DESTINATION
DOOR COUNTY

April 2026

COMMUNITY & WORKFORCE PILLAR

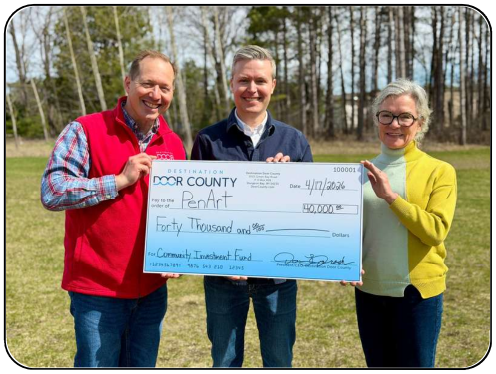
Bradley Jordan Memorial Gym Groundbreaking Ceremony - We participated in a special groundbreaking ceremony for the first-ever gymnasium at Washington Island school on April 25. The Bradley Jordan Foundation received a Community Investment Fund grant to help support the project, as it will feature public pickleball courts and a walking track for residents, school children and visitors. They will also be able to host the Great Lakes Islands Basketball Tournament in the future as well, with teams from islands across the great lakes traveling to Washington Island to participate.

Municipal Meetings - In partnership with the Tourism Zone Administrator, we met with four municipalities in April during their monthly board meetings as part of our municipal outreach program to provide annual in-person tourism updates, information, and answer questions they may have about DDC, our programs, or the visitor economy. Meetings included Baileys Harbor (4/6), Jacksonport (4/15), Town of Egg Harbor (4/20), and Town of Forestville (4/21).

Door County BridgeUSA Host Employer & Community Forum - we organized and hosted a special virtual forum for partners and community members that focused on our Exchange Visitors that come to Door County to work each summer. The pre-season forum provided an opportunity to hear program updates directly from the U.S. Department of State, Social Security Administration, Door County Bridges, Summer Work Travel sponsors, Nicolet Bank and Destination Door County. Best practices were shared and connections were made amongst those supporting the BridgeUSA Summer Work Travel (SWT) program in Door County.

Community Business Association Memorandum of Understanding - A small working group consisting of representatives from Community Business Associations, Door County Tourism Zone, and Destination Door County met several times in April to discuss the current CBA/DDC partnership MOU and work on an updated agreement that will enhance collaboration between everyone. A new MOU will be shared with the board in May in an effort to sign new MOU's with CBAs in June. The new 3-year agreements will take effect in 2027.

STEWARDSHIP & REGENERATION PILLAR



Community Investment Fund - We presented a ceremonial big check to one Community Investment Fund grant recipient on April 17, PenArt (Peninsula School of Art). The next round of grant awards will be announced in mid-May, and the next application deadline is Monday June 22. Find details on every dollar invested in these CIF grant awards at DoorCounty.com/CIF.

Stewardship Activities - We participated in the Every Day is Earth Day Festival at the Kress Pavilion in Egg Harbor to provide information surrounding our stewardship activities.

CARE FOR DOOR COUNTY

We held our first Adopt-A-Highway clean up of 2026 on April 30 and DDC staff collected 4 bags of garbage along our designated 2-mile stretch of State Highway 57 south of Baileys Harbor. We clean up this stretch of road 3-times per year, spring, summer & fall, and are proud to do our small part to keep Door County beautiful!

ECONOMIC VITALITY PILLAR

PAID MEDIA

Paid Search saw strong performance in April, most notably the Leisure SEM campaign with a 20.77% CTR. Demand Gen had similar click volume but an increase in impressions, resulting in a slight CTR dip, while Performance Max continued to significantly outperform the benchmark with an 11.72% CTR. Paid Social had similar MoM performance but drove significant increases in engaged traffic, along with both Instagram campaigns seeing CTR increases. The Azira and Afar campaigns launched this month, along with the Mobilefuse parks campaign, all of which are performing well so far.

EMAIL

The April Consumer email delivered strong results, reaching a 40.3% open rate, up 6% year over year, alongside a 2.4% CTR, increasing 0.3% YoY. April also marked the launch of the Quarterly Drive Market emails, which saw a 52% open rate and a 1.1% CTR. This new approach is successfully expanding reach and generating interest in drive-market and weekend travel. As we move into summer deployments, there is an opportunity to refine messaging and layout to further strengthen engagement and click-through performance.

Lead Gen audiences continues to perform well, with a 34.5% open rate and a 2.7% click-through rate. Bandwango Leads continue to perform above average, delivering a 47% open rate and a 3.3% click-through rate.

SMS campaigns continue producing above average CTR at 31% across two campaigns and 1,100 SMS deliveries.

SEO

The website saw a 17% increase in clicks and a 12% increase in impressions month-over-month, with a slight year-over-year decrease for clicks and impressions largely driven by a measurement correction from within Google Search Results, who has reported that the past 50 weeks may have had hyper-inflated impressions. Despite these decreases, Door County, Vacation Rental, and Washington Island keywords saw an increase YoY in clicks and impressions, with CTR boosting for Egg Harbor and Sturgeon Bay.

Newsletter pages saw a 53% increase in impressions year-over-year, largely driven by outdoor activities like Cherry Blossoms, Kayaking, and Best Fish Fry in Door County.

2026 eToursim Summit

At the eTourism Summit in Louisville, Kentucky last month, Destination Door County was honored with an eTSY Award for Best Email Marketing Campaign. The award recognized the strategic approach and creative execution behind the campaign, which effectively engaged audiences and drove measurable results. This national recognition highlights the strength of our digital marketing efforts and our continued focus on innovative storytelling to inspire travel to Door County.

2026 Midwest Marketplace

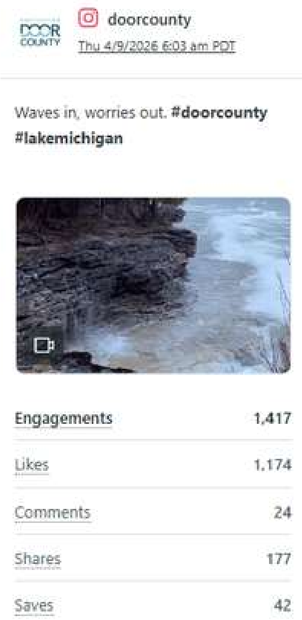
At Midwest Marketplace in La Crosse this year, hosted by Circle Wisconsin, Destination Door County connected with tour operators and travel planners through a series of one-on-one appointments. Over the course of the event, the team completed 35 appointments, strengthening relationships and generating new opportunities to position Door County as a premier Midwest destination.

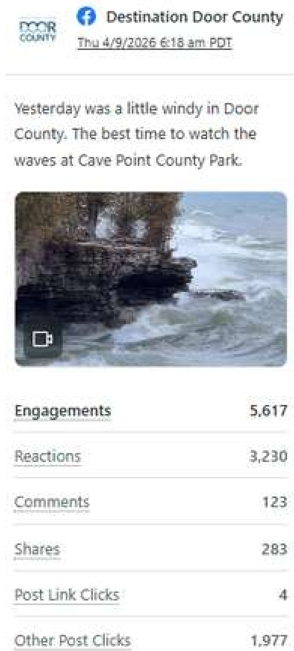
Organic Social

Facebook saw a decrease this month, but we knew that would be the case because last year we had the movie announcement. Even with the decrease in impressions and engagement we saw an 8% increase in engagement rate. Instagram saw another month of growth in impressions (up 27.5%), but engagement down 22%.. Both Facebook (945) and Instagram (585) also experienced significant follower growth this month.

