



Adjourned Watertown City Council
Monday, May 12, 2014
6:00 p.m.

This shall serve as notice that an Adjourned meeting of the City Council will be held on Monday, May 12, 2014, at 6:00 p.m. in the City Council Chambers, 245 Washington Street, Watertown, New York.

Discussion Items:

1. Multi-Year Financial Plan
 - Sharon Addison, City Manager
 - James E. Mills, City Comptroller
2. Five-Year Capital Plan
 - Sharon Addison, City Manager
 - James E. Mills, City Comptroller
3. Health Insurance Plan
 - Matthew D. Roy, Administrative Specialist
4. FY 2014/2015 Tourism Fund Appropriation
 - Sharon Addison, City Manager
 - James E. Mills, City Comptroller

7:30 p.m. Public Hearing:

1. 2014-15 Operating Budgets and 2014-15 through 2018-19 Capital Budget

NEW BUSINESS

WORK SESSION

Next Work Session is scheduled for Tuesday, May 13, 2014, at 6:00 p.m.

ADJOURNMENT

May 8, 2014

To: The Honorable Mayor and City Council
From: James E. Mills, City Comptroller
Subject: NYS Office of the State Comptroller – Fiscal Stress Monitoring System

In January 2013, Comptroller DiNapoli implemented a fiscal stress monitoring system to inform municipal leaders and taxpayers of the economic and budgetary challenges facing their localities so that actions can be taken to avoid a fiscal crisis. Based on the State’s review of the City’s FY 2012-13 Annual Update Document, the City is currently classified as “No Designation” based on a score of 9.6%.

The State Comptroller’s fiscal stress categories are as follows:

Classification of Fiscal Stress	Percentage of Total Points
Significant Fiscal Stress	65% – 100%
Moderate Fiscal Stress	55% – 64.9%
Susceptible to Fiscal Stress	45% – 54.9%
No Designation	0% – 44.9%

The monitoring system is intended to represent a systematic and objective methodology for identifying the presence of stress conditions in local government. The system looks at financial indicators and environmental indicators; however, only the scores of the financial indicators determine a municipality’s level of fiscal stress. The financial indicators are based on nine different calculations in the following five categories:

- Year end fund balance
- Operating deficits
- Cash position
- Use of short-term debt
- Fixed costs

The City received points for the following financial indicators:

Indicator	Points	Score
Assigned Unassigned Fund Balance / Gross Expenditures (Combined Funds)	1	6.3%
Last 3 Years Average Personal Services and Fringe Benefits / Net Revenues	2	3.3%
Total	3	9.6%

Due to a reporting error contained in the Annual Update Document, the unrestricted assets of the Water Fund were reported on the wrong line. Had the error not occurred, the City would have had a high enough Assigned /Unassigned Fund Balance amount to have received zero points for this indicator resulting in an overall score of 3.3%.

The second area for which the City received financial stress points was the total personal services and fringe benefits as a percentage of revenues. One reason for this is the fact the appropriated fund balance which the City has been relying on to balance its budgets is not considered revenue.

It is important to understand that where reference is made to “combined funds,” the data used was from the combination of the General Fund, Water Fund and Sewer Funds. Where reference is made to “all funds,” the data used was from the combination of the General, Water, Sewer, Community Development, Library, Self-funded Health Insurance, Trust & Agency and Debt Service Funds. However, in reality, all of these funds should be looked at individually for financial stress and not on a combined level as each funds’ financial resources cannot be combined to offset the stress one of the funds may be experiencing.

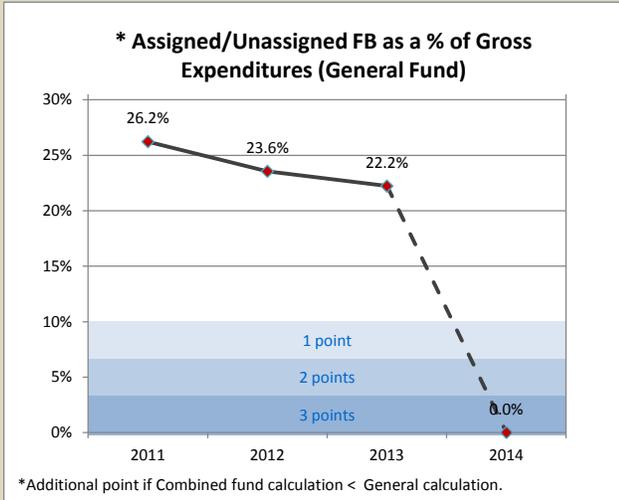
It is also important to look at the accompanying graphs that show where the levels were set for municipalities to be assigned points towards a level of fiscal stress. For example assigned and unassigned fund balance as a percentage of gross expenditures needs to get as low as 10% to be assigned one point and be below 3.33% for all three points to be assigned. With the City’s reliance on variable revenue sources, I would set those levels much higher to indicate if the City was under fiscal stress.

The attached graphs are from the self-assessment tool created by the State Comptroller’s Office for municipalities to use to monitor the financial indicators as well as show whether the previous two years indicated any fiscal stress.

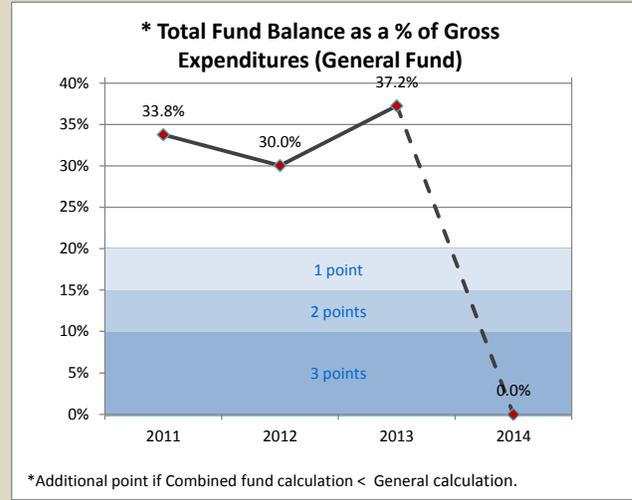
More details on the State Comptroller’s Fiscal Stress Monitoring System can be found on their website at: <http://www.osc.state.ny.us/localgov/fiscalmonitoring/index.htm>

