

# AGENDA

## FOX CITIES HOTEL ROOM TAX COMMISSION

April 18, 2016

3:00 p.m.

Fox Cities Convention and Visitors Bureau 3433 West College Avenue, Appleton, Wisconsin

Call to order	Adam Hammatt
Roll call of membership	Adam Hammatt
Approval of January Minutes	Adam Hammatt
Hotelier Appointments 1. Deb Johnson 2. Chuck Gifford	Adam Hammatt
Report on Status of Room Tax Collections	Pam Seidl
Status of Exhibition Center Project	Karen Harkness
Status of PAC Bonds	Karen Harkness
CVB Report	Pam Seidl
Old Business 1. Discussion and Review of By-Laws 2. Discussion of Room Tax Remittance Forms for the Municipalities and for the Hoteliers	Adam Hammatt
New Business 1. Meeting Schedule	Adam Hammatt
Adjournment	Adam Hammatt

Upcoming meeting dates –  
July 18, 2016 at 3:00 p.m.  
October 17, 2016 at 3:00 p.m.

Any questions about items on this agenda are to be directed to Adam Hammatt 920/788-7500.  
REASONABLE ACCOMMODATIONS FOR PERSONS WITH DISABILITIES WILL BE MADE UPON  
REQUEST AND IF FEASIBLE.

Meeting Minutes  
Fox Cities Room Tax Commission

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Monday, January 18, 2016

4:00 pm

Fox Cities Convention &  
Visitors Bureau

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1. Call meeting to order

2. Roll call of membership

Present: 15 – Harkness, Dearborn, Nooyen, Sherman, Schumerth, Gifford, Matheny, Johnson, Easker, Streck, Hammatt, Benz, Saucerman, Wilde, Steeno

Excused: 3 - Pleuss, Zinsli, Meyerhoffer

3. Report on status of Room Tax Membership Appointments & Introductions

4. Action Items

**a. Election of Chair**

Upon confirmation that a quorum of 15 of 18 was present, Harkness moved, seconded by Easker for the election of Adam Hammatt as Chairperson. Motion carried by the following vote:

Aye: 15 Harkness, Dearborn, Nooyen, Sherman, Schumerth, Gifford, Matheny, Johnson, Easker, Streck, Hammatt, Benz, Saucerman, Wilde, Steeno

Absent: 3 Pleuss, Zinsli, Meyerhoffer

**b. Election of Vice Chair**

Upon confirmation that a quorum of 15 of 18 was present, Nooyen moved, seconded by Harkness for the election of Bruce Sherman as Vice Chair. Motion carried by the following vote:

Aye: 15 Harkness, Dearborn, Nooyen, Sherman, Schumerth, Gifford, Matheny, Johnson, Easker, Streck, Hammatt, Benz, Saucerman, Wilde, Steeno

Absent: 3 Pleuss, Zinsli, Meyerhoffer

**c. Election of Secretary**

Upon confirmation that a quorum of 15 of 18 was present, Easker moved, seconded by Nooyen for the election of George Dearborn as Secretary. Motion carried by the following vote:

Aye: 15 Harkness, Dearborn, Nooyen, Sherman, Schumerth, Gifford, Matheny, Johnson, Easker, Streck, Hammatt, Benz, Saucerman, Wilde, Steeno

Absent: 3 Pleuss, Zinsli, Meyerhoffer

**5. Information Items**

a. Discussion of 2015 Assembly Bill 655 (AB655)

b. Discussion of By-Laws

c. Report on status of Exhibition Center Project

**6. Adjournment**

Easker moved, seconded by Sherman, that the meeting adjourn be approved. Motion carried by the following vote:

Aye: 15 Harkness, Dearborn, Nooyen, Sherman, Schumerth, Gifford, Matheny, Johnson, Easker, Streck, Hammatt, Benz, Saucerman, Wilde, Steeno

Absent: 3 Pleuss, Zinsli, Meyerhoffer

**Fox Cities Convention and Visitor's Bureau, Inc.**

**Audited Financial Statements**

**For the Years Ended  
December 31, 2015 and 2014**

**Fox Cities Convention and Visitors Bureau, Inc.**

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**December 31, 2015 and 2014**

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## Independent Auditors' Report

To the Board of Directors  
Fox Cities Convention and Visitors Bureau, Inc.  
Appleton, Wisconsin

We have audited the accompanying financial statements of Fox Cities Convention and Visitors Bureau, Inc., which comprise the statements of financial position as of December 31, 2015 and 2014, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Fox Cities Convention and Visitors Bureau, Inc. as of December 31, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink that reads 'KerberRose SC'.

