

Budgeting Basics



Ontario County Four Seasons Local Development Corporation, d.b.a. A Finger Lakes Visitors Connection

- ▶ Private, not-for-profit, 501c3 and Local Development Corporation
 - ▶ Private
 - ▶ Not County Government
 - ▶ Not for Profit
 - ▶ Tax Exempt Status if purposes of spending match purposes of tax exempt status
 - ▶ 501c3
 - ▶ No members vs. a 501c6 like a chamber
 - ▶ Local Development Corporation
 - ▶ Subject to LDC laws, Reporting through the Public Authority Accountability Act

A Contractor with Ontario County

- ▶ To perform services of Tourism Promotion
 - ▶ Expertise in marketing and maintain stability in tourism promotion for Ontario County
- ▶ Serve as the Official Tourism Promotion Agency to access New York State Funding programs, matching funds in particular.
- ▶ To participate in economic development with Ontario County
 - ▶ Tax Revenue Enhancement (Sales and Occupancy)
 - ▶ Jobs and Payroll Growth

Revenue – The Basics

- ▶ Ontario County via a contract
 - ▶ 2018 Amount \$1,010,000
- ▶ NYS Matching Funds
 - ▶ 2018 Amount \$66,000
- ▶ Cooperative Programming (program service fees)
 - ▶ Partner Programming – Marketing Programs
 - ▶ A la carte buy-in - Tablet Maps
 - ▶ In-Kind Donated Services and merchandise
- ▶ Other
 - ▶ Occasional additional grant or opportunity. Examples include cooperation with the Canandaigua Wine Trail or the REDC grant
 - ▶ 2018 Amount Anticipated \$0

Expenses – The Basics

- ▶ Program Services (See Ontario County Contract)
 - ▶ Salaries, Taxes and Benefits
 - ▶ 9 Categories of Marketing: (from Advertising to Public Relations to Research)
 - ▶ Professional Development, Dues and Subscriptions and Professional Services
- ▶ Reserves and Long Range Planning
 - ▶ Emergency Operating Reserves
 - ▶ Technology, Building, Other
- ▶ Administrative and General
 - ▶ Professional Services and Office Operational Costs
 - ▶ Salaries, Taxes and Benefits

ONTARIO COUNTY FOUR SEASONS LOCAL DEVELOPMENT CORP.

