

MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

CLERK'S OFFICE

No. AM 413-2015

AMENDED AND APPROVED

Meeting Date: June 23, 2015

Date: 7-14-15

From: MAYOR

Subject: APPROVAL TO ENTER INTO A TOURISM AGREEMENT WITH ANCHORAGE CONVENTION AND VISITORS BUREAU DBA VISIT ANCHORAGE FOR THE PROMOTION OF TOURISM.

The Municipality acting through the Municipal Manager's Office proposes to enter into a long-term professional services contract for the promotion of tourism with Anchorage Convention and Visitors Bureau dba Visit Anchorage, an Alaska nonprofit corporation, for the promotion of Anchorage tourism.

Presently, Visit Anchorage has a tourism promotion contract with the Municipality. The contract is due to expire at the end of 2015. It is appropriate for this contract to be renewed with Visit Anchorage because of its long experience in promoting tourism.

The starting point of this agreement was the existing contract but some changes have been made to the contract in order to accommodate the One Million Dollar loan repayment.

Essential terms of the Professional Services Agreement between the Municipality of Anchorage and Visit Anchorage are as follows:

1. Visit Anchorage commits to promoting conventions and general tourism in Anchorage.
2. The Agreement is for a 10 year term ending December 31, 2025 [2015].
3. Visit Anchorage receives compensation equal to 95% of one-third (i.e. 4%) of the bed tax revenues as compensation (less administrative expenses). Further, Visit Anchorage receive the remaining 5% if it meets certain performance standards set out in the Agreement. It is expected most years, if not all, Visit Anchorage will achieve these performance standards.
4. Visit Anchorage agrees the share of the bed tax committed for tourism promotion may also be used for and is subordinate to the financing for the Dena'ina Convention Center. This commitment permits an increase in the "coverage" for the bonds and thus reduces costs of the financing, and lowers the interest rate on the bonds and thus increases the amount of revenues available for construction of the Dena'ina Convention Center. It

1 is not expected this commitment actually reduces the amount of funds
2 available to Visit Anchorage for tourism promotion, but there is a small risk
3 funds may be reduced. The Agreement also authorizes, with Visit
4 Anchorage approval, use of up to \$500,000 of Visit Anchorage
5 compensation, to be used for payment of bonded indebtedness.
6

7 5. In Amendment #1 to the 2005 Contract for Professional Services, dated
8 May 3, 2006, Anchorage advanced Visit Anchorage a sum of one million
9 dollars (\$1,000,000) as a working capital advance. The advance was
10 interest free and must be returned to the Municipality upon termination of
11 the Agreement.
12

13 a. Visit Anchorage proposes to repay the one million
14 dollars (\$1,000,000) loan from the Municipality to Visit Anchorage
15 beginning in September 2015, and ending in June 2017. Interest
16 will begin accruing on October 1, 2015 on the unpaid principal
17 balance.
18

19 b. The proposed monthly interest rate is the Municipality's Interest
20 Rate on Funds Borrowed from the General Cash Pool is guided by
21 AMC 6.20.160.
22

23 **THE ADMINISTRATION RECOMMENDS APPROVAL.**
24

25 Prepared by: Debra Fitzgerald, Contract Administrator,
26 Office of the Municipal Manager

27 Concur: George J. Vakalis, Municipal Manager

28 Respectfully submitted: Daniel A. Sullivan, Mayor

MUNICIPALITY OF ANCHORAGE
ASSEMBLY INFORMATION MEMORANDUM

No. AIM 84-2015

Meeting Date: July 14, 2015

From: MAYOR

**Subject: ADDITIONAL INFORMATION FOR AM 413-2015 REGARDING
THE APPROVAL TO ENTER INTO A TOURISM AGREEMENT
WITH ANCHORAGE CONVENTION AND VISITORS BUREAU
DBA VISIT ANCHORAGE FOR THE PROMOTION OF TOURISM.**

Attached is additional information for AM 413-2015 regarding the request for approval to enter into a multi-year tourism agreement with Anchorage Convention and Visitors Bureau.

The following documents are included in this document for your review:

1. Proposed tourism agreement;
2. Audited 2014 financials;
3. 4th quarter 2014 President's Report;
4. 2014 Room tax worksheet;
5. 2015 Annual Plan and Budget;
6. Visit Anchorage contract fact sheet.

Prepared by: Debra Fitzgerald, Contract Administrator, Office of the
Municipal Manager

Concur: Lance R. Wilber, Acting Municipal Manager

Respectfully submitted: Ethan A. Berkowitz, Mayor

CONTRACT FOR PROFESSIONAL SERVICES WITH ANCHORAGE CONVENTION AND VISITORS BUREAU

The Agreement , effective the _____ day of _____, 2015, by and between the Municipality of Anchorage, and the Anchorage Convention and Visitors Bureau, an Alaskan non-profit corporation, for the promotion of tourism.

Section 1. Definitions.

In this Agreement:

- A. "Administrator" means the Municipal Manager or authorized designee.
- B. "Anchorage" means the Municipality of Anchorage.
- C. "CIVICVentures" means an Alaska non-profit corporation organized for the purpose of issuing tax exempt bonds to finance, construct and own the Dena'ina Civic and Convention Center.
- D. "Contractor" means Anchorage Convention and Visitors Bureau, dba Visit Anchorage, Inc.
- E. "Coverage" means a commitment of Net Tourism Receipts to increase that ratio of funds available to pay Debt Service to the amount of funds required to pay Debt Service. In the normal course of expected events, Net Tourism Receipts committed to increase Coverage should be available as compensation under this Agreement.
- F. "Debt Service" means the amount required to pay principal and interest, establish and maintain reserves, and pay other costs and expenses associated with the issuance of revenue bonds by CIVICVentures to finance construction of the Dena'ina Civic and Convention Center and renovation of the William A. Egan Civic and Convention Center. "Debt Service" also includes repayment of all interim financing obtained by CIVICVentures or any other party in connection with Phase II work, (as defined in the Development Agreement between Municipality and Alaska Center for Convention & Trade, LLC) including design and development of the Block 80 Convention Center.
- G. "Net Tourism Receipts" means the 4% of Room Taxes, including interest and penalties, received by Anchorage during the calendar year pursuant to AMC section 12.20.020B. less one third of the total administrative and enforcement costs as determined by Anchorage and less the amount dedicated by Anchorage, if any, as set forth in section 4 of this Agreement.

H. "Operating Reserve" means the fund created by the Municipality and under the control of the Municipality, for the purpose of meeting cash shortfalls in the cost of operating the Convention Centers.

I "Subcontractor" means one who undertakes a portion of the scope of services of this Agreement from Contractor, and performs those services without the direct supervision of Contractor.

Section 2. Scope of Services:

A. Contractor shall perform the following professional services:

1. Contractor shall provide professional services in the promotion of Anchorage as a travel and tourism destination with an expectation to increase the number of in-state and out of state visitors to Anchorage through implementation of the services listed in subsection 2 of this section.

2. Development of advertising and sales programs directed towards, but not limited to, increasing the number of conventions, tour groups, independent travelers, incentive tours, world congresses and off-season visitors to Anchorage in an effort to sustain and create additional local jobs, generate supplemental local tax revenues, and produce additional purchasing power for Anchorage businesses and residents.

3. Compensation paid to Contractor pursuant to Section 5 may be used by Contractor to purchase services, supplies, and assets (subject to the requirements of section 11) pay employees, including employee benefits. (Compensation shall not be used for employee picnics, banquets or luncheons).

B. Anchorage shall not allow any claim for services other than those described in this section.

C. In the event that other persons, groups or organizations propose activities or ideas to Anchorage or to Contractor that would promote tourism and such activities or ideas are not then being implemented by Contractor, Contractor shall meet with the proposer and evaluate the idea or activity and if appropriate, work with the proposer to implement the idea or activity for the purpose of promoting tourism. If Contractor concludes it can not or will not implement the idea or activity presented to it, Contractor shall provide Anchorage with a written statement of the reason(s) for its decision.

Section 3. Time for Performance.

A. This Agreement becomes effective when signed on behalf of Anchorage and shall continue in effect unless terminated pursuant to the terms hereof.

B. Unless terminated earlier pursuant to the terms of this Agreement, this Agreement shall terminate on December 31, 2025.

C. Upon mutual agreement of the parties and pursuant to a written request from Contractor delivered to Anchorage not less than 180 days prior to the termination date, Contractor, if not then in default, shall have the option to extend this Agreement for four (4) additional one (1) year terms. Any termination of this Agreement during the initial term shall terminate all rights of extension hereunder; however, any renewal or extension of this Agreement may be dependent upon annual appropriation of funds for future years by the Anchorage Assembly pursuant to satisfactory justification by the Contractor as a part of the annual budget process.

Section 4. Block 80 Convention Center Funding.

Anchorage may dedicate up to five hundred thousand dollars (\$500,000.00) of room taxes received pursuant to AMC section 12.20.020B. to pay Debt Service. Prior to making such dedication, Anchorage will meet and discuss the proposed dedication with Contractor. Contractor may veto Anchorage's proposed dedication if at least three fourths of Contractors board of directors votes in favor of vetoing the proposed dedication. In the event that Contractor vetoes the proposed dedication, Anchorage may terminate this Agreement upon the giving of 24 months notice of its election to do so. The notice of termination must be delivered to Contractor within 180 days of notice to Anchorage that Contractor is vetoing the dedication.

Section 5. Compensation: Amount.

A. Subject to Contractor's satisfactory performance and further subject to subsections 5.B., E. and F., Anchorage shall pay Contractor annually Ninety-five Percent (95%) of Net Tourism Receipts. Said amount shall be subject to annual appropriation by the Assembly.

B. The amount set forth in subsection A, shall be reduced on a dollar for dollar basis in any calendar year if, and to the extent that, any of the Tourism Net Receipts committed to increasing Coverage are needed by Anchorage or CIVICVentures for Debt Service.

C. Contractor shall be paid an additional 5% of Net Tourism Receipts if Contractor successfully meets the performance standards set forth in Appendix A.

D. This Agreement and Anchorage's obligation to pay Contractor shall be subject to Municipal Charter Section 13.06(a), such that the amounts due Contractor may be reduced upon declaration by the Mayor to the Municipal Assembly of a severe financial or economic hardship.

E. As a condition of payment, Contractor shall have paid all municipal taxes currently due and owing the municipality by Contractor. Contractor shall also be in full compliance with all reporting, financial management, and other provisions of this Agreement. In the event that Contractor is out-of-compliance with one or more provisions, Anchorage reserves the right to withhold all or part of any compensation due Contractor until compliance occurs.

Section 6. Compensation: Method of Payment.

A. Not later than November 1 of each calendar year (November 1, 2005 for calendar year 2006) Anchorage shall provide Contractor with a written estimate of the amount of total and quarterly Net Tourism Receipts it estimates Contractor will receive pursuant to section 5.A during the forthcoming calendar year.

B. Ten (10) days after the end of each calendar quarter, and again, fifteen (15) days after the end of each calendar quarter, Anchorage shall report to Contractor the estimated amount of gross Room Taxes, including interest and penalties, known to Anchorage to have been collected during the current calendar year as of the date of the report.

C. No later than 45 days after the end of each calendar quarter, Anchorage shall pay Contractor 95% of the actual amount collected and due Contractor under subsection A.. No later than 65 days after the end of each calendar quarter, Anchorage shall pay Contractor 95% of the actual amount collected subsequent to the 45 day payment and due Contractor under subsection A. In addition, Anchorage shall pay Contractor 95% of any amount collected after the 65th day (but before the end of the next quarter) provided the amount due Contractor is at least Twenty-five Thousand Dollars (\$25,000). If such amounts are less than Twenty-five Thousand Dollars (\$25,000) they will be paid with the next quarterly payment.

D. Amounts due Contractor pursuant to section 5.C., if any, shall be paid in the first quarter after the calendar year in which the amount was earned.

E. In the event of an overpayment to Contractor of the amount due under subsection A, resulting from a situation other than fraud on the part of Contractor, Anchorage shall notify Contractor within six (6) months following the calendar year in which the overpayment occurred of the amount of the overpayment and any portion of that amount that Anchorage seeks to be reimbursed. A failure on the part of Anchorage to

comply with the timeline set forth in this subsection shall relieve Contractor from any retroactive obligation to Anchorage for any overpayment covered by this subsection.

F. To the extent that Net Tourism Receipts are not timely available for payment to Contractor, Anchorage may use funds deposited into the Operating Reserve in order to pay Contractor the amounts required by this section. In the event any funds are withdrawn from the Operating Reserve for this purpose, Anchorage will deposit Net Tourism Receipts not paid to Contractor under this Agreement and not used for Debt Service to the Operating Reserve to replace funds withdrawn.

Section 7 Repayment of Working Capital Advance

In Amendment #1 to the 2005 Contract for Professional Services, dated May 3, 2006, Anchorage advanced Contractor a sum of One Million Dollars (\$1,000,000) as a working capital advance. The advance was interest free and must be returned to Anchorage upon termination of the Agreement.

ACVB proposes to repay the \$1,000,000 loan from the Municipality to ACVB by the schedule below. Interest will begin accruing on October 1, 2015 on the unpaid principal balance.

The proposed monthly interest rate is the Municipality's Interest Rate on Funds Borrowed from the General Cash Pool. Borrowing from the General Cash Pool is guided by AMC 6320.160. The forecasted quarterly interest rate is a forecast. The actual rate will be used. Hence, the 30 day payment due date lag since actual rates are not available until after month end. All payment will be transmitted to the MOA's account via wire or ACH transfer. Principal plus interest due will be invoice to ACVB via e-mail approximately 15 calendar days after quarter end. Interest will not be charged on principal amounts that have been invoice unless they are not paid by the due date specified.

Payment for Quarter Ending	Principal Amount	Forecasted Interest Rate (Annualized)	Forecasted Interest Amount	Forecasted Payment Amount	Payment Due Date
09/30/2015	125,000	N/A	N/A	125,000	09/30/2015
12/31/2015	125,000	1.53%	3,374	128,374	01/31/2016
03/31/2016	125,000	1.53%	2,861	127,861	04/30/2016
06/30/2016	125,000	1.53%	2,384	127,384	07/31/2016
09/30/2016	125,000	1.53%	1,928	126,928	10/31/2016
12/31/2016	125,000	1.53%	1,446	126,446	01/31/2017
03/31/2017	125,000	1.53%	943	125,943	04/30/2017
06/30/2017	<u>125,000</u>	1.53%	<u>477</u>	<u>125,477</u>	07/31/2017
	1,000,000		13,413	1,013,413	

Section 8. Termination of the Contractor's Services.

The Contractor's services may be terminated:

- A. By mutual consent of the parties.
- B. For the convenience of Anchorage, provided that Anchorage notifies the Contractor in writing of its intent to terminate under this paragraph six months prior to the effective date of the termination, or if the Assembly refuses to appropriate funds needed to pay Contractor.
- C. For cause, by either party, where the other party fails in any material way to perform its obligations under this Agreement. Termination under this subsection is subject to the condition that the terminating party notifies the other party of its intent to terminate, stating with reasonable specificity the grounds therefore and the other party fails to cure the default within thirty (30) days after receiving the notice.

Section 9. Duties Upon Termination.

- A. If Anchorage terminates the Contractor's services for convenience, Anchorage shall pay the Contractor for its actual costs reasonably incurred in performing before termination. Payment under this subsection shall never exceed the total compensation allowable under section 5. All finished or unfinished documents or materials prepared by the Contractor under this Agreement shall become the property of Anchorage at its option.
- B. If the Contractor's services are terminated for cause, Anchorage shall pay the Contractor the reasonable value of the services satisfactorily rendered prior to termination less any damages suffered by Anchorage because of the Contractor's failure to perform satisfactorily. The reasonable value of the services rendered shall never exceed the contract rate for such services, and payment under this subsection shall not exceed ninety percent (95%) of the total compensation allowable under section 5. All finished or unfinished documents or materials prepared by the Contractor under this Agreement shall become the property of Anchorage at its option.
- C. If the Contractor receives payments exceeding the amount to which it is entitled under subsections A. or B. of this section, it shall remit the excess to the Administrator within thirty (30) days of receiving notice to do so.
- D. The Contractor shall not be entitled to any compensation under this section until the Contractor has delivered to the Administrator all documents, records, work product, materials and equipment owned by Anchorage and requested by the Administrator.

E. If the Contractor's services are terminated, for whatever reason, the Contractor shall not claim any compensation under this Agreement, other than that allowed under this section.

F. Anchorage shall not recognize or be responsible for any claim by the Contractor for expenses, services, or costs incurred by the Contractor after the effective date of termination.

G. If a final audit has not been performed before the Contractor's services are terminated, Anchorage may recover any payments for costs disallowed as a result of the final audit.

H. Except as provided in this section, termination of the Contractor's services does not affect any other right or obligation of a party under this Agreement.

Section 10. Required Reports and Availability of Records.

A. Annually, on or before October 1, the Contractor shall provide Anchorage with a proposed annual work plan and proposed operating budget for the next year services. The work plan and operating budget shall be reviewed by Anchorage and either approved or returned to Contractor with specific written objections as to those work plan and budget items which are unacceptable. In the event that Anchorage requests more detailed or specific information with respect to the work plan or budget, Contractor shall provide Anchorage with responsive information within seven (7) working days. In addition to the foregoing, Anchorage may designate up to two persons to work with Contractor in development of its annual plan.

B. The Contractor is required to submit a quarterly performance report, due to the Administrator within thirty (30) days following the end of each calendar quarter. The report shall reflect both the progress of The Contractor's stated objectives and goals, and a financial status report detailing actual expenses compared to the budget of that calendar year.

C. In addition, the Contractor shall submit an annual audit to the Administrator that has been performed by a certified public account (C.P.A.) selected by the Contractor. Two (2) copies of the audited financial statements of the Contractor shall be submitted to the Administrator no later than one hundred twenty (120) days following the close of the Contractor's fiscal year. Payment for the certified annual audit is the financial responsibility of the Contractor.

D. Upon request, and within a reasonable time period, the Contractor shall submit any other information or reports relating to its activities under this Agreement to Anchorage in such form and at such times as the Administrator may reasonably require.

E. The Contractor also agrees to retain all financial records, supporting documents, statistical reports, client or membership records and contracts, property records, minutes, correspondence, and all other accounting records or written materials pertaining to this Agreement for three (3) years following the expiration or termination of this Agreement. All documents and records identified in the preceding sentence shall be available to Anchorage for inspection and copying upon reasonable request by Anchorage. Anchorage may audit the financial transactions undertaken by the Contractor under this Agreement to ensure compliance with the terms and conditions herein with reasonable prior notice and during normal business hours of the Contractor.

Section 11. Political Endorsements and Contributions.

A. Contractor agrees that it shall not support, oppose, or endorse candidates for any state or municipal office in any manner.

B. Contractor may campaign to endorse or oppose any state or municipal ballot issue, including referendums, initiatives, bond issues, or other special elections related to tourism or a convention center. Contractor may not use funds from Anchorage or the State of Alaska for such activities, unless funds have been specifically appropriated for that purpose in accordance with state law or municipal ordinance.

C. Contractor understands that after a determination by Anchorage that a violation of subsection A. or B. has occurred, it shall result in forfeiture of all unexpended funds for the year in which the violation occurs and ineligibility for any municipal funds for the immediately following fiscal year.

Section 12. Ownership of Contractor Assets.

A. Equipment purchased on or after January 1, 2006 by the Contractor with Municipal funds and a value exceeding Five Thousand Dollars (\$5,000) shall be the sole property of Anchorage. Said equipment shall be marked and inventoried as such with a copy of the inventory available upon request and forwarded to Anchorage within thirty (30) days of year-end or termination of this Agreement, whichever occurs first.

B. The Contractor agrees that if the contractual relationship between Anchorage and Contractor terminates, all assets purchased on or after January 1, 2005, with municipal funds and having a value exceeding five Thousand Dollars (\$5,000) will revert to Anchorage, at the option of Anchorage, for disposition. This right is in addition

to Anchorage's rights under section 10 of the 2001 Contract between Contractor and Anchorage which rights shall continue during the term of this Agreement.

Section 13. Insurance.

A. The Contractor shall maintain in good standing the insurance described in subsection B. of this section. Before rendering any services under this Agreement, the Contractor shall furnish the Administrator with proof of insurance in accordance with subsection B. of this section in a form acceptable to the Risk Manager for Anchorage.

B. The Contractor shall provide the following insurance:

1. Workers' compensation and employer's liability coverage as required by state law.

2. Commercial General Liability, including bodily injury and property damage liability: products and completed operations, broad form property damage, blanket contractual and personal injury - \$2,000,000 per occurrence.

3. Comprehensive Automobile Liability – bodily injury and property damage, including all owned, hired and non-owned automobiles - \$1,000,000 per accident.

4. Excess Liability Insurance: umbrella form - \$1,000,000 combined bodily injury and property damage.

C. Each policy of liability insurance required by this section shall provide for no less than thirty (30) days advance notice to Anchorage prior to cancellation.

D. Each liability policy shall name Anchorage as an additional insured and shall contain a waiver of subrogation against Anchorage.

Section 14. Assignments.

Unless otherwise allowed by this Agreement or in writing by the Administrator, any assignment by the Contractor of its interest in any part of this Agreement or any delegation of duties under this Agreement shall be void, and an attempt by the Contractor to assign any part of its interest or delegate duties under this Agreement shall give Anchorage the right immediately to terminate this Agreement without any liability for work performed.

Section 15. Ownership: Publication, Reproduction and Use of Material.

Except as otherwise provided herein, all data, documents and materials produced or generated by the Contractor under this Agreement shall be the property of Anchorage, which shall retain the exclusive right to publish, disclose, distribute and otherwise use, in whole or in part, any such data, documents or other materials. Exclusive rights shall not be attributed to portions of such materials presently in the public domain or which are not subject to copyright.

Section 16. Notices.

Any notice required pertaining to the subject matter of this Agreement shall be either sent via facsimile (FAX) or mailed by prepaid first class registered or certified mail, return receipt requested to the following addresses:

Anchorage: Municipality of Anchorage
Municipal Manager's Office
P.O. Box 196650
Anchorage, Alaska 99519-6650 FAX (907) 343-7140

Contractor: Anchorage Convention and Visitors Bureau, dba Visit Anchorage
524 West Fourth Avenue
Anchorage, AK 99501-2212 FAX (907) 278-5559

Notices are effective upon the earlier of receipt, proof of good transmission (facsimiles only), or five (5) days after proof of proper mailing.

Section 17. Force Majeure.

A. Any failure to perform by either party due to force majeure shall not be deemed a violation or breach hereof.

B. As used in the Agreement, force majeure is an act or event of substantial magnitude, beyond the control of the delayed party, which delays the completion of this Agreement, including without limitation:

1. Any interruption, suspension or interference resulting solely from the act of Anchorage or neglect of Anchorage not otherwise governed by the terms of this Agreement.
2. Strikes or work stoppages.
3. Any interruption, suspension or interference with the project caused by acts of God, or acts of a public enemy, wars, blockades, insurrections, riots, arrests or restraints of governments and people, civil disturbances or similar occurrences.

4. Order of court, administrative agencies or governmental officers other than Anchorage.

Section 18 Financial Management System.