We've continued to stay active on X, where we're seeing solid engagement, with a 6.2% engagement rate this month.
TikTok had a great month with our consistent posting, resulting in a 250% YoY increase in impressions and a 109% increase in engagement.

Across all platforms (FB, IG, X, TikTok) a Cave Point video on a windy day had the highest engagment this month.





Media Highlights from the work of the Destination Door County Team

"14 Best Small Town Getaways" *Midwest Living*, March 31, 2026
"Seeing Cave Point County Park After Dark is Better Than the Day" *Yahoo! Travel*., April 29, 2026

PARTNERSHIP & WELCOME CENTER

Partnership – April 2026

- Moved the regenerative coffee cup program into launch phase by securing key partners, finalizing composting logistics, and coordinating rollout efforts
- Built and aligned partner marketing efforts (video and social) to support the coffee cup initiative and expand visibility
- Prepared and coordinated municipal presentations across multiple communities, including customized reports and scheduling for May meetings
- Maintained direct partner engagement to support business needs and stay grounded in real-time conditions across the county
- Advanced advocacy efforts for the J-1 program, including productive conversations with Representative Tony Weid in support of local workforce needs

Welcome Center – April 2026 (Stats)

- **Visitors: 911 VS. 962 (2025) ↓ 5.3%**
  - Average daily visitors: 30
  - Busiest day: Friday
  - Lowest traffic day: Sunday
- **Phone Calls: 457 vs. 469 (2025) ↓ 2.6%**
- **Kiosk Sessions: 71**
  - Average screens per session: 3
  - Average session time: 3:32
- **Gift Certificates**
  - Gift Certificate Sales:
    - $22,440 vs. $22,435 (2025) ↑ 0.02%
  - Gift Certificate RedemptionS:
    - $26,950 vs. $31,860 (2025) ↓ 15.4%

SAVE THE DATE

MAY 5 — *NATIONAL TRAVEL & TOURISM WEEK BREAKFAST EVENT, 8:30-10 AM AT STONE HARBOR RESORT*

JUNE 1 — *DOOR COUNTY NIGHT AT THE MOVIES COMMUNITY CELEBRATION, SKYWAY DRIVE-IN THEATER*

MONTHLY DEEP DIVE | APRIL 2026

Earned Media Marketing Program

In 2025 we hosted 27 journalists during four media tours. These efforts helped generate 119 media placements across print, online, and radio, reaching nearly 1.9 billion consumers.

2026 Dates

1. Spring Cherry Blossom and Maritime/Lighthouse: May 14-17
2. Summer Theater and Arts: June 22-25
3. Cherry and Lavender Harvest: July 28-31
4. Fall agritourism/what's new in DC: October 20-23
5. Scandinavian Holidays: December 2-5

There is a strong correlation between AI and earned media. Research shows that 89% of links cited by AI originate from earned media sources. This means things like ChatGPT and Google AI Overviews are pulling from articles, third-party coverage, and even social media...not our owned website. (Observer)

It also is not just one article, the volume of articles matter. We have hosted 119 media tours since 2007. From those tours we have generated 3,271 articles through print, radio, or online media reaching 14.7 billion consumers.

Chat GPT Prompt

best vacation places in midwest

The Midwest doesn't always get the hype of coastal destinations, but it quietly delivers some of the most relaxing, scenic, and surprisingly diverse vacation spots in the U.S. Whether you want nature, cities, or something quirky, here are some of the best places to consider:

Lakes & Outdoor Escapes

- Door County (Wisconsin)
  Often called the "Cape Cod of the Midwest," it's packed with charming small towns, lighthouses, cherry orchards, and waterfront views on both Lake Michigan and Green Bay. Great for kayaking, biking, and low-key relaxing.
- Mackinac Island (Michigan)
  No cars allowed—just bikes and horse-drawn carriages. It's famous for fudge, historic charm, and beautiful lake views.
- Wisconsin Dells (Wisconsin)
  Known as the "Waterpark Capital of the World," but also has scenic river cliffs, boat tours, and hiking.
- Sleeping Bear Dunes National Lakeshore (Michigan)
  Massive sand dunes along Lake Michigan with incredible views and great hiking trails.

Sources

shebuystravel.com
Explore Door County Wisconsin | Guide to Charming Small Towns | SheBuysTravel
When you purchase through links on our site, we may earn an affiliate commission. Details here. EXPLORE...

www.travelawaits.com
Door County, Wisconsin: 8 Hidden Gems
8 EXCELLENT HIDDEN GEMS IN DOOR COUNTY, WISCONSIN Robert Rosenthal Oct.22.2019 Image: A...

www.travelawaits.com
20 Amazing Things To Do In Delightful Door County | TravelAwaits
20 AMAZING THINGS TO DO IN DOOR COUNTY, WISCONSIN Joan Sherman Updated: Nov.22.2022...

Next Month's Deep Dive: Economic Impact of Tourism

RESEARCH DATA SNAPSHOT - COUNTY-WIDE LODGING

Consumer Spending Moderates as Travel Demand Remains Resilient

Accommodation revenue was down 3% through the first two months of 2026, while room tax collections were positive, increasing 2.2% from the same time period in 2025. Rates were similar to 2025 levels, occupied rooms declined at a faster rate than available rooms resulting in a 1.6% decline in occupancy.

While condo room revenue was down year-over-year and demand at B&Bs was down slightly, other property types experienced revenue and demand growth in January and February.

Looking toward the summer travel season, short-term rental bookings point to positive, albeit slower growth, particularly as booking windows are extended. Short-term rental bookings through late July are expected to increase 4%, even with a 14% increase in rates resulting in a 19% increase in revenue. Short-term rental booking windows are averaging 131 days for the next 90-days, up 7% compared to 2025, potentially making immediate demand appear softer than it may be.

Door County Total Lodging* Jan - Feb			
Metric	**2025**	**2026**	**YoY % Chg**
Revenue ($ millions)	$ 4.8	$ 4.7	-3.0%
Average Daily Rate	$ 150	$ 149	-0.7%
Available Rooms (000's)	170.8	169.4	-0.8%
Occupied Rooms (000's)	32.1	31.4	-2.4%
Percent Occupied	18.8%	18.5%	-1.6%

Total Accommodation: January - February 2026

Source: *Total lodging reported by Door County Tourism Zone Commission. Data reported monthly, latest data available is February 2026.