**KerberRose SC**  
**Certified Public Accountants**  
March 14, 2016

## Financial Statements

**Fox Cities Convention and Visitors Bureau, Inc.**

Statements of Financial Position  
As of December 31, 2015 and 2014

	2015			2014 Total
	Operating Fund	Tourism Development Grant Fund	Total	
<b>ASSETS</b>				
Cash and Cash Equivalents	\$ 451,131	\$ 153,533	\$ 604,664	\$ 488,676
Room Tax Receivable	290,843	96,948	387,791	365,675
Other Receivables	-	-	-	4,767
Certificates of Deposits	463,412	-	463,412	311,192
Interest Receivable	2,448	2,077	4,525	4,347
Prepaid Expenses	2,531	-	2,531	3,030
Investments	-	1,148,026	1,148,026	1,306,219
Property and Equipment, Net	54,430	-	54,430	53,819
<b>TOTAL ASSETS</b>	<b>\$ 1,264,795</b>	<b>\$ 1,400,584</b>	<b>\$ 2,665,379</b>	<b>\$ 2,537,725</b>
<b>LIABILITIES AND NET ASSETS</b>				
<b>Liabilities</b>				
Accounts Payable and Accrued Liabilities	\$ 55,781	\$ -	\$ 55,781	\$ 53,983
Deferred Revenue	-	800,643	800,643	802,872
	55,781	800,643	856,424	856,855
<b>Net Assets</b>				
Unrestricted	1,209,014	599,941	1,808,955	1,680,870
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 1,264,795</b>	<b>\$ 1,400,584</b>	<b>\$ 2,665,379</b>	<b>\$ 2,537,725</b>



**Fox Cities Convention and Visitors Bureau, Inc.**  
**Statements of Activities**  
For the Years Ended December 31, 2015 and 2014

	<b>2015</b>			<b>2014</b> <b>Total</b>
	<b>Operating Fund</b>	<b>Tourism Development Grant Fund</b>	<b>Total</b>	
<b>REVENUES</b>				
Room Tax	\$ 1,205,517	\$ 404,068	\$ 1,609,585	\$ 1,339,362
Interest	4,494	25,034	29,528	34,690
Grants	9,000	-	9,000	28,364
Sponsorship	110,221	-	110,221	5,391
Visitor Guide	59,655	-	59,655	51,749
Investment Gains (Losses)	-	(11,297)	(11,297)	8,063
<b>Total Revenues</b>	<u>1,388,887</u>	<u>417,805</u>	<u>1,806,692</u>	<u>1,467,619</u>
<b>EXPENSES</b>				
Program	1,165,512	425,749	1,591,261	1,195,911
Management and General	84,790	2,556	87,346	71,317
<b>Total Expenses</b>	<u>1,250,302</u>	<u>428,305</u>	<u>1,678,607</u>	<u>1,267,228</u>
<b>TRANSFER BETWEEN FUNDS</b>	1,123	(1,123)	-	-
<b>Change in Net Assets</b>	139,708	(11,623)	128,085	200,391
<b>NET ASSETS - BEGINNING</b>	<u>1,069,306</u>	<u>611,564</u>	<u>1,680,870</u>	<u>1,480,479</u>
<b>NET ASSETS - ENDING</b>	<u>\$ 1,209,014</u>	<u>\$ 599,941</u>	<u>\$ 1,808,955</u>	<u>\$ 1,680,870</u>

See Accompanying Notes

**Fox Cities Convention and Visitors Bureau, Inc.**  
**Statements of Cash Flows**  
For the Years Ended December 31, 2015 and 2014

