

Tompkins County Strategic Tourism Planning Board

**March 19, 2014
3:00 pm – 5:00 pm
CVB**

Meeting Agenda	Minutes
1. February Meeting Minutes	2
2. Chair's Report	5
3. Staff Report	5
4. Wayfinding Plan Presentation	35
Presentation and Discussion – Laurene Gilbert, Jean McPheeters, Tom Knipe	
5. CVB 2014 Revised Work Plan	20
Presentation and Discussion	
6. Spring 2014 Tourism Grant Review and Recommendations	30
ACTION – Recommend Community Celebrations Grants – Carol Kammen	
ACTION – Recommend Tourism Marketing & Advertising Grants – Ethan Ash	
ACTION – Recommend New Tourism Initiative Grants – Anne Gossen	
ACTION – Recommend Tourism Project Grants – Steve Hugo	
7. 2014 Arts and Culture Organizational Development (ACOD) Grants	
ACTION – Recommend 2014 ACOD grant awards – John Spence	
8. Ag & Culinary Tourism Working Group Report – Rita Rosenberg	15
Report	7

Agenda Packet

- Draft February 2014 STPB Meeting Minutes
- Community Celebrations Grant Summary and Recommendations – 4 pages.
- Summary of Spring 2014 Tourism Marketing and Advertising, New Tourism Initiative and Tourism Project Grant applications – one page.
- ACOD Grant Recommendations Summary and 2014 Grant Guidelines
- State Theatre 2014 ACOD grant application
- CVB 2014 revised work plan
- CVB 2014 revised budget
- Draft Wayfinding Plan – Accessible on Dropbox:
https://www.dropbox.com/s/9venazrw34wd20y/TompkinsWayfinding_3-5-2014%20draft%5B1%5D.pdf

Accessing Grant Applications Online

- Community Celebrations full grant applications and associated reports are available to download through the following link:
<http://tompkinscountyny.gov/tourism/tourism/celebrations/spring2014>
- Full Tourism Marketing and Advertising, New Tourism Initiative and Tourism Project Grant applications and summary reports are viewable online. Contact tknipe@tompkins-co.org for login information.

Next Meeting – April 16, 2014

**Tompkins County Strategic Tourism Planning Board (STPB)
Meeting Minutes Draft – February 2014**

1 **Date:** February 19, 2014
 2 **Time:** 3:00-4:30pm
 3 **Location:** Chamber of Commerce
 4
 5

Attendees:

Name	✓	Representation		Name	✓	Representation	
Anne Kellerman	A	At-Large		Sue Perlgut	✓	Arts-Culture	
Anthony Hopson	A	Ithaca College		Susie Monagan	✓	Arts-Culture	
Ian Golden	✓	Recreation		<i>John Spence</i>	✓	<i>CAP, Non-Voting</i>	
Ethan Ash	✓	Arts-Culture		<i>Bruce Stoff</i>	✓	<i>CVB, Non-Voting</i>	
John Gutenberger	A	Cornell		<i>Dwight Mengel</i>	✓	<i>Transportation, Non-Voting</i>	
Lynnette Scofield	E	Lodging		<i>Gary Ferguson</i>	✓	<i>DIA, Non-Voting</i>	
Rick Adie	✓	Lodging		<i>Jean McPheeters</i>	E	<i>Chamber, Non-Voting</i>	
Rita Rosenberg	✓	Agriculture		<i>Martha Armstrong</i>	✓	<i>TCAD, Non-Voting</i>	
Miriam Musco	Res.	At-Large		<i>Will Burbank</i>	✓	<i>TC Legislature, Non-Voting</i>	
Stephen Nunley	A	At-Large		<i>Beverly Baker</i>	A	<i>Associate Member</i>	
Steve Hugo	✓	At-Large		<i>Carol Kammen</i>	A	<i>Associate Member</i>	
Ken Jupiter	E	At-Large		<i>Jon Reis</i>	A	<i>Associate Member</i>	
Mike Mellor	✓	At-Large		Tom Knipe	✓	Staff	
Anne Gossen	✓	At-Large		Jennifer Turner	✓	Staff	
Sue Stafford	✓	TC3	7				
Christy Agnese	✓	At-Large	8				
			9				

Agenda

- 10 January Meeting Minutes
- 11 Chair's Report
- 12 Staff Report
- 13 Membership & Bylaws Committee
- 14 Action – Vote to recommend new STPB Member
- 15 Board and Staff Roles – **Rick Adie, Sue Perlgut, Tom Knipe, Ethan Ash**
- 16 Presentations and discussion
- 17 CVB 2014 Revised Work Plan
- 18 Presentation and Discussion
- 19 Planning and Evaluation Committee Report – **Ken Jupiter**

20 **The meeting was called to order at 3:00 PM.**

21 **January 2014 STPB meeting minutes** were approved with no changes

22 **Chair's Report:** Rick Adie opened his report by mentioning the Coltivare ribbon cutting which is seen as a
 23 great step forward for downtown Ithaca and TC3 in addition to culinary education. Last year was the first
 24 meeting and Coltivare has already secured funding of \$4.5 million. He mentioned that a new standing
 25 Agenda item will be a Staff Report. This is in response to a meeting Rick and Sue had Tom Knipe and Ed
 26 Marx in which they discussed Tom's work plan and his role in the Tourism Program.

27 **Staff Report:** Tom used his report to discuss his draft 2014 Work Plan, which was in the agenda packet.
 28 He mentioned that in addition to his 35 hours per week on the Tourism Program, he is currently working an
 29 additional 5 hours per week on the 10 year update of the County Comprehensive Plan with the Planning
 30 Department. He grouped his tourism-related work plan activities into five categories:

- 31 1. General administration (contracting, budgeting, finance, program evaluation, legislative process,
 32 oversight of contracted programs)
- 33 2. Staff support to the Strategic Tourism Planning Board (meetings, standing committees, working
 34 groups, activities, minutes)
- 35 3. Program management for four funded grant programs and Tourism Partner Awards.

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- 41 4. Project support to a variety of tourism projects led by others, such as the Tompkins County
42 Beautification Plan, Tompkins County Wayfinding Plan, Festivals Strategic Plan update, etc
43 5. Lead implementation of specific elements of the Strategic Tourism Plan (those where TCPD –
44 Tompkins County Planning Department – is the lead organization in the Plan). In 2014, those
45 include the County Priority Trails Strategy, Cayuga Lake Blueway Trail Plan and Finger Lakes Wine
46 Center evaluation.
47

48 **Board and Staff Roles** – Rick Adie, Sue Perlgut, Tom Knipe, and Ethan Ash went over the mission of the
49 STPB to clarify the purpose. Tom Knipe led a discussion about ground rules for engaging in discussion, and
50 the board agreed on the ground rules. Rick Adie presented his findings from his discussions with board
51 members, County staff and members of the Legislature about the role and work of the STPB.
52

Who we are as a Board

- 54 • We are the designee of the County for tourism with expectations of implementing the strategic
55 tourism plan as well as finding new opportunities for economic development through tourism.
- 56 • Should establish linkages for monitoring, encouraging and supporting tourism efforts.
- 57 • Look for opportunities to harness the energy of diverse groups (recreation, cultural, lodging)
58

Board Engagement

- 60 • How to make a difference (besides voting on grants).
- 61 • Bringing the strategic plan to life (stay on path).
- 62 • Shared Action Plan/Committee Action Plan (designate duties, opportunities for board engagement)
- 63 • Gap analysis (distinguish lagging items a board member may be able to pick up)
- 64 • Accountability for contracted organizations (metrics, reporting and shared agreements and
65 expectations).
- 66 • Expectations of Board Members (part of 2 page handout – included in these minutes)
67

How we need to improve

- 69 • Joint learning- speakers from the community and experts in content areas.
- 70 • Committee of the whole- expansive discussions on tourism and opportunities for ad-hoc groups to
71 come and check in and seek input. We would like to make board meetings more participatory. Will
72 determine if some items can come as a consent agenda to make more time available.
- 73 • Board members need to take a step back and look at issues - discuss and question.
- 74 • Bring people charged with implementing the Strategic Plan for working input sessions.

Three 2014 priorities advanced from P&E (ad-hoc groups):

- 76 1. Higher Education and Tourism Working Group
 - 77 2. Ag and Culinary Tourism Working Group (Rita Rosenberg Barber and Ethan Ash have agreed to co-
78 chair)
 - 79 3. Heritage and Cultural Tourism Working Group (Stu Stein has agreed to chair)
- 80 • Planning and Evaluation Committee- definition
 - 81 ○ The P&E Committee is tasked with developing and updating the TC Strategic Tourism Plan
82 and monitoring, encouraging and supporting its implementation. Also program evaluation.
 - 83 • Opportunities for Board to have deep engagement.
 - 84 • Expand committee makeup with expert community members.
 - 85 • First step with these groups will be an “ideation” brainstorming about what the possibilities are. We
86 will seek small, early victories.
 - 87 • Working sessions on the three priorities will come to full STPB as the year goes on.

Attending Events

- 89 • Signup sheet of events in the next month (will add time at each board meeting for informal feedback)
- 90 • Expand our presence/visibility as an STPB board.
- 91 • Evaluation - both anecdotal and formal (P&E).
- 92 • Accountability - has the money been well spent?

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Meeting Minutes Draft – February 2014

93 Other specific opportunities for board engagement

- 94 • We have a mission but need to define the vision.
95 • White papers on the failure of Wine Center and Ticket Center
96 • Chmura Study- time for an update. Need to determine if it met our needs, was the methodology
97 proper, what has changed in 5 years.
98 • Branding and communications strategy for the Tompkins County Tourism Program.

99 **CVB Revised Work Plan** – Bruce Stoff opened his report with news that the CVB finished the year under
100 budget at \$52,000. He announced that the CVB is working to finish 2014 within 3% of the plan. The 2013
101 surplus is proposed to be rolled over be invested in rebuilding visitithaca.com, in hopes of boosting group
102 sales and increasing outreach of visitor services. He noted the major changes of the 106 room Fairfield Inn,
103 the flag change at the Trip Hotel and the renovation of the of the downtown Hotel Ithaca. There are three
104 other hotel projects in the works. Winter Recess was mentioned as being too time consuming; the CVB does
105 not plan to continue direct ownership and implementation of the program. Although there have been
106 additions to the hotels in Ithaca, there is rising concern for the lack of conference space and the aging hotel
107 infrastructure. Hotel occupancy rates are down 1.3%. He mentioned that supply grew at twice the rate of
108 demand. Midweek occupancy rates went down from 54% to 53%. Mid-week business will be a major priority
109 this year; plans for ad-campaigns are in the works. The question was presented to the STPB on how can we
110 encourage construction of the type of property that will bring the mid-week room nights? Bruce also
111 discussed the impact of the growth in use of AirBnB.

112
113 Web traffic visits were up 25% this year; this was due to Google search optimization and Google Ad-words. I
114 Love NY ran a subway campaign that also proved to add to the success. He mentioned the Facebook page
115 achieved 14,500 likes in comparison to Syracuse with 12,000. Visitors Services is struggling with finding
116 innovative ways to increase traffic; smartphones are proving to be a big competitor. The goal of increasing
117 Visitors Center traffic by 8% was not successful. Overall the grade for goal achievements was 66%. Bruce
118 mentioned that motorbus themed tours will be another focus for tourism this year (see CVB presentation on
119 the STPB website).

