

2020 ANNUAL REPORT



MONONA TERRACE EXECUTIVE DIRECTOR—CONNIE THOMPSON

Pausing to reflect on the year gone by typically causes feelings of nostalgia as you consider the joys and challenges that ensued and begin focusing on the hopes and possibilities that lie ahead. But 2020 was different. While most of us feel a strong desire to close the books on 2020 as swiftly as possible, our reflections on this difficult year also remind us of the good that emerged from the many, many challenges.

And so, in this unique annual report, while we will certainly acknowledge the hardships that surfaced and profoundly impacted us personally and economically, we will also shine a light on the positive outcomes that came from this unprecedented year of loss, change and transformation.

Specifically, I want to highlight four key accomplishments Monona Terrace was able to realize in 2020:

PROACTIVE AND STRATEGIC PLANNING: RE-IMAGINING AND PREPARING FOR THE FUTURE

There is no denying that the COVID-19 pandemic resulted in a horrible year for business and revenue. Monona Terrace has been unable to hold large-scale, in-person events since March 2020 and that has prompted fiscal tightening and staff restructuring. But it has also provided the time and space to strengthen internal and external collaborations and reenvision our facility, services and amenities. We are especially proud of our significant advancements in sustainability and green technology leadership. We revised all cleaning procedures and made acquisition of GBAC (Global Bio-Risk Advisory Council) STAR certification a priority, so we now provide the industry gold standard in cleaning, disinfection and disease prevention. And our Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) team submitted an application for recertification. *See details on these later in this report.*

STRONG, COLLABORATIVE LEADERSHIP: PRESERVING AND PROTECTING MONONA TERRACE'S LONG-TERM VIABILITY

I'm proud that Monona Terrace leadership and staff did more than react to the COVID-mandated restrictions. We were proactive in immediate fiscal stewardship and in planning for post-pandemic reopening. Not surprisingly, Madison hotel room taxes dried up as pandemic restrictions were put into place. Monona Terrace twice adjusted its operating and capital budgets to address this funding shortfall. Some of those adjustments were accomplished through staff redeployment, workshare and not filling open positions. The result was a sizable savings to our operating budget and financial stabilization that will ensure we are poised to move forward. *See a full financial summary on page 14.*

FORGING WIDESPREAD PARTNERSHIPS: PLAYING IMPORTANT NEW ROLES IN SUPPORTING OUR COMMUNITY

At a time when being apart was necessary, working together was critical. Not only did the Monona Terrace team come together to face challenges head on and find ways to minimize the negative effects of the pandemic, but team members also partnered with city and industry colleagues, public health and many others to push through the experience and be stronger together. For the first time in its history, Monona Terrace served as a polling place. It was also the site of the Dane County presidential recount and is currently storing some of the State Street murals that were painted in response to the Black Lives Matter demonstrations. *See page 7 for more details on some of the unique partnership opportunities in which Monona Terrace engaged.*

INNOVATION AND FLEXIBILITY: CREATING OPPORTUNITIES, EXPANDING OUR REACH AND FURTHERING OUR MISSION

In spite of the incredible challenges faced by Monona Terrace and the entire meeting and hospitality industry, the year will also be remembered for the bright spots. Many of these include important advancements in technology innovations. Monona Terrace's audiovisual staff developed a state-of-the-art virtual studio. Hybrid or completely virtual meetings and events are possible thanks to our digital infrastructure, technical expertise and dedicated staff. The state-of-the-art studio was featured in the Winter 2021 issue of *Wisconsin Meetings* magazine, which reported "The studio has the ability to execute hybrid or fully virtual events, online polling, live Q&A, and picture-in-picture views of the presenter and presentations with multiple platforms." And while the pandemic prevented in-person community events, that didn't stop Monona Terrace from providing inclusive, fun and meaningful programming. We moved community events to our virtual platform, and it was amazingly successful. People who previously might not have had access to in-person events were able to participate virtually. In fact, online attendance often doubled the previous in-person numbers. See page 10 for more details on event attendance and the virtual studio capacity.

Monona Terrace overcame the obstacles that defined 2020. It forged collaborations that helped steer Monona Terrace and its partners through COVID restrictions. It met constantly shifting event, programming and facility needs while developing a vigorous roadmap to reopening as public health allowed. It made significant progress in meeting or exceeding industry sustainability and green technology standards. As we approach reopening and the beginning of the return to normalcy, Monona Terrace continues providing the venue, amenities and staff to deliver exceptional events in our stunning, world-class facility. ■



RE-IMAGINING

PROACTIVE AND STRATEGIC PLANNING AND PREPARING FOR THE FUTURE

In 2020 the Monona Terrace team refined our practices and re-envisioned all of our events with the pandemic in mind and health and safety measures at the forefront. We're ready to safely host events and have been booking numerous events for the second half of 2021 and beyond. Below are some ways Monona Terrace was able to re-imagine our facility, services and amenities and strengthen our core operations in preparation for an even stronger future:

HEALTH & SAFETY – In line with CDC guidelines, we revised all cleaning procedures and made acquisition of GBAC (Global Bio-Risk Advisory Council) STAR certification a priority, so we now provide the industry gold-standard in cleaning, disinfection and disease prevention.



ENVIRONMENTAL STEWARDSHIP – Our Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) team submitted an application for recertification. We are currently at the Gold level and are striving to achieve Platinum level.

SUSTAINABILITY – Monona Terrace was recognized as a 2020 Dane County Climate Champion. The Dane County Office of Energy & Climate Change launched the Climate Champion program earlier last year as part of Dane County's Climate Action Plan to recognize the progress local entities are making to address climate change. Monona Terrace was among five city agencies that were awarded.

"Monona Terrace met the challenges of the pandemic with calm understanding, creativity and teamwork."

– Monona Terrace Board Member



LEADERSHIP

PRESERVING AND PROTECTING MONONA TERRACE'S LONG-TERM VIABILITY

Sound leadership, staff commitment and a proactive response are essential elements of weathering any number of organizational challenges. Monona Terrace demonstrated all three of those in its fiscal stewardship during the pandemic and in its thorough planning for a post pandemic reopening. Below are examples of some of the strong leadership approaches that help stabilize Monona Terrace and ensure its long-term viability:

IMMEDIATE, PROACTIVE RESPONSE – When COVID hit at the end of March 2020, Monona Terrace executives immediately assembled a team tasked with developing reopening and recovery guidelines, including revised room sets, new signage, barriers and social distancing markers. In addition, a team was formed to research, apply for and secure GBAC (Global Bio-Risk Advisory Council) STAR certification, the industry gold-standard in cleaning, disinfection and disease prevention.

TOUGH, STRATEGIC DECISIONS – With the significant financial challenges posed by the pandemic including a substantial room tax fund deficit, Monona Terrace executives effectively used redeployment of staff to other city agencies, state workshare options, a hiring freeze of over 10 open positions, and expense cuts to reduce the operating budget and manage the capital budget. The effect was a sizable savings that when combined with use of Monona Terrace reserve funds resulted in financial stabilization that will help ensure we are poised to move forward.

MAINTAIN CUSTOMER SERVICE – Monona Terrace continues to get high marks from its guests. That was true before the pandemic and remained valid during the COVID shutdown. Of those who responded to our 2020 Guest Survey, 100 percent indicated a willingness to return to Monona Terrace. We scored at or near 100 percent in event planning areas such as sales, event coordination and catering as well as on-site services, parking facility, catering staff and food and beverage. Survey respondents described the staff as professional, informative, friendly, giving attention to detail and easy to work with. They described the facility as beautiful, elegant and meeting every need.

“Attention to detail, helpfulness and adaptability are second to none!”

– Monona Terrace Client

“Monona Terrace is easily one of the highlights of Madison and I’ve been there for many, many events.”

– Monona Terrace Client

“Monona Terrace adapted to the financial devastation experienced in the meeting and conference industry by reducing expenses, lending staff to other city departments and working hard to rebook future business.”

– Monona Terrace Board Member

MONONA TERRACE BOARD OF DIRECTORS

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The managers and staff of Monona Terrace offer our sincerest gratitude to the Monona Terrace Board of Directors for their steady leadership guiding our facility during these unstable and unprecedented times. Thanks to the Board's extensive experience, thoughtful direction and steadfast support we were able to weather truly the worst of times for our industry. We know there are still significant financial challenges ahead, but feel confident of our path forward to recovery.



"I am very pleased with the way that Monona Terrace adapted to the financial devastation experienced in the meeting and conference industry due to the pandemic. By working closely with city agencies and other partners, they found creative ways to reduce expenses without excessive hardship for staff or at the cost of facility quality. Their sales team consistently salvaged and rebooked business into the future throughout 2020 and is diligently cultivating new clients and booking new events.

The future of Monona Terrace is dependent on staff ingenuity, flexibility and hard work, and they have proven their ability to rise to the challenge. Their resilience is reminiscent of the old adage, 'Tough times don't last; tough people do.'

As the world opens up, Monona Terrace will look for ways to serve the community. The organization will be committed to safety of visitors and attendees, with the goal of greater accessibility and concerted effort to reach a wider audience than ever before."

- Alice O'Connor, Chair, Monona Terrace Board of Directors

PARTNERSHIP & COLLABORATION

PLAYING IMPORTANT NEW ROLES IN SUPPORTING OUR COMMUNITY

Monona Terrace Community and Convention Center is, by its very mission, a collaborative entity. It is designed to bring people together, serve the needs of others and provide support to the community. 2020 amplified that important role in a whole new way and created even more partnerships and opportunities to collaborate. Read on to see examples of what was made possible thanks to some of those new and existing alliances.

LENDING OUR EXPERTISE – Sometimes partnerships mean working together as part of a committee. Monona Terrace staff have been asked to serve and are sharing their expertise and perceptions on a variety of city committees, including: the Emergency Operations Center planning section, the government services recovery team, the continuous improvement process team and the city employee relations committee. Monona Terrace staff also serve on the Downtown Madison Inc. economic development committee and Destination Madison’s community relations committee.

SHARING INDUSTRY BEST PRACTICES – Partnerships with colleagues help inform industry trends and best practices. Monona Terrace staff shared their audiovisual, event booking and event coordination expertise with the Alliant Energy Center as it sought ways to adapt and streamline its processes. Monona Terrace partnered with Destination Madison to explore the merits of an optimization study. It also commissioned a hotel and meeting space demand study that determined a continued need for both amenities. In addition, staff serve on the Public Health Madison and Dane County’s hospitality industry reopening guidelines committee which is working to help inform safe practices and guidelines for reopening businesses.

STEPPING UP TO FILL A NEED – There are times when unique circumstances call for new ways to collaborate. When the Dane County Clerk’s office learned it needed to recount the presidential ballots, Monona Terrace was identified as the optimal location for managing that significant task. This event, which garnered national attention, required significant support from Monona Terrace staff to accommodate the needs of the hundreds of tabulators who worked 12-hour days for more than a week. Though the election outcome did not change, the event tested and validated the practices and procedures put in place to serve and support clients and the public while maintaining a clean and safe venue.

LENDING A HAND WHERE NEEDED – Monona Terrace is pleased to provide needed storage space to preserve historic artistic murals created on State Street business storefronts during the 2020 social justice protests. We participated in the “Light It Blue” campaign to honor front line workers during the pandemic. And, we were honored to play a role in serving on the Destination Madison CEO search committee to help identify this important new leader who will help continue to grow our destination. Monona Terrace’s partnerships demonstrate we are a strong community and industry leader committed to safety, sustainability and long-term success.



“Monona Terrace was where I first met Destination Madison’s senior leadership when I interviewed for the President & CEO position. Hearing about the work Destination Madison does with Monona Terrace while standing in the iconic building was awe-inspiring. It’s exciting for me to help bring groups from around the country to this special landmark that is part of Madison’s fabric.”

– Ellie Westman Chin, President & CEO, Destination Madison

“Monona Terrace has served some pretty key roles during this pandemic, with its large footprint and advanced safety protocols they were there to host events that were essential, such as serving as a polling site, hosting the presidential recount, and some educational events. They also helped us all manage pandemic stress with their popular community virtual health and wellness programming”

– Satya Rhodes-Conway, Mayor, City of Madison

INNOVATION & ADAPTABILITY

CREATING OPPORTUNITIES, EXPANDING OUR REACH, FURTHERING OUR MISSION

One important lesson learned during the pandemic has been the importance of remaining flexible. Monona Terrace leadership and staff adjusted as necessary to ensure we met 2020's challenges while planning for a safe and robust reopening, relying heavily on innovation and the capacity to remain adaptable. Below are examples of how innovation, adaptability and community support allowed Monona Terrace to create new opportunities, expand our reach and further our mission.

NEW OPPORTUNITIES – Technology innovations allowed Monona Terrace's audiovisual staff to develop a state-of-the-art virtual studio. Completely virtual or hybrid meetings and events are possible thanks to our digital infrastructure, technical expertise and dedicated staff. Features of our virtual studio include: a 40-gigabit building fiber backbone, gigabit ethernet to the show floor, redundant firewalls and network core, a 45 by 15-foot screen, plus on-site technicians to support customer network and audiovisual needs.

EXPANDED REACH – By moving all community events to a virtual platform, online attendance often doubled previous in-person attendance. Such events as Lakeside Kids and Wright Design were able to reach many more local residents and people from across the country and around the globe than ever before.

FURTHERING OUR MISSION – In late 2020, Monona Terrace was recognized for its significant community and economic impact and importance and was awarded a Department of Administration (DOA) COVID Entertainment Venue Grant for nearly \$400,000.

With a focus on transformational flexibility and an eye to the future Monona Terrace is well-positioned to continue on its 2019 growth trajectory and contribute to the community's post-pandemic recovery.

No one would want to repeat 2020. But the staff and leadership of Monona Terrace has used this challenging year to develop innovative programming and technologies, forge effective partnerships and adapt to ever-changing demands and situations. The result is a strong, vibrant Monona Terrace poised for a promising future.

As COVID restrictions relax and in-person events gain traction, Monona Terrace is prepared to welcome back guests. It will continue to be a financial asset that provides millions of dollars directly and indirectly to the local economy. Monona Terrace is a significant contributor to the Madison-area economy and programming provider that enhances the quality of life for residents and visitors alike.



“Monona Terrace offers peace of mind for in-person and high-tech hybrid events that bring people together for shared experience. The team at Monona Terrace makes safety a priority so planners and attendees can focus on the event.”

– Monona Terrace Board Member

“Monona Terrace is a vital driver of our local economy. As they begin to safely host meetings and gatherings again, the important tourism dollars this business generates will provide a much needed boost to our suffering restaurants, hoteliers, and other local businesses. Monona Terrace also plays an extremely important role connecting some of the brightest minds that solve our toughest problems – businesses and industries who meet to advance their work in science, technology, finance, and agriculture. That’s our path forward.”

– Satya Rhodes-Conway, Mayor, City of Madison

COMMUNITY PROGRAMS

PROGRAMMING

In 2020, we served 13,205 people through over 90 free and low-cost community programs. Despite the pandemic, we were still able to maintain the same level of programming as prior years, shifting from in-person events to online. With many kids home from school and learning virtually in 2020, we retooled our educational materials and provided downloadable lessons with activity sheets on architecture. We also offered online tours and lessons to schools and other groups. We got innovative, offering online versions of our Wright Design lecture series, Lakeside Kids series, and Moon Over Monona Terrace.

Our expanded virtual health and wellness offerings proved extremely popular during what was an incredibly stressful year for many, often doubling our normal in-person attendance for weekly Meditation at Monona Terrace, Mindful Movement, and special wellness talks on stress reduction.

VOLUNTEERS

Our volunteers are at the heart of the community outreach work we do. Many thanks to the volunteers who donated 385 hours in 2020 giving building tours, assisting in the office, maintaining our gardens, and working at events at Monona Terrace prior to our closure due to the pandemic in March.

FRIENDS OF MONONA TERRACE

The Friends of Monona Terrace Board continued to provide its strong support of our programming through their outreach and financial support. They served as ambassadors to our community and provided the necessary funding to support our virtual programming in 2020.

COMMUNITY AND PROGRAM PARTNERS

Numerous community partners provided both in-kind and financial support through grants and sponsorships for our Health and Wellness series, Moon Over Monona Terrace, and our Wright Design Series programming totaling \$17,056.

TESTIMONIALS

Meditation at Monona Terrace

"I enjoyed coming in person to the meditation times at Monona Terrace. I really appreciate the virtual version of this, especially during these trying and unprecedented times."

"Thank you very much for bringing meditation to us. It's always wonderful, but especially now when we need it the most. I felt a connection with all the others who were participating, and even though I couldn't see them I had a sense of well-being and compassion knowing they were there. [Dr. Sarah Moore] does a wonderful job guiding us through a practice."

Moon Over Monona Terrace

"I never attended the in-person event and wasn't sure how this would go on-line. Wow I was impressed! Monona Terrace staff did an excellent job introducing and wrapping up the sessions. The sessions were excellent. They were entertaining, educational, and were able to deal with the cloudy skies that rolled in. I learned more than I would have with an in-person event."

Virtual Wright Design

"I, like most Wright and preservation fans, have over the last year been watching a number of virtual presentations. And it's been great, because I'm seeing houses I've never seen before (and might not see under normal circumstances.) I just wanted to mention that I think your Virtual Design Series is overall the best one I have seen. Well presented, interesting houses and subjects, and I look forward to the new collaboration with the AIA."

SOCIAL MEDIA



Facebook followers
15,874



Twitter followers
4,040



Instagram followers
2,267



Email subscribers
18,880



MONONA CATERING

The COVID-19 pandemic began in Wisconsin in February 2020. By March 20, a statewide Stay at Home order was issued, and all events in the hospitality industry came to a halt.

By the end of May, the Wisconsin Safer at Home order was lifted, but local health department restrictions continued for meetings, events and public gatherings. These restrictions are still in effect as of Feb. 2021.

As a result, our union employees and half of our management staff have been furloughed for almost a year. We have been able to retain half of our core management team and maintain medical and dental insurance for all qualified employees with the aid of a government PPP loan. We continue to call back staff as needed for events that meet the Public Health Madison and Dane County requirements.

The first three months of the year ended with revenues of \$1.3M (pre-audit), which is 12% over from the same period in 2019. As the COVID-19 pandemic continued, our revenue after March 20 through the rest of the year was very minimal. Our total catering revenue for the year was \$1.4M which is 81% less than 2019.

The 2020 Services were:

- Hospitality (coffee breaks) 23,859 guests
- Meals (breakfast, lunch, dinner) 22,943 guests
- Receptions 16,584 guests
- Total Services (includes all misc.) 83,732 guests
- Approximately 3,500 pounds (1.75 tons) of food were donated to the Healthy Food For All program, which is distributed to local shelters, organizations and pantries throughout the city.
- In June and July, we prepared and donated 1,200 ready-to-eat meals that were distributed to local organizations by the Healthy Food For All Program.
- Approximately 1,000 pounds (.5 tons) of pre-consumer composting was diverted from the waste stream in January – March.

Lake Vista Café: The Lake Vista Café opened for the season on June 9, which was delayed a month by the COVID-19 Safer at Home order.

While we have a very loyal following, the public working remotely and the capacity restrictions contributed to a very slow season. We closed for the season on September 6, which is about three weeks earlier than we normally close.

The total revenue for 2020 at the Lake Vista Café was \$18,365, which was 90% less than 2019.

Comments from patrons were very favorable and positive. They were very thankful for all of the pandemic protective measures taken to keep everyone safe.

The timeline for the 2021 season is yet to be determined due to ongoing COVID restrictions.

2021 Projections: Revenue for the first half of 2021 is light as the COVID restrictions are still in force. Our revenue looks to rebound in the second half of the year, once the vaccines are widely available allowing consumer confidence for personal safety to return and all Safer at Home restrictions are lifted.

Estimated revenue for 2021 is around \$4M with the majority of it in the latter half of the year.

2020 Marketing Activities: The following is a snapshot of some of Monona Catering's 2020 marketing activities:

- Client Menu Tastings
- Wedding Menu Showcases
- Destination Madison - Client Cultivation Events
- MT Sales Blitz

Moving ahead into 2021 and 2022: We are dedicated to maintaining safe and socially distanced meetings and events following all public health requirements, which includes continuing our procedures for employee health screening, masking and social distancing. We will continue our commitment to ensuring all guests who visit and hold events at Monona Terrace feel safe, comfortable and confident that their food and beverage experience will exceed all expectations.

Monona Terrace Community and Convention Center	2018	2019	2020
2018-2020 Year-End Performance Measures	ACTUAL	ACTUAL	ACTUAL
Conventions and Conferences¹	62	60	10
Economic Impact from Conventions & Conferences ²	\$32.5M	\$33.3M	\$3.4M
Average Attendance at Conventions or Conferences	714	718	903
As a Percentage of Total Events	11%	11%	6%
As a Percentage of Building Revenue	52%	41%	40%
Hotel Room Nights Generated	32,560	31,568	3,364
Local Events	435	392	90
Average Attendance at Local Events	508	532	195
As a Percentage of Total Events	78%	74%	52%
As a Percentage of Building Revenue	41%	37%	43%
Community Events	104	99	92
Average Attendance at Community Events	419	389	144 ³
As a Percentage of Total Events	19%	19%	53%
Total Attendance of Tours	1,853	2,446	87
Volunteer Hours	2,236	1,751	385
Building Activity			
Number of National or International Events	35	36	1
Number of State and Regional Events	87	103	22
Average Number of Events in Building per Day	1.5	1.5	0.3
Total Square Footage of Space Rented	15.5M SQ. FT	14.3M SQ. FT	4.1M SQ. FT
Total Number of Hotel Room Nights Generated	35,270	34,188	3,639
Total Number of Events	557	531	174
Catering Activity			
Number of Meals Served	107,305	110,305	22,943
Number of Guests Served at all Catered Functions	427,861	428,112	83,732
Pounds of Food Donated to Charity	5,800	5,700	3,500
Pounds of Pre-consumer Food Waste Composted	32,000	42,000	1,000
Customer Service			
Percentage of Repeat Business	68%	69%	74%
Willingness to Return	100%	100%	100%
Overall Customer Satisfaction Rating	99%	98%	99%

Note:

¹ 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.

² The Destinations International (DI) Event Impact Calculator is used to estimate the economic impact of Monona Terrace. The DI and Tourism Economics created the calculator in 2011 and it has become the industry standard for measuring the value of conventions and conferences.

³ Total in-person attendance of community events was 5,523, total virtual attendance was 7,682.



MONONA
TERRACE

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