The Contractor shall establish and maintain a financial management system that:

A. Provides accurate, current, and complete disclosure of all financial transactions relating to the Agreement.

B. Implements a fund accounting system, or other system acceptable to Anchorage, that establishes separate funds for each revenue source and tracks expenditures for each fund, including information pertaining to subcontracts, obligations, unobligated balances, assets, liabilities, outlays and income;

C. Effectively controls and accounts for all municipal funds and Agreement property;

D. Compares actual expenditures with budgeted amounts and relates financial information to performance or productivity data including unit cost information where applicable;

E. Minimizes the time between receipt of funds from Anchorage and their disbursement by the Contractor;

F. Provides accounting records supported by source documentation; and

G. Provides a systematic method assuring the timely and appropriate resolution of audit findings and recommendations.

Section 19. Subcontracts.

The Contractor may enter into subcontracts for the purchase of goods and services necessary for the performance of this Agreement, provided:

A. Every subcontract, executed in the performance of this contract, with a value in an amount exceeding \$1,000 shall be reduced to writing and contain a precise description of the services or goods to be provided and the nature of the consideration paid therefore.

B. Every subcontract, executed in the performance of this contract, in an amount exceeding \$10,000, in which the Contractor delegates the provision of services, shall be subject to review and approval by the Administrator before it is executed by the

Contractor. The Administrator shall review and approve or disapprove subcontracts under this subsection fourteen (14) calendar days of receipt, or shall notify contractor in writing that the review process will be extended beyond that time period. Any subcontract that is not disapproved within fourteen (14) calendar days of receipt by the Administrator is deemed approved, unless the Administrator has previously notified Contractor that the review process is extended beyond that date. For the purpose of this provision, the value of a subcontract shall be determined by aggregating the amount of all subcontracts to a single subcontractor. In addition, for the purpose of this provision, the value of an amendment to a subcontract shall be determined by aggregating the amount of the original subcontract and all amendments.

C. Every subcontract, executed in the performance of this contract, in an amount exceeding \$1,000.00 shall require reasonable access to business records of the subcontractor relating to the purchase of goods or services pursuant to the subcontract.

Section 20. Relationship of Parties.

The Contractor shall perform its obligations hereunder as an independent contractor of Anchorage. Anchorage may administer the Agreement and monitor the Contractor's compliance with its obligations hereunder. Anchorage shall not supervise or direct the Contractor other than as provided in this section.

Section 21. Nondiscrimination.

A. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, or marital status or who is a "qualified individual with a disability" (as that phrase is defined in the Americans With Disabilities Act of 1990). The Contractor will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, or mental or physical impairment/disability. Such action shall include, without limitation, employment, upgrading, demotion or transfer, recruitment or recruiting advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. The Contractor agrees to post, in conspicuous places available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

B. The Contractor shall state, in all solicitations or advertisements for employees to work on Agreement jobs, that all qualified applicants will receive equal consideration for employment without regard to race, color, religion, national origin, ancestry, age, sex or marital status, or mental or physical impairment/disability.

C. The Contractor shall comply with any and all reporting requirements that may apply to it which the Anchorage Office of Equal Employment Opportunity Contract Compliance may establish by regulation.

D. The Contractor shall include the provision of subsections A. through C. of this section in every subcontract or purchase order under this Agreement, so as to be finding upon every such subcontractor or vendor of the Contractor under this Agreement.

E. The Contractor shall comply with all applicable federal, state and municipal laws concerning the prohibition of discrimination including, but not limited to Title 5 and Title 7, Chapter 7.50 of the Anchorage Municipal Code.

Section 22. Permits, Laws and Taxes.

The Contractor shall acquire and maintain in good standing all permits licenses and other entitlements necessary to its performance under this Agreement. All actions taken by the Contractor under this Agreement shall comply with all applicable statutes, ordinances, rules and regulations. The Contractor shall pay all taxes pertaining to its performance under this Agreement.

Section 23. Nonwaiver.

The failure of either party at any time to enforce a provision of this Agreement shall in no way constitute a waiver of ht provision, nor in any way affect the validity of this Agreement or any part hereof, or the right of such party thereafter to enforce each and every provision hereof.

Section 24. Amendment.

A. This Agreement shall only be amended, modified or changed by a writing, executed by authorized representatives of the parties, with the same formality as this Agreement was executed.

B. For the purposes of any amendment modification or change to the terms and conditions of this Agreement, the only authorized representatives of the parties are:

Contractor: **President and CEO**

Anchorage: **Municipal Manager or authorized designee**

C. Any attempt to amend, modify, or change this Agreement by either an unauthorized representative or unauthorized means shall be void.

Section 25. Jurisdiction: Choice of Law.

Any civil action rising from this Agreement shall be brought in the Superior Court for the Third Judicial District of the State of Alaska at Anchorage. The laws of the State of Alaska shall govern the rights and obligations of the parties under this Agreement.

Section 26. Severability.

Any provision of this Agreement decreed invalid by a court of competent jurisdiction shall not invalidate the remaining provisions of the Agreement.

Section 27. Integration.

This instrument and all appendices and amendments hereto embody the entire agreement of the parties. There are no promises, terms, conditions or obligations other than those contained herein; and this Agreement shall supersede all previous communications, representations or agreements, ether oral or written, between the parties hereto.

Section 28. Liability.

The Contractor shall indemnify, defend, save, and hold Anchorage harmless from any and all claims, lawsuits, or liability, including attorneys' fees and costs, allegedly arising out of loss, damage or injury to persons or property or from any wrongful or negligent act, error or omission of Contractor, Contractor's agents, employees, subcontractors, or invitees, occurring during the course of, or as a result of the Contractor's, Contractor's agents, employees, contractors, subcontractors or invitees performance pursuant to this Agreement.

Section 29. Inspection and Retention of Records.

The Contractor shall, at any time during normal business hours, and as often as Anchorage may deem necessary, make available to Anchorage, for examination, all of its records with respect to all matters covered by this Agreement for a period ending three years after the date the Contractor is to complete performance in accordance with Part I, Section 2 of the Special Provisions. Upon request, and within a reasonable time, the Contractor shall submit such other information and reports relating to its activities under this Agreement, to Anchorage, in such form and at such times as Anchorage may reasonably require. The Contractor shall permit Anchorage to Audit, examine and make copies of such records, and to make audits of all invoices, materials, payrolls, records of personnel, other that personnel information deemed confidential under state or Municipal law, and other date relating to all matters covered by this Agreement. Anchorage may, at its option, permit the Contractor to submit its records to Anchorage in lieu of the retention requirements of this section.

Section 30. Availability of Funds.

Payments under this Agreement may require funds from future appropriations. If sufficient funds are not appropriated for payments required under this Agreement, this Agreement shall terminate without penalty to Anchorage and Anchorage shall not be obligated to make payments under this Agreement beyond those that have previously been appropriated.

IN WITNESS WHEREOF, the parties have executed this Agreement on the date and at the place shown below.

MUNICIPALITY OF ANCHORAGE

ANCHORAGE CONVENTION AND
VISITORS BUREAU

George J. Vakalis
Municipal Manager
Date: _____

Julie Saupe
President and CEO
Date: _____
IRS Tax Identification No. 92-0055119
Tax Status: Non-Taxable [X]

FUNDS AVAILABLE

Katherine Giard, CFO
FUND CERTIFICATION

STATE OF ALASKA)
) ss.
THIRD JUDICIAL DISTRICT)

This is to certify that on ____ day of _____, 2015, before me, the undersigned, a Notary Public in and for the State of Alaska, personally appeared Julie Saupe, known to me to be the President and CEO of Anchorage Convention and Visitors Bureau, the corporation named in the foregoing instrument, acknowledged to me that he had, in his official capacity is authorized by the corporation to execute the foregoing instrument as the free act and deed of the said corporation for the uses and purposes therein stated.

WITNESS my hand and official seal the date and year first above written.

Notary Public in and for Alaska
My Commission Expires: _____

**Appendix A to Contract for Professional Services with
Anchorage Convention and Visitors Bureau**

PERFORMANCE MEASUREMENT REQUIREMENTS

1. *Additional Compensation:* Pursuant to Section 5, Paragraph C. of the Agreement, Contractor shall be paid:

A. Five percent (5%) additional compensation if:

- (1) Contractor tracks and reports data for each of the performance measures required to be tracked and reported within thirty (30) days following the close of each calendar quarter under section 2 of this appendix; and
- (2) Contractor successfully achieves the performance benchmarks under section 3.A. of this appendix.

2. *Performance Measures:*

A. Contractor shall track and report on a quarterly basis data for the following:

- (1) Number YTD of the following persons visiting Anchorage:

- Meeting planners on Contractor-sponsored familiarization visits;
- Number of organizations who have sent one or more persons to scout and assess Anchorage's suitability as a meeting site for their events or conventions;
- Tour and cruise operators participating in Contractor-sponsored familiarization visits.
- Number of travel writers meeting with Contractor's staff while on visits to Anchorage.

- (2) Number YTD of trade shows attended by Contractor's staff and number of resulting leads as follows:

- # of international trade shows and # of resulting leads;
- # of domestic trade shows (outside Alaska) and # of resulting leads;
- # of domestic trade shows (inside Alaska) and # of resulting leads;
- # of travel agents trained

- # of travel agent and tour operator appointments held

(3) Contractor's website statistics:

- Member Ad clicks;
- Referrals to Members from Web listings;
- Average length of website visit YTD; and
- Number of website visitors requesting information be mailed to them.

(4) Press coverage statistics tracking the Advertising Equivalency (earned media) and Circulation / Audience YTD in the following categories:

- Alaska markets;
- Domestic (non-Alaska) markets; and
- International markets;

(5) Advertising statistics tracking amounts spent YTD by Contractor to place advertisements in the following media:

- Alaska print;
- Other domestic print;
- International print;
- Television; and
- Radio.

(6) Number YTD of Anchorage workers who have attended Contractor's "ambassador" training programs representing the following types of businesses:

- Cab drivers;
- Tour bus drivers;
- Hotel workers (concierges, sky caps, front desk);
- Gift shop workers;
- Restaurant waiters/waitresses;
- Tour operators; and
- Other.

(7) Convention center booking statistics reporting number YTD of confirmed convention center bookings for both Egan and the Dena'ina Civic and Convention Centers for:

- This year; and
 - Each of the next five years.
- (8) Estimated economic impact actual convention attendees for YTD for this year compared to YTD statistics for the prior five years.
- (9) Number of convention cancellations reported YTD for conventions scheduled for:
- This year; and
 - Each of the next five years.
- (10) Estimated economic impact of (based on confirmed convention bookings) for conventions occurring:
- This year; and
 - Each of the next five years.
- B. During the third quarter of each calendar year, Contractor shall conduct a survey of its membership designed to measure, at a minimum, the membership's satisfaction with Contractor's tourism promotion efforts for the previous year. Survey results shall be reported for each of Contractor's member categories, with data obtained from lodging providers broken down and reported for (a) large establishments having 75 or more guest rooms, (b) establishments having more than 10 but fewer than 75 guest rooms, and (c) small establishments having 10 or fewer guest rooms.

At a minimum, the survey shall ask Contractor's members to rate their overall satisfaction with Contractor's tourism promotion efforts as being: extremely satisfied, highly satisfied, satisfied, dissatisfied, or highly dissatisfied.

Contractor shall use an independent third party firm experienced in conducting surveys and approved by the Administrator. The surveyor shall be directed to use sampling techniques intended to obtain statistically valid survey results. Not less than 14 days prior to conducting the survey, the surveyor shall furnish all survey questions to the Administrator. If the Administrator requests, the surveyor shall include in the survey a reasonable number of additional questions, although the final wording of such additional questions shall be within the sole discretion of the surveyor after obtaining input from the Administrator and Contractor. Survey results shall fully disclose the methodology employed and findings obtained, and shall be reported in writing

to the Administrator at the same time as reported to Contractor. Survey results shall be due by October 1st of each year.

By November 15 of each year, Contractor shall provide to the Administrator a work plan that identifies specific actions that Contractor will take to address deficiencies and/or concerns that may be identified in the survey results with respect to Contractor's tourism promotion efforts.

3. *Performance Achievement:*

A. Contractor's efforts to promote and expand tourism in Anchorage shall be deemed successful for purposes of paying additional compensation per section 1 of this appendix if the following condition occurs:

(1) Bed tax revenues increase by an average of Two percent (2%) or more calculated on a rolling average of the preceding three years.

B. If an event such as a major earthquake, volcanic eruption, civil disturbance, terrorist attack or any other unexpected event beyond Contractor's control occurs and has such impact upon tourism in Alaska as to cause a significant decline in bed tax revenues, the parties shall meet and jointly determine whether the terms of this provision shall apply to the year the event occurs and also whether the year should be included in the three year average for future calculations.

**ANCHORAGE CONVENTION
& VISITORS BUREAU,
dba VISIT ANCHORAGE**
Anchorage, Alaska

Financial Statements and Supplemental Information

December 31, 2014 and 2013



NEWHOUSE & VOGLER
Certified Public Accountants

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

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NEWHOUSE & VOGLER
Certified Public Accountants

237 E. Fireweed Lane, Suite 200
Anchorage, Alaska 99503
(907) 258-7555
(907) 258-7582 Fax

Independent Auditor's Report

Board of Directors
Anchorage Convention & Visitors Bureau, dba Visit Anchorage
Anchorage, Alaska

Report on the Financial Statements

We have audited the accompanying statements of Anchorage Convention & Visitors Bureau, dba Visit Anchorage, which comprise the statements of financial position as of December 31, 2014 and 2013, and 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit 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 Anchorage Convention and Visitors Bureau, dba Visit Anchorage as of December 31, 2014 and 2013, and the changes in net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Anchorage, AK
June 3, 2015

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Statements of Financial Position

December 31, 2014 and 2013

	<u>2014</u>	<u>2013 Restated</u>
Assets		
Current assets:		
Cash and equivalents:		
Cash, including interest-bearing deposits, of \$2,443,908 and \$2,284,100 in 2014 and 2013, respectively:		
Designated for Visitors Guide	\$ 163,365	-
Designated for Member Participation	27,450	5,350
Designated for Capital Improvements	101,485	101,384
Designated for MOA Debt Reduction	1,000,000	1,000,000
Designated for subsequent year's expenditures	1,049,845	1,254,027
Designated for ACC Operations	270,450	95,085
Designated for Member Advertising	99,045	93,118
<i>Total cash and cash equivalents</i>	<u>2,711,620</u>	<u>2,548,944</u>
Prepays and deposits	401,486	284,813
Receivables:		
Contributions receivable from Municipality of Anchorage	1,699,979	1,503,908
Other	29,345	18,890
Due from convention centers	90,811	95,085
Less allowance for doubtful accounts	3,261	3,261
<i>Net receivables</i>	<u>1,816,674</u>	<u>1,614,622</u>
<i>Total current assets</i>	4,929,780	4,448,379
Furniture, equipment, and leasehold improvements, at cost (note 3)	2,293,934	2,221,736
Less accumulated depreciation and amortization	2,168,172	2,148,665
<i>Net furniture, equipment and leasehold improvements</i>	<u>125,762</u>	<u>73,071</u>
	<u>\$ 5,055,542</u>	<u>4,521,450</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable	\$ 129,460	405,423
Note payable - Current portion (note 8)	1,000,000	-
Accrued payroll and related liabilities	277,810	313,672
Contributions to be returned to Municipality of Anchorage - ACC	270,450	95,085
Unearned revenue	289,860	98,468
<i>Total current liabilities</i>	<u>1,967,580</u>	<u>912,648</u>
Notes payable - net of current portion (note 8)	-	1,000,000
<i>Total liabilities</i>	<u>1,967,580</u>	<u>1,912,648</u>
Net assets:		
Unrestricted - undesignated	<u>3,087,962</u>	<u>2,608,802</u>
	<u>\$ 5,055,542</u>	<u>4,521,450</u>

See accompanying notes to financial statements.

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Statements of Activities

December 31, 2014 and 2013

	<u>2014</u>	<u>2013</u>
Revenues:		
Members' dues	\$ 364,803	361,051
Local government contributions (note 10)	8,353,647	7,688,661
Publications – Visitors Guides	280,880	287,145
Advertising Revenue from Members	200,099	174,052
Interest & Dividend income	1,096	1,060
Other income	566	1,680
<i>Total revenues</i>	<u>9,201,091</u>	<u>8,513,649</u>
Expenses:		
Promotion	6,359,692	7,067,570
Visitors Guide	584,661	500,489
Cost of Member Advertising	94,908	102,828
Interest	9,246	277
Bond Debt Retirement	654,558	637,167
Administration	1,011,110	1,083,223
Unrelated Business Income Tax (UBIT), Net of Refunds	(6,528)	9,644
Other Expense	14,284	8,205
<i>Total expenses</i>	<u>8,721,931</u>	<u>9,389,403</u>
Change in unrestricted net assets	479,160	(875,754)
Net assets at beginning of year	<u>2,608,802</u>	<u>3,484,556</u>
Net assets at end of year	<u>\$ 3,087,962</u>	<u>2,608,802</u>

See accompanying notes to financial statements.

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Statements of Cash Flows

December 31, 2014 and 2013

	<u>2014</u>	<u>2013 Restated</u>
Cash flows from operating activities:		
Change in net assets	\$ 479,160	(875,754)
Adjustments to reconcile change in net cash provided (used) by operating activities:		
Depreciation	26,006	29,314
(Increase) decrease in assets:		
Prepays and deposits	(116,673)	25,243
Contributions receivable from Municipality of Anchorage - bed taxes	(196,071)	(119,411)
Other accounts receivable	(10,455)	51,608
Due from SMG	4,474	195,511
Increase (decrease) in liabilities:		
Accounts payable	(275,963)	4,099
Accrued payroll and related liabilities	(35,862)	42,449
Contributions to be returned to Municipality of Anchorage	175,365	(186,209)
Unearned Revenue	<u>191,392</u>	<u>(111,377)</u>
Net cash provided by operating activities	241,373	(944,527)
Cash flows used by investing activities:		
Purchase of equipment	<u>(78,697)</u>	<u>(55,574)</u>
Net cash used by investing activities	<u>(78,697)</u>	<u>(55,574)</u>
Net change in cash and cash equivalents	162,676	(1,000,101)
Cash at beginning of year	<u>2,548,944</u>	<u>3,549,045</u>
Cash at end of year	<u>\$ 2,711,620</u>	<u>2,548,944</u>
Supplemental information:		
Cash paid for Interest	<u>\$ 9,246</u>	<u>277</u>

See accompanying notes to financial statements

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements

December 31, 2014 and 2013

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Anchorage Convention & Visitors Bureau, dba Visit Anchorage (ACVB) is a nonprofit corporation incorporated in the State of Alaska for the purpose of promoting Anchorage around the world as a premier tourism and convention destination. The ACVB's operations are supported by revenues received from a share of the Municipality of Anchorage (Municipal) bed tax, revenues received from the Municipality of Anchorage for administering the operations of the Anchorage Conventions Centers (ACC), comprised of both the William A. Egan Civic and Convention Center and the Dena'ina Civic and Convention Center, membership dues, and publication revenues associated with ACVB's Visitors Guide.

Net Assets

ACVB presents its financial statements in accordance with disclosure and display requirements of Financial Accounting Standards Board (FASB) as set forth in Statement of Financial Accounting Standard No. 117, *Financial Statements of Not-for-Profit Organizations*, dated June 1993. Accordingly, net assets of ACVB are reported in each of the following two classes: unrestricted net assets and temporarily restricted net assets. Net assets of the restricted class are created only by donor-imposed restrictions on their use. All other net assets, including Board-designated amounts, are legally unrestricted and reported as part of the unrestricted class.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, demand deposits and money market accounts.

Revenue Recognition

During the years ended December 31, 2014 and 2013, the majority of the ACVB's revenues were received from the Municipal bed tax collection. The Anchorage economy is highly dependent upon the natural resources industry, tourism, government and U.S. Military spending. Any deterioration or improvements in these markets could affect the Anchorage economy and the ACVB.

Property and Equipment

Expenditures of \$5,000 or more for capital assets are deemed property of the Municipality. The Municipality has granted an exception to this contract provision so as to allow the development and implementation costs associated with new customer relations management software capitalized by ACVB when that asset was placed in service in 2009. Property is capitalized and depreciated over its useful life. When relevant tangible capital assets are removed from service, they are offered to the Municipality for disposal.

Capital assets such as furniture, equipment, and leasehold improvements acquired prior to the current contract with the Municipality were capitalized. Depreciation of furniture and equipment is provided over their estimated useful lives of three to seven years by use of the straight-line method. Leasehold improvements are amortized by use of the straight-line method over the terms of the leases. Leased equipment is amortized over its estimated useful life of five years or the lease term for equipment to be returned to the lessor.

Compensated Leave

Annual leave is accrued as earned.

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements, continued

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

Income Taxes

ACVB is exempt from federal and state income taxes under provisions of the Internal Revenue Code Section 501(c)(6) except as follows:

The ACVB earns advertising income through sale of advertisement space in the Visitors Guide, Virtual Visitor Center, other publications and for on-line services. This income is taxable under Internal Revenue Regulation Section 1.512(a)-1(f) only to the extent the advertising itself is profitable and the publication as a whole is profitable. For the years ended December 31, 2014 and 2013, direct and indirect expenses of publishing the Visitors Guide exceeded the advertising revenue and therefore no tax liability or expense related to Visitor Guide advertising revenue was recorded in the accompanying financial statements. The ACVB earns additional advertising income through sale of space on their phone board and Internet access. An estimate of the tax liability associated with the unrelated business income is recorded in the accompanying financial statements.

Use of Estimates

Management uses estimates and assumptions in preparing financial statements. These estimates and assumptions affect reported amounts of assets and liabilities, disclosures of contingent liabilities, and reported revenues and expenses. Actual financial results may differ from recorded balances.

Comparative Information

Certain amounts from the prior year have been reclassified to conform to the current-year presentation which did not affect total changes in net assets or total assets.

NOTE 2 - CASH AND CASH EQUIVALENTS

Cash and equivalents consist of bank accounts and Petty Cash. Detail of the carrying and bank balances at December 31, 2014 is as follows:

	<u>Carrying Balance</u>	<u>Bank Balance</u>
2014 Operating checking, savings accounts, and imprest funds	<u>\$ 2,711,620</u>	<u>2,766,111</u>

Of the December 31, 2014 bank balance, \$422,004 is covered by FDIC insurance. The remaining bank balance is invested nightly in securities through repurchase agreements with two banks.

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements, continued

NOTE 2 – CASH AND CASH EQUIVALENTS, continued

Detail of carrying and bank balances at December 31, 2013, is as follows:

	<u>Carrying Balance</u>	<u>Bank Balance</u>
2013 Operating checking, savings accounts, and imprest funds	<u>\$ 2,548,944</u>	<u>2,604,796</u>

Of the December 31, 2013 bank balance, \$421,364 is covered by FDIC insurance. The remaining bank balance is invested nightly in securities through repurchase agreements with two banks.

NOTE 3 - PROPERTY AND EQUIPMENT

Depreciation expense for 2014 and 2013 is \$26,006 and \$29,314, respectively. Property and equipment as of December 31, 2014 and 2013 consist of the following:

	<u>2014</u>	<u>2013</u>
Leasehold improvements	\$ 1,936,285	1,929,285
Equipment	291,884	270,311
Furniture	22,140	22,140
Work in process	<u>43,625</u>	<u>-</u>
	2,293,934	2,221,736
Less accumulated depreciation	<u>(2,168,172)</u>	<u>(2,148,665)</u>
	<u>\$ 125,762</u>	<u>73,071</u>

NOTE 4 - SIGNIFICANT SOURCE OF REVENUE

Revenue from the Municipality of Anchorage during the year ended December 31, 2014 and 2013 represents approximately 91 percent and 90 percent, respectively, of total support and revenue respectively.

NOTE 5 - RISK MANAGEMENT

ACVB is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. These risks are covered by commercial insurance purchased from independent third parties. There were no significant reductions in coverage during the year.

