



MADISON AREA  
SPORTS  
COMMISSION

# MASC BOARD ORIENTATION



**MADISON AREA  
SPORTS  
COMMISSION™**

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[www.MadisonSports.org](http://www.MadisonSports.org)

July 2017

Dear Board Director,

On behalf of the Madison Area Sports Commission, we are thrilled to welcome you to our Board. We are impressed with your leadership skills and commitment to our mission. Your expertise will be extremely valuable as we work together in support of the MASC mission.

Your commitment to fulfilling the roles and responsibilities of a Board Director is significant, and we hope you will find your duties both satisfying and challenging. Board service work is hard work, but the benefits are rewarding as we work together to accomplish our goals.

Enclosed are reference materials we ask you guard for the length of your term. Materials will be updated and provided to Directors as needed.

We are looking forward to your engagement in our work and know you will contribute tremendously during your tenure.

Please do not hesitate to contact us with any questions, ideas, or concerns.

Best regards,

Chris Armstrong, Board Chair

Deb Archer, *President & CEO*  
Madison Area Sports Commission



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## Mission

The Madison Area Sports Commission is dedicated to furthering the resume and image of the Madison area as an inspiring and popular sports event destination.

We achieve this mission by:

- Bringing competitions and events to the Madison area that generate economic impact
- Engage in product development that will help us attract future events to the area
- Provide excellent service and information to sports event organizers and their attendees

*In addition, MASC is committed to giving back to our communities by supporting youth sports engagement through the MASC Youth Grant program*

## MISSION OVERVIEWS

### MISSIONS

*To lead the destination's tourism industry, the GMCVB oversees three organizations, each of which play a distinctive role. Below is an overview of each.*

#### **Greater Madison Convention & Visitors Bureau, Inc (GMCVB)**

The Greater Madison Convention & Visitors Bureau is the greater Madison area's official destination management leader. Our mission is to increase visitor volume and spending by bringing convention, event and leisure business to the area.



#### **Spirit of Greater Madison (SGM)**

Spirit of Greater Madison is a 501c(3), not-for-profit organization, committed to fostering responsible and compelling promotion and development of the greater Madison area. Spirit provides support to economic development initiatives and opportunities of the Greater Madison & Visitors Bureau, with special focus on attracting and nurturing events and activities, to reflect the opportunities made possible by the community's spirit, vitality and vision. Special attention will be given to efforts that help lessen the burden of government.



#### **Madison Area Sports Commission (MASC)**

The Madison Area Sports Commission is dedicated to furthering the resume and image of the Madison area as an inspiring and popular sports event destination.

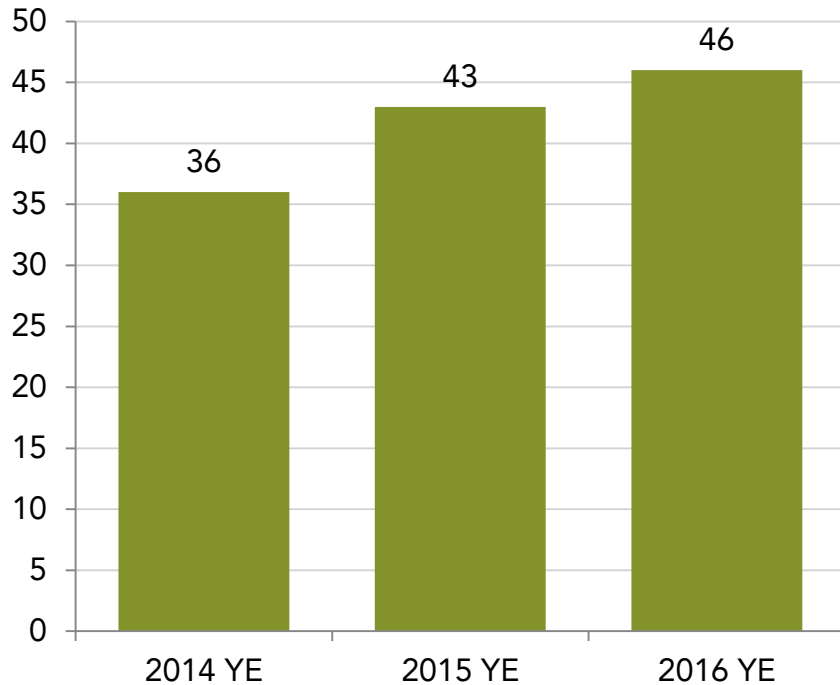




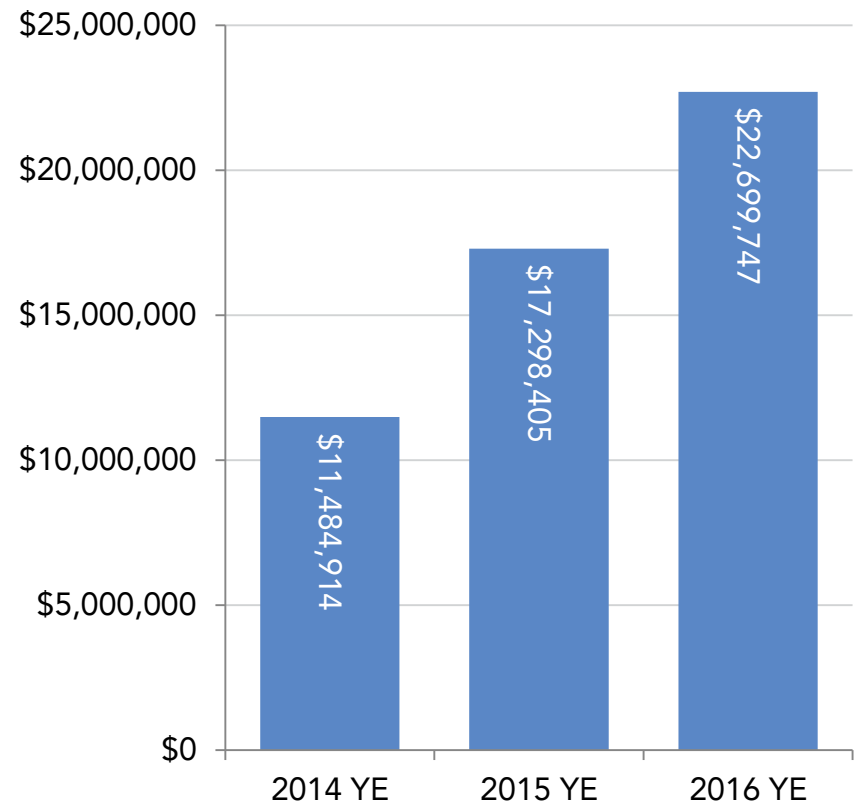
# CONFIRMED EVENTS

## All Sports Confirmed Events

**2016 Goal = 36**  
**127.78% goal achieved**

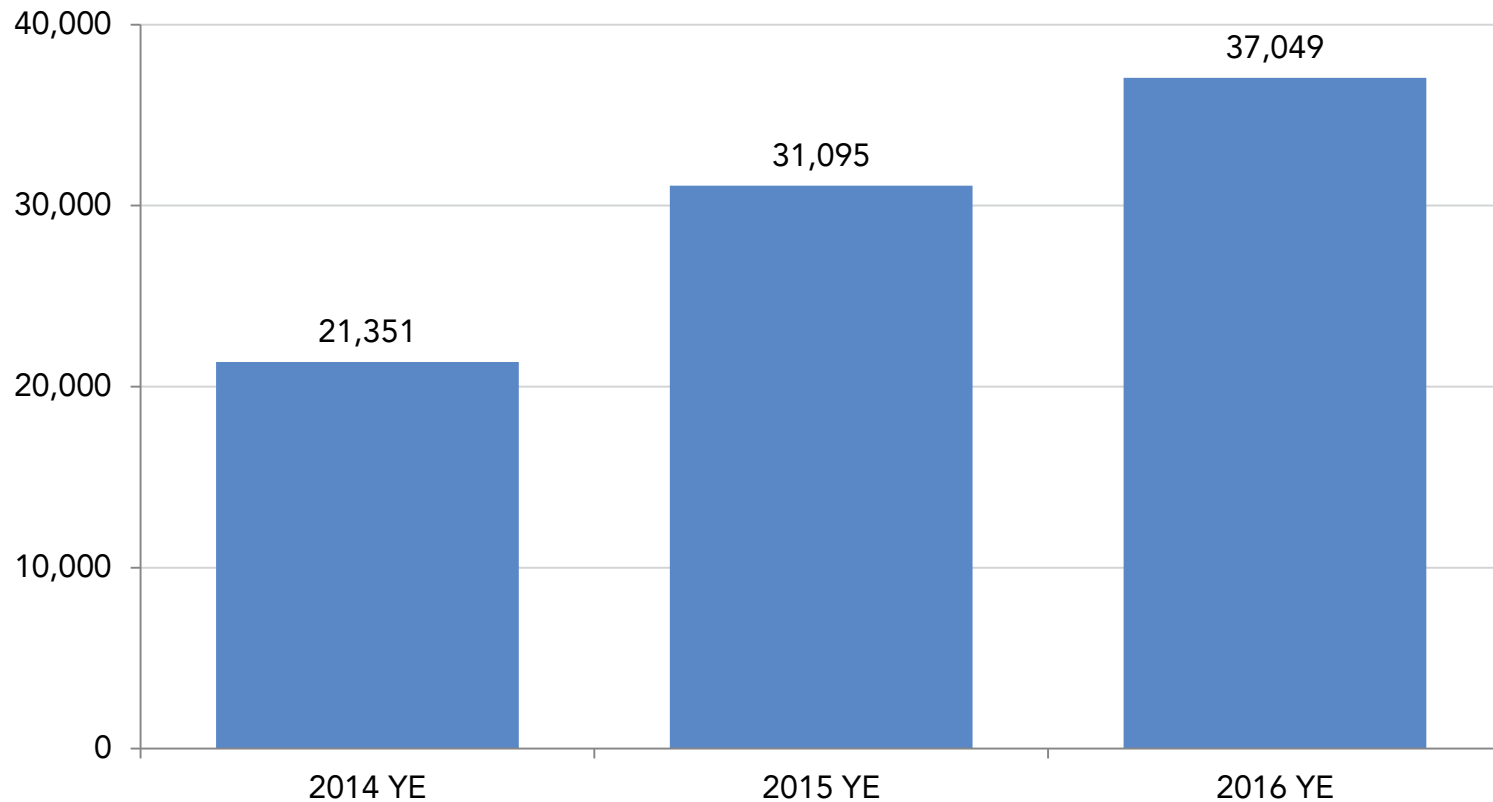


## Direct Spending for All Sports Confirmed Events



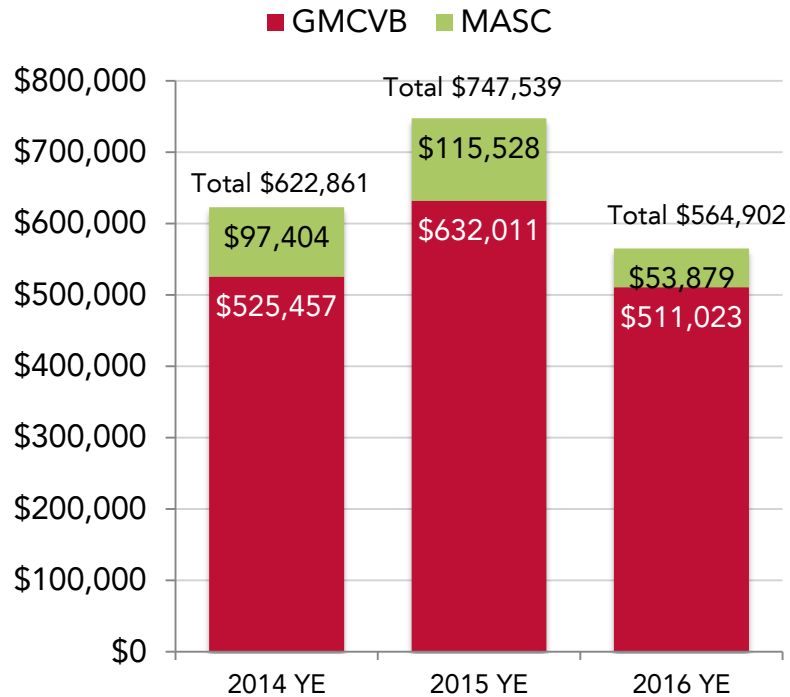
# ROOM NIGHTS

**2016 Goal = 24,000**  
**154.37% goal achieved**

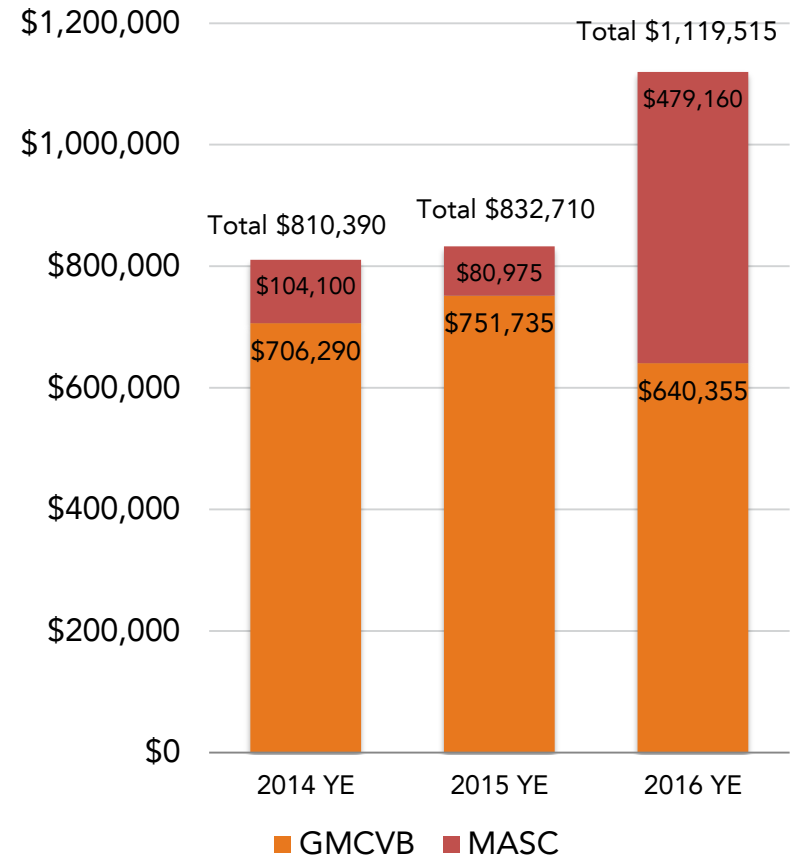


# GMCVB & MASC CONTRACT REVENUE GENERATED

## Monona Terrace Contract Revenue Goal: \$785,000 71.96% goal achieved



## AEC Contract Revenue





# The DMAI Event Impact Calculator & Sports Module

## How much are events worth to your destination?

DMOs are acutely aware of the need to quantify the economic benefits generated by their marketing and sales efforts. Indeed, the case for destination marketing can hinge on an appreciation of the economic value of meetings, conventions, trade shows, and sporting events.

The DMAI Event Impact Calculator & Sports Module measure the economic value of an event and calculate its return on investment to local taxes. Armed with this information, DMOs are better prepared to make the case to policy-makers for the ongoing development and growth of the events sector.

The models and platform have been developed by Tourism Economics, an Oxford Economics Company, with extensive experience providing this solution to individual DMOs. DMAI is making the online Event Impact Calculator and Sports Module broadly available at a significantly reduced fee through a grant from the Destination & Travel Foundation.

The DMAI Event Impact Calculator & Sports Module, updated annually, provide an industry-wide standard with three important distinctions:

### They're Flexible

Users can run scenarios depending on the type of event, year, attendance and financial agreements.

### They're Localized

The analysis is based on city-specific data.

### They're Comprehensive

Direct and indirect impacts are measured for business.



*“The Event Impact Calculator and Sports Module are the solution to the perennial DMO challenge of measuring the importance of meetings and events. The fact that the results are localized to each city and the tool allows for dynamic online annual analysis is invaluable.”*

*Michael D. Gehrisch*  
PRESIDENT & CEO of DMAI





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## BOARD GOVERNANCE

As a Board member, you are entrusted with the overall “governance” of the organization you are serving. Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as making sure the nonprofit has adequate resources to advance its mission.

What are the roles of the board of directors of a nonprofit corporation?

Just as for any corporation, including nonprofit corporations, the board of directors have three primary legal duties known as:

- The “duty of care,”
- The “duty of loyalty,” and
- The “duty of obedience.”

In summary, these duties mean you will:

Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will; and provide oversight for all activities that advance the nonprofit’s effectiveness and sustainability. (legal “Duty of due care”)

Make decisions in the best interest of the nonprofit corporation; not in his or her self-interest. (legal “Duty of loyalty”)

Ensure that the nonprofit obeys applicable laws and acts in accordance with ethical practices; that the nonprofit adheres to its stated corporate purposes, and that its activities advance its mission. (legal “Duty of obedience”)

- Council of Non Profits



# BOARD OF DIRECTOR RESPONSIBILITIES

## OVERALL RESPONSIBILITIES

The Madison Area Sports Commission (MASC) Board is responsible for the governing of the MASC, the strategic direction of its work, and the control of its property and finances. MASC Board members must be committed to the MASC's mission and purpose and understand and help foster understanding of the MASC's relevance and value to the destination and community. Appointed and at-large board members are recruited as individuals and shall serve the MASC with the understanding that they shall vote with MASC and the overall destination's best interests.

The board shall review and direct all MASC policies and assume responsibility for directing its finances and affairs. The board has the authority to dispose of and acquire property, to invest funds, and to incur indebtedness. Board members are responsible for conveying information about the MASC back to their respective municipalities, companies or designated organizations and expected to identify ways to enhance and sustain the organization

Directors are expected to adhere to MASC bylaws and Code of Conduct at all times during their term.

## TERMS

Directors shall serve terms of no more than three years. They shall be eligible to serve no more than two consecutive terms, except when elected to serve as an officer. Terms will be staggered. Directors shall be elected to serve successive terms as deemed appropriate by the bylaws. Director terms begin 01 April.

## MEETING ATTENDANCE

The MASC Board of Directors shall meet at least three times per year, plus up to two, full-day retreats in alternating years for strategic planning. The chair may call meetings at any time. Directors are expected to attend all meetings. If a director is absent without cause of notification for two consecutive meetings, that director's resignation shall be deemed tendered and accepted. In the event of excused absences, directors are encouraged to meet with staff to review board work. Board meeting locations will be announced in advance. All directors are invited to attend MASC officer meetings, if they so choose, but attendance at these meetings is required for officers only.

