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May 10, 2019

The Honorable Nancy King
Chair, Budget and Taxation
3 W. Miller Senate Building
Annapolis, MD 21401

The Honorable Maggie McIntosh
Chair, Appropriations
121 House Office Building
Annapolis, MD 21401

Dear Chairpersons King and McIntosh:

I have enclosed a copy of the report entitled "Ocean City Convention Center Economic and Fiscal Impact Analysis FY18" prepared by Crossroads Consulting Services, as required by the Economic Development Article.

In FY 2018, the Ocean City Convention Center generated almost \$217.4 million in total spending for the State of Maryland. This resulted in more than \$10.2 million in State sales tax, State personal income tax, State corporate income tax and car rental tax. In FY 2018, the State's share of the operating deficit and capital improvement contribution was about \$1.3 million.

Please contact me if you have any questions.

Sincerely,

Michael J. Frenz
Executive Director

Enclosure

cc: See Distribution List

Distribution List

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**Ocean City Convention Center
Economic and Fiscal Impact Analysis
Fiscal Year 2018**



Submitted to:

Maryland Stadium Authority

Submitted by:



**Final Report
February 2019**



February 2019

Mr. David Raith, Chief Financial Officer
Maryland Stadium Authority
333 West Camden Street, Suite 500
Baltimore, Maryland 21201

Dear Mr. Raith:

Crossroads Consulting Services, LLC has completed its economic and fiscal impact analysis for the Maryland Stadium Authority associated with operations of the Ocean City Convention Center in Fiscal Year 2018. The report presented herein includes the summary of our analysis.

The information contained in the report reflects analysis of secondary sources of information including, but not limited to, data obtained from management at Maryland Stadium Authority, Ocean City Convention Center and the Town of Ocean City. We have utilized sources that are deemed to be reliable but cannot guarantee their accuracy. All information provided to us by others was not audited or verified and was assumed to be correct. We have no obligation, unless subsequently engaged, to update our report or revise the information contained therein to reflect events and transactions occurring after the date of this report.

In accordance with the terms of our engagement letter, the accompanying report is restricted to internal use by the Maryland Stadium Authority and may not be relied upon by any third party for any purpose including financing. Notwithstanding these limitations, it is understood that this document may be subject to public information laws and, as such, can be made available to the public upon request.

Although you have authorized reports to be sent electronically for your convenience, only the final hard copy report should be viewed as our work product.

We have enjoyed our ongoing relationship with the Maryland Stadium Authority and look forward to providing you with continued service in the future.

Sincerely,

Crossroads Consulting Services, LLC

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EXECUTIVE SUMMARY

Established by the State General Assembly in 1986, the mission of the Maryland Stadium Authority (MSA) is to plan, finance, build and manage sports and entertainment facilities in Maryland; provide enjoyment, enrichment, education and business opportunities for citizens; and develop partnerships with local governments, universities, private enterprise and the community. Its projects promote historic preservation, adaptive reuse, community redevelopment, cultural arts and civic pride. In planning selected projects, the MSA has the latitude to negotiate with other government jurisdictions and other departments within the State. Its mandate includes creating public-private partnerships for financing and operating facilities. The Ocean City Convention Center (OCCC) is one of the projects with which MSA is involved.

The OCCC is a unique business entity that generates significant economic activity to the Town of Ocean City (Town), Worcester County (County) and the State of Maryland (State). The primary purpose of this study is to estimate the total economic and fiscal impacts associated with the ongoing OCCC operations to the local and State economies. Total economic impacts are estimated in terms of output, jobs and earnings which create fiscal impacts and are reflected as changes in tax revenues. In addition, this report compares the State tax revenues generated by OCCC operations to the State’s financial investment in the OCCC during Fiscal Year (FY) 2018.

