



MONONA TERRACE 2017 ANNUAL REPORT



20
MONONA
TERRACE
TWENTIETH ANNIVERSARY
1997-2017



Monona Terrace Executive Director, Gregg McManners

Madison consistently ranks as a top community in which to live, work, play and raise a family. Many pieces fit together to help create the enviable picture of a desirable community that boasts an extremely high quality of life for its residents and a high level of attraction for visitors.

We are blessed, for example, with nationally renowned outdoor events and activities. We are a top-ranked community for young professionals, and are recognized as a leader in the area of life science ingenuity. We have an abundance of diverse dining and entertainment options, and we enjoy unique and vibrant neighborhoods. Less well-known, but critical to supporting our thriving community and overall quality of life, are our valuable regional assets that help drive economic vitality, attract people from across the state and around the world, and bring new opportunities to our area every year.

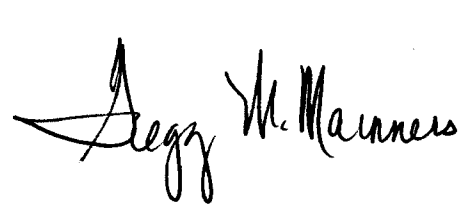
Monona Terrace is honored to have been a part of this strong community fabric, contributing to the accomplishments and the well-deserved accolades, of the past 20 years. It took many decades to make Frank Lloyd Wright's vision a reality, and in the two decades since it began operation, Monona Terrace has developed into a significant local and regional economic driver and a true community cornerstone.

We are proud this iconic regional center has not only grown to become a top global convention and visitor attraction, but has also played a major role in helping to enrich the quality of life for Madisonians over the last two decades – from local businesses, to local residents, local government, regional groups and organizations.

The numbers speak volumes. More than 7.9 million visitors have participated in the 15,000+ events hosted at Monona Terrace since the doors first opened. That business has generated \$550 million in economic impact and has supported more than 1,500 community events over that period of time. We are proud to have reached these goals and even more pleased that the level of customer service has not wavered – demonstrated by the 98% overall customer satisfaction rating.

Although the past 20 years have been filled with many important milestones for Monona Terrace and measurable positive impact on the Madison region, the 2017 annual report focuses on celebrating recent accomplishments that have been achieved through collaboration with our strategic partners across the region to enrich the important role of the convention and visitor industry. We see evidence of this in the many developments currently in progress and in the groundswell of interest in investing in some of our community's greatest resources. One such example is the Madison Design Professionals' Nolen Waterfront concepts, which include a potential opportunity to expand Monona Terrace. Another important piece is the work underway to further a new master plan for the Alliant Energy Center and surrounding area redevelopment.

With a solid foundation securely in place, the vision for the future is bright and full of promise. The ongoing successful operation of Monona Terrace, coupled with the development of other regional assets that complement and support our primary business, has helped create an environment of confidence for additional investment in downtown Madison. We are proud of the value that Monona Terrace adds to the quality of life for our entire region and we look forward to working with our valued partners in the convention and visitor industry to grow our contributions and create an even stronger and more vibrant community – both as a destination for visitors and as a treasured community asset that benefits everyone in our area.



Gregg McManners, Executive Director

Monona Terrace Community and Convention Center
Madison, Wisconsin



Monona Terrace Board of Directors Chair, Glenn Krieg

“ We create our buildings and then they create us. Likewise, we construct our circle of friends and our communities and then they construct us.” - Frank Lloyd Wright

For two decades, Frank Lloyd Wright's vision of creating a space for communities to come together, and for important work to be done, has come to life within the walls and open spaces of Monona Terrace Community and Convention Center. This revered community gathering venue has continued to grow and prosper and draw in more and more people each year. The positive influence it has had on the local economy, the quality of life of area residents, and the impact on myriad groups that convened under and upon the roof of this prestigious lakeside destination, is profound.

But Mr. Wright's vision didn't stop there. Because we now know what can happen when a grand gathering place such as Monona Terrace is added to the center of a vibrant city, we are compelled to ensure it continues to evolve and grow to meet the changing needs of all its guests.

As members of the Monona Terrace Board of Directors, we take this responsibility very seriously. With every decision we make, with every budget that is approved, an eye on how the decision impacts the individuals, the organizations, businesses and the larger community is at the core. Whether visitors to Monona Terrace come for conventions, conferences, community events like Dane Dances or Rooftop Concerts, they have transformed the brick and mortar of the facility into a living, breathing community essential.