## ORGANIZATION RESOURCES

All MASC Board members are expected to identify and assist in securing resources that will ensure MASC success as an organization and/or our event clients. Resources could include financial contributions, event sponsorship, media/publicity and marketing coverage, volunteer resources, etc.

## INDUSTRY AND ORGANIZATION ADVOCACY

Issues do arise, which affect the MASC or industry. When appropriate, directors are encouraged and may be asked to communicate with elected officials or other bodies on behalf of the MASC and industry. As volunteers, directors are not required to act in this capacity but we hope support is readily available when needed and that directors always present a positive and constructive attitude about the MASC when in public.

## FUNCTION ATTENDANCE

Board members are invited and encouraged to attend any MASC sponsored event, reception, or community presentation.

## COMMITTEE INVOLVEMENT

If and when committees or work groups are formed, board members will be encouraged to be active on at least one.

## DIRECTORS' LIABILITY

The MASC carries directors' and officers' liability insurance in the amount of \$1 million.



# BOARD OF DIRECTORS CODE OF CONDUCT

The Madison Area Sports Commission (MASC) recognizes the responsibility to the visitor and to fellow partners to operate this organization in a manner which reflects the highest standards of ethical conduct and business ethics. In accepting this responsibility, the Board of Directors (the "Board") promotes ethical behavior, and has adopted this Code of Business Conduct and Ethics for Directors ("Code").

1. Maintain loyalty to the MASC and discharge responsibilities with dedication to achieving the objectives of the organization.
2. Actively encourage the integration of ethics into all aspects of management of MASC activities.
3. Uphold all laws, regulations and operating policies relating to the MASC.
4. Serve all constituents of the MASC impartially. Do not accept special personal compensation from an individual constituent, except with the knowledge and consent of the governing stakeholders.
5. Comply with all levels of governmental regulations concerning lobbying and political activities, and use only legal, ethical and moral means when attempting to influence legislation or regulations affecting the MASC or the sports industry.
6. Issue no false or deliberately misleading statements or advertisements concerning the MASC or the community to the media, the public or any other persons, either affiliated with or unrelated to the sports industry.
7. Actively encourage diversity through the inclusion of qualified people from diverse backgrounds, including but not limited to women, ethnic and racial minorities, and refuse to engage in and/or sanction discrimination on the basis of race, gender, age, religion, national origin, sexual orientation, physical appearance or disability.
8. Refuse to engage in and/or sanction activities for personal gain at the expense of the MASC.
9. Build collaborative relationships with sports industry professionals and others for the advancement of the profession of sports tourism and destination management.
10. Acceptance as a member of the Board of Directors of the Madison Area Sports Commission implies a full understanding and agreement to the terms of this Code of Conduct. Adherence to this code assures those associated with the sports industry that the Madison Area Sports Commission members and their staff constantly strive to achieve and maintain the highest standards of professionalism and integrity. Deliberate and intentional violation could subject the Director to censure and possible suspension.

As a Board Director of the Madison Area Sports Commission (the "Organization"), I hereby acknowledge and agree to the following:

1. That I have received a copy of the Code of Conduct (the "Code");
2. That I have read and understand the Code;
3. That I agree to comply with the terms and conditions of the Code;
4. That I understand that the Code applies to all committees and subcommittees having Board-delegated powers;
5. That I understand that the Organization is a not-for-profit organization and that, in order to maintain the tax-exempt status of the Organization under Section 501(c)(3) of the Internal Revenue Code, the Organization must continuously engage primarily in activities which accomplish one or more of its exempt purposes.

Dated as of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

---

Director Name (please print)

---

Director Signature



# BOARD OF DIRECTORS

## CONFLICT OF INTEREST POLICY

### PURPOSE

The purpose of the Conflict of Interest Policy is to protect the interests of the Madison Area Sports Commission (MASC), when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, board director, committee member, partner, or employee of MASC or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### DEFINITIONS

- > **Interested Person** – Any Board Director, officer, member of a committee, partner, or employee with board-delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- > **Financial Interest** – A person has a financial interest if the person has, directly or indirectly, through business, investment, or family, any of the following:
  - o An ownership or investment interest in any entity with which the MASC has a transaction or arrangement.
  - o A compensation arrangement with the MASC or with any entity or individual with which the MASC has a transaction or arrangement.
  - o A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the MASC is negotiating a transaction or arrangement.
- > **Compensation** – Compensation includes direct and indirect remuneration, as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under procedures, a person who has a financial interest may have a conflict of interest only if the Board of Directors or committee decides that a conflict of interest exists.

### PROCEDURES

- > **Duty to Disclose** – In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Board of Directors, and members of committees, or employees with Board-delegated powers considering the proposed transaction or arrangement.
- > **Determining Whether a Conflict of Interest Exists** – After disclosure of the financial interest and all material facts and, after any discussion with the interested person, the Director, committee member, or employee shall leave the Board of Directors or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board Directors or committee members shall decide if a conflict of interest exists.
- > **Procedures for Addressing the Conflict of Interest** –
  - o An interested person may make a presentation at the Board of Directors or committee meeting, but after the presentation, the interested person shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
  - o The Chair or other person presiding over the MASC Board of Directors or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.



# BOARD OF DIRECTORS

## CONFLICT OF INTEREST POLICY

- After exercising due diligence, the Board of Directors or committee shall determine whether the MASC can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board of Directors or committee shall determine by a majority vote of the disinterested Directors or committee meetings whether the transaction or arrangement is in the MASC's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether or not to enter into the transaction or arrangement.
- > **Violations of the Conflicts of Interest Policy**
  - If the Board of Directors or committee has reasonable cause to believe a Director, committee member, or employee has failed to disclose actual or possible conflicts of interest, it shall inform the Executive Director, committee member, or employee of the basis for such belief and afford the Director, committee member, or employee an opportunity to explain the alleged failure to disclose.
  - If, after hearing the Board Director's, committee member's, or employee's response and after making further investigation as warranted by the circumstances, the Board of Directors or committee determines that the Director, committee member, or employee has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

### RECORDS OF PROCEEDINGS

The minutes of the Board of Directors and all committees with Board-delegated powers shall contain the following information.

- > The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board of Director's or committee's decision as to whether a conflict of interest in fact existed.
- > The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### COMPENSATION

- > A voting Director of the Board who receives compensation, directly or indirectly, from the MASC for services, is precluded from voting on matters pertaining to that Director's compensation.
- > A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from (Organization) for services is precluded from voting on matters pertaining to that committee member's compensation.
- > No voting Director of the Board or any committee member whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the MASC, either individually or collectively, is prohibited from providing information to any committee regarding compensation.



# BOARD OF DIRECTORS CONFLICT OF INTEREST POLICY

## ANNUAL STATEMENTS

Each Board Director, committee member, and employee of a committee with Board-delegated powers shall annually sign a statement, which affirms such person:

- > Has received a copy of the conflict of interest policy,
- > Has read and understands the policy,
- > Has agreed to comply with the policy, and
- > Understands that the MASC is a not-for-profit entity and in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

## PERIODIC REVIEWS

To ensure the MASC operates in a manner consistent with its purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted.

The periodic reviews shall, at a minimum, include the following subjects.

- > Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- > Whether partnerships, joint ventures, and arrangements with management of the MASC conform to the MASC's written policies, are properly recorded, reflect reasonable investment or payments for goods and services and, do not result in inurement, impermissible private benefit or in an excess benefit transaction.

## USE OF OUTSIDE EXPERTS

When conducting the periodic reviews as provided for in Periodic Reviews, the MASC may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of Directors of its responsibility for ensuring that periodic reviews are conducted.





# BOARD OF DIRECTORS CONFLICT OF INTEREST POLICY

## MADISON AREA SPORTS COMMISSION CONFLICTS OF INTEREST POLICY ACKNOWLEDGEMENT AND AGREEMENT

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Each of the undersigned members of the Board of Directors (the "Board") of the Madison Area Sports Commission (the "Organization"), hereby acknowledges and agrees to the following:

1. That I have received a copy of the Conflicts of Interest Policy (the "Policy");
2. That I have read and understand the Policy;
3. That I agree to comply with the terms and conditions of the Policy;
4. That I understand that the Policy applies to all committees and subcommittees having Board-delegated powers;
5. That I understand that the Organization is a not-for-profit organization and that, in order to maintain the tax-exempt status of the Organization under Section 501(c)(6) of the Internal Revenue Code, the Organization must continuously engage primarily in activities which accomplish one or more of its exempt purposes.

Dated as of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

IN WITNESS WHEREOF, this Acknowledgement and Agreement has been executed and delivered by the undersigned members as of the date set forth above.

---

Director Name (please print)

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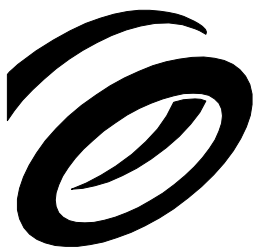
Director Signature

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Witness Name (please print)

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Witness Signature



**BYLAWS  
OF  
MADISON AREA SPORTS COMMISSION, INC.**

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**ARTICLE I  
OFFICES**

1.01. Principal and Business Offices. Madison Area Sports Commission, Inc. (the “Corporation”) shall maintain a principal office in the State of Wisconsin, which shall be located in Dane County. The Corporation may have such other offices, either within or without the State of Wisconsin, as may be designated from time to time by resolution of the board of directors. Except as otherwise provided herein, any and all references to the term “director”, “directors” or “board of directors” in these Bylaws shall mean such director or directors who have the right to vote on all matters before the Corporation.

1.02. Office of the Registered Agent. The office of the registered agent of the Corporation required by the Wisconsin Statutes to be maintained in the State of Wisconsin may be, but need not be, identical with the principal office of the Corporation in the State of Wisconsin. The address of the office of the registered agent may be changed from time to time by the board of directors or by the registered agent. The business office of the registered agent of the Corporation shall be identical to such registered office.

**ARTICLE II  
PURPOSES**

The purpose or purposes of this Corporation shall be as set forth in the Articles of Incorporation.

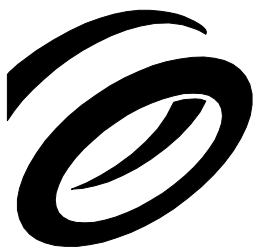
**ARTICLE III  
MEMBERS**

The Corporation shall have no members.

**ARTICLE IV  
BOARD OF DIRECTORS**

4.01. General Powers and Number. The business affairs of the Corporation shall be managed by its board of directors. The number of the directors of the Corporation shall be a minimum of seven (7). The Corporation shall have three (3) initial directors. These Bylaws may be amended to enlarge or to reduce the number of voting directors except that the number of voting directors shall not be reduced to less than three (3). Each director (including the initial directors) shall be appointed and serve a term of office until his or her death, resignation or removal as provided in Sections 4.02 and 4.03 under this Article IV.

4.02. Appointment. The directors of the Corporation shall be appointed to serve as follows:



(a) One (1) director shall be appointed from the board of directors of Greater Madison Convention & Visitors Bureau, Inc., a Wisconsin nonstock, nonprofit corporation that is recognized as exempt from taxation under Section 501(c)(6) of the Internal Revenue Code (the "Code") (hereinafter referred to as "GMCVB"), because such director serves on the board of directors of GMCVB;

(b) One (1) director shall be appointed because such director serves as the President and Chief Executive Officer of GMCVB;

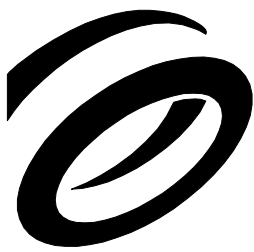
(c) Three (3) or more directors may be appointed by the board of directors of the Corporation and may include one individual representing each participating municipality with a signed agreement investing at the designated contribution formula of said municipalities each of whom shall be nominated by the Board Development Committee;

(d) The Executive Director of the Corporation shall serve as an ex-officio, non-voting director of the Corporation; and

Other directors shall be appointed by the board of directors of the Corporation; provided that the minimum and maximum numbers of directors shall not be less than or greater than the number set forth in Section 4.01.

Any individual appointed to serve as a director shall become a member of the board of directors of the Corporation and shall serve until his or her death, resignation, or removal or a successor has been appointed and qualified as set forth in Section 4.03 of Article IV. All appointments shall be made by the then-serving board of directors at Annual Meetings of the board of directors unless made to fill a vacancy created by a director's death, resignation, retirement or removal from office, in which case appointments may be made at special meetings of the board of directors.

4.03. Classes, Tenure and Qualifications. The directors shall be divided into three classes: Class A, Class B and Class C. The number of directors shall apportioned among Class A, Class B and Class C by the board of directors so as to maintain the number of directors in each class as nearly equal as reasonably possible, and any additional director of any class elected to fill a vacancy resulting from an increase in such class shall hold office for a term that shall coincide with the remaining term of that class. The initial term of office of the Class A, Class B and Class C directors shall expire at the Annual Meeting of the board of directors in 2012, 2013 and 2014, respectively. Thereafter, the terms of all Class A, Class B and Class C directors shall be three (3) years. In no case will a decrease in the number of directors shorten the term of any incumbent director even though such decrease may result in an inequality of the classes until the expiration of such term. A director shall hold office until the first annual meeting of the Corporation's board of directors following the Corporation's fiscal year end of the year in which his or her term expires and until his or her successor are elected and shall qualify, subject, however, to prior death, resignation, retirement or removal from office. Any director elected or appointed to fill a vacancy not resulting from an increase in the number of directors shall have the same remaining term as that of his or her predecessor. No director may serve more than two (2) consecutive terms. A director may be removed from office for cause by the affirmative vote of a majority of the directors then in office. A director may resign at any time by filing his or her written resignation with the chair of the Corporation. The board of directors may,



from time to time, prescribe such qualifications for membership on the board, in addition to any qualifications set forth in these Bylaws or Articles of Incorporation, as it shall deem appropriate.

4.04. Annual Meetings. The Annual Meeting of the board of directors shall be held each year by the 31<sup>st</sup> of December at a place to be decided by the board of directors.

4.05. Regular Meetings. The board of directors may provide by resolution the time and place within Dane County, State of Wisconsin, for the holding of regular meetings without other notice than such resolution.

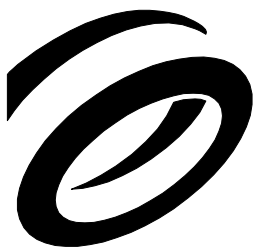
4.06. Special Meetings. Special meetings of the board of directors may be called by or at the request of the chair, the vice chair or any two directors. The person or persons calling any special meeting of the board of directors may fix any place within Dane County, State of Wisconsin, as the place for holding any special meeting of the board of directors, and if no other place is fixed, the place of the meeting shall be the principal business office of the Corporation.

4.07. Notice; Waiver.

(a) Notice. Notice of the date, time and place of any meeting shall be given when (i) orally communicated to a director, (ii) sent by facsimile or other means of wire or wireless communication to the address or number of such director as it appears on the records of the Corporation, or (iii) deposited in the United States mail addressed to a director at his or her address as it appears on the records of the Corporation with postage thereon prepaid. Unless a different time shall be required by Chapter 181 of the Wisconsin Statutes, (i) if notice is given orally or delivered by facsimile or other form of wire or wireless communication, such notice shall be given to each director at least twenty-four (24) hours prior thereto or (ii) if mailed, such notice shall be deposited in the United States mail at least seventy-two (72) hours prior thereto. The purpose of and the business to be transacted at any special meeting of the board of directors shall be specified in the notice of such meeting.

(b) Waiver of Notice. Whenever any notice is required to be given under the provisions of Chapter 181 of the Wisconsin Statutes or under the provisions of the Articles of Incorporation or Bylaws of the Corporation, a waiver thereof in writing, signed at any time by the person or persons entitled to such notice, shall be deemed equivalent to the giving of such notice. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends the meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

4.08. Quorum. Except as otherwise provided by law, by the Articles of Incorporation or these Bylaws, a majority of the directors then in office shall constitute a quorum for the transaction of business at any meeting of the board of directors but a majority of directors present (though less than a quorum) may adjourn the meeting from time to time without further notice.



4.09. Manner of Acting. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the board of directors, unless the act of a greater number is required by law or by the Articles of Incorporation or these Bylaws.

4.10. Conduct of Meetings. The chair, and in his or her absence, the vice chair, and in their absence any person chosen by the directors present shall call the meeting of the directors to order and shall act as chairman of the meeting, and the secretary of the Corporation shall act as secretary of all meetings of the directors, but, in the absence of the secretary, the presiding officer may appoint any other person to act as secretary of the meeting.

4.11. Vacancies. Any vacancy occurring on the board of directors may be filled by the board of directors of the Corporation until a successor is appointed and qualified.

4.12. Compensation. No compensation shall be paid to any director for serving as a member of the board of directors, except that a director may be reimbursed for expenses actually incurred by such director in carrying out any activity of this Corporation which is within the scope of its purposes as set forth in Article II of these Bylaws.

4.13. Presumption of Assent. A director of the Corporation who is present at a meeting of the board of directors or a committee thereof of which he or she is a member at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless his or her dissent shall be entered in the minutes of the meeting or unless he or she shall file his or her written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Corporation within twenty-four (24) hours after the adjournment of the meeting. Such a right to dissent shall not apply to a director who voted in favor of such action.

4.14. Committees.

(a) Board Development Committee. The Board Development Committee shall consist of no less than three (3) and no more than five (5) directors of the board, including the two (2) Directors representing the GMCVB per 4.02 (a)(c), and shall be responsible for nominating potential directors under Section 4.02(c) above and for recommending changes to these Bylaws, in each case for consideration by the board of directors. The Board Development Committee shall fix its own rules governing the conduct of its activities and shall make such reports to the board of directors of its activities as the board of directors may request.

(b) Other Committees. The board of directors, by resolution adopted by a majority of directors then in office, may establish such other committees as it shall deem necessary and desirable to enable the Corporation to carry out its purposes. Each committee shall consist of three (3) or more directors elected by the board of directors. Each committee shall fix its own rules governing the conduct of its activities and shall make such reports to the board of directors of its activities as the board of directors may request.



4.15. 2/3 Majority Consent Without Meeting. Any action required or permitted by the Articles of Incorporation, Bylaws or any provision of law to be taken by the board of directors at a meeting or by resolution may be taken without a meeting if consent in writing setting forth the actions so taken shall be signed by two-thirds of the directors then in office. For this purpose, "in writing" includes a communication transmitted or received by electronic means and "sign" includes executing an electronic signature. If written action is permitted to be taken by less than all directors, all directors must be noticed immediately of the text of the written consent and of its effective date and time.

