



MONONA
TERRACE

2015 ANNUAL REPORT

FROM THE DIRECTOR:



Since opening, Monona Terrace staff has held that providing economic benefit for Madison, being a community gathering place and a destination for tourists are the three critical missions of the organization. Like other community minded businesses, we reflect on the year that just ended. We review our performance against objectives, take stock of our accomplishments and identify areas where we could improve as it relates to those three core elements of our mission.

For each event, we strive to provide an exceptional and inspirational experience for our guests which requires service and product quality levels that are exemplary for clients, residents and guests. We work to enhance the offerings of the building and grounds to make Monona Terrace a “must visit” Madison location. 2015 was a year that marked several milestone accomplishments supporting our core responsibilities and enhancing our excellent reputation.

From a business perspective, we took advantage of a good economy and exceeded our revenue goals for the year. Our customer surveys reflected a strong loyalty and in fact, based on 228 (44%) returned guest surveys, we achieved a 100% willingness to recommend and a 97% overall satisfaction rating.

Our focus is not strictly limited to Monona Terrace and we seek to positively influence downtown Madison and its development as well. With the help of Overture Center for the Arts, the many museums, the State Capital, the University of Wisconsin campus and Monona Terrace, downtown Madison has emerged as a place not to be missed. With a wide array of restaurants driving a foodie culture, Madison is known as a city with one of the highest number of restaurants per capita in America. Downtown Madison has been transformed over the last 19 years into a destination within destination Madison.

It is important to recognize and prioritize the importance of downtown as a demand generator and work to find ways to improve its overall draw. Judge Doyle Square remains a critical two block area that has been identified by the Downtown Plan as a location that can add vitality to the Southeast corner of the square. With the right project, not only could Monona Terrace benefit but additional re-development projects could be activated.

This annual report provides a snapshot into the efforts, activities, programming and results that occurred at Monona Terrace in 2015. We are proud of our accomplishments and are confident that given proper infrastructure growth support we will contribute in even greater ways to the community.

Monona Terrace is a world class facility that Madisonians have seen flourish over the past 19 years. Our operation will continue to provide social, cultural and economic benefits for the community we call home, and to our many customers and visitors who see the unique value our iconic facility provides.

Sincerely,

A handwritten signature in black ink that reads "Gregg McManners". The signature is written in a cursive, flowing style.

Gregg McManners, Executive Director
Monona Terrace Community and Convention Center
Madison, Wisconsin

FROM THE BOARD:

**WORLD
RENOWNED
ARCHITECT**

**FIRST CLASS,
FRIENDLY SERVICE**

**BREATHTAKING
EXPERIENCE**

ICONIC FACILITY

**WORLD CLASS
PRESENTATION**

SUSTAINABLE

**LEADER IN THE
MARKETPLACE**

Asked to describe Monona Terrace, **these are words we often hear** from our customers, visitors, brides, residents, tourists and guests. When scrutinizing the words and their meaning, one can't help but think they create very high expectations. Yet, as we reflect on 2015, the Board is proud to say that staff at Monona Terrace have not only met lofty expectations, but raised the bar and the benefits are tangible.

The Board applauds the accomplishment of LEED-EB Gold Certification and the Wisconsin Forward Award. Both achievements illustrate an effort to improve on past accomplishments but more so to increase the standard levels for building operations and customer satisfaction. It also points to the fact that staff is not content with past success and there is a drive and determination to push the organization to greater heights.

As a Board we recognize how important Monona Terrace is to this community as a gathering place, an economic generator and a tourist destination. Monona Terrace has become not only a community programming asset, but also a significant contributor to our quality of life. Data tells us Monona Terrace annually pumps tens of millions of new dollars into our downtown and Madison. What may not be apparent are the other benefits guests of our city contribute to our lives. For example, our residential population alone could not possibly support the over 700 area restaurants listed on TripAdvisor. A major reason we have so many thriving and successful restaurants for locals to enjoy are the visitors - and their family and friends they bring with them - that come to Madison and experience our food culture.

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Community resides in the proper name of Monona Terrace Community and Convention Center. That fact is not lost on the Board and we continue to prioritize this important element. 2015 was a year we can all be proud of as it relates to community events. More and more we are seeing residents embracing Monona Terrace as their building whether it is through attending a concert or reading a book under an umbrella on the rooftop on a sunny, summer day. Yet one of the things we are most proud of is the diversity of people that call Monona Terrace their community center. Stroll up on the rooftop on a beautiful Friday night in August for Dane Dances, or attend a Lakeside Kids program and you will see a diversity of guests that helps bind our community together. Racial Equity and Social Justice is a focus in our community and Monona Terrace endeavors to do its part every day.

Finally as we contemplate how to grow the book of business at Monona Terrace, the community needs to understand that Monona Terrace's foremost limitation is the shortage of hotel rooms within a 2 or 3 block area of the facility. We applaud the efforts by both the Concourse and the Inn on the Park to update their venues yet we need to understand that, since both are full service hotels, they too will be out selling their rooms and function space to their clients. They are not waiting for only Monona Terrace to fill their rooms, they provide Monona Terrace with the limited number of rooms they have available after accommodating their in-house business.

Monona Terrace has been aptly described by an industry professional as a "fenced in racehorse" waiting for the opportunity to run. Unanimously as a board, we believe it is time to un-pen this racehorse. The Monona Terrace Community and Convention Center Board of Directors stands ready to work hand-in-hand with local leaders, businesses and organizations to realize the full economic benefits Monona Terrace can bring our local residents, region, state and our convention goes from around the globe.

MONONA TERRACE BOARD:

Glenn Krieg, *Chair*

Chief Financial Officer, Morgan Murphy Media

Alice O'Connor, *Vice-Chair*

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Judy Karofsky, *Secretary*

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Mark Clarke

Executive Director, Alliant Energy Center

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President, Unfinished Business, LLC

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Aldersperson, City of Madison

Thomas J. Ziarnik

General Manager, DoubleTree By Hilton, Madison

FROM GREATER MADISON CONVENTION & VISITORS BUREAU:

For nearly 20 years, the Greater Madison Convention & Visitors Bureau (GMCVB) has been honored to partner with the team from Monona Terrace to attract conventions and visitors to our beautiful city. Since its advent, Monona Terrace has stood as an iconic representation of Madison recognized far and wide as an asset for the facilities it offers and an attraction for its stunning design and attributes.

Monona Terrace embodies many of Madison's values and sensibilities. We see it in the pioneering L.E.E.D.-EB green building certification and ongoing awards and accolades, to its perennial commitment as a community site for special events geared toward local citizens.

As the organizations charged with attracting visitors to our area, the GMCVB and Madison Area Sports Commission have opportunities on a daily basis to hear the needs and expectations of professional event planners and visitors who choose Greater Madison as a destination. In many instances, Madison and Monona Terrace can accommodate them and secure their business. But, we know we are missing visitor and event opportunities.

In 2016, as we strive to optimize the potential of Monona Terrace and the competitive power we have as a visitor destination, we stand on the verge of unleashing the true economic possibilities of this great facility by embracing the development of Judge Doyle Square, including a hotel to serve Monona Terrace.

Support for the Judge Doyle Square project is widespread and based on sound studies and data that point to the need for additional hotel rooms and meeting space adjacent to Monona Terrace. It is time for us to seize this opportunity and build the right hotel to serve this elegant and extraordinary structure.

The impact of Monona Terrace is felt far and wide in our community and will be for decades to come. Its contribution to the nearly \$2 BILLION annual impact of visitors to our community and our economy is demonstrated every day of the year when these visitor dollars are circulated. This new money from visitors helps sustain and bolster our treasured attractions,

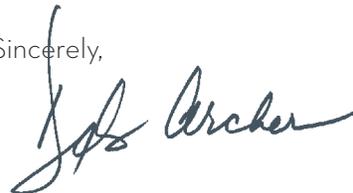
outstanding culinary and retail outlets, hotels and recreational amenities - and the nearly 20,000 jobs our industry supports.

In addition to our work to support Monona Terrace and the many entities that welcome visitors every year, we constantly evaluate our performance and seek new ways to reach visitors and uncover new markets. We also engage in and lead conversations and activities which could impact visitors and enhance our economy.

The value to Madison of visitors and the visitor economy should not be overlooked or underestimated. Visitors play a far-reaching role in supporting jobs and businesses, strengthening our airport and air service, and contributing to our quality of life. Additionally, visitors often turn into residents, business owners or investors that enhance our community.

As I shared earlier, we are honored to represent this fine facility and work alongside its phenomenal team of professionals. With the many promising opportunities ahead of us, we look forward to an exceptional future for Monona Terrace and our entire region.

Sincerely,



Deb Archer, President & Ceo,
Greater Madison Convention & Visitors Bureau

MADISON
GOING > BEYOND > VISIT™
GREATER MADISON CONVENTION & VISITORS BUREAU

MONONA TERRACE COMMUNITY PROGRAMS:

ATTENDANCE:

- 2015 programs served 43,000 people.
 - Average attendance at MT produced programs was up by 5%
 - Dane Dances attendance was down, which affected the total attendance number
- Nearly all programs showed growth over last year. Most significant were:
 - Tai Chi 61%
 - Wright Design Series 24%
 - PechaKucha 21%
- Based on survey feedback, email, the Monona Terrace website, and word of mouth (in that order) are the highest attendance drivers for events.
- 45% of the 931 people who answered our surveys had never attended a Monona Terrace community event before and 13% had never been to the building before.

GRANTS & SPONSORSHIPS:

- 2015 sponsors included American Family Insurance, Dean/St. Mary's, Monona Terrace Community Programs, Inc., Great Dane, MG&E, Frank Lloyd Wright WI, AIA Wisconsin, Group Health Cooperative - SCW, Dr. Sarah Moore, the Evjue Foundation, the Oakwood Foundation, Oak Park Place. We also received multiple grants from Dane Arts.

DIVERSITY:

- 112 events presented, 105 free
 - All Ages: senior events, kids programs, family events
 - Open to all regardless of socio-economic status
 - Facility is ADA compliant - wheelchairs are welcome - and available on site
 - Diverse ethnic audiences: Lakeside Kids, Student Programs and Tours, Terrace Town, Dane Dances

How do we reach a diverse audience?

In addition to general marketing (patron mail 8,500, mailings 2,000, posters, web, social media)

- 25 area Dane County senior centers, 20 out of Dane County
- We create targeted email lists - ie Dance studios for Tunes, astronomy buffs for Moon, etc.
- Posters distributed to businesses around town and event schedule sent to all hotels in the area
- 65 local neighborhood associations and 30 local community centers
- Robust press release distribution system
- Ads, budget permitting: WSJ, Isthmus, La Comunidad, Brava, Madison Times
- Radio: Midwest Family and Entercom partnerships
- TV: FOX Health & Wellness partnership
- Boosted social posts, targeting audiences specific to each event/series



WHAT'S NEW

ART ON THE ROOFTOP - 2015

- A free exhibit of public sculpture in the Rooftop Garden (and Olin T.) for the enjoyment of our visitors. Curated by David Wells, the exhibit began as an outdoor pilot project in 2014 with two sculptures to help showcase the rooftop as another “must-see” Madison destination. It expanded in 2015 to include six works by five artists, as well as a sculpture on Olin Terrace. The sculptures were displayed May through November 2015. The 2016 sculptures will be installed on the rooftop the week of March 28, and a search is still underway for a sculpture for Olin Terrace.

DOWNTON ABBEY

- Season 5 and 6 premiere events – partnership with WPTV
 - 3 free screenings, 2 ticketed receptions – served 750 people.

NEW PROGRAMS

- Lakeside Line Dancing
- Mindful Yoga

MAKER FAIRE MADISON

- Started planning and securing sponsorships for the first Madison Maker Faire to be held on May 14, 2016
 - Supported by City
 - Numerous new partners and sponsors



COMMUNITY PROGRAM AND EVENT TESTIMONIALS:

TUNES AT MONONA TERRACE

"This is a wonderful concert series. I appreciate it very much. I'm always glad to donate money when I can, it's worthwhile to everyone. I get to listen to bands I might not get to otherwise hear."

- Lorie W., Madison, WI

"Just when we thought life does not get any better in this great city, this happens..."

- Phonda R., Cambridge, WI

CONCERTS ON THE ROOFTOP

"Love them! Wish I had been able to attend more! THANK YOU!" - Deb A., Evansville, WI

"Thank you for providing an awesome, no cost opportunity for the community to spend time with family and friends that is positive and fun." -

- Wendy S., DeForest, WI

TRIP ADVISOR

"Even if you're not attending an event here, take the time to walk around this beautiful architectural masterpiece by Frank Lloyd Wright. The views from within and without are magical."

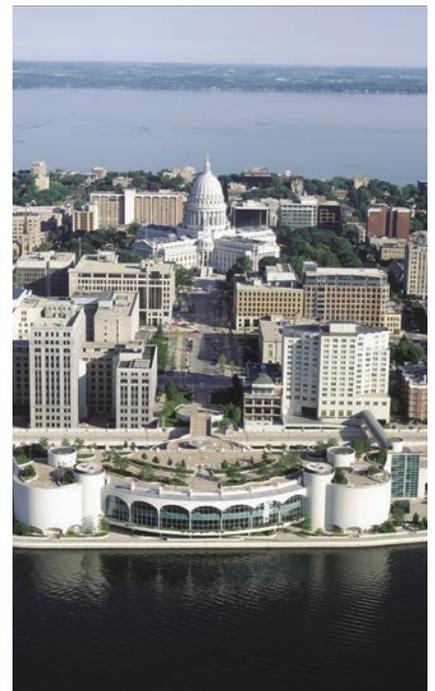
- Sarah, Mankato, MN

"What an amazing space to hold any meeting. Right on the Lake. Great parking. Wonderful catering. Just perfect blend of needs and art in a public facility."

- Sue K., Portage, WI

"It is located two blocks from the Wisconsin State Capitol building in downtown Madison. From the roof of Monona Terrace, one can see views of the beautiful downtown Madison, including the Capitol and a panoramic view of Lake Monona. You can't pass by Madison without stopping at Monona Terrace."

- Melissa N., Madison, WI



THANKS FOR THE WONDERFUL EVENT!

"We had a wonderful event at the Monona Terrace - so much so that we are re-considering moving our event to different cities and thinking about having it in Madison every year. Our attendees had so many great things to say about the location, staff, food and amenities."

- Sara S., Aurora WDC

EVERYTHING WAS GREAT!

"All staff on hand were friendly, respectful, and so helpful! It made our event run so smoothly."

- Katie P., RENEW WI

BEAUTIFUL EVENT

"The event could not have run smoother, food was outstanding, beautiful and classy event!"

- Jill L., Kuhn North America

THE CUSTOMER SERVICE IS OUTSTANDING

"Thank you for hosting WMC's annual events and programs. Aside from the absolutely beautiful facility and gorgeous views, the Monona Terrace event staff are nothing short of incredible. The customer service is outstanding - very professional, very hospitable. From the greeter, to the tech support, to the wait staff, everyone is always willing to go the extra mile and accommodate any last-minute requests to make our events run smoothly. WMC looks forward to working with you again."

~ Wisconsin Manufacturers & Commerce

VERY PLEASANT EXPERIENCE

"From booking to execution, very pleasant, hard working staff did an outstanding job taking care of our wedding!"

- Kathi L., Mother of the Bride



MONONA TERRACE 2015 AWARDS AND RECOGNITIONS

Madison, WI—Monona Terrace Community and Convention Center is pleased to announce that it was the recipient of numerous awards and certifications both regionally and nationally in 2015.

- *In Business* Executive Choice Award for Best Venue for Business Meetings/Events, as selected by members of the IB Executive Register.
- The 2015 Prime Site Award by *Facilities & Destinations* magazine, a national publication. This was the thirteenth straight year for Monona Terrace to receive this award.
- Monona Terrace has been awarded the prestigious gold level LEED-EB: O & M (Leadership, Energy and Environmental Design - Existing Building - Operations and Maintenance) certification from the U.S. Green Building Council. (see separate article)
- Finalist for Best Indoor Reception Site, 2015 readers' choice awards for *Wisconsin Bride Magazine*.
- Trip Advisor 2015 Certificate of Excellence.
- Voted Best Convention Center by readers of *Wisconsin Meetings*.
- The Wisconsin Forward Award at the Mastery Level. The award is the state's premier organization for the promotion and recognition of high-performance management principals. Monona Terrace won this award at the Proficiency Level in 2008. (see separate article)



MONONA CATERING VISION: BE THE BEST, NO LESS.

Monona Catering's vision to "Be the Best, No Less," continues to guide their commitment to providing the highest quality food, beverage and service possible to all guests of Monona Terrace Community and Convention Center. Their dedication to tailoring services that fit every client's needs, while delivering an exceptional and inspirational experience, is highlighted by their guest satisfaction average for all areas of catered services of 96% for the year.

ANNUAL REVENUES

Total revenues for 2015 were just under \$7.2 million, which was approximately 4.5% up from 2014. Food and beverage purchases have stabilized and are consistently at pre-recession levels.

SUSTAINABILITY

Monona Catering continues to apply environmentally sustainable practices and is particularly proud of the partnership with the composting program run through the University of Wisconsin. In 2015, 19.5 tons of pre-consumer composting was diverted from the waste stream through this program. Since the inception of this partnership in 2012, approximately 100 tons of compost has been diverted from landfills. Additionally, their food donation program resulted in nearly 3 tons of food being given to the Salvation Army and like organizations during 2015.

LAKE VISTA CAFÉ - ROOFTOP

The Lake Vista Café, located in the William T. Evjue Rooftop Gardens, which is open seasonally from the second Tuesday in May through the end of September, again experienced another record setting year with sales in excess of \$205,000. The Café features hand-crafted artisanal foods with daily specialties from the Dane County Farmer's Market. Once again, end of season customer survey averages for staff service, value and food quality were exceptionally high at nearly 98%. The Café continues to be a "must do" during summertime in Madison.



GOING GREEN EARNS A GOLD



Before the world was talking about green buildings, Monona Terrace architect and visionary, Frank Lloyd Wright, pioneered an organic approach. By focusing on construction that honored the relationship between people and nature, and by using local material and incorporating solar energy into his plans, he essentially set the stage for sustainability.

The green vision continues today. In 2007, Monona Terrace became the first convention center in the nation to earn a LEED certification at the silver level. And in late 2015, the center earned the second highest rating possible, LEED Gold designation. The LEED rating system, which was developed by the U.S. Green Building Council (USGBC), is the foremost program for buildings, homes and communities that are designed constructed, maintained and operated for improved environmental and human health performance.

“Building operations are nearly 40% of the solution to the global climate change challenge,” says Rick Fedrizzi, CEO and founding chair, USGBC. “While climate change is a global problem, innovative organizations like Monona Terrace are addressing it through local solutions,” he says.

SOLUTIONS IN OUR OWN BACKYARD

Local solutions include composting about 42,000 pounds of pre-consumer food waste from Monona Catering each month on the UW-Wisconsin Madison campus. Or donating about 7,500 pounds of food to charity each year.

“While these examples demonstrate our commitment to reducing waste, we also find that conference organizers are looking for convention centers that take sustainability seriously. We’ve seen steady support from green conferences and conventions over the past several years,” says Monona Terrace Executive Director Gregg McManners. He estimates that through 2014, those events represent nearly \$17 million in overall economic impact to the Madison area.

MORE THAN JUST AN AWARD

Monona Terrace partnered with nonprofit sustainability consultants at Leonardo Academy to provide guidance and support to achieve the Gold level certification.

Leonardo Academy Senior Project Manager Bill Rattunde says that Monona Terrace didn’t just approach the certification process as a way to win recognition. Instead, the convention center uses LEED certification as a management tool. “The result is that they are driving continuous improvements in their operations that positively affect their environmental footprint, indoor human environment and bottom line,” says Rattunde. “Monona Terrace is leading by example.”

MONONA TERRACE EARNS PRESTIGIOUS WISCONSIN FORWARD AWARD



Monona Terrace recently earned the acclaimed Wisconsin Forward Award (WFA) at the Mastery Level of Performance Excellence Recognition, just one level below the top Governor's Forward Award of Excellence, and the only Mastery level winner in 2015.

In fact, Liz Menzer, the WFA's executive director, says she believes Monona Terrace is the only entity of its kind in the nation to earn recognition at the Mastery level by its state quality award. "It's not easy," says Menzer. "If it were, every organization in the state would be participating."

THE BEST OF THE BEST

The award is modeled after the Malcolm Baldrige National Quality Award, the only formal recognition of performance excellence given by the U.S. president. The WFA/Baldrige criteria covers seven categories—leadership, strategic planning, customer and market focus, measurement, analysis and knowledge management, workforce focus, operations focus and results. Then, within each category, applicants must respond to 17 related items.

Preparing to apply, let alone completing the application, is rigorous. "We received the Wisconsin Forward Award at the Proficiency level in 2008, and began more aggressively assessing our performance against the Baldrige criteria in 2011. We continued to document existing processes and implemented best practices where we needed to in 2012 and 2013," explains Thompson. "And late in 2015, we learned that the discipline paid off."

During the evaluation process, seven teams made up of Monona Terrace and Monona Catering employees represented the organization to the Wisconsin Forward Award examiners. Thompson said that the examiners "told us that we were the only organization that included non-management employees on each category team. They said our teamwork showed—and we're proud of that."

WORKING THE PLAN

While recognition feels good, the award is more about having a blueprint for constant improvement.

The award examiners noted Monona Terrace's strengths, such as a strong focus on the customer, placing a high value on people and ethical behavior and transparency. They also noted opportunities for improvement. "We know from the report that we need a more advanced in-depth process to identify areas of improvement, measure our efforts and progress and find more industry comparables to evaluate our success. So that's what we're focusing on now," shares Thompson.

Monona Terrace Community and Convention Center 2013-2015 Year-End Performance Measures	2013 ACTUAL	2014*** ACTUAL	2015 ACTUAL
Conventions and Conferences*	67	54	63
Economic Impact from Conventions & Conferences	\$52M	\$36.5M**	\$38.8M**
Average Attendance at Conventions or Conferences	675	802	743
As a Percentage of Total Events	9.9%	8.5%	9.5%
As a Percentage of Building Revenue	50.4%	48.3%	51.8%
Room Nights Generated	44,746	32,742	34,679
Local Events	562	529	544
Average Attendance at Local Events	299	287	393
As a Percentage of Total Events	83%	84%	82%
As a Percentage of Building Revenue	48%	44%	40%
Community Events	107	105	112
Average Attendance at Community Events	521	476	381
As a Percentage of Total Events	16%	17%	17%
Total Attendance of Tours	2,628	2,449	2,622
Volunteer Hours	1,758	1,221	1,334
Building Activity			
Number of National or International Events	32	29	28
Number of State and Regional Events	81	74	88
Average Number of Events in Building per Day	2.4	2	1.8
Total Square Footage of Space Rented	16.8M SQ. FT.	15.4M SQ. FT.	16.4M SQ. FT.
Total Number of Events	675	632	660
Catering Activity			
Number of Meals Served	118,246	110,913	111,364
Number of Guests Served at all Catered Functions	458,582	447,452	447,643
Pounds of Food Donated to Charity	10,067	7,500	5,500
Pounds of Pre-consumer Food Waste Composted	62,625	42,000	39,000
Customer Service			
Percentage of Repeat Business	66%	67%	66%
Willingness to Return	99%	100%	100%
Overall Customer Satisfaction Rating	97%	97%	97%

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.

**In 2014/15 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. Prior years' numbers were calculated by Baker Tilly accounting and consulting firm.

***Monona Terrace was closed to the public for 21 days in January 2014 due to building renovations.





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