When Mr. Wright intimated that a well-conceived building could impact individuals and change the course of their lives, he was indeed, right. We as a community are different – better – because of Monona Terrace. We are financially stronger because of the more than \$550 million Monona Terrace has contributed to the local economy since opening. We are a tighter knit community because of the hundreds of community programming events each year at Monona Terrace that bring us together. And through our strategic partnerships with organizations like the Greater Madison Convention and Visitors Bureau and Downtown Madison, Inc., we are a destination location for visitors from around the globe.

We are blessed to be celebrating 20 years of being a part of the fabric of the Madison region in 2017. It was an incredible year, as you will see throughout this report. Our engagement with the community has continued to grow and provide unique opportunities for all of the residents of our region to enjoy the many abundant features of downtown Madison. Our economic engine – conventions – has also grown stronger over the past year, allowing us to draw in new people and new dollars for our local businesses and our local economy. We value this balance of community offerings and global convention business that allows us the ability to significantly enrich our community on an annual basis.

The Monona Terrace Community and Convention Center Board of Directors continues to stand ready to work hand in hand with local leaders, businesses and organizations to realize the full potential that Monona Terrace and future developments and community enhancements can bring our local residents, our region, our state and our convention goers from across the globe.



Glenn Krieg, Chair
Monona Terrace Board of Directors
Madison, Wisconsin

Glenn Krieg, Chair
Chief Financial Officer,
Morgan Murphy Media
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Principal, Constituency Services, Inc.
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Executive Director, Alliant Energy Center
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Tom Solheim
Stafford Rosenbaum, LLP

Mike Verveer
Alderman, City of Madison

Thomas J. Ziarnik
General Manager, DoubleTree By Hilton, Madison

Greater Madison Convention & Visitors Bureau

The competition for securing conventions and events for a destination heightens every day. Cities like Nashville are investing billions in infrastructure to grow their visitor and event economy. New hotels, convention centers and entertainment complexes are popping up everywhere. In Wisconsin, Green Bay, Wisconsin Dells and La Crosse are all bullishly investing so they can capture more event business and their event attendees' dollars.

Madison has, with a few exceptions, enjoyed two strong decades of visitor business. Our city's event infrastructure – including the cornerstone, world-class Monona Terrace Community and Convention Center – our perennial marquee event calendar and the city's energetic vibe have created an excellent foundation for convention, sports and other visitor business.

But as any community or business knows, you cannot stand still if you want to thrive.

As we look to the future, we see momentum being generated by the successful growth of some of our key regional assets, and many exciting new projects emerging to support our growing visitor economy. The Greater Madison Convention and Visitors Bureau (GMCVB) is committed to doing everything we can to ensure all of the various pieces of the puzzle come together to create the optimal visitor experience and give the Madison region the competitive advantage.

This contagious energy and positive movement will help sustain our growing reputation as a “top, small city convention destination” as noted by *meetingsource.com* in January 2018. We strive to advocate for and support priority infrastructure projects that optimize the area's livability potential, and are thrilled with the forward progress in quality hotel development and enhancements with the new AC Madison, enhanced Park Hotel, the impending construction of a hotel at Judge Doyle Square, and possible hotel development on State Street and on the downtown Madison College site. The growing concept of enhancing the Alliant Energy Center campus is another key ingredient to our future success, as well as the critical importance of air access. The announcement of planned significant terminal upgrades, new non-stop air service to/from San Francisco coupled with the news that Truax may be the site of new Air Force F-35's, reflects confidence in this market and in the future of our Dane County Regional Airport.

Tourism is a competitive industry, and it requires deliberate planning and targeted effort to showcase the area's unique assets and entice visitors and event planners to choose Madison. To do that, the GMCVB along with the Madison Area Sports Commission are focusing efforts on branding and storytelling, including content about our wonderfully diverse neighborhoods.

We are initiating a destination development strategy that supports existing attractions, building fresh, new, authentic visitor experiences, continuing focus on securing events such as the Reebok CrossFit Games, and creating new events such as our unique Bucky on Parade.

With the positive relationships and collaborations the GMCVB has with the professional team at Monona Terrace, and with our hotel and other sector partners, we are able to be nimble and adjust our efforts, based on the current national landscape and our overall competitive picture.