4.16. Telephonic Meetings. Any action required or permitted by the Articles of Incorporation or Bylaws or any provision of law to be taken by the board of directors or a committee of the board of directors at a meeting or by resolution may be taken in a meeting through the use of any means of communication by which (a) all participating directors may simultaneously hear each other during the meeting, or (b) all communication during the meeting is immediately transmitted to each participating director and each participating director is able to immediately send messages to all other participating directors. A majority of the directors then in office shall constitute a quorum for transactions conducted. Correspondence by electronic mail, facsimile or other electronic means shall conclusively be deemed to comply with this Section 4.16.

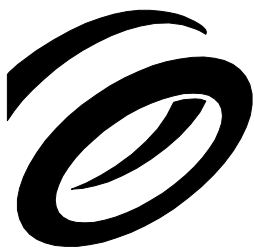
4.17. Conflict of Interest. Members of the board shall not conduct private business in any manner, which places them at a special advantage because of their association with the Corporation. In providing advisement to the Corporation involving transactions of a nature which may be related to the business or profession of a member, the quality and cost of services shall have a priority and be managed in an objective and customarily competitive manner. In case of a clear conflict of interest, the member of the board will be excused from voting on an item so constituted. The board of directors may adopt a separate conflicts of interest policy if the board determines, in its sole and absolute discretion, that such a policy is in the best interests of the Corporation.

## **ARTICLE V**

### **CORPORATE OFFICERS**

5.01. Number and Qualifications. The officers of the Corporation shall be the chair, vice chair, secretary, treasurer and such other officers as determined by the board of directors.

5.02. Election; Term of Office; Compensation. All officers of the Corporation shall be elected by the board of directors at the Annual Meeting of the board of directors. All officers of the corporation shall hold office for a term of two (2) years, unless the board of directors specifies a shorter or longer term, and until a successor shall have been duly elected and qualified or until his or her prior death, resignation or removal. The board of directors may establish such compensation for officers for services rendered by such officers to the Corporation, as the board of directors may determine from time to time. The board of directors shall elect either the GMCVB Board representative or the GMCVB Executive Committee representative to an officer position, unless such person is unwilling or unable to serve such position per 4.02 (a)(c).



5.03. Removal. Any officer or agent may be removed by the board of directors whenever in its judgment the best interests of the Corporation will be served thereby.

5.04. Vacancies. A vacancy in any office because of death, resignation, removal or otherwise, shall be filled by the board of directors for the unexpired portion of the term.

5.05. Chair. The chair shall preside at all meetings of the board of directors, shall perform any other duties prescribed in these Bylaws or assigned by the board of directors, and shall coordinate the work of the officers and committees of the Corporation in order that its purposes be promoted.

5.06. Vice Chair. The vice chair shall act as an aide to the chair and shall perform the duties of the chair when required.

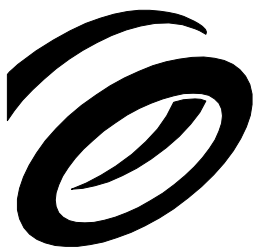
5.07. Secretary. The secretary shall (a) keep the minutes of the meetings of the board of directors in one or more books provided for that purpose; (b) such minutes shall be posted within seven (7) days after each meeting of the board of directors in a central campus location and be routed to necessary individuals as determined by the board of directors; (c) see that all notices are duly given in accord with the provisions of these Bylaws or as required by law; (d) be custodian of the corporate records; (e) keep or arrange for the keeping of a register of the post office address of each director which shall be furnished to the secretary by such director; and (f) in general, perform all duties incident to the office of the secretary and have such other duties and exercise such authority as from time to time may be delegated or assigned to him or her by the chair or by the board of directors.

5.08. Treasurer. The treasurer shall have custody of all funds of the Corporation, shall keep an accurate account of receipts and expenditures, shall make disbursements as authorized by the board of directors, and shall make a financial report at the Annual Meeting or on a monthly basis as necessary. The treasurer shall be responsible for the maintenance of a permanent account and record book showing gross income, receipts, and disbursements of the Corporation, and such other duties and authority as delegated or assigned.

5.09. Assistants and Acting Officers. The board of directors shall have the power to appoint any person to act as assistant to any officer, or as agent for the Corporation in his or her stead, or to perform the duties of such officer whenever for any reason it is impracticable for such officer to act personally. Such assistant or acting officer or other agent so appointed by the board of directors shall have the power to perform all the duties of the office to which he or she is appointed to be assistant, or as to which he or she is so appointed to act, except as such power may be otherwise defined or restricted by the board of directors.

**ARTICLE VI**  
**CONTRACTS; LOANS; CHECKS AND DEPOSITS;**  
**SPECIAL CORPORATE ACTS**





6.01. Contracts. The board of directors may authorize any officer or officers, agent or agents, to enter into any contract or execute or deliver any instrument in the name of and on behalf of the Corporation, and such authorization may be general or confined to specific instances; provided however, that no officer or agent may cause the Corporation to incur any obligation to pay in excess of \$5,000 without the express approval of such expenditure by the board of directors. No contract or other transaction between the Corporation and one or more of its directors or any other corporation, firm, association, or entity in which one or more of its directors or officers are financially interested, shall be either void or voidable because of such relationship or interest or because such director or directors are present at the meeting of the board of directors or a committee thereof which authorizes, approves or ratifies such contract or transaction, if (1) the fact of such relationship or interest is disclosed or known to the board of directors or committee which authorizes, approves, or ratifies the contract or transaction by a vote or consent sufficient for that purpose without counting the votes or consents of such interested directors; or (2) the fact of such relationship or interest is disclosed or known to the directors entitled to vote and they authorize, approve or ratify such contract or transaction by vote or written consent; or (3) the contract or transaction is fair and reasonable to the Corporation. Common or interested directors may be counted in determining the presence of a quorum at a meeting of the board of directors or a committee thereof which authorizes, approves or ratifies such contract or transactions, but such interested directors shall abstain from any vote to authorize, approve, or ratify such contract or transaction.

6.02. Loans. No indebtedness for borrowed money shall be contracted on behalf of the Corporation and no evidence of such indebtedness shall be issued in its name unless authorized by or under the authority of a resolution of the board of directors. Such authorization may be general or confined to specific instances.

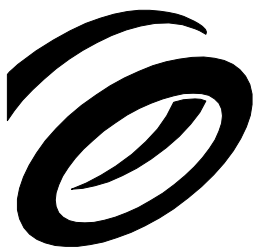
6.03. Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes, or other evidence of indebtedness issued in the name of the Corporation shall be signed by any officer of the Corporation or an agent of the Corporation duly appointed for that purpose.

6.04. Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as may be selected by or under the authority of a resolution of the board of directors.

## **ARTICLE VII** **SEAL**

The Corporation shall have no seal.

## **ARTICLE VIII** **AMENDMENTS**



These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a 2/3 majority vote of the board of directors of the Corporation at any annual, regular or special meeting of the board of directors at which a quorum is in attendance.

## **ARTICLE IX**

### **DISSOLUTION**

The Corporation may be dissolved subject to a majority vote of the board of directors of the Corporation. Upon the dissolution of the Corporation, the board of directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, dispense of all the remaining assets of the Corporation as set forth in the Articles of Incorporation.

## **ARTICLE X**

### **INDEMNIFICATION**

10.01. Mandatory Indemnification. The Corporation shall, to the maximum extent permitted under Chapter 181 of the Wisconsin Statutes, indemnify against liability and allow reasonable expenses of any person who was or is a party or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or she is or was a director, officer, employee or agent of or volunteered services to the Corporation; or is or was serving at the request of the Corporation as a director, officer, employee or agent of any committee

or of any other corporation or enterprise. Such right of indemnification shall inure to the benefit of the heirs, executors, administrators and personal representatives of such a person.

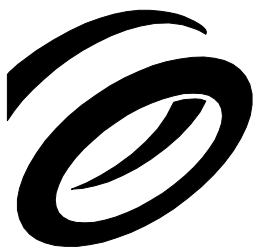
10.02. Supplemental Benefits. The Corporation may supplement the right of indemnification under Section 10.01 by the purchase of insurance, indemnification agreements, and advances for related expenses of any person indemnified.

## **ARTICLE XI**

### **CONFLICT OF INTEREST POLICY**

11.01. Purpose. The purpose of the conflict of interest policy set forth herein is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations. The conflicts of interest policy set forth herein shall be referred to as the "conflicts of interest policy" or the "policy."

11.02. Definitions.



(a) Interested Person. Any director, principal officer, or member of a committee with board of directors delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

(b) Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

(i) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement,

(ii) A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or

(iii) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Section 11.03(b), a person who has a financial interest may have a conflict of interest only if the board of directors or committee decides that a conflict of interest exists.

### 11.03. Procedures.

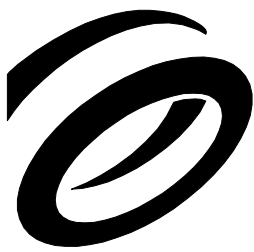
(a) Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with board of directors delegated powers considering the proposed transaction or arrangement.

(b) Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the board of directors or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board of directors or committee members shall decide if a conflict of interest exists.

(c) Procedures for Addressing the Conflict of Interest.

(i) An interested person may make a presentation at the board of directors or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

(ii) The Chair or other person presiding over the board of directors or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.



(iii) After exercising due diligence, the board of directors or committee shall determine whether the Corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

(iv) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the board of directors or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

(d) Violations of the Conflicts of Interest Policy.

(i) If the board of directors or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(ii) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the board of directors or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

11.04. Records of Proceedings. The minutes of the board of directors and all committees with board delegated powers shall contain:

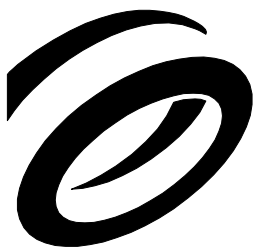
(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the board of directors' or committee's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

11.05. Compensation.

(a) A voting member of the board of directors who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.

(b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.



(c) No voting member of the board of directors or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

11.06 Annual Statements. Each director, principal officer and member of a committee with board of directors delegated powers shall annually sign a statement which affirms such person:

- (a) Has received a copy of the conflicts of interest policy,
- (b) Has read and understands the policy,
- (c) Has agreed to comply with the policy, and

(d) Understands the Corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

11.07. Periodic Reviews. To ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- (a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- (b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

11.08. Use of Outside Experts. When conducting the periodic reviews as provided for in Section 11.07, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of directors of its responsibility for ensuring periodic reviews are conducted.

*Approved 17 February 2016 by MASC Board of Directors.*



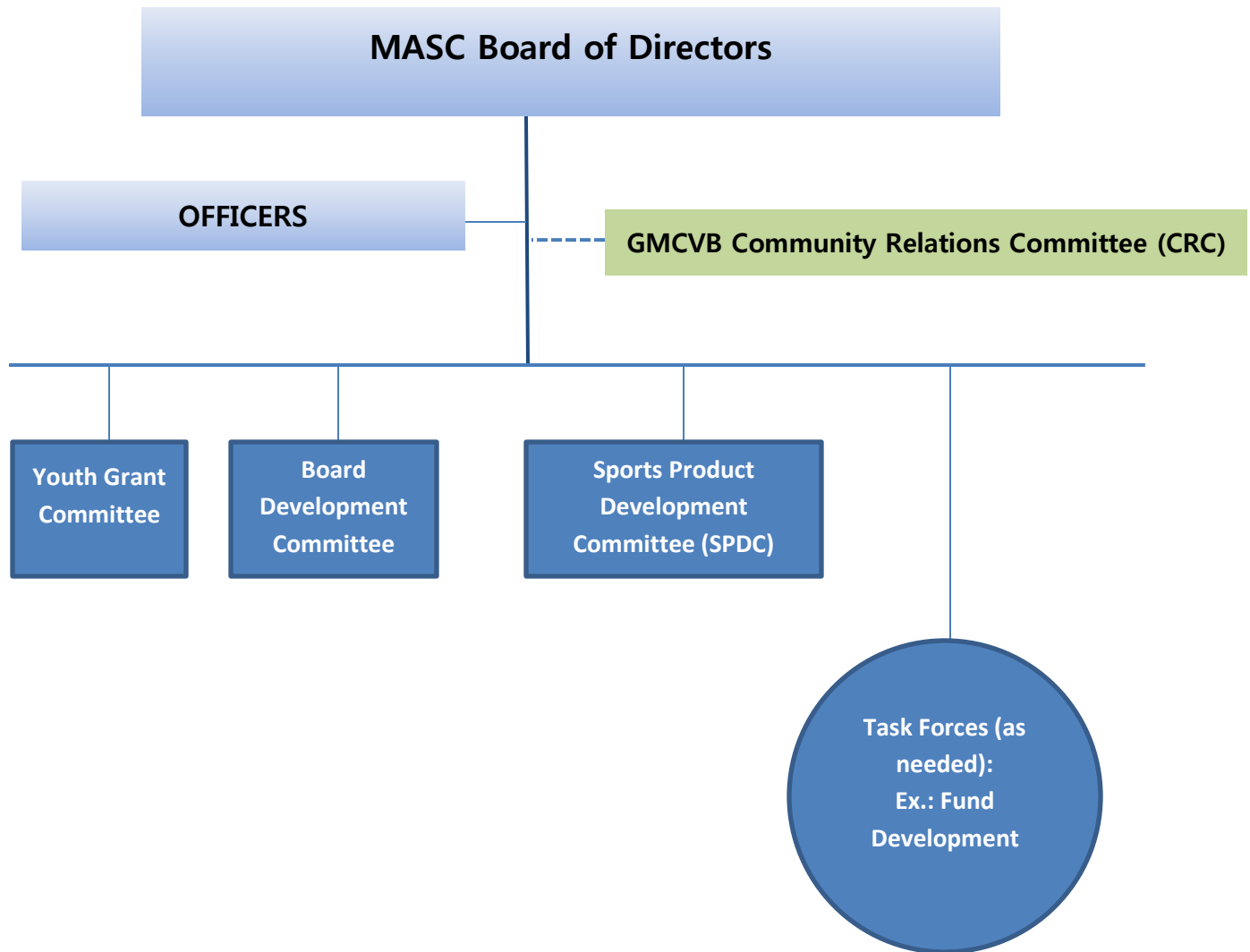
## GOVERNANCE

### THE FOLLOWING ARE AVAILABLE UPON REQUEST

- > MASC Articles of Incorporation
- > MASC IRS Determination Letter
- > MASC BOD Directors' & Officers' Insurance
- > GMCVB CEO Succession Plan
- > GMCVB Crisis & Communications Management Plan
- > MASC Officer Responsibilities
- > Memo of Understanding with Greater Madison Convention & Visitors Bureau



# GOVERNANCE STRUCTURE





# MASC COMMITTEE STRUCTURE

## OFFICERS

### Purpose

- > Serve as primary governance to MASC
- > Make governance decision in board's absence

### Primary Roles

- > Review all financial and legal documents
- > Make recommendations to board as appropriate

## BOARD DEVELOPMENT

### Purpose

- > Nominating committee for MASC Board

### Primary Roles

- > Recruit future board members and officers
- > Review and update orientation materials
- > Further develop volunteer leadership

## SPORTS PRODUCT DEVELOPMENT (SPDC)

### Purpose

- > Play relevant role in achieving MASC Strategic Objective #4

### Primary Roles

- > Study various, existing plans regarding sports product development in the area
- > Prioritize sports product development needs
- > Develop strategies for influencing sports product development
- > Advocate for sports product development projects
- > Network nationally to understand what other cities are doing to enhance their destination's sports offerings

## YOUTH GRANT COMMITTEE

### Purpose

- > Provide financial assistance that serves youth in need, connecting them to sports activities that can provide lifelong enjoyment and health benefits. Funded by contributions from Ironman Foundation, individuals and corporations, grants are awarded to established organizations, for the benefit of the organization or an individual served by that organization

### Primary Roles

- > Grant applications are typically accepted twice a year in winter and summer.
- > Internal Committee reviews applications and makes recommendations to External Committee
- > External Committee makes final review of applications and financial recommendations to Board of Directors
- > Board of Directors votes to approve grant recommendations.

## MASC AD HOC TASK FORCES

### FUND DEVELOPMENT

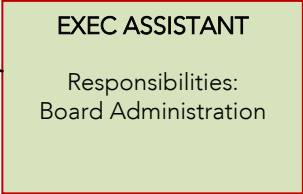
### Purpose

- > Provide strategy and guidance for increasing destination marketing and management funding
- > Explore public fund development options
- > Ensure collaborative and complimentary efforts are developed for GMCVB and MASC public funding
- > Make recommendations to board as appropriate

### AEC WORK GROUP

### Purpose

- > Provide input and strategy for future vision for Alliant Energy Center (AEC) to Dane County officials
- > Identify current and potential uses for AEC
- > Serve as resource to County on future AEC visioning
- > Make recommendations to board as appropriate



Support provided by GMCVB





## MUNICIPAL PARTNERS AND SUPPORTERS

The Madison Area Sports Commission is supported by an array of public and private funding. These entities recognize the economic value of sports tourism to our region as well as the emotional connection the sports enthusiasts and spectators in our region enjoy. We thank our Supporters for their dedication to what we do and their engagement in our efforts.

### Municipal Partners

City of Middleton  
City of Fitchburg  
City of Verona  
City of Sun Prairie

### Other Supporters

Dane County  
Greater Madison Convention & Visitors Bureau  
(City of Madison, Dane County, Municipal Partners and private partners)



# MUNICIPAL CONTRACTS

The MASC has contracts with the following municipal entities:

Municipality	Purpose	Revenue Source
City of Fitchburg	MASC Investment	Room Tax
City of Middleton	MASC Investment & Grants	Room Tax
City of Verona	MASC Investment	Room Tax
City of Sun Prairie	MASC Investment	Room Tax
Dane County *	Event Incentives	General Purpose

# MUNICIPAL CONTRACTS

The GMCVB has contracts with the following municipal entities:

Municipality	Purpose	Revenue Source
City of Madison*	General Promotion/MT Sales	Room Tax
City of Fitchburg	General Promotion	Room Tax
City of Middleton	General Promotion	Room Tax
City of Verona	General Promotion	Room Tax
Dane County *	General Promotion/AEC Sales	General Purpose
Dane County Reg'l AP	Visitor Info Services	DCRA Revenues
Alliant Energy Center	Sales Representation	AEC Revenues

*\*MASC performance contribute to contract measures*

# MUNICIPAL CONTRACT MEASURES

Municipality	Measure(s)
City of Madison*	MT Contract Revenue ( <i>space rental only</i> )
	Destination Marketing Investments ( <i>from other parties</i> )
	Destination PR Earned Media Value
	Hotel Room Night sales
Dane County *	Target Event Customer Leads for AEC

*\* MASC activities contribute to goal*



# ROOM TAX OVERVIEW

- What is Room Tax?
  - In Wisconsin, room tax (Transient Occupancy Tax or TOT) is a tax that may be authorized by a municipality on the renting of sleeping rooms at hotels, motels, resorts, inns, B&B's and other lodging facilities (AirBNB, etc.).
  - The lodging property adds the room tax to the customer's bill
  - Room tax revenue is forwarded to the municipality by each lodging property
  - The municipality, in turn, provides their TOT to a Commission or Tourism Entity for distribution

# ROOM TAX OVERVIEW

- How may room tax be used?
  - The municipality must utilize the funds in accordance with WI State statutes
  - 30% may be used for any purpose the municipality chooses
  - 70% must be used for tourism promotion and tourism development

Tourism promotion and tourism development funds must be used in ways that are likely to generate paid overnight room stays in ways likely to generate future room tax revenue.