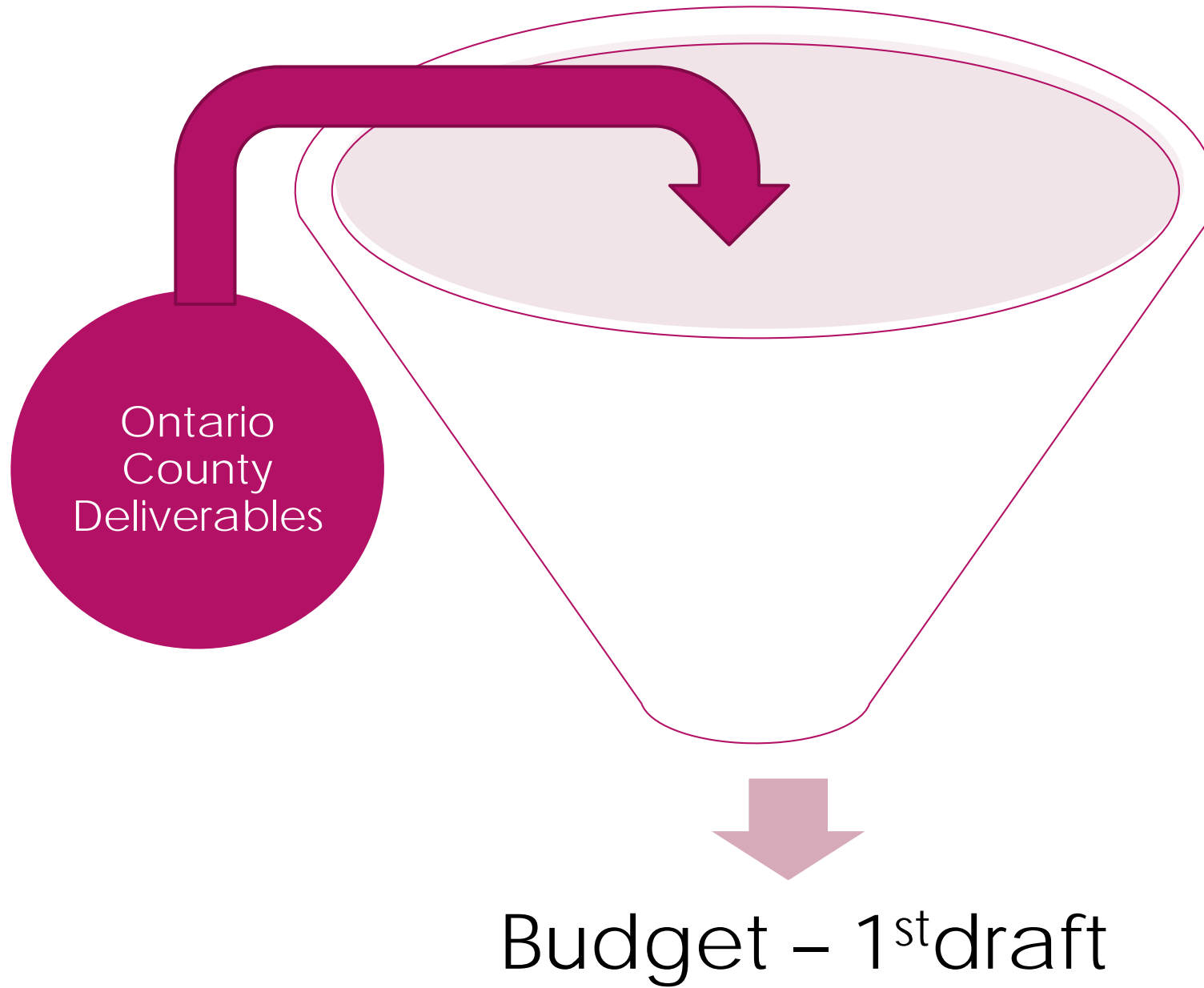
STATEMENTS OF FUNCTIONAL EXPENSES

	Year ended September 30, 2017			Year ended September 30, 2016		
	Program Services	Administrative and General	Total	Program Services	Administrative and General	Total
Salaries and wages	\$ 261,503	\$ 68,550	\$ 330,053	\$ 307,288	\$ 71,942	\$ 379,230
Taxes and benefits	67,539	17,639	85,198	72,903	16,439	89,342
Marketing:						
Advertising and branding	179,724	-	179,724	87,116	1,773	88,889
Brochures	94,296	-	94,296	70,129	-	70,129
Mailing	10,926	-	10,926	11,939	-	11,939
Travel, trade show and information center	16,593	943	17,536	25,528	1,547	26,875
Websites	39,342	-	39,342	39,436	-	39,436
Audio/visual production	11,643	-	11,643	11,903	-	11,903
Research	4,080	-	4,080	4,711	-	4,711
Public Relations	30,762	3,233	33,995	16,241	769	17,010
Brand development/strategic plan	11	-	11	8,097	-	8,097
Professional development	4,697	1,566	6,263	1,703	-	1,703
Professional services	2,152	19,377	21,529	5,025	22,338	27,363
Dues, fees and subscriptions	3,046	1,015	4,061	5,555	-	5,555
Non-cash donation expense	5,652	-	5,652	5,245	-	5,245
Insurance	6,373	2,125	8,498	6,058	2,019	8,077
Office expenses	4,003	1,335	5,338	5,398	2,076	7,474
Telephone and internet	3,605	2,868	11,473	6,303	2,101	8,404
Repairs and maintenance	30,831	10,278	41,109	19,939	6,646	26,585
Real estate taxes	5,434	1,811	7,245	4,680	1,560	6,240
Utilities	5,225	1,741	6,966	4,171	1,390	5,561
Depreciation	33,755	11,251	45,006	25,415	8,471	33,886
TOTAL EXPENSES	\$ 826,192	\$ 143,752	\$ 969,944	\$ 744,783	\$ 138,871	\$ 883,654

The accompanying notes are an integral part of the financial statements.