We are fortunate to live in and have the privilege of promoting a city that exudes energy and inspiration. We are grateful visitors tell us they leave Madison with their senses fulfilled and satisfied. And we are proud to represent a place that doesn't rest on its laurels but challenges itself to look ahead. That's what it takes to stay competitive.



Deb Archer, CDME, President & CEO

Greater Madison Convention & Visitors Bureau
and Madison Area Sports Commission



Downtown Madison, Inc.

For decades, downtown Madison has been a major destination for visitors from all over the region and the world. A vibrant scene of events, businesses, activities and attractions coupled with the physical beauty of our city and lakes make downtown Madison a destination on par with the best. The economic impact visitor spending has on our community continues to grow and we can't take that for granted. Much time, work and investment have gone into making our downtown what it is today. And, to remain competitive and attractive, we need to continue to support and invest in the elements that make our city great.

Many attribute the resurgence of downtown Madison to the opening of Monona Terrace Community and Convention Center in 1997. This impressive facility draws hundreds of thousands of people to our region, generating revenue for our city and enhancing the quality of life for those of us who live and work here. As shown in the Downtown Madison, Inc. 2017 *State of the Downtown* report, the economic benefit from conferences and conventions at Monona Terrace since opening in 1997 has been an astounding \$517 million (as of YE 2016). In 2016 alone, the tourism industry as a whole generated over \$257 million in direct visitor spending in our downtown. These are new dollars coming into our community, helping to support and enhance our local food, retail, service and entertainment economy. These are enhancements from which we all benefit!

Over the course of the past twenty years, significant public-private investment in major tourist destinations has also added to the vibrancy of our city and downtown. There was the opening of the Kohl Center in 1998, the addition of Overture Center for the Arts and Madison Museum of Contemporary Art in 2004, the new Madison Children's Museum and Wisconsin Institutes for Discovery in 2010, Union South in 2011 and the new Madison Central Library in 2013. In 2014 we welcomed the New Holland Pavilion at Alliant Energy Center, and in 2015 the Henry Vilas Zoo Arctic Passage, as well as major renovations at Camp Randall Stadium, Breese Stevens Field and Memorial Union. The list could go on. In 2016 there were over 11 million visits to major attractions in the downtown area alone.

In addition, hotel development activity in downtown Madison is booming with no signs of stopping. Since 2010 the number of hotel rooms in the downtown has increased by 35% with more rooms to be added in the next few years. As we work to ensure that downtown Madison is an economic engine for our region, we need to support opportunities that will help maximize the economic impact of Monona Terrace, bringing new dollars, additional tax revenue, and more jobs and business activity to our community.

Looking toward the future, continued investment in projects such as Judge Doyle Square, Alliant Energy Center, Breese Stevens Field, and the Nolen Waterfront is necessary and will help to ensure our downtown remains an economically strong, enjoyable, welcoming and beautiful place for all.



Jason Ilstrup, President

Downtown Madison, Inc.



Monona Terrace Celebrates Twenty Years

Twenty years ago, Madison’s skyline changed as Monona Terrace opened its doors to the public and introduced a new community and convention center to the people of our region. Now as we celebrate our 20th anniversary, a hearty thank you is extended to the community for its support over the years. While Frank Lloyd Wright never saw the completion of his project or the realization of “the long awaited wedding between the city and beautiful Lake Monona,” he certainly would be proud of the role Monona Terrace has played, not only in the visual beauty of the Madison skyline, but also as an economic engine and community gathering place for his beloved Madison.

WE ARE PROUD TO CONTINUE WRIGHT’S LEGACY IN MANY WAYS:

- Meticulous care and maintenance of the facility
- Environmental efficiency of operation
- An economic engine for the region
- Innovative and cutting-edge event services
- A tourism destination for thousands of out-of-town visitors
- Producer of numerous free program offerings for the community
- Notable awards include the Wisconsin Forward Award (WFA) at the designation of Mastery Level. The Forward Award is the state’s premier recognition for workplace excellence. The award criteria include visionary leadership, valuing people, fulfilling societal responsibilities, ethical behavior and transparency, and a strong customer focus, as evidenced by the 99% willingness-to-return rate surveyed from clients.
- The facility has been certified at the Gold Level by the U.S. Green Building Council as LEED-EB: O&M (Leadership in Energy and Environmental Design – Existing Building Operations and Maintenance). The LEED rating system, developed by the U.S. Green Building Council, is the foremost program for buildings, homes and communities that are designed, constructed, maintained and operated for improved environmental and human health performance.