120
121 **Planning and Evaluation Committee Report** – Ken Jupiter reported that the \$147,000 set aside in 2013 is
122 being put to use to fund the Wayfinding Plan, Ithaca Fork project and the informational kiosks on the new
123 Commons. The three priorities for 2014 for board action are Ag and Culinary Tourism, Heritage Tourism and
124 Higher Education Tourism and have been moved forward to the board to take action. Ken discussed making
125 evaluation a part of the culture of the board and all of the partner organizations as well. P&E agreed on
126 approach encompassing three levels: 1) establishment of basic indicators and reporting expectations for
127 each funded program in consultation with the Tourism Coordinator, 2) development of in-depth evaluation
128 plan for the CVB using the Systems Evaluation Protocol approach and 3) development of a Pathway Model
129 for the Tompkins County Tourism Program which will serve as a visual model of the Strategic Tourism Plan.
130 Combined these efforts will show how the all the moving parts fit together and work. Monica Hargraves, of
131 the Cornell Office of Research on Evaluation has assisted P&E in developing these plans and we hope to
132 recruit Monica to assist us further with this through a partnership with Cornell Cooperative Extension.

133
134 **Vote to recommend new STPB Member** – The Membership and Bylaws Committee brought forward the
135 recommendation to appoint Andrew Zepp of the Finger Lakes Land Trust to fill the position recently vacated
136 by Miriam Musco. The recommendation was approved unanimously and will be forwarded to the EDC.

137
138 **Staff Report** – Tom Knipe mentioned the tourism grant applications deadline as reminder to members. He
139 suggested that the new online application that is now in place may help guide good decision making.

140
141 **Next Meeting Scheduled**
142 Wednesday, March 19, 2014

Tompkins County STPB Roles and Responsibilities

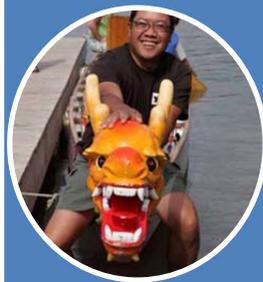
STPB Mission

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.

Board member questions

- What can our board do?
- What is the Tourism Coordinator role?
- What is the CVB role and the role of other contracted programs?
- How do we collectively stay focused on the Strategic Tourism Plan?
- Where do I fit as an STPB member? What can I contribute?
- What can I do? What can't I do?

A range of opportunities for STPB member engagement

			
<p>Big Projects</p> <ul style="list-style-type: none"> • Chair a Tourism Working Group • Lead board engagement on a policy issue • Become an STPB Officer 	<p>Small Projects</p> <ul style="list-style-type: none"> • Research a topic and write it up • Lead a board development initiative • Assume leadership role in advancing an unassigned action • Perform Committee work 	<p>Ongoing Opportunities</p> <ul style="list-style-type: none"> • Serve on an STPB Committee • Attend a funded event/project • Act as an STPB liaison to affiliated groups and projects 	<p>Minimum Expectations</p> <ul style="list-style-type: none"> • Attend monthly meetings • Read agenda materials • Sector representation • Participate actively in discussions • Ask questions

STPB Purpose (From Bylaws)

1. To advise the appropriate committee of the Tompkins County Legislature, as well as the full Tompkins County Legislature, on all aspects of tourism development in Tompkins County.
2. To review and evaluate the activities of all entities receiving funds from the Tompkins County Room Occupancy Tax and to make recommendations to the entities receiving those funds as well as the Tompkins County Legislature in respect to their most appropriate and effective use. This includes the oversight of Tourism Grant Programs in place to assist events and programs of interest to local residents in attracting a broader audience from outside the County.
3. To develop, with input, a tourism policy for review and adoption by the Tompkins County Legislature which shall address all issues raised by reports and information pertinent to all aspects of tourism development.
4. To advise the Tompkins County Legislature, pursuant to the above clauses, on the allocation of proceeds from the Tompkins County Room Occupancy Tax.

CVB Report March 2014

Adjusted Budget

The CVB 2014 adjusted budget is attached. It details variances in income and spending that have arisen since the budget's creation nine months ago. Income highlights:

- Carryover income of \$57,000, largely due to conservative spending during the hiring of a new director
- Incoming farm-table grant \$27,500, approved late in 2013 with funds to be released this spring.
- NYS Matching Funds carryover of \$9,000. This represents unspent grant income that has accumulated over years. We received approval from NYS to spend this down.
- Higher than expected incoming NYS matching funds.

Spending highlights:

- Increased budgets for group sales, digital marketing, branding and website redesign. Details are in our draft Workplan.

2014 Draft Workplan

The attached workplan represents the most transparent, detailed synopsis yet provided by the CVB. It takes allocated budget line items and combines them into the actual projects the CVB is working on throughout 2014. We invite comment.

Winter Recess

The annual event concluded on par with 2013 with just over 5,000 attendees and 200 room nights. Attendees were happy, as usual. PR p/u was about average. We overspent the proposed "bare bones" budget by approximately \$6,000, but closed the books in line with historic norms. Our logic for the spending was a "final push" to get event over the top in terms of attendance and room nights. This didn't succeed. Bottom line: we recommend that the CVB move on from Winter Recess and remove it from the 2015 budget and work plan. The CVB will remain open to supporting any other organization that would like to take over the event in future.

New Travel Guide

The smaller 2014 Travel Guide is off the press. Samples are available at the CVB. The goal of 50k in savings was achieved. Feedback from partners is overwhelmingly positive thus far.

Taughannock Falls Overlook

A two-year rehab project begins this summer. New parking, new bathrooms, landscaping and a visitor center. FLSP has requested that the CVB include Visitor Center staffing for the new overlook visitor center in the 2016 budget. Our rough estimate is this \$100 per day to operate this facility.

Downtown Commons

Announced at the March DIA board meeting: the Commons reconstruction project is contracted to be completed Nov. 15th 2014. The project is now in "Value engineering" phase, with entry arches, fountain and planters out of the plan. DIA is working with the city to see private funding. The playground is preserved. Grand reopening celebration planned for holiday season.

January STR

January business was off dramatically, part of "freezenomics," the reported \$15 billion hit to the economy from the worst winter in decades. Our hotel business was off 10-15% vs 2013.

PR USA Today

The Finger Lakes Regional Tourism Council PR program paid off in February with a story in USA Today.com featuring Ithaca and Tompkins County. This PR program is claiming 3.2 billion impressions in 2013. The USA Today Story is online here:
<http://www.usatoday.com/story/travel/destinations/2014/02/04/beautiful-state-photo-tour/5205215/?csp=travel>

2014 CVB Workplan

Marketing & PR Workplan

Program: Branding Package

\$20,000 We are finally going to establish brand guidelines VisitIthaca.

Program: VisitIthaca.com

\$32,000 Redesign: process begins with vendor ID, logic map, site architecture & backbone, database integration.

\$10,000 Content Updates: Including weekly events, seasonal highlights, ongoing maintenance.

New lodging deals page: see below

\$7,545 Website Management, Adworkshop professional services and consulting for site optimization, analysis

Program: VisitIthaca Integrated Digital Marketing/Advertising Campaign

\$2,000 **VisitIthaca.com** Create new lodging deals page highlighting midweek travel with direct call to action: book now.

\$3,000 **Social** Facebook/Pinterest, posts, ads, promoted posts and contests highlighting midweek activities and deals. Demographic targets focused to find likely midweek travelers.

\$0 **Email Marketing** (budget included below) Monthly email campaign will highlight the benefits of midweek travel.

\$10,000 **Art** Design Production for banner ads

\$70,000 **Advertising** Google ad network banner ads geo-targeted and audience/demo-targeted. Markets: Brooklyn, Philly, Albany, Rochester, Buffalo

\$25,000 **YouTube Pre-roll** video ads in target markets

Program: Farm to Fork Marketing Campaign (Tourism Program Grant)

\$16,000 **Advertising** Google Display Network banner ads geo-targeted and audience/demo-targeted. Markets: Brooklyn, Philly, Rochester, Buffalo. Launch April 1.

\$2,000 **Website** Content updates including new farms and restaurants, new lodging properties and blog posts promoting current farm/table events and contesting, hosting

\$1,000 **Social Marketing** Facebook page, contests, promoted posts

\$5,000 **CCE Services** IDing F2F farms and restaurants, implementing food supply chain

\$6,000 **Misc.** Farm-Fork Marketing PR, Postage, Intern Wages, logo items, meetings

Note: We're roughly \$6,320—under budget in graphic production

Program: Ithaca/Tompkins Print Travel Guide

\$31,000 **Printing** of 2014 Guide

\$7,500 Design/update of 2015 Guide
\$16,000 Shipping/Mail

Program: Lure Lead Generation/Postcard mailer

\$4,000 Design, printing
\$6,800 postage/direct mail

Program: Online SEO, Adwords, Paid Search

\$14,500 vendor contract with AdWorkshop

Program: IthacaEvents.com

\$10,000 Re-skin website upgrade admin and assume management of the site from CAP

Program: Social Media

\$5,000 Facebook branding updates, Pinterest,
\$0 YouTube production three short videos with viral potential
\$25,000 YouTube Ads paid placements for the videos above in key markets

Program: Regional PR (Matching Funds)

\$31,114 Regional programs administered through FLRTC

Program: FLX Beer Trail (REDC Grant)

\$40,500 Pass-through funding for Regional Beer Trail Marketing Program

Program: Email Marketing

\$4,000 Bronto Email service Ongoing consumer Outreach
\$5,000 List building campaign

Program: WXPB

\$5,000 Underwriting on WXPB Philadelphia

Program Tradeshow

\$8,000 Consumer trade shows: lifestyle, gardening, culinary shows

Program PR:

\$3,000 FAM Trip Expenses for visiting journalists

Program Stock Photography

\$3,000 Contract photographer

Program: Other/Misc

\$4,800

Program: Travel

\$5,000

Program: Staff Development

\$1,750

Total

\$444,500

Group Sales Workplan

Program: Tradeshows, Meetings and Motorcoach Outreach

\$20,000 ABA, ESSAE, OMCA, PBA, NAJ (Chinese receptive operators), Heartland, Six sales trips to Albany, three sales trips to Chinese operators in NYC

Program: Motorcoach FAM Trip

\$5,000 September tour of local market for motorcoach operators

Program: Albany Rochester Meeting Planner Event

\$5,000 A function in ALB or ROC to educate meeting planners about Ithaca

Program: Sports Group Marketing

\$2,500 Cooperative program with Cortland Sports Council

Program: Local Hosting/Site Inspections

\$1,500 In market tours for meeting planners, group tour operators

Program: Promotional Items

\$4,750 Items for FAMs and Tradeshows, welcome book for Chinese tour operators

Program: Advertising

\$5,500 Print business to business sales

Program: Online Marketing

\$3,000 Web advertising, business to business

Program: Staff Development

\$1,250 Empire State Tourism Conference

Program: Other/Misc. Sales Exps

\$3,500

Total

\$ 52,000

Visitor Services Workplan

Program: Special Projects

\$4,300 FAM Tour, NETMA, Downtown Training, Customer Service Training

Program: Preplanning, Enhanced ESD Visitor Center

\$900 Preparing for a technological/physical overhaul of visitor services

Program: Enhanced Downtown Visitor Center Space

\$2,000 Post Ticket Center Upgrades, banners, retail fixtures, painting, accessories