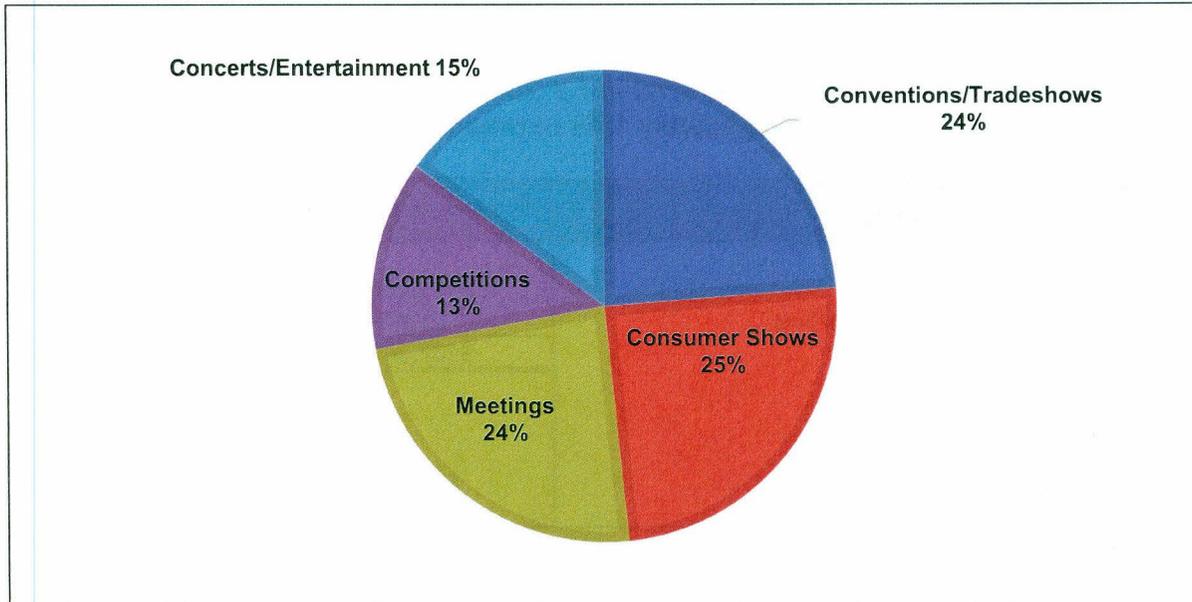
In FY 2018, the OCCC hosted 106 events that attracted approximately 581,500 total attendee days which represented a 3% increase in the number of events and a 3% decrease in total attendee days from FY 2017.

Summary of Utilization at the OCCC - FY 2018				
Event Type	Events	Event Days	Attendee Days	Average Attendee Days Per Event
Conventions/Tradeshows	25	95	193,700	7,750
Consumer Shows	26	81	229,800	8,840
Meetings	25	57	43,800	1,750
Competitions	14	54	94,500	6,750
Concerts/Entertainment	16	35	19,700	1,230
Total	106	322	581,500	

Notes : Attendee days are rounded to the nearest hundred.
 Concerts/entertainment events represent stand-alone events held at the Performing Arts Center.
 Source: OCCC management.

Conventions/tradeshows typically generate significant economic impact to the local and State economies. Conventions/tradeshows accounted for 25 total events at the OCCC in FY 2018 which was 11% less than the 28 held in FY 2017. Consumer shows comprised 26 (or 25%) of total events at the OCC in FY 2018, a 4% increase over FY 2017. The number of competitions held at the OCCC increased from 12 in FY 2017 to 14 in FY 2018. Some events such as conventions, competitions and meetings also utilized the Performing Arts Center in conjunction with other building components of the OCCC.

