



Dear Volunteer Leaders,

It was my pleasure to be able to travel to Brookings, South Dakota this quarter to join Tom Richter, Steve Peters, President of VenuWorks, and Tom's staff at the Swiftel Center to celebrate the Venue Excellence Award - Arenas 2015. It was a great turnout with 150+ people to celebrate their newly received VEA and it was wonderful seeing how proud the venue and the community members were. I also had the chance, along with Christy Jacobs, to tour Daktronics with Vickie Johnson to see the impressive scope of their organization. I greatly enjoyed seeing the testing facilities in particular, where their displays are shaken and heated and doused and subjected to all manner of other abuse, to ensure they fully understand the lifespan and capabilities of their products.

I was also able to attend the Convention Industry Council's CMP Conclave (for certified meeting professionals), to present a session on convention center trends, along with Junior Tauvaa, VP of Sales with Anaheim CVB and an old colleague from MPI. There were quite a few members in the audience, and some even saw their venues in the trend-setting examples that were shared!

By now, you all should have received your own link to the IAVM membership survey, which must be completed by November 12, 2015. Please take the time to provide your honest feedback about where we can improve or where we are exceeding your expectations. We would also appreciate you encouraging your various committee members and other associates to take the time to respond as well. We will use this data, and share it with some of our committees, to help us ensure we are meeting our members' needs. We tried to shorten the survey a little this year, to encourage greater participation, so please take a look.

Regards,

Vicki Hawarden, CMP

## Operations

### **Financials**

The net profit shortage at VenueConnect has been partially offset by both sector meetings, AMC & ICCA, exceeding their budget expectations. Revenue drivers for the last half of the year should be boosted by new product offerings including the textbook, buyers guide and the CVP program.

The building's financial performance has exceeded expectation through the last half of the year but we currently have 4,663 square feet available for rent. On January 1, 2016 an additional 3,635 square feet will be become available when Becton Dickinson vacates their space. We are working with Stream Realty to fill the vacant space and are currently following up with leads. In September a lease was signed for 2,183 square feet that was an expansion of an existing tenant.

### **Operations/ IT/ Web Development**

The web site has been reworked to include new search engine and analytic packages that assist in the unification of our web tools. Additionally, sections of the web site have been overhauled with new design and updated images including the Awards, Leadership and Certification areas of IAVM.org. A new, streamlined and member-only online Buyer's Guide is expected to be implemented in November.

## Education

### **Professional Development, Meetings and Events**

In August, IAVM conducted a program on situational awareness for the Curtis Culwell Center in Garland, TX, where there was a terrorist attack this year. We received positive feedback and appreciation from the participants.

#### VenueConnect – Baltimore, MD – August 1-4, 2015

| Description    | Actual      | Budget      | Last Year (Final) |
|----------------|-------------|-------------|-------------------|
| Registration   | \$392,854   | \$542,210   | \$496,130         |
| Paid Attendees | 458         | 684         | 745               |
| Booth Sales    | \$533,730   | \$675,000   | \$622,420         |
| Sponsorship    | \$225,620   | \$235,000   | \$228,145         |
| Total Revenue  | \$1,152,204 | \$1,447,210 | \$1,346,695       |

AMC – St. Louis, MO – September 20-22, 2015

| Description    | Actual    | Budget    | Last Year (Final) |
|----------------|-----------|-----------|-------------------|
| Registration   | \$72,260  | \$81,005  | \$70,255          |
| Paid Attendees | 139       | 149       | 145               |
| Sponsorship    | 79,250    | \$73,000  | \$75,560          |
| Total Revenue  | \$151,510 | \$154,005 | \$145,815         |

AMC presented 12 hours of educational content as well as a 1 hour town hall interactive session and three keynote speakers.

Two separate sessions included participation from agents and promoters on upcoming content for arenas.