# ROOM TAX OVERVIEW

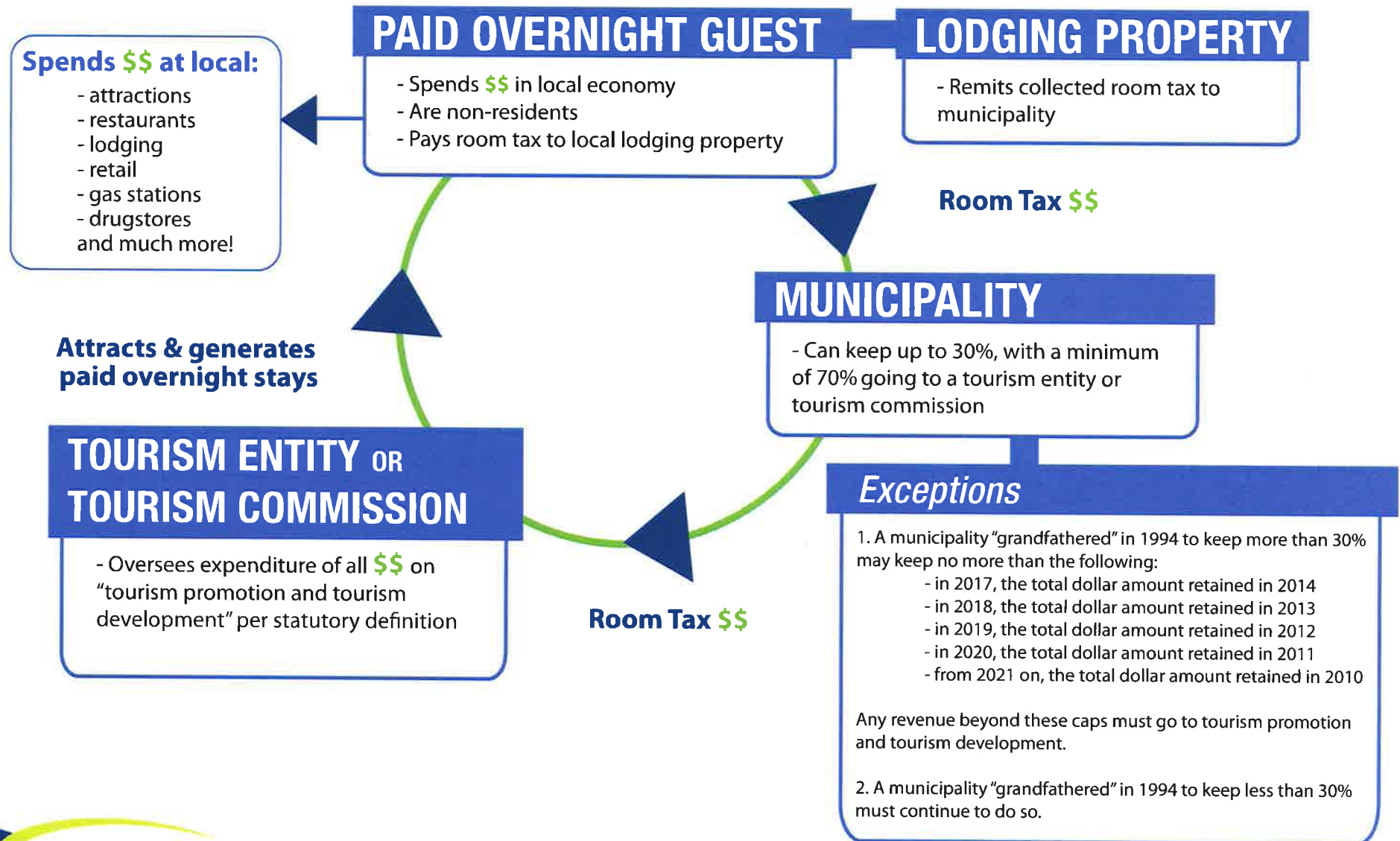
- How it may be used:
  - Marketing to attract meetings and convention business or leisure visitors
  - Marketing to attract large sports tournaments
  - Communication vehicles such as websites, visitor guides that promote overnight stays
  - Development of a public convention center, such as Monona Terrace, that services out of area conventions and meetings

# ROOM TAX OVERVIEW

- How it may not be used:
  - Local holiday parade, fireworks or festivals
  - Funding programs that primarily serve local businesses and residents
  - Funding infrastructure repairs such as roads
  - Subsidizing a municipality's general fund, property taxes or activities primarily serving local residents

# Wisconsin Local Room Tax Model

Effective July 15, 2015





# EVENT ASSISTANCE FUNDS & GRANTS

## Event Assistance Funds & Grants

The MASC supports events in the greater Madison area through event assistance and grant funding. These funds assist the destination in creating a competitive offering to events and play a key role in securing sporting events and competitions.

Events rights holders may use these funds to assist in out of pocket costs associated with executing the event, such as venue rental, permits or other specified and approved costs.

The funds must be applied for and meet specific criteria to be awarded to the event. Distribution of funds is monitored and post event reports and accounting of use is required.

## Sources for Grants and Incentive Funds

Ironman Foundation: provides contribution to the Youth Grant fund

Spirit of Greater Madison

Wisconsin Department of Tourism: JEM (Joint Effort Marketing) and RSG (Ready-Set-Go) grants

City of Middleton: Sports event grant fund

Dane County: Sports event grant fund





## FINANCIAL INFORMATION

### Fund Development Plan

#### **PUBLIC FUNDING**

It is important for all Dane County communities that have both sports and accommodations available, to become investors in MASC. We consistently review potential public funding partners.

#### **PRIVATE FUNDING**

It will be necessary for MASC's growth to generate investments from the private sector. MASC will not have "members," but will seek private investors/supporters. A fund development plan to raise resources from the private sector will be considered in the future.

#### **MESSAGE STRATEGY**

The message strategy for fund development will be developed after objectives and goals for the development plan are established.



## 2017 BUDGET & BUSINESS PLAN OVERVIEW AND NOTES\*

The 2017 Madison Area Sports Commission business plan and budget reflect the achievement of a strategic goal to secure high profile, high ROI marquis events. The MASC team successfully secured two significant multi-year events in 2016 that will first take place in Madison in 2017.

The budget and plan reflect the required investment to successfully support the event operations and marketing needs. MASC has also secured grant funds from multiple sources and from the Greater Madison Convention & Visitors Bureau to assist.

While the impact on the MASC financial results is significant, these investments are expected to generate in excess \$5 million in direct spending in our communities annually. The following notes to the budget and supporting documents outline the investment strategy for next year.

### REVENUES:

Overall 2017 revenues are budgeted at \$548,120 an increase of 24% (\$106,070) compared to 2016 Budget:

1. CrossFit grant funds contribute \$75,000 (Spirit of Greater Madison, JEM grant, AEC Event Assistance).
2. Middleton Sports fund: revenue carried forward from prior year commitments
3. Verona funding: new hotel on line full year

### EXPENSES:

Overall expenses are projected at \$958,412, an increase of 37.2% (\$259,950) over 2016 Budget

**GAAP NET INCOME/ (LOSS): (\$410,292)**

Fund Balance: We anticipate utilizing the following fund balances to offset a portion of the projected loss:

9. 2015 GMCVB Fund Balance designated for Ironman 70.3
10. 2016 GMCVB Opportunity funds designated for CrossFit

Plus additional funds forwarded to MASC in 2016 by GMCVB that were not utilized in 2016.

**FUND BALANCES APPLIED: \$160,000**

**BUDGET NET OF FUNDS APPLIED: (\$275,292)**



## DEPARTMENTAL REVIEW NOTES:

\*Notes reflect significant variances from 2015

The continued investment in Ironman and new investment in CrossFit and Ironman 70.3 are key drivers in the expense increases in both staffing and programmatic expenses.

### STAFFING (WAGES & BENEFITS):

4. In 2017 we executed a compensation analysis in preparation for the changes in Fair Labor Standards Act. Based on the analysis, we made adjustments to compensation for staff as needed. In addition, to support the program of work, MASC is allocated a portion of two new positions: .5 FTE for Convention & Event Services and .5 FTE for Marketing. In addition, we anticipate moving to an Affordable Care Act health plan effective July 1, 2017 and have budgeted an annualized increase of 20% for health benefits.

Name	2016 Budget	2017 Budget	%Change
Madison Area Sports Commission	278,722	337,472	2.89%

### TRADE SHOWS:

5. Continue investment in trade shows for prospecting new events

### MARKETING AND PROMOTION:

6. Reduced promotion for events occurring in 2017 and WIAA

### PROFESSIONAL DEVELOPMENT:

7. Invest in sports product research

### INCENTIVE FUNDING:

8. Includes funds carried forward from 2016

### IRONMAN 70.3:

9. Expenses for hosting, rights fees and volunteer management

### CROSSFIT:

10. Expenses for hosting, rights fees and marketing

###

Income Statement		2016 Budget	2016 Projected	2017 Budget Request 2.3	
n/a	GMCVB/EAF IM Facility Fee	30,000	30,000	28,000	
4471000-05	GMCVB - Ironman Host Budget Investment	68,000	68,000	70,000	
44710-05-051-	Spirit of Greater Crossfit			10,000	1
4428000-05	Room Assessment (net-after MMX/Services paid)	37,000	28,000	26,000	
4337000-05	Dept of Tourism JEM Funding			40,000	1
	<b>Total GMCVB Investment</b>	<b>135,000</b>	<b>126,000</b>	<b>174,000</b>	
	Dane County AEC - Crossfit			25,000	1
4132000-05	Dane County Sports Marketing	54,250	54,250	54,250	
	<b>Total Dane County Funding</b>	<b>54,250</b>	<b>54,250</b>	<b>79,250</b>	
4151000-05	TOT - Middleton funding	90,000	95,000	90,000	
	TOT - City of Madison Funding	15,000	15,000	15,000	
	TOT - City of Sun Prairie	6,000	6,000	6,000	
4151500-05	TOT - Middleton Sports Fund	30,000	30,000	51,500	2
4152000-05	TOT - Fitchburg funding	40,000	41,000	45,000	
4154000-05	TOT - Verona funding	25,000	32,000	40,370	3
	<b>Total Community Funding</b>	<b>206,000</b>	<b>219,000</b>	<b>247,870</b>	
4476000-05	IM Foundation - restricted use	35,000	35,000	35,000	
4476500-05	Ironkids Sponsorship	5,000		5,000	
4520000-05	Sponsorship - Other	6,200	22,800	6,200	
4910000-05	Interest Earnings	600	800	800	
	<b>Total Private/Event-Based Funding</b>	<b>46,800</b>	<b>58,600</b>	<b>47,000</b>	
	<b>Gross Profit</b>	<b>442,050</b>	<b>457,850</b>	<b>548,120</b>	
Expense Statement					
Break down ta:	Personnel & Related Expenditures	287,722	285,142	337,472	4
	<b>Total Personnel/Contractor Expense</b>	<b>287,722</b>	<b>285,142</b>	<b>337,472</b>	
5211000-05	Sales Trips/FAM/Site Visits	20,000	14,000	13,750	
5221000-05	Tradeshows	14,545	12,107	18,900	5
5442000-05	Customer Appreciation	8,500	4,750	8,500	
5411000-05	Marketing & Promotions	14,950	3,601	4,900	6
5612000-05	Professional Affiliations	3,300	2,750	2,750	
5613000-05	WIAA Sponsorship	22,025	18,000	12,300	6
	PGA Sponsorship	12,500	12,500	14,000	
5413000-05	Sales Collateral	6,000	2,000	7,000	
5621000-05	Professional Development	1,500	1,000	7,000	7
6119059-05	Professional Services Other	10,000	7,349	4,300	
5230600-05	Incentive Funding (IM EAF, DC Incentive, Middleton Tourism)	96,900	92,100	112,900	8
6131000-05	Travel & Entertainment	4,500	3,000	5,500	
	<b>Total Sales &amp; Marketing Expenses</b>	<b>214,720</b>	<b>173,157</b>	<b>211,800</b>	
5613009-05	Youth Grant Programs (using IM Foundation funds)	35,000	35,000	35,500	
	<b>Total Program Expenses</b>	<b>35,000</b>	<b>35,000</b>	<b>35,500</b>	
5613052-05	Ironman - Host Budget Full	72,570	71,570	75,390	
61120-05-051-	Ironman - Host Budget 70.3			30,000	9
6112000-05	Contract Event Mangement (Ironman Volunteer Director)	7,750	7,750	12,750	9
	Crossfit Rights Fee(Less DCSF&RSG)			105,000	10
	Crossfit Marketing			59,000	10
5613054-05	Ironkids	3,500	3,500	4,000	
	<b>Total Event Expenses</b>	<b>83,820</b>	<b>82,820</b>	<b>286,140</b>	
6274000-05	Insurance (D&O, Liability)	4,200	4,200	4,500	
6113050-05	Professional Fees - Audit, Tax, Legal	4,500	4,500	4,500	
Breakdown	GMCVB Support Fees	68,000	74,000	78,000	
6419000-05	Miscellaneous	500	628	500	
	<b>Total Admin Expenses</b>	<b>77,200</b>	<b>83,328</b>	<b>87,500</b>	
	<b>Total Operating Expenses</b>	<b>698,462</b>	<b>659,447</b>	<b>958,412</b>	
	Net Profit (Loss) Before Taxes	(256,412)	(201,597)	(410,292)	
	2015 GMCVB Fund Balance Applied	135,000	85,000	20,000	9
	2016 Opportunity Fund Balance Applied			80,000	10
	2016 Spending Cuts Applied			50,000	
	2013 Bonus fund Utilization	85,000	85,000		
	<b>Net</b>	<b>(1,412)</b>	<b>3,403</b>	<b>(275,292)</b>	

## MASC STRATEGIC OBJECTIVES

### STRATEGIC OBJECTIVES

- > Pursue sports events consistent with destination product
- > Provide event service and support with a focus on marketing
- > Secure resources/funding to achieve mission
- > Influence infrastructure and facilities development through an advisory/advocate role
- > Develop support from community for MASC and sports events industry

## MASC 2017 ORGANIZATION GOALS

### BUSINESS GOALS

- Leadership** Ensure our organizations viability and sustainability
- Sports Sales** Meet or exceed sales goals

### PERFORMANCE GOALS

- Room Night Goals** 26,000
- Lead Goals** 60
- Confirmed Event Goals** 36
- Sponsorship Revenue** \$11,200 (IronKids and Morning Sports Report))
- Public Funding** \$262,120 (City, County, Municipal)
- Youth Grant Award Goal** \$35,000
- AEC Lead Goal** 9
- MT Contract Goal** \$55,000
- PR Sports Goal** \$900,000 in earned media

# MASC 2017 BUSINESS PLAN

LEADERSHIP	SALES	MARKETING	EVENT SUPPORT	AWARENESS	ADVOCACY
<p><b>SECURE RESOURCES AND FUNDING TO ACHIEVE MISSION</b></p> <ul style="list-style-type: none"> <li>&gt;Build and maintain public support</li> <li>&gt;Identify potential new municipal partners</li> <li>&gt;Develop and execute private investment and sponsorship plans</li> </ul> <p><b>BUILD AN EFFECTIVE ORGANIZATION AND GOVERNANCE STRUCTURE</b></p> <ul style="list-style-type: none"> <li>&gt;Recruit new board members</li> <li>&gt;Engage board in furthering strategic action plan</li> </ul> <p><b>ORGANIZATION VIABILITY</b></p> <ul style="list-style-type: none"> <li>&gt;Review and assess organization structure and business model</li> </ul>	<p><b>PURSUE EVENTS CONSISTENT WITH PRODUCT</b></p> <p><b>Align sales efforts:</b> Focus prospecting and sales efforts on primary and emerging market segments.</p> <p><b>Prospecting:</b></p> <ul style="list-style-type: none"> <li>&gt; Continue to prospect for and develop new, annual events.</li> <li>&gt;Prospect for large multi-hotel properties business (city-wide, marquis events)</li> </ul> <p><b>Build relationships:</b></p> <ul style="list-style-type: none"> <li>&gt;Attend NASC, Connect, TEAMS, S.P.O.R.T.S.</li> <li>&gt;Sales mission: Indianapolis</li> </ul> <p><b>BYMH/BYEH:</b></p> <ul style="list-style-type: none"> <li>&gt;Foster dialogue with local influencers to secure leads for future business.</li> <li>&gt;Engage the community through MASC's other platforms (e.g. Morning Sports Report and social media)</li> </ul>	<p><b>PROVIDE SUPPORT WITH FOCUS ON MARKETING</b></p> <ul style="list-style-type: none"> <li>&gt;Drive participation and spectator attendance for contracted events that meet support criteria: CrossFit and WIAA tournaments</li> </ul> <p><b>BUILD BRAND AWARENESS</b></p> <ul style="list-style-type: none"> <li>&gt;Create destination &amp; MASC awareness nationally, regionally and locally</li> <li>&gt;Deliver enhanced programs and initiatives including but not limited to Morning Sports Report</li> <li>&gt;Leverage Public Relations</li> <li>&gt;Enhance and expand communication channels including website and social media</li> </ul> <p><b>SECURE RESOURCES AND FUNDING TO ACHIEVE MISSION</b></p> <ul style="list-style-type: none"> <li>&gt;Leverage grant funds available to secure and serve events</li> </ul>	<p><b>PROVIDE SUPPORT TO EVENTS CONTRACTED</b></p> <p><b>Provide excellent management service to contracted events:</b> Ironman, Ironman 70.3, CrossFit, and others</p> <p><b>Provide fee based housing for 2017 events</b></p> <ul style="list-style-type: none"> <li>&gt;CrossFit, Ironman, Ironman 70.3 and Madison Marathon</li> </ul> <p><b>Provide services support to events rights holders, visitors and spectators.</b></p> <ul style="list-style-type: none"> <li>&gt;Provide referrals, welcome posters and visitor material as needed</li> <li>&gt;Build upon relationships to aid in re-booking and referrals</li> </ul>	<p><b>DEVELOP COMMUNITY AWARENESS AND SUPPORT FOR MASC</b></p> <p><b>Sustain Youth grant:</b></p> <ul style="list-style-type: none"> <li>&gt;Distribute/promote grant materials to all qualified entities</li> <li>&gt;Award minimum of two cycles in 2017</li> <li>&gt;Promote awards through local media and PR efforts</li> </ul> <p><b>Continue Morning Sports Report Series</b></p> <p><b>Leverage sponsorships to gain awareness and sales leads</b></p> <ul style="list-style-type: none"> <li>&gt;Madison Sports Hall of Fame</li> <li>&gt;PGA Events</li> <li>&gt;Special initiatives</li> </ul>	<p><b>INFLUENCE INFRASTRUCTURE AND FACILITIES DEVELOPMENT</b></p> <p><b>Contribute, enhance, guide and propel forward destination venue product development projects</b></p> <ul style="list-style-type: none"> <li>&gt;Engage Sports Product Development Committee in community conversations</li> <li>&gt;Lead Yahara Gateway feasibility study</li> </ul>



# TARGET MARKETS

## PRIMARY MARKETS

Those sports or competition market segments that fit best in the venues available and greater Madison as a destination.