Legislated Budget

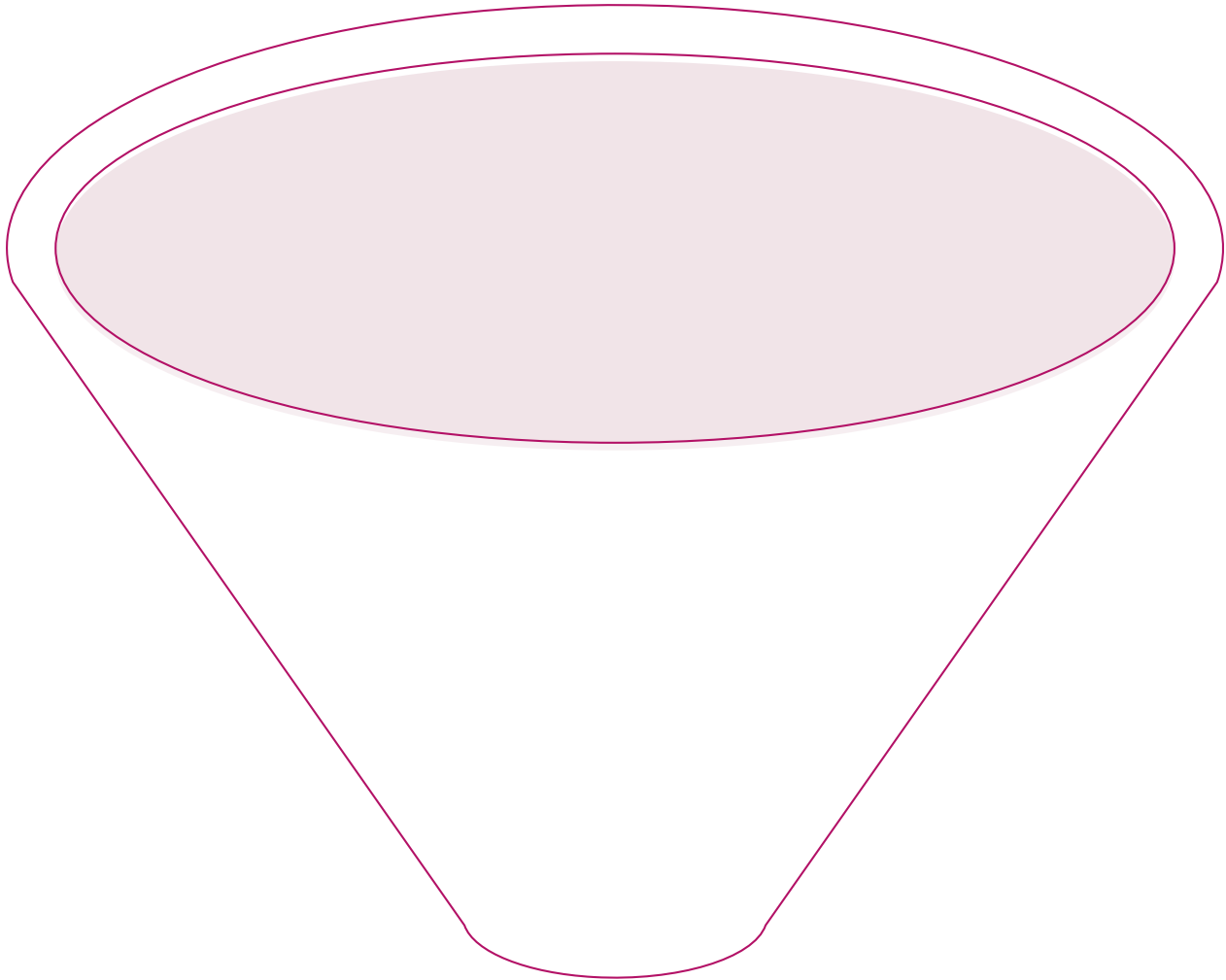
- ▶ The only budget in Ontario County that is performance based
 - ▶ The more occupancy tax we can generate, the more sales tax is also generated, therefore, more investment creating more people, spending more money
- ▶ Resolution (Legislation) on exactly what is to be received (based on one year prior occupancy tax collection minus the administrative fee)