City of Watertown: Projected data for 2014 is based on Projection Worksheet

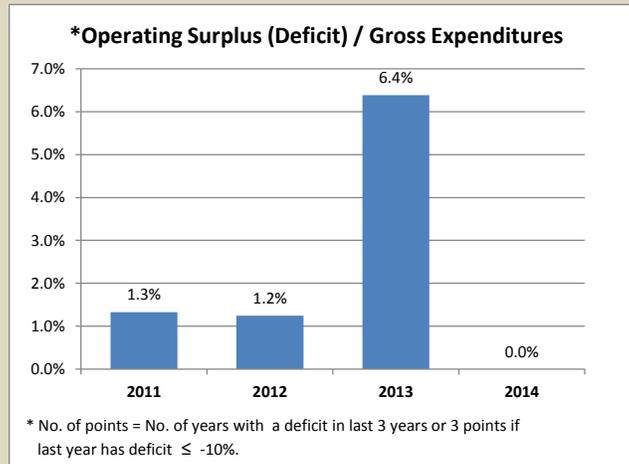
Indicator 1



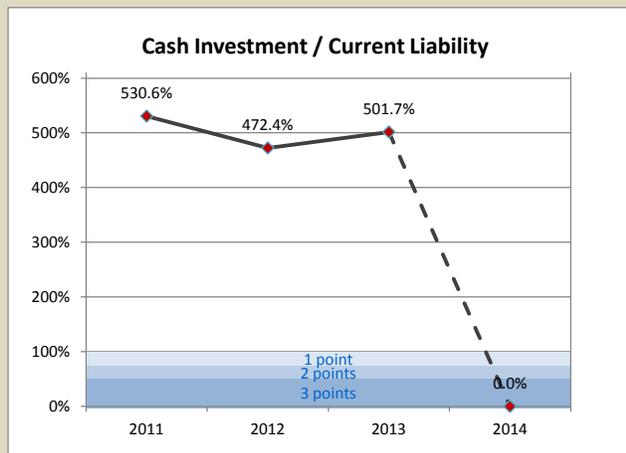
Indicator 2



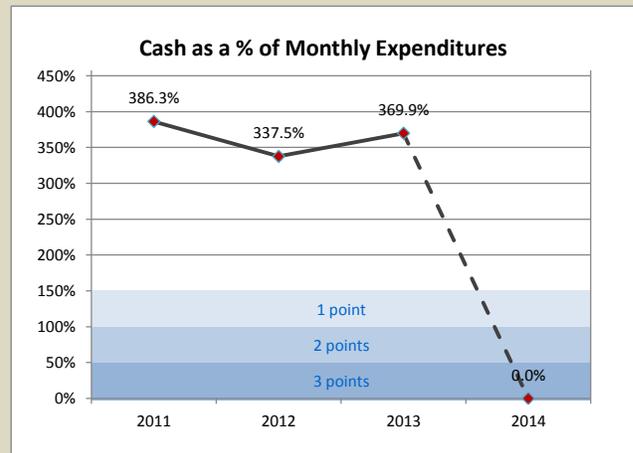
Indicator 3



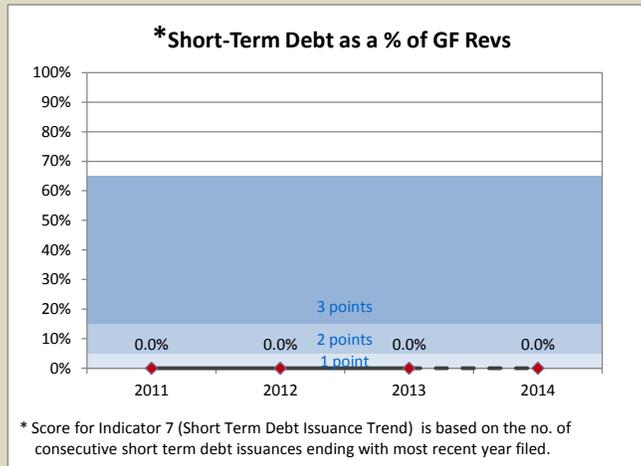
Indicator 4



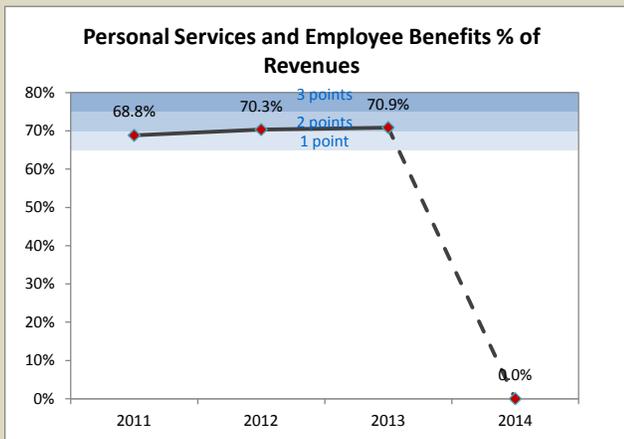
Indicator 5



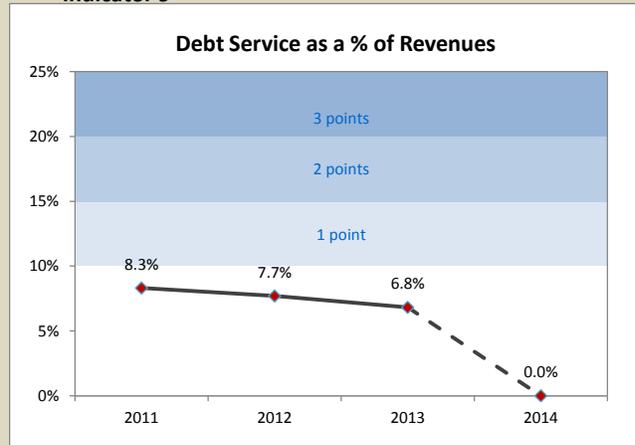
Indicator 6/7



Indicator 8



Indicator 9

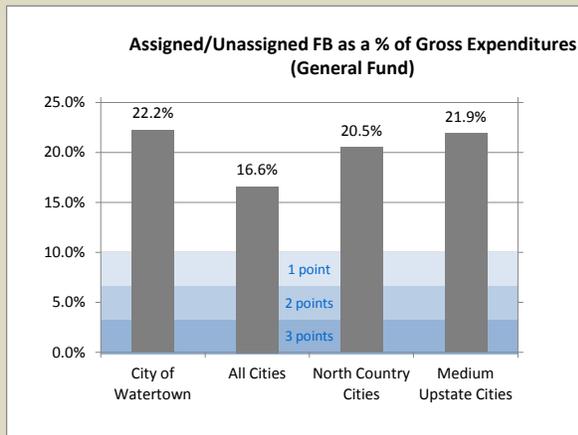


** These graphs are provided for informational purposes. Calculations are based on the financial information provided by the municipality. The last data point of each graph is based on projection numbers entered by the user. OSC takes no responsibility for the accuracy of the projection or the submitted financial information.

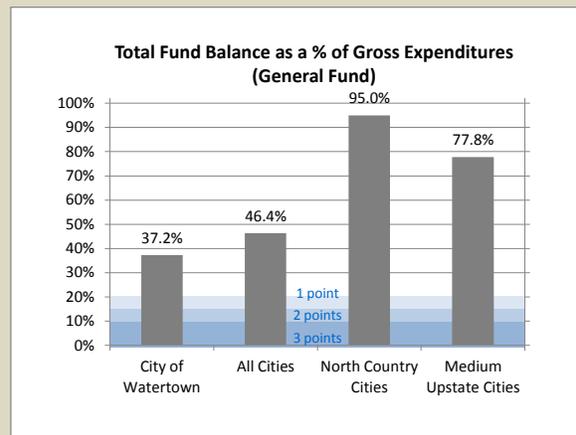
*** As of 31-MAR-2014

City of Watertown

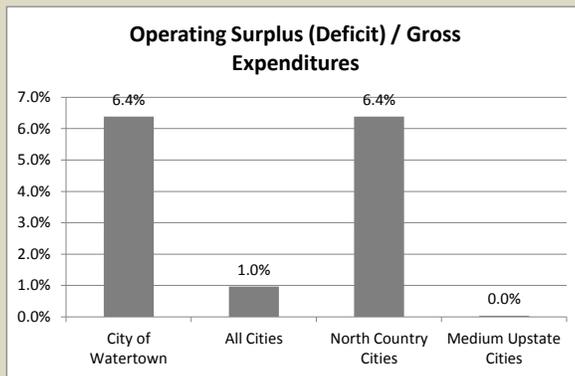
Indicator 1



Indicator 2



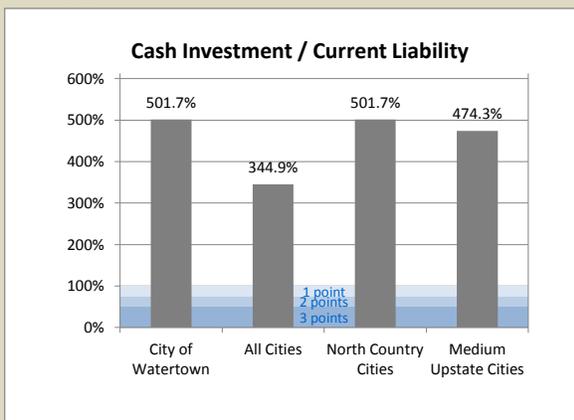
Indicator 3



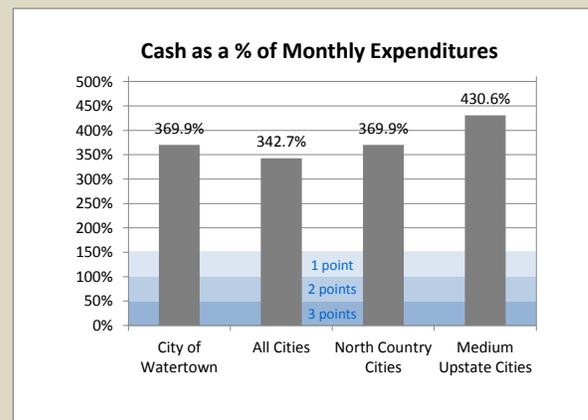
Peer Group used in Comparison For All Indicators

All Cities	11
North Country Cities	1
Medium Upstate Cities	4

Indicator 4

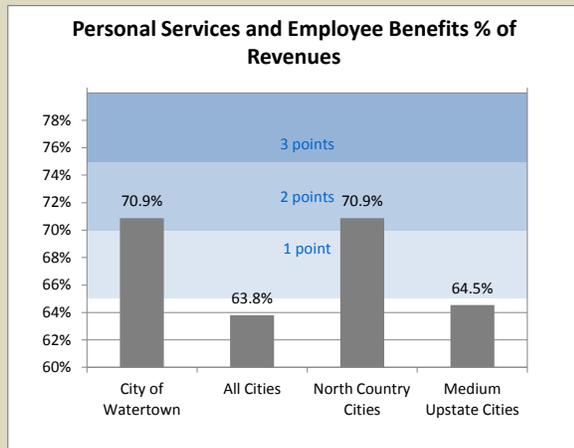


Indicator 5

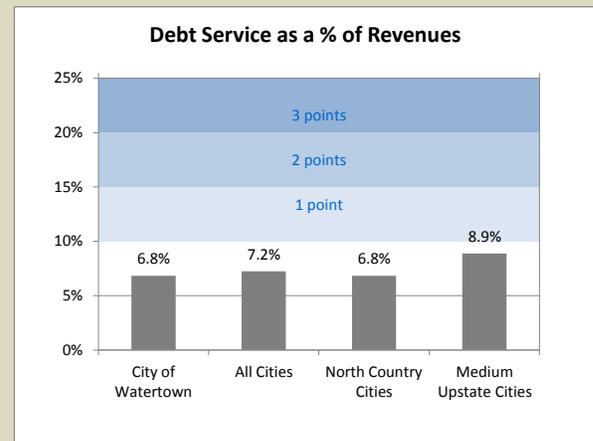


City of Watertown

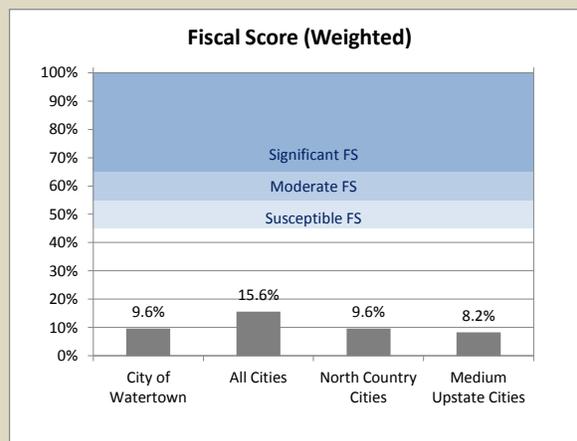
Indicator 8



Indicator 9



Fiscal Score



* This page provides graphical comparisons of financial indicators for the selected municipality against selected peer groups. Peer groups include data for municipalities for which current AUDs have been filed. The tables show the number of municipalities which are included in each selected peer group. Greater caution should be taken when the number of units in the comparison group is small (for example, fewer than five).