Sessions also included the following list of topics:

- Ticketing
- New technology for fan engagement
- Marketing strategies for small markets
- Point of sale trends
- Risk management
- Safety & Security
- Negotiations and deal making strategies

ICCC – Atlanta, GA – October 1-3, 2015

| Description    | Actual    | Budget    | Last Year (Final) |
|----------------|-----------|-----------|-------------------|
| Registration   | \$100,315 | \$108,355 | \$88,436          |
| Paid Attendees | 170       | 177       | 168               |
| Sponsorship    | \$104,400 | \$85,000  | \$81,400          |
| Total Revenue  | \$204,715 | \$193,355 | \$169,836         |

ICCC presented 14 hours of educational content along with 2 hours of town hall/small discussion group interaction and three keynote speakers.

Three separate sessions included participation from fellow industry associations that include: CEIR, MPI, and ESCA.

Sessions also included the following topics:

- Operations
- Brand building
- Leadership
- Risk management
- Guest experience

- Revenue trends
- Industry forecasts

#### AVSS & Severe Weather – Dallas, TX – February 21-26, 2016

Registration is currently open for both AVSS & Severe Weather!

IAVM staff and the Venue Safety & Security Committee are identifying and prioritizing the learning objectives for the 4 domains in preparation for the 2016 curriculum:

- Emergency Planning
- Security Operations
- Training
- Risk Management

IAVM's Severe Weather Preparedness training scheduled for February 26, 2016, focuses on identification, messaging, and the legal considerations regarding severe weather preparedness, as well as media messaging and communication.

#### GuestX – Dallas, TX – February – February 21-23, 2016

Registration is currently open for GuestX!

IAVM staff and the GuestX Committee have been developing programming for the 2016 conference with the overall theme encompassing the following:

- Creativity
- Safety & Security
- Guest Services
- Leadership
- Cultural Equality

#### PAMC – San Antonio, TX – March 7-9, 2016

Registration will be live in early November!

#### IAVM Webinars:

- September 10, 2015 – IAVM Mentor Connector program
- September 22, 2015 - Identification of cyber threats and hazards
- September 24, 2015 - How to become a CFE
- September 24, 2015 - VenueDataSource technology survey results presentation
- September 30, 2015 - Greening major sports events: managing complexity, getting results
- Fourth Friday of the Month - "The Venue" Podcast
- November 4, 2015 – How to become a CVP

## **Research**

The third quarter of 2015 has been very productive and we expect our almost completed Food and Beverage Report, a new topic we covered this year, to be almost as popular as our Salary Surveys.

- We will be creating two promotional emails for VenueDataSource products in this fiscal year, as well as continue our social media efforts.
- The response rate to our new Food and Beverage survey was our largest to date, which we hope portends great utility for our members and great interest in purchasing among non-participants and non-members.
- The Business Barometer Report for the 2<sup>nd</sup> Quarter of 2015 has been issued.
- The annual member survey launched on October 13/
- The 3<sup>rd</sup> Quarter Business Barometer survey launched October 20<sup>th</sup>.

Surveys in the immediate pipeline include the following:

- An update of the staffing survey first conducted in 2013, planned to begin on November 9<sup>th</sup>
- In early January, we will commence our very popular 4<sup>th</sup> salary survey, which we've done every other year since 2010.

We were also able to assist in other research efforts for the association.

- We have provided expertise for a survey for Gensler, which is engaged in a branding effort for IAVM; we also programmed and executed the research. This data was given to Gensler for their analysis; no respondent information will be shared with them.
- To assist the Allied Committee, we will conduct a "specialty" survey just for them. We are awaiting the exact particulars, but this is slated to start in early December.
- Via a survey in mid-December, we are also assisting the Director of Governance to provide information requested by the Awards Review Task Force.
- To modernize and expedite grading of certification or other types of tests administered by the Association, we are programming upcoming AVSS, CVP, and CFE tests that can be administered electronically and graded within 1-2 hours after the test concludes.

Last week we became aware of some of our data being misused and misquoted by an external auditor in a report about the Walter E. Washington Convention Center. We worked with our venue partners and the research committee to ensure appropriate retractions were printed, and we are working to increase the warning language on our reports that while they are useful as indicators, they are only advisory in nature and are not intended to be used in fiduciary, public or oversight reports.