SOME KEY MILESTONES FOR MONONA TERRACE AND ONSITE CATERER, MONONA CATERING, OVER THE PAST 20 YEARS INCLUDE:

Total Events	15,073	Pounds of Food Waste Composted	329,127
Total Attendance at Events	4,711,242	Economic Benefit from Conferences and Conventions*	\$550,646,343
Number of Meals Served	2,485,231		
Pounds of Food Donated to Charity	190,013		

In addition, over 79,000 people have taken a tour of Monona Terrace, and the facility has a crew of dedicated volunteers who have logged 17,720 hours in service to Monona Terrace.

Monona Terrace is also a recognized partner of the newly designated Frank Lloyd Wright Trail. Led by the Wisconsin Department of Tourism, the 200-mile architectural trail highlights nine Wright designs, from private houses to public buildings, across nine counties in southern Wisconsin. Signs are located in Richland, Sauk, Iowa, Dane, Jefferson, Milwaukee, Racine and Kenosha counties.

*Conventions are multi-space/multi-day business with peak room nights of 151 or greater, and/or total room nights of 500 or greater. Conferences have peak room nights of between 50 and 150 and total room nights of 499 or less. Starting with 2014, the Destination Marketing Association International (DMAI) Event Impact Calculator was used to estimate the economic impact of Monona Terrace. The DMAI and Tourism Economics created the calculator in 2011 and it has become the industry standard for measuring the value of conventions and conferences. Years 2005-2013 were calculated by Baker Tilly accounting and consulting firm. Years 1997-2004 were calculated using data from the International Association of Convention & Visitors Bureaus adjusted for the Madison area by the GMCVB.

Monona Terrace 2017 Awards and Recognitions

The staff of Monona Terrace Community and Convention Center is pleased to announce that the facility was the recipient of numerous awards and certifications both regionally and nationally in 2017.

- *In Business Magazine* Executive Choice Award winner for Best Venue for Business Meetings/Events, as selected by members of the IB Executive Register.
- The 2017 Prime Site Award by *Facilities & Destinations* magazine, a national publication. This was the fifteenth straight year Monona Terrace has received this award.
- The 2017 People Love Us on Yelp award for the positive ratings and reviews received in the past year on *Yelp.com*.
- *TripAdvisor* 2017 Certificate of Excellence for the consistent achievement of high ratings from travelers.
- 2017 Certificate of Environmental Leadership from *3Degrees* for lowering the carbon footprint by supporting 6,480,000 KWH of renewable energy and 1,180 metric tons of carbon offsets.



Monona Terrace Community Programs

PROGRAMMING:

- 2017 programs served 43,700 people.
- New programs:
 - Frank Lloyd Wright 150 events: Design Night Out, Wright On for families
 - Bounce
 - GenXDance Party
 - Luminescence
 - Day-long meditation
 - PBS partnership event: *Victoria* premiere
- Programs showing most growth in average attendance from previous year:
 - Concerts on the Rooftop 27%
 - Wellness Talks 40%
 - Mindful Yoga 20%
- Based on survey feedback: email, word of mouth, and the Monona Terrace website are the highest attendance drivers for events.
- 236 tours served 2,200 visitors from all over the world.
- 18% of the 2,000 people who answered our surveys had never been to Monona Terrace before!
- 60% of program attendees are from the City of Madison

VOLUNTEERS/INTERNS:

- 60 Monona Terrace volunteers logged 1,808 hours giving tours, facilitating school workshops, helping in the office and working events. We also added new gardening volunteer positions this year to help with planting and weeding in the gardens.
- Five interns donated 1,747 hours of project time with us.
- The value of this time, based on an Independent Sector report, is \$85,800.

FRIENDS OF MONONA TERRACE

The Friends of Monona Terrace re-activated in 2017 and now has a complete Board of Directors and goals in place for the coming year. Primarily a fundraising group, this team of long-time docents and fans of the facility have come up with some preliminary plans to raise funds for 2018 community programs. They are putting together a membership campaign for Monona Terrace, and are preparing to hire an hourly grant writer and administrative support person to develop a website and informational brochure for the group. They will be reporting to the Monona Terrace Board on progress before mid-year.