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements, continued

NOTE 6 - CONTINGENCIES

ACVB is involved in various claims and legal actions arising in the ordinary course of business. In the opinion of management, the ultimate disposition of these matters will not have a material adverse effect on ACVB's financial position, results of operations or cash flows.

NOTE 7 - PENSION PLAN

ACVB has a defined contribution plan which covers all employees who have completed one year of service (a 12-month period during which the employee works at least 1,000 hours) and who are at least 21 years of age. The plan requires mandatory employer contributions based on 5% of employee compensation. The employee is 100% vested in 3% of the ACVB contribution at the time of enrollment. After five years of continuous employment, the employee is 100% vested in the remaining 2% ACVB contribution. The plan is administered by the ACVB. The ACVB's contributions were \$114,217 and \$118,205 for the years ended December 31, 2014 and 2013.

NOTE 8 - NOTES PAYABLE

Notes payable consist of the following at December 31:

	<u>2014</u>	<u>2013</u>
Note payable, interest at 0.0%, due at end of contract with MOA through December 2015.		
Long Term	\$ -	1,000,000
Current	<u>1,000,000</u>	<u>-</u>
 Total notes payable	 <u>\$1,000,000</u>	 <u>1,000,000</u>

Principal payments on the notes are due as follows:

Year ending December 31:

2015	\$1,000,000
Thereafter	<u>-</u>
	<u>\$1,000,000</u>

NOTE 9 - LINE OF CREDIT

ACVB has a line of credit in the amount of \$1,000,000 bearing interest at the Prime rate plus 1.0% that has been renewed through November 15, 2015. There was no outstanding balance on the line of credit at December 31, 2014 and 2013.

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements, continued

NOTE 10 – LOCAL GOVERNMENT CONTRIBUTIONS

Local government contributions, representing 33.3% of the hotel/motel bed tax, penalties and interest collected by the Municipality of Anchorage, less administration and enforcement expenses, and less Bond Debt Retirement expenses, consisted of \$7,699,088 and \$7,051,494 for the years ended December 31, 2014 and 2013, respectively, as follows:

	<u>2014</u>	<u>2013</u>
Bed Taxes	\$ 8,425,393	7,769,137
Penalties and Interest	25,369	10,691
Bond Debt Retirement	(654,558)	(637,167)
Administration and Enforcement Expenses	<u>(97,115)</u>	<u>(91,167)</u>
Excess of contributions and operating revenues over operating expenses:	<u>\$ 7,699,089</u>	<u>7,051,494</u>

During 2014 the ACVB received \$5,999,110 in estimated hotel/motel bed tax payments from the Municipality of Anchorage. The outstanding amount of \$1,699,979 is included in contributions to be received from the Municipality of Anchorage on the accompanying December 31, 2014 statement of financial position. During 2013 the ACVB received \$5,547,586 in estimated hotel/motel bed tax payments from the Municipality of Anchorage. The outstanding amount of \$1,503,908 is included in contributions to be received from the Municipality of Anchorage on the accompanying December 31, 2013 statement of financial position.

The funds from the Municipality of Anchorage, excluding funds received for management services for the Egan Center, are to be used by ACVB for providing professional services in the development of visitors to Anchorage, with particular emphasis on off-season visitors, including the attraction of conventions, trade shows and meetings of out-of-state businesses. Under provisions of the contract, ACVB agrees to retain all financial records, reports, client or group records, property records, minutes and all other accounting records or written materials kept or used by ACVB during the course of its performance under the contract for three years following the expiration or termination of the contract. The Municipality of Anchorage has the option of auditing such records during this period.

During 1989, the ACVB commenced performance of management services for the Egan Center. Operations for the Egan and Dena'ina Convention Centers are not included in the accompanying financial statements. The Municipality of Anchorage is required to fund the Convention Center's net loss in accordance with an annual budget approved by the Municipality of Anchorage. Operations were as follows:

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements, continued

NOTE 10 – LOCAL GOVERNMENT CONTRIBUTIONS, continued

	2014	2013
Contribution from the Municipality	\$ 507,816	973,572
Deficiency of revenues over expenses	<u>(237,366)</u>	<u>(878,487)</u>
Excess of contributions and operating revenues over operating expenses:	<u>\$ 270,450</u>	<u>95,085</u>

The ACVB entered into a five year management agreement with the Municipality of Anchorage, effective December 31, 2006, to include both the William A. Egan Civic and Convention Center and the Dena'ina Civic and Convention Center. Under the terms of the agreement, ACVB is to receive an amount equal to the net operating deficit with the amount not to exceed \$1.6 million or the amount of the approved budgeted loss, whichever is less, in 2014 and subsequent years. ACVB is required to fund any operating deficits that exceed the amounts specified above.

NOTE 11 – LEASE COMMITMENTS

ACVB leases copiers and a postage machine and meter from various lessors. These operating leases expire at various dates through December 2017. All the leases are expected to be renewed. ACVB paid \$25,809 and \$25,809 in rentals on these leases in the years ended December 31, 2014 and 2013, respectively. Required future payments under non-cancelable leases are as follows:

Year ending December 31:

2015	\$ 25,809
2016	25,809
2017	<u>15,810</u>
	<u>\$ 67,428</u>

NOTE 12 – RESTATEMENT

Amounts for 2013 on the statement of financial position and statement of cash flows have been restated for the reduction in receivables and unearned revenue for transactions where customers had been invoiced for future goods or services, but neither cash had been received nor revenue earned. Amounts on the statement of financial position at December 31, 2013 changed as follows:

	Previously Reported	Adjustment	Restated Balance
Prepays and deposits	\$ 281,888	2,925	284,813
Other receivables	89,202	(70,312)	18,890
Unearned revenue	(165,855)	67,387	(98,468)

**ANCHORAGE CONVENTION & VISITORS BUREAU,
dba VISIT ANCHORAGE
Anchorage, Alaska**

Notes to the Financial Statements, continued

NOTE 13 - NEW ACCOUNTING PRONOUNCEMENTS

The Financial Accounting Standards Board has passed accounting standards updates with upcoming implementation dates. Management has not fully evaluated the potential effects of these updates. Actual impact has not yet been determined. New pronouncements are as follows:

Update No. 2013-06 - Services received from Personnel of an Affiliate - Effective for fiscal years beginning after June 15, 2014. This update requires entities to recognize all services received from personnel of an affiliate that directly benefit the recipient not-for-profit entity.

Update No. 2014-09 - The previous revenue recognition requirements in U.S. generally accepted accounting principles (GAAP) differ from those in International Financial Reporting Standards (IFRS), and both sets of requirements were in need of improvement. This affects any entity that either enters into contracts with customers to transfer goods or services or enters into contracts for the transfer of nonfinancial assets unless those contracts are within the scope of other standards (for example, insurance contracts or lease contracts). Revenue from contracts with customers provides that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Effective for fiscal years beginning after December 15, 2017.

NOTE 14 – SUBSEQUENT EVENTS

Subsequent event procedures have been performed as of June 3, 2015. This is also the date the financials were available to be issued.



President's Report

Fourth Quarter

October - December 2014

Communications

Community Member & Visitor Relations

Convention Meeting Sales & Service

Tourism Development & Sales

President's Office

We Book Business!

Visit Anchorage is our community's way of attracting and serving visitors.

Prepared January, 2015

Communications (COMM)

OBJECTIVE 1 - Secure \$12 million in combined local, regional, national and international advertising equivalency for editorial coverage that includes Anchorage.

- Earned \$4,537,993 in Q4 Advertising Equivalency, total 2014 Advertising Equivalency \$14,063,693
- 117% of 2014 goal achieved
- Q4 Major Contributions to Ad EQ (Not including member in-kind donations or staff time)

Project/ Publication / Outlet	Ad EQ	Visit Anchorage Spend	ROI	Circulation / Audience
AAA Living – Wild in Alaska	\$197,260	N/A		2,480,000
Cosmopolitan (Germany)	\$119,000	\$876	1:135	335,000
Global Traveler – Business Booms in Anchorage	\$124,420	\$916	1:135	108,793
Endless Vacation – Focus on Adventure	\$71,650	N/A		1,834,277
Entertain, Decorate, Celebrate – Alaskan Winters	\$30,000	\$1,015	1:29	150,000

- **News Releases & Story Pitches**
 - Pitched Outside Magazine Food columnist on potential Anchorage story angles for likely 2015 visit and USA Today on Anchorage Centennial
 - Composed “What’s New 2015” news release for distribution at Alaska Media Road Show and in press kits
- **Media Relations**
 - Coordinated Anchorage visit for journalist Clark Harding, on assignment for OutTraveler.com
 - Began planning of press trips for journalist Gary Peterson in concert with State of Alaska winter FAMs
 - Participated in interviews with Select Traveler and Groups Today on travel in Anchorage
 - Fact checked Anchorage information in 2015 Milepost guidebook, and AAA Home & Away
- **Responses to Opportunities**
 - Provided Anchorage b-roll to World of Wonder for use in HGTV series Sale of Two Cities, Anchorage episode
 - Provided editorial use images to 10 outlets, including USA Today, Select Traveler Magazine, AAA Midwest Traveler, Cosmopolitan (Germany), Mook Guidebooks (Taiwan), Alaska Airlines Magazine, Northwest Travel Magazine, Travel 50 & Beyond, and website called Hometown Tourist
 - Met with 20 journalists from the U.S., United Kingdom, Canada and Germany as part of ATTA Adventure Travel World Summit. 29 domestic journalists met at Alaska Media Road Show
 - Provided AAA Via magazine with Anchorage event information, AAA Midwest Traveler with Rondy/Winter travel info, Graeme Green (UK) with information on Winter Iditarod photo tours
 - Provided updates to journalist researching Beer & Barley Wine Festival for Alaska Airlines Magazine
 - Conducted live broadcast interview with WJOL (AM Radio) in Chicago market regarding summer travel to Alaska
 - Fact checked Anchorage content in January e-bulletin from State of Alaska contractor
- **Other**
 - Researched platforms and secured 2015 clipping service vendor

OBJECTIVE 2 – Support other departments of Visit Anchorage to meet their objectives as needed.

- **Community, Member & Visitor Relations**
 - Produced 2 Wild Review member newsletters
 - Produced 5 member e-blasts
 - Produced postcards in support of monthly membership luncheons
 - Organized media relations for Trivia Contest
 - Expanded monthly calendars of events to include seasonal activities and attractions available for concierge visits, visitors, locals, meeting delegates, etc.
 - Presented at membership benefits brunch
 - CMVR Advertising
 - ADN Alaska Visitors Guide (Oct-Dec)
 - Alaska Channel (Oct-Dec)
 - Alaska Railroad Panoramas (Oct-Dec)
 - Anchorage Bike Map (Oct-Dec)
 - SnowRider Oxygen & Octane Show ad (Oct)
 - Finalized 2015 wall calendar
 - Produced and printed 2015 Tourism Resource Directory and coordinated mailing packets
 - Produced 2015 Member Decal
 - Designed Open House invites and signs
 - Reprinted Chico Bags
 - Ordered 5 gift items for VIC
 - Reordered BWL tattoos, carabineers, trivia contest t-shirts
 - Met with department regarding 2015 web development and member data structure
- **Convention & Meeting Sales & Service**
 - Drafted bios for new CMSS hires for “Meet the Team” web page
 - Meeting Champion Campaign
 - Alaska Business Monthly (Oct)
 - Mining Explorers Magazine (Oct)
 - Producers Magazine (Nov)
 - Recruitment direct mail campaign (Dec)
 - Produced recruitment signage for use at RDC and other local shows
 - Secured 2015 ad space
 - CMSS Advertising
 - AFN Web Banner (Oct)
 - AFN Convention Guide (Oct)
 - First Alaskans Magazine (Oct)
 - ASAE Online Listing (Jan – Dec)
 - M&C Magazine (Nov)
 - Conventionplanit.com (Jan – Dec)
 - MPI Global Marketplace (Jan – Dec)
 - CMSS Emails
 - Successful Meetings email (Oct)
 - Conventionplanit.com email (Nov)
 - Updated email creative to reflect new ad campaign
 - Collateral
 - Attendance promoter flyer for WAGS
 - Kicked off production of new Meeting Planner Guide with agency
 - Produced Meeting Planner Guide sales and rate sheets
 - Researched 12 potential gift items for 2015
 - Reordered BWL ribbon and USB drives
 - Ordered business cards

- Produced 2015 blitz invite
 - Ordered 2015 Blitz gift
 - Produced meeting champ recruitment poster and postcards
 - Researched meeting champ recruitment Google Form
 - Video
 - Updated logo on new brand video
 - Distributed Anchorage footage to meeting planners
 - Other
 - Met with Arctic Council PAO to advise on group's plans for local and Arctic-interest media during 2016 meeting
 - Provided input to IEDC marketing committee
 - Provided hi-res images to conference organizers
 - Created holiday message graphic for UEDC delegate email
 - Coordinated a local Meeting Champion Recruitment direct mail campaign
 - Updated Cvent Anchorage profile and editorial content
- **President's Office**
 - Media Relations
 - Arranged interviews with Julie Saupe on KTVA, KTUU, KYUR and Alaska Journal of Commerce regarding Q3 tourism performance indicators
 - Community Participation
 - Alaska Tourism Marketing Board
 - ATIA Convention Attendance
 - ATIA Foundation Chair
 - Anchorage Downtown Partnership Board of Directors & Finance Committee
 - American Marketing Association Alaska Chapter
 - US Travel Association Communications Committee
 - Industry Awareness
 - Drafted Julie Saupe article for Anchorage Chamber Magazine
 - Advertised in ATIA's Tourism Works insert
 - Posted Visit Anchorage job openings on Anchorage.net
 - Ordered corporate gifts
 - Researched van wraps
 - Ordered bureau staff gifts
 - Continued production on board dashboard
 - Participated in Intranet planning session
- **Tourism Development & Sales**
 - Developed and printed AWE Postcards
 - Researched 4 giveaway ideas for 2015
 - Began production on 2015 Midnight Sun Newsletter
 - Produced NTA profile sheet
 - Ordered business cards
 - Travel Trade Advertising
 - Abenteuer Condor Alaska & Yukon Inflight (Oct)
 - Alaska Tour Guide Book Vol. 5 Korean (Oct-Dec)
 - CruisePlanners web banner (Oct)
 - Japanese Alaska Vacation Planner (Oct-Dec)
 - Meet Alaska Directory (Oct-Dec)
 - TravelAlaska.com Korean, Chinese, German, Japanese and Spanish websites (Oct-Dec)
 - Travel Planners International web banner (Oct)\
 - Travel Weekly USTOA Guide (Oct-Dec)

- Travel Trade Editorial
 - Cruise Planners article (Oct)
- Travel Trade Emails
 - CruisePlanners email (Nov)
 - OSSN Home Based Show email (Oct)
 - NACTA email (Nov)
 - Recommend email (Oct)
 - Travel Agent Magazine email (Oct)
 - Monthly internal TDS Email
- Drafted journalist talking points for 2015 New York Times Travel Show and future consumer shows with media elements
- Coordinated and participated in Fairbanks Radio blitz

OBJECTIVE 3 - Meaningfully increase the engagement rate of visitors to Anchorage.net.

- **Member Referrals from Listings: +10% YTD (Goal = 15% increase)**
 - Clicks to member websites, emails to members and phone calls to members
- **Member Display Advertisement Clicks excluding Visit Anchorage ads: +121% YTD (Goal = 15% increase)**
- **E-newsletter Subscriptions: +89% YTD (Goal = 15% increase)**
 - Improved from including as a default option on the VG order page
- **Download a Visitors Guide: +69% YTD (Goal = 15% increase)**
 - Improved from including as a default option on the VG order page
- **Consumers sharing their info with groups of members: 5,044 YTD**
 - New program since October 2013 with seasonal inquiry patterns
- **CMSS goal conversions: 1,445 YTD**
 - Requests for Destination Guide, meeting RFP submissions or views of staff contact info
 - New measurement in Q1
- **TDS goal conversions: 1,507 YTD**
 - Requests for travel trade materials, clicks to video training or views of staff contact info
 - New measurement in Q1

OBJECTIVE 4 – Present a rich and compelling story telling why one should visit Anchorage.

- **2014 Official Guide to Anchorage**
 - Direct Mail Fulfillment
 - 100% of annual direct mail inventory used
 - Sent 14,250 2014 guides to mail house for direct mail fulfillment
 - 2014 Visitor Guide Research Study
 - Distributed survey to Q3 visitor guide requestors
- **2015 Official Guide to Anchorage**
 - Increased production of the 2015 guide to 500,000 copies (48,916 distributed in Q4 2014)
 - Editorial review and proofing
 - Photo editing and negotiating
 - Redesign of Calendar of Events spread
 - Creation of Centennial Spread
 - Attended press check
 - Reviewed member ads with CMVR and agency
 - Ongoing agency coordination
 - Upgraded envelope paper to increase vibrancy and durability in transit
- **2015 Official Restaurant & Entertainment Guide**
 - Updated rate card for 2015
 - Completed and approved timeline

- Secured photographer for new advertisers
- Discussed new cover options with artist
- **Consumer Email Broadcasts**
 - National Consumer Market (including third party lists)
 - 50% increase in consumer emails over Q4 2013
 - In-state Consumer Market
 - Increased emails to in-state consumers by 10% over Q4 2013
 - Visit Anchorage Membership
 - 14% decrease YoY in member emails in Q4
 - Travel Trade
 - Distributed 132,122 trade emails – compared to 23,342 in Q4 2013
 - Meeting Planners
 - Sent 99,000 emails to meeting planners – compared to 1,339 in Q4 2013
- **Consumer Research & Data**
 - Added custom Anchorage visitation question to 2014 State of Alaska Conversion Study
 - Tested sending proactive, personalized emails to consumers that requested visitors guides from anchorage.net
- **Anchorage.net Development (Current Miles Media Website)**
 - Content & Development
 - Published member submitted news items and job postings as needed
 - Conducted Anchorage.net and online advertising training with CMVR staff
 - Updated pages for the CMSS and TDS microsites as needed
 - Continued development of an enhanced meeting planner RPF Submission form
 - Developed and launched a new TDS Request Travel Trade Materials form
 - Implemented Universal Analytics
 - Updated board and staff pages as needed
 - Updated existing article pages for winter dogsledding and Alaska gifts
 - Created new content for 2015 key events and Iron Dog Article
 - Updated the cover image for the Official Guide to Anchorage site wide
 - Began further enhancements to the events section
 - Optimized images and videos for mobile devices
 - Member ads
 - Formatted reports for member advertisers
 - Prepared for Q1 launch of 2015 Anchorage.net member ads
- **Anchorage.net Development (New Simpleview Responsive Design Website)**
 - Research & Planning
 - Evaluated two competing proposals for the next edition of Anchorage.net
 - Met with Simpleview to negotiate terms and executed an agreement and 30 service addenda with Simpleview for a new responsive design website (launch in September 2015). Estimated cost is \$172,000 including site design, development, hosting, account management, service/support and software licensing through 2015. (This is substantially less than the first year of expense with the previous vendor).
 - Received demonstrations on Simpleview DTN/OpenX ad server, meeting planner toolkit and options for email systems
 - Analyzed content performance of current site (in search engine rankings and with visitors)
 - Reviewed content and features of other destination websites
 - Documented amenity categories used by online travel agencies
- **Video**
 - Produced :30 in-state commercial
 - Created additional versions of brand video

- o Began editing B-roll footage for media distribution
- **Photography**
 - o Photo library expanded to 3,750 images searchable by tags or title

OBJECTIVE 5 – Use social media to expand the reach of the Anchorage story.

- **Facebook**
 - o 9% growth in fans
 - o Funded promoted posts to help ensure views and engagement
- **Twitter**
 - o 7% growth in followers
- **Instagram**
 - o 19% growth in followers
- **Pinterest**
 - o 4% growth in followers
- **YouTube**
 - o 16% growth in subscribers
- **TripAdvisor.com**
 - o Updated Anchorage tourism page content and ads
 - o Responded to visitor comments related to the Log Cabin VIC
 - o Currently ranked #9 of 87 attractions in Anchorage

OBJECTIVE 6 – Support the marketing of key Anchorage events to increase the economic value of each.

- **Kendall Classic**
 - o Advertising purchased and placed: \$1,450
 - o Attended committee meetings
 - o Donated 120 chap sticks and lanyards for player bags
 - o Welcome bags for 3 coaches
 - o Purchased table at Coaches Luncheon
 - o Attended games
 - o Updated event photos
 - o Promoted in Coast Alaska editorial (October)
- **AFN**
 - o Staffed the media/info table throughout the convention
 - o Advertising purchased and placed in First Alaskans Magazine and Anchorage Press AFN Insert
 - o Purchased and wore community welcome buttons
 - o Provided ad materials in conjunction with AFN sponsorship
 - o Created AFN welcome banners and placed in Ted Stevens International Airport
 - o Produced :30 in-state commercial to air in conjunction with AFN sponsorship
- **Great Alaska Shootout**
 - o Advertising purchased and placed: \$1,450
 - o Marketed in 464 in-state radio ads in Fairbanks and Kenai
 - o Attended organizing meetings
 - o Purchased table at Tip Off luncheon
 - o Donated 10 welcome bags for coaches
 - o Sent story ideas to all student newspapers of participating schools
 - o Donated chap sticks and lanyards for player bags
 - o Updated the Anchorage.net Great Alaska Shootout article as needed
 - o Provided :30 television spot for CBSSN telecast
- **Anchorage Downtown Partnership New Year's Eve Fireworks**
 - o Reimbursed local print and broadcast marketing expenses

- **Anchorage Centennial**
 - Maintained the Centennial Facebook page, posting twice per week
 - Managed Centennial Facebook advertising for fan acquisition and sponsored posts
 - Attended monthly community meetings
 - Printed & distributed Centennial themed Visit Anchorage wall calendar
- **Iron Dog**
 - Met with Kevin Kastner
 - Published an Iron Dog article on Anchorage.net
- **Events General**
 - Updated TripAdvisor.com with events through 2015
 - Updated Visitors Guide insert with Q4 2014 – 2015 event information
 - Met with Anchorage International Film Festival, provided tips and info

OBJECTIVE 7 – Place effective Anchorage advertising in highly-qualified print publications and online media.

- **Consumer Advertising**
 - **National Print**
 - Alaska Airlines Magazine (Oct, Nov, Dec)
 - Alaska Vacation Planner (Oct - Dec)
 - O, Oprah Magazine (Oct)
 - Vacation Country Travel Guide (Oct - Dec)
 - **In-state Print**
 - ADN Alaska Visitors Guide (Oct - Dec)
 - Alaska Railroad Panoramas (Oct - Dec)
 - Anchorage & Vicinity Map (Oct - Dec)
 - Anchorage Press (Oct - Dec)
 - Alaska Runner's Calendar (Oct - Dec)
 - Coast Magazine (Oct - Dec)
 - First Alaskans Magazine (Oct)
 - Kodiak Visitors Guide (Oct - Dec)
 - KPTMC Visitors Guide (Oct - Dec)
 - Mat-Su CVB Visitor Guide (Oct - Dec)
 - Peninsula Clarion (Nov)
 - Seward Phoenix Log (Nov)
 - **Online Advertising**
 - Anchoragepress.com (Oct - Dec)
 - Anchoragenightout.com (Oct - Dec)
 - Facebook.com (Oct - Dec)
 - Kenaipeninsula.org (Oct - Dec)
 - PlanItAlaska.com (Oct - Dec)
 - TravelAlaska.com (Oct - Dec)
 - TripAdvisor.com (Oct - Dec)
 - **National Third Party Email Broadcasts**
 - Alaska Travelgram (Oct - Dec)
 - TravelAlaska.com (Nov - Dec)
 - **In-State Radio**
 - Four Fairbanks radio stations (Nov)
 - Nine Kenai radio stations (Nov)

- **Television**
 - Alaska Channel in-room television advertising (Oct - Dec)
- **Pay-Per-Click**
 - Conversion Rate: 28.5% for 2014, a 9% increase over 2013
 - Cost per conversion reduced by \$.54 in 2014
- **Planning**
 - Ongoing work with agency to incorporate 2015 creative in e-communications
 - Ongoing research of advertising outlets
 - Finalized majority of 2015 ad placements

OBJECTIVE 8 – Promote Anchorage as the top Alaska location to produce feature films and commercials.