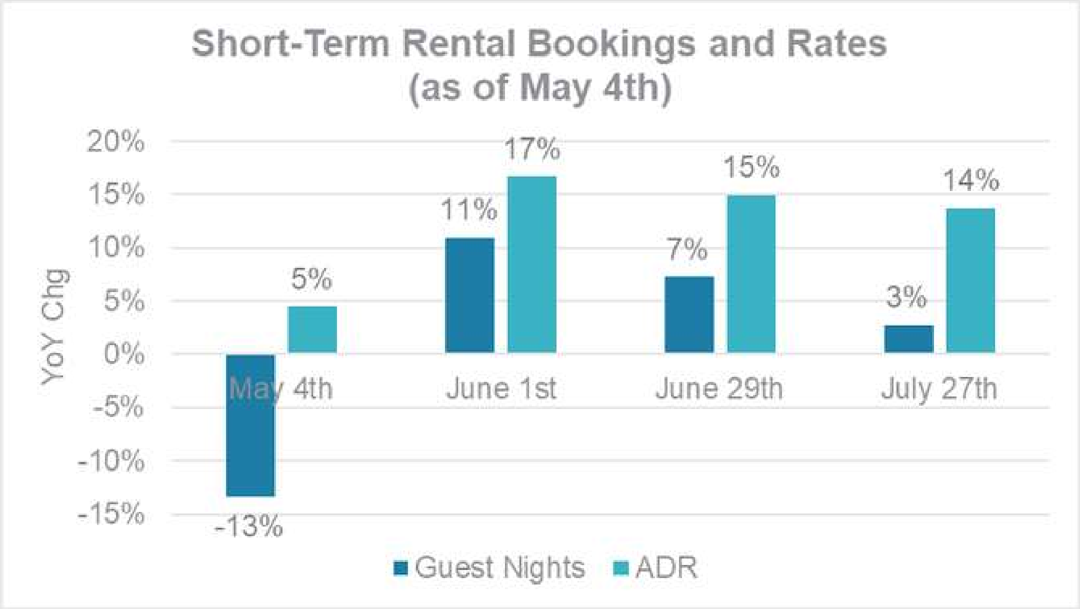
RESEARCH DATA SNAPSHOT - SHORT TERM RENTALS

- Through April 2026, short-term rental revenue was down 10% compared to 2025. While night supply was down 4%, demand was down further at negative 8%, resulting in negative occupancy.
- The booking window is up 8% year-to-date and now averages nearly 34 days.

Door County Short-Term Rentals* Jan - April			
Metric	2025	2026	YoY % Chg
Revenue ($ millions)	$ 9.5	$ 8.5	-10.2%
Average Daily Rate	$ 300	$ 292	-2.7%
Percent Occupied	12.8%	12.3%	-3.5%
Avg Active AirBNB Listings	1,134	1,107	-2.4%
Avg Booking Window	31.2	33.8	8.2%
Avg Length of Stay	3.1	3.0	-5.1%

Short-Term Rental Outlook

- As of early May, short-term rental bookings for the next 90-days were up 4% compared to the same time frame in 2025.
- While occupancy was up 5%, a 14% increase in rates drove up revenue +19%.
- ADR is estimated to be above $600 for much of July—15% to 20% above 2025 July rates.

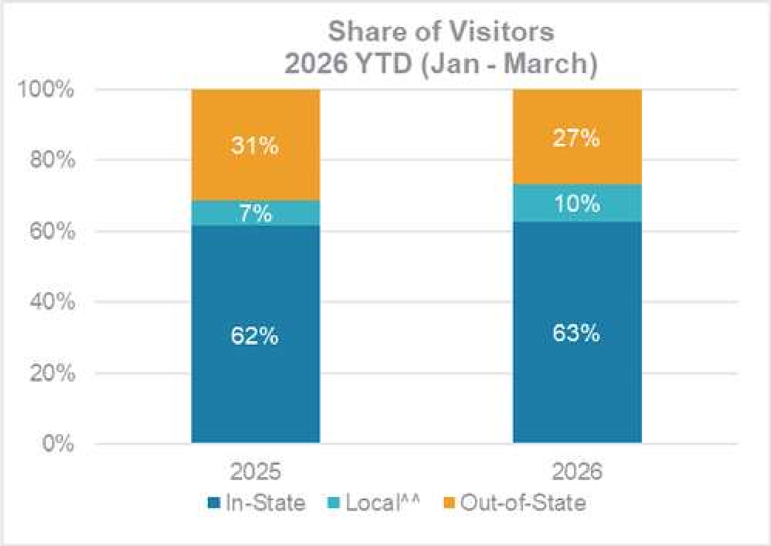


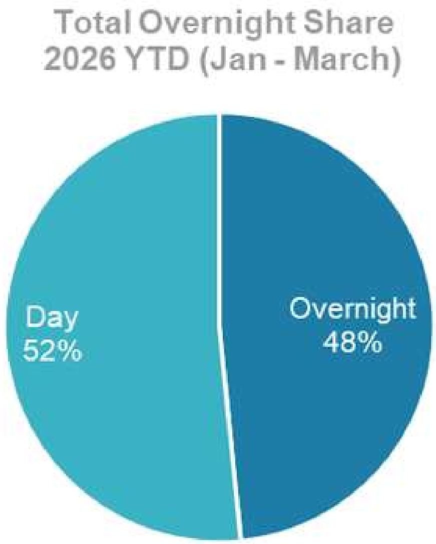
**Short-term rentals sourced to KeyData. Data reported monthly, latest data available is April 2026.

RESEARCH DATA SNAPSHOT - VISITOR BEHAVIOR

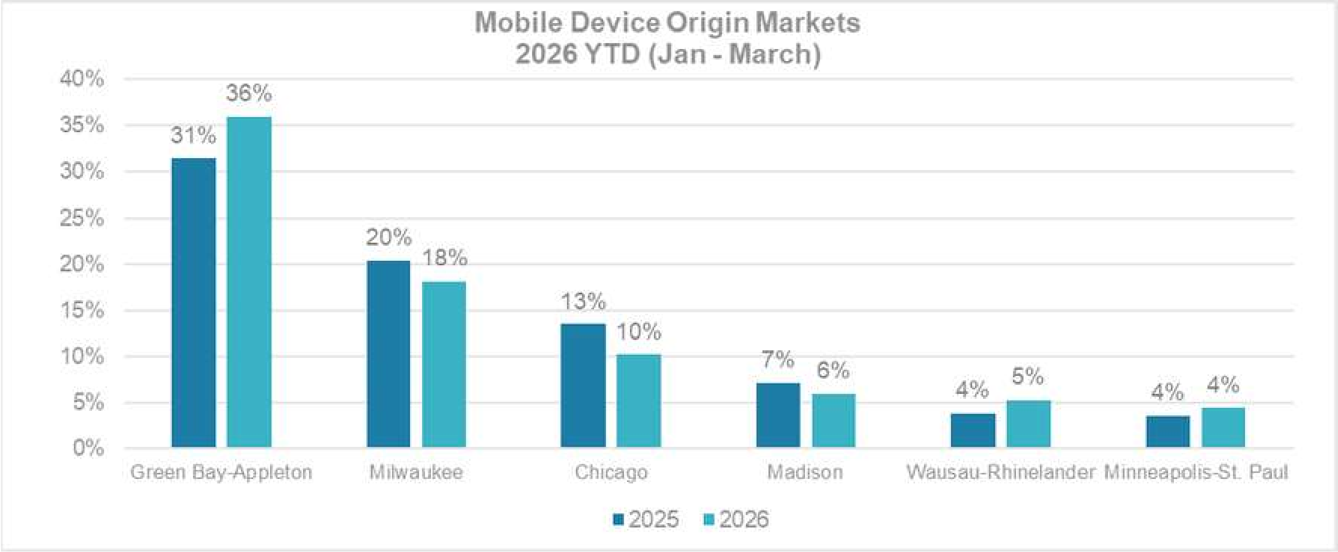
Visitor Behavior via Mobile Location Data^

- Compared to the first quarter of 2025, the share of locals increased to 10% while the share of out-of-state visitors declined to 27%. ⇨
- Year-to-date, 48% of all visitors stayed overnight—increasing from 42% the same time frame last year. ⇩