** As of 31-MAR-2014

City of Watertown

County: Jefferson
MuniCode: 220259000000

Fiscal Year: 2013
Stress Level: No Designation

Indicator	Description	Year	Data	Points	Weight	Score		
1 Assigned and Unassigned Fund Balance	General Fund Only 3 Points ≤ 3.33% Last Fiscal Year 2 Points > 3.33% But ≤ 6.67% Last Fiscal Year 1 Point > 6.67% But ≤ 10% Last Fiscal Year Combined Funds Minus General Fund 1 Point = Combined Funds Calculation < General Fund Calculation	2013	Assigned Unassigned FB (Codes 915 & 917 General Fund)	8,397,739	1	50%	6.3%	
			Assigned Unassigned FB (Codes 915 & 917 Combined Funds)	9,751,864				
			Gross Expenditures (General Fund)	37,784,833				
			Gross Expenditures (Combined Funds)	47,577,255				
			Assigned Unassigned FB / Gross Exp (General Fund)	22.2% 0 pts				
			Assigned Unassigned FB / Gross Exp (Combined Funds)	20.5% 1 pt				
2 Total Fund Balance	General Fund Only 3 Points ≤ 10% Last Fiscal Year 2 Points > 10% But ≤ 15% Last Fiscal Year 1 Point > 15% But ≤ 20% Last Fiscal Year Combined Funds Minus General Fund 1 Point = Combined Funds Calculation < General Fund Calculation	2013	Account code: 8029 (General Fund)	14,072,911	0	50%	6.3%	
			Account code: 8029 (Combined Funds)	45,204,864				
			Gross Expenditures (General Fund)	37,784,833				
			Gross Expenditures (Combined Funds)	47,577,255				
			8029 / Gross Exp (General Fund)	37.2% 0 pts				
			8029 / Gross Exp (Combined Funds)	95.0% 0 pts				
3 Operating Deficit	Combined Funds 3 Points = Deficits in 3/3 Last Fiscal Years or a Deficit in the Last Fiscal Year ≤ -10% 2 Points = Deficits in 2/3 Last Fiscal Years 1 Point = Deficit in 1/3 Last Fiscal Years	2011	Gross Revenues (Combined Funds)	45,961,513	0 pts	10%	0.0%	
			Gross Expenditures (Combined Funds)	45,359,059				
			<u>Deficit (Combined Funds)</u>	602,454				
		2012	Gross Revenues (Combined Funds)	47,171,065	0 pts			
			Gross Expenditures (Combined Funds)	46,591,590				
			<u>Deficit (Combined Funds)</u>	579,475				
		2013	Gross Revenues (Combined Funds)	50,614,295	0 pts			
			Gross Expenditures (Combined Funds)	47,577,255				
			<u>Deficit (Combined Funds)</u>	3,037,040				
			<u>Deficit / Gross Expenditures (Combined Funds)</u>	6.4%	0 pts			
4 Cash Ratio	Combined Funds 3 Points ≤ 50% Last Fiscal Year 2 Points > 50% But ≤ 75% Last Fiscal Year 1 Point > 75% But ≤ 100% Last Fiscal Year	2013	Cash and Investment Account Codes 200-223,450,451	14,668,964	0	20%	0.0%	
			Net Current Liability Account Codes 600-626 & 631-668 Less Codes 280,290,295	2,924,009				
			Cash Investment / Current Liability	501.7% 0 pts				
5 Cash % of Monthly Expenditures	Combined Funds 3 Points ≤ 50% Last Fiscal Year 2 Points > 50% But ≤ 100% Last Fiscal Year 1 Point > 100% But ≤ 150% Last Fiscal Year	2013	Account codes: 200, 201, 450, 451	14,664,714	0	20%	0.0%	
			Average Monthly Gross Expenditures (Total Gross/12)	3,964,771				
			Cash / Avg Monthly Exp	369.9% 0 pts				
6 Short Term Debt Issuance	All Funds 3 Points > 15% Last Fiscal Year 2 Points > 5% But ≤ 15% Last Fiscal Year 1 Point > 0% But ≤ 5% Last Fiscal Year	2013	Debt Issued	-	0 pts	10%	0.0%	
			Total Revenues	40,343,222				
			Debt / Total Revenues (General Fund)	0.0%				
7 Short Term Debt Issuance Trend	All Funds 3 Points = Issuance In Each of Last Three Fiscal Years or Issued a Budget Note In Last Fiscal Year 2 Points = Issuance In Each of Last Two Fiscal Years 1 Point = Issuance In Last Fiscal Year	2011	Debt Issued	-	0 pts	0	10%	0.0%
		2012	Debt Issued	-	0 pts			
		2013	Debt Issued	-	0 pts			
					Budget Note Issued			

City of Watertown

County: Jefferson
 MuniCode: 220259000000

Fiscal Year: 2013
 Stress Level: No Designation

8 Personal Services and Employee Benefits	All Funds 3 Points = Last Three Fiscal Year Average ≥ 75% 2 Points = Last Three Fiscal Year Average ≥ 70% But < 75% 1 Point = Last Three Fiscal Year Average ≥ 65% But < 70%	2011	Personal Services and Employee Benefits	37,071,714	2			
			Total Revenues - Debt Service Advance Refund Bonds	47,750,821				
			Pers Svc & Benefits / Net Revenues	77.6%				
		2012	Personal Services and Employee Benefits	37,478,401				
			Total Revenues - Debt Service Advance Refund Bonds	55,358,837				
			Pers Svc & Benefits / Net Revenues	67.7%				
		2013	Personal Services and Employee Benefits	39,368,739				
			Total Revenues - Debt Service Advance Refund Bonds	58,515,925				
			Pers Svc & Benefits / Net Revenues	67.3%				
			Average Pers Svc & Benefits / Net Revenues	70.9%				
9 Debt Service % Revenue	All Funds 3 Points = Last Three Fiscal Year Average ≥ 20% 2 Points = Last Three Fiscal Year Average ≥ 15% But < 20% 1 Point = Last Three Fiscal Year Average ≥ 10% But < 15%	2011	Debt Services	4,024,440	0			
			Total Revenues - Debt Service Advance Refund Bonds	47,750,821				
			Debt Services / Net Revenues	8.4%				
		2012	Debt Services	3,723,846				
			Total Revenues - Debt Service Advance Refund Bonds	55,358,837				
			Debt Services / Net Revenues	6.7%				
		2013	Debt Services	3,102,163				
			Total Revenues - Debt Service Advance Refund Bonds	58,515,925				
			Debt Services / Net Revenues	5.3%				
			Average Debt Services / Net Revenues	6.8%				
TOTAL					3		10%	3.3%

	<u>General</u>		<u>Percent Range</u>
	<u>Fund</u>	<u>Combined Funds</u>	<u>(out of 29 max pts)</u>
Gross Revenues = Revenues and Other Sources	A	A, FX, G, ES, EW	65 - 100%
Total Revenues = Revenues			55 - 64.9%
Gross Expenditures = Expenditures and Other Uses			45 - 54.9%
Total Expenditures = Expenditures			0 - 44.9%

* As of 31-MAR-2014

The City of Watertown Health Insurance Plan

**A Look at Current Benefits,
Budget Implications,
and the Impact of PPACA**

Current Employee Share Structure

- Current Premiums-Single \$6,999/Family-\$15,678
- Employee Contribution (per pay period)
 - CSEA-12% \$32.30 single/\$72.36 family
 - FIRE-12% \$32.30 single/\$72.36 family
 - POLICE-13% \$35.00 single/\$78.39 family
 - MGMT(Hired post 1/1/12)-25% Single/19% Family \$67.30 single/\$114.57 family
 - MGMT (Hired pre-1/1/12) Family-25% of difference between single and family premium
Single-\$25 less than family \$58.45 single/\$83.45 family

Current Benefit Structure

- Annual Deductible-\$120 single/\$360 family

• Medical Co-Pays	In Network	Out-of-Network
• MGMT-	\$4	\$8 + 20% coinsurance up to \$100
• All other Unions-	\$7	\$15 + 20% coinsurance up to \$100

* Co-Pays are only charged on doctor visits

• Prescription Co-Pays	Retail	Mail	Specialty
• MGMT & CSEA	\$5/\$10/\$30	\$2.50/\$7.50	\$5/\$20/\$35
• FIRE & POLICE	\$5/\$20/\$35	\$5/\$15	\$5/\$20/\$35

* Retail co-pays above cover 90 days for MGMT and CSEA/30 days for FIRE and POLICE

Retiree Health Benefits

- Retiree health contributions are based upon the original hire date of the employee. They are summarized below:
- All Unions-
 - Hired pre-7/1/83 coverage at no cost forever 230 retirees
- Fire, Police, & MGMT
 - Hired after 7/1/83 pay the same as actives for family and single 50 retirees
- CSEA
 - Hired between 7/1/83-12/22/93 no cost for single /pay the same as actives for family. Hired after 12/22/93 pay the same as actives for single and family coverage. 10 retirees

Retiree Health Benefits

- The duration of health benefits into retirement is based on the original hire date of the employee. Employees hired before this date continue coverage until death. Employees hired after this date will lose coverage once they turn 65. The hire dates by union are listed below
 - CSEA-Hired after 3/1/99-coverage ends at 65
 - FIRE-Hired after 10/9/97-coverage ends at 65
 - POLICE-Hired after 6/8/98-coverage ends at 65
 - MGMT-Hired after 1/1/96-coverage ends at 65

Medicare Part B Premium Reimbursement

- The City currently reimburses retirees and their spouse for the cost of their Medicare Part B premium (\$104.90 per month). This process was required when we were covered under NYSHIP and continued once we switched to self-funding.
 - The 2014/15 cost of this reimbursement is projected at \$390,000.
 - Paid by each fund, not a health fund expense.
 - This expense will increase as our employees continue to retire and turn 65.
 - We will feel relief in future years as our employees who lose coverage at 65 will not be reimbursed for their part B premium.