- Cycling
- Lacrosse
- Gymnastics
- Bowling
- Road/Distance/Adventure/Cross Country Running
- Ultimate Frisbee
- Chess

## EMERGING MARKETS

Sports that meet some of the criteria (facilities sufficient or local support) but lack something that would ensure that the fit for the venues and destination would be met.

- |                            |                         |
|----------------------------|-------------------------|
| • Multi-sport competitions | • Volleyball            |
| • Wrestling                | • Roller Derby          |
| • Martial Arts             | • Rowing (Masters)      |
| • Soccer                   | • Badminton             |
| • Tennis                   | • Aussie Rules Football |
| • Basketball (excl. WIAA)  | • Archery               |
| • Football                 | • Amateur Golf          |
| • Gaming                   | • Gaelic Games          |
| • Softball                 | • Racquetball           |
| • Sailing                  | • Hockey                |
| • Rugby                    | • Bridge                |
| • Canoeing/Paddle Sports   | • Disc Golf             |
| • Cheerleading             | • Baseball              |
| • Dance Team               | • Yoga                  |



## YOUTH GRANT

The Madison Area Sports Commission (MASC) Youth Grant mission is to provide financial assistance that serves youth in need, connecting them to sports activities that can provide lifelong enjoyment and health benefits.

Funded by contributions from Ironman Foundation, individuals and corporations, grants are awarded to established organizations, for the benefit of the organization or an individual served by that organization. Grant recipients must serve Dane County youth ages seventeen (17) and under.

Grant applications are typically accepted twice a year in the winter and summer.

### Past Recipients Include

Allied Running Club  
Badger Speed Skating Club  
Beat the Streets  
Black Hawk Middle School  
Bob Lynch Boxing Foundation  
Boulders Climbing Gym  
Boys & Girls Club of Dane County  
Camp Randall Rowing Club  
Crossfit Madtown  
DeForest Girls Area Youth  
Basketball Assoc.  
Dream Bikes  
East Madison Community Center  
Girls on the Run  
Girls Westside Lacrosse Club  
Glide Disc Golf  
Goodman Community Center  
Hitters Sports Plex  
James Madison Memorial High  
School Lacrosse Club

James Madison Memorial High  
School Ping Pong Club  
KEVA Volleyball Academy  
LaFollette High School Rugby  
Lancer Youth Wrestling Club  
Lussier Community Center  
Madison 56ers  
Madison Area Soap Box Derby  
Madison Elite Track Club  
Madison Ice Inc.  
Madison Speed Skating Club  
Madison Starlings Volleyball Club  
Madison United Rugby  
Madtown Furies Rugby  
Marshall Wrestling Club  
Mellowood Foundation  
Mentoring Positives  
Middleton Youth Center  
Middleton-Cross Plains Area  
School District  
Millennium Soccer Club

Norski Girls Lacrosse Club  
North Eastside Youth Basketball  
Oregon Lacrosse Club  
Salvation Army of Dane County  
Southside Raiders  
Stoughton Lacrosse Club  
Stoughton Tumblers  
Sun Prairie Youth Cycling Team  
The First Tee of South Central WI  
Tri 4 Schools  
Vera Court Neighborhood Center  
Verona Lacrosse Club  
Vitense Golfland  
Warner Park Youth Football  
West Madison Little League  
West Madison Polar Caps  
Westside Lacrosse Club  
Wheels for Winners  
Wisconsin Youth Company  
YMCA of Dane County

The Madison Youth Grant is supported by:





# MARKETING & WEBSITE OVERVIEW

## MARKETING

Our marketing efforts for MASC are split into several specific focus areas:

### Organization Marketing

Our organization marketing efforts span from local outreach to elevate our brand locally, as well as nationwide to build relationships with events rights holders.

Local outreach:

- Morning Sports Report – we host a quarterly breakfast program, in partnership with ESPN Madison that brings together Madison area professionals in the sports industry or with an interest in sports. Each event includes networking, a presentation by MASC and one presenting sponsor, followed by a featured speaker or panel discussion moderated by an ESPN personality.
- “Bring Your Event Home” – we continually engage with local contacts to bring events to our destination, and marketing creates the collateral and talking points to support these meetings
- Public Relations & Social Media

National outreach:

- Tradeshows and Sales Missions – we have determined the best way to build relationships with national events rights holders is to engage with them at industry tradeshows and in person sales trips. In marketing, the collateral and tools are created to support these appointment based tradeshows and sales trips
- Select advertising to our primary sales markets
- Public Relations & Social Media Efforts

### Event Marketing

Increasing participants, spectators and volunteers is a key goal for success of MASC. One of our primary initiatives is building individual marketing plans to help build community awareness for events, especially our larger events.

- WIAA Boys Basketball Marketing + Welcome Program launched in 2013, this program includes a comprehensive welcome program including hotel discounts, signage, fan engagement stations, fan guides, and widespread marketing campaign with a media mix including print, outdoor, radio and digital all in effort to increase ticket sales for the annual tournament



## MARKETING & WEBSITE OVERVIEW

- IRONMAN + IRONKIDS support – we work with IRONMAN on marketing, public relations and visitor services, as well as putting on a casual kids fun run as part of the IRONMAN Wisconsin weekend
- Event marketing support for annual events as well as newly contracted events. Examples include CrossFit, Junior Disability and USA Lacrosse

### Website

The MASC Website is designed to provide users with information on:

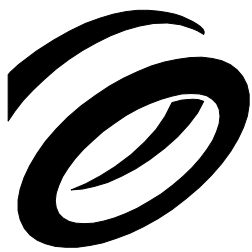
- Our organization
- Upcoming MASC events (MSR, etc.)
- Upcoming sporting events
- Youth Grant program

### Youth Grant Program

The MASC youth grant program provides us with various marketing and public relations opportunities which increase our visibility within the community. After each grant cycle, our team goes out in the community with large check presentations, which are distributed widely to local media and social channels.

More information on our organization, our events and our programs can be found at [madisonsports.org](http://madisonsports.org)





MADISON AREA  
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# OVERVIEW

22 E. Mifflin Street, Suite 200  
Madison, WI 53703.  
[www.MadisonSports.org](http://www.MadisonSports.org)

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F 608-258-4950

## *Sports Product Development Committee (SPDC)*

### **Purpose:**

- > Influence and advocate for infrastructure and facilities development to support mission
- > Provide relevant input and information to community organizations, leaders and elected officials about the impact of sports tourism industry on product development issues, projects or decisions.
- > Provide a forum for Board education on issues that impact the tourism industry/and or visitors.
- > Establish and develop relationships and rapport with elected officials and community leaders who are interested in developing sports venues.
- > Support the MASC in disseminating the organization's message/position on public policy or other issues/topics.

### **Primary Roles:**

- Create protocol and decision-making filters for public policy/positions (which issues, why become engaged, how deeply to become engaged, etc.) to recommend engagement
- Provide information to the MASC Board to educate and inform on product development topics and issues.
- Establish strategies for communicating public policy messages, decisions, etc.
- Expand and build stronger relationships with community leaders and government officials
- Present MASC to community partners and community leaders on MASC product development initiatives supporting our mission.
- Engage in actively supporting the position of the MASC.

**Chair:** Rob Crain, Alliant Energy

**Reporting:** Committee Chair or designee to Report at BOD Meetings

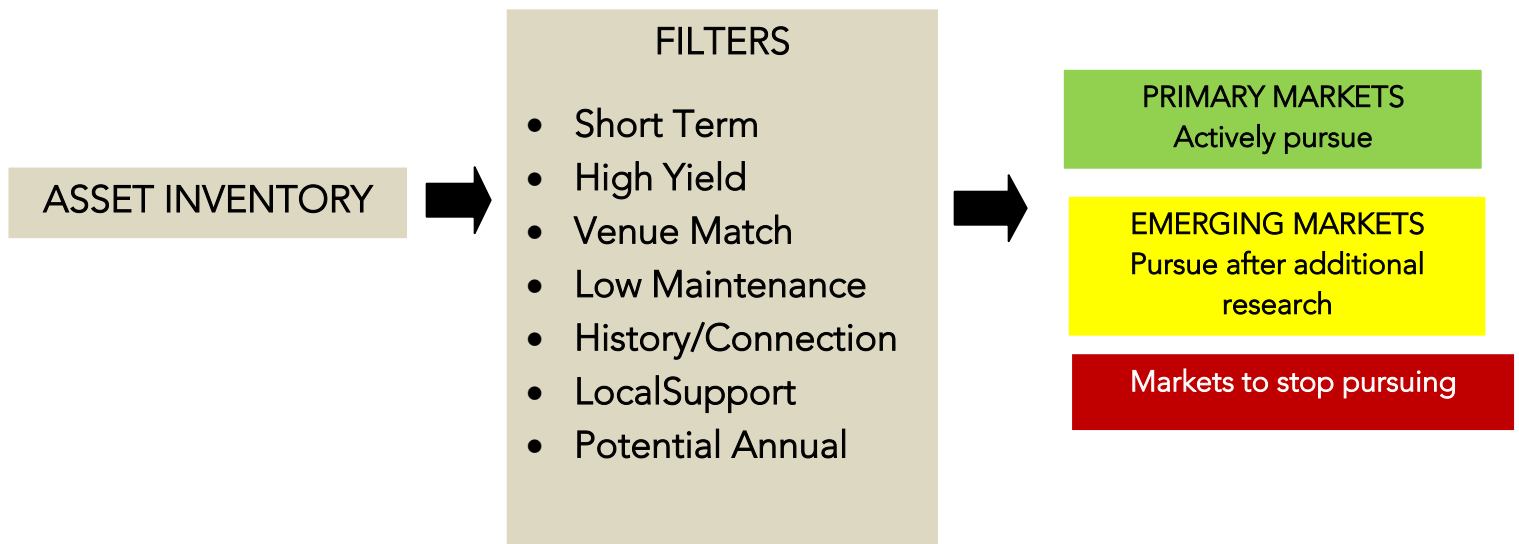
## ASSET INVENTORY

As part of the MASC Strategic Plan a thorough review of the destination assets was completed. The inventory is:

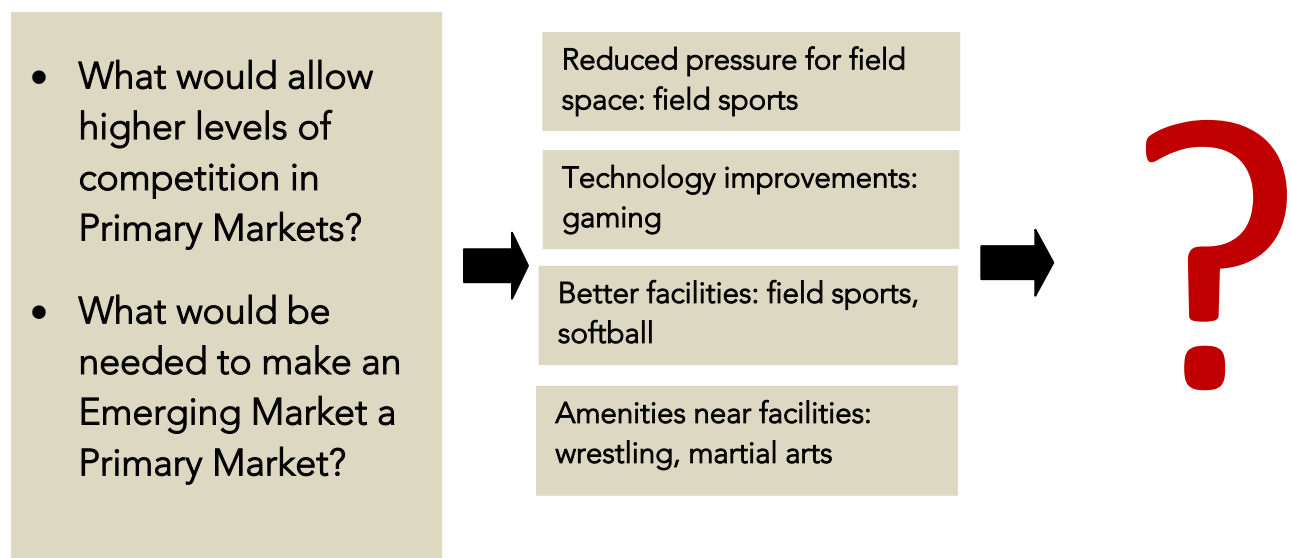
- A systematic collection of data about each asset
- An identification of venue requirements by sport
- A summary of assets available by sport

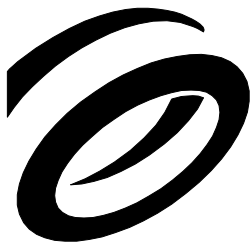
The following diagrams indicated the work flow of this project and the two outcomes: market categorization and asset gaps.

### IDENTIFY TARGET MARKETS



### ASSESS PRODUCT GAPS





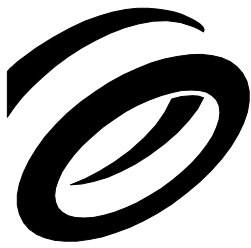
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## EXECUTIVE SUMMARY



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ISSUE or PROJECT

DESIRED FAVORABLE OUTCOME FROM MASC'S PERSPECTIVE

RATIONALE

DATA SOURCES



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### PHASE 1 (staff to complete)

1) How timely is the window of opportunity or threat of missing an opportunity?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

Would a favorable outcome:

2a) support the MASC's ability to perform its mission?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

2b) improve or weaken new and/or existing events (circle either "improve" or "weaken" whichever is appropriate)?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

2c) have a net positive effect on our body of partners (consider greater good)?

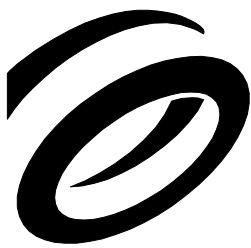
0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?



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2d) have a positive effect on our destination's reputation?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

2e) positively influence visitors when considering the greater Madison area?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

### PHASE 2 (staff to complete)

Would engaging on this issue (risk):

3a) create a risk to the MASC?

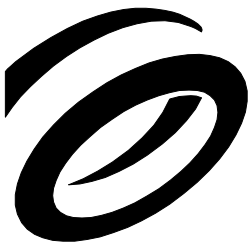
0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

3b) negatively impact MASC's reputation?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?



3c) negatively affect MASC's relationships with stakeholders, partners, or key funding bodies? Who? Why?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

Please consider the overall risk associated with the risk of engaging in this issue:

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

## PHASE 2 (continued)

Would engaging on this issue (reward):

4a) support our mission or support our ability to fulfill our mission?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

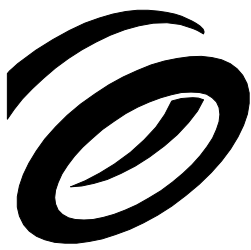
4b) enhance the reputation of the MASC?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

4c) assist our community, stakeholders and government to make a better decision regarding this issue/project?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very



Why or why not?

4d) benefit any of our stakeholders? Who? Why?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Who, Why or why not?

Please consider the overall risk associated with the reward of engaging in this issue:

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

### PHASE 3 (Committee to complete)

6) Would engaging on this issue create a risk to the MASC?

7) Does the committee need any further information or clarification to make an informed recommendation?

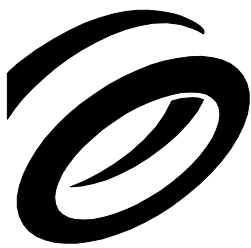
If the MASC Board decides to respond, become engaged or advocate:

8a) what resources are required?

8b) do we have data or opinions from any partners or stakeholders who would be negatively affected by our involvement in this issue?

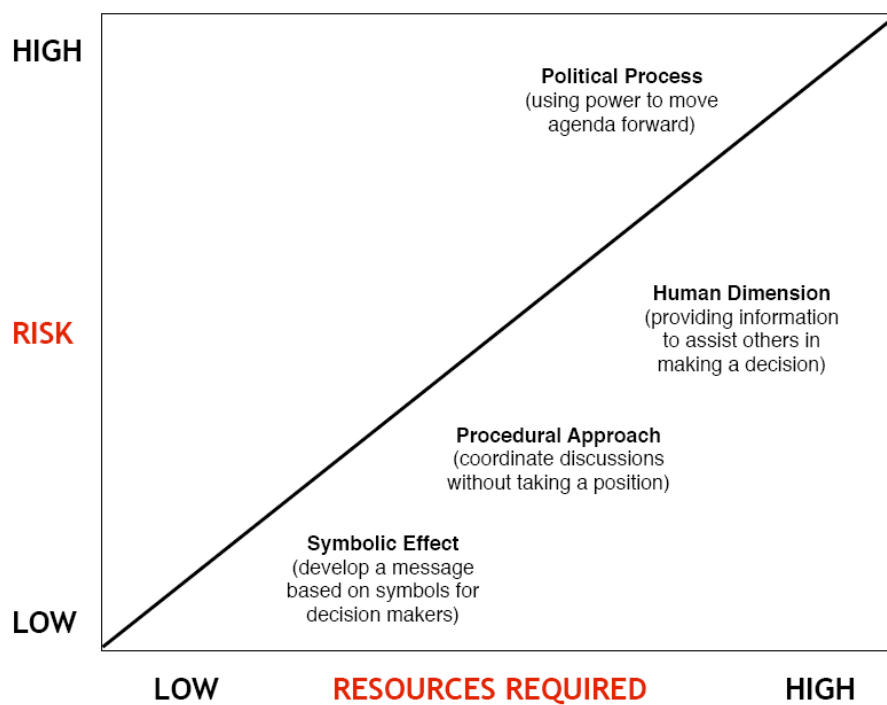
8c) what other organizations will respond? Who? What? When? How?