EVENTBRITE TICKETING

The Community Relations team ticketed 29 events this year using Eventbrite, for which over 40,000 registrations occurred. This required training of volunteers for check-in, training of staff on how to use the software to create on-line events and physical set up at the event. The result was 60% email subscriber growth (from 10K to 16K) and a 100% increase in survey responses (from 1K to 2K).

OTHER REVENUE SOURCES:

- In 2017, \$1,900 was collected at events and \$2,300 in donations collected via mail and web, for a grand total of \$4,200.
- Monona Terrace re-opened the tile campaign to support community programming in 2014. The retail value of tiles sold in 2017 was \$8,250, with a total of \$33,375 since the campaign re-opened. Community programs see about 60% of this total after cost.
- 19 Sponsors/Grantors totaling \$56,500

OTHER BENEFITS TO MONONA TERRACE

- Catering Commissions \$61,400
- Program Revenues \$37,450
- Program Partners (not sponsors) 62

MEDIA COVERAGE:

- PR value of local media coverage – print and television - totaled \$570,000. Client events and community programs accounted for the majority of local news coverage.
- Media sponsorships with WOLX, Wisconsin Public Radio, Midwest Family Broadcasting and Isthmus Publishing total value in 2017 was \$18,000.

DIGITAL MEDIA:

We strive to increase positive public engagement and strengthen the Monona Terrace brand

- Facebook followers:
 - 14,000 - 16% increase over last year
- Twitter followers:
 - 3,600 - 16% increase over last year
- Email Subscriber Growth:
 - 16,270 – 60% growth over last year



Community Program And Event Testimonials

PUBLIC TOURS

“Tour was excellent. We brought an Italian architectural student along with us and she was thrilled with the tone and all aspects.” *(David J. Plymouth, WI)*

“Donna might be the best tour guide ever! We are noticing ‘Wright’ in everything! WE recommend this tour to everyone who visits Madison. Fascinating!” *(Phil & Stephanie, Frisco, CA)*

DAYLONG MEDITATION RETREAT

“This retreat is the best gift I could have given myself. I soaked up every minute of it. The day was perfectly planned with appropriate breaks between sessions. I would love to attend more daylong events like this!” *(Mary A, Waterloo, WI)*

“Perfect place to hold an all-day meditation - lots of space, windows, comfort. Sarah is a great presenter. Please have it again.” *(Mardy K. Madison, WI)*

LUMINESCENCE: A SPECTACLE OF FIRE AND LIGHT

“Very nice venue and security personnel. Thanks for keeping the price lower to experience a new type of entertainment. A great family event!” *(Gina K., Madison, WI)*

MADISON MINI MAKER FAIRE

“This was the best community event I’ve been to at the Terrace. Plenty of room, lots to do and see. Free water. It was so entertaining, I brought my 3 and 6 year old grandchildren and we all had a blast! Thanks!” *(Carol M., Fitchburg, WI)*

MEDITATION AT MONONA TERRACE

“This is an EXCELLENT program, Sarah Moore is simply OUTSTANDING! I hope it can continue, and it would be great to have MANY MORE sessions per year!” *(Jim M., Madison, WI)*

“Five*****” *(Jerry E. Madison, WI)*

MINDFUL YOGA FALL 2017

“I feel so good after a class of Yoga; it’s just a good workout. Thank you Monona Terrace and staff.” *(Rose J, Madison WI)*



MOON OVER MONONA TERRACE

“Moon over the terrace was an excellent program - we will come again.” *(Tim S. Sun Prairie, WI.)*

CONCERTS ON THE ROOFTOP

“Wonderful event! Beautiful venue for a concert. Getting tickets was easy and the event the day of the concert was well organized.” *(Laura E, Madison)*

“It’s a wonderful community gathering spot and a great summer music program.” *(Ron Reynolds, Madison, WI)*

“This is such a wonderful community event for the entire family. There is good music, great atmosphere, dancing, visiting with friends, people watching, and relaxing on the rooftop of Monona Terrace in beautiful Madison, WI. Who could ask for more?” *(Nancy S. Madison, WI)*

T’AI CHI AT MONONA TERRACE

“Members from our small T’ai Chi club travel from Janesville each year to attend these lessons, and we always leave with excellent insights to share with our group. We appreciate the programming and the extra reason to spend some afternoons at your beautiful Monona Terrace!” *(Amber G, Janesville WI)*