Current Budget Implications

- The cost of providing health care comprises approximately 16.3% of the general fund budget.
- Our current premiums are the highest they have ever been and are projected to increase in out years.
- We hope to have an increase in fund balance at the end of this fiscal year. Any possible increase in fund balance this year will be used to lower premium increases in out years.

Important Upcoming Events for the Health Insurance Fund

- CSEA and Police negotiations have already begun. Fire negotiations will begin very soon.
- The health insurance TPA contract with POMCO expires 12/31/14. The health committee and the Anchor Group are currently working on the RFP for this service.
- The prescription benefit manager contract with Pro Act expires 12/31/14. The committee and Anchor are also working on the RFP for this service
- Once CSEA negotiations are finalized, we hope to implement CanaRx as soon as possible.

PPACA Update

- The new transitional reinsurance fee has been included in this year's budget-\$58,000
- Beginning in 2015 we must offer coverage to 70% of our FTE's or we will pay a \$500,000 fine.
 - We are currently in compliance with this requirement.
- Beginning in 2016 we must offer coverage to 95% of our FTE's or we will pay a \$600,000 fine
 - We will ensure compliance with this requirement once it is in place.
- Beginning in 2018 our premiums must be below the Cadillac Tax thresholds or we will pay a 40% excise tax.
 - The single threshold is \$10,200-current premium \$6,999
 - The family threshold is \$27,500-current premium \$15,678

Avoiding the Cadillac Tax

- Increasing the share that employees pay does not mitigate our Cadillac Tax risk.
 - The thresholds are based on employee and employer share
- Changing the way we calculate premiums
 - Our current premium formula uses a 2.24 factor to convert a single policy to a family policy
 - 2.24 is not representative of our plan and has caused the individual premium to be much closer to the Cadillac threshold than the family plan
 - We are working with the unions to change this factor to 2.88 to mitigate our risk
- The best and most effective way to avoid the tax is to reduce the cost of our benefits by:
 - Increasing deductibles
 - Increasing medical and prescription co-pays
 - Applying medical co-pays to more services.

Additional Future Implications

- Will we be able to reduce plan expenses by reducing the cost of benefits?
- What changes will be made in Obamacare next?
 - Changes are happening at a rapid pace
- Can we successfully implement wellness policies to lower our expenses?
 - Improving the health of our employees saves them and the City money.
- Should we centralize our benefits under one broker arrangement?
 - Leverage our benefit contracts to receive additional consultant services at no extra cost
- What will our utilization be in the future?
 - Self-funding is a risky venture. A good year this year does not mean a good year next year. Stop-loss cushions this risk but there will always be inherent risk in self-funding.
- The savings from removing retirees at age 65 will not be felt for decades.

May 7, 2014

To: The Honorable Mayor and City Council
From: Sharon Addison, City Manager
Subject: FY 2014/2015 Tourism Fund Appropriation

During the April 28, 2014 Council work session, Mr. Mills provided a report which documented the history of the Tourism Fund expenditures from FY04/05 through present. A copy of this spreadsheet is attached for your convenience.

For FY14/15, the projected Tourism fund revenues are \$240,000. To date, staff has received requests for appropriations of these funds as follows:

Watertown Farmer's Market Association	\$1,000
DPAO	\$10,000
Jefferson County Historical Society	\$12,500
NYS Zoo at Thompson Park	\$28,200
1000 Islands Regional Tourism Council	\$39,600

Historically, the Council has appropriated the funds at the amount as requested by the organization. As a result of meetings with most of the organizations, and from subsequent review of the requests, I recommend that Council appropriate the following funds:

1. Watertown Farmer's Market Association (\$1,000) – for purposes of marketing and advertising the Saturday Farmer's Market
2. DPAO (\$5,000) – for purposes of promoting and advertising summer concerts outside Jefferson County region
3. Jefferson County Historical Society (\$12,500) -- for purposes of marketing and advertising the Society, Museum and calendar of events.
4. 1000 Islands Regional Tourism Council (\$20,500) – for purposes of marketing and advertising external to the region, internationally and out of state which is comprised of \$5,000 for the 2014 Summer Marketing Program, \$5,500 for the 2015-16 International Travel Guide, \$5,000 for the Watertown Canadian Shop, Stay & Save, and \$5,000 for the Winter Visit campaign.

The request made by the NYS Zoo at Thompson Park is for the intended purpose of generating awareness of the new animal acquisitions and aimed at targeting the Northern New York geographic area. It is my opinion that this objective can be accomplished with marketing as provided by the 1000 Islands Regional Tourism Council,

since this is a City of Watertown destination. The City appropriates \$20,000 from the Tourism fund to the Conservancy on an annual basis. Therefore, it is my recommendation that Council not appropriate funds for this request.

Finally, it is my recommendation that Council consider a new avenue to promote City-centric attractions and tourism by partnering with the Greater Watertown Chamber of Commerce. This initiative will focus awareness on City landmarks and City-sponsored events. The Chamber would target promoting and advertising City attractions such as the Zoo, Thompson Park, Arena, Flower Memorial Library, Jefferson County Historical Society and Museum, City walking Tour, City bike and hike trails, etc. to visitors already in the area through a variety of literature and multimedia. It is my recommendation that Council fund this initiative for \$21,400.

Staff will be available on Monday, May 12 to answer additional questions.

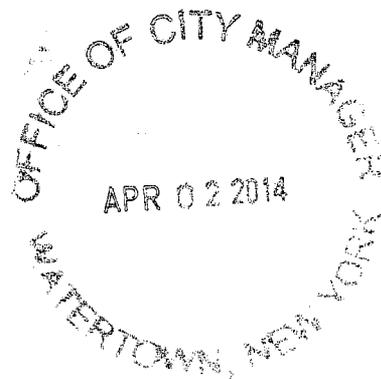
Analysis of Tourism Revenues and Expenditures

FY 2004-05 to current

	<u>Budget 2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>	<u>2007-08</u>	<u>2006-07</u>	<u>2005-06</u>	<u>2004-05</u>
<u>Revenues:</u>										
Hotel Occupancy Tax	\$ 237,000	\$ 250,684	\$ 221,947	\$ 208,453	\$ 200,250	\$ 214,197	\$ 180,798	\$ 121,492	\$ 96,783	\$ 89,401
Interest and Earnings	100	18	214	968	1,147	3,210	4,777	4,564	208	-
Gifts and Donations	-	-	-	-	795	-	-	-	-	-
Total Revenue	<u>\$ 237,100</u>	<u>\$ 250,702</u>	<u>\$ 222,162</u>	<u>\$ 209,421</u>	<u>\$ 202,192</u>	<u>\$ 217,407</u>	<u>\$ 185,575</u>	<u>\$ 126,056</u>	<u>\$ 106,991</u>	<u>\$ 89,401</u>
<u>Expenditures:</u>										
Thousand Islands Regional Tourism Development	\$ 41,850	\$ 41,850	\$ 34,550	\$ 32,550	\$ 35,913	\$ -	\$ 24,625	\$ 36,650	\$ 25,850	\$ 22,675
Jefferson County Historical Society	12,500	10,682	9,851	3,703	5,000	3,297	4,537	7,080	-	-
Disabled Persons Action Organization	5,000	5,000	883	4,117	-	-	-	-	-	-
Blackwater Development - kayak events	-	-	-	-	-	5,678	4,988	-	-	-
Infinite Media -Library brochures	-	-	-	-	-	-	7,978	-	-	-
Miss NYS Scholarship Pagaent	-	-	-	-	-	-	-	-	5,000	5,000
River rock removal	-	-	-	-	-	11,120	-	-	8,000	-
Thompson Park - Mountain lion exhibit	-	-	-	-	-	-	-	-	10,000	-
Holiday Decorations	-	-	-	-	3,676	5,295	-	-	-	-
Transfer to Capital Fund - Aviary Design	-	-	-	42,775	-	-	-	-	-	-
Transfer to Capital Fund - Black River Parks Project	-	-	-	-	-	61,400	-	-	-	-
Transfer to Capital Fund - Hole Brothers Project	-	-	-	-	-	20,600	-	-	-	-
Transfer to Capital Fund - Thompson Park Pavalion Roof	46,733	-	-	-	-	-	-	-	-	-
Transfer to General Fund	<u>140,367</u>	<u>161,375</u>	<u>187,000</u>	<u>255,825</u>	<u>231,750</u>	<u>62,500</u>	<u>49,719</u>	<u>70,000</u>	<u>35,000</u>	<u>35,000</u>
Total Expenditures	<u>\$ 246,450</u>	<u>\$ 218,907</u>	<u>\$ 232,284</u>	<u>\$ 338,971</u>	<u>\$ 276,339</u>	<u>\$ 169,890</u>	<u>\$ 91,846</u>	<u>\$ 113,730</u>	<u>\$ 83,850</u>	<u>\$ 62,675</u>
Net increase / (decrease) in Fund Balance	<u>\$ (9,350)</u>	<u>\$ 31,795</u>	<u>\$ (10,122)</u>	<u>\$ (129,550)</u>	<u>\$ (74,147)</u>	<u>\$ 47,517</u>	<u>\$ 93,729</u>	<u>\$ 12,326</u>	<u>\$ 23,141</u>	<u>\$ 26,726</u>
Ending Fund Balance	<u>\$ 42,613</u>	<u>\$ 51,963</u>	<u>\$ 20,168</u>	<u>\$ 30,290</u>	<u>\$ 159,840</u>	<u>\$ 233,987</u>	<u>\$ 186,470</u>	<u>\$ 92,741</u>	<u>\$ 80,416</u>	<u>\$ 57,275</u>

