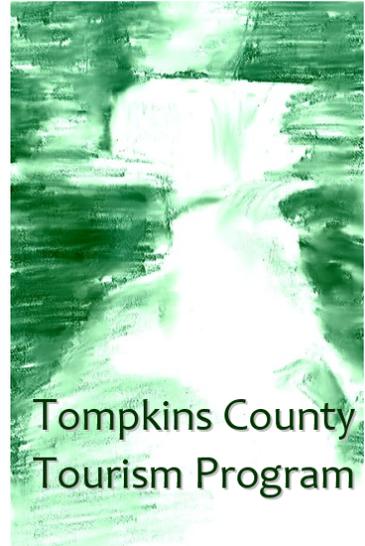


# COVER PAGE

## 2016 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: **\$205,959** Product Development or Marketing? Product

Year	Tourism Program Allocation**	\$ Change	% Change	% of Program Budget*
2012	195,320	22,591	+13.1%	100%
2013	201,180	5,860	+3%	100%
2014	207,215	6,035	+3%	100%
2015	199,960	(7,255)	-3.5%	100%
<b>Request 2016</b>	<b>205,959</b>	<b>5,999</b>	<b>3%</b>	<b>100%</b>

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

\*\* Enter modified budget amounts where applicable.

#### II. PROGRAM DESCRIPTION

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, in order to accommodate the numerous quality requests, TCG resorted to providing multi-year grants as a norm. This approach limited available funds for new awards in subsequent years. The TCG Review Committee is working to reverse this trend and rebuild the funding structure so that more funds are available for awards in the application year. (2) 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. (2) Streamline and strengthen the application form to add clarity for both the applicant and reviewers.

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

*Describe how you propose to use the requested funds. You may also use this section to expand on your answers to questions II and III.*

In recent years the TCG has seen a significant increase in interest in the program, and in worthy applicants with substantial projects that develop tourism attractions. In 2013, TCG had a record-high nine applications. In 2015, 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.

As applications increased, TCG resorted to providing multi-year grants as a norm. This approach, while allowing larger awards, limited available funds for new awards in subsequent years. That approach is 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.)

Originally, the TCG program accepted applications at any time. In 2010, 2011 and 2012 the program intended to run two application rounds annually – one due about February 1, and one due about July 1. However, each year nearly all the funds were awarded in the first round – with remaining funds inadequate for a second round. In 2013, TCG worked with Tom Knipe to offer a single grant cycle, timed later in the spring. One annual grant cycle will continue to be the norm.

#### **BUDGET PROPOSAL**

This budget requests a 3% increase from 2015 as directed by the STP Budget Committee.

Year to year the TCG has inconsistent application demand. However, the long-term trend in demand for TCG is upward, particularly the number of projects coming forward each year.

year	Number of applications	Value of requests
2010	4	\$87,500
2011	4	\$320,000
2012	8	\$128,000
2013	9	\$400,640
2014	8	\$302,067
2015	7	\$335,832

It is impossible to predict exactly what will happen in 2016. Likely the requests will exceed funds available. Weaker applications may be passed-over, stronger proposals may be underfunded, and/or awarded funds over multiple years. If there are remaining funds, they will be rolled forward for a future year when major capital projects emerge. TCAD anticipates that several large requests will emerge in the next year or two. Demand will be driven by:

- Returning awardees – to support projects explored in previously completed studies or to build on previous capital grants
- Emerging tourism products
- Projects identified and promoted in the County's Tourism Strategy.

The following table shows the current status of multi-year demands and opportunities for new awards for a budget that increases 3% in 2016 and 2017.

Tourism Capital Grant Multi-Year Worksheets  
**2016 Request Budget -- Impact of Multi-Year Awards**

