

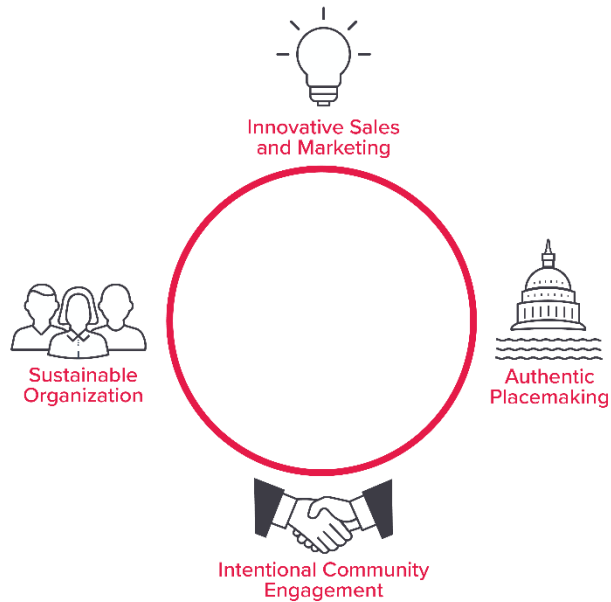


Destination Madison

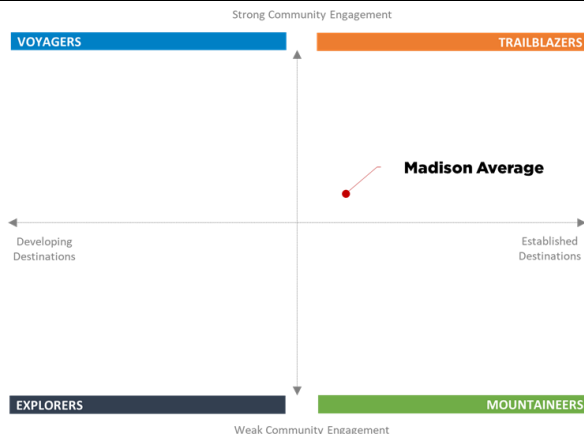
2020-2022 Strategic Plan



2020-2022 Strategic Plan



DestinationNEXT Assessment



Strategic Pillars / Key Initiatives / Targets

Innovative Sales & Marketing

- A) Develop/implement new digital engagement and conversion strategies.
- B) Continue to expand Madison Brand Awareness
- C) Diversify and leverage expertise, passions and resources across sectors
- D) Promote Madison as a year-round destination.
- E) Target, secure and grow convention and sports events
- F) Curate authentic stories of neighborhood/regional identities, experiences and community culture

Targets:

- Generate incremental economic impact by 4% year over year
- Increase digital traffic and engagement by 5% year over year
- Increase PR Value by 5% year over year
- Meet or exceed contract goals

Authentic Placemaking

- A) Advocate and be a catalyst for innovative place-making, policies, sustainable practices and enhancing destination assets, to enrich the visitor experience and journey
- B) Be a catalyst for promoting Alliant Energy Center and Destination District redevelopment
- C) Engage in promotion and integration of lakefront projects
- D) Play a role in addressing hospitality workforce needs
- E) Create or secure additional marquee events and experiences
- F) Develop and implement a visitor satisfaction program

Targets:

- Establish a visitor satisfaction score by December 2020
- Create or secure 3 new marquee events and 6 new experiences by December 2022

Intentional Community Engagement

- A) Grow and enhance community and resident awareness and support regarding importance of tourism industry and tourism development
- B) Engage in relevant community discussions and initiatives
- C) Create and promote inclusive visitor and resident experiences
- D) Promote and facilitate regional collaboration
- E) Develop authentic engagement to increase diversity, equity and inclusion

Targets:

- Improve Destination Strength and Community Engagement scores by August 2022
- Implement a resident sentiment survey
- Develop diversity, equity and inclusion plan by December 2020 date and implementation schedule by March 2021

Sustainable Organization

- A) Monitor/measure organization performance against targets
- B) Ensure long-term financial stability
- C) Ensure skills, structure, capacity and resources are aligned to accomplish goals and work
- D) Evaluate and implement professional development plans for all team members
- E) Identify and evaluate opportunities for new business ventures/initiatives.
- F) Develop succession strategies for future growth and vacancies
- G) Ensure board, committee and organization composition reflect community/organization values and diversity

Targets:

- Review and assess viability of alternative funding models completed by June 2021
- Development and growth plans for team members in place by June 2020
- Succession strategies in place
- New business venture developed by year end 2022
- Secure 5 new corporate sponsors/partners each year

Introduction

In 2019, Destination Madison set out to develop a new 3-year strategic plan for the organization. The purpose of this plan is to provide an updated vision and mission, new strategic goals and actionable initiatives, and new targets.