Watertown Saturday Farmers' Market Association

32401 State Route 126
Carthage, NY 13619
315-778-0470



March 26, 2014

Sharon Addison
City Manager
245 Washington St.
Watertown, NY 13601

Dear Sharon:

The Watertown Saturday Farmers' Market has been in operation since 1990. Our mission has been to provide locally grown vegetables, fruits, meats and baked goods to our community. Unlike other markets in the area, we do not receive funding from a sponsor organization or chamber of commerce. We are writing to ask for your advocacy in a request for a \$1,000 grant from Watertown's allocation of bed tax revenues for marketing and advertizing the Saturday Farmers' Market in the coming season.

In 2014, the market has 12 members. This group represents the core of local growers and producers but is too small a group to self-fund a meaningful advertizing program. The grant funds would be used for improved signage and the most cost effective media publicity generation possible – on-line, free public awareness resources, etc.

We did not have a market manager last year, a primary function of which would have been promotional activities. The market operated at a small deficit; its most significant expenses being rent to the City and insurances. We will hire a manager in 2014 and Watertown's provision of grant funding for advertizing will allow us to provide the manager with the resources to carry out a successful advertizing campaign.

We feel that you should view the market as an important resource to be supported for several reasons:

- It is the only local grower/producer market in the area. By excluding dealers who buy product elsewhere and sell at the market as competitors to local farmers, we are better promoting local farming and helping to sustain local farmers. We feel that local farmer control provides a quality distinction unavailable with imported products.

- The market provides convenient access to high quality local produce for the residents of the downtown area, many of whom are older and less mobile or able to travel to other markets.
- The Saturday Farmer's Market is a very significant JB Wise Pavilion tenant, providing the City with \$1,100 in 2014 rent.
- The market is a destination draw for people of the community and for visitors to Watertown. It brings traffic to the downtown area on Saturday, a shopping day that challenges downtown merchants who do not have the weekday workforce to rely on for business.
- It provides an interesting focal point and connection to lead pedestrian traffic from the Square to the Black River Waterfront, a current development focus for the City.
- Farmers markets across the country are hailed as urban economic development engines. With development, the market and the traffic that it generates could aid in the revitalization of the many vacant storefronts on the JB Wise side of downtown buildings.

Watertown's downtown is busily developing more rental apartments. For these to be desirable and for stable, high-quality occupancy, the downtown area needs to deepen and broaden those features of a city-center neighborhood that define a superior quality of life. The Saturday Farmers' Market is a component that, along with restaurants, entertainment, arts and culture will help advance a more vibrant full-time downtown economy.

We would welcome an opportunity to meet with you to discuss this request or other aspects of our plans for the market, at your convenience.

Thank you.

Sincerely,

Watertown Saturday Farmers' Market Association

Disabled Persons Action Organization Foundation

617 Davidson Street, PO Box 222
Watertown, New York 13601

Joseph L. Rich
President
DPAO Foundation Board of Directors

Phone: (315) 782-3577
Fax: (315) 782-6673
Web: DPAO.org

April 18, 2014

Ms. Sharon Addison
City Manager
City of Watertown
Room 302
Municipal Building
245 Washington Street
Watertown, New York 13601



Dear Sharon:

The Disabled Persons Action Organization (DPAO) thanks the City of Watertown for their allocation in providing Bed Tax Revenue to assist our agency in promoting our Summer Concert Series. The funds are essential as it allows us to advertise and promote our four summer concerts outside of the Jefferson County Region which helps attract thousands of tourists to the Watertown area each summer.

DPAO is preparing for our upcoming summer shows and respectfully requests funding from the City of Watertown Tourism Fund, in the amount of \$10,000, to assist us in promoting our 2014 Summer Concert Series. DPAO will promote and publicize the advantages of the City of Watertown through an extensive Marketing and Advertising Campaign which will include Radio, TV, Newspaper, etc.

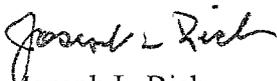
DPAO is a not-for-profit, tax exempt organization whose mission is to provide quality and effective individualized services to developmentally disabled children and adults in Jefferson and Lewis Counties. The services are primarily geared to helping families cope with the stress of caring for their disabled loved ones in their own homes.

DPAO's annual concert series generate funds that enable the agency to expand services beyond what government resources can support thus providing vitally needed opportunities to over 500 families with developmental disabilities. Receiving additional individualized support has made it possible for people with disabilities to remain at home where there is more love and attention, than placement in a more costly community residence or other facility.

DPAO's Summer Concert Series brings thousands of concert goers to the Watertown Area each year to watch some of the best performers in the world! The City of Watertown, along with many businesses, benefits from the revenue generated from these visitors who stay in the hotels, eat in the restaurants and shop and buy items from area merchants.

DPAO thanks the City of Watertown in advance for your time and consideration for this most important matter. Please contact me with any questions or if you need additional information.

Sincerely,



Joseph L. Rich
President
DPAO Foundation Board of Directors



Jefferson County Historical Society

228 Washington St., Watertown, NY 13601

Phone:
(315) 782-3491

Fax:
(315) 782-2913

JeffersonCountyHistory.org

Officers

Jeffrey Garvey
President

Christine Cisco
Vice President

Margaret Bootie
Secretary

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Cathy Pisarski
Jill Van Hoesen

Museum Staff

Jessica Phinney
Executive Director

Donna Koniz
Office Manager

Melissa Widrick
Curator of Education

David Coleman
Caretaker

May 7, 2014

Sharon Addison
City Manager
City of Watertown
245 Washington Street
Watertown, NY 13601

Dear Ms. Addison,

The Jefferson County Historical Society is requesting consideration for approval of 2014 funding through a Public Benefit Services Agreement similar to the one approved via Special Tourism Funds in 2013.

Our request is for approval of \$12,500 in funding to be utilized in marketing via media, promotion, brochures, and posters. We have launched an aggressive new calendar of events for the remainder of 2014 aimed at bringing visitors to the Museum and engaging the community in new ways. We are currently in the process of having a new brochure published. It is to be launched and distributed by early summer to make the most of the area's seasonal visitation and to encourage them to visit and learn about the rich history Watertown and Jefferson County holds. Our brochure will also draw to attention that we are one of the only historic sites in the region that remains open to visitors during the winter months.

We recently co-hosted the 2014 Easter Eggstravaganza which brought nearly 500 children and families into downtown Watertown. This is the largest Easter egg hunt in the area. This event exposed a new demographic to the area and increased awareness of both the Historical Society and downtown Watertown. We are looking to continue this trend with increased engagement throughout the remainder of the year and into 2015 by offering other free events such as the just announced 484th Army Reserve Band concert on July 9th.

Enclosed please find information about JCHS and the activities planned. We will be glad to supply any additional details to assist this request. Thank you for your consideration.

Sincerely,

Jessica M. Phinney
Executive Director
Jefferson County Historical Society.



Jefferson County Historical Society 2014 Calendar of Events



Tuesday, May 27th.....Annual Meeting & Reception
5pm to 7pm

Saturday, June 21stRun Through History 5k
8am, Thompson Park

Wednesday, July 9th.....484th Army Reserve Band Concert
5-7pm

Friday, July 18th & Saturday, July 19th.....2nd Annual Estate Sale
Friday 5pm to 7pm, Saturday 10am to 4pm

Saturday, August 23rd.....History on the Water
6pm Crescent Yacht Club, Chaumont

Saturday, September 27th.....Golf Tournament
9:30am Watertown Golf Club

Saturday, October 18th.....6th Annual Fashion Show & Luncheon
11am

Friday, November 15th & Saturday, November 15th.....22nd Annual Victorian Faire
10am to 4pm

Friday, December 5th.....Holiday Reception
5pm to 7pm

All events at the Paddock Mansion, 228 Washington Street, Watertown unless otherwise stated

*Bed Tax
Request*



NEW YORK STATE
ZOO
AT
THOMPSON PARK

2014 Marketing Proposal for
Advertising
New Animal Acquisitions

2014 New Animal Acquisitions Marketing Campaign

Submitted March 2014

Purpose:

The goal of this campaign is to generate awareness of the NYS Zoo at Thompson Park's new animal acquisitions. The campaign will target the Northern New York geographic area to expand understanding of the zoo's animal collection while simultaneously branding the Zoo's mission and managing visitor expectations. A variety of mediums will be utilized to attract new visitors and new members.