	<b>2015</b>			<b>2014</b>
	<b>Operating Fund</b>	<b>Tourism Development Grant Fund</b>	<b>Total</b>	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Change in Net Assets	\$ 139,708	\$ (11,623)	\$ 128,085	\$ 200,391
Adjustments to Reconcile Change in Net Assets to Net Cash Flows From Operating Activities:				
Depreciation	26,890	-	26,890	24,842
Interest Income Added to Certificates of Deposit	(2,220)	-	(2,220)	(3,394)
Net Realized and Unrealized (Gains) Losses on Investments	-	11,297	11,297	(8,063)
Changes in Certain Assets and Liabilities:				
Room Tax Receivable	(16,587)	(5,529)	(22,116)	(27,143)
Other Receivables	4,767	-	4,767	6,176
Interest Receivable	(401)	223	(178)	3,433
Prepaid Expenses	499	-	499	155
Accounts Payable and Accrued Liabilities	1,798	-	1,798	(2,147)
Deferred Revenue	-	(2,229)	(2,229)	132,900
Grants Payable	-	-	-	(200,000)
<b>Net Cash Flows Form Operating Activities</b>	<u>154,454</u>	<u>(7,861)</u>	<u>146,593</u>	<u>127,150</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Purchase of Property and Equipment	(27,501)	-	(27,501)	(12,783)
Purchase of Investments and Certificates of Deposit	(150,000)	(599,956)	(749,956)	(1,014,578)
Proceeds from Sale of Investments and Certificates of Deposit	-	746,852	746,852	840,471
<b>Net Cash Flows From Investing Activities</b>	<u>(177,501)</u>	<u>146,896</u>	<u>(30,605)</u>	<u>(186,890)</u>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	(23,047)	139,035	115,988	(59,740)
<b>CASH AND CASH EQUIVALENTS - BEGINNING</b>	<u>474,178</u>	<u>14,498</u>	<u>488,676</u>	<u>548,416</u>
<b>CASH AND CASH EQUIVALENTS - ENDING</b>	<u>\$ 451,131</u>	<u>\$ 153,533</u>	<u>\$ 604,664</u>	<u>\$ 488,676</u>

See Accompanying Notes

## **Fox Cities Convention and Visitors Bureau, Inc.**

Notes to Financial Statements

December 31, 2015 and 2014

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### **Note 1 – Summary of Significant Accounting Policies**

This summary of significant accounting policies of Fox Cities Convention and Visitors Bureau, Inc. (Bureau) is presented to assist in understanding the Bureau's financial statements. The financial statements and notes are representations of the Bureau's management who is responsible for the integrity and objectivity of the financial statements. These accounting policies conform to accounting principles generally accepted in the United States of America and have been consistently applied in the preparation of the financial statements.

#### **Nature of Operations**

The Bureau was formed to promote the Fox Cities as a convention location and tourist area.

The Bureau's primary source of revenue is a room tax imposed by ordinance of all participating municipalities on hotels and motels in those municipalities. Room tax revenue is recorded when receipts are collected by hotels and motels within the participating municipalities.

Participating municipalities are the City of Appleton, Village of Combined Locks, Town of Grand Chute, City of Kaukauna, Village of Kimberly, Village of Little Chute, City of Menasha, Village of Sherwood, City of Neenah, Town of Neenah, Town of Vandenberg, Town of Greenville, Town of Freedom, Town of Buchanan, Town of Harrison, Town of Woodville, Town of Menasha, Town of Clayton and Town of Hortonville. Approximately 80% of the room tax revenues are received from two municipalities.

#### **Net Assets**

Unrestricted net assets consist of resources available for the various programs and administration of the Bureau which have not been restricted by a donor or other outside party. The Bureau utilizes two funds with its unrestricted net asset class – the tourism development grant fund and the operating fund. For the years ended December 31, 2015 and 2014, the Bureau applied twenty-five percent of all unrestricted funds received from the participating municipalities to the tourism development grant fund. Grants for tourism development are disbursed from this fund. All other activities of the Bureau are reflected in the operating fund.

There are no temporarily or permanently restricted net assets at December 31, 2015 and 2014.

#### **Cash and Cash Equivalents**

The Bureau considers all highly liquid debt instruments with a maturity date at date of purchase of three months or less to be cash equivalents.

The Bureau maintains its deposits at several financial institutions. Deposits at each institution are insured by the FDIC up to \$250,000. At December 31, 2015, the Bureau's uninsured cash balances total approximately \$581,000.

#### **Receivables**

The room tax and other receivables are stated at the amount management expects to collect from balances outstanding at year-end. Based on management's assessment of the outstanding balances, it has concluded that losses on balances outstanding at year-end will be immaterial.

## Fox Cities Convention and Visitors Bureau, Inc.

Notes to Financial Statements

December 31, 2015 and 2014

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### Note 1 – Summary of Significant Accounting Policies (Continued)

#### Investments

Investments consist of primarily fixed income investments and are stated at market value. Gains and losses, both realized and unrealized, are included in the change in net assets in the statements of activities.