## **Marketing & Communications**

At VenueConnect in Baltimore, IAVM announced a new partnership with Gensler and began the discovery phase of an evaluation of the IAVM brand. Workshops and interactions, hosted by the design team at Gensler, took place throughout the conference

and have since extended into AMC, ICCC, an advisory group of members, and online via a brand survey.

Communications and production support for IAVM's conferences were a significant focus for the team, including onsite materials and the development and management of a new conference app provided by Sherpa Solutions.

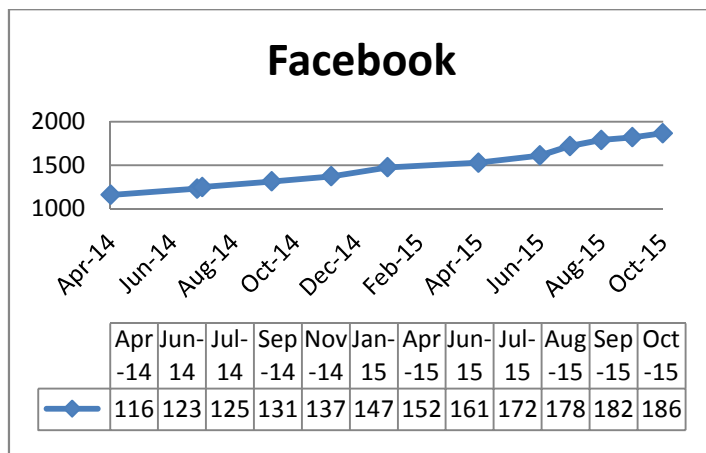
**Advocacy:**

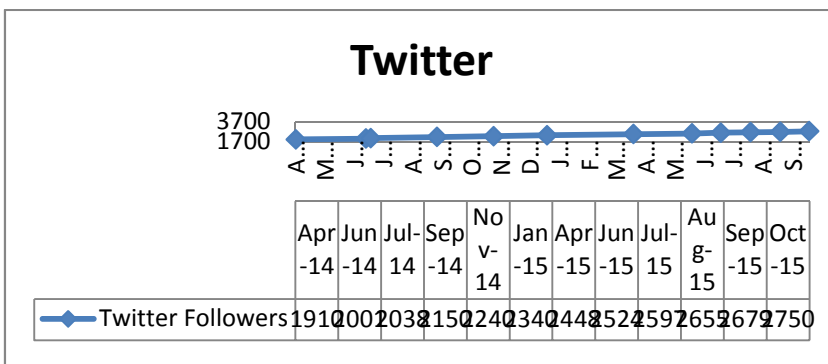
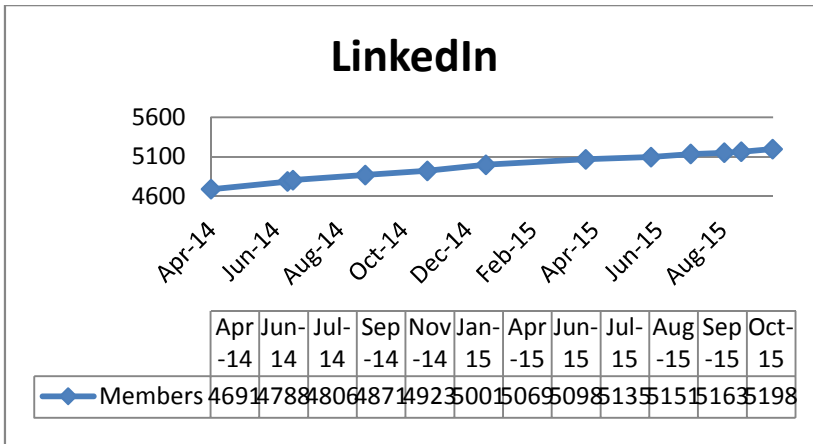
We have undertaken ongoing efforts to help resolve the challenges and issues associated with high-density WiFi environments. The IAVM WiFi Coalition released a series of articles in FM Online and worked on materials that will continue to shape education efforts on the topic. The Convention Industry Council has asked if they should participate in this coalition, which would bring associations like PCMA and MPI into the discussion. IAEE is already a key participant. We have also had some initial discussions about partnering with Comcast on their efforts with the FCC.