MMGY NextFactor engaged many of Destination Madison's executive leaders and board members, plus local government leaders, key stakeholders, industry clients, and residents to ensure the broadest possible range of input to develop the plan.

The project included:

- A DestinationNEXT assessment of Madison
- One-on-one interviews of key industry and community leaders
- Board and management sessions

This Strategic Plan was produced by:

- Paul Ouimet, Partner, President, MMGY NextFactor
- Greg Oates, SVP Innovation, MMGY NextFactor

Community Engagement:

1-on-1 Interviews

15 interviews with local stakeholders throughout the community

Board & Management Sessions

Multiple sessions with Destination Madison's executive team and board of directors

DestinationNEXT Assessment

240 Participants

- **9%** – Destination Madison Board of Directors
- **14%** – Destination Madison Team
- **36%** – Tourism Stakeholders
- **6%** – Government Leaders
- **11%** – Community Leaders
- **5%** – Customers (e.g. Meeting Planners)
- **7%** – Non-hospitality partners
- **12%** – Residents

DestinationNEXT Assessment



The DestinationNEXT Assessment Tool and Scenario Model helps destination organizations gauge how the destination is performing in the global visitor economy, in relation to more than 200 other assessments worldwide.

The methodology incorporates an in-depth survey of government officials, tourism and hospitality leaders, community leaders, and key stakeholders.

Survey questions are based on 10 variables to determine destination strength, relating to infrastructure and services, and 10 variables to determine the level of community alignment in support of the destination organization.