Time Frame:

May 2014 through September 2014

Current Status:

The New York State Zoo is a hidden treasure with too few people aware of its existence in Watertown's historical Thompson Park. Over the past few years of extremely small marketing budgets, the NYS Zoo at Thompson Park has embraced numerous avenues of non-traditional marketing and relationship management to spread the word about the Zoo's existence and major events (Boo at the Zoo, Winter Wonderland, Zoom, and Bobcats, Bears, & Brews). With these efforts, combined with only a six month paid advertising campaign with Tunes 92.5, the Zoo currently hosts approximately 40,000 visitors through its gate each year. An additional 30,000 individuals are reached through educational programs and off-site educational outreach programs.

This proposal for Watertown's Bed Tax Funds aims at allowing the NYS Zoo at Thompson Park to create a more thorough, broad-scale media marketing campaign to advertise its existence and all it has to offer during a significant year where many new animals will be joining our Northern New York Community. If granted additional advertising marketing funds, The NYS Zoo at Thompson Park will continue to utilize all of the creative and free marketing tactics it has developed over the past few years, but would greatly benefit from and appreciate additional marketing funds, allowing a mass marketing campaign to run on various traditional mediums, with the intent to inform the local population about the expanding animal collection residing at the Zoo.

The NYS Zoo at Thompson Park is presently utilizing its full 2014 marketing budget (approximately \$7,000) to promote specific large-scale events throughout the year, in addition to the creation and distribution of a tri-fold brochure. Current event advertising money is graciously leveraged by each of the local media groups that the NYS Zoo conducts business with via non-profit discounts.

Goal of Campaign:

The primary goal of this campaign is to produce a measurable boost in attendance to the NYS Zoo at Thompson Park by increasing public awareness of the zoo's expanding animal collection. 2014 will see the addition of several new Zoo "residents" including two new American Black Bear, two new River Otter pups, a new Bobcat kitten, and a new litter of Gray Wolf pups. Not only does the Zoo need people to be conscious of what animals they will see, but also create a general understanding on a variety of youth-oriented educational programs offered throughout the summer months.

Key Points:

- Fort Drum presents us with a unique transient population which would be fruitful to target as much of this population has young families.
- We also need to be sure our local families are aware of our continued existence as they raise their own families.
- Geographically, a tri-county general awareness campaign will invite people from other local communities to come to the NYS Zoo at Thompson Park within Watertown where they will presumably spend additional funds.
- Our tri-county brochure campaign will target local tourist locations, giving people more options of what to do within Watertown, while in the NNY area on vacation (ie: Summer tourists in Alexandria Bay will now also know to come into Watertown to go to the NYS Zoo at Thompson Park).

Marketing Campaign Tactics and Costs

	<i>Quantity Description for 5 months (May-Sep)</i>	<i>Total Cost</i>
TELEVISION		
WWTI-50(ABC) and CW-14	750 ads	\$ 5,000
Time Warner Cable: YNN, ABC Family, Nickelodeon, Animal Planet, etc	1,500 ads	\$ 2,000
RADIO		
Community Broadcasters: Border 106.7, Magic 103.1, Eagle 100.7	480 ads plus their own on-site promotions	\$ 5,000
Stephens Media Group: Froggy 97, Z93	720 ads plus event sponsorships	\$ 5,000
North Country Public Radio	50 underwriting ads	\$ 500
PRINT		
Watertown Daily Times / Mountaineer/ NNY Living	40+ print ads, plus insert	\$ 5,000
TI Sun	12+ print ads	\$ 800
ONLINE		
Newzjunky	consistently rotating banner	\$ 1,300
Local television, radio, print media websites purchased above	included in above costs	\$ -
OUTDOOR		
Billboards	5 display locations including production of 5 boards	\$ 3,600
TOTAL CAMPAIGN COST		\$ 28,200

Any additional marketing funds spent with local media groups beyond our normal event advertising will continue to be enhanced by their non-profit discounts. Plus, each of the media groups has promised us extra promotional opportunities as schedule enhancements for increased spending.

Production

Creative/production for each medium will tie together with a unified campaign sharing information on what kind of animals and programs exist at the NYS Zoo at Thompson Park.

Campaign Tracking:

Tracking the effectiveness of the various marketing tactics utilized is a critical component to our growth initiatives. The NYS Zoo at Thompson Park will offer formal member surveys once a year to inquire what marketing tactics influenced their zoo visitation decisions and program/event participation decisions. Guest service staff will also be trained and urged to casually ask day visitors how they heard about the NYS Zoo at Thompson Park, with behind the counter documentation. It is important to survey both members and visitors because they offer different viewpoints.

Forecast:

With the addition of these new advertising mediums and (as a direct result) an increased public understanding of what the New York State Zoo has to offer, we expect a measurable growth of 15% (or 6,000 more heads through the gate). This would bring the Zoo's total reach to 98,000 people in the Upstate New York area. As an added bonus, an increase in Zoo attendance will be directly tied to an increase in foot traffic in Thompson Park and the public utilization of all that the Park has to offer (nature trails, playground, picnic areas, and pool).

**2014 Destination Marketing Proposal
to
City of Watertown
From
1000 Islands International Tourism Council**



Background:

The 1000 Islands International Tourism Council works as the “destination marketing organization” for the region including all of Jefferson County and neighboring Ontario communities along the St. Lawrence River.

As such, it engages in marketing projects designed to attract visitors to the region from outside the area. The Council’s marketing projects leverage buy-in from governments, non-profits and business partners.

In 2014, the Council’s budget goal is \$1,044,905. With supplemental grants and custodial initiatives, the total 2014 funding will be \$1,468,905. Over half of the base program budget comes from the two largest investors in the Council. The 1000 Islands Bridge Authority/Federal Bridge Corporation of Canada provides staff and services. Jefferson County provides a program grant in the amount of \$325,000. In addition to that base funding, the County will be forwarding \$150,000 for several special projects. This year’s funding from State of New York Matching funds program is \$86,030. The Council is also working on two state funded special projects totaling \$144,000 and is acting as the regional sponsor of the \$100,000 New York “Path Through History” project.

The balance of funding comes from many businesses and organizations who, like the City of Watertown, “buy-in” to the Council’s programs.

As the official Jefferson County Tourism Promotion Agency, the 1000 Islands International Tourism Council includes promotions of Watertown based attractions, events and hospitality services in all its regular programs. The buy-in list is for additional exposure or support of special projects.

Challenges and Opportunities

Watertown now has a base of hotel, entertainment and retail facilities that allow it to compete as a destination for shopping and getaways.

A drop in the value of the Canadian dollar, combined with aggressive competition from shopping destinations such as Destiny in Syracuse, will test whether the area can continue to receive the amount of business it has enjoyed from Canadian shoppers in recent years.

2014-15 City of Watertown Destination Marketing Sponsorships and Buy-ins

Core Programs

Watertown positioning in 1000 Islands regional marketing: \$14,600

The programs position Watertown within overall 1000 Islands branded marketing

2014 Summer Marketing Program

\$9,100 for major partner position

The TIRTDC will place about \$180,000 in cooperative advertising in key markets including Rochester, Buffalo, Scranton/Harrisburg and Ottawa. For 2014, plans also call for approximately two thirds of the campaign to be placed on television (broadcast and cable) and one third in digital ads on targeted websites in Upstate New York, Eastern Ontario and Central Pennsylvania.

Partnership packages have been developed for the summer campaign. Utilizing cable systems and broadcast channels, over 5,000 TV spots are expected to be aired. Each major partner receives coverage in a rotation of the TV cooperative ads, impressions in a rotation of the online campaign, a feature in the summer calendar of events tabloid (15,000 copies) , and a featured position on the campaign landing-site (getaway1000.com) .

2015-16 International Travel Guide

\$5,500 for a full page ad in color

The Council's main consumer travel piece is the *1000 Islands International Travel Guide*. 275,000 copies of the Guide are published. The guides are direct mailed to all advertising inquiries, as well as the previous year's inquiries. The Guide is carried as an official publication in both New York and Ontario welcome centers. Thousands are distributed at consumer shows by the TIRTDC and cooperating partners and 30,000 are dropped as newspaper inserts in select Ottawa neighborhoods.

It should be noted that editorial content about the City and local businesses is underwritten by the Council's Jefferson County grant. This request is for display ad space which will be designed to the City's specifications and can highlight a number of tourism sites in Watertown.

Core Programs

Watertown Area branded projects: \$25,000

These programs are Watertown branded marketing

Watertown Canadian Shop, Stay & Save: \$15,000

Total investment goal \$45,000 (underwriting requested from City: \$15,000)

Even though the Canadian dollar dropped in value against the US dollar, the Watertown Area continues to be very attractive to Canadian shoppers from throughout eastern Ontario. Since 2010, the Council has worked with the City and Town of Watertown to carry out a fall campaign targeting shoppers from Eastern Ontario.

Display ads are taken during September and October 2013 in Ottawa, Kingston and Brockville Newspapers. A Google AdWords campaign directed traffic to the VisitWatertown.com site. Additional digital exposure for the program is gained through banner ads and Facebook paid placements. The 2013 campaign also coordinated with advertising efforts for the Watertown Airport using the same media.