- Provided resources for Hunter Killer location scout- \$2,500
- Communicated with 10 projects and assisted with permitting questions, etc.
- Provided 15 welcome bags for incoming production crews
- Attended Alaska Film Group monthly meetings
- Provided b-roll for 5 production requests
- Reserved booth space at Locations Expo in March 2015 in Los Angeles

Community, Member and Visitor Relations (CMVR)

OBJECTIVE 1 - Secure \$382,500 in member dues (Increase of \$7,500).

- Total Member dues collected for 2014 Q4 was \$71,813. This compares to \$75,469 for the same quarter last year. YTD 2014 dues collection was \$363,797 compared to \$353,987 for 2013. Collections were up 2.7% year over year but down against an aggressive budget.

OBJECTIVE 2 - Obtain 90 percent member retention, with a net of 20 new members.

- Retention for Q4 was 91% compared to 92.8% in 2013. Adjusted for Out of Business was 92.8% against 94.8% in 2013. Total membership through the end of Q4 is 992 for a net of 3 for the year.

OBJECTIVE 3 - Secure \$475,000 in ad sales revenues.

- We achieved our sales goal of \$475,000 with Visitor Guide sales of \$278,093 and all other additional sales of \$197,252 for a total of \$475,345.

OBJECTIVE 4 – Maximize member event participation as follows:

- Maintain membership lunch attendance at 2013 levels or above
 - Sell 40 tables for the annual banquet
 - Secure 200 participants for Report to the Community Monthly Membership Luncheon (MML)
 - Provide Customer Service Frontline Training to 125 participants
 - Conduct Business Exchanges to connect members with staff and other members
 - Host four Benefits Brunches with 20 participants each
 - Provided education seminars; 90% satisfied/very satisfied
- October MML with a panel of sports related experts had 125 attendees. November featured Chris Warren on aviation metrics and had 157 attendees. December was Visit Anchorage's volunteer appreciation and featured Rick Mystrom as a speaker with 168 attendees. For the year attendance was up 16%.
 - The October Business exchange was held at the Museum and had 117 attendees. There was no exchange in November due to Thanksgiving. The Open House in December had 305 guests.
 - No seminars were conducted in Q4.
 - Due to a lack of staff we did not offer a benefits brunch for Q4. The next one is scheduled for 1/21/15.
 - A total of 6 Wild Thing member news e-blasts were sent in the Q4.
 - Contributed to the Wild Review issues that were compiled in the last quarter.

OBJECTIVE 5- Enhance visitor welcome experience.

- Visitor Guide dispensers outside the VIC were refurbished, painted and placed for the winter. One will be relocated to the airport when the branding is attached this winter.
- The Seward monument was cleaned outside of the Log Cabin for the first time in recent memory.
- Cabin and VIC downtown were decorated for the Holidays and Open House.
- Dedicated year round staff handled the majority of visitor inquiries as many of the volunteers leave for the winter.
- Visitor Centers remain open 7 days a week but on a limited schedule for the winter.
- The foreign money collections continues to get donations since being stolen in January of 2013.

OBJECTIVE 6 – Continue community partner outreach program.

- Participated and sponsored a train car for the Anchorage Chamber Train networking event. We were selected as the winner of the best car of all the sponsored ones.
- Staffed a booth at the annual Oxygen and Octane show at DCCC.

- Attended and sponsored the annual ATIA conference in Fairbanks Oct 6-10
- Conducted Volunteer in-service meetings in Oct/Nov.
- Voyager Open House was held in early October to show off the remodel.
- Met with Ray Voley from KCC and appointed to the Entrepreneurial Advisory Board at KCC
- Had over 2,000 families and children come through the Creepy Cabin as part of Trick or Treat Street sponsored by Anchorage Downtown Partnership and Visit Anchorage.
- Sponsored and participated in the Mat-Su CVB annual meeting with Sparkloft speaker
- Conducted the Trivia Contest at Egan with 5 teams participating.
- Sponsored "Travel Secrets Revealed" with Scott McMurren at the Boardroom with over 100 attendees
- Hosted Joel Roylance, principal from Central Middle school for an exchange with school business partnership. The following week I shadowed him at school for a day in the life of middle school.
- Attended Great Alaska Shootout Tip-Off lunch.
- Presented at the Executive Exchange at KCC December 2nd
- Sponsored the annual tourism holiday event at ANHC.
- BurgerFi Grand Opening, Ribbon Cutting event
- Meeting planner Guide sales kickoff for 2015
- Participated in school business partnership board meetings; Salvation Army kick-off Red Kettle lunch; RDC conferences; holiday celebrations including Alaska Railroad, AEDC, Anchorage Chamber and SKAL; Chamber luncheon featuring Gov. Walker with a State of the State and finance presentation.

The list below represents Visit Anchorage Critter appearances in Q4:

- Trick or Treat Street- Saturday, Oct. 25- Seymour of Anchorage, Boris the Bear, Egan the Eagle, and Sonja the Sled Dog. A total of 7 people (critter/handlers) showed up to perform and attend orientation
- First Friday- Friday, Nov. 7- Seymour of Anchorage and Sonja the Sled Dog
- Big Wild Life Trivia Contest, Nov. 11- Old Critter costumes- Moose, Beaver, Bear, Eagle, and Ram
- Town Square Tree Lighting Ceremony, Nov. 28- Seymour, Sonja, Egan, Boris, and Splash
- Police Navidad, Nov. 29- Seymour and Boris
- Lent out Critter costumes to Anchorage NeighborWorks, Dec 9-18- Seymour and Sonja
- International Charters at North Terminal (airport), Dec. 28- Seymour, Sonja the Sled Dog, Egan the Eagle
- ADP NYE event at Town Square- Seymour of Anchorage, Sonja the Husky, and Egan the Eagle

Convention and Meeting Sales & Service (CMSS)

OBJECTIVE 1 - Book \$110 million in estimated economic impact to Anchorage in convention and meeting business.

- For year, booked \$91 Million in future business.
- Submitted 93 Requests for Proposal.
- Adventure Travel Trade Association Bid Presentation (700 delegates; September 2016). Decision due January 2015.
- Virginia Sales Calls – Made 13 sales calls.
- Seattle Sales Calls – Made 15 sales calls.
- International Congress & Convention Association Congress and Exhibition/Antalya, Turkey - Networked with international professionals in the meeting industry. 900 delegates attended.
- GMC PCMA Bowl-A-Thon & Sales Calls/Chicago – 459 people attended. Made 8 sales calls and 1 staff presentation.
- Washington, DC Santa Sales Calls – Made 40 Santa sales calls to top clients and attended the Alaska State Society Holiday Party.
- Made local holiday sales calls to 7 members/partners.
- IEEE Oceanic Engineering Society Site Inspection (Booked 1,500 delegates; September 2017)
- HBO Site Inspection (350 delegates; June 2015). Competed against Puerto Rico and Miami, FL. Lost to Miami, FL.
- American Water Resources Association Site Inspection (Booked 200 delegates; April 2016).
- MetLife Site Inspection (Booked 200 delegates; July 2016).
- Matrix Resources Site Inspection (85 delegates; March 2016). Competing against Whistler, BC Canada. Decision due January 2015.

OBJECTIVE 2 - Generate 300 new qualified accounts for year-round meetings.

- Created 23 new accounts in Q4; 273 accounts in FY14.
- Generated 72 qualified convention leads
- IMEX America/Las Vegas - Received 250 card swipes and had 122 appointments. 6 members participated. Visit Anchorage had 25 appointments; participating members had a combined 97 appointments. Hosted 8 clients at an informal reception.
- Holiday Showcase/Chicago – Over 1,200 qualified meeting planners and association executives attended. Made 6 sales calls. 2 members participated.
- Rejuvenate Marketplace/Atlanta – Over 400 association meeting planners and executives attended. Had 41 pre-set scheduled appointments. Made 5 sales calls.
- Nursing Organizations Alliance Trade Show/Tampa - Exhibited to approximately 120 executive directors of various medical associations. Made 4 sales calls.
- Alaska Miners Association Trade Show/Anchorage - Met with 103 locals and received 5 convention leads. (Handed out over 400 bags of Visit Anchorage pasta.)
- Resource Development Council Trade Show/Anchorage - Met with 87 locals and received 3 convention leads. (Handed out over 300 bags of Visit Anchorage pasta.)
- Attended GCI Great Alaska Shootout Tip-Off Luncheon.

OBJECTIVE 3 - Maximize attendance for meetings booked in 2014 and 2015.

- Serviced 170 conventions
- International Economic Development Council Attendance Promoter (1,400 delegates; October 2015) (P)
- International Association for Bear Research & Management Attendance Promoter (400 delegates; June 2016)
- Equestrian Order of the Holy Sepulchre of Jerusalem Attendance Promoter (240 delegates; September 2015)
- Western Association of Graduate Schools Attendance Promoter (75 delegates; March 2015)
- Alaska Federation of Natives Convention (3,500 delegates; October 2014). Visit Anchorage was a Denali level sponsor. Sponsored 3 additional Cultural Awareness seminars. Provided materials, registration assistance and welcome banner downtown. Sponsored welcome buttons which were distributed to members and volunteers. Staffed information booth and media desk during the convention.
- Recipient of Meetings & Conventions Magazine Gold Service Award for outstanding service to meeting professionals.

OBJECTIVE 4 – Increase CMSS online sales and service presence through further development of Anchorage.net meeting planner section and the addition of Social Media campaigns/efforts.

- Sent out two E-blasts through Convention PlanIt.com and Successful Meetings driving traffic to the meetings section on Anchorage.net

Tourism Development and Sales (TDS)

OBJECTIVE 1 – Maximize the estimated economic impact of leisure travelers in 2014 – 2016.

- TDS represented Anchorage Members to over 400,000 consumers Q4 over 800,000 FY14
- TDS Marketed Anchorage in two trade and consumers show in Alaska in Q4 4,500 local consumers
- TDS targeted travel agents in 17 domestic cities across the USA in the Q4 13,000 and 76,000 FY14
- TDS marketed Anchorage and SCAK at 7 Cruise sales Events in Q4 1,556 agents
- TDS conducted AWE destination training to 1,351 travel Trade professionals FY14 Total 5,152
- TDS participated in 9 international sales events to 6 countries including: Australia/New Zealand, United Kingdom, Taiwan, Ireland, Shanghai

SALES ACTIVITY	Q1	Q2	Q3	Q4	YTD
Trade Show Participants	28,418	13,190	38,451	41,311	121,370
Consumer Show Attendance	186,046	24,503	167,227	431,019	808,795
Agents Trained (Annual Goal 4,000)	2,237	1,085	476	1,354	5,152
Fam Participants	30	74	142	4	250
Tour Operator Appointments (Annual Goal 2,050)	289	529	135	766	2,019
Accounts Serviced	3,742	3,612	4,931	5,039	17,324
Sales Activity Total	220,762	42,993	211,362	479,493	954,910
SERVICES					
VG's Distributed	12,593	1,786	1,083	3,406	18,868
AK Event Kits Mailed	613	68	42	30	753
Other Collateral Distributed	11,926	2,910	3,452	14,139	32,427
Services Total	25,132	4,764	4,577	17,575	52,048

Social Media Insight	FY14
Total Fans (Annual Goal 2,000)	2,037
Total # of posts	260
Post Total Reach	97,760
Total Likes, Comments, Shares	6,226
Total Member Mentions	94

Compared 3Q 2014: Total fans up 10.5%, Number of posts up by 28%, Post total reach up by 27%, likes/comments/shares and member mentions are also up significantly. The level of engagement (likes/comments/shares) PER post is up by 16%. We increased our paid/promoted posting in this quarter by \$60 (200%) and conducted two successful contests.

OBJECTIVE 2 – Train 4,000 travel trade on selling South-central Alaska through the Anchorage Wild Expert (AWE) program.

- In Q4 TDS conducted 13 live training, 3 webinars and 145 individuals via Anchorage.net to total: 1,354 travel agents and tour operators to be Anchorage Wild Experts!
- The Total Agents Trained for FY14 is 5,152, just 9% below our record number of 5,644 in 2013

OBJECTIVE 3 – Increase qualified leads to membership by 10 percent (or 3,300 leads).

- Tour Operator and travel trade appointments were held in the United Kingdom at World Travel Mart, ITF International Travel Fair, Taiwan, The missions to 4 cities in New Zealand & Australia, and the Adventure WorldTravel Summit in Ireland as well as at domestic travel conventions: USTOA, NACTA, OSSN, Cruiseworld, Cruise Planners here in the U.S. of A
- TDS held 2,019 appointments in FY14
- From the 766 trade appointments in the Q4, TDS will generate via simpleview leads to members and 3,711 FY14. Additionally the Anchorage Wild Expert program has generated an AWE trade list of over 12,135 trade actively selling South-central Alaska.

OBJECTIVE 4 – Maintain increased presence in tour operator product print and online pages and provide direct support in key markets.

- TDS Operator contacts both domestic and international have been adding product online and in printed pages. These include:
 - Profil Reisen - Denmark,
 - Great Canadian Traveler
 - Skylar Alaska Tour – China
 - Globe Trotter guide – Japan
 - Skyward – JAL
 - Natural Focus, Travel Managers & Relax Away Vacations – Australia
 - America Travel & Yakutia - Russia
 - Condor Inflight – Germany
 - Domestically: Travel Agent Magazine, Jet Blue employee newsletter
 - Spirit of the West, Chugach Adventures
 - Social Media: 375 shares by Travel trade professionals (agents and operators) of our content to their followers
 -

OBJECTIVE 5 – Maintain increased member engagement in trade programs achieved in 2013 (478).

- TDS enjoyed the participation of 19 Visit Anchorage members in a variety of programs in Q4 and 443 FY14 including: tradeshow booth share, fam tour support, product support, on line social media participation, international mission buy-in and participation, Anchorage Wild Expert education seminars, airline support meetings and tour operator product development efforts.

President's Office (PO)

OBJECTIVE 1 – Position Visit Anchorage as a leading economic generator for Anchorage and as a community leader.

- Ended role as Chair of ATIA Board of Directors in October. Continued participation in Government Relations and other board and marketing board activities related to statewide tourism issues.
 - Provided articles or phone interviews to*:
 - Anchorage Chamber Magazine
 - Alaska Business Monthly
 - Alaska Journal of Commerce
 - Provided broadcast interviews to*:
 - Channel 2 News
 - KTVA 11
 - Your Alaska Link (KYUR/KTBY)
 - KSKA
- *Media and interview topics ranged from a mixture of forecasts to Iron Dog*
- Guest speaker at:
 - ATIA Convention in Fairbanks
 - Anchorage Chamber of Commerce Make It Monday (emcee)
 - Worked with COMM and CMVR on themes and pre-planning the details for January's *Report to the Community* luncheon.
 - Worked in collaboration with COMM on President's message for Wild Review articles.
 - Completed update of Opinion Leaders list for mailings and information distribution.
 - Utilized social media for sharing information on Visit Anchorage progress and tourism trends as well as promotion and marketing of local events.
 - Worked with COMM on new Value of Tourism brochure which was first distributed at Jan. luncheon then inserted in Jan. 18 Alaska Dispatch News. Will be sent to all members and opinion leaders with February's Wild Review.
 - Attended several forums and events with statewide and national candidates to provide tourism presence and meet the candidates.
 - Research relative to forming an affiliated Charity to help facilitate charity walk and have a greater "giving" presence in the community
 - Attended USTA Destinations Meeting
 - Participated in Western Assn of CVBs Board Meeting
 - Attended Assembly meeting in support of Iron Dog start in Anchorage
 - Accepted Governor's Export Award on behalf of Icelandair
 - Coordinate efforts of Government Relations committee and full board on issues and outreach; participated in multiple meetings Uber and local officials
 - Donated Anchorage Centennial Byron Birdsall Giclee prints to various charitable auctions; Providence Alaska Foundation "All Aboard for Children", ABATE of Alaska, and Duck's Unlimited.
 - Participated in Anchorage Chamber board and Finance committee meetings; Make it Monday forums and networking train Visit Anchorage Business Exchanges; Eagle River Nature Center board meetings; Anchorage Centennial Planning and Merchandise meetings; RDC breakfast meetings; ATIA planning retreat; AEDC Meetings; Mayor's Charity Ball; AWAIC Gala, Eva Foundation Gala of Trees event, volunteer at the Harvest of Wine event, Red Cross and Salvation Army fund-raising events; and numerous open houses and other local events.

OBJECTIVE 2 – Maintain organizational structure and finances to support all goals through efficient and professional direction.

- Prepared Q3 President's Report and coordinated November Board Meeting.
- Significant time and effort in Q4 to assist Nominations & Elections committee in their responsibilities: Oversight and coordination of board election / balloting process; printing and mailing of ballot packets, coordination with candidates, membership reminders, coordinating ballot counting and subsequent certification of election results.
- Met with KeyBank executives regarding line of credit renewal.
- Met with Kate Giard, new MOA Finance Director and had subsequent correspondence regarding loan from CivicVentures and Visit Anchorage cash flow needs.
- In addition to the November board meeting and December board conference call, participated in and coordinated a total of 14+ other Visit Anchorage board, committee and/or Officer Group meetings in Q4. Developed agendas and drafted minutes for all.
- Conduct/facilitate bi-monthly full bureau staff and leadership meetings.
- As-needed, participated in one-on-one meetings with new Visit Anchorage staff to present mission and activities/responsibilities of President's Office. Ongoing supervision of administrative, accounting, reception and IT staff to provide timely response to staff needs.
- Ongoing management of Visit Anchorage Board committee rosters and adherence to Visit Anchorage's committee policies/bylaws.
- Great Plains Dynamics, our accounting software, was upgraded to GP 2013 R2 – which is essentially GP 2014.
- Key Total Treasury (KTT) security enhancements were implemented, requiring all KTT transactions to have two levels of security. The individual authorized to create the KTT transaction, like ACH for Payroll or EFT for Accounts Payable, is not authorized to approve those transaction for payment. A second individual, with that level of permissions, is required to approve the disbursement of funds.
- The authorized daily limit for EFT Payables transactions has been requested to increase from \$50,000 to \$100,000. EFT payables are sufficiently popular with vendors that the \$50,000 daily limit has often resulted in it being necessary to process a second EFT disbursement the next day.
- Check Fraud. Four counterfeit checks, each one for \$2,450, have been presented to our bank for payment from our General account. The Key Bank fraud detection unit identified the first two checks. Rutledge detected the following two checks. Key Bank has made us whole. Key Bank is requiring that Visit Anchorage either open a new bank account to replace the General Account or we enable their Positive Pay Program. We are evaluating those options.
- Smart Cards. Recent inquiries about Corporate Smart Cards has yielded two possible alternatives to our current credit card program. We are evaluating options.

OBJECTIVE 3 – Manage bureau-wide marketing programs and other projects.

- Participated in Visit Anchorage luncheons, business exchanges, Open House, collection of Christmas tree ornaments by staff.
- Oversight and participation in collateral, creative and messaging decisions for marketing and sales programs; participated in internal discussions regarding future website bids.
- Attended local marketing seminars; joined American Marketing Association and participating in local chapter activities.
- Purchased new vehicle for Visit Anchorage deliveries, fam guests, and community event participation; branding of vehicle will take place in Q1, 2015.
- Participated in A/V services rfp review for convention centers
- Participated with CMSS at IMEX trade show (Las Vegas) and IEDC attendance promoter (Ft. Worth)
- Provided custom gift basket for the Anchorage Chamber holiday open house

OBJECTIVE 4 – Manage expenses budget and provide timely information and recommendations to unanticipated revenue forecasts.

- Continue to record and report earnings and expenses. Weekly budget to actual reports are produced for departments via Management Reporter. Monthly reports are provided to the Finance Committee.
- Prepared financial reports and variance analyses for Finance Committee meetings and provided background information as requested. Provided projections for end of 2015.
- Ongoing resource allocation and spending adjustments for all department programs.
- Monthly Financial reports continue to be provided to the Finance Committee. The most recent approved Monthly Financial report was provided to the BOD at their quarterly meeting. The YTD October Income Statement was provided to Key Bank for Line-of-Credit limit consideration.

Human Resources

OBJECTIVE 1 – Hire the right people for the right jobs within 45 days of job vacancies by increasing the effectiveness of the recruiting process.

- Posted, recruited, and hired Membership & Advertising Sales Director, and three Membership Representatives for Community, Member & Visitor Relations (CMVR) positions

OBJECTIVE 2 – Continue to make Visit Anchorage a place where the best people want to work and reduce the year over year turnover rate.

- Reviewed and renewed 2015 insurance renewals with Brokers (health, life, travel accident, workers' comp, directors & operators, Aflac)
- Communicated to Employees new health insurance changes/costs
- Participated in Benefits & Salary Surveys
- Responded to 401(k) Audit with third party administrator to file IRS 5500 Form
- Collected bids for interior building paint contractors to begin in 2015
- Attended Premera Wellness Program for implementation for 2015 plan year

OBJECTIVE 3 – Ensure managers, supervisors and staff are trained and kept up to date with best practices and Ensure compliance with local, state and federal Labor Laws.

- Attended Littler Employment Law Seminar, continuing education credit for PHR certification
- Participated and responded to Department of Labor Wage/Earnings Audit
- Responded to Municipality of Anchorage inspections and building compliance standards (elevator, emergency exit doors, safety lighting, plumbing, etc.)
- Completed security system annual inspections with Muni
- Completed review of year-end reporting, updated vendor changes to 2015 payroll requirements

OBJECTIVE 4 – Provide training opportunities and support to management and staff to increase productivity and effectiveness in meeting Visit Anchorage's goals.

- Ongoing update of Employee Handbook
- Evaluation of new staffing needs and budget planning for departments
- Implemented building Evacuation Plan and conducted fire drill
- Distributed documentation for Performance Review process

OBJECTIVE 5 – Sustain a collaborative work environment by facilitating cross-department team building activities and events.

- Participated in Business Exchange, BWL Committee, MML, Chamber of Commerce Network Train, Holiday Breakfast, Halloween Activity, United Way, ARR Holiday Party, Meeting Coordinators Appreciation Lunch, and Visit Anchorage Open House.

Information Technology

- Reconfigure 4 PCs
- Export of tourism resource directory data from SimpleView CRM

Ongoing

- Maintain integrity of network data including data and server backups
- Troubleshoot and assist staff with hardware and/or software related issues and inquiries
- Produce multimedia-marketing aids including dvds and cds
- Provide database maintenance including queries, reports, and integration with Anchorage.net
- Submit/update/maintain support tickets to SimpleView for CRM related issues
- Monitor server logs/diagnose and fix problems as needed
- Install server security updates
- Add/modify user accounts & email distribution lists as needed

Facilities Management

OBJECTIVE 1 – Ensure optimal revenue production and professional operations of the Convention Centers.