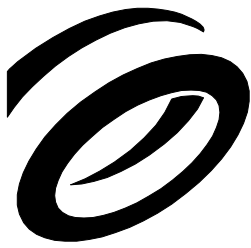




What will be our recommended relative level of response?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very





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The Sports Product Development Committee recommends:



# RESUME OF SUCCESS

Ironman Wisconsin - 2002 – 2018 (post 2018 contract extensions underway)

- This qualifying event for Ironman North America has been held in Madison since 2002
- 30,000 attendees and spectators
- \$2.3 million in annual direct spending impact

Ironman 70.3 Wisconsin – 2017, 2018

- 5,000 attendees
- \$1 million in annual direct spending impact

USTA Trampoline and Tumbling National Championships – 2012, 2017

- The 6,000 member organization hosted their National Championships in Madison. The 2012 event was the 3<sup>rd</sup> highest attended Championships in USTA History.
- 5,000 attendees
- \$1,129,000 in direct spending impact

WIAA Boys High School Basketball Championships (and other Tournaments) – Thru 2020

- In 2012, WIAA was contemplating moving their Girls & Boys Basketball Championships out of Madison. MASC led a collaboration (UW/UW Athletics, City of Madison, Dane County, etc.) to ensure we had the facilities and support to host their events and offer excellent fan experience. WIAA chose to keep the Boys tournament in Madison and signed agreements with UW Madison with all other UW Athletics-based WIAA tournaments thru 2020.
- 96,000 tickets sold/80,000+ attendees
- \$6 million annual direct spending impact

Adaptive Sports USA National Junior Disability Championships– 2016, 2017

- 600 attendees
- \$370,764 direct spending impact

Reebok CrossFit Games – 2017, 18, 19

- In 2017, the CrossFit craze will come to Madison. After its inaugural run at the StubHub Center in California, the national Games will be in Madison beginning in August 2017. This increasingly important, functional fitness movement will hold its annual championships on the Alliant Energy Center campus.
- 640 Athletes
- 60,000 spectators
- 12,000 Room nights
- \$7.2 direct spending impact

Examples of other events hosted:

- USA Climbing Bouldering Series National Championships
- ESPN Great Outdoor Gales
- Tug of War International
- National Kidney Foundation's US Transplant Games
- USA Cycling – 6 events including Cyclocross
- USA Ultimate National Championships
- World Team Wrestling
- Big 10 Wrestling Championships
- US Lacrosse

# FUTURE SPORTING EVENTS

- 2017 US Trampoline and Tumbling National Championships – June
- Ironman Wisconsin 70.3 - June
- 2017 US Twirling National Championships – July
- 2017 National Junior Disability Championships - July
- 2017 Reebok CrossFit Games – August
- 2017 Ironman Wisconsin - September



## Board of Directors 2017 Meeting Schedule

### BOARD MEETINGS

7:45 – 9:30 AM  
GMCVB Capitol View Room

*Expected Attendees :*  
*All board members*

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Thursday, 2 February 2017

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Thursday, 6 April 2017

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*TENTATIVE – MASC New Director Orientation*  
Tuesday, 28 March 2017  
8:00-10:00 a.m.  
GMCVB Capitol View Room

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Thursday, 25 May 2017

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Thursday, 20 July 2017

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Thursday, 28 September 2017

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Thursday, 21 December 2017

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### OFFICERS' MEETINGS

Noon-1:30 PM  
GMCVB Capitol View Room

*Expected Attendees :*  
*Chair, Vice Chair, Secretary, Treasurer*

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Thursday, 12 January 2017  
CANCELLED

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Thursday, 02 March 2017  
CANCELLED

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Thursday, 27 April 2017\*  
8:00-10:00 a.m.

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Thursday, 15 June 2017

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Thursday, 17 August 2017

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Thursday, 7 December 2017

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\* Indicates meeting deviates from regular schedule.



## Board of Directors

April 1, 2017-March 31, 2018

### Deb Archer

President & CEO – GMCVB & MASC  
615 E. Washington Ave., Madison 53703  
work 608.258.4944 > cell 608.575.7003  
archer@visitmadison.com  
Term – serves per bylaws

### Chris Armstrong, Chair

President – Avante Properties  
120 E. Lakeside St., Madison 53715  
work 608.294.4086 > cell 608.445.2769  
chris@avanteproperties.com  
Term expires 31 March 2018

### Turina Bakken

Provost – Madison College  
1701 Wright Street, Madison 43704  
work 608.256.6516 > cell 608.358.8146  
bakken@madisoncollege.edu  
First Term expires 31 March 2019

### Lauren Birkel

Owner – Orange Shoe Personal Fitness  
1 East Main Street, LL1, Madison 53703  
work 608.692.9893  
lbirkel@orangeshoe.com  
First Term expires 31 March 2019

### Joseph W. Boucher, Vice Chair

Shareholder – Neider & Boucher, SC  
University Research Park, 401 Charmany Dr.  
Ste. 310 Madison 53719  
work 608.661.4535 > cell 608.345.5370  
joseph.w.boucher@gmail.com  
Term expires 31 March 2018

### Doug Chickering, Immediate Past Chair

Retired – WIAA  
9059 Bentley Green, Verona 53593  
home 608.497.1249 > cell 715.498.0683  
dougchickering@gmail.com  
Third Term expires 31 March 2018

### Jane Clark, Secretary

Attorney – Clark & Gotzler, Attorneys at Law  
10 E. Doty St., Madison WI 53703  
work (866) 223-8808 > cell 608.335.5241  
jclark@clarkgotzler.com  
Term expires 31 March 2018

### Rob Crain, Treasurer

Manager, Economic Development and Account  
Management – Alliant Energy  
4902 N. Biltmore Ln., Madison 53718  
work 608.458.4469 > cell 608.444.8519  
robertcrain@alliantenergy.com  
Term expires 31 March 2018

### Craig Fenrick

Senior Vice President, Energy Operations – Madison Gas  
& Electric Company  
133 S. Blair Street, Madison 53703  
Work 608.252.7959  
cfenrick@mge.com  
Second Term expires 31 March 2020

### Terry Gawlik

Senior Associate Athletic Director for Sports  
Administration – UW Intercollegiate Athletics  
1440 Monroe St., Madison 53711  
Work 608.262.1866  
tlg@athletics.wisc.edu  
Second Term expires 31 March 2020

### Jason Ilstrup

General Manager – HotelRED  
1501 Monroe St., Madison 53711  
work 608.819.8228  
gm@hotelred.com  
First Term expires 31 March 2019

### Eric Lund

CEO, Owner – S&L Hospitality  
230 Horizon Drive, Ste. 102B, Verona 53593  
work 608.845.9998 > cell 608.220.6122  
elund@slhosp.com  
First Term expires 31 March 2019

### Cory Mace, Middleton Appointee

Regional Sales Manager – North Central Group  
579 D'Onofrio Dr., Ste. 105, Madison 53719  
work 608.662.3654  
cmace@ncghotels.com

### Mac McGilvray, Verona Appointee

Alder, City of Verona  
230 Ridge View Trail  
Verona, WI 53593  
Work 608.220.2858 > Cell 608.220.8001  
macmcgilvray@gmail.com

### Members of Executive Committee

Per bylaws, 7-director minimum; officers serve 2-year term; directors may serve 2, 3-year terms



## Board of Directors

April 1, 2017-March 31, 2018

### **Terry Murawski**

*Financial Services Professional – Murawski & Associates*  
525 Junction Road, Ste. 8100 North Tower, Madison 53717  
work 608.828.4347 > cell 608.212.1019  
tmurawski@financialguide.com  
Second Term expires 31 March 2019

### **Justin F. Oeth, *Fitchburg Appointee***

*Attorney – Reinhart Boerner Van Deuren S.C.*  
22 E. Mifflin St., Ste. 600, Madison 53703  
work 608.229.2250 > cell 608.345.5241  
joeth@reinhartlaw.com

### **Julie Peterman, *Middleton Appointee***

*Director of Tourism – Middleton Tourism Commission*  
1811 Parmenter St., Middleton 53562  
work 608.821.8310  
jpeterman@ci.middleton.wi.us

### **Elise Clancy Ruoho**

*Partner – Pines Bach LLP*  
122 W. Washington Ave., Ste. 900, Madison 53703  
work 608.251.0101 > cell 608.445.0956  
eruoho@pinesbach.com  
First Term expires 31 March 2020

### **Steve Scadden, *GMCVB Appointee***

*General Sales Manager – Morgan Murphy Media*  
7025 Raymond Road, Madison 57319  
work 608.277.5118 > cell 608.279.3333  
sscadden@wisctv.com

### **Marc Sherry**

*Manager of Sports Rehabilitation – UW Health,*  
*Sports Medicine*  
4602 Eastpark Blvd., Madison, 53718  
work 608.440-6291 > cell 608.225-9302  
msherry@uwhealth.org  
First Term expires 31 March 2020

### **Vince Sweeney**

*President – Sweeney & Associates LLC*  
938 Sauk Ridge Trail, Madison 53717  
*Vice President for Communications –*  
*Wisconsin Foundation and Alumni Association*  
1848 University Ave., Madison 53726-4090  
cell 608.279.4430  
vince@vinesweeney.com  
First Term At Large expires 31 March 2019

### **Joel Weitz**

*Owner, President, & PGA Professional –*  
*Vitense Golf and*  
5501 Schroeder Rd., Madison 53711  
work 608.271.1411 > cell 608.692.6992  
jweitz@vitense.com  
Second Term At Large expires 31 March 2020

#### **Members of Executive Committee**

*Per bylaws, 7-director minimum; officers serve 2-year term; directors may serve 2, 3-year terms*

## SPORTS SALES LEAD



Lead #: 115187  
Report Date: 08/17/2015

Sales Manager: Jamie Patrick , patrick@madisonsports.org  
Respond By: 08/26/2015

Account: USA Volleyball  
Meeting Name: 2020 USA Volleyball High Performance & NORCECA Championships

Contact: Tom Pingel, Managing Director High Performance Indoor National Programs

Address: 4065 Sinton Road  
Ste. 200  
Colorado Springs, CO 80907  
UNITED STATES <http://www.usavolleyball.com>

Phone: (719) 228-6800  
Fax: (719) 228-6899  
E-mail: [tom.pingel@usav.org](mailto:tom.pingel@usav.org)

Meeting Dates: 07/16/2020 - 07/26/2020  
Alternate Dates: ( - ) or ( - )  
Total Attendance: 4000  
Peak Night Rooms: 750  
Total Room Nights: 4670

Event Category: Sporting Events  
Market Segment: Sports/Athletic & Recreation  
Event Class:  
Preferred Location: AEC

## Room Forecast:

	Thu, 7/16	Fri, 7/17	Sat, 7/18	Sun, 7/19	Mon, 7/20	Tue, 7/21	Wed, 7/22
<b>Rooms Requested</b>	10	10	50	50	50	750	750
	Thu, 7/23	Fri, 7/24	Sat, 7/25	Sun, 7/26	Mon, 7/27	Tue, 7/28	Wed, 7/29
<b>Rooms Requested</b>	750	750	750	750			

Organization Description: USA Volleyball (USAV) is the National Governing Body (NGB) for the sport of volleyball in the United States and is recognized as such by the Federation International de Volleyball (FIVB) and the United States Olympic Committee (USOC).

Additional Comments: Room block for teams and spectators should include a \$10 rebate payable to USA Volleyball. USAV typically uses a housing services, please include 10% commission for housing services. Rooms needed are double double.

Hourly Transportation from airport to accommodations for region teams staying at host hotels on arrival and departure days and local transportation to competition and meetings site (Alliant Energy Center) needed for all teams. Teams typically have play twice a day have large windows of open time during the day.

Airport transportation for International Teams and Hawaii Teams up to 3 days before and 2 days after competition.

Meals for international teams needed during their stay (8-10 teams, 12-16 ppl per team)

Comp rooms for officials.

Action Requested: Please send your proposals to Jamie Patrick at the Madison Area Sports Commission no later than August 26. Please review the comments and reflect in your proposal your ability to assist with the various groups.



## Meeting Requirements:

Schedule of Events: July 19-24, 2020 NORCECA Championships  
July 21-25, 2020 HP Championships

Monday or Tuesday: Opening Ceremonies  
Practice and competition daily from 7am-11pm each day

Decision Date: 06/29/2016

Competitive Sites:

Meal Information:

Show Information:

Decision Procedure:

Meeting History: 2015 - Des Moines, IA  
2014 - Tulsa, OK  
2011 - Tucson, AZ (rates were \$69-\$109)  
2010 - Wisconsin Dells  
2009 - Ft. Lauderdale  
2008 - Tucson, AZ  
2007 - Ft. Lauderdale

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Please Copy: Jamie Patrick  
Phone: 608.441.2621  
FAX: 608.441.7016  
Email: patrick@madisonsports.org

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-- PLEASE SEND ALL CORRESPONDENCE TO THE GMCVB --

GMCVB sales leads, changes and related information are confidential and may not be reproduced or distributed outside the individual business establishment receiving these materials. Non-compliance may result in GMCVB partnership suspension.

**Log in to GMCVB Partner Extranet:** <http://extranet.madison.simpleviewcrm.com/leads/index.cfm>

## GMCVB & MASC Confirmed Events Occurring in 2017

Account Name	Lead Name	Event Start Date	Attend	Total Rooms	Direct Spending	Headquarter Facility
Upledger Institute	Health Care Seminar 2017	1/4/2017	50	60	\$14,500	Marriott West
L & L Exhibition Management	2017 Madison Home Expo	1/5/2017	8,000	60	\$695,652	Monona Terrace
Team Champion	Madtown 1-Day Challenge	1/7/2017	400	10	\$26,265	Alliant Energy Center
Lead Wisconsin	Lead Wisconsin - Local Elected Leadership Summit	1/13/2017	80	10	\$6,495	Hilton Garden Inn
MYHockey	2017 MYHockey MidWinter Classic	1/13/2017	650	900	\$287,422	Sun Prairie Ice
International Performing Arts for Youth	2017 Intl Performing Arts For Youth Showcase	1/15/2017	400	950	\$324,985	Madison Concourse
Wisconsin Soc for Human Resource Mgmt	Legislative Day on the Hill 2017	1/17/2017	100	50	\$15,302	Park Hotel
Wisconsin Child Care Administrators Assoc	January Board Meeting 2017	1/18/2017	25	14	\$5,212	Comfort Inn East
Mad City Pond Hockey	2017 Mad City Pond Hockey Championships	1/19/2017	500	70	\$32,309	Esser Pond Mddltn
Askren Wrestling Academy	2017 Winter Classic	1/20/2017	1,000	175	\$140,719	Alliant Energy Center
Dane County UW-Extension	Organic Vegetable Production Conference	2/3/2017	200	50	\$36,313	Alliant Energy Center
North American Ice Fishing Circuit	2017 Madison Open Qualifier	2/3/2017	300	180	\$118,332	Edgewater
Wisconsin State Youth Bowling Association	2017 Youth State Bowling Championship	2/3/2017	4,500	4,540	\$3,071,300	Bowling Centers
Wisconsin Public Television	Garden Expo 2017	2/9/2017	20,000	530	\$1,565,229	Alliant Energy Center
L & L Exhibition Management	2017 Madison Remodel & Landscape Expo	2/15/2017	8,000	50	\$679,221	Monona Terrace
MYHockey	2017 MYHockey Presidents Cup	2/17/2017	650	900	\$295,219	Sun Prairie Ice
Wisconsin School Counselor Association	Annual Conference 2017	2/20/2017	1,200	765	\$590,268	Monona Terrace
Wisconsin Newspaper Association	2017 WNA/AP Convention & Tradeshow	2/21/2017	500	215	\$86,746	Marriott West
Hess Promotions	2017 New Product Showcase	2/23/2017	1,500	0	\$28,570	Alliant Energy Center
Gymfinity Children's Activity Center	2017 Dairy Aire Gymnastics Invitational	2/24/2017	1,200	100	\$130,399	Monona Terrace
Wisconsin Fishing Expo	2017 Wisconsin Fishing Expo	2/24/2017	20,000	140	\$1,477,258	Alliant Energy Center
Townsquare Media	2017 America On Tap	3/3/2017	5,000	0	\$327,703	Alliant Energy Center
Wisconsin Interscholastic Athletic Association	2017 WIAA Boys State Basketball Team Rooms	3/15/2017	350	623	\$183,975	UW Kohl Center
Madison Area Doll Club	2017 Madison Area Doll Show & Sale	3/17/2017	400	15	\$34,705	Alliant Energy Center
Committee on Accreditation of EMS Professions	CoAEMSP Strategic Planning Meeting	3/18/2017	16	28	\$7,157	Edgewater