Also, at ICCC, the Foundation announced it will be working with some interested convention centers to create a small group to provide funding and input for convention center advocacy through participation in Meetings Mean Business and the Center for Exhibition Industry Research.

We continue to serve on the board of the Fans First Coalition. Following is an update: Many of the state legislatures are not in session so some of these have not changed. But others are – and are active on these issues. For example, the New Jersey Senate is having a hearing next week on a very anti-fan bill and we are working with state partners on testimony and hopefully some related media activity. Michigan also still has a live bill to repeal the state's scalping ban though it has been quiet of late. Finally, US Senator Chuck Schumer (D-NY) has announced his support for Federal anti-BOT legislation. Too soon to see yet whether that will drive progress on existing legislation introduced by US Rep Marcia Blackburn (R-TN) but it's a good demonstration of bipartisan interest on the bill. In the meantime, with the new website up and running we will begin sending out quarterly newsletters to fans who've signed up for the site to keep them engaged and grow our list of supporters.

**Social Media:**





## Blog and E-News Activity Report

### *Front Row News (blog.iavm.org)*

- Page views: 20,506 (previous quarter: 25,764)
- Visits: 14,626 (previous quarter: 17,257)
- Avg. pages per visit: 1:59 (previous quarter: 1.49)
- Avg. page duration: 1:50 (previous quarter: 1:00)
- Bounce rate: 78.88 percent (previous quarter: 80.72 percent)

### Top 5 Blog Posts based on page views:

1. The I-X Center Installs Live Performance Space
2. Announcing the 2015 IAVM Venue Industry Award Winners
3. Shut Up and Dance With Me
4. Accommodating Transgender Guests
5. The Protective Netting Dilemma

## Marketplace Sales

### Marketplace Sales Year to Date Snapshot

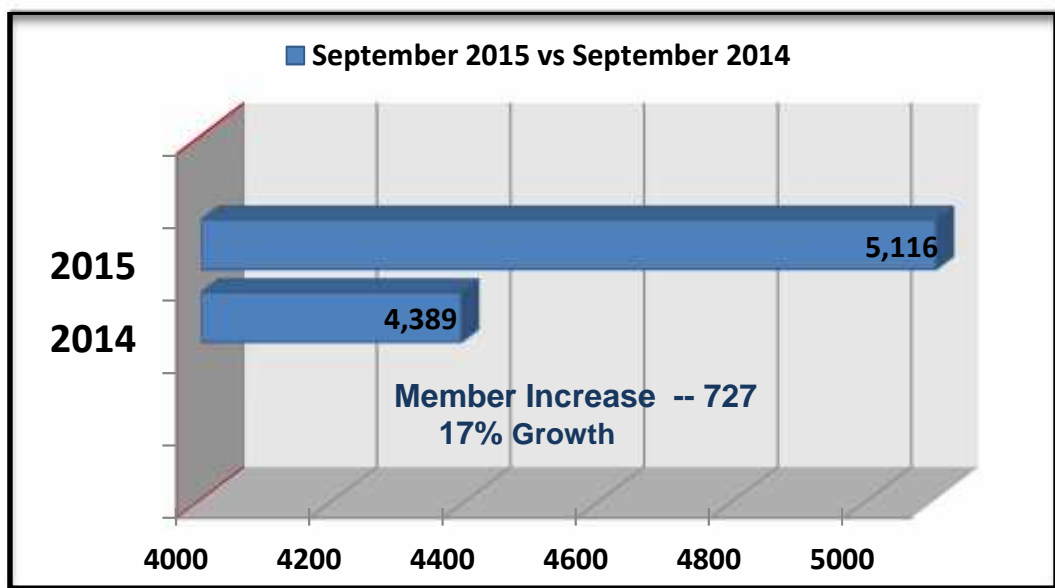
|                            |                |
|----------------------------|----------------|
| 2015-16 Budget Goal        | \$1,464,000.00 |
| 2015-16 Year-to-Date Sales | \$1,286,385.00 |