- Through November the convention centers are having an outstanding year and will be favorable to budget.
- The proposed operating budget is still under review by the municipality so no additional information is available at this time. Since no response has been received we will proceed with the proposed budget.
- The 2015 capital budget has been reviewed with the municipal contract administrator and the top seven projects are being worked on for completion in 2015. The new format developed is working well It provides more detail on the status of the projects and the funding source.
- Input on the scope for the video wall at the Dena'ina and Egan has been provided to the municipality to develop the RFP. Working with the municipality on moving this project forward is ongoing.
- The A/V contract for both buildings has been awarded for three years.
- The contract renewal option with SMG will be discussed by the FMC in the January meeting.
- Guest comments off the internet survey have been distributed and the survey results are extremely positive. Any issues raised are currently being reviewed.

Supplemental Reports

Fourth Quarter

October - December 2014

CMSS Executive Summary
CMSS 2014 Convention Sales Goals & EEI Formulas
CMSS Conventions Sold/Held
CMSS Conventions Sold/Lead Classification
CMSS Pace Report
CMVR New Members Report
CMVR Canceled Member Report
CMVR Industry Partner Report
TDS Activity Report

Prepared January, 2015

CMSS Executive Summary

FOURTH QUARTER

- 100 Conventions Booked
- 170 Conventions Serviced
- 93 Requests for Proposal
- 1 Bid Presentation
- 4 Attendance Promoters
- 5 Site Inspections

Largest Conventions / Events SOLD This Quarter:

- United States Handball Association (1,200 delegates; September 2018)
- Anchorage Hockey Association (885 delegates; November 2014)
- Go West Summit (550 delegates; February 2016)

Largest Conventions / Events HELD This Quarter:

- Alaska Federation of Natives Annual Convention (3,500 delegates; October 2014)
- National Indian Education Association (2,000 delegates; October 2014)
- Alaska Federation of Natives Elders & Youth Conference (1,400 delegates; October 2014)

2014 Visit Anchorage Convention Sales Goals

SCOPE	
International	10%
National	14%
Regional	14%
City-wide Events/Festivals	5%
State	39%
State Sporting Events	5%
Trade Show	13%

QUARTER GROSS REVENUE	
January, February, March	\$35,000,000
April, May, June	\$30,000,000
July, August, September	\$30,000,000
October, November, December	\$15,000,000
TOTAL	\$110,000,000

2006 Estimated Economic Impact Formulas

Meeting Scope

National, International, Regional*
State
Trade Show
Sporting Events

Formula

\$974.16 x number of delegates
\$470.76 x number of delegates
\$1,211.41 x number of exhibitors x actual days
\$99.00 x number of delegates x actual days

SOURCE: International Association of Convention & Visitor Bureaus (IACVB) ExPact2004 Convention Expenditure & Impact Study (2004)*

NOTE: National, International and Regional formulas increased by 16%. Because State and comparable Trade Shows were not surveyed for this study by IACVB, these formulas were also increased by 16%. It is the International Association of Sports Commissions' (IASC) opinion that delegates attending Sports Events typically spend in line with visitors; thus Visit Anchorage is using the visitor EEI formula to calculate Sports Events (source: Star Report and airport arrivals/departures)

Conventions Sold – Quarterly (October - December)

Conventions Sold	2014 Actual	2013 Actual	% Change	2014 Goal	% Goal
International	\$7,316,298	\$7,750,738	-6%	\$11,000,000	67%
National	\$8,457,647	\$13,775,375	-39%	\$15,400,000	55%
Regional	\$15,218,304	\$8,303,507	83%	\$15,400,000	99%
City-wide Events/Festivals	\$5,000,352	\$5,000,352	0%	\$5,500,000	91%
State	\$36,798,424	\$37,777,391	-3%	\$42,900,000	86%
State Sporting Events	\$5,251,436	\$5,479,535	-4%	\$5,500,000	95%
Trade Show	\$13,711,950	\$14,593,856	-6%	\$14,300,000	96%
TOTAL	\$91,754,411	\$92,680,754	-1%	\$110,000,000	83%

Conventions Held – Quarterly (October - December)

Conventions Held	2014 Actual	2013 Actual	% Change
International	\$8,108,010	\$5,677,197	43%
National	\$16,694,106	\$9,161,414	82%
Regional	\$12,674,682	\$9,705,672	31%
City-wide Events/Festivals	\$5,000,352	\$5,000,352	0%
State	\$36,594,739	\$37,677,910	-3%
State Sporting Events	\$5,334,596	\$5,396,375	-1%
Trade Show	\$13,711,950	\$14,613,239	-6%
TOTAL	\$98,118,435	\$87,232,159	12%

Conventions Sold/Lead Classification Quarterly (October - December)

Conventions Sold-Quarterly	Number of Meetings	Attendance	Delegate Days	Gross Revenue
International	7	2,465	9,170	\$3,043,352
National	35	3,880	14,434	\$3,925,110
Regional	6	525	1,953	\$608,347
City-wide Events/Festivals	0	0		\$0
State	36	2,900	10,150	\$1,630,503
State Sporting Events	8	1,645		\$535,590
Trade Show	8			\$574,208
TOTAL	100	11,415	35,707	\$10,317,110

Conventions Held/Lead Classification Quarterly (October - December)

Conventions Held-Quarterly	Number of Meetings	Attendance	Delegate Days	Gross Revenue
International	1	50	186	\$48,708
National	15	3,283	12,213	\$3,682,731
Regional	13	6,320	23,510	\$7,606,749
City-Wide Events/Festivals	0	0		\$0
State	110	16,181	56,634	\$11,961,484
State Sporting Events	23	5,009		\$1,251,684
Trade Show	20			\$3,698,435
TOTAL	182	30,843	92,543	\$28,249,791

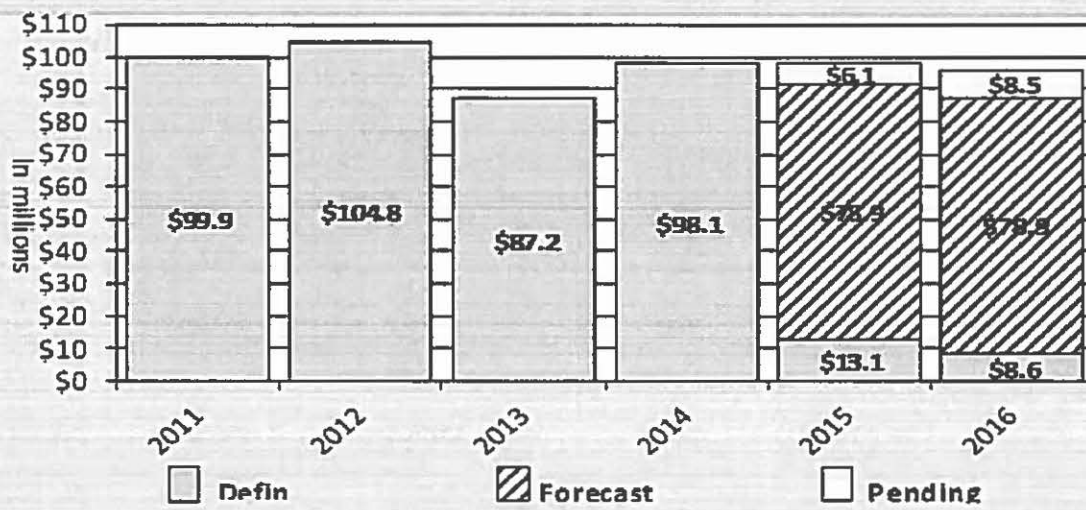
Conventions SOLD/Lead Classification – YTD (January - December)

Conventions Sold-YTD	Number of Meetings	Attendance	Delegate Days	Gross Revenue
International	25	6,329	23,544	\$7,316,298
National	80	8,054	29,961	\$8,457,647
Regional	56	13,258	49,320	\$15,218,304
City-wide Events/Festivals	2	7,200		\$5,000,352
State	386	56,084	196,294	\$36,798,424
State Sporting Events	61	16,100		\$5,251,436
Trade Show	57			\$13,711,950
TOTAL	667	107,025	299,119	\$91,754,411

Conventions HELD/Lead Classification – YTD (January – December)

Conventions Held-YTD	Number of Meetings	Attendance	Delegate Days	Gross Revenue
International	24	7,664	28,510	\$8,108,010
National	80	15,100	56,172	\$16,694,106
Regional	48	11,255	41,869	\$12,674,682
City-Wide Events/Festivals	2	7,200		\$5,000,352
State	389	56,184	196,644	\$36,594,739
State Sporting Events	62	16,310		\$5,334,596
Trade Show	57			\$13,711,950
TOTAL	662	113,713	323,195	\$98,118,435

Pace Report (as of 12/31/14)



CMVR New Member Report – Quarterly (October - December)

Date Joined	Account Name	Category Name	Region
Oct-15	Alaska.org and The Alaska App	Services/Visitor	Anchorage
Oct-15	Barratt Inn Anchorage Airport	Accommodations	Anchorage
Dec-15	Expedia Inc.	Accommodations	Anchorage
Oct-15	GreatLand Images	Services/Event, Group & Meeting Planners	Anchorage
Oct-15	La Boum Events	Services/Visitor	Anchorage
Dec-15	Urban Retreat Bed and Breakfast	Accommodations	Anchorage

TOTAL: 6 New Members

TOTAL DUES: \$2,733.50

CMVR Canceled Member Report- Quarterly (July - September)

Date Joined	Account Name	Region	Reason for Cancellation
Aug-13	A City View B & B Suite and Vacation Rental	Anchorage	Not Interested in Benefits
Jul-12	Alaskan Outback Glacier Adventures	Mat-Su Area	Not Interested in Benefits
Jul-94	Arctic Bed & Breakfast	Anchorage	Not Interested in Benefits
Jun-12	Chicken Alaska Inc.	Wrangell-St. Elias Area	Not Interested in Benefits
Aug-13	Edward Jones-Angela Helms Financial Advisor	Anchorage	Not Interested in Benefits
Jan-97	High Country Car and Truck Rental	Anchorage	Company Sold; Working on New
Jan-93	My Chauffeur Limousine Service	Anchorage	Company Sold; Working on New
Aug-13	Organic Oasis Restaurant & Juice Bar	Anchorage	Not Interested in Benefits
Sep-94	Security Aviation	Anchorage	Not Interested in Benefits
Aug-10	Social Ice Tables & Events	Anchorage	Not Interested in Benefits
Sep-12	Stallone's Men's Clothing Store	Anchorage	Not Interested in Benefits
Jun-11	Tourism Yukon	Outside	Not Interested in Benefits
Jun-07	Where Alaska Magazine	Anchorage	Not Interested in Benefits
Sep-09	Wyndham Publications, Inc.	Anchorage	Other
Aug-13	Anchorage Downtown Coupons	Out of Business	Out of Business
Sep-02	Kathy Day Public Relations - KD/PR Virtual	Out of Business	Out of Business
Jul-00	Talkeetna Aero Services	Out of Business	Out of Business
Jul-12	Wheel Good Food, LLC	Out of Business	Out of Business

Total Out of Business: 4
Total Other Cancels: 14
Out of Business + Other: 18
Total Dues: \$6,562.50
Retention Rate for Quarter: 91%
Retention Rate adjusted for OOBs: 92.8%

Total Membership (End of Q3): 1,004
New Members: 6
Current Cancels: (18)
Q4 2014 Net Membership: 992

2014 INDUSTRY PARTNER REPORT

NEW MEMBERS	2014	2013	2012	2011	2010	2009
Q1	16	20	14	23	31	18
	\$7,485	\$7,300	\$5,113	\$7,625	\$12,339	\$6,050
Q2	20	22	31	40	28	26
	\$7,925	\$9,060	\$12,013	\$14,907	\$9,155	\$9,676
Q3	31	33	19	38	24	15
	\$11,712	\$11,773	\$7,193	\$12,882	\$8,705.00	\$6,630
Q4	6	20	10	20	18	22
	\$2,734	\$7,363	\$3,813	\$6,738	6,027.50	\$8,865
Sub-Total (New)	73	95	74	121	101	81
	\$29,856	\$35,496	\$28,132	\$42,152	\$36,227	\$31,221
RENEWALS	2014	2013	2012	2011	2010	2009
Q1	223	202	175	243	206	187
	\$89,198	\$73,896	\$67,720	\$91,571	\$76,798	\$70,990
Q2	246	250	279	217	228	240
	\$103,914	\$104,590	\$101,715	\$79,262	\$89,771	\$89,651
Q3	196	233	210	214	212	236
	\$73,365	\$82,808	\$85,423	\$86,310	\$78,260	\$84,217
Q4	169	158	187	209	167	188
	\$71,813	\$68,106	\$76,990	\$86,041	\$79,241	\$79,572
Sub-Total (Renew)	834	843	851	883	813	851
	\$338,290	\$329,400	\$331,848	\$343,184	\$324,070	\$324,430
SUB TOTAL	\$368,146	\$364,896	\$359,980	\$385,336	\$360,297	\$355,651
Early Discnt & Fees	(\$4,347)	(\$10,909)	(\$9,692)	(\$9,947)	(\$7,196.00)	(\$4,468.00)
Acct. Adjustment						
TOTAL REVENUE	\$363,799	\$353,987	\$350,288	\$375,389	\$353,101	\$351,183
GOAL	\$382,500	\$375,000	\$370,000	\$370,000	\$336,702	\$332,193

Market	IACVB Standard Definition	Rep	Date Range	Trade Shows	Type	Consumer Shows	Training	Type	Fams	Type	Tour Op Appts.	Leads	Collateral Used	Comments	Members
Consumer:															
Fairbanks Winter Show and Radio Blitz	CON	TIF ALJ	10/10-10/12	1,568		4,000					1	75	50 MSN, 50 NLN, 75 VG, 325 RG, 400 Chapsticks	Go Winter Expo was larger than ever with 6 booth share members staying after the ATIA convention to sell to the AK 2nd city crowd. Kelly cup was on display and we had the prize wheel in full operation. 1,568 participated	Rusi's, Millennium, Copper Whale, Museum, Girdwood Chamber
Travel & Adventure Show (Dallas)	CON	ALJ	10/25-10/26	1,021		9,700	60		41				20 MSN, 150 Chapstick	300% increase in this show attendance from the previous year. Seminar on destination stage 60 participants. They gave us a double booth!	CATC, LATITUDE, Alpine Lodge
Airline:															
Air Dynamic Inaugural Flight	AIR	MAB	12/28	240				4					4 Birch baskets and BWL Coffee, 4 VGs, 4 Mandarin MSN	Critters, cake and gift baskets to welcome the first flight from Changsha ANC-IA.	SOA Jesse Carlstrom
Local:															
ATIA Annual Convention	CON	TIF ALJ JRH	10/6-10/9	500									5 MSN, 5 NLN, 5 VG	This was a well attended convention with great statewide participation and member engagement.	N/A
Travel Agents/Cruise Agent:															
Peninsula Round Tables w/TA Training, Dallas, Tulsa, OK City	TA	MAB	10/6-10/9	157			69					69	69 Moose, 3 Glacial Facial Jars, 160 VGs, 100 RGs, 160 MSN, 100 Postcards	Dallas AWE # Training and AWE 1 for Oklahoma agents. Well Received, led to a res center training opportunity in the future.	N/A
Buck Wilson Travel Trade Shows, Indianapolis, St Louis & Kansas City	TA	MAB	10/13-10/16	197			78					73	200 VGs, 100 RGs, 73 Moose, 3 Glacial Facial Jars, 75 Postcards, 75 MSN, 75 NLN	Great Training in these Midwest city centers with engaged interested audiences, AAA and other agencies requested follow-up training.	N/A
TPI Extravaganza, Orlando	TA	TAH	10/8-10/12	150			65						3 Cases of VGs, 265 MSN, 165 NLN, 265 AWE Postcards, 150 Chapstick, 65 Moose	1st time Anchorage has participated in TPI. Cruise and pre/post selling agents. Awarded an AWE Fam spot.	N/A
Cruise Planners Webinar	TA	JRH	10/14				37						N/A	Nationwide participation as well as Canada attended this online AWE 1 program.	N/A
NACTA Webinar	TA	JRH	10/16				31						N/A	AWE Training for National Assoc of Certified Travel Agents via WEB 1 hour AWE Program.	N/A
NACTA Annual Convention	TA	TIF	10/30-11/2	300							75	75	40 MSN, 40 NLN, 75 VG, 50 RG, 1 Tote, 100 Honey's, 100 Posters	75 one on one meetings with delegates of this conference and invites to present at many chapters nationwide in future. Possibly future host of this conference in 2017.	Salmon Berry Tours, Alaska Dream Cruise attended in their own booth
OSSM Chicago	TA	JRH	11/10-11/12	510			14					14	25 MSN, 25 NLN, 25 VG, 25 RG, 25 Post Cards, 1 Tote, 180 Chapstick, 100 Moose, 80 Coaster	Organizers a bit disappointed with participation in Chicago this year. Going back to Florida next year.	ARR, Salmon Berry Tours
Travel Weekly's CruiseWorld & TA Training	TA	JRH	11/5-11/7	833			57				22	22	100 MSN, 100 NLN, 100 VG, 100 Postcards, 50 RG, 175 Chapstick, 250 Map Cloths, 57 Moose	one hour of training for delegates with ARR plus 22 prescheduled appointments at the show. All went very well.	ARR
CLIA Training	TA	ALJ	11/15				85						90 MSN, 95 VG, 75 RG, 95 Postcards, 1 Tote, 85 Moose, 85 Honey	90 minute training with CLIA members 1/3 had traveled to Alaska in the past but only one had been to Alaska! Awarded an AWE fame spot.	N/A

Market	IACVB Standard Definition	Rep	Date Range	Trade Shows	Type	Consumer Shows	Training	Type	Fairs	Type	Tour Op Appts.	Leads	Collateral Used	Comments	Members
Cruise Planners Convention	TA	TIF SKE	11/12-11/16	300							200	700	100 VG, 50 RG, 100 Postcards, 1 Tote, 1 Moose, 100 Honeys, 96 Moose Antlers, 6 Bottles of Vodka, 6 Packages of Reindeer Sausage	We hosted a Destination Experience with agents coming through to learn about Alaska and participate in activities themed to promote across the gulf cruises	N/A
Cruise Planners Blog Talk Radio	TA	MAB	10/20				21						N/A	Helen Brahms from cruise planners hosted this radio show and is recorded online as a pod cast type content. We conducted 30 minutes of AWE Destination Training as "Hidden Gems of Alaska".	N/A
TDS AWE Online Grads	TA/TO	ALI	10/1-12/31				145						N/A	Online destination training grads Anch net/awe.	N/A
Cruise Planners New Agent Training/ Trade Show	TA	DSK	12/2-12/4	130			130				97	97	120 VGs, 120 MSN, 120 Moose	Great group of Agency owners meeting in Ft. Lauderdale. Presented AWE Training.	N/A
Trade:															
USTOA - Boca Raton Florida	TO	disk	12/5-8/14	500							12	36	Profile sheets and jump drives	We attended travel conference of key US tour Operators and buyers. Some expressed the need for more hotel rooms in Anchorage and better rates.	CIRL, ARR, ATIA SOA
Grueninger Travel Ambassador	TO	MAB	10/13				4				4	4	Snacks and flowers	Met with the Director of Operations, Product development director and 2 key account execs.	n/a
International:															
CITM	TA/TO	MAB	11/12-11/16	18,000		30,000	9				13	13	30 thumb drives, 30 moose, 1000 mandarin profile sheets, 100 mandarin MSN's, 6 glacial facials, 1 gift from Southcentral Foundation for Claire, the SOA rep. in Beijing, 3 totes	SOA sponsored booth at CITM this year with Claire Liu of the SOA Trade Office. additionally we made sales calls and training appointments with key TO's.	SOA Beijing, Alaska Skyler Travel
ATWS	TA/TO	DSK	10/6-10/9	700			12				24	24	50 MSN's, NLN's, chapstick, maps and other giveaways.	provided 700 Alaska Map cloths for Delegate bags. Did a bid presentation with Marlene Geds from CMSS and Jesse Calstrom of SOA.	Kristin & Karl Duon, Lotus UK, SOA,
ITF - International Travel Fair	TO/TA/CON	MAB	11/7-11/10			337,319	88		5		21	21	300 MSN, 40 Moose, 80 USB, 2 Glacial Facials, 6 Fish Seasonings, 1 Gift	Attendance up 7% over 2013, we exhibited with Brand USA for the 3rd year. We did Destination training in Taipei and Taichung.	FCVB, Chandalar Ranch, Alaska Skyler Travel
World Travel Market w/ATIA/SDA in London, UK	TO/TA/CON	TAH	11/3-11/6	16,000		50,000	119				32	32	Profile Sheets, Pre loaded USB, 5 cases of VGs, 300 MSN, 200 NLN, 200 AWE Postcards	This huge market to US is that much more attractive due to kalendar connectivity and the UK TO's are all building product and alaska sales. Shared appts with booth Partners.	Booth Share with ATIA, Lotus UK, AB AK & us!
Australia New Zealand Sales Mission w/SDA	TA/TO	MAB	12/5-12/12	286			286				16	16	290 USB, 12 Totes, 105 MSN, 105 NLN, 105 VGs, 105 Profile Sheets, 4 Glacial Facial Jars.	Auckland, Melbourne, Sydney, Brisbane, events and sales calls for travel trade. Limited training opportunities compared to previous year.	State of Alaska organized Mission, CIRL AKRR, FCVB, NAT, Alaska Holiday also participated
Princess Tours "down under"	TA/TO	MAB		49			49				49	49	49 nlh, MSN, Chapstick	Sydney Sales call to Princess Tours with agent training.	Kathy Hedges NATC
Q4 TOTALS				35,035		417,319									
SOCIAL MEDIA:															
Facebook AWE-Lummi	Social	ALI	10/1-12/31/14	2,037		55,880						31			



Financial Reports

Balance Sheet
Income Statement

(Through October 2014)

Prepared January, 2015

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Visit Anchorage
Statements of Financial Position
As of Friday, October 31, 2014

Two Year Balance Sheet

	10/31/2014	10/31/2013
ASSETS		
Current Assets		
Unrestricted Cash	(\$95,797.80)	\$397,667.29
Designated for ACCC Operations	120,704.04	19,964.32
Deferred Revenues and/or Special Projects	90,420.00	89,620.00
Total Cash	\$115,326.24	\$507,251.61
Due From MOA- (Bed Tax)	2,661,863.06	2,195,131.36
Due From MOA- (Bed Tax Retainage)	337,674.11	313,586.98
Due From MOA- (ACCC)	0.00	495,642.09
Other Receivables & Trades	86,475.96	75,889.57
Less Allowance For Dbtful Accts	(3,260.70)	(3,260.70)
Total Accounts Receivables	3,082,752.43	3,076,989.28
Prepays & Deposits	255,472.75	120,135.90
Total Current Assets	\$3,453,551.42	\$3,704,376.79
Long-Term Investments		
Restricted Investments	1,134,679.86	1,091,599.02
Property, Plant & Equipment		
Furniture and Equipment	285,952.76	275,446.76
Less Accum Depr - Furniture & Equip	(257,183.41)	(253,410.46)
Total Furniture and Equipment	28,769.35	22,036.30
Leasehold Improvements	1,936,284.86	1,922,161.09
Less Accum Depr - Leasehold Improv	(1,904,412.37)	(1,916,523.08)
Total Leasehold Improvements	31,872.49	5,638.01
Total Property, Plant & Equipment	60,641.84	27,674.31
TOTAL ASSETS	\$4,648,873.12	\$4,823,650.12
LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities		
Accounts Payable		
Accounts Payable - Vendor	166,970.94	488,151.41
Other Accounts Payable	73,041.68	124,166.38
Accrued Personnel Expenses	198,646.29	191,241.65
Total Accounts Payable	438,658.91	803,559.44
Advances & Deferred Revenues		
Designated for ACCC Operations	120,704.04	19,964.32
Deferred Revenues and/or Special Projects	90,420.00	89,620.00