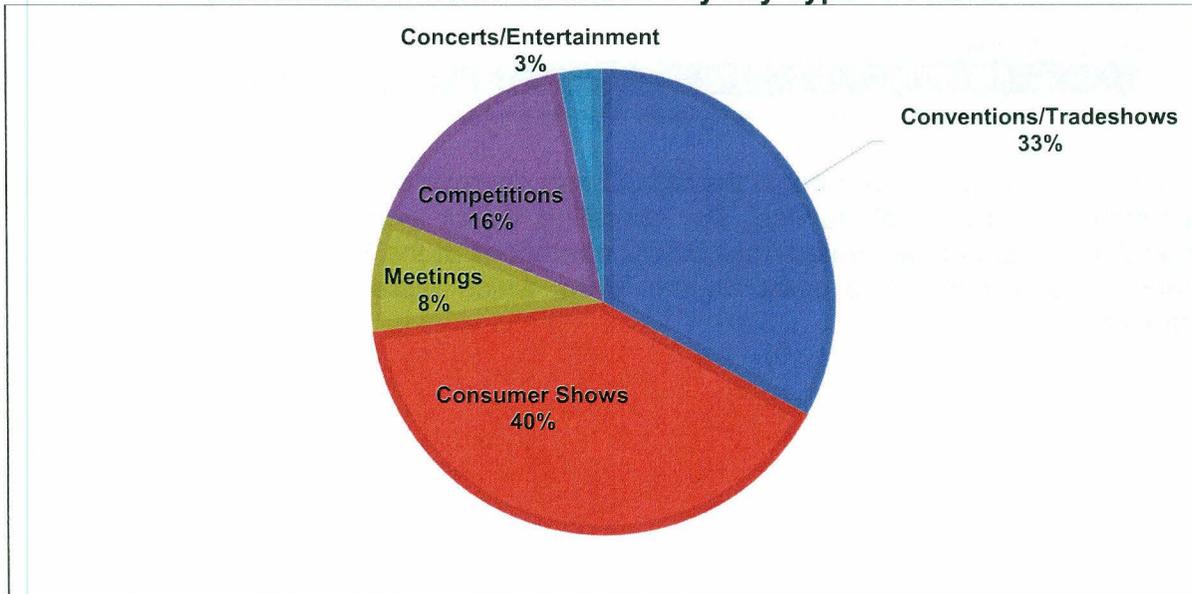
Distribution of OCCC Events by Type - FY 2018



Source: OCCC management.

Total attendee days at conventions/tradeshows decreased by 22% between FY 2017 and FY 2018, which was partially attributable to the decrease in reported attendance at the Maryland State Firemen Convention held in June. Total attendee days at consumer shows decreased by 10% in FY 2018. By contrast, attendee days at competitions, meetings and concerts/entertainment events increased by 41%, 152% and 58%, respectively, in FY 2018.

Distribution of OCCC Attendee Days by Type - FY 2018



Source: OCCC management.

As shown in the table below, event activity at the OCCC was estimated to generate approximately \$217.4 million in total output which supported 1,990 total jobs and created \$82.5 million in personal earnings at the State level in FY 2018. Direct spending decreased at both the County and State levels by approximately 15% between FY 2017 and FY 2018.

Estimated Total Economic Impacts Generated from OCCC Operations - FY 2018		
Category	Worcester County	State of Maryland
Output		
Direct Spending	\$115,486,000	\$124,770,000
Indirect/Induced Spending	51,877,000	92,631,000
Total Output	\$167,363,000	\$217,401,000
Total Jobs	1,830	1,990
Total Earnings	\$58,853,000	\$82,454,000

Notes: Earnings represent the wages and salaries earned by employees of businesses associated with or impacted by the facility.
Local and State amounts are not additive.

Tax revenues generated from OCCC-related activities were estimated to be approximately \$12.9 million in FY 2018, of which approximately \$10.2 million (or 79%) was estimated to occur at the State level. From FY 2017 to FY 2018, local and State level taxes decreased by approximately 13%.

Estimated Total Fiscal Impacts Generated from OCCC Operations - FY 2018	
Entity	Amount
Worcester County ¹	\$2,696,000
State of Maryland	\$10,217,000
GRAND TOTAL	\$12,913,000

Note: ¹Tax revenues shown are Worcester County taxes that are distributed to the Town of Ocean City.