Program: Retail Sales/Cost of Goods

\$11,720 Retail stock and online store costs

Program: Retail Sales/POS

\$2,000 Investigate and implement a modern POS system for increased retail sales with a goal of bringing the CVB a strong revenue stream

Program: Advertising

\$4,715 Flyers and ads for local awareness, digital advertising to promote online store

Program: Local Outreach & Meeting Support

\$2,500 Distribution of guides, flyers to gas stations & local business, outreach to businesses, visitor services support for events and conferences

Program: Staff Development

\$1,900 Empire State Tourism Conference, Local FAMs, Visitor Services Shirtsleeves

Total

\$30,035

CVB Budget	2012 Budget	2012 Year End	2013 Budget	2014 Request	March 13, 2014 Adjusted Totals	Variance
Income						
Room Tax	839,503	839,503	859,671	892,500	Room Tax	895,273 2773
County Room Tax for NYS Matching Funds	44,785	44,785			deferred matching funds	9,504 9504
Regional Matching Funds - 75% (Travel Guide, Print Adv., TV/Radio)			49,578	45,750	Cnty Match local	46,670 920
Regional Matching Funds 25% (FLTA, CLSB, FL TPA PR Coop.)			4,527	15,250	Cnty Match Region	15,557 307
Finger Lakes Tourism Alliance	11,500	11,500	12,000			
Total Room Tax Support	895,788	895,788	925,776	953,500		
NYS Matching Funds	44,785	44,785	66,105	61,000	NYS Matching Funds	62,227 1227
Def. from 2012	68,386	68,386	26,480	-	Def. from 2013	57,726 57726
Travel Guide/Web ads	39,000	17,571	34,000	37,000	Travel Guide/Web Ads	37,000 0
Winter Recess Ads		2,462	3,000	6,000	Winter Recess Ads	6,000 0
Retail Sales	6,500	6,243	7,500	8,700	Retail Sales	8,700 0
Misc/Cooperative Advertising	3,750	190	20,000	15,000	Culinary Grant Income	27,015 12015
Grant Income			54,030	40,500	Beer Trail Grant Income	40,500 0
Interest Income		82	80	11	Interest Income	11 0
Total Income	1,058,209	1,035,506	1,136,971	1,121,711	Total Income	1,206,183 84472
Expenses					Expenses	
ADMINISTRATION					ADMINISTRATION	
Payroll	369,820	352,348	389,648	393,700	Payroll	393,700 0
Incentives/Bonuses	4,600	5,750	5,000	5,000	Incentives/Bonuses	5,000 0
Payroll Taxes	29,506	30,487	34,629	31,496	Payroll Taxes	31,496 0
Retirement	15,075	14,309	16,920	15,750	Retirement	15,750 0
Health Insurance	18,000	12,257	20,000	23,000	Personnel Insurance	23,000 0
Travel	5,250	5,925	5,500	6,250	Travel	6,250 0
Insurance	4,499	4,352	5,000	5,000	Insurance	5,000 0
Rent	87,199	87,119	88,843	90,619	Rent	90,619 0
Administration	39,563	39,563	36,785	39,426	Administration	39,426 0
DVC Rent	11,330	11,500	11,670	12,020	DVC Rent	12,020 0
Computer Maintenance	10,000	7,953	10,000	9,500	Computer Maintenance	9,500 0
Telephone	7,500	5,376	7,000	6,000	Telephone	6,000 0
Equipment	12,500	16,059	13,500	8,500	Equipment	8,500 0
Software	8,000	4,200	5,000	5,500	Software	5,500 0
Meetings & Conferences	5,000	2,507	4,000	3,000	Meetings & Conferences	3,000 0
Office Expense	14,000	14,531	13,050	14,750	Office Expense	14,750 0
Dues & Subscriptions	6,000	5,098	6,000	5,500	Dues & Subscriptions	5,500 0
Audit	3,750	3,450	4,075	6,250	Audit	6,250 0
Staff Development	2,250	2,508	1,750	2,250	Staff Development	2,250 0
Subtotal	653,842	625,291	678,370	683,511	Subtotal	683,511 0
MARKETING					MARKETING & PR	
Travel	5,900	10,371	3,750	6,500	Travel	9,000 2500
Website/On-Line/Mobile App	45,000	41,184	44,000	45,000	Website/On-Line/Mobile App	67,000 22000
Postage	22,000	31,974	33,411	34,000	Postage	25,000 -9000
Workshops for Partners	1,500	378	1,000	1,500	Workshops for Partners	1,500 0
Misc. Marketing Expenses	5,000	5,246	2,000	2,000	Misc. Marketing Expenses	5,000 3000
Tradeshows	13,000	8,704	6,000	8,000	Tradeshows	8,000 0
Staff Development	1,750	2,595	1,500	1,750	Staff Development	1,750 0
Radio/TV	40,000	41,698	48,250	43,000	Radio/TV	6,000 -37000
Advertising	50,000	37,733	46,250	35,000	Advertising	78,500 43500
Local Matching Funds (75%) & Collateral	98,839	110,170	99,158	91,500	Local Matching Funds (75%)	102,845 11345
Regional Matching Funds (25%)	32,946	32,946	33,053	30,500	Regional Matching Funds (2)	31,114 613.5
Winter Recess	22,000	25,973	25,000	19,000	Winter Recess	25,000 6000
Beer Trail Grant Expenses				40,500	Beer Trail Grant Expenses	40,500 0
Culinary Grant Expenses			54,030	-	Culinary Grant Expenses	38,829 38829
Special Events/Projects (Cortland Sports Council)	2,500	3,466	2,000	8,000	Special Events/Projects	0 -8000
Subtotal	340,435	352,437	399,401	366,250	Subtotal	440,038 73787.5
PUBLIC RELATIONS						
Travel	750	950	500	500		-500
Comm. Photographer/Video	2,000	0	1,750	1,000		-1000
Misc. PR Expenses	4,750	1,021	1,500	1,000		-1000
Staff Development	200	850	500	500		-500
Subtotal	7,700	2,821	4,250	3,000		-3000
VISITOR SERVICES					VISITOR SERVICES	
Travel	2,200	2,919	2,000	2,200	Travel	4,256 2056
Staff Development	1,000	485	750	700	Staff Development	1,900 1200
Furnishing	500	598		400	Furnishing	409 9
Cost of Goods Sold	6,500	5,389	6,000	5,000	Cost of Goods Sold	11,720 6720
Advertising	750	0	750	500	Advertising	4,715 4215
Special Projects	1,500	125	1,200	1,200	Special Projects	7,000 5800
Segway / Mobile Info Center			0	16,500	Segway	0 -16500
Subtotal	12,450	9,516	10,700	26,500	Subtotal	30,000 3500
GROUP SALES					GROUP SALES	

Travel	6,500	5,657	7,000	7,000	Travel	11,000	4000
Online Marketing	4,000	401	1,500	2,000	Online Marketing	3,000	1000
EmpowerMINT	5,500	0	6,000	6,200			-6200
Misc. Sales Expenses	4,000	3,455	4,000		Misc. Sales Expenses	4,000	4000
Tradeshows	15,000	11,513	12,000	12,000	Tradeshows	9,000	-3000
Staff Development	750	225	750	750	Staff Development	1,750	1000
					Hosting/Site Inspection	1,500	1500
Promotional Items	2,000	3,108	1,500	1,500	Promotional Items	4,000	2500
Advertising	5,000	2,918	4,500	3,000	Advertising	5,385	2385
Motor Coach FAM Tour	13,000	3,184	7,000	5,000	Motor Coach FAM Tour	5,000	0
					misc sports groups (from mr	2,500	2500
Albany / ROC FAM				5,000	Albany/ROC Fam Tour	5,000	0
Subtotal	55,750	30,461	44,250	42,450	Subtotal	52,135	9685
Total	1,070,177	1,020,526	1,136,971	1,121,711	Total	1,205,684	83972.5
P/L	\$ (11,968.00)	\$ 14,980.16	\$ -	\$ -	P/L	500	499.5

Spring 2014 Community Celebrations - Summary of Grant Applications and Award Recommendations

Municipality	Organizer	Celebration	Projected Attendance	Date(s)	Description	Request	Recommendation	Committee Comments
City of Ithaca	Multicultural Resource Center (MRC)	2014 First Peoples' Festival	2,000	9/27/14 or 10/4/14	The First Peoples' Festival is a celebration of Indigenous peoples of New York State with traditional music, crafts, displays and foods. We provide an educational opportunity for the public to learn more about the traditions and unlearn the stereotypes connected with Indigenous cultures. The First Peoples' Festival is located in downtown Ithaca.	\$2,000	\$1,000	<i>An important cultural celebration. May benefit from additional collaboration with the Tompkins Festivals Program to reduce expenses. The application lacks detail about specifically how the cultural aspects will be conveyed.</i>
City of Ithaca	GreenStar Community Projects	2014 Food Justice Summit	1,000	Early September 2014	The Food Justice Summit is an educational and multicultural event that brings the community together to foster a sustainable, equitable and effective local food system by highlighting the unique agriculture and cultural identity of the people in Tompkins County. The 2014 event will include an emphasis on education and dialogue, with community panels, educational "break-out" sessions, and special speakers. This will be in addition to staple Food Justice Summit activities, including music by local performers, the Junior Iron Chef demonstration, and affordable local food options from area vendors.	\$2,000	\$1,000	<i>Demonstrated success and growth over time. Good fit with culinary tourism focus of Strategic Tourism Plan.</i>
City of Ithaca	Greater Ithaca Activities Center (GIAC)	2014 The GIAC Festival	500	6/14/14	This is a one-day street festival hosted by GIAC that provides a multicultural, educational, and recreational opportunity focused on promoting positive social interactions, community connections, and on improving the quality of life for the people living in our community. It's primary objective is to celebrate the culture of family and community unity -- bridging the gap between neighborhoods, residents and services.	\$2,000	\$1,500	<i>Strong history of success. Integration of community resources. Reasonable budget.</i>
City of Ithaca	Ithaca Children's Garden	2014 International MUD DAY!	600	6/28/14	International Mud Day is a family-fun celebration of play, art, community, and getting muddy. Children and families are invited to join in a variety of mud-related fun activities at the Hands-on-Nature "Anarchy Zone" at the Ithaca Children's Garden. Following in the successful muddy footsteps of our first two International Mud Days, we will be offering folks opportunities to make mud cloth paintings, mud pies in a "mud kitchen" and do mud experiments in a "mud lab."	\$2,000	\$1,500	<i>Appeals to families. Good outreach. Innovative use of resources.</i>
City of Ithaca	Latino Civic Association of Tompkins County	2014 Latino Heritage Month	700	9/15/14 - 10/15/14	The Latino Heritage Month Celebration consists of a series of events that seek to highlight the contributions of Latino culture in the United States. Cultural, social, educational and artistic events will be held at different venues in the City of Ithaca. In the past events have included art exhibits, music concerts, dance concerts, dance performances, theatre, book readings and food demonstrations. We even published a Tompkins County Latino Community Cookbook as part of these celebrations. We pride ourselves on presenting and displaying our local musical, dance and other artistic talents.	\$2,000	\$1,500	<i>Important ethnic celebration. Month-long celebration allows multiple opportunities to celebrate latino culture.</i>