<b>Budget Info (estimates italicized)</b>		<b>2015</b>	<b>2016*</b>	<b>2017*</b>	
Annual Budget		199,960	205,959	212,138	
Budget Adjustment - previous year allocated/unspent	add	13,976			
Released Encumbrance to add to current year	add	5,000			
TCAD Admin expenses	subtract	13,936	16,000	16,000	
<b>Past Multi-Year Awards</b>		<b>Year</b>	<b>award</b>		
Cay Nat Ctr '11	2011	100,000	12,000		
State Theatre Bathrooms	2013	42,000	20,000		
Stewart Park Rehab Phase I	2013	70,500	25,000	10,000	
Blueway Trail Design	2014	10,000	10,000		
CSMA 3rd Floor Capital Phase I	2014	55,000	24,000		
PRI-CNC Cayuga Lake Exhibit	2014	40,000	10,000	10,000	
Sciencenter Minigolf	2014	25,000	10,000	15,000	
Committed		111,000	35,000		
<b>Available for new grants</b>		<b>94,000</b>	<b>154,679</b>	<b>193,473</b>	
<b>Current Grants</b>		<b>Proj Value</b>	<b>Request</b>	<b>2015 Recommendations</b>	
				<b>2015</b>	<b>2016</b>
ICG: Very Hungry Caterpillar	16,170	16,170	16,000		
Stewart Park Buildings 5 Yr Plan	39,490	39,490	20,000		
Lake Street Public Park	240,000	80,000	10,000	10,000	
ICG: Pavilion Design	123,257	35,475	0		
Farmers Market Bathroom Trailer	31,000	10,300	5,000		
PRI MoTE Smithsonian exhibits	392,445	117,730	23,000	27,000	
Sciencenter: Sagan Walk Expansion	110,000	36,667	20,000	5,000	
Total	952,362	335,832	94,000	42,000	
<b>Available for new grants</b>		<b>0</b>	<b>112,679</b>	<b>193,473</b>	

\*budget escalated 3% 2016 to 2017  
 prepared by TCAD: Edition: May 19, 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:

- Cayuga Lake Blueway Trail
- Community School of Music and Arts – future phases
- Hangar Theatre – Phase 2 winterization
- Ithaca Motion Picture Project
- Ithaca Children’s Garden – future phases
- Stewart Park Rehabilitation – future phases

## **V. PROGRAM GOALS**

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

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

**Goal 1:** Fund the growth of existing and new tourism attractions through support of capital projects in order to increase the number of visitors, extend visits, or improve visitor experience.

**Measurement 1A:** Track visitorship at venues funded with capital awards.

**Measurement 1B:** Encourage grant recipients to survey their visitors for satisfaction with TCG projects (e.g. the Discovery Trail surveyor at the Sciencenter might ask about specific TCG projects as an add on to their DT survey).

**Measurement 1C:** Track distribution of awards among tourism organizations to assure that funds encourage a range of applicants to develop tourism projects. (i.e. identify concentrations of funds to specific recipients.)

**Goal 2:** Fund feasibility studies for tourism capital projects.

**Measurement 2A:** Track distribution of awards between feasibility studies and capital awards to assure both objectives are met.

**Goal 3:** Continue to weigh applicants' merits in order to optimize impact and fairness of awards during this time of increasingly competitive applications.