In FY 2018, the State’s investment in the OCCC was approximately \$1.3 million which included contributions towards debt service, the operating deficit and capital improvements. The estimated tax revenues generated from OCCC operations at the State level resulted in a 7.7 to 1.0 ratio of fiscal benefits to costs for the State, which represents a significant return on investment.

GENERAL METHODOLOGY OVERVIEW

This analysis estimates the total economic contribution generated in the region from the ongoing operations of the OCCC including facility operations as well as spending by attendees on items such as lodging, restaurants, retail, entertainment/recreation and transportation. Once the amount for direct spending is quantified, a calculated multiplier is applied to generate the indirect and induced effects. The sum of direct, indirect and induced effects equals total economic impact which is expressed in terms of spending (output), employment (jobs) and personal earnings. This analysis also estimates tax revenues generated from ongoing operations of the OCCC.

Methodology - Economic Impact Analysis

Regional input-output models are typically used by economists as a tool to understand the flow of goods and services among regions and measure the complex interactions among them given an initial spending estimate.

Direct Spending

Estimating direct spending is the first step in calculating economic impact. Direct spending represents the initial change in spending that occurs as a direct result of OCCC operations including capital improvements. Direct spending occurs both inside and outside of the facility by both local and out-of-town attendees. It is reasonable to assume that a portion of spending from attendees originating in the region is “displaced” or would have occurred somewhere in the regional economy if the event had not been held. On the other hand, attendees from outside the area may not have made purchases in the local economy if the event had not occurred.

No intercept surveys with attendees were conducted as part of this study. Spending estimates are based on data provided by facility management and other secondary industry research from sources that are deemed to be reliable, but accuracy cannot be guaranteed.

Multiplier Effect

In an effort to quantify the inputs needed to produce the total output, economists have developed multiplier models. The estimation of multipliers relies on input-output models, a technique for quantifying interactions between firms, industries and social institutions within a local economy. This analysis uses IMPLAN software and databases, which are developed under exclusive rights by the Minnesota IMPLAN Group, Inc. IMPLAN, which stands for *Impact Analysis for Planning*, is a computer software package that consists of procedures for estimating local input-output models and associated databases. The IMPLAN software package allows the estimation of the multiplier effects of changes in final demand for one industry on all other industries within a defined economic area. Its proprietary methodology includes a matrix of production and distribution data among all counties in the U.S.

As such, the advantages of this model are that it is sensitive to both location and type of spending and can provide indirect/induced spending, employment and earnings information by specific industry category while taking into account the leakages associated with the purchase of certain goods and services outside the economy under consideration.

Once the direct spending amounts are assigned to a logical category, the IMPLAN model estimates the economic multiplier effects for each type of direct new spending attracted to or retained in the local area and the State resulting from OCCC operations. The multipliers used in this analysis reflect IMPLAN's latest available economic data for transactions.