The share of visitors orginating in Green Bay-Appleton increased in Q1 2026 compared to Q1 2025 while the share of visitors from Milwaukee, Chicago and Madison were slightly lower. ⇩

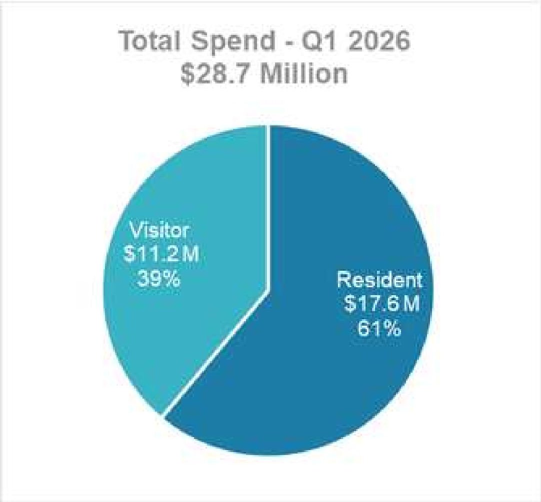


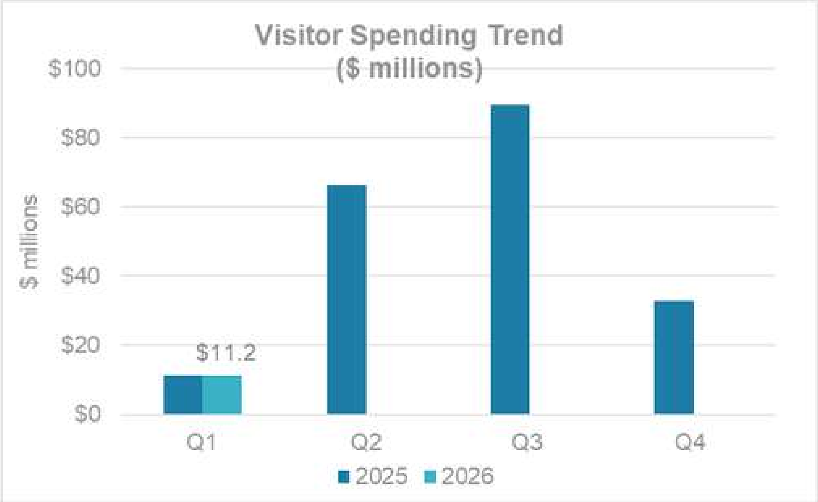
^Source: Azira mobile location data is collected through the usage of phone mobile apps. It is completely privacy compliant and allows tourism organizations to understand visitor behavior while in destination. Data reported monthly, latest data is from March 2026. ^^Locals defined as Door County residents.

RESEARCH DATA SNAPSHOT - SPENDING

Q1 2026 Visa Spending Snapshot ^

- Through March, sales tax collections totaled just under $500,000, down 5% compared to Q1 2025.
- According to Visa spending data, Door County visitors spent $11.2 million in Q1 2026—down slightly from Q1 2025.





- Core Target Markets: Green Bay-Appleton, Milwaukee and Chicago Visitors Contributed to Six in 10 of Visa Visitor Spending in Door County in Q1 2026
- Spending increased across most top origin markets in Q1 2026 with Minneapolis experiencing the largest increase of 10%.

Source: Visa – spending incudes residents and tourists, debit and credit card spend IN DESTINATION. Data is refreshed quarterly, latest data is Q1 2026.

2026.Q1 Quarterly Finance Committee Report

Destination Door County

Q1 2026

Published on 13 Apr 2026

Basis of Preparation

This software-generated report was not prepared, compiled, reviewed or audited by an accounting firm. This report was generated from the financial and non-financial information contained in Destination Door County's accounting software. It is intended solely for the confidential use of Destination Door County and as such the information is not presented in a manner that conforms with financial statements that are prepared in accordance with U.S. Generally Accepted Accounting Principles (US GAAP), or any other formal reporting framework, which, among other things, may require various financial notes and disclosures to be included per the American Institute of CPAs' Statement on Standards for Accounting and Review Services (SSARS) or Statements on Auditing Standards (SASs). As such, no opinion, conclusion or assurance is expressed on this report.

Table of Contents

Year-to-date KPIs

	RESULT	TARGET		TREND	
A PROFITABILITY	2026 (YTD)				vs TARGET
Room Tax Revenues	$87,126	$1,781,531	✗	▼	-95.1%
Other Revenues	$68,005	$95,000	✗	▼	-28.4%
Total Revenue	$155,131	$1,876,531	✗	▼	-91.7%
Staff Expenses *	$339,267	$348,888	✓	▼	-2.8%
Net Income	($1,530,224)	($1,687,604)	✓	▲	9.3%
B LIQUIDITY					
Operating Cash	2,549,726	3,700,109	✗	▼	-1,150,383
Operating Reserve	1,479,935	2,466,840	✗	▼	-986,905
Gift Certificate Reserve	1,102,190	1,036,435	✓	▲	65,755
Tourism Reserve Funds	58,389	0	✓	▲	58,389
Capital Reserves	491,441	0	✓	▲	491,441

* For this metric, a result below target is favourable

Balance Sheet

BALANCE SHEET	Q1 2026	Q1 2025	This quarter vs same quarter LY ($)
ASSETS			
Cash & Equivalents			
Operating Cash			
1000-01 - Nicolet Bank - Operating Sweep Acct ($...	($61,464)	$65,816	($127,280)
1000-02 - Nicolet Bank Demand Deposit MP	$2,458,546	$2,595,014	($136,468)
1000-03 - Associated Bank - Payroll Acct	$152,643	$665,616	($512,973)
Total Operating Cash	**$2,549,726**	**$3,326,447**	**($776,721)**
Operating Reserves			
1001-04 - Crisis Operational Fund	$460,862	$451,929	$8,933
1001-05 - RBC Brokerage Account	$1,019,073	$1,207,691	($188,618)
Total Operating Reserves	**$1,479,935**	**$1,659,620**	**($179,685)**
Designated Reserves			
Gift Certificate Reserve			
1002-07.1 - Nicolet CD 4868	$330,657	$318,174	$12,483
1002-07.2 - Nicolet CD 4875	$330,657	$318,174	$12,483
1002-07.3 - Nicolet CD 4882	$330,657	$318,174	$12,483
1002-07.4 - Nicolet CD 4889	$110,219	$106,058	$4,161
Total Gift Certificate Reserve	**$1,102,190**	**$1,060,580**	**$41,610**
Tourism Reserve Funds			
1003-08 - Nicolet Bank - MKTG Acct #2	$58,389	$52,883	$5,506
Capital Reserves			
1004-09 - Capital Reserve-Replacements (35%)	$173,000	$491,441	($318,441)
1004-10 - Capital Reserve-Major Projects (65%)	$318,441	$0	$318,441
Total Capital Reserves	**$491,441**	**$491,441**	**$0**
Total Designated Reserves	**$1,652,021**	**$1,604,905**	**$47,116**
Total Cash & Equivalents	**$5,681,682**	**$6,590,972**	**($909,290)**
Accounts Receivable			
1100-00 - Accounts Receivable	$13,467	$7,875	$5,592
1100-01 - Room Tax Receivable	$0	$278,963	($278,963)
Total Accounts Receivable	**$13,467**	**$286,838**	**($273,371)**