|                              |                |
|------------------------------|----------------|
| Variance from 2015-16 Budget | (\$185,614.00) |
|------------------------------|----------------|

|   |                |
|---|----------------|
| 2014-15 Actual Sales                    | \$1,351,779.00 |
| 2015-16 Variance from 2014-15 YTD Sales | (\$ 65,393.00) |

## Membership

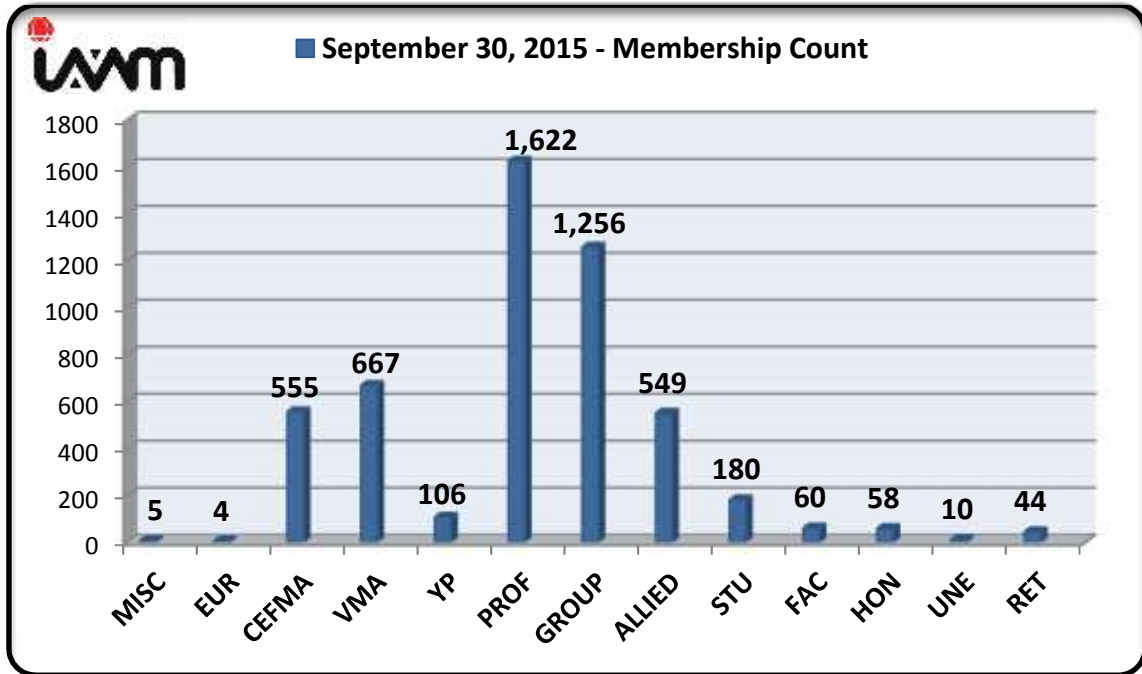
### Membership Counts:



### 2015 Membership Activity:

| Counts        | September 2015 | August 2015 | July 2015 |
|---------------|----------------|-------------|-----------|
| Total Members | 5,116          | 5,130       | 5,108     |
| New Members   | 111            | 58          | 99        |





Group Membership Details:

Venue Group Membership – through September, we have 78 active venues, 30 more than the last report. There are a total of 1,241 members in this category.