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Visit Anchorage
Statements of Financial Position
As of Friday, October 31, 2014

<u>Two Year Balance Sheet</u>		
	<u>10/31/2014</u>	<u>10/31/2013</u>
Total Advances & Deferred Revenues	211,124.04	109,584.32
Notes Payable		
Current Maturities of Long-Term Debt		
Total Current Liabilities	\$649,782.95	\$913,143.76
Long-term Liabilities		
Long Term Loan	1,000,000.00	1,000,000.00
Total Long-term Liabilities	\$1,000,000.00	\$1,000,000.00
TOTAL LIABILITIES	\$1,649,782.95	\$1,913,143.76
NET ASSETS		
Balance Forward: Net Assets from Prior Year	2,808,803.73	3,484,556.69
Net Assets - Unrestricted - Current Year	390,286.44	(574,050.33)
Total Net Assets - Unrestricted	\$2,999,090.17	\$2,910,506.36
TOTAL LIABILITIES AND NET ASSETS	\$4,648,873.12	\$4,823,650.12
Current Ratio:		
Current Assets/Current Liabilities (1.6)	5.31	4.06

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Anchorage Convention Income Statement

As of Friday, October 31, 2014

	YEAR TO DATE				PRIOR YEAR 2013 ACTUAL	FULL YEAR		MTD % BUDGET
	BUDGET	ACTUAL	%	VARIANCE		2014 BUDGET	2014 ACTUAL	
OPERATING REVENUES								
Bed Tax Revenue	\$7,009,951.72	\$6,991,341.83	99.73%	(\$18,609.89)	\$6,498,340.51	\$8,396,436.00	\$6,991,341.83	83.27%
Members' Dues	306,500.00	330,744.86	107.91%	24,244.86	311,814.20	382,500.00	345,939.36	86.47%
Member Advertising Revenues								
Internet Income	119,750.00	111,008.17	92.70%	(8,741.83)	107,460.72	119,750.00	111,008.17	92.70%
Phone Board Revenue	26,500.00	24,354.07	91.90%	(2,145.93)	9,748.30	26,500.00	24,354.07	91.90%
Packages & Specials	1,500.00	1,994.41	132.96%	494.41	300.00	1,500.00	1,994.41	132.96%
Published Directories & Guides	58,900.00	63,891.89	108.48%	4,991.89	57,096.41	58,950.00	63,891.89	108.38%
TOTAL OPERATING REVENUES	7,523,101.72	7,523,336.23	100.00%	233.51	6,984,760.14	8,985,636.00	7,538,529.73	83.73%
Cost of Goods Sold								
Internet Expense	7,200.00	8,412.50	116.84%	(1,212.50)	12,164.98	7,200.00	8,412.50	116.84%
Phone Board Expenses	15,000.00	532.02	3.55%	14,467.98	0.00	15,000.00	532.02	3.55%
Packages & Specials	0.00	731.56	0.00%	(731.56)	579.91	0.00	731.56	0.00%
Published Directories & Guides	87,700.00	83,781.63	95.53%	3,918.37	83,986.54	87,700.00	83,781.63	95.53%
Cost of Goods Sold	109,900.00	93,457.71	85.04%	16,442.29	96,731.43	109,900.00	93,457.71	85.04%
NET OPERATING REVENUES	7,413,201.72	7,429,877.52	100.22%	16,675.80	6,888,028.71	8,875,736.00	7,445,072.02	83.71%
OPERATING EXPENSES								
Personnel								
Salaries	2,356,182.78	2,290,201.39	97.20%	65,981.39	2,279,470.34	2,822,426.47	2,637,481.29	81.14%
Taxes	226,028.96	189,559.23	83.87%	36,469.73	195,924.04	260,468.96	215,712.62	72.78%
Benefits	592,146.76	526,150.89	88.85%	65,995.87	492,567.05	694,424.41	631,018.25	75.77%
Total Personnel	3,174,358.50	3,005,911.51	94.69%	168,446.99	2,967,961.43	3,777,319.84	3,484,212.16	79.58%
Operations								
Recruiting & Training	20,883.37	19,985.80	95.70%	897.57	33,938.95	23,330.00	20,035.80	85.67%
Building Operations & Maintenance	258,531.73	250,707.38	96.97%	7,824.35	251,453.94	310,087.48	286,869.64	80.85%
Equipment Lease & Maintenance	19,867.00	24,908.00	126.65%	(5,241.00)	29,072.15	23,140.11	29,124.92	107.64%
Office Supplies	53,337.50	49,088.47	92.03%	4,249.03	59,090.21	64,004.53	52,938.58	76.70%
Information Technology Hardware & Software	79,978.73	74,331.92	92.94%	5,646.81	106,486.39	84,975.06	74,331.92	87.47%
Postage & Communications	64,124.60	61,960.08	96.62%	2,164.52	63,749.48	76,549.53	65,158.48	80.94%
Professional Fees & Insurance	67,350.42	70,235.53	104.28%	(2,885.11)	66,502.14	72,907.08	73,193.68	96.34%
Vehicle/Mileage	9,000.20	4,401.40	48.90%	4,598.80	6,879.70	10,800.00	4,733.31	40.75%

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**Anchorage Convention
Income Statement**

As of Friday, October 31, 2014

	YEAR TO DATE				PRIOR YEAR	FULL YEAR		MTD % BUDGET
	BUDGET	ACTUAL	%	VARIANCE	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	
Total Operations	572,873.55	555,618.58	98.99%	17,254.97	617,172.96	665,793.79	606,386.33	83.45%
Promotions and Memberships								
Trade Shows	477,015.00	529,795.10	111.06%	(52,780.10)	569,584.15	614,515.00	528,773.02	102.97%
Sales Calls	280,000.00	219,500.68	78.39%	60,499.32	216,888.75	338,500.00	221,126.07	64.85%
Sales Blitzes	127,000.00	152,441.79	120.03%	(25,441.79)	127,813.07	127,000.00	152,441.79	120.03%
Attendance Promoters	35,000.00	31,541.44	90.12%	3,458.56	33,039.92	35,000.00	31,871.99	90.12%
FAM's	297,500.00	302,289.36	101.61%	(4,789.36)	467,947.84	301,000.00	302,289.36	100.43%
Industry Mktg Events & Conv Supp	126,650.00	117,231.51	92.56%	9,418.49	73,763.88	142,850.00	120,024.80	82.07%
Industry Participation	40,400.00	40,385.97	99.97%	14.03	24,864.57	41,000.00	41,933.57	98.50%
Member/Community Events	173,905.00	149,583.15	86.01%	24,321.85	151,110.81	196,730.00	151,914.94	78.03%
Media Advertising	499,000.01	487,464.85	97.89%	11,535.16	588,170.14	560,000.00	524,744.87	87.05%
Sales Outsourcing/Airline Support	96,000.00	67,980.71	70.81%	28,019.29	124,326.93	119,500.00	72,980.71	56.89%
Website Development	175,166.67	105,989.26	60.50%	69,197.41	205,918.36	188,400.00	112,878.56	56.25%
Printed Collateral Materials	166,866.66	104,982.96	66.92%	51,883.70	197,237.69	184,450.00	112,781.82	56.92%
Promotional Items	101,000.00	84,531.78	83.69%	16,468.22	83,788.20	104,500.00	84,718.79	80.89%
Research and Lead Development	77,250.00	45,564.64	58.98%	31,685.36	51,298.41	90,500.00	49,164.64	50.35%
VG Lead Development & Fulfillment	286,000.00	243,480.59	85.13%	42,519.41	201,229.09	345,000.00	292,574.59	70.57%
Promotional Fulfillment (Except VG)	104,999.99	95,638.31	91.08%	9,361.68	114,252.42	120,300.00	101,156.71	79.50%
Dues & Subscriptions	126,850.00	117,281.77	92.46%	9,568.23	98,854.44	129,850.00	117,903.68	90.32%
Training & Education	49,000.00	58,337.46	119.06%	(9,337.46)	52,893.90	52,000.00	58,337.46	112.19%
Other Promotional Expenses	88,850.00	57,247.70	64.43%	31,602.30	62,044.17	134,470.00	60,720.46	42.57%
Visitor Services	48,975.00	31,211.80	63.73%	17,763.20	41,432.94	63,075.00	37,149.67	49.48%
Total Promotions	3,367,428.33	3,042,460.83	90.35%	324,967.50	3,486,459.68	3,788,640.00	3,175,487.50	80.30%
TOTAL OPERATING EXPENSES	7,114,660.38	6,803,990.92	92.82%	510,669.46	7,071,594.07	8,231,753.63	7,266,085.99	80.23%
2013 VG								
VG-2013 Revenue	0.00	0.00	0.00%	0.00	(287,145.01)	0.00	0.00	0.00%
VG-2013 Expense	0.00	0.00	0.00%	0.00	250,819.22	0.00	0.00	0.00%
NET 2013 VG	0.00	0.00	0.00%	0.00	(36,325.79)	0.00	0.00	0.00%
2014 VG								
VG-2014 Revenue	(277,322.15)	(280,879.94)	101.28%	3,557.79	(277,127.14)	(277,322.15)	(280,879.94)	101.28%
VG-2014 Expense	285,500.00	285,457.40	99.99%	42.60	63,984.44	285,600.00	285,457.40	99.99%

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**Anchorage Convention
Income Statement**

As of Friday, October 31, 2014

	YEAR TO DATE				PRIOR YEAR 2013 ACTUAL	FULL YEAR 2014 BUDGET 2014 ACTUAL		MTD % BUDGET
	BUDGET	ACTUAL	%	VARIANCE				
NET 2014 VG	8,177.85	4,577.46	55.97%	3,600.39	(213,142.70)	8,177.85	4,577.46	55.97%
2015 VG								
VG-2015 Revenue	(274,500.00)	(277,406.30)	101.06%	2,906.30	0.00	0.00	(277,331.30)	0.00%
VG-2015 Expense	40,000.00	41,570.25	103.93%	(1,570.25)	0.00	0.00	58,191.44	0.00%
NET 2015 VG	(234,500.00)	(235,836.05)	100.57%	1,336.05	0.00	0.00	(219,139.86)	0.00%
OTHER INCOME AND GAINS								
Grants & Special Projects Revenue								
Dividend & Interest Income	0.00	902.80	0.00%	902.80	850.94	0.00	973.60	0.00%
Prior Year UBI Tax Refunds	8,252.00	16,756.00	203.05%	8,504.00	4,139.00	8,252.00	15,535.00	203.05%
Other Income	100.00	1,574.74	1574.74%	1,474.74	7,530.12	100.00	1,574.74	1574.74%
TOTAL OTHER INCOME AND GAINS	8,352.00	19,233.54	230.29%	10,881.54	12,520.06	8,352.00	18,083.34	230.29%
OTHER EXPENSES AND LOSSES								
Unrelated Business Income Tax (UBIT) Expense	13,225.00	9,500.00	71.83%	3,725.00	10,545.00	18,215.00	9,500.00	52.15%
Bad Debt Expense	1,250.00	0.00	0.00%	1,250.00	(1,200.00)	1,500.00	0.00	0.00%
Late Fees	0.00	0.00	0.00%	0.00	39.99	0.00	0.00	0.00%
Bank Fees	7,166.70	6,890.68	96.15%	276.02	4,580.55	10,742.00	7,829.46	64.15%
Credit Card Charges	0.00	0.00	0.00%	0.00	0.00	0.00	962.89	0.00%
Interest Expense	11,500.00	9,245.84	80.40%	2,254.16	277.08	14,000.00	9,245.84	56.04%
Lease Property Tax Expense	560.53	1,409.15	251.40%	(848.62)	0.00	647.08	1,409.15	217.77%
Bond Debt Retirement	688,096.00	654,558.01	95.13%	33,537.99	637,167.40	688,096.00	654,558.01	95.13%
Other/Miscellaneous Expense	1,866.70	4,457.87	267.47%	(2,791.17)	1,022.06	2,000.00	4,457.87	222.89%
TOTAL EXPENSES AND LOSSES	723,484.93	686,061.55	94.83%	37,403.38	652,432.08	736,200.08	687,963.22	93.32%
TOTAL REVENUES	8,083,275.87	8,100,855.01	100.22%	17,579.14	7,561,562.35	9,271,310.15	8,114,824.31	87.38%
TOTAL EXPENSES	8,273,525.31	7,710,537.83	93.20%	562,987.48	8,135,561.24	9,362,353.71	8,391,155.76	82.36%

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**Anchorage Convention
Income Statement**

As of Friday, October 31, 2014

	YEAR TO DATE			
	BUDGET	ACTUAL	%	VARIANCE
NET OPERATIONS & OTHER	(190,249.44)	390,317.18	(205.18%)	580,566.62
MOA Offset to ECC (Gain) or Loss	371,347.00	289,473.75	77.95%	(81,873.25)
ECC Gain or (Loss)	(371,347.00)	(289,473.75)	77.95%	81,873.25
MOA Offset to DCC (Gain) or Loss	546,154.00	165,148.20	30.24%	(381,005.80)
DCC Gain or (Loss)	(546,154.00)	(165,177.94)	30.24%	380,976.06
NET CONVENTION CENTERS	0.00	(29.74)	0.00%	(29.74)
NET ALL	(190,249.44)	390,287.44	(205.15%)	580,536.88

PRIOR YEAR	FULL YEAR		MTD %
2013	2014	2014	
ACTUAL	BUDGET	ACTUAL	BUDGET
(574,008.89)	(91,043.56)	(278,331.45)	(428.71%)
636,683.23	378,234.00	291,007.08	76.63%
(636,683.23)	(378,234.00)	(291,007.08)	76.63%
393,584.74	413,657.00	171,281.53	39.92%
(393,625.18)	(413,667.00)	(171,560.67)	39.83%
(40.44)	0.00	(279.04)	0.00%
(574,049.33)	(91,043.56)	(278,610.49)	(428.68%)

Performance Measures

Fourth Quarter

(Through December 2014)

Prepared January, 2015

2014 Fourth Quarter

DESCRIPTION	2014 Q1	2014 Q2	2014 Q3	2014 Q4	2014 YTD
CMSS					
Meeting planners on Visit Anchorage sponsored familiarization visits	21	21	18	0	60
Number of organizations who have sent one or more persons to scout and assess Anchorage's suitability as a meeting site for their events or conventions	1	3	4	5	13
CMSS GOAL: Book \$110 Million in Meeting and Conventions					
International	\$893,603	\$1,997,546	\$1,381,798	\$3,043,352	\$7,316,299
National	\$1,468,656	\$1,867,181	\$1,196,700	\$3,925,110	\$8,457,647
Regional	\$8,750,754	\$3,675,218	\$2,183,984	\$608,347	\$15,218,303
City-wide Events / Festivals	\$5,000,352	\$0	\$0	\$0	\$5,000,352
State	\$14,270,073	\$6,574,377	\$14,323,472	\$1,630,503	\$36,798,425
State Sporting Events	\$3,008,015	\$979,857	\$727,974	\$535,590	\$5,251,436
Trade Show	\$6,638,527	\$1,974,598	\$4,524,616	\$574,208	\$13,711,949
TOTAL	\$40,029,980	\$17,068,777	\$24,338,544	\$10,317,110	\$91,754,411
Meetings Held in 2014					
International	\$662,429	\$3,467,852	\$3,929,021	\$48,708	\$8,108,010
National	\$2,112,953	\$5,734,719	\$5,163,703	\$3,682,731	\$16,694,106
Regional	\$1,532,613	\$2,503,088	\$1,032,232	\$7,606,749	\$12,674,682
City-wide Events / Festivals	\$5,000,352	\$0	\$0	\$0	\$5,000,352
State	\$10,497,393	\$9,843,276	\$4,292,587	\$11,961,484	\$36,594,740
State Sporting Events	\$2,330,856	\$1,340,361	\$411,695	\$1,251,684	\$5,334,596
Trade Show	\$4,948,610	\$3,664,515	\$1,400,390	\$3,698,435	\$13,711,950
TOTAL	\$27,085,206	\$26,553,811	\$16,229,628	\$28,249,791	\$98,118,436
Additional Meetings Statistics					
Conventions Serviced	208	211	208	170	797
Requests For Proposal (RFP)	60	70	58	93	281
Bid Presentations	0	1	1	1	3
Attendance Promoters	1	0	3	4	8
Site Inspections	1	3	4	5	13
Value of cancellations for conventions for 2014 and EEI	\$0	\$58,450	\$0	\$0	\$58,450
Value of cancellations for conventions for 2015 and EEI	\$0	\$0	\$0	\$0	\$0
Value of cancellations for conventions for 2016 and EEI	\$0	\$0	\$0	\$0	\$0
Value of cancellations for conventions for 2017 and EEI	\$0	\$0	\$0	\$0	\$0
Value of cancellations for conventions for 2018 and EEI	\$0	\$0	\$0	\$0	\$0
Value of cancellations for conventions for 2019 and EEI	\$0	\$0	\$0	\$0	\$0
Number of estimated peak room nights for conventions for 2014	9,151	10,915	6,982	9,463	36,511
Number of estimated peak room nights for conventions for 2015	631	2,712	2,153	1,060	6,556
Number of estimated peak room nights for conventions for 2016	497	2,000	535	450	3,482
Number of estimated peak room nights for conventions for 2017	0	1,343	1,695	0	3,038
Number of estimated peak room nights for conventions for 2018	75	0	425	0	500
Number of estimated peak room nights for conventions for 2019	0	0	270	0	270
SMG					
Combined Centers					
Convention Center confirmed bookings for 2014 and EEI					\$0
Convention Center confirmed bookings for 2015 and EEI					\$0
Convention Center confirmed bookings for 2016 and EEI		\$1,288,120			\$1,288,120
Convention Center confirmed bookings for 2017 and EEI					\$0
Convention Center confirmed bookings for 2018 and EEI					\$0
Convention Center confirmed bookings for 2019 and EEI					\$0

DESCRIPTION	2014 Q1	2014 Q2	2014 Q3	2014 Q4	2014 YTD
Egan Center					
Number of actual convention center attendees for 2014	32,864	33,705	39,912	24,899	131,380
Number of actual convention center attendees for 2013	31,113	36,006	13,521	25,841	106,481
Number of actual convention center attendees for 2012	25,720	28,092	37,497	27,179	118,488
Number of actual convention center attendees for 2011	34,139	29,641	35,276	26,617	125,673
Number of actual convention center attendees for 2010	26,939	37,524	20,193	28,476	113,132
Number of actual convention center attendees for 2009	32,211	36,414	45,367	27,926	141,918
Number of actual convention center attendees for 2008	54,159	64,682	51,815	24,516	195,172
Number of actual convention center attendees for 2007	46,076	59,921	55,906	57,740	219,643
Number of actual convention center attendees for 2006	47,131	54,919	69,992	76,323	248,365
Dena'ina Center					
Number of actual convention center attendees for 2014	35,753	60,931	32,683	88,758	218,125
Number of actual convention center attendees for 2013	38,602	37,699	52,958	69,152	198,411
Number of actual convention center attendees for 2012	40,516	54,648	25,443	90,708	211,315
Number of actual convention center attendees for 2011	44,112	48,690	24,155	85,678	202,635
Number of actual convention center attendees for 2010	55,134	23,963	14,788	65,234	159,119
Number of actual convention center attendees for 2009	47,335.00	49,794.00	28,076	81,153	206,358
Number of actual convention center attendees for 2008	N/A	N/A	4,326	86,281	90,607
TDS					
Tour operators participating in Visit Anchorage sponsored FAM visits	24	63	142	4	233
Cruise operators participating in Visit Anchorage sponsored FAM visits	6	13	98	0	117
International trade shows attended by Visit Anchorage staff	9	5	1	4	19
Leads resulting from international trade shows	151	386	37	155	729
Domestic trade shows (outside Alaska) attended by Visit Anchorage staff	8	7	7	11	33
Leads resulting from outside domestic trade shows	138	81	372	586	1,177
Domestic trade shows (inside Alaska) attended by Visit Anchorage staff	2	1	0	2	5
Leads resulting from Alaska domestic trade shows	n/a	5	0	79	84
Travel agents trained	2,237	1,085	476	1,354	5,152
COMM					
Public Relations					
Number of travel writers Visit Anchorage staff assisted in Anchorage	14	17	20	1	52
Number of travel writers Visit Anchorage staff met out of state	11	26	5	49	91
Total print circulation	107,507,748	13,300,707	36,357,570	9,937,629	167,103,654
Domestic newspaper ad equivalency	\$517,291	\$1,035,726	\$39,867	\$88,941	\$1,681,826
Domestic magazines ad equivalency	\$108,342	\$409,936	\$457,726	\$1,307,687	\$2,283,693
Other domestic ad equivalency (online, broadcast, social)	\$3,570,484	\$320,392	\$342,017	\$2,231,213	\$6,464,106
All International ad equivalency	\$709,061	\$935,263	\$1,079,594	\$910,153	\$3,634,071
TOTAL Ad Equivalency	\$4,905,179	\$2,701,317	\$1,919,204	\$4,537,994	\$14,063,694
Advertising Expenses (Previous quarter expenses updated from estimates to actual)					
In-state print	\$30,741	\$10,120	\$13,611	\$6,248	\$60,721
National print	\$44,548	\$11,431	\$30,785	\$10,400	\$97,165
International print	\$13,947	\$3,150	\$0	\$10,296	\$27,392
In-state and national television	\$0	\$0	\$0	\$0	\$0
In-state and national radio	\$6,994	\$3,550	\$0	\$5,762	\$16,306
Internet print co-op advertising	\$0	\$0	\$0	\$0	\$0
Digital advertising (PPC, email, banner ads etc.)	\$161,929	\$97,320	\$59,713	\$59,789	\$378,750
TOTAL Advertising Expenses	\$258,159	\$125,571	\$104,110	\$92,494	\$580,334
Official Guide to Anchorage					
Direct mail fulfillment	103,167	30,604	12,257	101,978	248,006

DESCRIPTION	2014 Q1	2014 Q2	2014 Q3	2014 Q4	2014 YTD
Emails Delivered					
National consumer (including third party lists)	366,915	153,918	126,389	199,703	846,925
In-state consumer	12,457	12,561	12,495	13,593	51,106
Visit Anchorage membership	9,716	6,985	11,164	8,208	36,073
Travel trade	186,130	206,235	30,462	132,122	554,949
Meetings planners	72,000	79,000	40,000	99,000	290,000
Ask A Local email responses	237	342	194	281	1,054
Anchorage.net Engagement					
Visits	380,067	402,974	394,746	305,256	1,483,043
Unique visitors (YTD deduped each quarter)	285,136	297,874	287,738	226,683	1,044,099
Page views	1,192,127	1,252,166	1,126,714	848,659	4,419,666
Pages/visit	3.14	3.11	2.85	2.78	2.98
Average visit duration	0:03:20	0:03:15	0:02:55	0:02:39	0:03:03
Bounce rate	45.64%	46.49%	49.76%	48.73%	47.60%
Anchorage.net Goals					
Print visitor guide orders (web requests only)	10,663	5,091	3,986	6,810	26,550
eNewsletter subscriptions	8,541	3,889	3,113	5,751	21,294
Download visitor guides	8,266	4,226	3,274	5,380	21,146
Referrals from member listings (clicks to member websites, emails to members & phone calls to members)	89,527	100,670	84,008	50,011	324,216
Ad clicks	14,946	15,260	17,205	12,693	60,104
Consumer leads emailed to membership database	2,105	975	762	1,202	5,044
Social Media					
YouTube brand video views	8,175	6,966	5,122	7,437	27,700
Facebook New Fans	9,099	20,991	19,490	13,805	63,385
Facebook Engagement	81,230	145,463	198,549	209,538	634,780
Facebook Reach (impressions)	621,402	1,195,256	1,043,959	1,873,701	4,734,318
Twitter New Followers	1,432	1,584	287	576	3,879
Pinterest New Followers	30	27	38	20	115
Instagram New Followers	343	456	461	314	1,574
CMVR					
Anchorage workers receiving Visit Anchorage's ambassador training:					
Cab drivers	0	134	259	0	393
Museum workers	0	0	0	0	0
Tour bus drivers	0	0	0	0	0
Hotel workers (includes concierge visits/updates)	97	106	95	86	384
Gift shop workers (front line)	0	42	0	0	42
Restaurant wait staff (front line)	0	32	0	0	32
Tour operators	0	75	0	0	75
Specific volunteer training refresher	36	34	0	0	70
Other - Alaska host (various businesses)/remainder of front line training	6	351	0	0	357
Monthly volunteer in-service training	56	74	93	48	271
Membership Sales Reports					
Current Members	989	990	993	1,004	989
New Members	16	20	31	6	73
Cancellations	15	17	20	18	70
Total	990	993	1,004	992	992
Percentage change from 2013 Year-end	0.10%	0.30%	1.11%	-1.20%	0.30%

DESCRIPTION	2014 Q1	2014 Q2	2014 Q3	2014 Q4	2014 YTD
VISITOR INFORMATION CENTER					
Visits to Information Centers	6,478	55,222	100,815	6,479	168,994
Phone inquiries	661	1,305	1,141	594	3,701
VI Specialist phone inquiries	257	303	325	0	885
Paging phone calls	21	139	134	24	318
Phone calls requesting VG's	0	0	0	134	134
E-mail inquiries	0	0	0	0	0
E-mail's requesting VG's	7	0	0	31	38
Mail inquiries	0	0	0	0	0
Fax inquiries	0	0	0	0	0
First class VG's mailed	492	6,112	1,077	164	7,845
VG's distributed thru centers	9,200	12,510	15,067	4,155	40,932
Volunteers on roll	117	117	117	108	108
Active volunteers	56	74	71	50	50
Volunteer hours	2,056	2,901	3,467	1,550	9,974
New volunteers	3	5	3	2	13
Volunteers retired	2	3	3	1	9
Paid V/C staff hours	2,325	1,903	2,185	1,054	7,467
Restaurant Directory (single)	6,000	21,596	18,240	240	46,076
Monthly calendars - ordered	2,750	5,950	6,800	2,350	17,850
Monthly calendars - used	2,750	5,950	6,800	1,850	17,350

END

2015

ANNUAL PLAN & BUDGET



Ward Wells, Ward Wells Collection, Anchorage Museum, B1983.091.54059.1

visit  anchorage
100 years of big wild life

524 W FOURTH AVENUE
ANCHORAGE, AK 99501 (907)
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ANCHORAGE.NET

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Mission

We book business! Visit Anchorage is “Our community’s way of attracting and serving visitors.”