Account Name	Lead Name	Event Start Date	Attend	Total Rooms	Direct Spending	Headquarter Facility
Madison Futsal League	Spring Cup 2017	3/18/2017	250	25	\$22,659	Verona Athletic Ctr
CrossFit, Inc.	2017 CrossFit Open Finale	3/19/2017	500	200	\$74,624	Monona Terrace
National High School Dance Festival	2017 Regional High School Dance Festival	3/22/2017	1,000	944	\$517,319	UW-Madison
Bonnier Corporation	Field & Stream Outdoor Life Deer & Turkey Expo	3/29/2017	25,000	360	\$3,075,008	Alliant Energy Center
Mary Kay Inc	Career Conference 2017	3/29/2017	2,000	186	\$405,158	Monona Terrace
UW Campus and Visitor Relations	UW Badger Family Spring Visit 2016	4/1/2017	3,000	1,700	\$960,511	UW-Madison
Pharmacy Society of Wisconsin	2017 Educational Conference	4/5/2017	250	90	\$60,758	Monona Terrace
Tecmo Bowl	Tecmo Madison XIII	4/7/2017	250	50	\$32,758	High Noon Saloon
Wisconsin Perfusion Society	24th Annual Spring Meeting	4/7/2017	250	240	\$79,632	Madison Concourse
Dairy Calf & Heifer Association	2017 Dairy Calf & Heifer Conference	4/10/2017	400	220	\$128,629	Marriott West
Wisconsin Assisted Living Association	WALA 2017 April 83.15 Administrators Course	4/10/2017	45	135	\$32,238	Crowne Plaza
Wisconsin Cheese Makers Association	2017 Wisconsin Cheese Industry Conference	4/10/2017	1,700	1,635	\$635,060	Alliant Energy Center
U.S. Academic Decathlon	National Competition	4/16/2017	650	1,020	\$461,840	Monona Terrace
Natl Council of Univ Research Administrators	NCURA Region IV 2017 Spring Meeting	4/22/2017	250	485	\$182,727	Madison Concourse
Epic	2017 XGM - Week 1	4/23/2017	4,700	8,151	\$3,482,755	Epic Conference Ctr
SkillsUSA Wisconsin Association	State Leadership and Skills Conference 2017	4/24/2017	1,500	695	\$505,071	Alliant Energy Center
UW-Madison Dance Department	90th Anniversary Celebration	4/26/2017	100	360	\$94,676	UW-Madison
Wisconsin Association of School Nurses	2017 WASN Spring Conference	4/26/2017	250	202	\$183,820	Monona Terrace
Wisconsin Holstein Association	2017 Midwest National Spring Show	4/26/2017	250	180	\$114,580	Alliant Energy Center
Madison Gay Hockey Association	2017 Classic Hockey Tournament	4/28/2017	100	30	\$16,857	Sun Prairie Ice
New Farm, Inc	Lew Sterrett Horse Event	4/29/2017	300	0	\$29,675	Alliant Energy Center
Epic	2017 XGM - Week 2	4/30/2017	4,300	6,730	\$3,225,578	Epic Conference Ctr
Sonic Foundry	2017 Mediasite User Conference	4/30/2017	300	745	\$258,974	Monona Terrace
Construction Specifications Institute	2017 CSI North Central Region Conference	5/4/2017	120	100	\$40,317	Park Hotel
Wisconsin Association of School Councils	2017 SHS State Conf & Competition Program	5/6/2017	900	300	\$285,124	Marriott West
American Public Works Association	2017 APWA WI Spring Conference	5/10/2017	300	120	\$86,772	Monona Terrace
AIA Wisconsin	Annual Convention 2017	5/16/2017	2,000	110	\$323,445	Monona Terrace
North American Chinese Basketball Association	2017 NACBA Tournament	5/25/2017	1,200	765	\$308,650	UW NAT & MSN Coll
Madison Festivals Inc	2017 Run Madtown	5/26/2017	4,500	798	\$290,791	Monona Terrace
Environmental Design Research Association	2017 EDRA Annual Conference	5/29/2017	500	890	\$406,776	Monona Terrace
Democratic Party of Wisconsin	2017 State Convention	6/1/2017	1,500	275	\$255,785	Marriott West
CU Water Cooler	Disruption '17 by CU Water Cooler	6/5/2017	150	70	\$30,557	Hyatt Place
Symp on Research in Child Language Disorders	38th Annual Conference - 2017	6/7/2017	300	490	\$188,131	Monona Terrace

Account Name	Lead Name	Event Start Date	Attend	Total Rooms	Direct Spending	Headquarter Facility
Wisconsin Interscholastic Athletic Association	2017 State Softball Championships Team Rooms	6/7/2017	600	300	\$119,509	UW Goodman Field
World Triathlon Corporation	2017 IRONMAN 70.3 Wisconsin	6/8/2017	5,000	2,300	\$1,081,405	Olin Park
Toppers Pizza, Inc. World Headquarters	2017 Annual Convention	6/11/2017	400	403	\$198,457	Monona Terrace
Broadjam, Inc.	Between the Waves Madison Music Festival & Conf	6/15/2017	350	470	\$167,623	UW-Madison
United States Trampoline & Tumbling Assoc	2017 National Championships	6/18/2017	3,000	1,225	\$1,189,718	Alliant Energy Center
Association of Wisconsin School Administrators	Wisconsin Quality Education Conference 2017	6/20/2017	500	323	\$291,200	Monona Terrace
American Society for Virology	36th Annual Meeting (2017)	6/22/2017	1,700	4,705	\$1,706,800	Monona Terrace
All-American Junior Sheep Show	2017 All-American Junior Sheep Show	6/28/2017	1,000	531	\$323,375	Alliant Energy Center
Cryogenic Engineering Conference	2017 CEC & International Cryogenic Materials Conf	7/6/2017	800	1,845	\$877,151	Monona Terrace
Wisconsin Holstein Association	2017 Wisconsin State Championship Show	7/7/2017	500	320	\$214,911	Alliant Energy Center
American Dairy Goat Association	2017 ADGA National Show	7/8/2017	500	595	\$365,331	Alliant Energy Center
U.S. Twirling Association	2017 U.S. Baton Twirling National Championships	7/8/2017	2,000	1,590	\$358,250	Alliant Energy Center
Antique Fan Collectors Association	2017 Fan Fair	7/12/2017	100	165	\$56,380	Marriott West
Adaptive Sports USA	Junior Nationals 2017	7/13/2017	600	1,000	\$435,618	Middleton H.S.
Lacrosse America	2017 Madison Capital Classic	7/13/2017	1,500	636	\$439,390	Reddan
Support Org Trisomy 18, 13 & Related Disorders	2017 SOFT Conference	7/17/2017	300	442	\$202,257	Madison Concourse
CrossFit, Inc.	2017 CrossFit Games	7/27/2017	35,000	12,889	\$7,179,367	Alliant Energy Center
Soil and Water Conservation Society	Annual Conference 2017	7/27/2017	450	635	\$344,983	Monona Terrace
American Meteorological Society	AMS 2017 Summer Community Meeting	7/31/2017	150	130	\$63,052	Madison Concourse
Madison Mini-Marathon L.L.C.	2017 Madison Mini-Marathon	8/17/2017	11,800	320	\$994,293	UW-Madison
LeMans Corporation	Showcase 2017	8/20/2017	1,000	1,530	\$761,393	Monona Terrace
Wisconsin Public Television	Quilt Expo 2017	9/5/2017	20,000	458	\$1,557,920	Alliant Energy Center
World Triathlon Corporation	IRONMAN Wisconsin 2017	9/5/2017	30,000	6,141	\$4,189,572	Monona Terrace
Working Western Horse Celebration	North Central WWHC 2017	9/7/2017	5,000	2,100	\$1,860,686	Alliant Energy Center
Wisconsin Housing and Economic Dev Authority	2017 Multi-Family Housing Conference	9/11/2017	600	100	\$92,415	Monona Terrace
Figure Skating Club of Madison	Madison Open 2017	9/14/2017	500	240	\$125,156	Sun Prairie Ice
Travel & Tourism Research Association	CenStates Chapter 2017 Annual Conference	9/17/2017	65	121	\$41,238	Madison Concourse
Regional Dance America	2018 RDA MidStates Festival - PLANNING MTG	9/21/2017	20	45	\$15,779	DoubleTree
Epic	2017 Users' Group Meeting (UGM)	9/24/2017	7,500	15,079	\$6,488,645	Epic Conference Ctr
Rural Mutual Insurance Company	Fall Sales Rally	9/28/2017	175	175	\$101,805	Madison Concourse
Private Event	Dietzel Wedding Block	10/6/2017	50	35	\$12,109	Wyndham Garden
Wisconsin Veterinary Medical Association	2017 WVMA Annual Convention - Room Block	10/11/2017	1,500	591	\$858,218	Alliant Energy Center

Account Name	Lead Name	Event Start Date	Attend	Total Rooms	Direct Spending	Headquarter Facility
National Assoc of Social Workers WI Chapter	Autumn 2017 Annual Conference	10/16/2017	375	50	\$49,714	Marriott West
Diocese of Madison	2017 Celebration	10/20/2017	3,000	0	\$61,441	Alliant Energy Center
Wisconsin Music Educators Association	Wisconsin State Music Conference 2017	10/25/2017	5,000	1,455	\$1,274,000	Monona Terrace
Wisconsin Interscholastic Horsemanship Assoc	2017 WIHA State Show	10/26/2017	750	250	\$200,772	Alliant Energy Center
Lord Of Love Church	Reformation Anniversary Celebration	10/29/2017	5,000	0	\$309,885	Alliant Energy Center
Women, Food and Agriculture Network	2017 WFAN Annual Conference	11/1/2017	200	93	\$55,556	Sheraton
Gamehole Con	Gamehole Con 2017 Overflow Block	11/2/2017	2,000	480	\$383,420	Alliant Energy Center
WI Dressage & Combined Training Assoc	2017 Eventing Clinic	11/2/2017	200	75	\$38,882	Alliant Energy Center
Madison Festivals Inc	2017 Madison Marathon	11/9/2017	8,000	435	\$494,476	Monona Terrace

**Total number Confirmed Events Occurring in 2017 = 99      291,021   99,013   \$62,560,662      as of 2/16/17**

# DEVELOPMENT 301:

## OUR APPROACH TO CONTINUOUS LEARNING & DEVELOPMENT

### PILLARS OF DEVELOPMENT

#### SPARK

We spark learning by intentionally creating and consistently delivering a network of well-rounded development tools, conversations, and opportunities that incite a desire to develop and grow.

#### ENGAGE

We engage each team member in the development process through a diverse learning platform that affords significant choice and authentic learning. We refer to this as learner-driven development.

#### SUSTAIN

We sustain development by utilizing a simple, yet powerful, learning model and by creating multiple opportunities for shared learning across the organization.

## ORGANIZATIONAL VALUES

Our core values form the very foundation of what we are all about and what expectations we uphold, and can be easily remembered using the acronym **LEAD-SR**.

#### LEADERSHIP

Every team member is a leader. We lead by example and with vision. We make decisions with our heads and hearts. We embody humility and trust. We seek first to understand, then to be understood. We offer considerate and constructive feedback with the pure intention of helping others become better leaders.

#### EXCELLENCE

We commit to excellence in the delivery of service and the destination experience. We anticipate needs and initiate progress and, in doing so, we “wow” the customer. Simply put, we Go>Beyond in all we do.

#### ACCOUNTABILITY

We are responsible, professional, ethical employees. Our focus is on building open and honest relationships, and delivering on our word. We set clear goals, measure our results and seek to improve so we can continue to deliver on our commitments and others’ expectations.

#### DEVELOPMENT

We develop to our fullest potential. We challenge ourselves to try new and different ways of working. We share our learnings with others, because we know the best way to deepen our learning is by teaching.

#### SERVICE

We seek to serve our team members, the visitor and our stakeholders. We find reward in giving back. We wisely manage our time and prioritize what’s important so that we are able to exceed expectations and take time out to make a positive impact in the Greater Madison area.

#### RENEWAL

We take time to reflect, renew, and re-energize so we can deliver our best at work and beyond. Because we value and uphold balance, we achieve success in the various roles that we play in life.

# VALUES AND COMPETENCIES

Competencies are important to this organization as they represent the skills and behaviors necessary to perform at an optimal level. These same skills and behaviors, or competencies, can be targeted for development through the new development program. This makes competencies important for you on two levels – performance and development. You'll find the new development program is rich in tools and resources that support your development and performance based on competencies that are most relevant for your role and that matter most to you.

## LEADERSHIP

Every team member is a leader. We lead by example and with vision. We make decisions with our heads and hearts. We embody humility and trust. We seek first to understand, then to be understood. We offer considerate and constructive feedback with the pure intention of helping others become better leaders.

### Leadership Competencies

- > Active Listening
- > Influence
- > Visioning
- > Strategic Thinking

## EXCELLENCE

We commit to excellence in the delivery of service and the destination experience. We anticipate needs and initiate progress and, in doing so, we "wow" the customer. Simply put, we Go>Beyond in all we do.

### Excellence Competencies

- > Energy/Drive
- > High Standards
- > Initiative
- > Communicativeness
- > Diplomacy
- > Customer Orientation

## ACCOUNTABILITY

We are responsible, professional, ethical employees. Our focus is on building open and honest relationships, and delivering on our word. We set clear goals, measure our results and seek to improve so we can continue to deliver on our commitments and others' expectations.

### Accountability Competencies

- > Integrity
- > Relationship Building
- > Results Orientation

## DEVELOPMENT

We develop to our fullest potential. We challenge ourselves to try new and different ways of working. We share our learnings with others, because we know the best way to deepen our learning is by teaching.

### Development Competencies

- > Self-Objectivity
- > Learning Agility
- > Change Mastery

## SERVICE

We seek to serve our team members, the visitor and our stakeholders. We find reward in giving back. We wisely manage our time and prioritize what's important so that we are able to exceed expectations and take time out to make a positive impact in the Greater Madison area.

### Service Competencies

- > Team Player
- > Sensitivity

## RENEWAL

We take time to reflect, renew, and re-energize so we can deliver our best at work and beyond. Because we value and uphold balance, we achieve success in the various roles that we play in life.

### Renewal Competency

- > Organizational Planning

# MADISON

GOING > BEYOND > VISIT™

GREATER MADISON CONVENTION & VISITORS BUREAU

22 E. MIFFLIN STREET, SUITE 200  
MADISON, WI 53703

VISITMADISON.COM

## DECISION-MAKING FILTERS OVERVIEW

### *Objectives*

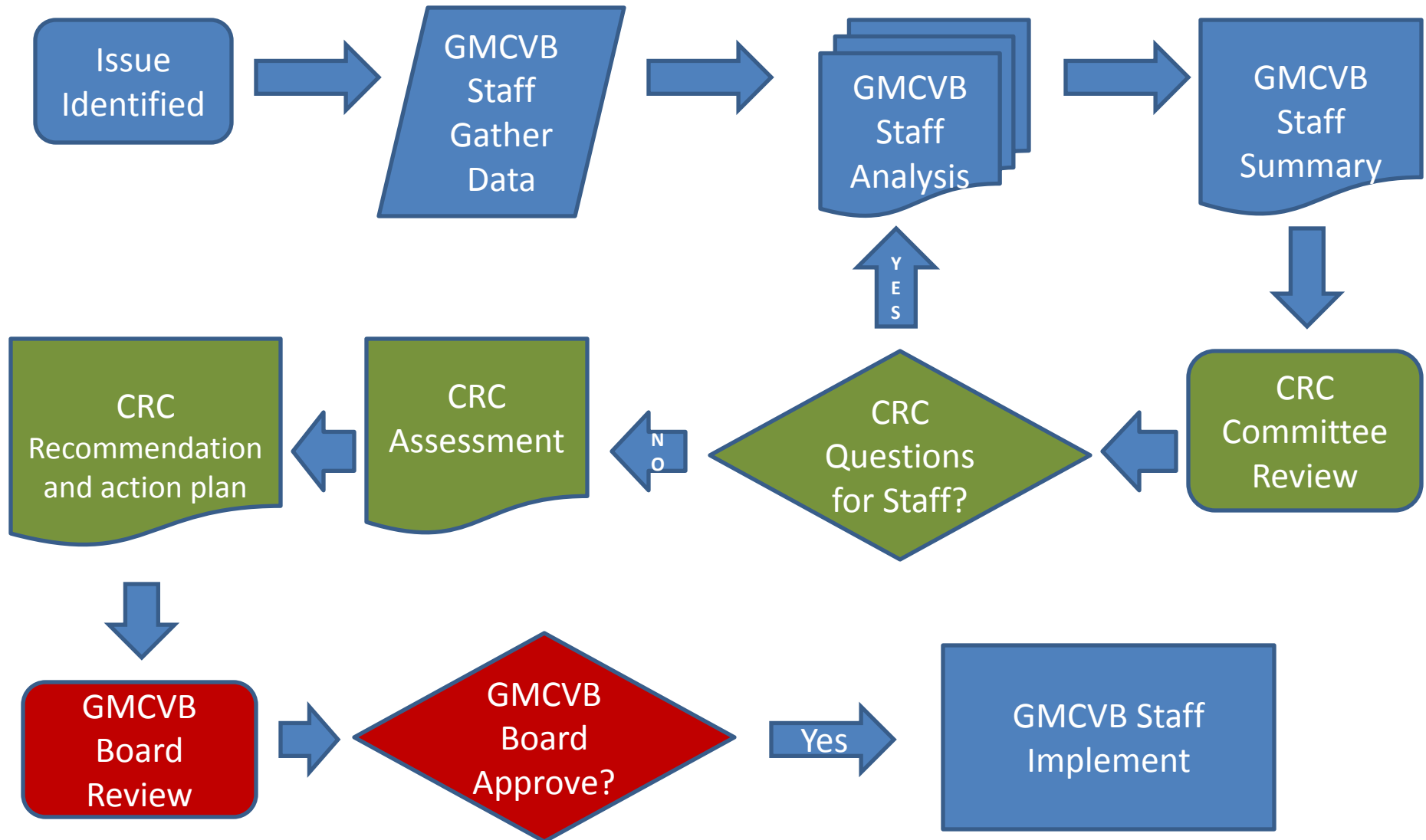
- > Provide foundation and support for Community Relations Committee work and Committee goals
- > Create process which establishes GMCVB as credible and valued resource on relevant public policy issues and discussions.
- > Establish a transparent and open process to discuss relevant public policy issues or projects
- > Establish a process that will result in credible and justifiable public policy recommendations, opinions or actions
- > Provide relevant input and information to community organizations, leaders and elected officials for issues, projects or decisions which could impact tourism industry and/or visitors

### *Phases*

1. Staff analysis of issue
2. Staff summary of issue analysis
3. Committee review of staff work
4. Committee recommendations and action plan development
5. Board review and action approval
6. Implementation



# Decision Making Process Flow



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## EXECUTIVE SUMMARY

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ISSUE

DESIRED FAVORABLE OUTCOME FROM CVB'S PERSEPECTIVE

RATIONALE

DATA SOURCES

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**PHASE 1 (staff to complete)**

1) Would the future viability of the GMCVB be threatened by an unfavorable outcome on this issue?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

2) How timely is the threat or window of opportunity?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

Would a favorable outcome:

3a) support the GMCVB's ability to perform its mission?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

3b) improve the GMCVB's revenue stream?

0 1 2 3 4 5 6 7 8 9

Not at all

Neutral

Very

Why or why not?

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3c) have a net positive effect on our body of partners (consider greater good)?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

3d) have a positive effect on our destination's reputation?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

3e) positively influence visitors when considering the greater Madison area?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

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**PHASE 2 (staff to complete)**

Would engaging on this issue (risk):

4a) create a risk to the GMCVB?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

4b) negatively impact GMCVB reputation?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

4c) have a net negative affect our body of stakeholders (consider greater good)?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

4d) negatively affect our relationships with stakeholders, partners, or key funding bodies? Who? Why?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

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Please consider the overall risk associated with the risk of engaging in this issue:

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

**PHASE 2 (continued)**

Would engaging on this issue (reward):

5a) support our mission or support our ability to fulfill our mission?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

5b) enhance the reputation of the GMCVB?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

5c) assist our community, stakeholders and government to make a better decision?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

5d) benefit any of our stakeholders? Who? Why?