Spring 2014 Community Celebrations - Summary of Grant Applications and Award Recommendations

Municipality	Organizer	Celebration	Projected Attendance	Date(s)	Description	Request	Recommendation	Committee Comments
City of Ithaca	Way2GO, CCETC	2014 Streets Alive! Ithaca	2,500	5/4/14 and September TBD	This will be the 3rd year of Streets Alive! Ithaca. Streets Alive! is an active transportation event that encourages people to walk, bike and roll and to learn in a safe and supportive setting how easy and effective this is as a way to get around in their city. The previous Streets Alive! events featured to activities to educate and encourage youth and adult audiences to use active transportation.	\$1,960	\$1,000	<i>Professionally run and managed, with strong organizational capacity and growth. Large budget; good matching funds. Encourage additional focus on architectural and cultural heritage along the route.</i>
City of Ithaca	Juana Benites	2014 Taste of Peru!	300	7/1/14	The Taste of Peru is a family-led community event that brings fun educational opportunities and awareness about the vibrant Peruvian cultural traditions and values as well as the amazing contributions and visions that our growing peruvian community members bring and share within our community. This event will provide a platform for collaboration among our local community cultural organizations, artists, schools, colleges and families in the Tompkins County community.	\$1,000	\$0	<i>Eligible and encouraged use of funds, but needs further development of logistics and partnerships. Limited partnerships described in application; would benefit from partnerships with additional community organizations which also have Peruvian communities.</i>
City of Ithaca	Tompkins County Public Library	2014 - TCPL's 150 Years and Counting	850	9/26/14 - 9/28/14	Throughout 2014, the Tompkins County Public Library will be celebrating the sesquicentennial (150th) anniversary of our founding by Ezra Cornell as the Cornell Public Library. The September weekend festivities are meant to close out the year with a bang, to bring the community together before the year closes. Community celebrants are invited to participate in art and cultural activities through three fantastic and diverse exhibits, to hear from community leaders and scholars at free public programs, and to steep themselves in historical exploration.	\$2,500	\$2,000	<i>One-time celebration with strong community value and important historical components. \$2,000 is typically the maximum award.</i>
City of Ithaca	Tompkins County Veterans Day Committee	2014 Tompkins County Veterans Day Parade and Ceremony	1,000	11/9/14 and 11/11/14	The parade and ceremony are to honor and support our military veterans of all wars and those who have served during peace time. This will be the 95th annual parade and ceremony. Participants include Sons of Union Soldiers and the "DoughBoys".	\$2,000	\$1,500	<i>Traditional community celebration.</i>
City of Ithaca	Creating Dreams Movement	2014 TeamUnity Project	100	5/30/14 and 6/27/14	The TeamUnity Project: focus of 2014 is to help support the movement of the Friends of Stewart Park in the reimagining of the park and the We The People Series where we will be focusing on Collective Impact in our community. Through the TeamUnity Project: we have been able to connect many people together and look forward to spreading the Project and inviting members of TeamUnity from all over the US to join us in Ithaca for the TeamUnity Project: Stewart Park.	\$2,000	\$0	<i>Small number of participants for the requested funding. The application lacks specific, clear information about the historical and cultural elements which are being celebrated. It is also not clear how the event will be promoted.</i>

Spring 2014 Community Celebrations - Summary of Grant Applications and Award Recommendations

Municipality	Organizer	Celebration	Projected Attendance	Date(s)	Description	Request	Recommendation	Committee Comments
Town of Danby	Danby Fun Day Committee	2014 Danby Fun Day Committee	1100	7/12/14	This is the 31st anniversary of Danby Fun Day. Fun Day is the event of the year in Danby. Residents and visitors from surrounding towns gather at the Danby firehouse for exhibits of local history, live music by local groups, a parade, barbecue, games, prizes, and exhibits by local and non-local crafters. It is being put on jointly by the Danby and West Danby Fire Departments.	\$1,375	\$1,375	<i>Traditional rural community celebration.</i>
Town of Enfield	Enfield Community Council	2014 Enfield Harvest Festival	550	10/4/14	The Enfield Harvest Festival is a daylong community celebration which has become an anticipated community gathering. The event features a chicken BBQ, a silent auction featuring many local goods and services, a book fair, children's games, a quilt which is made by local residents and a ping pong drop from a light plane flown by a local pilot. Children race to claim a ball, which earns them a prize of their choice. This event is a common recollection of our children and young adults.	\$2,000	\$2,000	<i>Traditional rural community celebration.</i>
Town of Groton	Town of Groton	2014 - 6th Annual Verne Morton Memorial Photography Show and Contest	300	8/15/14 - 8/16/14	The Town of Groton will sponsor the 6th Annual Verne Morton Memorial Photography Show & Contest during Groton Olde Home Days on Friday, August 15, 2014, from 6pm - 9pm and Saturday, August 16, 2014, from 10am - 5pm at the Town Hall located at 101 Conger Boulevard, Groton, NY. This will be our 6th year. Originally we wanted to create a new event for Groton Olde Home Days that would compliment the annual art show at the First National Bank, the annual Crafts and Collectable Show, and various other arts and crafts exhibits taking place during the weekend.	\$770	\$770	<i>Traditional rural community celebration. Wide community appeal. Strong community historical component.</i>
Town of Lansing	Lansing Community Council	2014 Celebrate Lansing!	3,000	8/9/2014	Celebrate Lansing! is a community event involving the entire community. Village and town, community businesses, social organizations, service organizations, churches, schools, and corporations all play a role in the success of the event. The celebration itself will take place in Myers Park, although we hope to extend the celebration to local businesses who would offer a discount on that day to anyone who attends the festival. Since our bi-centennial takes place in 2017, we want to showcase the history of our town and focus on its growth and how our history has led to our current existence. This is a replacement for the Lansing Harbor Festival that ran for 7 years.	\$2,000	\$2,000	<i>Traditional rural community celebration, newly cast.</i>
Town of Lansing	East Shore Festival of The Arts	2014 East Shore Festival of the Arts (ESFOTA)	1,450	5/2/14 - 6/21/14	The East Shore Festival of The Arts (ESFOTA) is a juried art and music festival held each spring in the Town of Lansing New York. We celebrate the arts in an exuberant and family friendly atmosphere. There are a variety of music styles varying from jazz, to classical, and rock. Each year 25+ artists from the Finger Lakes area display an astounding variety of art. We also encourage the public to participate in some hands on art projects. This year visitors to the opening night will help create clay sculptures. This year the Lansing Historical Association will open the Archives Building and will feature Lansing military personnel in the Revolution, War of 1812, Spanish American, WW 1 and WW 11.	\$1,239	\$1,239	<i>Well organized event and clear, detailed application.</i>

Spring 2014 Community Celebrations - Summary of Grant Applications and Award Recommendations

Municipality	Organizer	Celebration	Projected Attendance	Date(s)	Description	Request	Recommendation	Committee Comments
Town of Newfield	Finger Lakes Finns	2014 Finishing Touches	200	11/15/14 - 11/16/14	Finishing Touches" is a hands-on craft event for all ages. Finnish handicrafts/arts are displayed, and visitors are invited to try their hand at various traditional Finnish crafts. A few locally crafted Finnish items will also be for sale. Finger Lakes Finns 2014 Finishing Touches"	\$523	\$523	<i>Traditional ethnic community celebration with history of progressive success in carrying out the event.</i>
Town of Newfield	Newfield Old Home Days Committee	2014 Newfield Old Home Days	2,000	9/12/14 - 9/13/14	The Newfield Old Home Days (OHD) celebration is Newfield's largest event of the year and brings the entire community together to enjoy a parade, local entertainment, local craft and food vendors, and more. Free and open to the public, OHD is organized by community members and centers around a new theme every year that is based on an aspect of Newfield's history and includes a free souvenir booklet with articles and photos. The event also represents the biggest fund raising opportunity for many local organizations and school classes.	\$2,000	\$2,000	<i>Traditional rural community celebration.</i>
Village of Lansing	Cornell Lab of Ornithology	2014 Migration Celebration	1,400	10/18/14	The proposed project, Migration Celebration, offers visitors from Tompkins County and beyond a chance to celebrate the migratory birds of Sapsucker Woods and green spaces throughout the region. As the largest one-day public event at the world-renowned Cornell Lab of Ornithology, Migration Celebration offers more than 1,000 visitors a hands-on look at our diverse research, conservation, and outreach projects. Through displays and activities, visitors learn about birds and connect with the natural world—all in a fun, festival atmosphere.	\$2,000	\$950	<i>Well organized event and clear, detailed application. Recommended award makes event accessible to underserved communities through transportation from partner agencies in the City of Ithaca and raptor programming.</i>
Village of Trumansburg	Village of Trumansburg	2014 Tru-Ulysses Winter Festival	1,300	12/5/14	The first weekend in December every year is the Tru-Ulysses Winterfest. This event is to share the start of the winter holiday season "small-town style". Highlights are watching old fashioned fireworks, delicious food, talented performers, lighting of the holiday tree and a visit from Mr. and Mrs. Claus. All to renew the holiday spirit and provide fine holiday memories.	\$2,000	\$2,000	<i>Traditional community celebration.</i>

TOTAL REQUESTED / RECOMMENDED	\$33,367	\$23,857
2014 TOTAL AVAILABLE	\$32,548	\$32,548
BALANCE TO RETAIN FOR FALL ROUND	(\$819)	\$8,691

Spring 2014 Tompkins County Tourism Grant Request Summary and Award Recommendations
Tourism Marketing and Advertising (TMA), New Tourism Initiative (NTI) and Tourism Project Grants (TPG)