	Q1 2026	Q1 2025	This quarter vs same quarter LY ($)
Inventory			
1450-01 - Inventory	$7,913	$2,345	$5,568
Other Current Assets			
1000-50 - Petty Cash	$200	$200	$0
1100-02 - Due from Employee	$0	$30	($30)
1100-05 - Interest Receivable	$0	$10,304	($10,304)
1200-01 - Prepaid Expenses	$180,403	$70,372	$110,031
1200-02 - Prepaid Insurance	$5,540	$5,367	$174
1200-13 - Prepaid IT Expense	$2,842	$2,276	$566
1400-00 - Funds in Transit (Undeposited Funds)	$3,028	$3,539	($510)
Total Other Current Assets	**$192,014**	**$92,087**	**$99,927**
Total Current Assets	**$5,895,076**	**$6,972,241**	**($1,077,165)**
Fixed Assets			
1500-01 - Buildings at Cost	$360,022	$346,397	$13,625
1500-03 - Computer Equipment at Cost	$125,768	$78,102	$47,666
1500-05 - Computer Software at Cost	$53,296	$53,296	$0
1500-07 - Furniture & Fixtures at Cost	$154,986	$154,986	$0
1500-09 - Land Improvements at Cost	$30,968	$30,968	$0
1500-11 - Office Equipment at Cost	$12,992	$12,992	$0
1500-21 - Website Development	$286,750	$286,750	$0
1500-90 - Assets Not Yet in Service	$2,450	$54,870	($52,420)
1500-99 - Land at Cost	$129,474	$129,474	$0
1600-01 - Accum Depr - Buildings	($218,357)	($208,913)	($9,445)
1600-02 - Accum Depr - All Other	($596,535)	($584,720)	($11,815)
Total Fixed Assets	**$341,814**	**$354,203**	**($12,388)**
Total Non-Current Assets	**$341,814**	**$354,203**	**($12,388)**
Total Assets	**$6,236,890**	**$7,326,444**	**($1,089,554)**
LIABILITIES			
Short Term Debt			
Nicolet National Bank CC	$16,967	$8,138	$8,829
Accounts Payable			
2100-00 - Accounts Payable	$1,500	$168,906	($167,406)

	Q1 2026	Q1 2025	This quarter vs same quarter LY ($)
Other Current Liabilities			
2500-45 - Gift Certificates Payable	$1,036,435	$1,062,595	($26,160)
2500-56 - Accrued Property Taxes	$7,430	$8,681	($1,251)
2500-67 - Deferred Revenue	$0	$9,625	($9,625)
Payroll Liabilities			
2500-14 - FSA Med Reimbursement	$0	($273)	$273
2500-15 - Group Health	($5,888)	($69)	($5,820)
2500-23 - 401(k) Contributions	$0	$0	$0
2500-34 - United Way	$0	($40)	$40
2500-78 - Life & AD&D Insurance Company	($209)	($25)	($184)
2500-77 - AFLAC Liabilities	$0	($117)	$117
2500-80 - Accrued PTO	$21,755	$19,709	$2,046
2500-82 - Accrued Wages	$31,822	$25,677	$6,145
Total Payroll Liabilities	**$47,479**	**$44,862**	**$2,617**
Total Other Current Liabilities	**$1,091,344**	**$1,125,764**	**($34,420)**
Total Current Liabilities	**$1,109,811**	**$1,302,808**	**($192,997)**
Total Non-Current Liabilities	**$0**	**$0**	**$0**
Total Liabilities	**$1,109,811**	**$1,302,808**	**($192,997)**
EQUITY			
Current Earnings			
Net Income	($1,530,224)	($847,512)	($682,712)
Other Equity			
3100-01 - Net Assets with No Donor Restrictions	$6,076,419	$6,149,772	($73,352)
3100-11 - Net Assets - Board Designated	$522,566	$502,270	$20,296
3100-51 - Net Assets with Donor Restrictions	$58,318	$219,106	($160,788)
Total Other Equity	**$6,657,303**	**$6,871,148**	**($213,845)**
Total Equity	**$5,127,079**	**$6,023,636**	**($896,557)**
Total Liabilities & Equity	**$6,236,890**	**$7,326,444**	**($1,089,554)**