Ontario
County
Deliverables

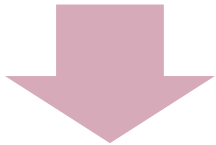
Strategic
Plan
Action
Items

Cooperative
Partnerships



Past
successful
practices

Trends



Budget – 1st Draft

Information Input into the Budgets

Strategic Plan Action Items

Destination 2020 – Annual Tactical Overview - 2018

Marketing	Tactical Implementation	2018 - Review and adjust travel distribution systems by persona
Marketing	Leisure and Niche	2018 - Look for unique partnerships (I.e. dog food company for pet friendly)
Marketing	Travel Tour and Trade	2018 – Reevaluate travel tour and trade/meetings strategy based on changes in product and results
Marketing	Regional Partnerships	2018 - Review goals and align partnerships for cost effectiveness and productivity
Public Relations	Audiences and Content	2018 – Consider a speaker’s bureau, expert panels
Visitor Services	Services	2018 – Online training program development
Visitor Services	Gateways and Hubs	2018 - Engage in Canandaigua Airport Branding
Visitor Services	Sustainability Bus. Retention and Expansion	2018 – Include a business retention and expansion component in the product development plan
Destination Management	Accountability/Future Planning	2018 – Pursue DMAI certification

The Dollars and Cents of Partnerships

Partner Organization	SubPartners	\$	Integrated	Digital	Public Relations	Niche & New Markets	Travel/Trade	Ad./Publications	Unique Expertise (Govt. relations)	Research/Data
New York State (I Love NY)		\$ (65,000)								
	Haunted History Trail	\$ 5,000	x	x	x	x		x		
	NY Wine and Grape Foundation	\$4,500				x			x	x
	Finn and Partners	\$ -			x					
	NYS Econ. Development	\$ -					x		x	x
Finger Lakes Regional Tourism Council (FLRTC)		\$ 35,000								
	Brand USA	\$ -								
	Simpleview	\$ -		x						x
	JLL and Young Strategies	\$ -		x						x
	Quinn and Co.	\$ -			x				x	
	Niche Market Coops within 14 counties, example, hiking/biking	\$ 20,000	x		x	x	x	x	x	
New York State Tourism Industry Assoc. (NYSTIA)										
	Advertising Cooperative Offers	\$ 10,000						x		
	Travel/Trade Shows Program	\$ 3,000					x			
	Occupancy Tax and State Issues	\$ 500							x	x
Ontario County										
	Ontario County	\$ (1,000,000)								
	Office of Economic Development	\$ 5,000							x	x
	Department of Planning and Zoning	\$ -				x	x		x	x
	Cornell Cooperative Extension								x	
	Genesee Regional Planning	\$ -				x			x	x
One-Offs										
	ALON Marketing	\$ 8,000				x	x			
	Destinations of NY	\$ 4,500				x	x			
	FLTA	\$ 500		x				x		
	Archer Communications	\$ 40,000	x			x				
	Finger Lakes Land Trust	\$ 5,000		x		x				
	NY Bike Coalition	\$1,000				x				
PRIORITY FOCUS AREAS			3	5	4	10	6	4	9	8

Trends – Market Tests and Adventurism

- ▶ NYS Cooperative Fund
- ▶ Opportunity Fund
- ▶ Visitor Services
- ▶ Local cooperatives

Local Cooperatives & Partnerships

- ▶ Annual partner program buy-in
 - ▶ See www.visitfingerlakes.com/partners
 - ▶ DTN = website advertising
- ▶ Ex: Chamber Music Festival
- ▶ A la carte
 - ▶ Ex: Maps

Top Deliverables?

- ▶ People – Marketing, Writers, Visitor Services, PR, researchers
- ▶ Website and Digital Marketing – the Megaphone
- ▶ Public Relations and Social Media
- ▶ FLRTC Media Program
 - ▶ Consumer e-news and programs
- ▶ Publications (Including Photo and Digital Assets)
 - ▶ Visitor Guides, Maps, Niche pieces (like Wedding)
- ▶ Cooperative Programs

Vendor/Partner Selection

- ▶ FLVC Procurement Policy
- ▶ Request for Proposal or Partnership
- ▶ DMAI Accreditation and Best Practices for Destination Marketing Organization
- ▶ Ex: Simpleview
- ▶ Brand partner loyalty



Questions?