Applicant	Project Title	Requests				Recommendations			
		TMA Request	NTI Request	TPG Request	TOTAL Request	TMA Award	NTI Award	TPG Award	TOTAL Award
Natural Heritage Trust	2014 Ice Climbing Tourism Development		13,800		13,800		13,800		13,800
7th Art Corporation of Ithaca	2014 Ithaca International Fantastic Film Festival	2,600	21,600		24,200	1,925	18,000		19,925
Cayuga Lake Watershed Network	2014 CanYou Canoe Cayuga	1,000	3,200		4,200	1,000	3,200		4,200
Cayuga Lake Watershed Network	2014 Cayuga Lake SUP Cup	2,423	3,800		6,223	1,168	3,800		4,968
Sciencenter	2014 Sciencenter Website Redesign	2,500			2,500	2,500			2,500
Cayuga Lake Wine Trail	2014 Cayuga Lake Wine Trail Holiday Shopping Spree Event	5,000			5,000	5,000			5,000
Community Arts Partnership of Tompkins County	2014 Spring Writes Literary Festival	3,750		3,956	7,706	3,750		3,000	6,750
Downtown Ithaca Alliance	2014 Downtown Ithaca WinterFest	3,000		17,500	20,500	3,000		14,000	17,000
Downtown Ithaca Alliance	2014 Restaurant Weeks	5,000		10,000	15,000	5,000		5,000	10,000
State Theatre of Ithaca	Winter Village Music 2015	2,000		18,000	20,000	2,000		14,000	16,000
The History Center in Tompkins County	2014 Ithaca Scottish Games	3,000		14,820	17,820	2,000		5,000	7,000
Paleontological Research Institution	2014 Smithsonian Project	5,000		12,000	17,000	1,666		7,000	8,666
Ithaca Asian American Association	2014 Finger Lakes International Dragon Boat Festival			14,000	14,000			6,300	6,300
Ithaca Shakespeare Company Inc	2014 Summer Shakespeare Festival			17,200	17,200			10,000	10,000
Paleontological Research Institution	2014 LGBTQ destination partner			18,367	18,367			0	0
Sciencenter	2014 Curiosity Corner Outdoor Science Park			25,000	25,000			14,000	14,000

	Requests			Recommendations		
	TMA	NTI	TPG	TMA	NTI	TPG
Total Requested / Recommended	35,273	42,400	150,843	29,009	38,800	78,300
Total 2013 Funds Available	52,220	75,300	78,300	52,220	75,300	78,300
Difference*	16,947	32,900	(72,543)	23,211	36,500	0

*Funds retained in the Spring 2013 Grant Round to be made available in a Fall 2013 Grant Round

Spring 2014 Tompkins County Tourism Grant Request Summary and Award Recommendations
Tourism Marketing and Advertising (TMA), New Tourism Initiative (NTI) and Tourism Project Grants (TPG)

Applicant	Project Title	TOTAL Request	TOTAL Award	Grant Program(s)	TMA Committee Comments	TPG/NTI Committee Comments
Natural Heritage Trust	2014 Ice Climbing Tourism Development	13,800	13,800	NTI	n/a	Some risk to this project (successful implementation is not assured), but exciting potential and good alignment with Strategic Plan around outdoor recreation and winter.
7th Art Corporation of Ithaca	2014 Ithaca International Fantastic Film	24,200	19,925	NTI & TMA	\$625 expense for a booklet is not visitor marketing, so the recommended award is reduced by this amount. Event is still in a growth mode.	New event at a good time of year to a targeted niche audience.
Cayuga Lake Watershed Network	2014 CanYou Canoe Cayuga	4,200	4,200	NTI & TMA	The recommended award is not for the marketing plan as proposed; funding is contingent on developing a revised marketing plan in coordination with the CVB to promote to niche audiences. The panel also encourages stronger sponsorship from paddlesport companies.	Strong focus on Cayuga Lake. Community branding opportunity around paddling.
Cayuga Lake Watershed Network	2014 Cayuga Lake SUP Cup	6,223	4,968	NTI & TMA	Good theme, although time of year is not ideal. SWAG bags are not an allowable marketing expense, so recommended award is reduced by this amount.	Reasonable request. Standup paddleboarding is a growing activity. A branding opportunity. Good packaging ideas.
Sciencenter	2014 Sciencenter Website Redesign	2,500	2,500	TMA	Supporting Discovery Trail sites is important in the strategic plan. There is a clear need for a new Sciencenter website. A tourism infrastructure investment with lasting impact. Panel encourages professional website maintenance once built.	n/a
Cayuga Lake Wine Trail	2014 Cayuga Lake Wine Trail Holiday Shopping Spree Event	5,000	5,000	TMA	Ag and Culinary focus. If less funding, no advertising in PA, which is an important target region. To leverage the County's investment, the panel encourages the applicant to look for opportunities to partner with other local partners to develop Wine Weekends in Ithaca.	n/a
Community Arts Partnership of	2014 Spring Writes Literary Festival	7,706	6,750	TPG & TMA	Reasonable budget, good marketing plan, good time of year. The panel encourages the applicant to develop creative ideas on sponsorship and pricing to promote long-term financial sustainability.	Time of year is good. Good collaboration with downtown businesses. Good packaging ideas with the CVB.
Downtown Ithaca Alliance	2014 Downtown Ithaca WinterFest	20,500	17,000	TPG & TMA	Strong growth potential. Important time of year to encourage tourism activity. The panel encourages the applicant to pursue additional co-promotion and partnership opportunities.	Great ideas for expansion. Good opportunity to mitigate impact of Commons construction, celebrate re-opening.
Downtown Ithaca Alliance	2014 Restaurant Weeks	15,000	10,000	TPG & TMA	The panel applauds endeavors to make restaurant weeks a reason to visit. Restaurant groups are difficult to engage and this project works to do this. Four weeks of event and promotion is good. Panel encourages the applicant to continue working towards financial sustainability, but the project is still in a growth phase. Encourage partnership/coordination with CVB on group tours into restaurant week and mid-week. The proposed App has potential to make the event more visible, useful. Working with Ithaca Farm to Fork is applauded. Opportunities for partnering with Wine Trail in terms of date and co-promotion.	Expanding to four weeks. Extensive collaboration. Can restaurants be encouraged to contribute more?
State Theatre of Ithaca	Winter Village Music 2015	20,000	16,000	TPG & TMA	Excellent niche market. Generates room nights.	Good time of year. Strong partnerships.
The History Center in Tompkins County	2014 Ithaca Scottish Games	17,820	7,000	TPG & TMA	Good model for niche events. Want to see spectator participation increase, but marketing plan does not show how this would be achieved. The application would be improved with more specificity in the marketing plan. Fun idea of the committee to explore if wanted: partnership with a local brewery for Scottish Ale launch?	5th year for a funding request. Strong event with clear out of County draw. The panel recommends stronger data collection methodology and encourage movement to financial sustainability.
Paleontological Research Institution	2014 Smithsonian Project	17,000	8,666	TPG & TMA	December 5th to mid-June. Would support online advertising and website, contingent on project support from Tourism Project Grant Committee.	Six month display.

Spring 2014 Tompkins County Tourism Grant Request Summary and Award Recommendations
Tourism Marketing and Advertising (TMA), New Tourism Initiative (NTI) and Tourism Project Grants (TPG)

Applicant	Project Title	TOTAL Request	TOTAL Award	Grant Program(s)	TMA Committee Comments	TPG/NTI Committee Comments
Ithaca Asian American Association	2014 Finger Lakes International Dragon Boat Festival	14,000	6,300	TPG	n/a	Popular event for dragonboat community. Clear out of County draw. Panel strongly encourages financial sustainability efforts and stronger marketing program and future application for marketing funds.
Ithaca Shakespeare Company Inc	2014 Summer Shakespeare Festival	17,200	10,000	TPG	n/a	Brings people from out of the community. Time of year is not ideal, but funds support quality production to expand draw.
Paleontological Research Institution	2014 LGBTQ destination partner	18,367	0	TPG	n/a	Use of CNC and PRI for more special events would be supportive to institutional development, but application lacks sufficient detail and this project is not seen as a strong tourism driver. The idea of stronger promotion of Ithaca and Tompkins County as an LGBTQ destination is strongly supported, but this project is not seen as the best way to achieve this important goal of the Tourism Program.
Sciencenter	2014 Curiosity Corner Outdoor Science Park	25,000	14,000	TPG	n/a	ROI is based on annual attendance. Looking for additional. More Strategic Tourism Plan alignment. Project of lasting value (semi-permanent infrastructure).

The ACOD Review Panel convened on Tuesday, March 11th at 2:00 PM in the conference room at Chemung Canal Bank at 803 W. Buffalo St. for the purposes of reviewing year-end reports required of current grantees, and to review two new applications for funding.

Panel make up:

- Sue Perlgut, Anne Gossen, Susie Monagan, Leslie Ackerman, Will Burbank, John Spence
- Ethan Ash was unable to participate at the last moment.

Administrator

- John Spence, Community Arts Partnership

Process

Prior to meeting panelist were provided with 1. PDF copies of each organization's year-end report. 2. A summary of each organization's original application to identify the approved objectives for their ACOD funding. 3. Program guidelines spelling out eligibility criteria to receive funding. 4. A copy of the budget for the ACOD program. 6. Reports from the accounting consultant, Jack Little, were provided for two organizations, the Cayuga Chamber Orchestra (CCO) and the Sciencenter

Full applications, and supporting documentation, from the State Theatre and the Friends of Stewart Park were provided to the panelist.

Tom Knipe received copies of all documents as well.

The discussion

- It was agreed that all of the current grantees had made progress toward the objects outlined in their applications, though some had made more progress than others.
- It was agreed that all of the current grantees met the current 2014 eligibility requirements.
- The fact that the amount of each grant was to remain the same for the three years of the current contract was confirmed. The Kitchen Theatre being the one exception by negotiated agreement.
- The panel sought clarification from Tom Knipe on the budget to determine the amount of funding identified as Budgeted/Unspent for 2014
- The State Theatre's application was reviewed. The organization receive high praise for all of its efforts to improve their facility, boost their bottom line, and bring visitors and national recognition to Ithaca. Susie Monagan recused herself from voting on this application as she is a member of the theatre's board.
- It was agreed that the application from the Friends of Stewart Park could not be considered for ACOD funding because they do not currently meet the eligibility requirements. Specifically they have not received their certification from the IRS as a 501c3 tax-exempt organization. Also they do not "operate, own or rent a designated facility (to include an office) accessible and used by the general public". The panel liked their project very much but agreed that the ACOD funding has, from its inception, been focused on strengthening organizations and not specific projects. This application was primarily project focused.

Recommendations of the Panel

- Current grantees; the Cayuga Chamber Orchestra (CCO), the Hangar Theatre, the History Center, and the Sciencenter should be funded at the levels specified in their contacts.
- The Kitchen Theatre will receive \$23,000 in 2014 per negotiated agreement. In 2015 that number can return to \$27,000.

- The State Theatre application for ACOD funding is approved for \$27,000 for two years, the amount of time that will bring their contract in line with the timing of all other grantees.
- An additional \$1,000 be made available for the Accounting Consultant to provide organizational audits for two of the grantees; The Hangar Theatre and the History Center. The panel sees the work of this consultant as an important element of the oversight process. This year's full review of two organizations will be more work than last year's work of one full review and one follow up on a previously conducted review.

The agreed upon recommendations for funding are:

CCO - \$27,000	Hangar Theatre - \$27,000	History Center - \$27,000
Kitchen Theatre - \$23,000	PRI/CNC - \$40,000	Sciencenter - \$17,000
State Theatre - \$27,000	Accounting Consultant -\$3,000	Admin - \$10,000
Program Budget	\$206,755	
Total Grant Funding	\$188,000	
Admin & Accounting Consultant	\$13,000	
The amount left Budgeted/Unspent	\$11,654 (Includes \$5,899 unspent in 2013)	

The panel acknowledged that there several topics relating to the ACOD grant program that would be well served by the panel coming back together to discuss possible changes/modifications to the program. It was felt at this time, because the current grantees have contracts that spell out the process and the funding through 2015, it would not be appropriate to try to introduce changes now. Rather the group feels that this would be a good time to start the discussion of program improvement, giving everyone involved time for appropriate input and to adjust to potential changes.