Working with Johnson Newspapers, a sixteen-page tabloid was produced and inserted newspapers serving Ottawa, Kingston and Brockville (137,000 copies in 2013).

The visitwatertown.com website is used as a "landing site" for the campaign.

For 2014, the TIRTDC proposes to continue the use of a newspaper insert, and work toward enhanced placements in digital format.

Winter Visit campaign: \$10,000

Total investment goal \$25,000 (underwriting requested from City: \$10,000)

The most difficult time to attract visitors and fill rooms is the January – April timeframe. In 2013, the Council initiated a Winter Visit campaign targeting nearby communities in Northern New York and Eastern Ontario. The campaign included television ads in the Northern New York market, as well as print and internet advertising targeting both New York and Ontario.

The Council developed a special "landing site" at www.wintervisit.com to promote lodging packages and winter activities.

The 2014 program worked to target visits during school breaks in Ontario and New York, encouraging families that may not have the time or financial resources to take a southern vacation to make a short break in the North Country.

The effort to attract visitors in the deep of winter is a tough task, but as facilities and activities expand in the area, it is possible to move toward better occupancy at hotels and better sales at stores and restaurants during this period.

2014 Marketing Proposal Cost Summary:

Participation in 1000 Islands branded projects:

- Summer Marketing Program, Major Partner\$9,100
- 1000 Islands International Travel Guide Ad\$5,500
- *Subtotal:*.....\$14,600

Support of Watertown Area branded projects:

- Fall season Visit Watertown campaign\$15,000
- Winter break campaign\$10,000
- *Subtotal*.....\$25,000

Total core marketing programs.....\$39,600

Notes regarding on-going Tourism Council projects of special interest to Watertown:

I-81 Initiative

The TIRTDC was successful in securing an \$84,000 New York State grant to develop a program to promote travel along the I81 corridor. The project involves developing an online and print exit guide for the highway and promoting the corridor using Internet advertising. The website has been completed and other activities are under development.

Black River Marketing

With the support of the City and State of New York through the Blueway initiative coordinated by the Tug Hill Commission, a number of Black River marketing projects have been implemented and continue. During 2013, a complete re-design and relaunch of the BlackRiverNY.com website was completed.

Haunted History Trail

The TIRTDC joined a group of New York State destinations working to promote a "Haunted History Trail" with sites around the State. The site featured in Jefferson County is the Thompson Park Vortex. The program includes a website, brochure and publicity efforts.

Path Through History

New York State has created an on-going effort to promote history sites under the "Path Through History" program. The TIRTDC has volunteered to manage a grant made available to the North Country (\$100,000). A number of marketing projects are being undertaken using grant funds. Official "Path Through History" sites include the New York State Zoo; Paddock Mansion and other sites in Jefferson County. The Zoo is featured in a short video on the theme of natural heritage.

North Country Market NY 2014-15

The TIRTDC will work with other North Country tourism offices to implement a \$1,086,000 marketing grant awarded to the region in the last round of Regional Council funding. The grant includes marketing efforts to promote recreational activities such as boating, fishing, paddling and motorcycling. It is anticipated that grant will support projects that highlight the Black River and road touring routes through Watertown.

Watertown Visitors Map

An 11" x 17" color map of the Watertown Area is produced for use in providing directions to visitors. The map includes street level details along with the locations of hotels, major shopping areas and points-of-interest. Hotel desks and other visitor service areas receive the maps in pads of 50.

Brochure Distribution

The TIRTDC is very active in brochure distribution. It regularly stocks literature displays in two I-81 rest areas in Jefferson County, operates the Welcome Center at the Thousand Islands Bridge and mails tens of thousands of "visitor kits" annually. The literature projects in this proposal are backed by that distribution system and other City attractions are encouraged to take advantage of the distribution as well.

Watertown Airport Marketing

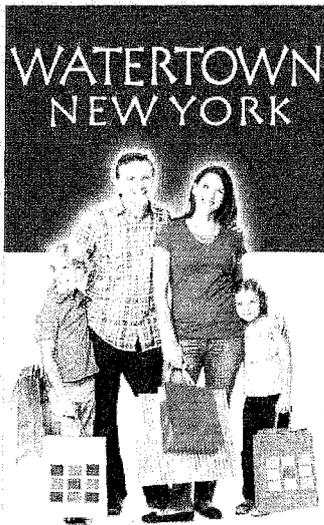
The TIRTDC continues to work with Jefferson County to implement marketing projects for the Watertown Airport, including a billboard of I81; advertising in Ontario; and promotional materials.

Notes from 2013-14 projects

Fall Shopping Program

The fall shopping promotion was completed with an investment of just under \$40,000. Working with the Watertown Times, a 16 page tabloid was developed and inserted into newspapers reaching 137,000 homes in Ottawa, Kingston and Brockville. In addition to the insert, 27 display ad insertions were made into print media in the same communities.

The online component of the campaign ran in October and November and utilized the Ottawa Citizen's website; as well as geo-targeted promotions through Facebook and Google.



*Shop, Stay
& Save*

Plan a Shop, Stay and Save trip to Watertown, New York. You'll find a huge variety of retailers in Salmon Run Mall and the Downtown district, plus chains like Lowe's, T.J. Maxx, Target, and Kohl's.

Make the easy drive 50km south of the Thousand Islands Bridge.

Exit 661 off the 401 to I-81.

A trip to Watertown is all about convenience, selection and value, with hotels, restaurants and stores offering friendly service and great deals at competitive prices.

*Find special offers from
Watertown hotels and
merchants online*

VisitWatertown.com



examples of one third page ad (reduced to fit) and online banner ad

Fall 2013 budget:

Fall Shopping Tabloid:

Printing	137,000	16 page tab	\$	10,580.78
Kingston Distribution			\$	1,067.85
Brockville Distribution			\$	945.00
Ottawa Distribution			\$	2,697.16
			\$	15,290.79

Print Ads:

Ottawa Citizen	10/11/2013	"Big Box"	\$	600.00
Ottawa Citizen	10/18/2014	"Big Box"	\$	800.00
Ottawa Citizen	10/25/2013	"Big Box"	\$	600.00
Ottawa Citizen	10/28/2013	"Big Box"	\$	800.00
Ottawa Citizen	11/3/2013	"Big Box"	\$	600.00
Ottawa Citizen	11/8/2013	"Big Box"	\$	600.00
Metro Ottawa	10/16/2013	One Third	\$	500.00
Metro Ottawa	10/18/2013	One Third	\$	500.00
Metro Ottawa	10/21/2013	One Third	\$	500.00
Metro Ottawa	10/23/2013	One Third	\$	500.00
Metro Ottawa	10/30/2013	One Third	\$	500.00
Metro Ottawa	11/6/2013	One Third	\$	500.00
Metro Ottawa	11/13/2013	One Third	\$	500.00
Metro Ottawa	11/20/2013	One Third	\$	500.00
Metro Ottawa	11/27/2013	One Third	\$	500.00
Kingston EMC	10/17/2013	Half Page	\$	795.45
Kingston EMC	10/24/2013	Half Page	\$	795.45
Kingston EMC	10/31/2013	Half Page	\$	795.45
Kingston EMC	11/7/2013	Half Page	\$	795.45
Kingston EMC	11/14/2013	Half Page	\$	795.45
Kingston EMC	11/21/2013	Half Page	\$	795.45
Brockville EMC	10/17/2013	Half Page	\$	434.70
Brockville EMC	10/24/2013	Half Page	\$	434.70
Brockville EMC	10/31/2013	Half Page	\$	434.70
Brockville EMC	11/7/2013	Half Page	\$	434.70
Brockville EMC	11/14/2013	Half Page	\$	434.70
Brockville EMC	11/21/2013	Half Page	\$	434.70
			\$	15,880.90

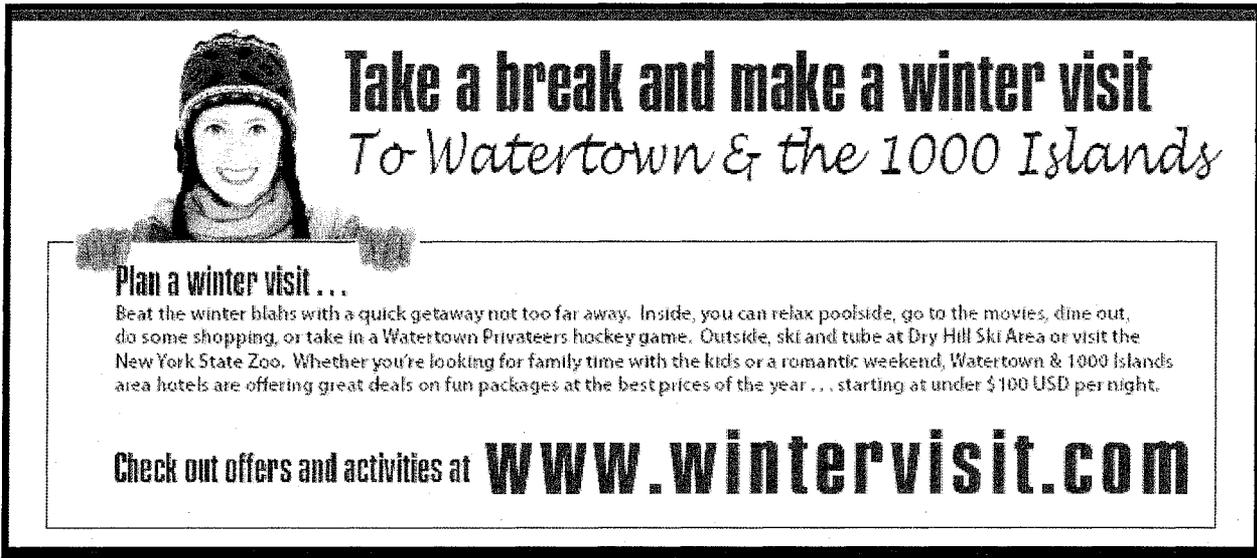
Online:

OttawaCitizen.com			\$	4,500.00
Faecebook (via OC)			\$	3,000.00
Google AdWords			\$	1,134.76
			\$	8,634.76
			\$	39,806.45

Winter Getaway Program

The winter program ran in February and March with the focus on encouraging visitors from nearby markets in Northern New York and Eastern Ontario to take a quick getaway, especially during the school break time periods. The campaign promoting outdoor and recreational activities such as skiing, skating and visiting the Zoo along with dining and hotel stays.