Vision

Anchorage is a premier, year-round destination where hospitality is recognized as second-to-none.

Purpose

Visit Anchorage promotes Anchorage as a visitor destination by:

- ❖ Providing a vehicle for the merging of public and private resources
- ❖ Working with the industry to strengthen product diversity and quality, making the destination more attractive to visitors
- ❖ Securing and maintaining social, cultural and economic visitor benefits for Anchorage residents on a year-round basis
- ❖ Building city brand development as a destination and promotional vehicle
- ❖ Promoting all major attractions, activities and member facilities and services within a day’s outing from downtown.

Related to this purpose, Visit Anchorage is also a vehicle for the promotion of all Alaska as a visitor destination.

2015 Goals

Developed by the Board of Directors in concert with the Visit Anchorage President & CEO:

- ❖ Generate more visitor dollars to build and diversify Anchorage’s economy.
- ❖ Maintain Visit Anchorage as the expert for Anchorage’s destination marketing and being a steward for the community.
- ❖ Educate Alaskans of the value of conventions and visitors to the Anchorage community.
- ❖ Optimize revenue, grow overnight stays in Anchorage to increase accommodations tax revenues, and ensure the continued success of the Anchorage Civic and Convention Center complex while controlling costs.

The 2015 Objectives by Department feed into these goals and outline the strategies and programs that will be implemented in pursuit of these goals.

VISIT ANCHORAGE **2015 Plan by Function**

9/12/2014

INCOME:	2015 Plan
Municipality of Anchorage	\$8,676,429
Membership	\$359,000
Member Advertising Revenue & Other Income - COGS	\$92,150
TOTAL INCOME	\$9,127,579

EXPENSES:	Combined	PO/All	TDS	CMSS	CMVR	COMM	Non-Bed
Salaries & Wages	\$2,905,217	\$603,310	\$448,074	\$901,121	\$460,501	\$492,210	\$0
Payroll Taxes	\$265,916	\$48,918	\$38,390	\$92,213	\$44,162	\$42,234	\$0
Employee Benefirs	\$718,464	\$127,735	\$116,568	\$224,390	\$117,578	\$132,193	\$0
Total Personnel	\$3,889,597	\$779,964	\$603,032	\$1,217,724	\$622,240	\$666,637	\$0
Operations	\$638,266	\$149,238	\$96,395	\$178,877	\$99,520	\$95,761	\$18,475
Recruiting/Training	\$28,034	\$18,800	\$965	\$1,704	\$965	\$1,200	\$4,400
Building Operations & Maintenance	\$297,572	\$59,907	\$46,570	\$87,573	\$49,585	\$53,938	
Equipment & Depreciation	\$10,580	\$3,532	\$1,171	\$2,260	\$1,673	\$1,819	\$125
Office Supplies	\$60,901	\$15,474	\$7,259	\$15,199	\$6,918	\$7,301	\$8,750
Information Technology	\$72,947	\$9,672	\$15,658	\$25,680	\$16,910	\$5,027	
Office Communications	\$70,724	\$10,646	\$12,114	\$22,424	\$11,023	\$12,816	\$1,700
Prof. Fees & Insurance	\$71,368	\$14,510	\$11,279	\$21,464	\$11,279	\$12,836	
Vehicle/Delivery	\$7,491	\$1,546	\$1,380	\$2,574	\$1,167	\$824	
Net Interest Expense	\$0						\$0
Other Expense	\$18,650	\$15,150					\$3,500

Net Surplus from Operations	\$4,599,715
Plus (Minus) VG Net Income (Loss):	(\$24,000)
Available for Promotion	\$4,575,715

Trade Shows	\$577,095	\$8,000	\$389,000	\$148,000	\$1,000	\$31,095	
Sales Calls	\$298,500	\$1,500	\$156,000	\$138,000		\$3,000	
Sales Blitzes	\$165,250	\$2,500		\$162,750			
Attendance Promotion & Convention Services	\$15,000			\$15,000			
FAM's & Site Visits	\$307,000		\$70,000	\$175,000		\$62,000	
Industry Sales & Marketing Events	\$196,600	\$10,000	\$5,000	\$120,100	\$13,500	\$48,000	
Member/Community Relations	\$228,650	\$33,000		\$20,000	\$13,250	\$22,200	\$140,200
Media Advertising	\$558,000		\$0	\$0	\$0	\$558,000	
Sales Outsourcing/Airline Support	\$119,500		\$83,500	\$0		\$36,000	
Website Development & Marketing	\$294,000		\$3,000	\$0	\$0	\$286,000	\$5,000
Printed Material (Except VG)	\$131,450	\$1,000	\$24,000	\$14,200	\$9,750	\$25,000	\$57,500
Promotional Collaterals, Cordials	\$123,550	\$20,000	\$30,000	\$64,050	\$9,500		
Research & Lead Development	\$69,000	\$2,500	\$0	\$2,000		\$52,500	\$12,000
Visitor Guide Lead Development & Fulfillment	\$322,000					\$322,000	
Fulfillment/Promotional Postage & Shipping (Except VG)	\$106,700	\$2,000	\$18,000	\$40,000	\$38,500	\$1,200	\$7,000
Industry Participation	\$45,400	\$9,750	\$10,000	\$11,200	\$3,000	\$2,300	\$9,150
USTA & ATIA	\$85,000	\$85,000					
Industry & Marketing Conferences (T&E)	\$64,500	\$5,000	\$7,000	\$10,000	\$17,500	\$25,000	
BWL & Other Promotions	\$64,700	\$25,000	\$0		\$9,100		\$30,600
Unrelated Business Income Tax	\$10,000						\$10,000
Visitor & Member Services	\$94,750	\$20,000			\$59,000		\$15,750
Bond Debt Retirement	\$699,070	\$699,070					
Promotion Total	\$4,575,715	\$924,320	\$795,500	\$920,300	\$174,100	\$1,474,295	\$287,200

TOTAL EXPENSE:	\$9,103,579	\$1,853,522	\$1,494,927	\$2,316,901	\$895,860	\$2,236,693	\$305,675
NET (Deficit) or Surplus before VG & ACC:	\$24,000						

\$6,822,907 (\$1,494,927) (\$2,316,901) (\$895,860) (\$2,236,693) \$145,475

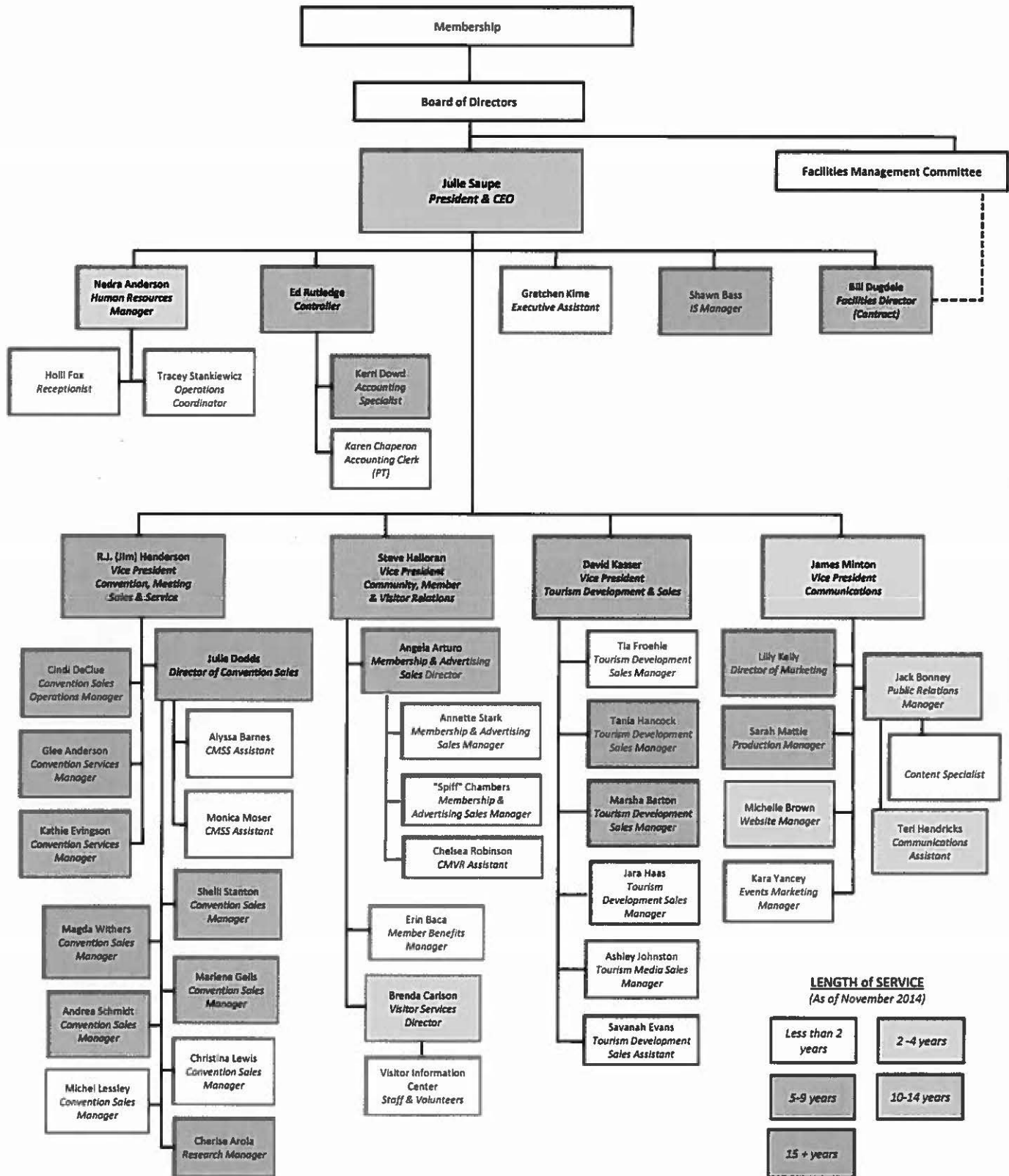
VISITOR GUIDES

	2015 Plan
	by Function
Net VG Income/(Expense)	(\$24,000)

MOA C-Center Support Rev	\$508,963
Egan Center Support Expense	(\$508,963)
MOA C-Center Support Rev	\$561,526
DCCC Support Expense	(\$561,526)
Net Cost to ACVB:	\$0

TOTAL PLAN:	\$9,127,579
Unrestricted Net Assets	\$0
TOTAL BUDGET	\$9,127,579

Organizational Chart



LENGTH of SERVICE
(As of November 2014)

Less than 2 years	2-4 years
5-9 years	10-14 years
15+ years	

Updated 11/11/14

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As of January 26, 2015

Departments Overview

Visit Anchorage's departments work together to grow Anchorage's economy by attracting and serving visitors to Southcentral Alaska.

Visit Anchorage Board of Directors

The Board of Directors represents eleven membership categories and members work together to set policy and guide Visit Anchorage, as well as develop strategic plans for the future. Up to 20 members are elected by the membership each year to serve three-year terms. The Board also has up to seven appointed members including a representative from the Anchorage Mayor's office and two representatives from the Anchorage Assembly; at least two board members must represent civic users of the convention center.

This active Board approves and oversees programs and policies developed by staff. In addition to the performance measurables embedded in the 2015 Goals, the Bureau reports on 50 performance indicators to the Board and the Municipality on a quarterly basis.

President's Office (PO)

The President's Office consists of the President & CEO, Human Resources, Operations, Reception, Accounting, IT and an executive assistant. The president works directly with the Board of Directors, staff and members, and oversees all Bureau operations and programs. In addition, the President works with the Facilities Management Committee to oversee the Anchorage Convention Centers operations and budget.

The guiding principles and objectives that the president considers while conducting the day-to-day operations of Visit Anchorage are the mission statement, the goals outlined in the annual plan, and the execution of the plan developed with and approved by the Board of Directors. In addition, the President is responsible for development and implementation of the annual budget.

Human Resources conducts hiring and training of Bureau staff, ensures compliance with federal, state, and municipal regulations, and oversees building operations and reception staff. Accounting is responsible for all financial aspects of the Bureau, including payroll, financial transparency, reporting to the Board and is subject to annual financial audits.

Facilities Management is responsible for the oversight of the Anchorage Convention Centers – Egan and Dena'ina. The goal is to optimize revenue, grow the accommodations tax, and ensure quality service and continued success of the Anchorage Convention Centers while controlling costs.

Department Directory:

- Julie Saupe, President & CEO....276-4118/jsaupe@anchorage.net
- Gretchen Kime, Executive Assistant....257-2345/gkime@anchorage.net
- Ed Rutledge, Controller....257-2325/erutledge@anchorage.net
- Kerri Dowd, Accounting Specialist....257-2364/kdowd@anchorage.net
- Karen Chaperon, Office Accounting Clerk, PT....257-2342/kchaperon@anchorage.net
- Shawn Bass, Information Systems Manager....257-2302/sbass@anchorage.net
- Nedra Anderson, Human Resources Manager....257-2328/nanderson@anchorage.net
- Tracey Stankiewicz, Operations Coordinator....257-2324/tstankiewicz@anchorage.net
- Holli Fox, Receptionist....257-2300/hfox@anchorage.net
- Bill Dugdale, Contractor - Facilities Director....bdugdale@anchorage.net

Communications (COMM)

COMM is responsible for local, statewide, national and international public relations, advertising, marketing, graphics, branding, image, www.Anchorage.net, social media, film support, and collateral development for Visit Anchorage. The combined efforts directly benefit all departments and programs. COMM is responsible for the look, image and messaging of all external communications while developing marketing programs and promotions to increase in-state visits and support major Anchorage based events.

Department Directory:

- James Minton, VP, Communications....276-4118/jminton@anchorage.net
- Jack Bonney, Public Relations Manager....257-2361/jbonney@anchorage.net
- Michelle Brown, Website Manager....257-2370/mbrown@anchorage.net
- Teri Hendricks, Communications Assistant....257-2365/thendricks@anchorage.net
- Lilly Kelly, Marketing Manager.....257-2331/lkelly@anchorage.net
- Sarah Mattie, Production Manager257-2346/smattie@anchorage.net
- Kara Yancey, Events Marketing Manager....257-2375/kstowell@anchorage.net
- Vacant, Content Specialist

Community, Member & Visitor Relations (CMVR)

CMVR is responsible for bringing new members into the Bureau, retaining the current membership base, providing information and resources to members and the community at large, and serving Anchorage visitors through five Visitor Information Centers (VICs). VICs are staffed by part-time personnel and more than 100 trained volunteers. CMVR also hosts bureau events and member education and sells advertising for Bureau publications.

Department Directory:

- Steve Halloran, VP, Community Member & Visitor Relations....257-2323/shalloran@anchorage.net
- Angela Arturo, Membership & Advertising Sales Director....257-2374/aarturo@anchorage.net
- Annette Stark, Membership & Advertising Sales Manager....257-2377/astark@anchorage.net
- Sean (Spiff) Chambers, Membership & Advertising Sales Manager....257-2321/schambers@anchorage.net
- Chelsea Robinson, Community, Member & Visitor Relations Assistant....257-2326
- Brenda Carlson, Visitor Services Director....257-2319/bcarlson@anchorage.net
- Erin Baca, Member Benefits Manager....257-2322/ebaca@anchorage.net

Convention and Meetings Sales & Service (CMSS)

CMSS is responsible for booking a wide range of conventions and providing service to groups while in Anchorage. Visit Anchorage's CMSS team aggressively markets Anchorage as a year-round meeting site. The CMSS department staff works to attract meetings, conventions and trade shows to Anchorage through a variety of sales activities and promotions. They also work to increase attendance for groups already committed to Anchorage as well as work with incentive groups.

Department Directory:

- R.J. (Jim) Henderson, VP, Convention Meeting Sales....257-2307/jhenderson@anchorage.net
- Julie Dodds, Director of Convention Sales....257-2327/jdodds@anchorage.net
- Cindi DeClue, Convention Sales Operations Manager....257-2341/cdeclue@anchorage.net
- Glee Anderson, Convention Services Manager....257-2314/ganderson@anchorage.net
- Marlene Geils, Convention Sales Manager.....257-2336/mgeils@anchorage.net
- Andrea Schmidt, Convention Sales Manager....257-2317/aschmidt@anchorage.net
- Shelli Stanton, Convention Sales Manager....257-2313/sstanton@anchorage.net
- Mike Lessley, Convention Sales Manager....257-2315/mlessley@anchorage.net
- Magda Withers, Convention Sales Manager....257-2344/mwithers@anchorage.net

- **Kathie Evingson**, Convention Services Manager....257-2912/kevingson@anchorage.net
- **Alyssa Barnes**, Convention Sales & Service Assistant....257-2943/abarnes@anchorage.net
- **Monica Moser**, Convention Sales & Service Assistant....257-2935/mmoser@anchorage.net
- **Cherise Arola**, Conventions Sales and Research Manager....257-2949/carola@anchorage.net
- **Christina Lewis**, Convention Sales Manager....257-2976/clewis@anchorage.net

Tourism Development & Sales (TDS)

TDS is responsible for bringing leisure visitors to Anchorage, whether individuals or through group travel providers. The department works a targeted network of tour operators and travel agents through a comprehensive database. TDS pursues business that focuses on increased, year-round visitation by the group tour and leisure markets. Additionally, along with COMM, TDS continues to focus on in-state visitors to increase the number of nights stayed in Anchorage and promote events and shopping.