Destination Strength Variables



Community Alignment Variables



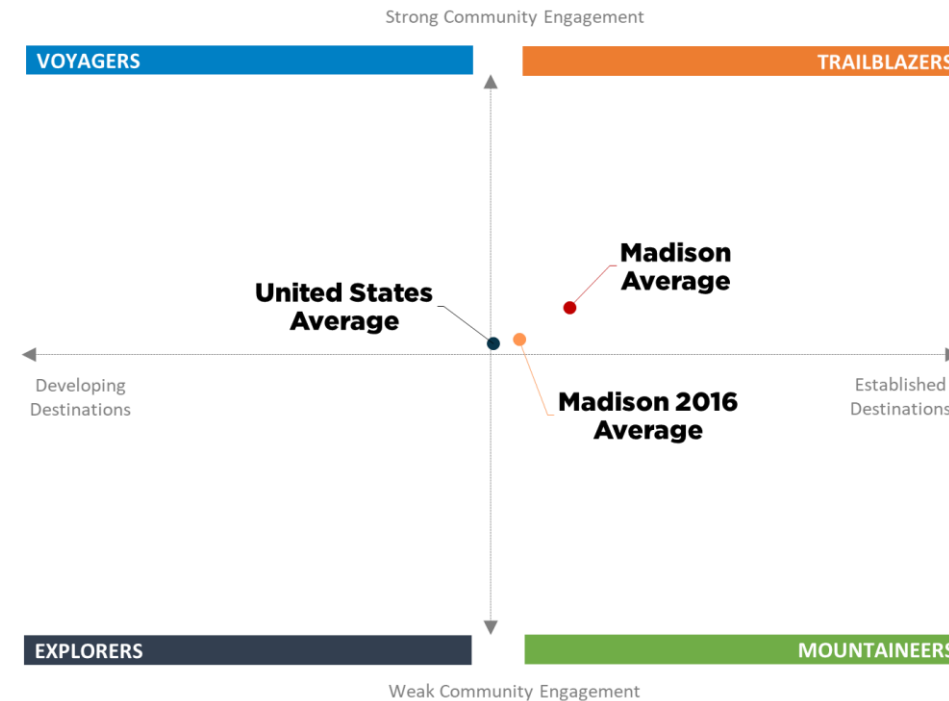
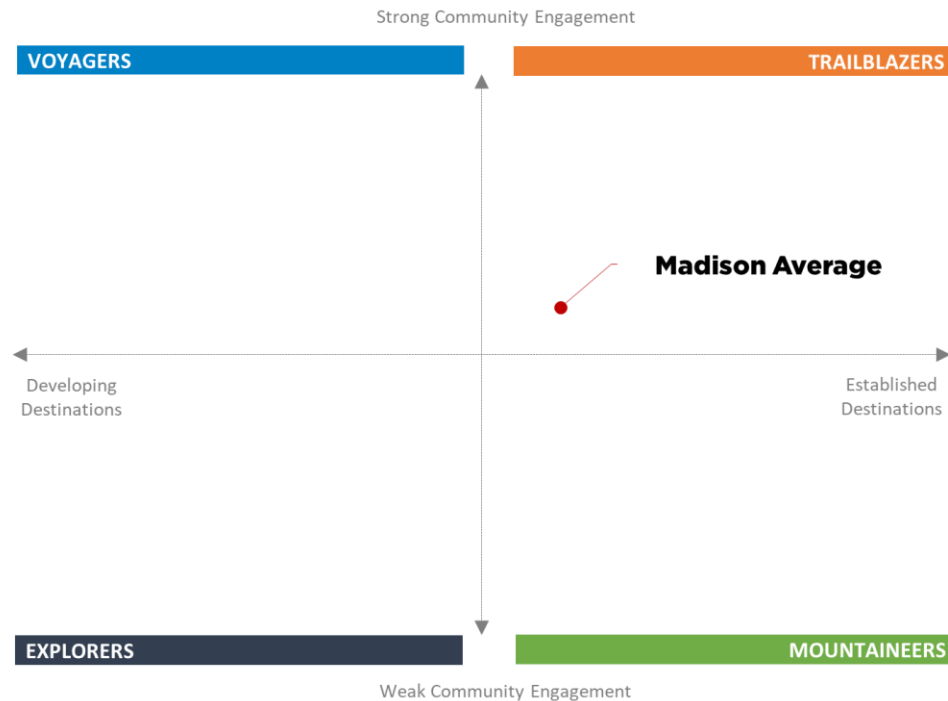
DestinationNEXT Assessment Results

The results of the DestinationNEXT assessment placed Madison in the top “Trailblazers” scenario, showing higher than average rankings for destination strength and community alignment.

An overview of answers for the survey’s open-ended questions are listed on the following pages, bucketed under the most common themes.

Below left: The industry plot shows how Madison compares against the average of U.S. destinations that have completed the assessment.

Below right: The stakeholder plot signals that the assessment participants are strongly aligned in their views of Madison’s overall tourism landscape.



What one thing could Madison or Dane County do to become a better or world-class visitor destination?

Mobility & Accessibility (40%)

- Better planning for road construction zones, increase visibility of street signs downtown
- Better public transportation and train to/from larger markets!
- Better public transportation from the airport to downtown and UW-Madison campus
- Better public transportation options
- Better roads in and out of the city
- Better transit. Direct buses from Dane County Airport to campus/downtown
- Better transportation connection from Alliant Energy Center to the downtown area
- Better transportation for employees. Many employees that work in the hospitality industry downtown do not live downtown and can not afford parking

Air Access (15%)

- Better air service to the destination
- Better Flight choices
- Expand the airport
- Increase airline services / routes / carriers at Dane County Regional Airport
- Increase direct flight access to MSN
- Increase number of direct flights to/from Madison
- Larger airport that's easier to fly into
- More direct flights to/from Madison
- More flights in/out of Madison
- Non-stop flights to and from Madison
- We have to do something about flights. Our airport is easy to go in and out of but very expensive
- Better air service to the destination

Marketing (10%)

- Awareness
- Be more creative in bringing new businesses to Madison (get past the NIMBYism this town exhibits on everything)
- Continue to establish a strong social media presence and engage the locals
- Continue to increase visibility of our great city
- Figure out the one thing we want to be known for and promote and brand it
- Invest in a coordinated campaign to attract convention and leisure tourism.
- More people need to know what Madison has to offer.