About \$25,000 was spent on the campaign to place a total of 586 television spots, 29 insertions of print ads and online banner ads.



Take a break and make a winter visit
To Watertown & the 1000 Islands

Plan a winter visit . . .
Beat the winter blahs with a quick getaway not too far away. Inside, you can relax poolside, go to the movies, dine out, do some shopping, or take in a Watertown Privateers hockey game. Outside, ski and tube at Dry Hill Ski Area or visit the New York State Zoo. Whether you're looking for family time with the kids or a romantic weekend, Watertown & 1000 Islands area hotels are offering great deals on fun packages at the best prices of the year . . . starting at under \$100 USD per night.

Check out offers and activities at **www.wintervisit.com**

Example of print ad (reduced to fit)



Getaway to Watertown & the 1000 Islands

Hotel packages, special events, shopping and outdoor fun

wintervisit.com



Getaway to Watertown & the 1000 Islands

wintervisit.com Hotel packages, special events, shopping and outdoor fun

Examples of banner ads

Watertown & 1000 Islands Winter Visit



Watertown & 1000 Islands Winter Visit



Ski, Skate & Snow	Lodging & Hospitality	Shopping	Sip
<p><i>Ski & Skate</i></p>	<p><i>Stay</i></p>	<p><i>Shop</i></p>	<p><i>Sip</i></p>
<p>Ski and tube at Dry Hill Ski Area in Watertown or enjoy open skating at the Watertown Municipal Arena.</p>	<p>Warm up from winter with a stay at one of the area's hotels - splash in the pool or just relax with a quick couples or family get-away.</p>	<p>Whether you're looking for those winter clearance sales or setting up your summer wardrobe, Watertown has a great selection.</p>	<p>Enjoy cold hardy varietals at Coyote Moon Vineyards and Thousand Islands Winery. Or, warm up a winter's day with a tasting at the Clayton Distillery.</p>

screen grab from WinterVisit "landing site"



screen grab from WinterVisit tv spot.

Winter Getaway Program Budget (not including website or design)

Online:

Google AdWords	ad word listing	Feb/March		\$ 2,000.00
WWNY.com	Medium Rectangle	4 weeks	\$ 250.00	\$ 1,000.00
NorthCountryNow.com	Medium Rectangle	6 weeks	\$ 115.00	\$ 690.00
				\$ 3,690.00

Television: Month of February

Station	Day Part	Spots	Per Spot	Total
WWNY-TV CBS	Morning	20	\$ 60.00	\$ 1,200.00
WWNY-TV CBS	Noon News	8	\$ 90.00	\$ 720.00
WWNY-TV CBS	Evening News	8	\$ 350.00	\$ 2,800.00
WWNY-TV CBS	Prime	12	\$ 275.00	\$ 3,300.00
WWNY-TV CBS	Late Night	8	\$ 75.00	\$ 600.00
WWNY-TV CBS	Weekend Sports	8	\$ 40.00	\$ 320.00
WWNY-TV CBS	Mich Bball	2	\$ 100.00	\$ 200.00
WWNY-TV CBS	Rotator	67		\$ -
WWNY				\$ 9,140.00
WNYF-TV Fox	Superbowl Pregame	1	\$ 350.00	\$ 350.00
WNYF-TV Fox	NFL Honors	1	\$ 100.00	\$ 100.00
WNYF-TV Fox	Superbowl Post Game	1	\$ 225.00	\$ 225.00
WNYF-TV Fox	Rotator	300	\$ 10.00	\$ 3,000.00
WNYF-TV Fox	Rotator	150		\$ -
WNYF				\$ 3,675.00
		586		\$ 12,815.00

Newspapers: Month of February

Publication	Size	#	Per Ins.	Total	Circulation	Impressions
Ogdensburg Journal	6 col. X 5"	8	\$ 235.00	\$ 1,880.00	5,500	44,000
Massena Courier	6 col. X 5"	8	\$ 235.00	\$ 1,880.00	7,800	62,400
Kingston Heritage	1/3rd	4	\$ 498.36	\$ 2,252.59	45,919	183,676
St. Lawrence News	1/3rd	4	\$ 314.40	\$ 1,421.09	29,807	119,228
Frontenac Gazette	1/3rd	4	\$ -	\$ -	8,469	33,876
Metro Ottawa	1/3rd	1	\$ 500.00	\$ 500.00	57,230	57,230
		29		\$ 7,933.68		500,410

\$ 24,438.68

2013 Summer Campaign

From May to August, TIITC administered a campaign comprised of TV and online advertising. The City of Watertown participated as a major partner with an \$8,600 investment in the \$165,000 campaign. Targeted markets were Buffalo, Rochester, Northern New Jersey, Ottawa and Harrisburg. The campaign included ads on broadcast and cable television and expandable banner ads placed through networks. In addition to the City's investment, several Watertown lodging properties paid fees to participate in the banner ads.

2013 TV Spot Totals	
Total	4,022
Buffalo	1,368
Rochester	1,179
Pennsylvania	730
New Jersey	300
Ottawa	445
Watertown version	498



Screen grabs of frames from Watertown version of 2013 TV spots

2013 Clicks on Banner Ads	
Total	32,854
Roch/Buff	8,063
Central PA	7,836
Ontario	3,637
Other	244
Central NY	2,744
NJ	10,330

Expanded banner ad from 2013 campaign (reduced to fit)

May 7, 2014

To: The Honorable Mayor and City Council
From: James E. Mills, City Comptroller
Subject: Tourism Fund

At the request of City Council during the budget meeting of April 28, the attached report was prepared to show the debt maturities of the projects that the Tourism Fund is providing funding for via the transfer of bed tax revenues to the General Fund. Additionally the projected debt service for the Arena rehabilitation project is included.

Please note that both the continued transfer of bed tax revenues to the General Fund and the projected debt service on the Arena rehabilitation project are included in the multi-year financial plan contained in the proposed budget. Accordingly utilizing bed tax revenues to pay a portion of the Arena debt service does not impact the amounts presented in the multi-year plan.

Debt Service and Transfers to Capital Projects Supported by Tourism Fund

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
Thompson Park Conservancy funding	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Thompson Park Zoo Reconstruction	22,874	-	-	-	-	-	-	-	-	-
Thompson Park Zoo Reconstruction	21,349	-	-	-	-	-	-	-	-	-
Thompson Park Improvements	5,185	-	-	-	-	-	-	-	-	-
Improvements to Fairgrounds	5,338	-	-	-	-	-	-	-	-	-
Thompson Park Road Reconstruction	4,544	4,275	4,185	2,909	-	-	-	-	-	-
Hole Brothers Shoreline Improvements	7,063	6,898	6,725	6,545	6,358	8,130	-	-	-	-
Flower Memorial Library Restorations	46,025	44,625	43,203	41,759	40,294	38,806	37,297	35,766	-	-
Fairgrounds Arena HVAC System	17,160	-	-	-	-	-	-	-	-	-
Fairgrounds Arena Roof Reconstruction	10,830	10,190	10,476	7,755	-	-	-	-	-	-
Thompson Park Pavillion Roof	46,733	-	-	-	-	-	-	-	-	-
Arena Storage Building	-	35,157	35,839	35,374	34,909	30,906	30,356	29,806	29,221	22,103
Thompson Park - restroom renovations	-	70,000	-	-	-	-	-	-	-	-
	<u>\$ 207,100</u>	<u>\$ 191,144</u>	<u>\$ 120,428</u>	<u>\$ 114,342</u>	<u>\$ 101,561</u>	<u>\$ 97,842</u>	<u>\$ 87,653</u>	<u>\$ 85,571</u>	<u>\$ 49,221</u>	<u>\$ 42,103</u>
Transfer from Tourim Fund	<u>\$ 187,100</u>	<u>\$ 180,100</u>	<u>?</u>	<u>?</u>	<u>?</u>	<u>?</u>	<u>?</u>	<u>?</u>	<u>?</u>	<u>?</u>

Note: This schedule does NOT include projects included in the 2014-15 through 2018-19 Proposed Capital Plan.

Arena Rehabilitation Projected Debt Service	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 511,530</u>	<u>\$ 501,982</u>	<u>\$ 492,433</u>	<u>\$ 482,885</u>	<u>\$ 473,336</u>	<u>\$ 463,787</u>	<u>\$ 454,239</u>	<u>\$ 444,690</u>
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Debt service would mature in FY 2039-40