Venues now participating in Group Membership:

|                 |  |
|-----------------|--|
| <b>November</b> | Phoenix Convention Center, Georgia World Congress Center, Portland’5, Walter E. Washington Convention Center, Colorado Convention Center, Eisemann Center for the Performing Arts, Verizon Arena, Indiana University Auditorium, Hong Kong Convention & Exhibition Centre, Oklahoma State Fair, Mesa Arts Center                   |
| <b>December</b> | St. Charles Convention Center, Fair Park Dallas, Fox Theatre Atlanta   |
| <b>January</b>  | Washington State Convention Center, Green Music Center, Walton Arts Center/WalMart AMP, McCaw Hall at Seattle Center, Orange County Convention Center, MetLife Stadium, Von Braun Center, Wells Fargo Center for the Arts, Bridgestone Arena   |
| <b>February</b> | Massachusetts Convention Center Authority, Chan Centre for the PA, Nokia Theatre LA Live, City of Tacoma, Public Assembly Facilities, Kauffman Center for the PA, Peace Center for the PA, Will Rogers Memorial Center, Fort Worth Convention Center, Scope Arena, Spokane Convention Center, Orlando Venues, New Jersey PA Center |
| <b>March</b>    | INTRUST Bank Arena, Verizon Center, Lansing Center, BancorpSouth Arena & Conference Center, The Classic Center, KSU Sports & Entertainment Park, Music City Center, OC Fair & Event Center, Boise Center, Sacramento Convention Center   |
| <b>April</b>    | MetraPark, Jerome Schottenstein Center, Duke Energy Convention Center, Qualcomm Stadium, Palm Beach Convention Center  |

|                  |   |
|------------------|---|
| <b>May</b>       | Prudential Center, Overland Park Convention Center, Owensboro Convention Center                         |
| <b>June</b>      | American Airlines Center, Oregon Convention Center, RFK Stadium   |
| <b>July</b>      | Baltimore Convention Center, AT&T Center  |
| <b>August</b>    | Birmingham Jefferson Convention Center, Rose Quarter  |
| <b>September</b> | Quicken Loans Arena, Minneapolis Convention Center, Curtis Culwell Center, San Diego County Fairgrounds |

In other membership news, IAVM has teamed with APPI Energy to provide data-driven procurement and consulting solutions to its members. APPI Energy reviews thousands of energy supplier prices every day to deliver true apple-to-apple comparisons that reduce electricity and natural gas costs on an ongoing basis. IAVM members in deregulated markets now have access to the APPI Energy proprietary database of daily supplier prices, plus customized recommendations for reducing costs and increasing efficiencies. Giving members the edge to make smart, customized purchasing decisions that reduce and manage energy costs fits well with the IAVM vision and mission.

## IAVM Foundation

### Annual Fundraising – Build an Amazing Future

Build an Amazing Future campaign is currently tracking slightly ahead of budget. During July, August and September, we received a \$15,000 major gift from Sodexo. In addition, we gained 10 new chair’s circle donors resulted in a revenue gain of \$30,820.

Please note – The Build an Amazing Future reporting is based on our budgeted fiscal year starting April 1 thru March 31, however, for historical purposes and annual donor recognition we are also tracking based upon the calendar year starting January 1 thru December 31.

### Build an Amazing Future Fundraising Campaign

*(numbers based on fiscal year budget April 1, 2014 – March 31, 2015)*

|                                       | Individual Giving: | *Corporate Giving: | Total Revenue: Budget | Total Revenue: Actual |
|---------------------------------------|--------------------|--------------------|-----------------------|-----------------------|
| <b>April 1, 2015 – March 31, 2016</b> | \$30,955           | \$86,170           | \$277,500             | \$117,125             |

*\*Corporate giving includes sponsorship, major gifts and gifts made by companies*