In your opinion what are the biggest challenges Madison must address to improve the destination?

Mobility & Accessibility (30%)

- Congestion/development, transportation between venues
- Disconnect between downtown and lakes, weak brand
- Improve internal transportation and wayfinding to allow visitors to navigate our community
- Create the infrastructure for a better public transportation system (buses)
- Getting around the area: the single-passenger car culture that refuses to prioritize public transportation and alternative transportation, including biking, pedestrians, etc. Madison needs more pedestrian friendly places that feed community events
- Improved public transportation that is easy to use

Economic Development (15%)

- Clean lakes
- Crime, safety, homelessness
- Downtown/State Street safety
- Economic use of resources
- Health of the lakes
- Homelessness and drugs
- Homelessness Drug abuse
- Inappropriate street behavior by apparent vagrants
- Maintain safe environment create additional demand for Madison visits with clean lakes
- Racial inequality and the risk of morphing into a gentrified space

Funding Support (10%)

- More money and the Alliant Energy project is a must
- Ongoing battle to gain financial support from public entities
- Political funding obstacles & control
- Pressure the state legislature to increase funding for public transportation and tourism
- Public and private will to earmark funding for key infrastructure projects; policies which reflect a welcoming culture and atmosphere
- We need some true vision and the funds to back it

Are there certain issues that Destination Madison should specifically address?

Economic Development (25%)

- Crime and safety is becoming a major issue in the downtown and one bad incident that is publicized widely could be detrimental to our long-term ability to attract visitors, especially conventions
- Diversity
- Ensure quality of life and safety issues are addressed for both the visitor and the resident
- Focus on vibrancy of neighborhoods, not just downtown
- Help clean up the lakes
- Inappropriate street behavior by apparent vagrants
- The homeless population in Madison is concerning and makes them uncomfortable.

Mobility & Accessibility (22%)

- Better access to resources from university, city and school districts
- Better public transportation for visitors and residents
- Don't let the electric scooters come in and clutter up the downtown streets
- Improve our public transportation system
- Public transportation
- Public transportation and access to our lakes/lakefront
- Redevelopment of Law Park and connection to downtown
- The lack of technology driven information from public transportation. Madison Metro is antiquated and needs help coming into the modern times

Marketing (15%)

- Engaging suburban communities
- Focus on attracting more millennials and educating them on what this city has to offer
- Marketing, Social Media, and place a greater focus on hotel partners rather than restaurants
- Promoting improvements at Alliant Energy Center and Monona Terrace
- Promoting retail more
- Promoting the various arts - music, theater, and galleries - that exist in metro area.
- Targeted marketing that aligns with the Wisconsin Dept. of Tourism's new initiatives, especially inclusive marketing to multicultural and diverse communities
- Work to attract more diverse visitors

Stakeholder Interviews

NEXTFactor spoke with 15 key stakeholders in Madison representing the interests of local government, tourism and hospitality leaders, community organizations, economic development agencies, and private industry. The following is a sample of feedback from interview participants.

Destination Opportunities

- Number of excellent, varied offerings; make them easier for people to discover; create packages/trails to get people around the area
- “We’re so much more than a college town”
- Need easier access to the lakes and beaches need work
- Opportunities for increased boat tours, activities on the water
- Promote and embrace Madison as a Winter destination
- Highlight existing events (Winter Market, ice fishing) and create others
- Abundance of passionate residents; turn them into “raving fans” to help promote the destination

Destination Challenges

- Lack of diversity; limited offerings for Latinos and African Americans
- Potential service issues with customers who are minorities and lack of promotion to these groups about the destination
- Limited transportation services and options, relating to buses, light rail and airlift
- Overall limited transportation options for low income residents and visitors
- Could be friendlier to Lyft and Uber
- Brand needs to be evolved/strengthened
- Need to evolve beyond being known as “just” a college town
- We need to understand who we are
- Evolve the brand to highlight offerings and mix of urban vs. rural/outdoor experiences

Feedback for CVB

- Collaborate more with Latino and African American organizations
- SET GOALS under this area (i.e. increase minority conventions by 2%)
- Work with community and city/county government to recommend transportation upgrades
- Continue work with airport to expand and bring in lower cost options
- Evolve and broaden brand; need to define who we are beyond UW; evaluate existing research – is it enough to continue brand evolution?
- Highlight availability and differences of urban/outdoor offerings
- Advocacy campaign to Increase awareness of tourism’s value

Answers are verbatim from survey

Ideal Future Results

During the board retreat, Destination Madison’s executive staff and board members ranked the following items to determine the ideal future for Madison’s visitor economy in the next three years.