A short list of issues for discussion later for potential changes/modification to the program in 2016

Multiyear funding -

- Continue awarding multi-year contracts?
- At the same level of funding each year or can the amount be modified according to performance measures?
- Can we, should we define performance standards and link proportional funding to those standards?

Do we want to fund highly successful organizations who seem to need the funding less?

If we continue to fund the same organizations, at the same level year after year, and there is no significant increase in funds available, it may be difficult to fund new initiatives.

What is the best workable definition of a cultural organization?

Submitted by:

John Spence

Executive Director

Community Arts Partnership

**Guidelines For
The Arts/Culture Organizational Development Program
Of The Tompkins County Tourism Program
*January 2014***

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 \$30,000. 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. Organizational Mergers / Shared Services - Multi-year Grants

In the event that two applicant programs engage in a merger or other significant shared services project, those organizations will be eligible to apply singly for multi-year funding to support organizational stabilization, planning, and/or development up to an amount that is twice the individual funding cap. Requested funds may be allotted to either organizational budget in an

effort to support the joint long-term goals of the respective programs. Grants will be awarded for the shorter of either a 3-year cycle or the length of time to fully establish the shared or merged programming.

During these multi-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.

V. 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.

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.

VI. 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.

**The Arts/Culture Organizational Development Program
 (Formerly "Arts & Cultural Organization Stabilization Program")
 2014 – 2016 (Multi-Year) Application
 DEADLINE: February 21, 2014 @ 5 PM**

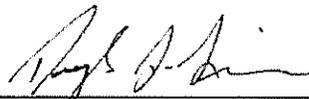
Name of Organization: **State Theatre of Ithaca, Inc.**
 Address: **107 West State/Martin Luther King Street, Ithaca, NY 14850**
 Phone: **(607)277-8283**
 Fax: **N/A**
 Website: **www.stateofithaca.com**

Person Completing Application: **Doug Levine, Executive Director**
 Email of Person Completing Application: **doug@stateofithaca.com**

Organization Founded In: **2009**

Provide Mission Statement:

State Theatre of Ithaca, Inc.'s mission is to enhance the cultural life of Ithaca and the Finger Lakes by preserving, operating and promoting the historic State Theatre as an active venue for national, international and community performances and programming.

Signature of Chief Executive  Date: 2/21/14
 Title: Executive Director

Annual Grant Request:	\$30,000/year for 3 years
Request Summary (25 words or less):	To continue to support The State Theatre's marketing efforts, attracting thousands of out-of-town visitors to Tompkins County while stabilizing this organization's operations and long-term growth.

Please take time to review all of the questions before you begin. Keep in mind that this grant program is designed to support organizational stability and establishment and completion of long term planning. Answer questions completely and forthrightly. Do not remove from your request any headings, sub-headings or questions in this application. For items for which you do not have an answer, simply state N/A. Keep in mind that this is the only information the review panel will have about your organization.

Submit 1 complete packet containing the attachments listed below electronically to director@artspartner.org.

REQUIRED ATTACHMENTS (Updates to these attachments will be required annually through the grant period)

- Organizational budget vs actual revenues and expenses, in summary format the organization regularly uses, for most recently completed fiscal year as well as YTD budget vs. actual for current fiscal year.
- Projected budget for coming fiscal year. (*We will complete our budget for 2014/15 in March 2014*)
- Year-end Balance Sheets (with year-end comparison of previous year) for the most recently completed fiscal year.
- Most recently completed audit.
- Board list with affiliations and number of years served
- Most recent three to five year plan of the organization
- Feel free to provide up to three (3) supplementary materials (brochures, newsletters, clippings, etc...).

Please organize your proposal narrative in the order of the headings and subheadings that follow. Indicate with N.A. if not applicable.

(Do not remove any headings, sub-headings or questions. Please type responses in different typeface.)

1) REPORT ON YOUR USES OF THE ACOD GRANT AWARDS

In no more than one page, briefly describe the objectives sought as well as objectives met with funds provided from your organization's most recent ACOD grant. Please cite and explain any changes in any originally stated objectives.

The State Theatre of Ithaca (STI) received an ACOD grant during our 2010/2011 season to support the salary of a full-time Marketing and Volunteer Coordinator. The initial objectives cited in our grant submission are consistent with how this money was used. At the time, we expected this person to devote 75% of their time to marketing and 25% to overseeing our 100-plus volunteers. The main focus of this position was to promote State Theatre presented shows as tickets sales were drastically lagging. This position was also in charge of assembling and overseeing a team of volunteers and interns to not only assist in the production of all State Theatre events but to also support the State Theatre of Ithaca's marketing and communications needs. The biggest change since we first received this grant support is that we now have a full-time Marketing Director who

devotes 100% of their time to State Theatre Marketing efforts. With one employee devoting 100% of their time to marketing, a new position was created to coordinate the volunteers and to oversee the theatre during events.

Before we had a paid staff member solely focused on marketing, over 70% of our self-presented shows did not cover their direct costs each season. The most simple way to improve upon that is to sell more tickets. Having a Marketing Director in place allows us to choose the shows that we present more strategically. By thoughtfully mapping out a marketing plan for each individual show, we have really turned things around.

Attendance at The State Theatre of Ithaca over the past 5 seasons:

2008/09 Season	45,702 total attendance
2009/10 Season	45,474 total attendance
2010/11 Season	47,320 total attendance
2011/12 Season	51,363 total attendance
2012/13 Season	58,025 total attendance

If you look at our attendance number over the past 5 seasons, our numbers decreased slightly between the 2008/09 season and the 2009/10 season. Since we received this ACOD support devoted to marketing assistance, our attendance numbers have increased dramatically over each of the past three seasons. Additionally, the State Theatre of Ithaca is on target to cover all direct costs on over 80% of their self-presented shows this season. This is a dramatic improvement in just three and a half seasons.

We continue to tweak our marketing methods to improve exposure and ticket sales. One of our original objectives was to send an email blast out to our email list every 2 to 3 weeks. Every time someone purchases a ticket here, we capture their contact information and add them to this list, with the ability to opt out. Instead of sending a blast out every 2 to 3 weeks, we now send a blast out at least once a week and on occasion, will send multiple blasts out per week, depending on what is going on at the theatre. We had originally planned to design and create all of these methods of communication in-house, but now we work closely with local website design company Ancient Wisdom Productions to insure that these communications look and work as professional as possible. These email blasts have proven to be effective, with noticeable jumps in ticket sales each time one is sent.

And finally, another major change that has occurred over the past year is the addition of movies at The State Theatre. Last spring, with grant support from The Community Foundation of Tompkins County, we were able to purchase a brand new digital movie projector. Our goal is to show "classic" movies once a month at an affordable price (\$6 for adults and \$3 for kids 12 and under). In November, we successfully launched our "M&T Bank Classic Film Series" with 2 films in one day – "Elf" and "Anchorman: The Legend of Ron Burgundy". Our December screening of "It's a Wonderful Life" drew over 300 people and "E.T" brought in over 350 patrons in January. Amazingly, the last film we screened, "Indiana Jones and The Raiders of the Lost Ark", drew over 600 people on Saturday, February 8th. This new film series has added over a dozen additional events to our calendar, filling in nights that would otherwise be dark. The more nights we can have the marquee lit up, the better it is for the theatre and downtown Ithaca. So far, this new film series is off to a great start but it can only be sustained with continued focused marketing efforts.

2) REQUEST FOR MULTI-YEAR SUPPORT

In no more than three pages, identify at least one objective set for 2014-2016 that will support the continuing stabilization, planning, or development for your organization. Possible objectives could relate to areas including Governance; Current and Future Artistic/Cultural Status; Administrative management; operations and staff structure; or Fundraising.

Please include:

- A specific monetary request that is supported by the methods, process, and resources you plan to use and the person(s) you plan to engage to establish the stabilization, planning, or development objective(s), *along with a tentative time-line for initiation and completion over the grant period*
- The methods you'll use to evaluate success toward reaching your objectives/goals
- Any additional funding sources or other avenues you are exploring/using to achieve the goals and objectives

*Keep in mind that total annual grant support cannot exceed \$30,000.
It is not expected that each recipient will receive this amount.*

State Theatre of Ithaca, Inc. is seeking \$30,000 in support each of the next three years to help cover a portion of the salary of our Marketing Director.

2013/14 - Labor – Marketing Director's Salary	\$30,000
2014/15 - Labor – Marketing Director 's Salary	\$30,000
2015/16 – Labor – Marketing Director's Salary	\$30,000

This request is based on the success of this ACOD grant over the past three years. Simply put – this new Marketing position is working! Currently, the State Theatre's Marketing Director leads all marketing initiatives with a strong focus on promoting State Theatre presented shows. They oversee a team of interns which expands our capacity to market effectively. They also help design and implement strategies that are in line with the institution's established brand, and assist with specific projects and products. Some of the core job responsibilities for our Marketing Director include the following:

- Work with Executive Director, Exclusive Talent Buyer, Executive Programming Committee and Marketing Chair to ensure consistent and appropriate messaging, publicity and communication for programs and events.
- Coordinates activities with the Box Office Manager to support the promotion of STI's events and programs. Specific areas of focus include:
 - Group Sales – reaching out to local organizations, clubs , etc. to encourage large groups to purchase tickets.
 - Social Media – Maintain and develop content for the STI website, Facebook page, Twitter account and all other necessary social media outlets on a daily basis. Look for new opportunities using these tools.

- Print Media- Ensuring that the media is well-informed of all performances via press releases, emails, and meetings. Depending on the artist, help set up interviews prior to the performance.
 - Responsible for all promotions, giveaways and special events.
 - Maintain relationships with tourism groups, restaurants, hotels and colleges to ensure a high percentage of out of town ticket buyers.
 - Street Team – Manage local students for distributing brochures, posters, flyers, handouts, etc.
- Work with the Director of Operations and Box Office Manager to build shows and manage ticketing system on a daily basis. Since our ticketing system, FrontGate, communicates directly with our website, this is a vital part of the position.
 - Assist the Executive Director in pre-season ad sales, program design, basic fundraising for each season.
 - Manages STI’s ticket buying databases to coordinate and maintain mailing lists for weekly email blasts. Work directly with Ancient Wisdom Productions to ensure consistent and appropriate messaging.
 - Attend ALL STI events. Knowing the institution’s needs, strengths, assets, and personnel are a key to success.
 - Photography – Depending on the Artist contract, Marketing Director is in charge of all in-house photography. This includes maintaining a database of all past performance for future use. Photos may be used in the design of STI marketing materials.
 - Conduct market research to test effectiveness of communications as needed; uses results to evaluate current activities and formulate future plans.
 - Communicate with Executive Director, Marketing Chair, Executive Talent Buyer and Artists’ Management for the text, photos, video, and any other content that will support their STI events or programs. Organizes this content and creates an archive of the materials that document STI’s past events and programs.
 - Assists in any other day-to-day theatre operations as needed: production, janitorial, box office jobs or any other duties that arise.