### **Major Gift** (donations of \$5,000 greater):

FELD Entertainment, Inc.  
MillerCoors  
Skanska

Sodexo  
Ungerboeck Systems International, Inc.  
VenuWorks

Annual Giving Comparisons

(numbers based on calendar year giving January 1, 2015 – December 31, 2015)

|                       | Amount Raised: | # of Donors: | % of Member Participation: | Chair's Circle Members: |
|-----------------------|----------------|--------------|----------------------------|-------------------------|
| <b>2011 Campaign</b>  | \$72,745       | 286          | 10%                        | 37                      |
| <b>2012 Campaign</b>  | \$111,985      | 290          | 9.7%                       | 46                      |
| <b>2013 Campaign</b>  | \$89,399       | 325          | 8.1%                       | 47                      |
| <b>2014 Campaign</b>  | \$169,960      | 475          | 11.9%                      | 59                      |
| <b>*2015 Campaign</b> | \$133,583      | 216          | 4.3%                       | 44                      |

*\*Reflects year to date including: sponsorships, major gifts, corporate and individual giving*

Joseph A. Floreano Scholarship + Internship Program



In August, we announced the Joseph A. Floreano Scholarship + Internship recipients for AMC and ICCC.

Arena Management Conference

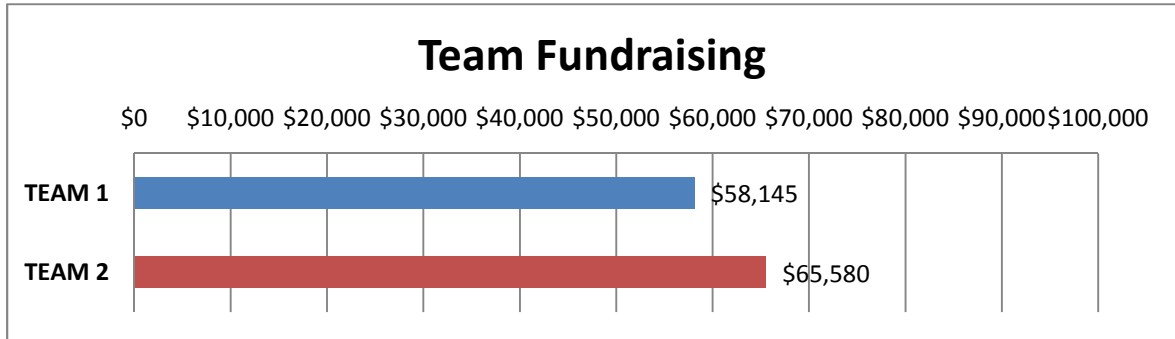
- David Angeles, General Manager, Allen Event Center
- Jeremy Huelsing, Director of Finance, Chaifetz Arena
- Daniel Salamone, Booking and Scheduling Manager, Taco Bell Arena
- Brooke Ginther, Event Coordinator, Prairie Capital Convention Center
- Gregory Conroy, Student Intern, University of Memphis

International Convention Center Conference

- Shannon McCullough, Director of Operations, The Classic Center
- Tim DeMott, Event Planner, The Classic Center

- Marieliz Collazo, Sponsorship Account Manager, Jose Dueño Entertainment
- Mac Campbell, Director of Guest Services, Baltimore Convention Center
- Irina Tuluca, Student Intern, Missouri State University, Entertainment Management

Team Fundraising Goal Tracking



Each team has been tasked with raising \$125,000 by March 31, 2017 (Year 1 –\$25,000, Year 2 + 3 – \$50,000) to support the Build an Amazing Future campaign.

Team 1: Doug Booher, Jim Brown, Stephanie Curran, Paul Cramer, Mark Gnatovic, Tim Hemphill, Fred Peterson, Jason Rittenberry, Tom Tingle, Karen Totaro, Jim Wynkoop, Randy Ziegler, Steve Zito  
 Total Raised since August 1, 2014 (as of 08/31/15): \$58,145

Team 2: Doug Archibald, Sparky Bavirsha, Kim Bedier, Mark Duryea, Bob Hunter, Susette Hunter, Allen Johnson, Mark Mettes, Robyn Williams, Tim Wortman, Lee Zeidman  
 Total Raised since August 1, 2014 (as of 08/31/15): \$65,580

Top Fundraisers Raising \$5,000+ (as of 08/31/15)