Rank	Ideal Future	Importance
1	Advocate successfully for expanding/improving convention center facilities/infrastructure	9.0
2	Enhance community and resident support regarding importance of tourism	8.7
3	Develop/implement new digital engagement and ecommerce strategy	8.6
4	Stabilize long-term financial base	8.6
5	Develop authentic engagement to increase diversity/inclusion	8.4
6	Continue to expand Madison brand awareness	8.0
7	Diversify funding sources for Destination Madison	7.9
8	Review internal staff structure to align with priorities	7.9
9	Define/play a role in addressing workforce issue	7.9
10	Be a catalyst for promoting/integrating lakefront projects	7.8
11	Elevate stewardship of lakes to enhance quality of life/place	7.6
12	Generate additional visitor volumes	7.5

Ideal Future Results

During the board retreat, Destination Madison’s executive staff and board members ranked the following items to determine the ideal future for Madison’s visitor economy in the next three years.

Rank	Ideal Future	Importance
13	Create more inclusive visitor/resident experiences	7.4
14	Diversify niche segments to develop/promote	7.4
15	Promote Madison as a winter destination	7.4
16	Enhance regional collaboration	7.3
17	Build capacity and resources for sales team	7.1
18	Define/play a role in addressing mobility issue	7.1
19	Create additional marquee events	7.1
20	Attract additional/expanded series of events	7.0
21	Expand the destination brand beyond college town	6.9
22	Support the continued establishment of an innovation district	7.9
23	Expand sector expertise sales strategy for meetings	6.9
24	Exploit broader region's tourism assets	6.6

Destination Madison and its board of directors are united in their vision for the future of the city's visitor economy.

As agreed collectively, the new Vision and Mission for the organization provide direction for the sustainable growth of Madison, based on the shared interests of stakeholders, visitors and the local community.

