenues from this project will meet or exceed our goal for 2013.

2013 Marketing Plan – If time allows I would like to have the CVB staff join me to share our 2013 Marketing Plan with you at the board meeting in January.

Meetings / Conferences, Tour Groups and Athletic Events:

American Bus Association Marketplace Charlotte, NC – We currently have 27 appointments for this tradeshow scheduled for the second week of January. This will be the third year for us at this show and it has proven to be very successful for us.

Earned Media: Clippings attached

Other:

Institute for Organizational Management – I will be attending my second year of this four year program in pursuit of my IOM professional certification Jan. 2 – 6 in Tucson.

Smith Travel Report for Tompkins County – October, 2012

Occupancy (%)	2012	Year To Date	
	Oct	2011	2012
This Year	68.9	64.8	63.8
Last Year	74.1	63.8	64.8
Percent Change	-7.0	1.6	-1.6

Demand	2012	Year To Date	
	Oct	2011	2012
This Year	33,083	304,402	300,252
Last Year	35,483	299,614	304,402
Percent Change	-6.8	1.6	-1.4

ADR	2012	Year To Date	
	Oct	2011	2012
This Year	152.10	135.34	140.88
Last Year	145.60	126.36	135.34
Percent Change	4.5	7.1	4.1

Revenue	2012	Year To Date	
	Oct	2011	2012
This Year	5,031,849	41,197,862	42,298,979
Last Year	5,166,180	37,860,004	41,197,862
Percent Change	-2.6	8.8	2.7

Ithaca / Tompkins County CVB Dashboard – Nov. 2012

Visitor Information Services – Nov. 2012

Requests for information Nov: 1216, up 59%
 YTD Requests through Nov: 30671, up 36%

Visitor Center Traffic - Nov. 2012:

- East Shore Drive: 1078 (-7% over 2011)
- DVC: 437 (-36% over 2011)
- DT Kiosk: 354

VisitIthaca.com Stats - Nov. 2012 & YTD Nov. 2012

- Because we started tracking traffic to mobile version of our website mid Sept. 2011, a YTD comparison is not possible for our Mobile site.

November	2012	2011	Change	2012	2011	Change
	Desktop	Desktop		Mobile	Mobile	
Unique visits	14404	14548	-0.370%	1670	566	195%
Pageviews	53600	59227	-9.5%	10418	7077	47.21%
Pages/Visit	3.09	3.37	-8.40%	5.2	5.6	-7.42%
Avg. time on Site	2:30	2:56	-14.90%	2:04	2:48	-25.70%
YTD Nov 2012						
Unique visits	249745	247058	1.70%			
Pageviews	1188455	1285236	-7.53%			
Pages/Visit	3.49	3.81	-8.51%			
Avg. time on Site	3:50	3:43	3.28%			

Facebook – as of 12/13/12

- Lifetime “Likes” – 11,205

Group Sales Activity – November, 2012

Leads Distributed	4
Prospects Generated	35
Sales Kits Distributed	2
Prospects converted to Leads	1
Groups Assisted/Service	6
Site Visits Conducted	2