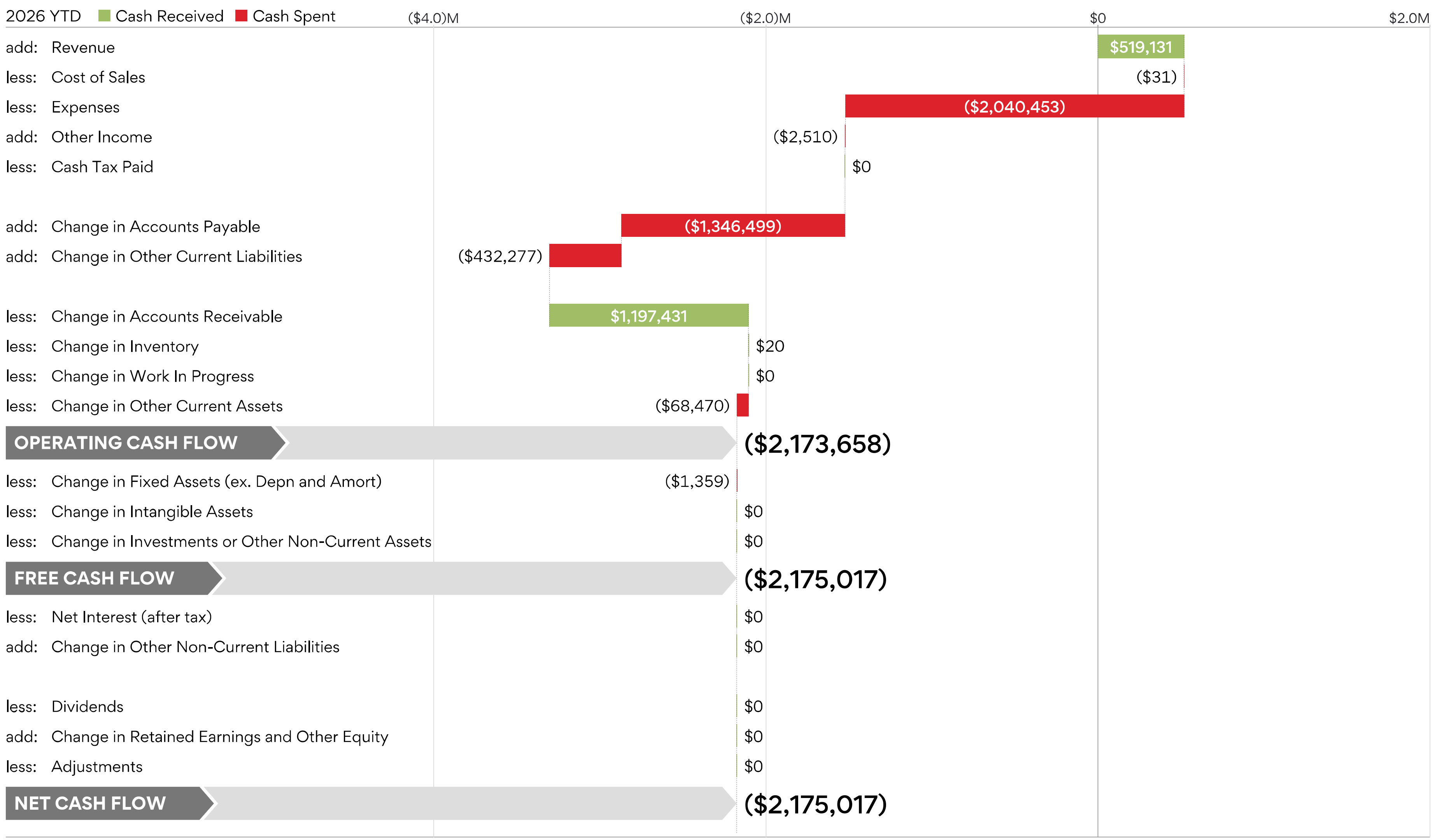
YTD Profit & Loss

PROFIT & LOSS	2026 (YTD)	Budget (YTD)	This year vs budget ($ YTD)	Budget (full FY)	Budget (rest of the year)	2025 (YTD)	Variance ($)
Revenue							
Partner Revenues							
4000-04 - Destination Guide Income	$364,000	$365,000	($1,000)	$365,000	$0	$365,070	($1,070)
4000-05 - Winter Guide Income	$0	$0	$0	$40,000	$40,000	$0	$0
4000-07 - Industry Events	$0	$0	$0	$10,000	$10,000	$0	$0
4000-99 - Priority Mail Postage Received	$1,454	$12,000	($10,546)	$12,000	$0	$1,707	($253)
Total Partner Revenues	**$365,454**	**$377,000**	**($11,546)**	**$427,000**	**$50,000**	**$366,777**	**($1,323)**
Marketing Revenues							
4100-01 - Room Tax Revenues	$87,126	$1,781,531	($1,694,405)	$8,973,406	$7,191,875	$370,536	($283,410)
4100-05 - Co-op Media Advertising	$31,475	$40,000	($8,525)	$50,000	$10,000	$19,100	$12,375
4100-06 - Grants	$4,000	$10,000	($6,000)	$10,000	$0	$4,500	($500)
4100-10 - Interest Income	$31,055	$32,500	($1,445)	$130,000	$97,500	$52,837	($21,781)
4100-20 - Visitor Center Retail	$20	$500	($480)	$500	$0	$12	$8
Total Marketing Revenues	**$153,677**	**$1,864,531**	**($1,710,854)**	**$9,163,906**	**$7,299,375**	**$446,985**	**($293,308)**
Total Revenue	**$519,131**	**$2,241,531**	**($1,722,400)**	**$9,590,906**	**$7,349,375**	**$813,762**	**($294,631)**
Cost of Sales							
5000-00 - Cost of Goods Sold	$11	$0	$11	$0	$0	$5	$6
5005-00 - Donated Sale Proceeeds	$20	$0	$20	$0	$0	$0	$20
Total Cost of Sales	**$31**	**$0**	**$31**	**$0**	**$0**	**$5**	**$26**
Gross Profit	**$519,100**	**$2,241,531**	**($1,722,431)**	**$9,590,906**	**$7,349,375**	**$813,757**	**($294,657)**
Expenses							
Marketing Expenses							
Administration							
6101-01 - Operations Staff Wages	$157,176	$140,308	$16,868	$655,000	$514,692	$132,150	$25,026
6102-01 - Operations Staff Taxes	$11,737	$11,714	$23	$46,832	$35,118	$11,023	$714
6103-01 - Operations Staff Benefits	$30,310	$31,644	($1,334)	$138,455	$106,811	$27,021	$3,289
6201-02 - Marketing & Brand Strategy Emplo...	$25,920	$46,689	($20,769)	$203,820	$157,131	$24,308	$1,612
6202-02 - Marketing & Brand Strategy Employ...	$2,153	$5,203	($3,050)	$22,204	$17,001	$2,144	$9
6203-02 - Marketing & Brand Strategy Employe...	$2,888	$3,968	($1,081)	$17,191	$13,222	$4,405	($1,517)
6301-03 - Communications & Advocacy Empl...	$77,100	$77,100	$0	$336,600	$259,500	$75,000	$2,100
6302-03 - Communications & Advocacy Emplo...	$6,587	$6,390	$197	$24,496	$18,106	$6,101	$485
6303-03 - Communications & Advocacy Employ...	$25,397	$25,871	($473)	$112,135	$86,264	$22,108	$3,289
6100-11 - Delivery & Storage	$39,750	$55,270	($15,520)	$132,730	$77,460	$41,425	($1,675)
6100-13 - Professional Development	$16,312	$17,600	($1,288)	$61,400	$43,800	$13,506	$2,806
6100-14 - Trade Organization Member/Pubs	$31,259	$31,199	$60	$42,199	$11,000	$15,707	$15,552
6100-15 - Door County Insider Program	$0	$1,500	($1,500)	$1,500	$0	$0	$0

	2026 (YTD)	Budget (YTD)	This year vs budget ($ YTD)	Budget (full FY)	Budget (rest of the year)	2025 (YTD)	Variance ($)
6100-16 - Repairs & Maintenance	$45,750	$64,000	($18,250)	$64,000	$0	$7,092	$38,658
6100-17 - Depreciation & Amortization	$6,361	$6,000	$361	$24,000	$18,000	$4,793	$1,568
6100-18 - Admin & VI Mileage	$849	$2,500	($1,651)	$10,000	$7,500	$1,603	($754)
6100-19 - Insurance	$2,786	$5,250	($2,464)	$10,500	$5,250	$2,731	$55
6100-21 - Real Estate Taxes	$2,477	$6,000	($3,523)	$12,000	$6,000	$2,894	($417)
6100-22 - Office Supplies	$3,279	$6,900	($3,621)	$27,600	$20,700	$5,179	($1,900)
6100-23 - Telephone	$4,060	$7,750	($3,690)	$31,000	$23,250	$5,607	($1,547)
6100-24 - Utilities	$2,324	$2,000	$324	$8,000	$6,000	$2,200	$124
6100-25 - Computer Software Licenses	$15,872	$11,250	$4,622	$45,000	$33,750	$11,674	$4,198
6100-26 - Copier Leases (upstairs/downstairs)	$2,262	$2,275	($13)	$9,100	$6,825	$2,262	$0
6100-27 - Internet	$4,265	$4,500	($236)	$18,000	$13,500	$4,412	($148)
6100-29 - Audit	$10,000	$13,000	($3,000)	$13,000	$0	$7,500	$2,500
6100-30 - Legal & Professional Services	$23,503	$10,000	$13,503	$40,000	$30,000	$6,847	$16,656
6100-28 - Licenses & Permits	$0	$50	($50)	$50	$0	$0	$0
6100-31 - IT Services	$4,353	$5,250	($897)	$21,000	$15,750	$6,378	($2,024)
6100-32 - Fixed Assets Under $2500	$1,062	$10,000	($8,938)	$10,000	$0	$654	$407
6100-83 - Donations	$0	$0	$0	$0	$0	$125	($125)
6100-91 - Administrative Computer Expense	$1,143	$5,250	($4,108)	$21,000	$15,750	$1,173	($30)
6100-92 - Processing Fees	$4,724	$8,000	($3,276)	$32,000	$24,000	$3,880	$844
6100-93 - Meetings Expense/Admin E&P	$1,668	$2,500	($832)	$10,000	$7,500	$461	$1,207
6100-94 - Employee Relations	$202	$1,000	($798)	$6,600	$5,600	$609	($407)
6100-95 - Postage	$2,904	$5,750	($2,846)	$23,000	$17,250	$3,053	($149)
6100-96 - Interest Expense	$0	$0	$0	$0	$0	$42	($42)
Total Administration	**$566,430**	**$633,681**	**($67,251)**	**$2,230,411**	**$1,596,730**	**$456,065**	**$110,365**
Communications & PR							
6200-01 - Earned Media Program	$28,868	$40,000	($11,132)	$160,000	$120,000	$30,555	($1,687)
6200-03 - Society of American Travel Wrts	$1,258	$0	$1,258	$6,000	$6,000	$390	$868
6200-04 - Midwest Travel Journalists Assn	$390	$1,300	($910)	$15,300	$14,000	$890	($500)
6200-06 - Image PR Initiatives	$2,595	$9,000	($6,405)	$36,000	$27,000	$5,764	($3,169)
6200-07 - Community Communications & Out...	$2,201	$3,250	($1,049)	$33,750	$30,500	$808	$1,393
6200-08 - Media Monitoring/Contacts	$0	$600	($600)	$1,200	$600	$0	$0
6200-10 - Door County Media Kits	$0	$11,000	($11,000)	$14,000	$3,000	$38	($38)
6200-11 - Image Library	$0	$50	($50)	$5,200	$5,150	$5,000	($5,000)
6200-12 - Video Productions	$2,500	$17,500	($15,000)	$50,000	$32,500	$100,000	($97,500)
6200-13 - B Roll Initiatives	$0	$50	($50)	$200	$150	$0	$0
6200-14 - Digital Asset Management	$1,643	$7,000	($5,357)	$10,000	$3,000	$3,795	($2,151)
6200-18 - Communications & Advocacy Milea...	$1,147	$1,749	($602)	$7,000	$5,251	$652	$495
6200-20 - Partnership Programming	$0	$3,000	($3,000)	$5,000	$2,000	$479	($479)
6200-21 - Sustainability Programs and Initiatives	$2,322	$36,320	($33,998)	$46,320	$10,000	$10,432	($8,109)
6200-22 - Social Impact Programming & Suppo...	$0	$15,000	($15,000)	$15,000	$0	$0	$0
6200-23 - Strategic Community Support	$404,767	$1,405,950	($1,001,183)	$2,262,450	$856,500	$321,211	$83,555