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

Why or why not?

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Please consider the overall risk associated with the reward of engaging in this issue:

0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very

**PHASE 3 (Committee to complete)**

6) Would engaging on this issue create a risk to the GMCVB?

7) Does the committee need any further information or clarification to make an informed recommendation?

If the GMCVB Board decides to respond:

8a) what resources are required?

8b) do we have data or opinions from any partners or stakeholders who would be negatively affected by our involvement in this issue?

8c) what other organizations will respond? Who? What? When? How?

What will be our recommended relative level of response?

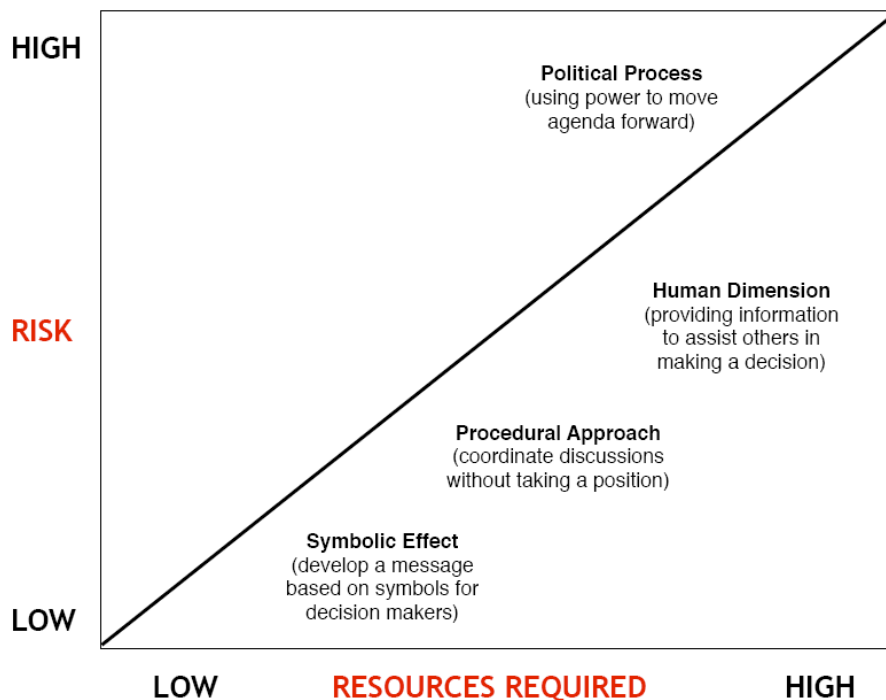
0 1 2 3 4 5 6 7 8 9  
Not at all Neutral Very



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The Community Relations Committee recommends:

# MASC COLLATERAL PIECES

Card

Brochure

<b><u>NAME</u></b>	<b><u>EXT.</u></b>	<b><u>POSITION</u></b>	<b><u>DIRECT #</u></b>	<b><u>FAX #</u></b>	<b><u>CELL #</u></b>
Andler, Michelle	3948	Director of HR & Operations	441.3948	441.7005	608.235.6010
Archer, Deb	4944	President/CEO	258.4944		608.575.7003
Beauchamp, Julie	2634	HR/Operations Assistant (PT)	441.2634		608.338.3600
Bristol, Rick	3940	Visitor Services Representative (PT)	441.3940		608.661.7434(h)
Burgermeister, Corinne	2636	Social Media Coordinator	441.2636		414.916.1099
Custer, Ann	2627	Accountant	441.2627		608.316.5384
Dale, Kate	3946	Senior Marketing Manager, MASC	441.3946		608.279.8707
Frankel, Judy	3958	Dir. Of Public Relations & Communications	441.3958		608.770.1952
Freund, Jon	3960	Accounting & Information Systems	395.3960		608.347.2923
TBD		Convention Sales Manager			
Hartmann, Kate	2637	Digital Marketing Specialist	441.2637		608.393.2686
TBD	3945	IT Support Specialist	441.3945		608.424.8175
Holcomb, Jeff	3941	Senior Convention Sales Manager	441.3941		608.513.4332
Holstein, Brandon	3950	Account Manager, MASC	441.3950		715.456.0804
TBD	2639	Administrative Assistant (PT)	441.2639		
TBD	2620	Director of Marketing	441.2620		608.279.9707
LaPlante, Amy	2631	Graphic Designer	441.2631		608.438.7977
Lemmers, Sarah	3943	Convention Sales Manager	441.3943		920.716.0690
Lenz, Curt	2626	PR & Communications Coordinator	441.2626		608.444.8086
Madayag-Ard, Katrin	3955	Organizational Research Manager	441.3955		847.772.9793
Martin, Maureen	3959	Partnership Program Manager	441.3959		414.303.3452
Morgenthaler, Diane	2622	Executive VP	441.2622	441.7017	608.843.7543
O'Neal, Stephanie	3953	Executive Assistant	441.3953		608.256.6108(h)
Patrick, Jamie	2621	Vice President, MASC	441.2621	441.7016	608.572.4751
TBD	3942	Director of Sales	441.3942		
Reichert, Eric	3944	AEC Account Manager	441.3944		920.382.5271
Rowe, Monique	3951	Covention & Event Servicers Manager	441.3951		
TBD	2624	VP of Sales & Services	441.2624		
Schneck, Mike	2625	Graphic Designer (PT – mornings)	441.2625		608.335.2376
Senz, Laura	3957	Convention & Event Services Manager	441.3957	441.7010	608.347.5643
Stauffacher, Bekah	2623	Services Manager	441.2623	258.4950	608.215.5438
Vail, Keegan	2635	Partnership Assistant	441.2635		317.468.5112
Vanden Brook, Julie	3956	Convention Sales Coordinator	441.3956	441.7007	608.712.2445
Vanderloo, Darsee	3947	Organizational Events Manager	441.3947	441.7014	608.609.2726
Ward, Julie	2633	Marketing Coordinator (PT – mornings)	441.2633		608.345.2146
Weiser, Maggie	3940	Visitor Services Representative (PT)	441.3940		715.340.2188
Wensing, Kristin	3954	Director of Partnerships	441.3954		608.658.3725
Ziegler, Danielle	2630	Convention Sales Manager	441.2630		630.258.0911
*Mommaerts, Mandy (contract)		Ironman Volunteer Manager	ironmanvolunteers@madisonsports.org		



## GMCVB Phone List

### Our Numbers

800.373.6376  
608.255.2537  
Fax: 608.258.4950

### Conference Rooms:

Back Porch: 608..395.3990  
Capitol View: 608.441.3952  
Inspiration: 608. 258.4951  
Isthmus: 608.258.5901

Alliant EC 267.3976

Better Business Bureau - WI  
608.268.2221

Chamber of Commerce  
443-1943

City Clerk 266.4601

Dane County Regional Airport  
-booth 246.3380 x1193  
-direct 242.0493

Dept. of Tourism  
201 W. Washington  
PO Box 8690  
Madison, WI 53708  
800.372.2737  
266.2161

Downtown Madison (DMI)  
255.1008

DNR 888.936.7463

Monona Terrace 261.4000

Police (non-emergency)  
266.4275

Travel Wisconsin 800.432.8747

UW Campus Asst. 263.2400

UW Welcome Center  
Union South  
1308 W. Dayton  
263.7890

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## GLOSSARY OF TERMS

### LOCAL ORGANIZATIONS, COMMITTEES, & INTERNAL TOOLS

AceProject	Internal project and process management tool	<a href="http://www.aceproject.com">www.aceproject.com</a>
AEC	Alliant Energy Center	<a href="http://www.alliantenergycenter.com">www.alliantenergycenter.com</a>
BID	Madison's Central Business Improvement District	<a href="http://www.visitdowntownmadison.com">www.visitdowntownmadison.com</a>
BOE	City of Madison Board of Estimates	<a href="http://www.cityofmadison.com/mayor/myCommit">www.cityofmadison.com/mayor/myCommit</a>
Event Assistance	City of Madison MT Event Booking Assistance Advisory Cmte	<a href="http://www.cityofmadison.com/mayor/myCommit">www.cityofmadison.com/mayor/myCommit</a>
CRM, Simpleview	Internal relationship database	<a href="http://www.simpleviewinc.com">www.simpleviewinc.com</a>
DC Sports Fund	Dane County Capital Sports Development Fund	<a href="http://www.co.dane.wi.us">www.co.dane.wi.us</a>
DMI	Downtown Madison Inc	<a href="http://www.downtownmadison.org">www.downtownmadison.org</a>
Downtown Hotel	City of Madison Downtown Hotel Feasibility Study Committee	<a href="http://www.cityofmadison.com/mayor/myCommit">www.cityofmadison.com/mayor/myCommit</a>
EDC	City of Madison Economic Development Commission	<a href="http://www.cityofmadison.com/mayor/myCommit">www.cityofmadison.com/mayor/myCommit</a>
GMCC	Greater Madison Chamber of Commerce	<a href="http://www.greatermadisonchamberofcommerce.com">www.greatermadisonchamberofcommerce.com</a>
MFI	Madison Festivals Inc	<a href="http://www.madisonfestivals.com">www.madisonfestivals.com</a>
MT	Monona Terrace	<a href="http://www.mononaterrace.com">www.mononaterrace.com</a>
Room Tax, TOT	City of Madison Transient & Occupancy Tax Study Committee	<a href="http://www.cityofmadison.com/mayor/myCommit">www.cityofmadison.com/mayor/myCommit</a>

### INDUSTRY ORGANIZATIONS, CONVENTIONS, & TRADESHOWS

ACTE	Association of Corporate Travel Executives	<a href="http://www.acte.org">www.acte.org</a>
AMC Institute	Association of Management Companies Institute	<a href="http://www.amcinstitute.org">www.amcinstitute.org</a>
ASAE	American Society of Association Executives	<a href="http://www.asaecenter.org">www.asaecenter.org</a>
CESSE	Council of Engineering and Scientific Society Executives	<a href="http://www.cesse.org">www.cesse.org</a>
CIC	Convention Industry Council	<a href="http://www.conventionindustry.org">www.conventionindustry.org</a>
CSPI	Convention Sales Professionals International	<a href="http://www.cspionline.org">www.cspionline.org</a>
DMAI	Destination Marketing Association International	<a href="http://www.destinationmarketing.org">www.destinationmarketing.org</a>
ESPA	Event Service Professionals Association	<a href="http://www.acomonline.org">www.acomonline.org</a>
HMS	Hartford Madison Spokane partnership	<a href="http://www.hartfordmadisonspokane.com">www.hartfordmadisonspokane.com</a>
HSMAI	Hospitality Sales & Management Association International	<a href="http://www.hsmai.org">www.hsmai.org</a>
IAVM	International Association of Venue Managers	<a href="http://www.iavm.org">www.iavm.org</a>
MPI / WMPI	Meeting Professionals International / Wisconsin Chapter of MPI	<a href="http://www.mpiweb.org">www.mpiweb.org</a> / <a href="http://www.mpiwi.org">www.mpiwi.org</a>
MTWA	Midwest Travel Writers Association	<a href="http://www.mtwa.org">www.mtwa.org</a>
NASC	National Association of Sports Commissions	<a href="http://www.sportscommissions.org">www.sportscommissions.org</a>
NOA	Nursing Organizations Alliance	<a href="http://www.nursing-alliance.org">www.nursing-alliance.org</a>
PCMA	Professional Convention Management Association	<a href="http://www.pcma.org">www.pcma.org</a>
PMI	Project Management Institute	<a href="http://www.pmi.org">www.pmi.org</a>
SATW	Society of American Travel Writers	<a href="http://www.satw.org">www.satw.org</a>
TEAMS	Travel, Events and Management in Sports	<a href="http://www.sportstravelmagazine.com">www.sportstravelmagazine.com</a>
USTA	United States Travel Association (formerly TIA)	<a href="http://www.ustravel.org">www.ustravel.org</a>
WACVB	Wisconsin Association of Convention & Visitors Bureaus	<a href="http://www.escapetowisconsin.com">www.escapetowisconsin.com</a>
WDE	World Dairy Expo	<a href="http://www.world-dairy-expo.com">www.world-dairy-expo.com</a>
WH&LA	Wisconsin Hotel & Lodging Association	<a href="http://www.wisconsinlodging.org">www.wisconsinlodging.org</a>
WIDOT	Wisconsin Department of Tourism	<a href="http://www.industry.travelwisconsin.com">www.industry.travelwisconsin.com</a>
WIGCOT	Wisconsin Governor's Conference on Tourism	<a href="http://www.wigcot.org">www.wigcot.org</a>
WRA	Wisconsin Restaurant Association	<a href="http://www.wirestaurant.org">www.wirestaurant.org</a>
WSAE	Wisconsin Society of Association Executives	<a href="http://www.wsae.org">www.wsae.org</a>
WSDC	Wisconsin Sports Development Corporation	<a href="http://www.sportsinwisconsin.com">www.sportsinwisconsin.com</a>

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## GLOSSARY OF TERMS

### INDUSTRY TERMS & ACRONYMS

ADR	Average daily rate (a measure of hotel profitability)
BID	Business Improvement District
Carrying capacity	Amount of visitors accommodated with lodging, dining, roads, parking, etc.
Conversion	Closing the sale
Cultural tourism	Travel for the purpose of learning about area's heritage
CVA	Convention & Visitors Association
CVB	Convention & Visitors Bureau
Day visitors / daytrippers	Visitors who arrive and leave the same day
DMO	Destination Marketing / Management Organization, usually nonprofit or public sector
EDC	Economic Development council / corporation
FAM / Familiarization Trip	Complimentary or reduced rate travel program for travel writers, group tour operators, travel agents, airline or rail employees or other travel buyers, to acquaint them with the destination and stimulate sale
Leisure visitor	Visitors traveling for pleasure and not under any obligations to specific destinations or facilities
M&C	Meetings & conventions
Occupancy rate	Percent of available hotel rooms sold during a particular span of time
Rack card	Typical tourism brochure
Rack rate	Official cost of a room posted by a hotel (but rarely paid by groups)
RevPAR	Revenue per available room, a hotel performance measure
RFP	Request for proposal
RFQ	Request for qualifications
ROI	Return on Investment
Site visit	Exploratory trip to destinations begin considered as sites for events
SMERF	Segment of market for social, military, educational, religious, and fraternal groups
STR Reports	Measurement by Smith Travel Research of hotel performance
TAP report	Report by Trends Analysis Projections that measure group sales booking pace
Third party planners	Intermediary companies such as Conference Direct, Experient, and others that act between group planners and suppliers (DMOs, CVBs, etc.), charge client commission on hotel room usage or other contracts
TID	Tourism improvement district
TIF	Tax incremental financing
TOT	Transient occupancy tax (room tax)
VCB	Visitors & convention bureau
VFR	Visiting friends and relatives

### INDUSTRY CERTIFICATIONS / DESIGNATIONS

CAE	Certified Association Executives (bestowed by ASAE)
CDME	Certified Destination Management Executive (bestowed by DMAI), also FCDME – Fellow of CDME
CEM	Certified Exhibition Manager
CFM	Certified Facilities Manager (bestowed by IAVM)
CMP	Certified Meeting Professional (bestowed by MPI / Convention Liaison Council)
CSM	Convention Services Manager
CSEE	Certified Sports Event Executive
DMAP	Destination Marketing Accreditation Program (bestowed by DMAI)
FCDME	Fellow CDME (bestowed by DMAI)



MADISON AREA  
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# AGENDA

MASC BOD Meeting

Wednesday, 14 December 2016, 7:45-9:30AM

GMCVB/MASC Offices, Capitol View Room

22 E. Mifflin Street, Suite 200, Madison

## SAMPLE Board Agenda

AGENDA TOPIC	ACTION	OWNER	TIME
<b>CALL TO ORDER</b>		Chair Armstrong	7:45 AM
1. Welcome	Welcome	Armstrong	7:45 AM 1 min
2. Minutes from Last Meeting – 19 October 2016	Approve	Clark	7:46 2 min
<b>AGENDA</b>			
<b>STRATEGIC TOPICS</b>			
3. 2017 Budget & Business Plan	Presentation; Discussion <i>Recommend</i> <i>Approval</i>	Archer, Patrick, Morgenthaler	7:48 30 min
4. Product Development: • SPDC • AEC • Women's Sports Hall of Fame	Discuss	Crain, Patrick, Shimanski	8:18 15 min
<b>GOVERNANCE and OPERATIONS</b>			
5. Board Development	Update	Armstrong, Archer	8:33 5 min
6. YTD Financials	Present	Crain, Freund	8:38 10 min
<b>SALES, MARKETING &amp; PROGRAMS</b>			
7. Sales Activities	Present	Patrick	8:48 20 min
8. Event & Organization Marketing:	Present	Dale	9:08 15 min
<b>OTHER TOPICS</b>			
9. Other Topics	Discuss	Armstrong	9:23 5 min
<b>INFORMATION</b>			
Youth Grant Dates, Next Board Meeting 02 February 2017			
<b>HOLIDAY NETWORKING and ADJOURN</b>		Chair	9:30 AM

### MASC STRATEGIC OBJECTIVES

- Pursue sports events consistent with product
- Provide services and support with focus on marketing support
- Secure resources/funding to achieve mission
- Influence infrastructure/facilities development thru advisory/advocacy role
- Developing support from community for MASC & Sports Event Industry

### Attachments

- Minutes of 19 October 2016 (Agenda Item #2)
- Budget and Business Plan (Agenda Item #3)
- YTD Financials – 31 October 2016 (Agenda Item #6)
- YTD Confirmed Events (Agenda Item #7)
- MASC BOD Roster

### Upcoming Meetings/Events

Morning Sports Report Tuesday, 20 December 2016

7:45-9:30 a.m.

HotelRED



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## AGENDA

*MASC BOD Meeting*

*Wednesday, 14 December 2016, 7:45-9:30AM*

*GMCVB/MASC Offices, Capitol View Room*

*22 E. Mifflin Street, Suite 200, Madison*

MASC SPDC Meeting	Wednesday, 11 January 2017	7:45-9:00 a.m.	GMCVB/MASC Offices, Capitol View Room
MASC Officers Meeting	Thursday, 12 January 2017	1:00-2:30 p.m.	GMCVB/MASC Offices, Capitol View Room
GMCVB Community Relations Committee	Wednesday, 01 February 2017	7:30-9:30 a.m.	GMCVB/MASC Offices, Capitol View Room
MASC BOD Meeting	Thursday, 02 February 2017	7:45 – 9:30 a.m.	GMCVB/MASC Offices, Capitol View Room
MASC Morning Sports Report	Tuesday, 21 March 2017	7:30-9:00 AM	HotelRED