Lead Status Report – November 2012

Lead sent date	Event account	Event status	Event start date	Event end date	Total Requested Room Nights	Multiplier	Economic Impact	Source
11/29/12	Japanese Rutabaga Team	Definite	12/19/2012	12/21/2012	27	110	\$2,970	CVB Generated
08/03/12	Collegiate State Track Meet	Definite	2/21/2013	2/22/2013	800	260	\$208,000	IC Referral
09/24/12	Princeton University Athletics	Booked	2/22/2013	2/23/2013	15	250	\$3,750	Repeat Business
03/20/12	2013 YMCA Swimming Championships	Definite	3/15/2013	3/17/2013	500	260	\$130,000	IC Referral
03/21/12	Fulton County YMCA Flying Fish	Booked	3/15/2013	3/17/2013	65	260	\$16,900	IC Referral
03/23/12	Saratoga Springs YMCA	Booked	3/15/2013	3/17/2013	120	260	\$31,200	IC Referral
08/03/12	Fry Wedding	Booked	5/9/2013	5/11/2013	60	353	\$21,180	Call-in
06/06/12	Liu/Jacob Wedding	Booked	5/17/2013	5/18/2013	20	353	\$7,060	Call-in
07/23/12	D'Amato Wedding	Definite	5/17/2013	5/18/2013	80	353	\$28,240	Call-in
11/20/12	Ithaca CVB FAM Room Block	Definite	6/10/2013	6/11/2013	50	100	\$5,000	CVB Generated
04/17/12	Butterbaugh Wedding	Booked	6/15/2013	6/15/2013	40	353	\$14,120	Call-in
09/12/12	Rally New England	Booked	7/22/2013	7/23/2013	80	260	\$20,800	Call-in
11/16/12	J. Brown Wedding	Booked	8/9/2013	8/10/2013	75	353	\$26,475	CU Referral
10/10/12	Lane Wedding Room Block	Booked	10/4/2013	10/5/2013	30	353	\$10,590	Call-in
02/06/12	NYSPHSSA Girls Swimming/Diving Championships	Booked	11/21/2013	11/22/2013	300	250	\$75,000	Ithaca College
04/20/12	Engineering Dept. Forum	Booked	6/15/2014	6/18/2014	67	260	\$17,420	CU Referral
10/10/12	Cayuga Bird Club Conference	Booked	9/19/2014	9/20/2014	150	260	\$39,000	CVB Generated
08/03/12	Ohio Motor Coach Mystery Tour	Awaiting Client Response	6/17/2013	6/20/2013	200	353	\$70,600	CVB Generated
11/28/12	ASHT Board Meeting	Awaiting Client Response	7/18/2013	7/20/2013	29	260	\$7,540	Email Request
09/04/12	Masterson-Robinson IC Reunion	Postponed	8/23/2013	8/24/2013	50	353	\$17,650	Call-in
10/16/12	TT Tours	Awaiting Client Response	9/13/2013	9/14/2013	60	238	\$14,280	CVB Generated
06/28/12	NCAA Wrestling Regional Meet	Lost	2/28/2013	3/2/2013	600	260	\$156,000	IC Referral
09/24/12	Eastern Zone Age Group Swimming Championships	Cancelled	8/6/2013	8/10/2013	5000	250	\$1,250,000	IC Referral
07/26/12	NYS Snowmobile Assoc.	Lost	4/24/2014	4/26/2014	1400	260	\$364,000	NewYorkMeetings.com