**Measurement 3A:** Use a scoring grid to foster a rational decision process.

**Goal 4:** Support the goals and critical actions of the Strategic Tourism Plan. Examples could include:

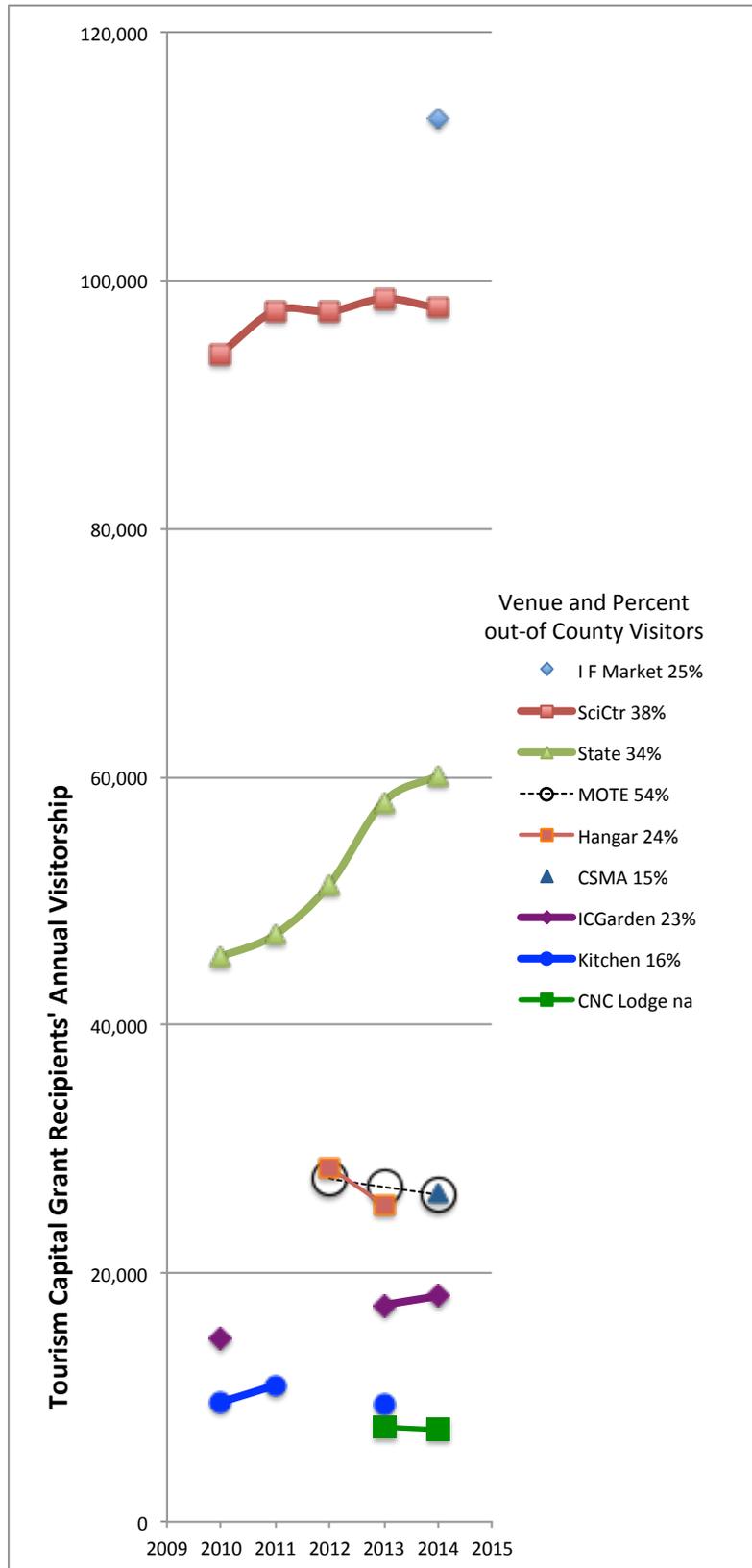
- Tourism amenities on the commons
- Land and water trail tourism facilities
- Investments stemming from the Stewart Park Rehabilitation Initiative
- Coordination with outcomes of STPB task forces (e.g. sustainable tourism task force)

**Measurement 4A:** Confirm that marketing of the program targets strategic interests – e.g. participation in the Tourism Program application workshops; inclusion on the program's email list; administrators meeting with potential change agents to encourage strategic direction.

**Measurement 4B:** Include review of how each application supports objectives of the Tourism Strategic Plan as part of the review process. (now part of the TCG scoring grid)

Below are three examples of current program assessment tools.

### Example 1: Tourism Capital Grants Self-Reported Visitorship 2010 to 2014



This chart presents a summary evaluation of visitorship to TCG awardees from 2010 to 2014. 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 lack consistent counting programs.

There are three categories of venues:

- Major attractions are The Farmers Market and the Sciencenter
- Mid-size attractions are the State, Hangar, CSMA and Museum of the Earth
- Smaller, niche attractions are the Children’s Garden, Kitchen Theatre
- The Nature Center currently counts only visitors to the lodge and hopes to track its outdoor visitors in the future.

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. TCG would like to work with the TCPD Tourism Coordinator to develop

methods for evaluating tourism use of non-ticketed tourism attractions.

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

**Example 2: Analysis of Awards History** – sorted by size of capital awards

<b>Recipient</b>	<b>value of all grants</b>	<b>total project value</b>	<b># awards</b>	<b># feas</b>	<b># cap</b>	<b>Value of feas Awards</b>	<b>Value of Capital Awards</b>
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
Sciencenter	247,500	1,131,420	8	1	7	12,500	235,000
State Theatre	170,780	1,254,300	3	1	2	3,780	167,000
Wine Center	172,500	519,720	3	2	1	12,500	160,000
Hangar Theatre	198,000	3,212,600	4	3	1	98,000	100,000
Kitchen Theatre	134,000	1,236,800	3	2	1	34,000	100,000
Stewart Park	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 Waterfront Trail Initiative	25,000	191,500	2		2		25,000
Finger Lakes land Trust	20,000	76,550	1		1		20,000
Ithaca Farmers Market	15,000	82,630	2		2		15,000
History Center	25,000	38,000	3	3		25,000	
Cayuga Lake Blueway Trail	10,000	18,000	1	1		10,000	
Dorothy Cotton Institute	7,500	7,500	1	1		7,500	
Ithaca Motion Picture Project	5,500	5,500	1	1		5,500	
<b>Totals</b>	<b>1,859,580</b>	<b>17,822,874</b>	<b>51</b>	<b>22</b>	<b>29</b>	<b>306,280</b>	<b>1,553,300</b>
Average award & percent of funds	36,462			13,922	53,562	16.5%	83.5%
Median award				9,500	37,000		
Edition: May 19, 2015							