	2026 (YTD)	Budget (YTD)	This year vs budget ($ YTD)	Budget (full FY)	Budget (rest of the year)	2025 (YTD)	Variance ($)
Total Communications & PR	**$447,692**	**$1,551,769**	**($1,104,077)**	**$2,667,420**	**$1,115,651**	**$480,014**	**($32,322)**
Marketing							
6300-01 - Marketing & Brand Strategy Mileage	$463	$700	($237)	$2,800	$2,100	$83	$380
6300-03 - Website Hosting Expense	$3,370	$4,000	($630)	$16,000	$12,000	$3,205	$165
6300-04 - Marketing E&P	$0	$250	($250)	$1,000	$750	$70	($70)
6300-10 - Welcome Center	$2,256	$10,600	($8,344)	$58,200	$47,600	$400	$1,856
6300-11 - In-house Publications	$323,260	$342,500	($19,240)	$497,900	$155,400	$109,345	$213,915
6300-20 - Photo & Video Library	$0	$0	$0	$60,000	$60,000	$0	$0
6300-21 - Strategic & Content Planning	$0	$5,000	($5,000)	$5,000	$0	$86	($86)
6300-22 - Research	$76,114	$217,060	($140,946)	$258,260	$41,200	$113,325	($37,211)
6300-23 - Account Management	$91,673	$164,390	($72,717)	$496,760	$332,370	$118,580	($26,907)
6300-30 - Web/Mobile Web	$59,974	$172,054	($112,080)	$308,338	$136,284	$66,892	($6,918)
6300-31 - Print	$8,115	$27,445	($19,330)	$77,395	$49,950	$3,240	$4,875
6300-32 - Television/Video	$0	$2,778	($2,778)	$70,000	$67,222	$9,401	($9,401)
6300-34 - Digital Paid Media Campaigns	$50,238	$96,380	($46,142)	$607,976	$511,596	$71,514	($21,276)
6300-35 - Performance Based Marketing	$23,647	$73,350	($49,703)	$154,350	$81,000	$62,523	($38,876)
6300-36 - State & Regional Guides	$3,485	$20,000	($16,515)	$20,000	$0	$4,085	($600)
6300-37 - Out-of-Home	$6,850	$7,487	($637)	$73,750	$66,263	$12,250	($5,400)
6300-40 - Group & Meeting Sales	$5,898	$11,500	($5,602)	$24,200	$12,700	$4,387	$1,510
6300-50 - Marketing Opportunity Fund	$0	$30,000	($30,000)	$30,000	$0	$0	$0
6300-60 - CBA Funding & Programs	$90,207	$92,715	($2,508)	$1,603,991	$1,511,276	$79,729	$10,478
6300-61 - Municipal Reimbursement Program	$270,118	$425,000	($154,882)	$425,000	$0	$0	$270,118
6300-80 - Sponsorships	$7,274	$4,625	$2,649	$18,500	$13,875	$4,500	$2,774
6300-90 - Social Media Initiative	$5,820	$35,850	($30,030)	$62,850	$27,000	$15,427	($9,608)
Total Marketing	**$1,028,762**	**$1,743,684**	**($714,922)**	**$4,872,270**	**$3,128,586**	**$679,043**	**$349,719**
Total Marketing Expenses	**$2,042,884**	**$3,929,135**	**($1,886,251)**	**$9,770,101**	**$5,840,967**	**$1,615,122**	**$427,762**
Total Expenses	**$2,042,884**	**$3,929,135**	**($1,886,251)**	**$9,770,101**	**$5,840,967**	**$1,615,122**	**$427,762**
Operating Profit	**($1,523,784)**	**($1,687,604)**	**$163,820**	**($179,195)**	**$1,508,408**	**($801,365)**	**($722,419)**
Other Income							
7000-01 - Capital Gain/(Loss) on Assets	($1,447)	$0	($1,447)	$0	$0	$0	($1,447)
7000-14 - Realized Gain (Loss)	$0	$0	$0	$0	$0	$661	($661)
7000-15 - Unrealized Investment Gain (Loss)	($1,063)	$0	($1,063)	$0	$0	$37	($1,100)
7000-51 - Tourism Reserve Fund-Restricted	$0	$0	$0	$0	$0	($43,525)	$43,525
Other Expenses							
Other Expenses							
8000-01 - GC's Previously Written Off	$3,910	$0	$3,910	$0	$0	$3,320	$590
8000-10 - Penalties & Late Fees	$20	$0	$20	$0	$0	$0	$20
Total Other Expenses	**$3,930**	**$0**	**$3,930**	**$0**	**$0**	**$3,320**	**$610**
Earnings Before Interest & Tax	**($1,530,224)**	**($1,687,604)**	**$157,379**	**($179,195)**	**$1,508,408**	**($847,512)**	**($682,712)**
Net Income	**($1,530,224)**	**($1,687,604)**	**$157,379**	**($179,195)**	**$1,508,408**	**($847,512)**	**($682,712)**

YTD Cash Flow



Net Cash Flow can also be calculated as:

Change in Cash on Hand ($2,177,361) (Open: $7,859,042, Close: $5,681,682) — **Change in Debt** ($2,343) (Open: $19,311, Close: $16,967)

Destination Door County - Q1 Financials Narrative

January - March 2026

FINANCIAL MANAGEMENT POLICY

Balance Sheet & KPI’s

As part of the approved Financial Management Policy, our quarterly financials will have an updated format. This includes the addition of KPIs that reflect target balances across our three financial categories: **Operating Cash, Operating Reserves**, and **Designated Reserves**.