Winter 2012

Member Connection

The magazine for AAA members

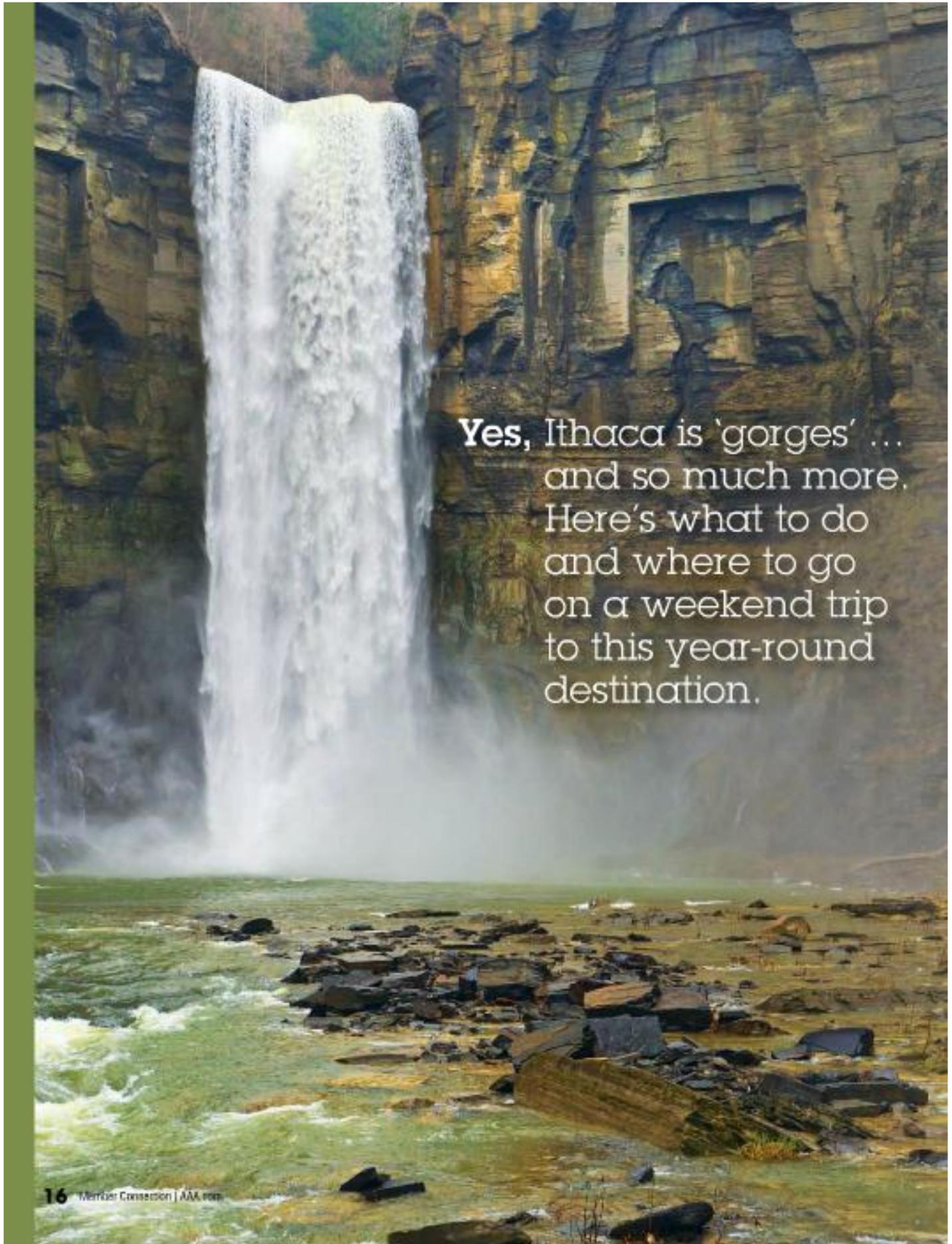
Celebrate the season in
New York City

Discover Ithaca

Ski Bristol Mountain



INSIDE: CAR CARE TIPS | MEMBER DISCOUNTS | CLOSE-TO-HOME GETAWAYS



Yes, Ithaca is 'gorges' ...
and so much more.
Here's what to do
and where to go
on a weekend trip
to this year-round
destination.

GORGE TRAIL

3/4 MILE TO 215
FOOT HIGH FALLS

Discover Ithaca

BY LAURA WAHLER

DISCOVERY TRAIL

You've heard of wine trails, of course, but have you ever heard of **Ithaca's Discovery Trail**? Its concept is similar to that of our region's numerous wine trails: a group of attractions unified by location and theme – in this case, education. Because many are indoor activities, the winter is a fine time to visit, and the **Cornell Lab of Ornithology** is a great place to start.

At the lab's visitor center, admission is free. Borrow a pair of binoculars and a bird-identification guide, and watch the wildlife from the indoor, heated comfort of the two-story observatory. Weather permitting, venture out to the center's 4 miles of trails and boardwalks. On the white board in the visitor center lobby, record the species you identify: It's this form of citizen science, and the contributions of more than 200,000 people each year, that's helping the Cornell scientists behind the scenes to perform cutting-edge environmental research.

Among other highlights on the Discovery Trail are the **Museum of the Earth**, a AAA "GEM" attraction and home of the **Hyde Park Mastodon**; and the **Sciencenter**, a must-see for families traveling with young children.

TAUGHANNOCK FALLS

Ask five different Ithaca residents how to pronounce "Taughannock," and you're likely to get five different responses. But no matter how you say it, you have to see **Taughannock Falls State Park** in nearby Trumansburg to get why the T-shirts all claim "Ithaca is gorges."

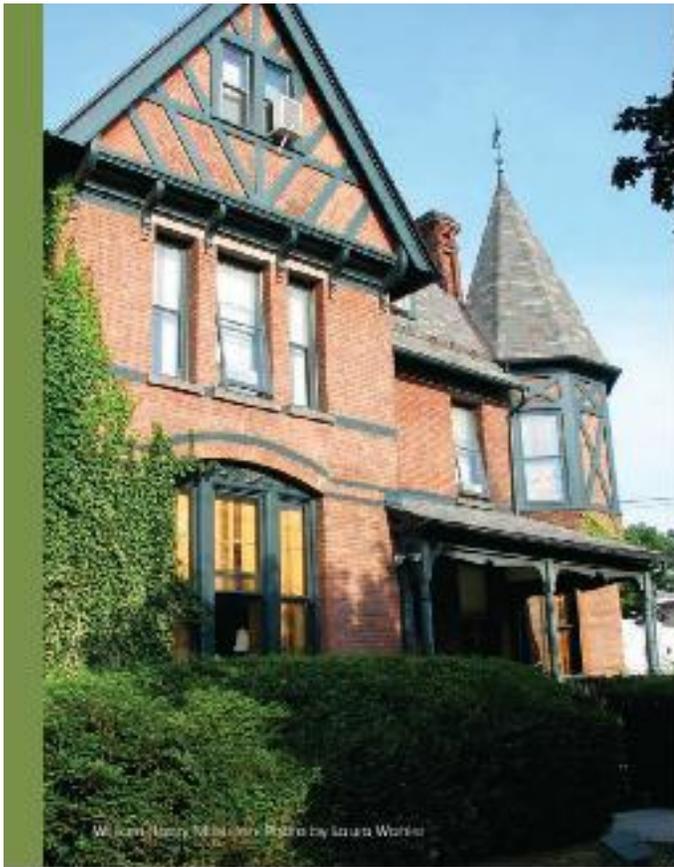
The park's namesake 215-foot waterfall is taller than Niagara Falls, and can be accessed at its base from an easy 3/4-mile hike on the year-round Gorge Trail. If hiking is not on your agenda, check out the view from above at the falls overlook off Park Road.

But Ithaca is not "gorges" just by Taughannock alone. Other sites worth seeing are the beautiful **Buttermilk Falls** and the **Robert H. Treman** state parks.



Photo courtesy of Discovery Trail

Winter 2012 17



William Henry Miller Inn. Photo by Laura Worthen

SHOP AT THE COMMONS

With one-of-a-kind restaurants and shopping, and its central downtown location, **The Commons** is the perfect place to come for the day and stay for the evening.

Browse the merchandise at **American Crafts by Robbie Dein**, **Now You're Cooking** and **Ithacards**. Flip through the pages of a new-to-you story at **Autumn Leaves Used Books**, and check out the eco-conscious home furnishings at **Home Green Home**. With these shops and more, The Commons is a pedestrian mall at its finest; a community gathering place that offers a uniquely Ithacan experience.

WHERE TO STAY

Keeping true to Ithaca's college town nature, consider staying at the **Statler Hotel at Cornell University**, a AAA Four Diamond property on the Cornell campus. Students from its world-renowned School of Hotel Administration, working along with seasoned hospitality professionals, will welcome you as their guest to this unique lodging experience.

If you prefer the more intimate accommodations of a B&B, choose the **William Henry Miller Inn**. Perfect for a romantic retreat, each room has its own personality and






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private bath. Homemade desserts, fresh out of the oven, are set out each evening and, in the morning, enjoy a full made-to-order breakfast.

WHERE TO EAT

Regardless of your mealtime preferences, plan to eat at **Moosewood**, a driving force in the world of creative vegetarian cooking and perhaps the city's most famous restaurant.

Other places to consider: the **BoatYard Grill**, a casual waterfront restaurant; **Just a Taste**, a wine and tapas bar; and the **Bandwagon Brewpub**, the place to go for burgers. In the morning, grab a gourmet bagel at **Ithaca Bakery**, or a cup of joe at **Gimme! Coffee**: Both are Ithaca staples and great spots to start your day. To squeeze in all these meals, you just might need to plan a longer trip to Ithaca. ■



Photo courtesy of Discovery Trail

Plan your Ithaca trip



For more information about planning an Ithaca getaway, visit AAA.com/ithaca or call (800) 835-2582.



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**Draft Guidelines For
The Arts/Culture Organizational Development Program
Of The Tompkins County Tourism Program
(Modified 2012)**

Intent of Grant Program

Tompkins County's vibrant arts and cultural community makes it stand out as special place in Upstate New York. Its reputation as a tourist destination in the Finger Lakes region relies upon on the strength of our major arts and culture organizations.

Since its inception in 2003, this program has sought to secure the financial and operational stability of the county's major arts and culture organizations. Through the funding of strategic planning and subsequent implementation of organizational development strategies, the program intends to ensure the vitality and viability of our arts and cultural assets as important players in the county's successful tourism industry, as well as our local economy. This recognizes the importance of tourism as a generator of jobs, taxes and income, while enriching the quality of life for Tompkins County residents.

As these institutions approach organizational stability—a term defined for the purposes of this program through an organization's performance in on-site financial and fiscal progress reviews conducted by an outside consultant—the program will continue to provide funding to encourage capacity building, be it in terms of audience development, enhanced programmatic quality, or any other method of increasing either earned or unearned income. As the County's tourism industry and room capacity grows, so too must the capabilities and level of quality of our arts and cultural organizations.

Recipients of funding through this program will follow a path that includes:

1. Initial single year grant for planning, strategy development, or implementation
2. Multi-year grant support for continuing organizational stabilization, planning, or development

The Tompkins County hotel room occupancy tax is the source of funding for these grants, and they are awarded by the Tompkins County Legislature.

Program Description and Distribution Timeline

This program, administered by the Community Arts Partnership (CAP) since 2003, requires guidelines to allow both for growing levels of stability in current recipients and for the inclusion of new recipients. The County, through the Strategic Tourism Planning Board, has appointed CAP to continue to manage the program.

Prior to review, all applicants must meet eligibility requirements listed below. The program administrator will continually seek out and evaluate potential applicants.

I. Application Review

A panel staffed by the CAP Executive Director, and consisting of the members of the Strategic Tourism Planning Board who occupy the designated Arts and Culture seats, at least one community member, and at least one member of the Tompkins County legislature will review applications for the program annually. This panel will make grant recommendations to the Strategic Tourism Planning Board for approval.

Recommended annual support for any applicant will not exceed \$27,000. It is not expected that each recipient will receive this amount.

For the purposes of the application review, each panel member will complete a worksheet based on his or her evaluation of each application submitted for funding. The resulting score will help facilitate conversations at the panel meeting and direct the panel's decisions regarding the amount of funding awarded to each applicant. Evaluation categories include the following:

- Evidence of Long-Term Planning
- Contribution of Requested Funds Toward Long-Term Goals
- Demonstrated Successful Historical Use of ACOD funds for Recommended Strategies
- Demonstrated Financial Need
- Value of Program/Organization to Tourism Industry
(i.e. Return on Investment/Value of Investment)
- Value of Program/Organization to Community
- Clarity of Program/Organizational Mission

II. New Candidates

For new candidates, CAP will continue to work with eligible arts and culture organizations to examine and articulate challenges. Successful applicants are encouraged to work with consultants contracted to address these respective challenges. First year funding will be directed towards one or all of the following:

- Organizational assessment
- Program analysis and planning
- Creating a strategic plan
- Strategy implementation

III. Organizational Development - Multi-year Grants

After the successful completion of a first-year funding cycle, organizations will be eligible to apply for multi-year funding to support organizational stabilization, planning, and/or development. A 3-year cycle for these grants will encourage long-term budgetary planning on the part of recipients and ease the annual budget process for the Strategic Tourism Planning Board.

During these 3-year cycles, year-to-year funding will be contingent on availability of funds within the Tompkins County Tourism Program as well as submission by grantees of annual reports, demonstrated progress on implementing identified strategies and an annual review of an organization's adherence to the eligibility requirements listed below.

IV. Eligibility

Since current and future recipients of the program have diverse organizational needs and indicators of success, the following matrix can be used to categorize institutions and allow for more specific guidelines and eligibility requirements.

As the program continues to evolve, eligibility criteria will be examined and changed as appropriate to the program goals.

*The following requirements apply to ALL applicants, both **Performing Arts** and **Non-Performance** organizations.*

1. 501(c) 3 arts organizations the primary mission of which is to present arts and cultural programs to the general public.
2. Maintain professional standards of operation and management including
 - a. Paid, full- or part-time professional executive/managing staff
 - b. Sound governance, administrative and financial practices
 - c. Long-range program planning or intent.
 - d. A commitment to collaborative cultural tourism efforts and initiatives.
3. Operate, own or rent a designated facility (to include an office) accessible and used by the general public.

The following requirement applies to Performing Arts Organizations ONLY

To enhance their overall draw and accessibility to visitors, and to provide for economies of scale in ticketing service, all performing arts organizations must participate in collective marketing and joint ticketing services such as those provided through Ticket Center Ithaca.

Appealing Eligibility Requirements

Written appeals for exclusion from any of the eligibility requirements listed above may be submitted at the time of application for consideration by the panel. The review panel will then make recommendations to the Strategic Tourism Planning Board.

V. Evaluation/Determination of Organizational Stability

Within each 3-year grant cycle, recipient organizations will be required to undergo at least one on-site financial and fiscal progress review to be conducted by an outside consultant retained by CAP. These interviews will not only determine financial stability, but also investigate the institution's fiscal practices to help determine the potential for long-term operational stability.

The results of these reviews will allow the grant panel to determine whether an organization

- a) will require an additional review during the current grant cycle;
- b) may apply for another 3-year stabilization grant cycle; or
- c) be required to re-apply for acceptance into the program

The on-going evaluation of the program and the progress of its recipients will also include:

- Annual site visits by CAP Executive Director with staff or board representatives of recipients
- Annual written reports submitted to grant panel by recipients in the multi-year grant cycles
- Annual progress report to Strategic Tourism Planning Board by CAP Executive Director detailing the impact of these funds on arts and cultural organizations and the ongoing development of cultural tourism

TCAD Funding Task Force

Sub-Committee Report and Recommendation

At the conclusion of the December 3rd TCAD Funding Task Force meeting, it was agreed that a sub-committee convene to undertake a detailed review of potential funding options and, if possible, develop a recommended approach for consideration by the entire Task Force at the December 10 meeting. Task Force members Stu Stein, Jean McPheeters, Martha Robertson, and (Chair) Art Pearce volunteered to serve on the subcommittee. Joe Mareane and Michael Stamm also volunteered to participate.

The subcommittee met on Friday afternoon, December 7 and arrived at the specific funding approach outlined below.

Goals to guide the funding approach:

The subcommittee agreed that the framework of its discussions, and of any specific funding proposal, should be based on the following goals:

- One-third of TCAD's budget should be funded from County sources;
- The County's current room tax legislation should be preserved (i.e., do not re-open the law);
- Any funding agreement should provide the latitude to re-visit the agreement during its term if major disruptions occur in room tax revenues or TCAD's fee-based income.
- A stakeholder group should be convened at the end of year four to review the funding model and suggest any changes that might be warranted.

Findings that support a reasonable allocation of County room tax revenue to help achieve the above-stated goals:

- TCAD provides "structural preparedness" for economic development for Tompkins County. TCAD's leadership in direct economic development assistance, infrastructure planning, workforce planning, and economic/statistical analysis supports the tourism sector as well as other sectors of the local economy;
- Visitors attracted to the area solely for business purposes generate a meaningful level of room tax revenues;
- TCAD services are provided to the hospitality industry and tourism destinations. These services include:
 - Financial incentives through the Industrial Development Agency/Local Development Corporation staffed by TCAD;
 - Small business loans supported by a local loan program administered by TCAD;
 - Business planning and technical assistance to proposed or expanding tourism destinations;
 - Studies, data analysis, and technical assistance to visitor/tourism industry stakeholders.
- TCAD's active involvement in the promotion of air service to the community contributes to the ease of access to the County by tourists and visitors, and therefore to tourism activity;
- TCAD has committed to strengthening its partnership with the area's hospitality industry and tourism destinations as a means to expand the common mission of generating net wealth to the community.

The Recommended Funding Plan

Major features:

The subcommittee's funding proposal is characterized by five primary elements:

1. **A limited term**—the agreement would end on 12/31/2018;
2. **A phased approach**-- While an allocation of room tax revenue would occur in 2014, it would be funded by available room tax fund reserves. The use of current-year revenue will begin in 2015 with a \$60,000 allocation that will grow in incremental steps to \$205,000 in 2018 (see below);
3. **A fixed, rather than floating, room tax allocation**—while the formula generally corresponds to a phasing plan that rises from 2.5% in 2015 to 5.0% in 2016, to 7.5% in 2017 and 2018, annual room tax allocations will be fixed rather than set as a percent of revenues to minimize uncertainty for all parties;
4. **An opportunity to adjust** for significant changes in circumstances. There will be an opportunity to revisit the agreement if either room tax collections or IDA/LDC balances differ significantly from expectations.
5. **Balance**—while the allocations from the room tax will help to address TCAD's budget challenge, significant County resources other than the room tax will also be required to provide funding equivalent to one-third of the TCAD budget. If projections hold, between 2013 and 2018, room tax revenues will represent 55% of the support to TCAD; other county revenues will contribute the remaining 45%.

The proposed room tax allocation formula:

The following amounts would be allocated from room tax revenues and be applied by the County to assist in addressing its funding commitments to TCAD:

2014 - \$150,000, funded with available room tax reserves

2015 - \$ 60,000

2016 - \$125,000

2017 - \$200,000

2018 - \$205,000

The agreement will be revisited if room tax collections are more than 10% below the corresponding quarter of the prior year for two consecutive quarters, or if IDA/LDC reserves fall below one-year's budget contribution target (i.e., 1/3rd of TCAD's operating budget.)

Addressing shortfalls between TCAD's budget needs and the amount allocated from the room tax is solely a County responsibility. The County will not seek additional draws of room tax revenue if TCAD's budget needs exceed the levels currently projected.

Projected Impact (see attached):

Projected Impact: Proposed TCAD Funding Approach

Year	Projected Total Room Tax Revenue	County Support for TCAD			County Support for STPB		
		Room Tax Funds to TCAD	Other County Funds To TCAD	Total County Support To TCAD	Room Tax Funds for Tourism	Change from Prior Year Dollars Percent	
2013	2,138,000	-	177,750	177,750	2,138,000		
2014	2,244,900	150,000 *	68,111	218,111	2,244,900	106,900	5.0%
2015	2,357,145	60,000	164,654	224,654	2,297,145	52,245	2.3%
2016	2,475,002	125,000	106,394	231,394	2,350,002	52,857	2.3%
2017	2,598,752	200,000	38,335	238,335	2,398,752	48,750	2.1%
2018	2,728,690	205,000	40,485	245,485	2,523,690	124,938	5.2%
Total	14,542,490	740,000	595,729	1,335,729	13,952,490	385,690	18.0%

Assumed TCAD Budget Growth 3.0%
 Assumed Rate of Room Tax Growth 5.0%

*Funded with Room Tax reserves; does not impact on-going contributions of current-year room tax dollars