YOGA FOR STRENGTH & FLEXIBILITY

“Awesome instructors! Thank you for providing a free community experience! It’s so important for Madison to bring all people together.” *(Annette P, Madison, WI)*

WRIGHT DESIGN SERIES SPRING 2017

“I thought the lecture was very interesting & there was a good group of people who attended. I can’t wait to attend more in the future!” *(Joanna Zevallos, Chicago, IL)*

“The quality of the topics were excellent and we thought each speaker did an excellent presentation.” *(G. Bell, Madison, WI)*



Monona Catering Vision: Be The Best, No Less

2017 REVENUE

Year-end total revenue was \$7,138,313 (pre-audit), 11.20% down from the record-breaking 2016 revenue of \$8,040,549.

2017 SERVICES:

- Hospitality (coffee breaks) 132,709 guests
- Meals (breakfast, lunch, dinner) 111,026 guests
- Receptions 64,084 guests
- Total Services (includes all misc.) 431,488 guests
- Approximately 6,028 pounds (3.01 tons) of food donated to Salvation Army and like organizations
- Approximately 31,625 pounds (15.81 tons) of pre-consumer composting diverted from waste stream

LAKE VISTA CAFÉ

We had great weather in 2017, which allowed the Lake Vista Café (LVC) to prosper. The season finished with a record-breaking \$224,722 in sales, which was up 22.5% from 2016.

LVC guest comment card averages were very good to excellent, with overall staff service satisfaction rated at 98.51%, and overall food satisfaction and value rated at 97.07%, which is an increase from the total of 96.92% in 2016. LVC will reopen the second Tuesday in May 2018.



2017 MARKETING ACTIVITIES

- The following is a snapshot of some of Monona Catering's 2017 marketing activities:
- MT Client Appreciation Events
 - Client Menu Tastings
 - Wedding Menu Showcases
 - Spring Bridal Show
 - GMCVB - Client Cultivation Events
 - MT Sales Blitz
 - MT/MC Team Development Day
 - United Way Combined Campaign
 - Dane County CASA Gingerbread House Competition Sponsor



Monona Terrace Community and Convention Center 2015-2017 Year-End Performance Measures	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL
Conventions and Conferences*	63	67	60
Economic Impact from Conventions & Conferences	\$38.8M**	\$48.2M**	\$33.4M**
Average Attendance at Conventions or Conferences	743	737	710
As a Percentage of Total Events	9.5%	9.8%	9.5%
As a Percentage of Building Revenue	51.8%	54%	46%
Hotel Room Nights Generated	31,779	44,969	36,286
Local Events	544	557	492
Average Attendance at Local Events	393	427	470
As a Percentage of Total Events	82%	82%	78%
As a Percentage of Building Revenue	40%	41%	45%
Community Events	112	113	107
Average Attendance at Community Events	381	382	408
As a Percentage of Total Events	17%	17%	17%
Total Attendance of Tours	2,622	1,943	2,200
Volunteer Hours	1,334	1,541	1,808
Building Activity			
Number of National or International Events	28	35	33
Number of State and Regional Events	88	88	104
Average Number of Events in Building per Day	1.8	1.9	1.7
Total Square Footage of Space Rented	16.4M SQ. FT.	18.7M SQ. FT.	15.8M SQ. FT
Total Number of Hotel Room Nights Generated	34,679	47,719	39,116
Total Number of Events	660	680	629
Catering Activity			
Number of Meals Served	111,364	127,578	111,026
Number of Guests Served at all Catered Functions	447,643	518,620	431,488
Pounds of Food Donated to Charity	5,500	6,500	6,000
Pounds of Pre-consumer Food Waste Composted	39,000	38,000	32,000
Customer Service			
Percentage of Repeat Business	66%	68%	67%
Willingness to Return	100%	99%	99%
Overall Customer Satisfaction Rating	97%	98%	98%

Note:
*Conventions are multi-space/multi-day business with peak room nights of 151 or greater and/or total room nights of 500 or greater. Conferences have peak room nights of between 50-150 and total room nights of 499 or less.

**The Destination Marketing Association International (DMAI) Event Impact Calculator is used to estimate the economic impact of Monona Terrace. The DMAI and Tourism Economics created the calculator in 2011 and it has become the industry standard for measuring the value of conventions and conferences.



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