#### Property, Equipment and Depreciation

Property and equipment is recorded at cost. Depreciation for financial reporting purposes is calculated using the straight-line method. Estimated useful lives of the assets are as follows:

Leasehold Improvements	10 Years
Office Furniture and Equipment	5 – 10 Years

The Bureau reviews property and equipment for impairment whenever events or changes in business circumstances indicate that the carrying amount of an asset may not be fully recoverable. An impairment loss would be recognized when the estimated future cash flows from the use of the asset are less than the carrying amount of that asset. To date, there have been no such losses.

#### Income Taxes

The Bureau is qualified as a tax exempt organization under Section 501(c)(6) of the Internal Revenue Code, and thus is exempt from income taxes. Accordingly, no income tax provision is recognized for financial reporting purposes.

The Bureau evaluates its tax positions based on whether or not the position is more likely than not to be sustained upon examination by taxing authorities. This evaluation includes monitoring changes in tax law and new authoritative rulings for potential implications to its tax status. The Bureau's federal income tax returns are subject to examination generally for three years after they are filed and its state income tax returns generally for four years after they are filed.

#### Advertising Costs

Advertising costs are charged to operations when incurred. Advertising expense was \$165,968 and \$178,818 for the years ended December 31, 2015 and 2014, respectively.

#### Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results may differ from these estimates.

#### Subsequent Events

Subsequent events were evaluated through March 14, 2016 which is the date the financial statements were available to be issued.

**Fox Cities Convention and Visitors Bureau, Inc.**

Notes to Financial Statements

December 31, 2015 and 2014

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**Note 2 – Property and Equipment**

Property and equipment consists of the following at December 31, 2015 and 2014:

	<u>2015</u>	<u>2014</u>
Leasehold Improvements	\$ 127,076	\$ 111,984
Office Furniture and Equipment	128,654	116,245
	<u>255,730</u>	<u>228,229</u>
Less: Accumulated Depreciation	201,300	174,410
Property and Equipment - Net	<u>\$ 54,430</u>	<u>\$ 53,819</u>

**Note 3 – Leases**

The Bureau leases its office facilities under a non-cancelable operating agreement that expires April 30, 2020. Monthly rental payments are currently \$6,000 and in addition to monthly rent payments, the Bureau is required to pay for utilities, minor maintenance, and insurance. The Bureau also leased an automobile under a lease that expired in September 2014 and leases a copier under non-cancelable agreement that expires in August 2016.

Total rental expense under these leases for the years ended December 31, 2015 and 2014 was \$73,610 and \$78,807, respectively.

Future minimum lease payments on the leases as of December 31, 2015 for the next five years are as follows:

2016	\$ 74,174
2017	72,000
2018	72,000
2019	72,000
2020	24,000
	<u>\$ 314,174</u>

**Note 4 – Profit Sharing Plan**

The Bureau has a 401(k) plan ("plan") covering all eligible employees as defined in the plan document who are at least eighteen years of age and have completed one year of eligibility service. The plan allows for employee salary deferral contributions in amounts up to the maximum allowed by the IRS and provides for matching contributions by the Bureau at a percentage to be determined prior to the end of each plan year. The plan also allows for additional discretionary contributions by the Bureau. For the years ended December 31, 2015 and 2014, the Bureau's contributions to the plan were \$24,219 and \$19,880 respectively.

**Note 5 – Deferred Revenue**

Deferred revenue in the Tourism Development Grant Fund represents a percentage of the room taxes collected from the Town of Grand Chute. These funds are designated for tourism development projects and are subject to approval by the Town of Grand Chute. Revenue is recognized for the Town of Grand Chute's portion of tourism development projects as the liabilities for those projects are approved by the Town.

**Fox Cities Convention and Visitors Bureau, Inc.**

Notes to Financial Statements

December 31, 2015 and 2014

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**Note 6 – Grant Projects**

The Bureau's Board of Directors and the Town of Grand Chute have approved grants to various communities and organizations for various projects. The following are the remaining commitments on these grants at December 31, 2015:

Fox River Navigational Interpretive Center	\$	100,000	
Fox Wisconsin Heritage Parkway		21,575	
Hearthstone Historic House		6,000	
Future Neenah Loop the Lake		100,000	
Bergstrom-Mahler Museum		7,500	
Lawrence University Banta Bowl Renovation		200,000	
Gordon Bubolz Nature Preserve Environmental Center		100,000	
		<u>100,000</u>	
	<u>\$</u>	<u>535,075</u>	

There are certain conditions which need to be fulfilled by the grantees prior to the disbursement of these funds. Consequently, these grants are not recorded as grants payable at December 31, 2015.