**Example 3: Detailed History of Awards** – sorted by Recipient

<b>Recipient</b>	<b>Year</b>	<b>Grant value</b>	<b>Feas Study or Capital</b>	<b>sum of multiple grants</b>	<b>total project value</b>
<b>Cayuga Lake Blueway Trail</b>	2014	10,000	f	<b>10,000</b>	<b>18,000</b>
Cayuga Nature Center Feas	2008	13,500	f		
Cayuga Nature Center	2009	100,000	c		
Cayuga Nature Center	2011	100,000	c		
<b>Cayuga Nature Center</b>	2014	40,000	c	<b>253,500</b>	<b>801,280</b>
<b>City of Ithaca</b> Lake Street Park	2015	20,000	c	<b>20,000</b>	<b>240,000</b>
CSMA 3 <sup>rd</sup> Floor study	2013	8,000	f		
<b>CSMA</b> 3 <sup>rd</sup> Floor renovations	2014	55,000	c	<b>63,000</b>	<b>173,560</b>
<b>Dorothy Cotton Institute</b>	2010	7,500	f	<b>7,500</b>	<b>7,500</b>
<b>FLLT</b> Emerald Necklace boardwalk	2012	20,000	c	<b>20,000</b>	<b>76,550</b>
Hangar Theatre	2003	9,000	f		
Hangar Theatre	2008	84,000	f		
<b>Hangar Theatre</b> major capital	2009	100,000	c	<b>193,000</b>	<b>3,207,600</b>
Schoolhouse study	2006	10,000	f		
IMPP study	2013	7,500	f		
<b>History Center</b> Tommy study	2013	7,500	f	<b>25,000</b>	<b>23,000</b>
Ithaca Children's Garden	2009	14,800	c		
Ithaca Children's Garden	2014	34,000	c		
<b>Ithaca Children's Garden</b>	2015	16,000	f	<b>64,800</b>	<b>133,779</b>
Ithaca Farmers Market weather	2005	10,000	c		
<b>Ithaca Farmers Market</b> toilets	2015	5,000	c	<b>15,000</b>	<b>82,630</b>
<b>Ithaca Motion Picture Project</b>	2009	5,500	f	<b>5,500</b>	<b>5,500</b>
<b>Ithaca Skate Park</b>	2011	60,000	c	<b>60,000</b>	<b>435,340</b>
Kitchen Theatre Feas 1	2008	13,000	f		
Kitchen Theatre Feas 2	2009	21,000	f		
<b>Kitchen Theatre</b> Capital	2009	100,000	c	<b>134,000</b>	<b>1,236,800</b>
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		
<b>PRI/MOTE</b> Smithsonian	2015	50,000	c	<b>257,000</b>	<b>8,024,805</b>

(Table continued next page)

(continued from previous page)

<b>Recipient</b>	<b>Year</b>	<b>Grant value</b>	<b>Feas Study or Capital</b>	<b>sum of multiple grants</b>	<b>total project value</b>
Sciencenter Golf	2003	25,000	c		
Sciencenter Ocean	2005	20,000	c		
Sciencenter Outdoor	2006	60,000	c		
Sciencenter Marcellus Drilling Exhibit	2011	50,000	c		
Live Animal gallery	2012	30,000	c		
Galaxy Golf study	2013	12,500	f		
Galaxy Golf install	2014	25,000	c		
<b>Sciencenter</b> Sagan Walk	2015	25,000	c	<b>247,500</b>	<b>1,131,420</b>
<hr/>					
Historic Ithaca - State Theatre Phase 2	2003	125,000	c		
State Theatre -- Bathroom study	2012	3,780	f		
<b>State Theatre</b> Bathroom constr	2013	42,000	c	<b>170,780</b>	<b>1,254,300</b>
<hr/>					
CWT Phase 2	2005	5,000	c		
<b>CWTI</b> visitor amenities	2012	20,000	c	<b>25,000</b>	<b>191,500</b>
<hr/>					
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	c		
<b>Stewart Park</b> 5 year priority plan	2015	20,000	f	<b>130,500</b>	<b>479,590</b>
<hr/>					
Wine Center Feasibility Ph1	2004	5,000	f		
Wine Center Feasibility Ph 2	2005	7,500	f		
<b>Wine Center</b> capital	2007	160,000	c	<b>172,500</b>	<b>519,720</b>
<hr/>					
<b>TOTALS</b>				<b>1,874,580</b>	<b>18,042,874</b>

## **VI. ACHIEVEMENTS**

*Please describe your most significant program achievements during 2014 and the first quarter (January through March) of 2015. If possible, please use this as an opportunity to restate your program goals for the 2014 and 2015 budget years and describe progress towards these goals.*

**1. 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. I also do final review of projects as they are completed.

**2. Review process:** Because of increasing competition for the grants, TCG created a scoring grid for the review panel. This was used in 2012 for the first time. In 2013 we added support of the Tourism Strategic Plan as a criteria in the grid. The 2014 and 2015 the grid continues to serve the review process. In 2014, I 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 supports an efficient, balanced presentation of each project.

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

The Tourism Capital Grant program could use consistently higher funds to support the increasing number of worthy projects applying to the program. With more limited funds, TCG will see the competition increase, and worthy projects may go unfunded or underfunded.

## **VIII. COLLABORATION**

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

Currently, the CVB formally participates in TCAD’s Economic Development Collaborative. Informally, program administrators check in with each other occasionally on common issues. TCG anticipates continuing to work closely with Tom Knipe and other administrators on strategic

initiatives, and improving evaluation methods. TCG would like to formally meet more regularly with other administrators to discuss program operations and collaborations on shared goals. The P&E committee has offered an opportunity for collaborative work on program improvement.

**IX. STRATEGIC OPPORTUNITIES (optional)**

*What strategic opportunities related to your program outside of this 2016 budget request would you like the STPB to be aware of?*

I would like the County's Tourism programs to come together to share data, perhaps develop a common approach to data collection, and develop a solid approach to collecting data for non-ticketed venues/events. We could then use that improved data, along with the multi-year visitor profile, to improve the strategic focus of the overall Tompkins County Tourism program.

**Tourism Capital Grants**  
**2016 Budget Request - Tompkins County Tourism Program**

For previous years budgets, used modified budget amounts.

	2013 Budget	modified 2014 Budget	adopted 2015 Budget	modified 2015 Budget	2016 Request	Notes
<b>REVENUE - Project 1 Name</b>						
<i>List major categories of revenues</i>						
TCTP*	201,180	207,215	199,960	199,960	205,959	
<i>Add or delete lines/rows as needed</i>						
<i>Previous years allocated unspent</i>		2,155		18,975		
<i>Separate by project if more than one project</i>						
<i>Other (name)</i>						
<i>Include value of in-kind support as "other".</i>						
SUBTOTAL	\$201,180	\$209,370	\$199,960	\$218,935	\$205,959	
<b>REVENUE - Project 2 Name</b>						
TCTP*						
<i>Other (name)</i>						
<i>Other (name)</i>						
SUBTOTAL	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL REVENUES</b>	<b>\$201,180</b>	<b>\$209,370</b>	<b>199,960</b>	<b>218,935</b>	<b>\$205,959</b>	
TOTAL TCTP*	\$201,180	\$209,370	\$199,960	\$218,935	\$205,959	
TCTP Share	100.0%	100.0%	100.0%	100.0%	100.0%	
<b>EXPENSES - Project 1 Name</b>						
<i>List major categories of expenses</i>						
TCAD Grant Administration	\$13,783	\$14,370	\$13,960	\$13,960	\$16,000	
<i>Add or delete lines/rows as needed</i>						
Grants	\$185,000	\$195,000	\$186,000	\$204,975	\$189,959	
<i>Separate by project if more than one project</i>						
<i>Budget Adjustment</i>	\$2,397					
<i>List in-kind expenses if also reporting as revenue</i>						
SUBTOTAL	\$201,180	\$209,370	\$199,960	\$218,935	\$205,959	
<b>TOTAL EXPENSES</b>	<b>\$201,180</b>	<b>\$209,370</b>	<b>\$199,960</b>	<b>\$218,935</b>	<b>\$205,959</b>	
TOTAL TCTP*	\$201,180	\$209,370	\$199,960	\$218,935	\$205,959	
TCTP share	100.0%	100.0%	100.0%	100.0%	100.0%	
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>EXPENSES - Project 2 Name</b>						
*TCTP-Tompkins County Tourism Program						
	\$0	\$0	\$0	\$0	\$0	
	\$0	\$0	\$0	\$0	\$0	
	\$201,180	\$209,370	\$199,960	\$218,935	\$205,959	
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	\$201,180	\$209,370		\$218,935	\$205,959	