- Mark Duryea \$13,900
- Stephanie Curran \$12,676
- Mark Gnatovic \$11,259
- Jason Rittenberry \$10,170
- Robyn Williams \$10,060
- Tom Tingle \$ 7,167

VenueConnect Fundraising: Silent Auction

*Title Sponsor (\$20,000)*  
 FELD Entertainment

*Comparisons as of 8/31*

|              | # of Items | Sponsorship: Budget | Sponsorship: Actual | Total Revenue: Budget | Total Revenue: Actual |
|--------------|------------|---------------------|---------------------|-----------------------|-----------------------|
| 2010 Houston | 136        | \$15,000            | \$15,000            | \$50,000              | \$50,963              |
| 2011 Phoenix | 220        | \$15,000            | \$15,000            | \$58,000              | \$58,000              |

|                     |     |          |          |          |                               |
|---------------------|-----|----------|----------|----------|-------------------------------|
| 2012 Ft. Lauderdale | 232 | \$15,000 | \$15,000 | \$70,000 | \$80,906                      |
| 2013 New Orleans    | 244 | \$20,000 | \$23,100 | \$79,000 | \$84,880                      |
| 2014 Portland       | 183 | \$25,000 | \$22,000 | \$85,000 | \$65,092                      |
| 2015 Baltimore      | 222 | \$20,000 | \$20,000 | \$95,500 | \$94,460*<br><i>unaudited</i> |

VenueConnect Fundraising: Golf Tournament

*Hospitality + Event (\$5,000 - \$15,000)*

Anhueser-Busch  
ByPass Mobile  
Skanska  
Sodexo  
TicketsWest

*Tee + Flag (\$1,500 - \$2,000)*

ABI  
CarbonHouse  
Legends  
Robbins Sports Surfaces  
SICO  
Skanska  
Sodexo  
TicketForce  
Ungerboeck  
Walter P Moore

*Contest Holes (\$2,000 - \$5,000)*

Feld Entertainment  
Skanska Smith, Seckman & Reid

*General (\$500 - \$1,000)*

Brailsford & Dunlavy  
Staging Concepts

*Comparisons as of 8/31*

|                            | Registered: Budget | Registered: Actual | Sponsorship: Budget | Sponsorship: Actual | Total Revenue: Budget | Total Revenue: Actual |
|----------------------------|--------------------|--------------------|---------------------|---------------------|-----------------------|-----------------------|
| <b>2010 Houston*</b>       | 120                | 102                | \$31,000            | \$31,000            | \$47,750              | \$54,315              |
| <b>2011 Phoenix</b>        | 115                | 120                | \$40,000            | \$32,000            | \$55,000              | \$47,525              |
| <b>2012 Ft. Lauderdale</b> | 115                | 126                | \$60,000            | \$50,750            | \$82,400              | \$69,685              |
| <b>2013 New Orleans*</b>   | 110                | 116                | \$50,000            | \$50,000            | \$64,000              | \$65,410              |
| <b>2014 Portland*</b>      | 80                 | 130                | \$60,000            | \$55,500            | \$76,000              | \$78,305              |
| <b>2015 Baltimore*</b>     | 90                 | 128                | \$75,000            | \$75,000            | \$95,250              | \$97,360              |

*\*denotes one 18-hole course*

VenueConnect Foundation Event – Legacy Project

*Sponsors (\$10,000 - \$2,500)*

Aramark  
Centerplate  
Portland'5  
Spectra

Sodexo

Comparisons as of 8/31

|                       | Registered:<br>Budget | Registered:<br>Actual | Sponsorship:<br>Budget | Sponsorship:<br>Actual | Total Revenue:<br>Budget | Total Revenue:<br>Actual |
|-----------------------|-----------------------|-----------------------|------------------------|------------------------|--------------------------|--------------------------|
| <b>2015 Baltimore</b> | 70                    | 72                    | \$15,000               | \$16,000               | \$16,050                 | \$16,690                 |