During the years ended December 31, 2015 and 2014 the Bureau contributed to the funding of the following tourism development projects:

	<u>2015</u>	<u>2014</u>
USA Youth Sports Complex	\$ -	\$ 18,488
Wayfinding Signage – Village of Hortonville	3,805	-
History Museum Signage	-	4,200
Bergstrom-Mahler Museum	17,500	-
Lawrence University Banta Bowl Renovation	50,000	-
Fox Wisconsin Heritage Parkway	37,484	21,671
Appleton Ice Inc.	-	20,000
Appleton Downtown Incorporated – Mile of Music	50,000	50,000
City of Appleton Exhibition Center	246,960	-
Wild Ones Natural Landscapers	-	400
	<u>\$ 405,749</u>	<u>\$ 114,759</u>

## Fox Cities Convention and Visitors Bureau, Inc.

Notes to Financial Statements

December 31, 2015 and 2014

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### Note 7 – Fair Value Measurements

Generally accepted accounting principles provides a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurement) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy are described below:

- |         |                                                                                                                                                                                                                                                            |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Level 1 | Quoted prices (unadjusted) for identical assets or liabilities in active markets that the Bureau has the ability to access as of the measurement date.                                                                                                     |
| Level 2 | Significant other observable inputs other than level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data. |
| Level 3 | Significant unobservable inputs that reflect the Bureau's own assumptions about the assumptions that market participants would use in pricing an asset or liability.                                                                                       |

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Included in investments at December 31, 2015 and 2014 are various fixed income investments totaling \$1,055,646 and \$1,174,525, respectively, marketable equity securities totaling \$78,225 and \$0, respectively, and a money market account totaling \$14,155 and \$131,694, respectively. These investments are considered Level 1 investments.



# Fox Cities Convention & Visitors Bureau 2015 Annual Report



**FOX CITIES**  
GREATER APPLETON WISCONSIN



# SUCCESS!

Success certainly sums up 2015 for the Bureau and tourism in the Fox Cities. Bolstered by an unprecedented year in group business, hotel room tax collections increased nearly 10% and occupancy grew 4.8%. **Our forecasts pointed to an excellent year in 2015 and we exceeded all of our expectations and then some.**

The Fox Cities welcomed back the US Youth Region II Soccer Championships for a third time and the event generated 9,491 room nights and \$1.3 million in direct visitor spending. While this signature event was the “big” event everyone noticed, there were be thousands of other visitors to the area as we realized a record-breaking year in tourism.

We built upon our reputation as the home of NCAA Division III Baseball Championships, creating a youth baseball tournament on the same weekend. A number of our local soccer clubs hosted some very successful tournaments and we welcomed the State Legion Baseball Championships to Kaukauna in August.

**Solid convention group business also ensured consistent business through the winter and spring.** The Bureau focused on generating new convention group leads and revisited several niches in the small group markets. Both efforts generated new business and interest in the Fox Cities.

Another success came at the end of the year, when 10 municipalities in the Fox Cities voted to increase the hotel room tax to support construction of an exhibition center and also allocate additional funds to the development of amateur sports facilities in the Fox Cities. We are grateful for the support and confidence our municipalities put in the Bureau and its efforts during this process. The Bureau will now move from advocacy to supporting the sales and marketing of the exhibition center to ensure the full economic impact potential is realized and to **advancing a plan for development and funding for future sports tourism facility projects.**

Financially, the Bureau’s philosophy is to be exceptional stewards of the room tax funds we receive. **We continue to be in excellent financial health** with a reserve fund to backstop us in tough times.

Our sales, marketing and destination development efforts have paid off. Visitor spending in the Fox Cities **increased 5.65%**, to more than **\$434 million in 2014** and this spending **generated \$558 million** in total business sales, **sustained 6,000 jobs** in the tourism industry and **\$93.6 million in income** for Fox Cities residents.

We look to 2016 with great anticipation and excitement. The development of an exhibition center and new sports facilities provides us with the venues we need to grow tourism in the Fox Cities. Private investment in the form of renovations of several of our hotels will also help us showcase the area as a dynamic destination poised to serve the visitors of the 21st century.

We would like to thank the Bureau’s Board of Directors, committees and staff, along with our municipal, hotel and other tourism business partners. **Together we have had much success in 2015 and we look forward to building on these successes to ensure a strong tourism economy well into the future.**



*Chris Haese*

Chris Haese, Board Chair



*Pam Seidl*

Pam Seidl, Executive Director

## MISSION

The Fox Cities Convention & Visitors Bureau is an economic development organization that strengthens the Fox Cities by attracting visitors in the convention, sports and leisure markets through sales, marketing and destination development.

## 2016 BUREAU OBJECTIVES

Each year the Bureau Board of Directors and staff participate in a planning retreat where key strategic initiatives are identified. The Bureau Staff then takes this input and develops action items and objectives to advance these strategies.

Two significant tourism-related developments: the development of an expo center in the Fox Cities and additional room tax dollars allocated to the Bureau’s Tourism Development Fund for sports facilities will provide increased opportunity as well as additional work for the Bureau in 2016 and beyond.

**Key strategic initiatives for the organization in 2016 will be:**

- Support the sales and marketing of the expo center to ensure the full economic impact potential is realized.
- Recommend and advance a plan for development and funding for future sports tourism facility projects.
- Navigate the transition to a zone/commission model to ensure the Bureau’s relevancy with key stakeholder groups remains solid and that excellent relationships with all municipalities are maintained.
- Ensure the relevancy of the Bureau for the long-term, adopting and implementing industry best practices.
- Update our long-term strategic plan.
- Participate in the Destination Marketing Association International (DMAI) DestinationNEXT initiative as a precursor to strategic planning.
- Participate in appropriate industry organizations and events to ensure the Bureau is well represented in the industry.
- Invest in our people. Give each staff member the opportunity to develop their understanding of the “business” of Destination Marketing by providing appropriate professional development opportunities.

# 2015 IN REVIEW

## CONVENTION SALES

- Hosted 113 meeting and convention events that generated 19,749 room nights and \$4,986,167 in direct visitor spending.
- Booked 131 future meeting and convention events that will draw an estimated 22,100 room nights and generate \$5,547,100 worth of estimated direct visitor spending.
- Exhibited in four trade shows and participated in two conferences with reverse trade shows.
- Hosted two FAM tours involving a total of 28 meeting planners.
- Re-launched the Bring It Home Fox Cities program with 19 presentations given to local clubs, associations and organizations.

## SPORTS MARKETING

- Hosted 163 events that generated a record 35,120 hotel room nights and \$11,378,880 in direct visitor spending, including the prestigious 2015 US Youth Soccer Midwest Region Championships.
- Booked 193 future sporting events that will draw an estimated 18,695 hotel room nights and generate \$6,057,180 worth of estimated direct visitor spending.
- Completed 969 sales calls to current or potential clients.
- Worked with Convention, Sports & Leisure, Intl to complete a feasibility study for potential indoor sports venues in the Fox Cities.
- Awarded \$10,000 worth of grants to five local non-profit organizations to assist with startup costs of new sporting events.
- Finalized an agreement with SBD Event Management to host a large regional soccer showcase annually in Appleton.

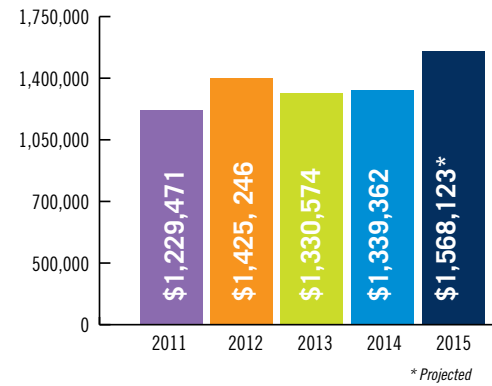
## CONVENTION/GROUP/SPORTS SERVICES

- Provided services to 96 groups.
- Provided more than 507 volunteer hours, an increase of 67 hours over 2014, for EAA welcome booths, convention and sports tournament groups.
- Initiated a Volunteer Ambassador program. Ambassadors provide a higher level of service and local knowledge and are utilized for conventions or events that request a visitor information booth.

## MARKETING

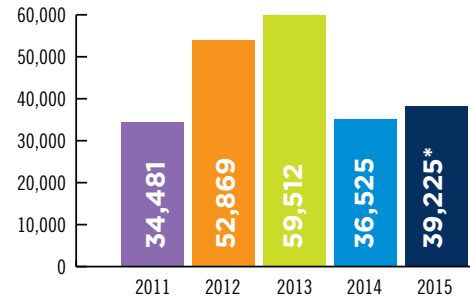
- Conducted three press tours with 23 professional travel journalists.
- Continued to market the Wisconsin's Shopping Place brand in leisure ads throughout Wisconsin and upper Michigan with a continued focus on the Madison market.
- Highlighted our Tourism Development Grant awards with public check presentations for grants ranging from \$6,000 to \$100,000.
- The newly-designed visitor kiosk at Appleton International Airport was installed in January and features a larger display case, new brochure racks, larger visitor map, new signage and ipad technology.
- Took advertising sales efforts for the 2016 Destination Guide in-house and produced record number of new advertisers and overall gross sales.

## BUREAU ROOM TAX REVENUE



\* Projected

## HOTEL ROOMS BOOKED



\* Projected

## 2015 OPERATIONS REVENUES & EXPENSES

### REVENUES

	2015 YEAR-END PROJECTED
Room Tax Income - Oper	\$1,186,901.72
Interest Income - Oper	4,482.76
Grants Income	9,000.00
Sponsorship/Incidental Income	11,0220.67
Visitor Guide Income	59,654.50
Tourism Development Admin Reimb	20,000.00

### TOTAL REVENUES

**\$1,390,259.65**

### EXPENSES

	2015 YEAR-END PROJECTED
Salaries & Wages	423,171.37
Employee Benefits	107,834.04
Professional Development	7,825.97
Convention Event Services	5,351.37
Trade Shows	14,175.92
Selling Expenses	146,092.14
Marketing	263,352.36
Visitor Guide	49,322.97
Research	55,111.02
Rent/Utilities/Taxes	84,142.62
Capital Equip Expenses	27,501.19
Equipment Leases	3,424.92
Automobile Expenses	6,581.08
Local Meetings	10,190.73
Office Supplies	5,565.25
Postage & Shipping	8,429.39
Telephone	6,346.15
Property/Casualty Insurance	6,185.21
Professional Services	26,759.02
Memberships	8,607.00

### TOTAL EXPENSES

**\$1,265,969.72**



# ACCOLADES

- ✓ **Appleton #7 on Top 10 Best Cities for Holiday Shopping**  
Source: *SmartAsset.com*
- ✓ **Appleton #9 on Top 10 Best Cities for Children**  
Source: *SmartAsset.com*
- ✓ **Fox Cities Trestle Trail Bridge #4 on Top 11 Unique WI Bridges You Have to See**  
Source: *TravelWisconsin.com*
- ✓ **Fox Cities Stadium named one of Top 10 Minor League Ballparks**  
Source: *Livability.com*
- ✓ **Appleton #5 on 2015 Best Affordable Places to Live**  
Source: *Liveability.com*
- ✓ **Appleton named one of 6 cities to explore after hours**  
Source: *StevensPointJournal.com*
- ✓ **Appleton #6 on 2015 Best Towns to Live In in Wisconsin**  
Source: *Local.Niche.com*
- ✓ **Appleton named one of 7 WI Cities with Can't Miss Shopping Experiences**  
Source: *TravelWisconsin.com*
- ✓ **Fox Cities CVB named 'Most Helpful Convention & Visitors Bureau'**  
Source: *Wisconsin Meetings Magazine reader survey, Winter issue*

## OUR 2015 BOARD OF DIRECTORS

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**Amy Karas**  
*Convention Sales & Marketing Manager*

**Alison Hutchinson**  
*Convention Sales & Marketing Representative*

**Jennifer Hecht**  
*Convention Services Coordinator*



**FOX CITIES**  
GREATER APPLETON WISCONSIN

Appleton | Clayton | Combined Locks | Buchanan | Freedom | Grand Chute | Greenville | Harrison | Hortonville | Kaukauna  
Kimberly | Little Chute | Menasha | Neenah | Sherwood | Town of Menasha | Town of Neenah | Vandenbroek | Woodville

**FOX CITIES CONVENTION & VISITORS BUREAU**  
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