VISION: Madison is a place for all

MISSION: Inspire a love for Madison



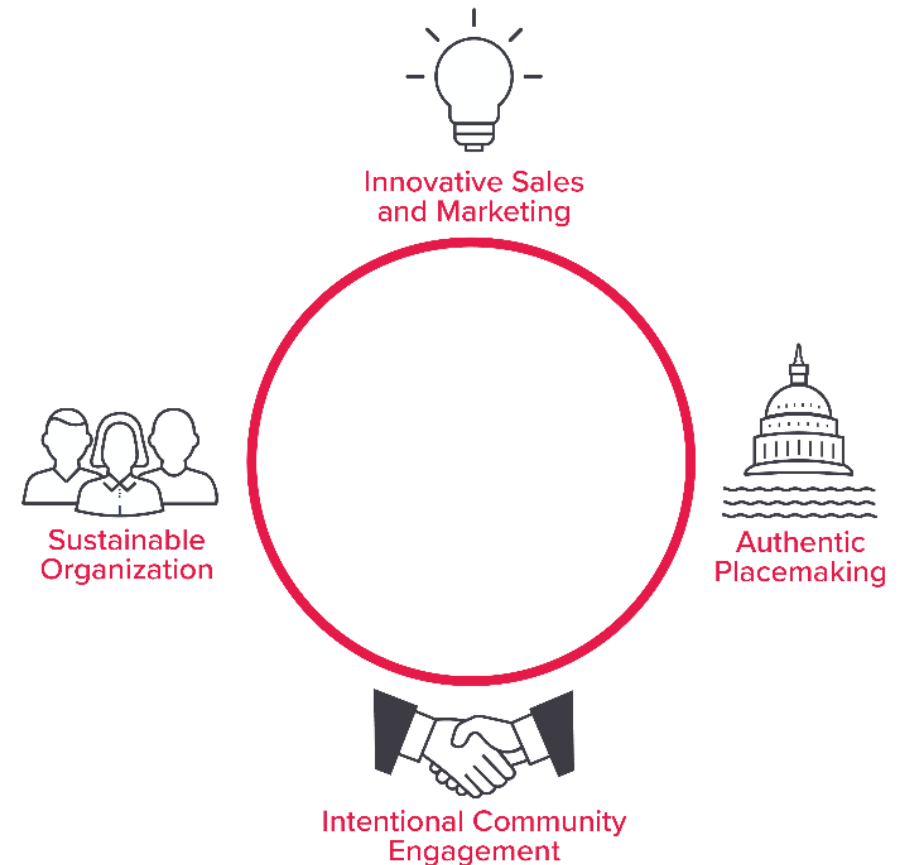
2020-2022

Strategic Goals and Initiatives

Strategic Pillars

To achieve Destination Madison's vision, there are four new strategic pillars for the organization. On the following pages, the specific initiatives and targets are listed for each.

- 1. Innovative Sales & Marketing**
- 2. Authentic Placemaking**
- 3. Intentional Community Engagement**
- 4. Sustainable Organization**



Pillar 1: Innovative Sales & Marketing

Targets	Initiative	Role
<ul style="list-style-type: none"> • Generate incremental economic impact by 4% YOY • Increase digital traffic and engagement by 5% YOY • Increase PR value by 5% YOY • Increase overnight visitation • Meet or exceed contract goals 	a) Develop/implement new digital engagement and conversion strategies	Lead
	b) Continue to expand Madison brand awareness	Lead
	c) Diversify and leverage expertise, passions and resources across sectors	Lead
	d) Promote Madison as a year-round destination	Lead
	e) Target, secure and grow convention and sports events	Lead
	f) Curate authentic stories of neighborhood/regional identities, experiences and community culture	Lead

Pillar 2: Authentic Placemaking

Targets	Initiative	Role
<ul style="list-style-type: none"> Establish a visitor satisfaction score by December 2020 Create or secure 3 new marquee events and 6 new experiences by December 2022 	a) Advocate and be a catalyst for innovative place-making, policies, sustainable practices and enhancing destination assets, to enrich the visitor experience and journey	Lead and/or support
	b) Be a catalyst for promoting Alliant Energy Center and Destination District redevelopment	Lead and/or support
	c) Engage in promotion and integration of lakefront projects	Support and/or monitor
	d) Play a role in addressing hospitality workforce needs	Support and/or monitor
	e) Create additional marquee events and experiences	Lead and/or support
	e) Develop and implement a visitor satisfaction program	Lead

Pillar 3: Intentional Community Engagement

Targets	Initiative	Role
<ul style="list-style-type: none"> • Improve Destination Strength and Community Alignment scores by August 2022 • Implement a resident sentiment survey • Develop diversity, equity and inclusion plan by December 2020 date and implementation schedule by March 2021 	a) Grow and enhance community and resident awareness and support regarding importance of tourism industry and tourism development	Lead
	b) Engage in relevant community discussions and initiatives	Lead and/or support
	c) Create and promote inclusive visitor and resident experiences	Lead and/or support
	d) Promote and facilitate regional collaboration	Lead and/or support
	e) Develop authentic engagement to increase diversity, equity and inclusion	Lead and/or support

Pillar 4: Sustainable Organization

Targets	Initiative	Role
<ul style="list-style-type: none"> Review and assess viability of alternative funding models completed by June 2021 Development and growth plans for team members in place by June 2020 Succession strategies in place as required New business venture developed by year end 2022 Secure 5 new corporate sponsors/partners each year 	a) Monitor and measure organization performance against targets	Lead
	b) Ensure long-term financial stability	Lead
	c) Ensure skills, structure, capacity and resources are aligned to accomplish goals and work	Lead
	d) Evaluate and implement professional development plans for all team members	Lead
	e) Identify and evaluate opportunities for new business ventures/initiatives	Lead
	f) Develop succession strategies for vacancies and future growth	Lead
	g) Ensure board, committee and organization composition reflect our community and organization values and diversity	Lead



Destination Madison

2020-2022 Strategic Plan

Prepared by:

