

A photograph of the Monona Terrace Community and Convention Center at sunset. The building is a large, curved, white structure with a series of arched windows on the right side. The sky is a mix of orange, yellow, and purple, with clouds catching the low light. The building and the sky are reflected in the calm water of Monona Lake in the foreground.

# Monona Terrace Community and Convention Center Room Tax Commission Presentation September 11, 2020



# MONONA TERRACE'S MISSION

To deliver an exceptional and inspirational experience.



# MONONA TERRACE KEY MANDATES

- TO BE AN ECONOMIC CATALYST
- A COMMUNITY GATHERING PLACE
- AND A TOURISM DESTINATION

For the City of Madison, Dane County  
and State of Wisconsin.



# ECONOMIC CATALYST

- Economic Impact for the community from Conventions and Conferences averages \$33 million per year.
- Host 500 to 600 events each year of which about 60 are conventions and conferences.
- Monona Terrace and Monona Catering payrolls and purchasing boost the local economy by another \$12 to \$13 million per year.



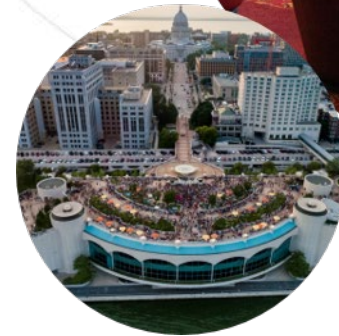


# CUSTOMER SATISFACTION

Monona Terrace's commitment to customer experience is unparalleled in our industry.

- 98% customer satisfaction rate
- 100% of our customers says they are willing to return
- 99% onsite services satisfaction
- # of Attendees & Visitors = 419,071

Event Attendees = 285,571 Visitors = 133,500



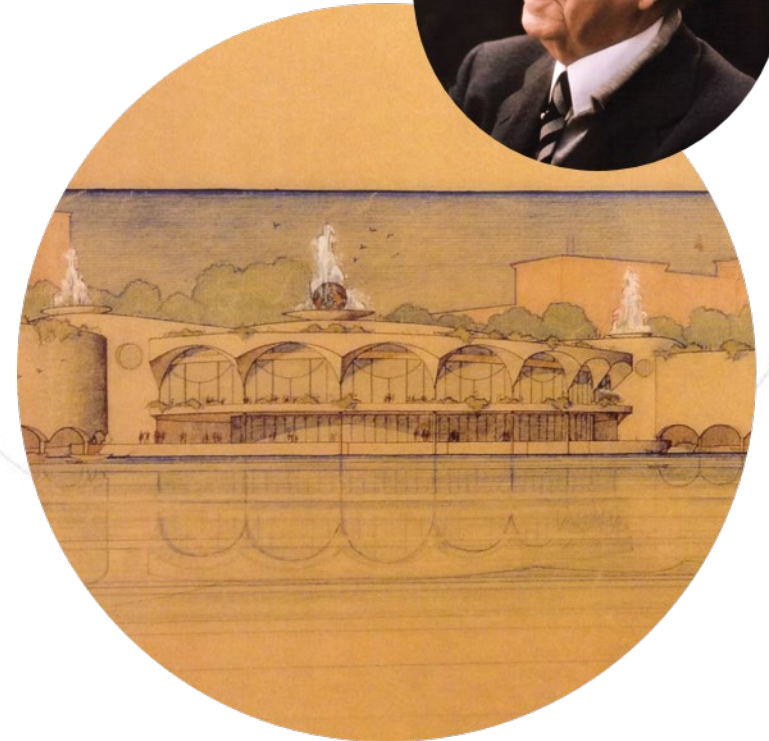
# COMMUNITY GATHERING PLACE

- In 2019, we served 38,262 people through over 90 free and low-cost community programs.
- Concerts on the Rooftop series, Dane Dances, Terrace Town box cities, Lunchtime Meditation and Yoga, Lakeside Kids, Moon Over Monona Terrace, etc.
- 400 to 500 local events hosted each year. The community gathers at Monona Terrace for weddings, anniversaries, memorial services, banquets, meetings, etc.
- Of surveyed community events patrons, 95% willing to return.



# TOURISM DESTINATION

- Designed by renowned architect Frank Lloyd Wright, Monona Terrace is an iconic landmark in Madison visited by guests from around the country and world.
- 2,446 people from around the world took 223 guided tours in 2019.
- Student groups, commercial bus tour groups, locals with visiting friends and relatives.
- Monona Terrace is a site on the Frank Lloyd Wright Trail promoted by Travel Wisconsin (WI Dept. of Tourism).



# AWARD WINNING FACILITY

- LEED-EB Gold
- Wisconsin Forward Award – Mastery Level
- 2019 InBusiness Magazine Executive Choice Award
- 2018 InBusiness Magazine Executive Choice Award
- 2020 & 2019 Wisconsin Meetings Award for Best Outdoor Reception Space
- Wisconsin Department of Tourism Governor's Tourism Stewardship Award
- Wisconsin Department of Tourism Governor's Tourism Service Excellence Award





# 2020: A HISTORICALLY CHALLENGING YEAR

- This is first time in our 23-year history that we have had an operational deficit (currently around \$1 million).
- Due to COVID-19, 347 events have been canceled and 67 have rebooked to a future year.
- On average we host about 600 events a year, this year we anticipate we will host 175 events which is a 71% decrease.
- Event revenue is down 70% from \$4,325,525 last year to a projected \$1,313,598 for 2020.



# 2021: STIMULATING OUR LOCAL ECONOMY

- Monona Terrace internal sales team books 400 to 500 primarily state and local events each year that generate between 75% and 80% of overall event revenue for Monona Terrace.
- Monona Terrace is actively securing important future events which will help lead the recovery of our local economy. For **2021** we already have **235** events on the books including **53** conventions and conferences, and **107** banquets/weddings.



# 2021 BUDGET PROJECTIONS

- Based on industry projections, we reduced our event averages for the first third of the year, with anticipated increases in May through December.
- Building revenue is forecast to be down \$1,033,105 from the adopted 2020 budget; \$924,950 in event revenue, and \$108,155 in ancillary revenue. Projected total revenue \$3,647,670.
- Reduced expenses by \$1,664,602, with the majority of that coming in the salary, hourly, overtime, and benefits areas.
- We anticipate not filling the 10 open positions we currently have, which is an 18% reduction in permanent staff positions.





# RECOVERY STRATEGY

- Achieving financial health through strategic budget savings.
- Ensuring our facility provides a safe and welcoming environment for our guests, through enhanced training, work safety practices, procedures, and policies.
- Innovating in the new economy with expanded virtual meetings, conferences, and program offerings.
- Increased focus on local, state and regional business opportunities with robust marketing and sales strategies.
- Larger conferences and events booking two to three years in advance.



# RESUMING FULL OPERATIONS SAFELY

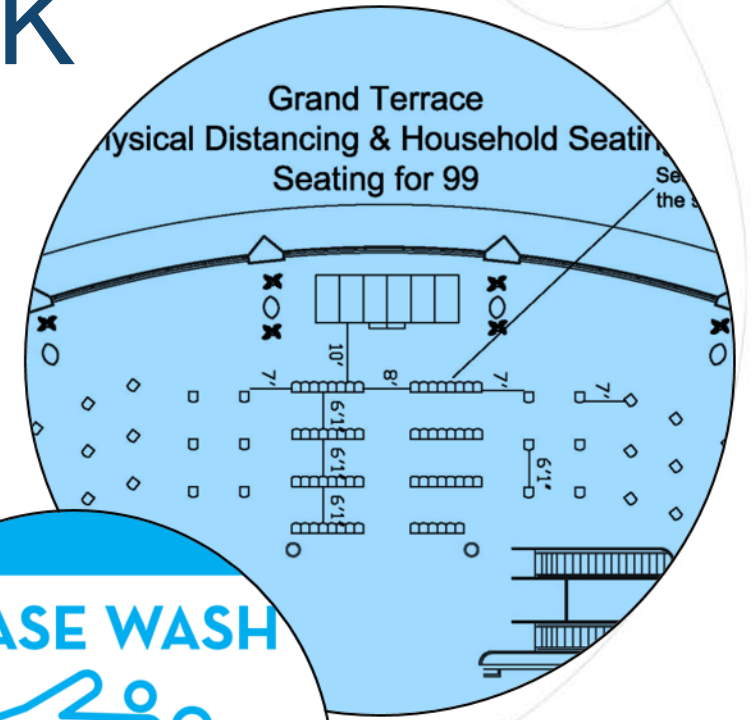
In consultation with Public Health Madison and Dane County, we are following the Forward Dane phased reopening plan requirements and have:

- Developed policies and procedures for hygiene, cleaning, and protective measures.
- Documented staff receipt, acknowledgement, or training on those policies.
- In the process of obtaining GBAC STAR™ Facility Accreditation.
- Installed plexiglass barriers for guest services, registration counters, gift shop, and administrative office.
- Designed and installed informational and directional signage and posters to assist safe customer movement, social distancing, and protective measures.



# BRINGING BUSINESS BACK

- Sales and marketing focused on local, state and regional groups
- Educating clients on virtual and hybrid meeting options
- Showcasing physical distancing plans and safety and cleaning protocols
- Continued flexibility with clients in rescheduling events and contracts due to COVID-19





# INNOVATING IN THE VIRTUAL WORLD

- Creation of Monona Terrace virtual meetings marketing materials and training for sales staff from Destination Madison, Monona Terrace, and Monona Catering.
- Monona Terrace Community programs have gone online via Zoom with Lunchtime Meditation, Lakeside Kids, Wright Design Series, virtual field trips for school kids, and a virtual tour and kids' activities page on our website.
- Designed Zoom building tours for existing and prospective customers.
- Monona Terrace website and chatbot upgrades to meet customers where they are at, which is now online more than ever.



# INNOVATING IN THE VIRTUAL WORLD

“Thank you for making this a remote offering. Really helps with my mental health during the Safer at Home order, especially now that it has been extended. I also shared the link with a friend in Minneapolis who attended and responded positively. Big thank you.”

*- Kathy Z*

“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. Sarah does a wonderful job guiding us through a practice. Please let her know how much it’s appreciated.

*- Carol C*



# ENGAGING OUR PARTNERS

We are collaborating with Destination Madison, hoteliers and others to:

- Develop consistent destination safety standards, and strong and unified messaging to give customers confidence that we are ready to host their events safely.
- Strategies and protocols for bookings, cancellations and rebooking.





# 2021 ROOM TAX REQUEST:

Consistent with the budget advice from City Finance, Monona Terrace requests \$3.8 million to fund operations and capital needs, which reflects the substantial reduction in room tax revenue due to COVID-19.

- Capital Budget - \$217,000
- Debt Service - \$24,000
- Operating Subsidy - \$3,559,000





MONONA  
TERRACE

Let us orchestrate *your* incredible