One new initiative we are looking forward to implementing next season is partnering with a local not-for-profit organization for each State Theatre presented event. We recently tried this with the “Galumph” show that played here on February 15th, partnering with the Ithaca Public Education Initiative (I.P.E.I.) as our not-for-profit “Sponsor”. We treat this partner as we do one of our corporate sponsors, but instead of receiving a cash payment from them, we receive a substantial amount of exposure. The expectation is that our partner organization treats the event like it is their own and helps spread the word the best way possible with their key stakeholders. With the Galumph show, IPEI distributed over 3,000 show flyers in student backpacks, sent multiple press

releases about the show and posted on a wide array of community listservs. In return for this exposure, we were able to provide them with comp tickets and additional exposure through all of our normal means of marketing such as exposure on our radio ads, newspaper ads, etc. We also set up a Master Class, in which the members of Galumpha worked one-on-one with a Ithaca High School dance class. We see this as a win/win situation for all. It is a great way to get these organizations involved at a level that is usually not affordable for not-for-profits. The State Theatre saw a noticeable increase in ticket sales directly attributed to this relationship.

State Theatre of Ithaca, Inc. is committed to providing this community with the finest performance, venue, and patron experience possible. We need to continue to develop an out-of-county audience if the hall is to be an economically viable performance venue. Developing this audience takes years of work, and requires programming that has a regional/long distance appeal, plus marketing initiatives which can reach the audiences in distant markets. Adding a position with a strong focus on marketing has made a huge difference in ticket sales. Despite having a relatively small budget designated for long-term planning, this organization has managed to accomplish quite a bit during its relatively short existence. The easiest way for us to measure success is by paying close attention to our ticket sales. Since receiving this support, not only have our attendance numbers increased each season, but so have the number of out-of-county ticket buyers. Between 2009/10 and 2012/13, the number of out-of-county ticket buyers jumped from 29% to 47%. We are not sure how much higher that number can get, but we are convinced that this increase is in direct correlation with this additional focus on marketing. Receiving this stabilization grant would help us continue to build on the positive momentum that we have already created.

3) ORGANIZATIONAL HISTORY:

Within the categories listed below, please describe at least two important accomplishments, challenges, and/or changes met by your organization since your last application. If some or all of these accomplishments, challenges, or changes mark a significant fluctuation from previous years, please explain. Please limit responses to a paragraph or less.

a) Governance

- i) **Growth of the Board of Directors** – When State Theatre of Ithaca, Inc. was formed in 2009 our by-laws stated that we could have a maximum of 12 Board Members. This organization saw quite a bit of growth over the next few years and in January 2013, the Board voted to increase the maximum number of Board Members from 12 to 15. Many of our new directors are prominent members of the community who have chosen to get involved with The State Theatre as their first experience serving on a not-for-profit board. This has allowed us to thoughtfully bring in some fresh new faces with unique perspectives and innovative ideas.
- ii) **Creation of The State Theatre Foundation, Inc.** – In an effort to continue solidifying the financial foundations of the State Theatre in innovative ways, State Theatre Foundation, Inc. was formed during the fall of 2012 to handle other duties, such as major real estate acquisitions. By forming the Foundation, we have isolated any financial risk so that it cannot affect the State. However, the income generated from foundation projects will go directly towards to the State Theatre of Ithaca, Inc.'s ongoing operations. This independent organization was interested in acquiring The Masonic Temple, located less than a block away from the Theatre. We were able to raise 100% of the money from outside sources who believe in our mission and trusted that we understood the

possibilities for this historic building. Our goal was to transform a neglected downtown structure into a vibrant destination that could be used and enjoyed by the entire community. Unfortunately, our offer was rejected by the building's owner. The Foundation is investigating other opportunities that are consistent with our overall goal of sustaining the vitality of downtown Ithaca.

b) Current and Future Artistic/Cultural Status

- i) **Recent success of "State Theatre Presented" shows** – The State Theatre of Ithaca self presents 12 shows each season in addition to our annual "Benefit My State" event. A State Theatre presented show means that we are taking 100% of the risk and it is our sole responsibility to market, promote and sell tickets for the show. If the show makes money, we make money. If the show is unable to cover its direct costs, than this organization needs to find a way to make up for it. Currently we offer six shows as part of our "Tompkins Trust Company / CSP Management Family Series" and 6 shows are part of our "CFCU Community Credit Union/Gateway Commons STATE Series". Some of the State Theatre presented shows from this current season include "Doc Severinsen and his Big Band", "Ladysmith Black Mambazo", "The Little Engine That Could" and "An Evening of Chamber Music with Philip Glass". Our sold out 85th Birthday Celebration with Motown Legends, "The Temptations" last December was also a State Theatre presented show. In the past, the majority of these shows did not cover their direct costs. Improved marketing support has led to significant increases in tickets sales for these shows. What was once a financial burden on this organization, is actually now a profit maker.
- ii) **Addition of "Classic Movie Series"** – The addition of a "Classic Film Series" has added a whole new element of programming for this organization. These events are low-risk and so far have been a welcome new source of revenue. Next season, we plan on opening up more sponsorship and advertising opportunities to local businesses as well. Screening films will add at least another 12-15 events to our annual calendar, contributing to an even more attractive downtown Ithaca.

c) Administrative management, operations and staff structure

- i) **State Theatre brings in New Roots Charter School as a tenant** – Beyond the 1,600 seat performing arts auditorium that many in the community are familiar with, The State Theatre building encompasses both office and residential space. Much of the office space was under-utilized during our first few years as owners of this property and we were actively looking for more tenants. In the spring of 2011, New Roots Charter School was growing both in number of classes as well as enrollment. The school had reached capacity at their Clinton House location and had been looking to expand beyond those walls as it welcomed a senior class the following school year. A multi-year lease agreement between The State Theatre of Ithaca, Inc. and New Roots Charter School has been put into place that benefits both organizations as property owned by the theatre now houses additional classroom space for the school. This additional rental income has helped stabilize the theatre's operations.
- ii) **Low Employee Turnover** – Since 2009, this organization has seen very little employee turnover. We originally had six full-time positions and now we have seven. Five out of those seven key positions are filled by the same people that Doug Levine inherited when he took over as Executive Director in the Spring of 2009. A key box office employee retired and that position is now filled with someone with extensive experience in this area. This new Box Office Manager is an excellent fit for our long-term plans.

d) Fundraising

- i) **Success of Annual Giving Campaign** - With assistance from STI's Development Committee, The Executive Director successfully spearheaded the creation and implementation of The State Theatre of Ithaca's "Annual Giving Campaign". The State Theatre of Ithaca, Inc.'s Development Committee continues to meet on a monthly basis, providing the Executive Director with guidance on its ongoing Annual Giving efforts. Annual support letters are mailed to past donors, past ticket buyers, friends of the theatre as well as other community leaders. They are followed up by personal phone calls from staff and board members. Private "behind-the-scenes" tours are regularly offered to allow potential donors to see first-hand the recent work and care that's been put into this building. Since 2009, The State Theatre has surpassed its fundraising goal each year, despite a budget increase of at least 10% each year.
- ii) **Completion of Major Projects** - State Theatre of Ithaca, Inc. has also been quite successful obtaining support for various projects through other local grant agencies such as Tompkins Charitable Gift Fund, The Park Foundation, Community Foundation of Tompkins County, The Legacy Foundation, etc. Since taking ownership in 2009, State Theatre of Ithaca, Inc. has managed to make over \$300,000 in improvements to this building. Some of the major projects include the following:
- (a) a \$92,000 rigging project added 13 counterweight line sets to the existing system allowing greater programming options and a more professional production space.
 - (b) A significant portion of the damaged plaster that was highly visible throughout the interior of the theatre was carefully repaired and repainted, helping to bring the theatre back to what it looked like when it first opened in 1928.
 - (c) The entire front entrance, including the plaster ceiling under the marquee, has been renovated, and many other improvements have been made to the lobby, including the repainting of all of the wood beams throughout.
 - (d) A new hand-carved sign was installed above the Box Office, making it easier for out-of-town guests to purchase or pick up their tickets.
 - (e) The installation of four satellite lighting stations have helped the theatre become significantly more energy efficient.
 - (f) The tiny light bulbs in the ceiling of the theatre have been repaired and replaced, so once again the "stars" can come out at night.
 - (g) An insulated load-in door was added to the stage to seal a major air leak, ensuring an ambient stage temperature during performances and saving significant money on energy.
 - (h) A new handicap accessible drinking fountain was recently installed.
 - (i) The floors in both sets of restrooms were replaced, ensuring a safer environment for patrons.
- iii) **Success of The "Benefit My State" Fundraising Concert Series** – During the 2010/11 Season, The State Theatre organized our first "Benefit concert" which featured a performance by Septeto Nacional Ignacio Piñeiro de Cuba. The show was general admission and a more expensive VIP ticket which included access to a special reception was also available. In addition to the concert, we conducted a major Raffle contest, with the grand prize being a used Volvo from Ithaca Foreign Auto. The following year, we branded the event as the "Benefit My State" concert series and added a silent auction to raise additional money. Over the course of our first 3 years, the "Benefit My

State" concert series has raised over \$40,000. We are looking forward to our 4th Annual "Benefit My State" concert on Saturday, May 3rd 2014. This year's theme is "A Tribute to Motown".

4) MARKETING AND PUBLIC RELATIONS

In no more than one page, please describe the organization's marketing and public relations activities in and out-of-county including the extent to which it engages in cooperative marketing and/or cultural tourism-oriented promotions. Describe successful outcomes as well as challenges you face in these areas.

The State Theatre markets our events through many traditional means – print ads, radio ads, street team efforts, posters/flyers, etc. We also have a very strong online presence. We use our website as a central way to educate the public about our upcoming events as well as the theatre's mission and extensive history. In addition to being a portal for online donations, our website also links to our online ticketing system, offering our audience the most convenient way possible to secure their seats. The State Theatre has an active Facebook following, with over 3,600 "Likes" and a popular Twitter presence as well. We post two to three times daily, on average, between Facebook and Twitter. Both forms of social media are used to announce upcoming shows, promote the annual fundraiser and also promote our performing artists, linking to their respective websites, Facebook pages and other media outlets. On Facebook, we also offer ticket contests. Over the past eighteen months, we have amplified our marketing efforts through social networking and often reach well beyond the county's borders. Having a full-time Marketing Director allows us to concentrate all of our efforts on a show-by-show basis.

For the most part, advertising is primarily directed to Tompkins County, as well as surrounding counties such as Cortland, Tioga, Broome, Schuyler and Cayuga. We have continued to have a regular presence in both local and regional newspapers and have annual contracts with eight different major regional radio groups. The State Theatre is a fixture on page three of the Ithaca Journal's weekly entertainment section – "The Ticket". We also have a quarter page ad in the "Times Table" section of each week's Ithaca Times. Hundreds of full color posters are produced for each show and distributed accordingly. Additionally, each summer over 15,000 full color brochures showcasing our upcoming season are mailed out to past ticket buyers, with over a third of them going to individuals located outside of Tompkins County.

The biggest challenge we face is figuring out how to reach as many people as possible with a limited budget. As we bring larger name talent to this theatre, we need to reach beyond our traditional 60-90 mile radius and this does prove to be a challenge with a limited budget. When The State Theatre presents "household name" talent, we market our shows to many other counties, generally within 250 miles of Tompkins County. In the past six months, target markets have included Rochester, Binghamton, Buffalo, Syracuse, Sayre, Scranton, Philadelphia and Toronto, Canada. Often, we need to cut back on our local advertising to adequately reach these markets. We are also able to reach a large audience by purchasing advertising on social media sites at a relatively low price. A major benefit of our ticket seller, Frontgate Tickets, is that ticket buyers located throughout the Northeast are constantly informed of upcoming shows at the State Theatre of Ithaca based on what they've purchased in the past. This has led to additional ticket sales from people we normally would not be able to reach through our traditional marketing methods.

The State Theatre continues to make an earnest effort to book shows that line up directly with major events happening in Ithaca and Tompkins County. The State Theatre has been a staple of "Winter

Recess", offering multiple shows each year during that week-long celebration. For the past four seasons, we have booked shows during the "Apple Harvest Festival" and the "Downtown Chili cook-off", organized by the Downtown Ithaca Alliance. Now that the entire four days of The Ithaca Festival takes place downtown, we are actively planning theatre events for that entire weekend.

We have hosted two live recordings of "World Cafe" interviews with David Dye at the State Theatre – one with Lyle Lovett and another with Josh Ritter. NPR's nationally syndicated show "Whad'ya Know", hosted by Michael Feldman, was also performed and recorded on our stage. All of these recordings were aired nationally on National Public Radio, giving both The State Theatre and Ithaca, NY tremendous national exposure. In addition to hosting these radio shows, we offered a prize package to the Philadelphia area that included tickets to the evening performance with Lyle Lovett, a roundtrip bus ride for two from Philadelphia to Ithaca; overnight accommodations, dinner for two at Moosewood Restaurant and winery and waterfall tours. We have partnered with The Ithaca/Tompkins Convention and Visitors' Bureau and 88.5 WXPN FM Radio out of Philadelphia, PA to help create the "Ithaca Getaway Contest". It was heavily promoted in the Philadelphia market, offering people the chance to win a trip to see a live show at The State Theatre. Over the past three years, we have hosted winners from the Philadelphia area for four different performances. We have also partnered with local hotels, restaurateurs and merchants for weekend packages. Examples include nights at La Tourelle Resort & Spa, tickets, and dinner at Maxies Supper Club.

Another way that The State Theatre has gained national attention for Ithaca is by becoming a preferred destination for headliner acts to kick off a major tour. Since 2012, four prominent artists – Fiona Apple, Cat Power, The National and most recently, Neutral Milk Hotel - have chosen Ithaca as the first date of a major international tour. Bands and their crew spend three to four days in Ithaca, working on all aspects of the show, before actually performing in front of the public. Besides running through new material, the crew is often interested in making sure all of the technical aspects of the show are up to speed. This is a great way for an act to work out all of their kinks before heading out on the road for a lengthy tour. Artists are attracted by the historic nature of our venue, the amazing acoustics of our performance space, and the affordable rates we offer for their practice days. It also helps that Ithaca has such a prominent national reputation, making this a desirable place for artists and their crew to hang out, before setting out on an extensive tour. The international media exposure that both Ithaca and The State Theatre have received from this has been tremendous.

Our attendance numbers have increased each of the past 3 seasons, and we attribute that to the fact that we have been able to have a staff member solely devoted to marketing State Theatre events. The most successful outcome is to continue to see these numbers increase each season. Adding a Classic Film Series will add more events to our calendar, but we will need to continue our marketing efforts to make all of these events successful.

5) PERFORMANCE/ATTENDANCE RECORDS:

- a) Please provide the organization's performance/attendance records for the last completed programming year.

2012/13 State Theatre Attendance					
		SOLD	COMPS	TOTAL	TYPE
13-Jul	R2P- Oklahoma	353	51	404	Community
14-Jul	R2P- Oklahoma	250	28	278	Community
15-Jul	R2P- Oklahoma	266	29	295	Community
18-Aug	R2P: Urinetown	570	90	660	Community
19-Aug	R2P: Urinetown	461	90	551	Community
20-Aug	R2P: Urinetown	540	102	642	Community
10-Sep	Mary Chapin Carpenter	917	77	994	DSP
15-Sep	Colin Mochrie and Brad Sherwood	660	146	806	DSP
16-Sep	Josh Ritter & The Royal City Band	1050	60	1110	DSP
23-Sep	Cam'ron & Dipset Live	932	145	1077	Other
27-Sep	Carolina Chocolate Drops	937	75	1012	DSP
28-Sep	Little Apple Fall Follies	377	100	477	Community
30-Sep	The Punch Brothers ft. Chris Thile	1240	75	1315	DSP
1-Oct	The Little Farm Show	34	24	58	STATE
5-Oct	Judy Collins	937	60	997	DSP
6-Oct	The Swingle Singers	183	177	360	STATE
7-Oct	RSC: 'The Complete History of America'	199	188	387	STATE
12-Oct	Craig Ferguson	985	60	1045	DSP
15-Oct	Ithaca Ballet (2 shows)	278	40	318	Community
19-Oct	Cat Power	1343	140	1483	DSP
27-Oct	Joe Crookston	249	60	309	Community
28-Oct	Government Mule	1580	40	1620	DSP
26-Oct	Glen Campbell	936	85	1021	DSP
31-Oct	The Indigo Girls	1437	60	1497	DSP
2-Nov	Citizen Cope	958	60	1018	DSP
3-Nov	The NY Banjo Summit ft. Bella Fleck	1235	60	1295	DSP
7-Nov	Matisyahu	991	72	1063	DSP
11-Nov	Bill Engvall	1028	85	1113	DSP
17-Nov	John Hiatt	932	130	1062	DSP
19-Nov	Paul Taylor 2 Dance Company	249	140	389	STATE
1-Dec	African Children's Choir	256	165	421	STATE
2-Dec	Sabor Latino	373	12	385	Community
3-Dec	Treasured Stories of Eric Carle	750	800	1550	STATE
4-Dec	Jim Brickman	855	52	907	Other
8-Dec	IB The NUTCRACKER	850	106	956	Community
9-Dec	IB The NUTCRACKER	776	77	853	Community
10-Dec	IB The NUTCRACKER	706	98	804	Community
16-Dec	R2P- A Christmas Carol	443	42	485	Community
16-Dec	R2P- A Christmas Carol	537	42	579	Community
17-Dec	R2P- A Christmas Carol	611	106	717	Community
12-Jan	R2P Annie (3 Days) 1/11-13	1906	277	2183	Community
3-Feb	Taj Mahal	973	88	1061	DSP

14-Feb	Jeff Mangum	1538	72	1610	DSP
18-Feb	Galumph	318	210	528	STATE
26-Feb	Pentatonix	1252	106	1358	DSP
27-Feb	The Chieftains	1000	77	1077	STATE
17-Mar	Golden Dragon Acrobats present 'Cirque Ziva'	1112	140	1252	STATE
6-Apr	Ron White	934	44	978	DSP
8-Apr	Race: The Power of an Illusion, Part 1		731	731	Community
10-Apr	David Sedaris	1514	100	1614	DSP
13-Apr	Imago Theatre's "Zoo Zoo"	487	98	585	STATE
14-Apr	John Prine	1112	52	1164	DSP
15-Apr	Race: The Power of an Illusion, Part 2		611	611	community
19-Apr	Impact Dance Company	256	19	275	community
20-Apr	Greek Freak	202	41	243	Community
21-Apr	Buddy Guy	1495	12	1507	DSP
22-Apr	Race: The Power of an Illusion, Part 3		508	508	community
27-Apr	Billy Bragg	536	78	614	DSP
28-Apr	Benefit My State – 70's State of Mind	418	188	606	STATE
5-May	IB Little Mermaid (2 Days) 5/4-5	118	89	207	Community
17-May	The National	1558	62	1620	DSP
18-May	Hot Rize	635	77	712	DSP
19-May	David Bromberg	835	78	913	DSP
25-May	R2P Honk (2 Days) 5/24-25	644	210	854	Community
31-May	2013 Silent Movie		800	800	Community
1-Jun	Next Jenneration Dance	541	2	543	Community
2-Jun	Next Jenneration Dance	622	1	623	Community
8-Jun	IAD – "Let's Dance"	254	1	255	Community
14-Jun	Montessori School of Ithaca	636	44	680	Community
		49160	8865	58025	

b) Is this an increase or decrease from the previous year?

Our total attendance for the 2011/12 Season was 51,363 patrons. With 58,025 patrons during the 2012/13 season, we saw an increase of close to 7,000 patrons. Since the 2008/09 season, our annual attendance has increased by over 12,000 people.

Attendance at The State Theatre of Ithaca over the past 5 seasons:

2008/09 Season	45,702 total attendance
2009/10 Season	45,474 total attendance
2010/11 Season	47,320 total attendance
2011/12 Season	51,363 total attendance
2012/13 Season	58,025 total attendance

c) For performing arts organizations, please indicate number of subscribers for the program year and specify if this is an increase or decrease.

The State Theatre of Ithaca does not offer any subscriptions.

- d) For organizations with memberships, please indicate number of members for this year and specify if this is an increase or decrease.

We currently have a total of 28 exclusive members and our enrollment has remained stable for the past three years, with very small fluctuations in our numbers. With marketing assistance, we do hope to grow our membership over the next season.

- e) Please provide number of out-of-county visitations from last completed program year and specify if this is in increase or decrease from the previous year.

During the 2012/13 Season, 26,651 of our patrons (47%) came from outside Tompkins County. Analysis of our ticket sales indicate that during the 2011/12 season, 22,543 ticket buyers (44%) came from outside Tompkins County. We have seen this number increase each year since our 2008/09 season when just 29% of our patrons came from outside of Tompkins County. A two-year tourism study conducted by Chmura Economics and Analytics, estimates that visitors to Tompkins County spend an average of \$185 per person, per trip. According to The Americans for the Arts 2014 Economic Calculator, The State Theatre currently generates over \$2.1 million in additional spending in Tompkins County.

CLOSING REMINDERS

- Please continuously be aware of the fact that the source of these monies is the Tompkins County Tourism Program. As applicants continue through the stages of this program, there is an expectation that a direct line can be drawn between the uses of these funds and the growth in the number of visitors who populate your audience and stay overnight in Tompkins County.
- Please be available and prepared to have a meeting with Executive Director of CAP prior to panel review of applications to address any questions or the need for additional information or clarification in this application.
- In addition to annual program assessment meetings with the Executive Director of CAP, during this grant period, recipient organizations will be required to undergo an on-site financial and fiscal progress review to be conducted by an outside accounting 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.