These categories are presented in that order on the balance sheet to clearly show which accounts fall into each bucket and the current balances within them. The KPIs display both the target amounts and our current position relative to those targets at this point in the year.

It’s important to note that fluctuations are expected. These KPIs are not intended to serve as a measure of success, but rather as a tool to identify areas that may require attention.

YTD PROFIT & LOSS – VARIANCE NOTES

4001-01 - Room Tax Revenue -

Timing & Recognition of Community Investment Fund Activity

As we review Q1 financials, it is important to highlight a timing related accounting treatment that impacts how certain revenues and expenses are reflected across fiscal years, specifically related to the Community Investment Fund (CIF).

Funds associated with the Tourism Reserve that were requested and formally approved in 2025 are required, from an accounting standpoint, to be recognized in 2025, even though the actual cash disbursement occurs in 2026.

To ensure proper matching of revenue and expense, we worked with our CPA partners and auditor to evaluate treatment options. While the cash flow occurs in 2026, the commitment itself was clearly established prior to year end 2025. As a result:

- The revenue tied to these funds is recorded in 2025 as a receivable.
- A corresponding payable is recorded in 2025 to align the expense with the same period, reflecting the organization’s commitment to distribute those funds.

This treatment ensures accurate financial reporting but creates a disconnect between the 2026 budget and actual financial activity.

Recommended Budget Amendment

To improve clarity and avoid ongoing confusion in financial reporting, we recommend a budget amendment to:

- Remove the Tourism Reserve revenue that was originally included in the 2026 budget, and
- Remove the corresponding CIF expense tied to those funds.

Because both the revenue and expense were properly recognized in 2025, leaving them in the 2026 budget would continue to create variances that are purely timing-related rather than operational.

This amendment will:

- Better align the 2026 budget with actual financial activity
- Eliminate artificial variances in monthly and quarterly reporting
- Provide a clearer view of true operating performance for the remainder of the year

This is strictly a timing and presentation adjustment and does not impact cash flow, fund availability, or the organization's overall financial position.

6101-01 - Operations Staff Wages
The overage in this line is due to the overlap between the previous CEO's compensation and the interim CEO agreement, along with contracted PTO payouts for the former CEO. While the total wages across all three departments are expected to offset over the course of the year, this specific line item will likely remain over budget for the remainder of the year.

6100-25 Computer Software Licenses
The variance is timing related. While the budget is spread relatively evenly throughout the year, several expenses in the first quarter are annual licensing fees, including Microsoft and Adobe. These costs are billed upfront and fluctuate based on user count.

6100-30 Legal and Professional Services
The overage in this line is primarily driven by costs associated with the executive search.

6200-23 -Society of American Travel Writers
This variance is timing related. A portion of expenses were incurred earlier in the year than originally projected, as they were budgeted to occur in the August–September timeframe. While this results in a temporary overage, it does not reflect an increase in overall spending. From a full year

perspective, the organization remains within budget. This variance is expected to normalize by Q3 as the timing of budgeted expenses aligns more closely with actuals.

6300-80 Sponsorships
Sponsorship expenditures are largely dependent on the timing of funding requests and approvals, which can vary from year to year. While the budget is structured to allocate these costs evenly across quarters, actual activity does not always follow that pattern.

The current overage is a result of requests being approved earlier in the year than anticipated. This does not reflect an increase in overall spending, and we do not expect to exceed the annual budget. The variance is expected to normalize in subsequent quarters as activity levels balance out over the course of the year.

Destination Door County - Q1 Financials Narrative

January - March 2026

FINANCIAL MANAGEMENT POLICY

Balance Sheet & KPI's

As part of the approved Financial Management Policy, our quarterly financials will have an updated format. This includes the addition of KPIs that reflect target balances across our three financial categories: **Operating Cash, Operating Reserves**, and **Designated Reserves**.

These categories are presented in that order on the balance sheet to clearly show which accounts fall into each bucket and the current balances within them. The KPIs display both the target amounts and our current position relative to those targets at this point in the year.

It's important to note that fluctuations are expected. These KPIs are not intended to serve as a measure of success, but rather as a tool to identify areas that may require attention.

YTD PROFIT & LOSS – VARIANCE NOTES

4001-01 - Room Tax Revenue -

Timing & Recognition of Community Investment Fund Activity

As we review Q1 financials, it is important to highlight a timing related accounting treatment that impacts how certain revenues and expenses are reflected across fiscal years, specifically related to the Community Investment Fund (CIF).

Funds associated with the Tourism Reserve that were requested and formally approved in 2025 are required, from an accounting standpoint, to be recognized in 2025, even though the actual cash disbursement occurs in 2026.

To ensure proper matching of revenue and expense, we worked with our CPA partners and auditor to evaluate treatment options. While the cash flow occurs in 2026, the commitment itself was clearly established prior to year end 2025. As a result:

- The revenue tied to these funds is recorded in 2025 as a receivable.
- A corresponding payable is recorded in 2025 to align the expense with the same period, reflecting the organization's commitment to distribute those funds.

This treatment ensures accurate financial reporting but creates a disconnect between the 2026 budget and actual financial activity.

Recommended Budget Amendment

To improve clarity and avoid ongoing confusion in financial reporting, we recommend a budget amendment to:

- Remove the Tourism Reserve revenue that was originally included in the 2026 budget, and
- Remove the corresponding CIF expense tied to those funds.

Because both the revenue and expense were properly recognized in 2025, leaving them in the 2026 budget would continue to create variances that are purely timing-related rather than operational.

This amendment will:

- Better align the 2026 budget with actual financial activity
- Eliminate artificial variances in monthly and quarterly reporting
- Provide a clearer view of true operating performance for the remainder of the year

This is strictly a timing and presentation adjustment and does not impact cash flow, fund availability, or the organization's overall financial position.

6101-01 - Operations Staff Wages
The overage in this line is due to the overlap between the previous CEO's compensation and the interim CEO agreement, along with contracted PTO payouts for the former CEO. While the total wages across all three departments are expected to offset over the course of the year, this specific line item will likely remain over budget for the remainder of the year.

6100-25 Computer Software Licenses
The variance is timing related. While the budget is spread relatively evenly throughout the year, several expenses in the first quarter are annual licensing fees, including Microsoft and Adobe. These costs are billed upfront and fluctuate based on user count.

6100-30 Legal and Professional Services
The overage in this line is primarily driven by costs associated with the executive search.

6200-23 -Society of American Travel Writers
This variance is timing related. A portion of expenses were incurred earlier in the year than originally projected, as they were budgeted to occur in the August–September timeframe. While this results in a temporary overage, it does not reflect an increase in overall spending. From a full year

perspective, the organization remains within budget. This variance is expected to normalize by Q3 as the timing of budgeted expenses aligns more closely with actuals.

6300-80 Sponsorships

Sponsorship expenditures are largely dependent on the timing of funding requests and approvals, which can vary from year to year. While the budget is structured to allocate these costs evenly across quarters, actual activity does not always follow that pattern.

The current overage is a result of requests being approved earlier in the year than anticipated. This does not reflect an increase in overall spending, and we do not expect to exceed the annual budget. The variance is expected to normalize in subsequent quarters as activity levels balance out over the course of the year.