Department Directory:

- **David Kasser**, VP, Tourism Development & Sales....257-2901/dkasser@anchorage.net
- **Marsha Barton**, Tourism Development & Sales Manager....257-2909/mbarton@anchorage.net
- **Tania Hancock**, Tourism Development & Sales Manager....257-2916/thancock@anchorage.net
- **Jara Haas**, Tourism Development & Sales Manager....257-2918/jhaas@anchorage.net
- **Tia Froehle**, Tourism Development & Sales Manager....257-2937/tfroehle@anchorage.net
- **Ashley Johnston**, Tourism Development & Sales Assistant.... 257-2992/ajohnston@anchorage.net
- **Savanah Evans**, Tourism Development & Sales Assistant.... 257-2990/sevans@anchorage.net

2015 Objectives by Department

President's Office (PO)

Key Initiatives for 2015:

- With staff and board, lead efforts in the following:
 - a. Renewal of Promotion and Facilities contracts with MOA
 - b. Facilities
 - 2015 budget management
 - Move capital projects forward
 - c. Create Visit Anchorage Charitable Program
 - Develop structure and vision
 - Industry crises outreach
 - d. Engage with community leaders to improve these areas of our destination in 2015
 - Ground Transportation
 - Signage
 - Safety
 - e. Stabilize staffing
 - Continue efforts in succession plan created in 2014 through training and cross-department collaborative projects
 - f. DMAI accreditation
 - Research and lay ground work to achieve accreditation by 2016

Ongoing Goals:

- Position Visit Anchorage as a leading economic generator for Anchorage and as a community leader
- Maintain organizational structure and finances to support all goals through efficient and professional direction
- Manage bureau-wide marketing programs and other projects
- Manage expenses budget and provide timely information and recommendations to unanticipated revenue forecasts
- Ensure optimal revenue production and professional operations of the Convention Centers

Community Member & Visitor Relations (CMVR)

1. Secure \$360,000 in member dues

- a. Refresh Potential Member Campaign to invite prospects to join
- b. Continue monthly review of outstanding member dues; reach out to reinstate
- c. Follow up on member dues audit as needed
- d. Offer associate member memberships to current members as appropriate
- e. Continue Anchorage Press ad program as an incentive to join
- f. Create a National/Franchise member category to recruit National Brands
- g. Make the Top 10 events we support with marketing Visit Anchorage members

2. Obtain 90 percent member retention, with a net of 20 new members

- a. Reach out to members at least twice a year for feedback, including member renewal cards
- b. Identify additional benefits and services of value to members
- c. Conduct sales visits as appropriate throughout the year including member appreciation events
- d. Remind members of member referral program at MML's and CMVR events via the slide show
- e. Maintain member engagement through eblasts, Wild Review, TRD, Wall Calendar, Facebook etc.
- f. Recognize new members with several touches after joining Visit Anchorage

- g. Continue Member of the Month recognition program
 - h. Facilitate special programs and opportunities for members outside Anchorage
 - i. Continue member data collection program to populate member listings on new Anchorage.net
- 3. Secure \$475,000 in ad sales revenues**
- o Visitor Guide sales including display, listings and narratives
 - o Restaurant Guide
 - o VIC ad opportunities
 - o Online sales with enhanced listings, home page banners, other
 - a. Continue to communicate value of Visit Anchorage products where advertising is available
 - b. Combine online and print rate card to provide comprehensive overview to members
 - c. Maintain direct sales efforts
 - d. Monitor and work to maintain value for all advertisers and products
 - e. Increase VIC revenue generation utilizing upgrades completed in 2014
- 4. Maximize member event participation as follows:**
- o Maintain membership lunch attendance at 2014 levels
 - o Sell 40 tables for the Annual Banquet
 - o Secure 175 participants for Report to the Community MML
 - o Provide Customer Service Frontline Training to 400 participants and 50 booths
 - o Investigate a Fall Frontline training for winter business 20 booths, 125 participants
 - o Conduct Business Exchanges to connect members with staff and other members (8)
 - o Host four Benefits Brunches with 20 participants each
 - o Provide education seminars; 90% satisfied/very satisfied
 - a. Improve value of events and educational / networking opportunities by increased utilization of professional speakers / experts for MML and linger longer sessions
 - b. Make personal invitations to members to participate
 - c. Incorporate Centennial themes and ideas to highlight our 100th Year!
- 5. Enhanced visitor welcome experience**
- a. Increase paid staffing in VICs, particularly May – September
 - b. Increase depth and frequency of training programs for staff and volunteers in VICs
 - c. Upgrade information displays and improve interactive visitor experience in Downtown VIC with increased technology
 - d. Offer welcomes with volunteer or paid ambassadors to greet cruise passengers, either upon arrival in Anchorage or on transfers from ports to Anchorage; offer VG's/Maps for passengers
 - e. Continue monthly Seymour Notes for volunteers and staff to improve communication and Anchorage product knowledge
 - f. Continue successful Volunteer In Service Training meetings each month
 - g. Update Corner Cache product and retail efforts
- 6. Continue community partner outreach program**
- a. Maintain School Business Partnership activities, Trivia Contest, Junior Achievement activities
 - b. Continue off-season First Friday at the Downtown VIC
 - c. Provide Critter appearances as requested and proactively find opportunities
 - d. Represent membership at Trade Shows, Women's Show and marathon expos
 - e. Maintain and grow the Taxi Program at the Airport and with the Muni Transportation dept.
 - f. Conduct monthly concierge visits to hotels with calendars and timely visitor information.
 - g. Continue charity support including Visitor Industry Charity Walk, Mayor's Charity Ball, December Open House Charity Drive, etc.
 - h. Participate in the Fourth of July and Fur Rondy Parades with BWL jingle
 - i. Participate in USTA May National Tourism Rally Day program
 - j. Provide cultural / diversity training to industry (CMSS budget)
 - k. Offer Frontline Training program in May/October for maximum benefit to members

Convention Meeting Sales & Service (CMSS)

1. **Book \$100 million in estimated economic impact to Anchorage in convention and meeting business**
 - a. Conduct sales blitzes in key markets
 - Washington DC, Texas, Denver, Los Angeles, New York City, San Francisco, Seattle, Chicago, Oklahoma (new) Southeast U.S., Juneau, Fairbanks
 - b. Conduct sales calls in key markets
 - 12 trips outlined for 2015 among all sales managers
 - c. Do bid presentation as they come up
 - d. Host three meeting planners FAMS for qualified planners
 - 2015 March Iditarod FAM
 - 2015 May FAM
 - 2015 September FAM
 - e. Execute meeting planner site inspections (as needed)
 - f. Send out at least 250 RFPs
 - g. Increase participation in local meetings and trade shows to discover potential new meeting champions
 - h. Implement program and messaging changes based on 2014 meeting planner survey results
2. **Generate 300 new qualified accounts for year-round meetings**
 - a. Maintain Research/Sales manager position with responsibility to generate leads for all sales managers in addition to sales duties for assigned territory
 - b. Increase International Meetings by
 - Attend international tradeshow
 - IMEX America/Las Vegas
 - ICCA/Buenos Aires, Argentina – use this data base to concentrate on larger international meetings, those 1500-3000 person meetings
 - Have research manager work with ICCA database (ICCA data base is international meetings only) to increase the number of international leads in our system.
 - Work with UAA professors on more IEEE meetings, which are all international.
 - c. Attend domestic tradeshow industry functions
 - ESPA/Chicago
 - MPINCC Annual Conference & Expo/San Francisco
 - PCMA Convening Leaders Annual Meeting/Chicago
 - PCMA Education Conference/Ft Lauderdale FL
 - Destinations Showcase/Washington, DC
 - MPI Cascadia/Grand Mound WA
 - Meetings Industry Council of Colorado/Denver
 - Experient EnVision Conference/Anaheim CA
 - ConferenceDirect Annual Partner Meeting & Trade Show/Dallas TX
 - Springtime/Washington, DC
 - CESSE/Norfolk VA
 - ASAE/Detroit
 - Nursing Organizations Alliance Trade Show/Tampa
 - Holiday Showcase/Chicago
 - Mountain Travel Symposium/Breckenridge
 - Rejuvenate Marketplace/Dallas TX
 - Collaborate Marketplace/Orlando FL
 - d. New Shows added in 2015
 - Small Market meetings/Little Rock AR
 - Global Medical Meetings/Philadelphia PA
 - AENC North Carolina
 - America Bar Association
 - Meetings Quest or other industry specific tradeshow opportunities
 - e. Use GaleNet and Internet to find and qualify new leads

- f. Network with local organizations and members to develop local sales contacts and continue Meeting Champions campaign in local market

3. Maximize attendance for meetings booked in 2015 and 2016

- a. Do attendance promoters at the following meetings
 - United States Academic Decathlon Garden Grove CA
 - Ducks Unlimited/Milwaukee WI
 - American Chemical Society/Pocatello ID
 - IEEE Oceanic Engineering Society/Washington DC
- b. Provide sales support to meeting planners for their 2015-2016 meetings; such as website assistance, postcards, newsletter articles, eblast material, photos, etc.
- c. Provide high quality service to groups meeting in Anchorage
 - Offer collaterals and meeting services at cost or free, to include badges, bags, promotional materials, nametags, pins, folders, notepads, etc.
 - Offer welcome addresses, registration assistants and/or critters for their group arrival
 - Provide information on all available convention service companies and providers to meeting planners

4. Increase CMSS online sales and service presence through further development of Anchorage.net meeting planner section and the addition of Social Media campaigns/efforts

- a. Through existing channels, encourage meeting planners to use website to learn more about Anchorage as a meeting destination, submit RFPs and requests for additional meeting services and supporting materials
- b. Update and make available in print and online a new Anchorage Destination Guide
- c. LinkedIn
- d. Accomplish online mapping feature for Meeting Planner use
- e. Promote visitation to the meeting planner section of Anchorage.net through advertising, sweepstakes, ecommunications and other paid efforts that attract new prospects to the site
 - Continue to expand online content of interest to meeting planners
 - Continue dialog and research on meeting planner behavior and expectations
 - Refine social media strategy and begin implementation

Tourism Development & Sales (TDS)

1. Provide Destination Familiarization and Education for the Travel Trade (4,800 agents)

- a. Anchorage Wild Expert (AWE) "Then & Now" launch
- b. Continued promotion for on-line and in live seminars
- c. Leverage consortia relationships to increase engagement (OSSN, NACTA, Cruise Planners, TPI)
- d. Leverage cruise relationships for cross gulf training opportunities
- e. Conduct seasonal Anchorage focused FAM trips for Trade in shoulder season
- f. Regular feed of member updates and events to educate Trade
- g. Supply event kits and sales materials to support Trade sales to consumers

2. Enhanced Tour Operator (TO) Engagement, including 2,000 Appointments

- a. Create and distribute targeted materials for tour operator engagement
- b. Expand Visit Anchorage presence in Tour Operator trade shows
- c. Conduct tour operator product development site inspections
- d. Support TO client Fams to experience Anchorage product
- e. Sales calls and on-site training at TO call centers
- f. Work to increase on-line and printed Anchorage content in TO pages
- g. Sponsor TO engagement opportunities as member benefit

3. **Expand Anchorage presence in domestic and international markets**
 - a. Exhibit at proven consumer and trade show domestically
 - b. Conduct trade missions to established and growing international markets
 - c. Attend targeted trade conferences in those markets
 - d. Conduct lead development meetings for member benefit
 - e. Create event opportunities to raise awareness of Anchorage and Alaska member product
 - f. Partner with DMO and tourism partners to expand our reach
 - g. International market focus: Pacific Rim, South America, Northern Europe
4. **Leverage media partnerships to support travel trade sales in domestic and international markets**
 - a. Leverage partnerships with other tourism partners and organizations to maximize reach
 - b. Respond to queries and opportunities where trade and media overlap
 - c. Support COMM's efforts in-state and outside Alaska to host media
 - d. Lend support for media placement in market
5. **Increase Visit Anchorage Membership engagement in trade programs by 20%**
 - a. Conduct member sales meetings locally to better represent their product
 - b. Create member opportunities to participate domestically & internationally
 - c. Represent members domestically at NTA & Conact, ABA, USTOA, SYTA, other
 - d. Member FAM inclusion where possible throughout the year
 - e. Expand IPW Booth and dine around event for member benefit
 - f. Go West attendance promotion with TO's from 2014 fam
 - g. Sponsor Mid Atlantic, Europe mission, Latin America & Australia & NZ
 - h. Generate meaningful leads targeted to member businesses
6. **Engage travel trade with social media platforms to support their knowledge & sales work**
 - a. Expand to five select platforms with meaningful and platform appropriate messaging
 - b. Encourage shares by Trade to their client community
 - c. Monitor conversations as needed to provide accurate and clear information
 - d. Become more educated on best practices, by social network, modifying our approach with changing times
7. **Utilize key Anchorage events to increase leisure travel sales**
 - a. Conduct travel trade sales training for Anchorage events: Fur Rondy, the Iditarod Sled Dog Race®, Tour of Anchorage, Mayor's Marathon, Big Wild Life Runs, Alaska State Fair,
 - b. Support opportunities to promote Anchorage through the Anchorage Centennial
8. **Strengthen sales reach in new and existing markets with Airline Partners**
 - a. Participate in planning and execution for new airline inaugurals
 - b. Represent Anchorage tourism interests in route development conferences
 - c. Partner for Routes, Air Venture, Networks, other
 - d. In-kind support for annual World Cargo Summit in Anchorage
 - e. Continue relationships and find partner opportunities with Alaska Air, Icelandair, Yakutia, Condor and other programs

Communications (COMM)

- 1. Transition Anchorage.net from a desktop-only website to a responsive design site and serve personalized content based on the user's geography and device type**
 - a. Maintain goal conversion volume at 2014 levels for partner referrals from member listings, clicks on member advertisements, requests for the Official Guide to Anchorage and Visit Anchorage newsletter subscriptions
 - b. Minimize the loss of non-paid search traffic
 - c. Maintain the integrity of the existing website until new site is launched
- 2. Present a rich and compelling story telling why one should visit Anchorage**
 - a. Continue to produce engaging, colorful, creative and error-free print and online media
 - b. Expand advance distribution of the Official Guide to Anchorage to 250,000 high-prospect visitors
 - c. Improve Visit Anchorage email newsletters to be responsive to device type
 - d. Continue to use compelling photography, video and design to present our story visually
 - e. Use Facebook, Twitter and Instagram to expand the reach of the Anchorage story
- 3. Secure \$12 million in combined local, regional, national and international advertising equivalency for editorial coverage that includes Anchorage.**
 - a. Leverage partnerships with other tourism organizations to maximize reach
 - b. Respond to queries and opportunities
 - c. Pitch stories to qualified business and travel media
 - d. Use key Anchorage events to generate stories about Anchorage
 - e. Participate in key travel media events
- 4. Place effective Anchorage advertising in highly-qualified media**
 - a. Deploy digital advertising to minimize cost per goal conversion (or cost per lead)
 - b. Present strong images and copy aligned to the key travel motivators
 - c. Focus national/international advertising on travel publications with favorable reader demographics
 - d. Test new sources in search of emerging opportunities
- 5. Support the marketing of key Anchorage events to increase the economic value of each**
 - a. Provide sales, media relations and advertising support where applicable to Fur Rondy, the Iditarod Sled Dog Race®, Iron Dog, ASAA, NYO Games, Mayor's Marathon, Slam'n Salm'n Derby, Big Wild Life Runs, Kendall Hockey Classic and Great Alaska Shootout
 - b. Support one-time opportunities to promote Anchorage including the Anchorage Centennial
- 6. Promote Anchorage as the top Alaska location to produce feature films**
 - a. Participate in key industry events to showcase Alaska and Anchorage for productions
 - b. Respond to queries and opportunities in support of qualified feature film productions
- 7. Support other departments of Visit Anchorage to meet their objectives**

VISIT ANCHORAGE ACRONYMS AND INDUSTRY TERMS

AAA	American Automobile Association
ABA	American Bus Association
ABTA	Alaska Business Travel Association
ACPA	Alaska Center for the Performing Arts (also see PAC)
ACOM	Association for Convention Operations Management
ACVB*	Anchorage Convention & Visitors Bureau
ACTE	Association of Corporate Travel Executives
ACCC*	Anchorage Civic & Convention Centers
ADF&G	Alaska Department of Fish & Game
ADMIN/PO*	Administration/President's Office
ADP	Anchorage Downtown Partnership
AEDC	Anchorage Economic Development Corporation
AFCI	Association of Film Commissioners International
AHA	Alaska Hospitality Association
AkH&LA	Alaska Hotel & Lodging Association
AKRR	Alaska Railroad
ARR	Alaska Railroad
AMA	American Marketing Association
AMHS	Alaska Marine Highway System
ANHC	Alaska Native Heritage Center
APLIC	Alaska Public Lands Information Center
APR	Accredited Public Relations
ARTA	Association of Retail Travel Agents
ASAE	American Society of Association Executives
ASCVB	Alaska Society of Convention & Visitors Bureaus
ASTA	American Society of Travel Agents
ATIA	Alaska Travel Industry Association
ATMB	Alaska Tourism Marketing Board
ATTA	Adventure Travel and Tourism Association
ATWS	Adventure Travel World Summit
AWE*	Anchorage Wild Expert
AWRTA	Alaska Wilderness Recreation & Tourism Association
AVSP	Alaska Visitors Statistics Program
BB*	Benefits Brunch (formerly MOR)
BBB	Better Business Bureau
BE*	Business Exchange
BSM*	Bureau Staff Meeting
CHA	Certified Hotel Administrator
CHARR	Cabaret, Hotel, Restaurant and Retailers Association
CMA	Certified Management Accountant
COE*	Calendar of Events
CMVR*	Community, Member and Visitor Relations department
CMSS*	Convention and Meeting Sales & Service department
COC*	Chamber of Commerce

*=ACVB internal abbreviation

CLIA	Cruise Lines International Association
COMM*	Communications & Marketing department
CMP	Certified Meeting Planner
CRM	Customer Relations Management
CTP	Certified Tour Professional
CTC	Certified Travel Consultant
CVB	Convention & Visitors Bureau
DG*	Destination Guide
DMO	Destination Marketing Organization
DMC	Destination Management Company
DMAI	Destination Marketing Association International (formerly IACVB: International Association of Convention and Visitors Bureaus)
DS	Destination Specialist
FAM*	Familiarization Tour
GLAMER	Group Leaders of America
HAP	Holland America/Princess
IACVB	International Association of Convention & Visitors Bureaus (now Destination Marketing Association International-DMAI)
ICTA	Institute of Certified Travel Agents
IATA	International Association of Travel Agents
IFAE	International Festivals & Events Association
IATSE	International Alliance of Theatrical Stage Employees
IT&ME	Incentive Travel & Meeting Executives
ITB	International Tourism Bourse (Berline)
JATA	Japan Association of Travel Agents
JAL	Japan Air Lines
KATA	Korean Association of Travel Agents
KAL	Korean Air Lines
MML*	Monthly Membership Luncheon
MPI	Meeting Planners International
MOA	Municipality of Anchorage
NLN*	Northern Lights News newsletter
NBTA	National Business Travel Association
NBT	Non Bed Tax Funds
NTA	National Tour Association
PO*	President's Office
PR*	Public Relations
PSA	Public Service Announcement
RA*	Registration Assistant
RFP	Request for Proposal
RSA	Receptive Services Association
SATW	Society of American Travel Writers
SITE	Society of Incentive Travel Executives
STR*	Smith Travel Research
TDS*	Tourism Development & Sales department
TSAIA	Ted Stevens Anchorage International Airport
USTOA	United States Tour Operators Association
VG*	Visitors Guide
VFR*	Visiting Friends and Relatives
VIC*	Visitor Information Center
VICW	Visitor Industry Charity Walk

*=ACVB internal abbreviation

WACVB	Western Association of Convention & Visitors Bureaus
WR*	Wild Review newsletter
WTF	World Travel Fair (Tokyo)
WTM	World Travel Mart (London)

CVent: Provides online software-as-a-service that specialized in meetings management technology offering web-based software for meeting site selection, online event registration, event management, email marketing and web surveys.

Go West Summit: Introduces the world's top international tour operators to specialty suppliers offering tourism-related products or services in the Western United States and Canada.

Survey Monkey: An online survey development cloud based company that provides free, customizable surveys.

Critters: Visit Anchorage's animal mascots, including Seymour of Anchorage (please note: not Seymour the Moose).

SimpleView: Visit Anchorage's database provider and (future) responsive Website contractor.

Miles or Miles Media: Visit Anchorage's current website development contractor.

Visit Anchorage Budget / Finance Terms

Bond Debt Retirement: As used within Visit Anchorage budgets, this term represents a contractual agreement to use a portion of Visit Anchorage's bed tax funds to directly fund bond debt of the convention centers. The amount is formula driven, beginning with a \$500,000 payment in 2006 and moving up or down each subsequent year to match the percentage increase or decrease realized in the prior year's bed tax.

Non Bed Tax funding: This is revenue collected by Visit Anchorage for dues, sponsorships, advertising, booth shares, and more. This revenue is used for expenses not that cannot be purchased with bed tax funds, such as lobbying efforts. However, please note that this private sector funding exceeds NBT expenses and supplements Visit Anchorage marketing programs.

Retainage:

The 5% tourism bed tax receipts withheld pending proof of meeting annual performance measures in Visit Anchorage's contract with the Municipality.

MOA - ACVB Performance Achievement Spreadsheet

Year	Total Taxes (1)	% Change	3-year Average*	Average Years	Amount Retained (2)	Amount Earned per Contract (3)	Amount Paid (or to be paid)	Difference	Notes
2006	18,021,193.56							-	
2007	20,417,194.84	13.30%			264,330.55	264,330.55	264,330.55	-	
2008	21,792,329.57	6.74%			332,444.08	332,444.08	332,444.08	-	
2009	18,432,732.54	-15.42%	1.54%	2007 - 2009	274,225.33	-	174,000.00	100,225.33	Negotiated payment
2010	19,670,196.12	6.71%	-0.66%	2008 - 2010	299,719.33	-	149,859.67	149,859.67	Negotiated payment
2011	20,859,536.70	6.05%	-0.89%	2009 - 2011	317,359.54	-	117,359.54	200,000.00	Negotiated payment
2012	22,605,969.64	8.37%	7.04%	2010 - 2012	349,010.27	349,010.27	349,010.27	-	
2013	23,527,567.97	4.08%	6.17%	2011 - 2013	356,524.20	356,524.20	356,524.20	-	
2014	24,758,243.84	5.23%	5.89%	2012 - 2014	376,501.30	376,501.30	376,501.30	-	

* Beginning in 2009, percentage of 3 year average tax increase must be greater than 2% per the amended tourism contract.

1 - Per column B titled "Total Gross 12% Room Tax" on schedule titled "HMTAXACVB20XX"; tab "RoomTaxSch"

2 - Per column AJ titled "Amount Retained" on schedule titled "HMTAXACVB20XX"

3 - Per Professional Services contract "Appendix A Amendment, Section 1, Additional Compensation" and "Section 3, Performance Achievement"

VISIT ANCHORAGE TOURISM CONTRACT FACT SHEET

Organizational History & Expertise

- Lodging tax initiated by the industry for this purpose; hoteliers volunteered to collect and pay the taxes for the purpose of creating a CVB model.
- A 40-year history with the MOA and exceptional performance during that time (as recognized by many outside groups).
- Sales team experience and longevity of relationships with outside clients; new business is often built on these longstanding interpersonal relationships.
- Membership depth; representative of all sectors of the industry and sizes of business.

Performance Measures & Oversight:

- Two assembly members and one mayor's office rep sit on the Visit Anchorage board and participate on committees. These are full, voting members and they receive all communications.
- In total, Visit Anchorage staff is responsible to a board of 27 industry and municipal leaders.
- Visit Anchorage has regular invitations to assembly members to meet with association leadership for a comprehensive look at our efforts. There remains a standing offer to meet at any time.
- Visit Anchorage has scheduled several work-sessions with the Assembly.
- Over 30 performance measures reported quarterly per the contract; in addition to the measures requested by the Municipality, the quarterly reports include detailed information and additional performance measured requested by the Board of Directors. These added benchmarks are monitored by the Board to ensure Visit Anchorage staff is accomplishing the goals set forth in the Annual Plan, approved by the Board and the MOA.
- Contractually mandated annual member survey measures industry satisfaction with Visit Anchorage.
- Annual third party financial audits are mandated contractually.
- Finally, the contract can be terminated for non-performance.

As the Destination Marketing contractor for Anchorage, Visit Anchorage provides:

Efficiencies in:

Management and administration
Collateral design and printing and re-use of collateral
Member engagement and "one stop shop" for local industry
Information sharing: industry trends, Anchorage product, community events
Ease of understanding and access for visitors

Benefits of a 10-year term:

- Provides stability in managing Anchorage Convention Centers
- Stability for industry and continuity in programs and messaging
- Meetings market – we can assure a meeting planner that we will be here to assist when their convention arrives to town. For example, Visit Anchorage currently has convention business booked through 2021.

How much visitation is too much?

- Don't know what that number might be, but it is certainly not right around the corner.
- It is anticipated Anchorage will see new inventory in the market over the next couple of years – additional sales efforts needed to maintain rate city-wide.

- There remains capacity in the convention centers – the meetings market continues to be competitive and state government travel is expected to decrease.
- Outside of the meetings market, the significant decreases to the state's tourism marketing program mean that Anchorage's tourism industry is looking to Visit Anchorage to meet demand and potential sales with increased programs with visitors, media, travel agents and tour operators. This part of our mission also just got harder and the needs from our Anchorage tourism businesses has increased.

CivicVentures Loan:

- This loan is not from the General Fund; it was paid from the additional 4% bed tax for convention center funding.
- The loan covered a gap from Q4 2005 bed taxes that were not paid to Visit Anchorage; the bed taxes stayed in the MOA General Fund due to an accounting change in how bed taxes were recognized from 2005 to 2006.
- Negotiations with CivicVentures resulted in an agreement to make early payments as well as pay interest within the new contract; this will provide fair return to CivicVentures and minimize the impact of removing these funds from the market creating a win for the city and the tourism industry.

Why this can't wait:

- The 2016 budget is due to the MOA by October 1; this means presenting to the Visit Anchorage Board in early September. Visit Anchorage staff has already begun some of this work, but will be in full budget mode by end of July.
- Impending lease negotiations for office space needed in the fall.
- 2016 Visitor Guide: need to determine quantity based on show schedule, leads purchases, etc.
- Shows – registrations for shows in Q1 are needed now to secure space, to secure training opportunities and more. Q1 is the busiest quarter for our tourism sales department and booking opportunities could pass by without commitments soon.