Indirect/Induced Impacts

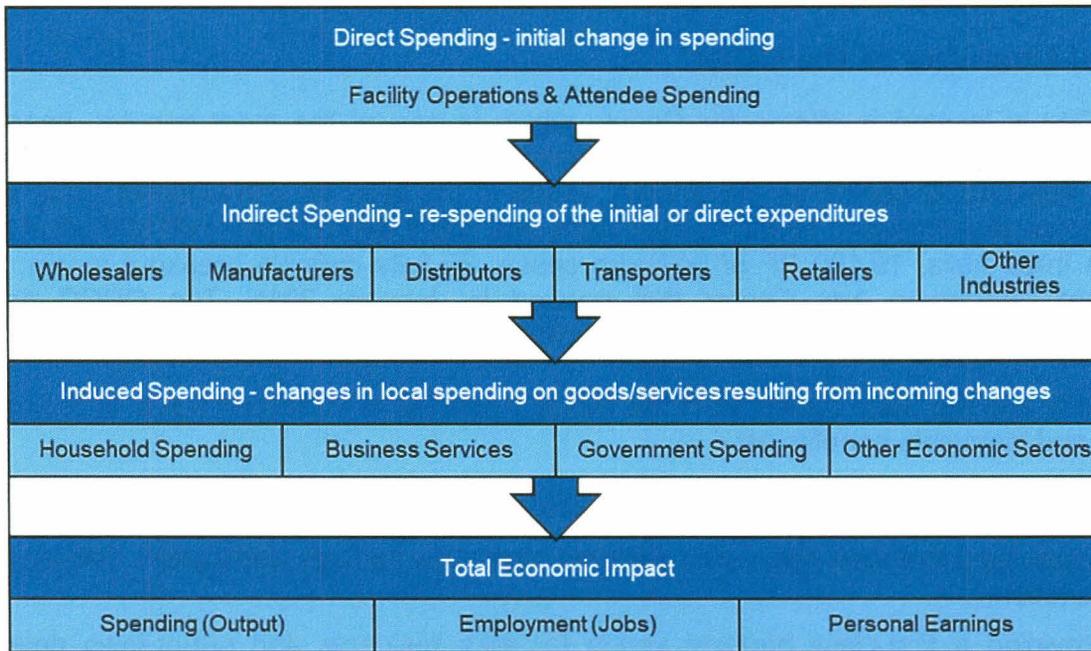
The economic activity generated by OCCC operations affects more than just the facility itself. In preparation for new spending in the economy, several other economic sectors are impacted and jobs are created. Indirect effects reflect the re-spending of the initial or direct expenditures or the business-to-business transactions required to satisfy the direct effect. Induced effects reflect changes in local spending on goods and services that result from income changes in the directly and indirectly affected industry sectors. The model generates estimates of these impacts through a series of relationships using local-level average wages, prices and transportation data, considering commute patterns and the relative interdependence of the economy on outside regions for goods and services.

Total Economic Impact

The calculated multiplier effect is then added to the direct impact to quantify the total economic impact in terms of output, employment and earnings which are defined below:

- *Output* represents the total direct, indirect and induced spending effects generated by OCCC operations. This calculation measures the total dollar change in spending (output) that occurs in the local economy for each dollar of output delivered to final demand.
- *Employment (jobs)* represents the number of full and part-time jobs supported by OCCC operations. The employment multiplier measures the total change in the number of jobs supported in the local economy for each additional \$1.0 million of output delivered to final demand.
- *Personal earnings* represent the wages and salaries earned by employees of businesses associated with or impacted by OCCC operations. In other words, the multiplier measures the total dollar change in earnings of households employed by the affected industries for each additional dollar of output delivered to final demand.

The following graphic illustrates the multiplier effects for calculating total economic impact.



Methodology - Fiscal Impact Analysis

The estimated spending generated by ongoing OCCC operations creates tax revenues for the Town of Ocean City, Worcester County and State. Experience in other markets suggests that while a significant portion of the direct spending likely occurs near the facility, additional spending occurs in other areas within the State, particularly spending on items such as business services and everyday living expense of residents. Major tax sources impacted by facility operations were identified and taxable amounts to apply to each respective tax rate were estimated. Although other taxes, such as property taxes, may also be positively impacted by ongoing OCCC operations, this analysis estimated the revenues generated from admissions and amusement tax, hotel/motel tax, local personal income tax and food and beverage tax at the local level as well as sales and use tax, income tax and motor vehicle tax at the State level.

In general terms, all State tax proceeds are collected in the State's General Fund and then allocated to variety of program areas, such as education, transportation, public safety and others. As such, individual revenue sources, such as the sales and use tax, are not designated to fund specific programs. As a result of this process, municipalities and counties may benefit from a variety of State and locally administered programs. For purposes of this analysis, only collections have been quantified, without regard as to how these funds are ultimately spent through the individual State departments/funds.

ECONOMIC/FISCAL IMPACT ANALYSIS

General Overview of the OCCC

Ocean City is located in Worcester County which is one of the most popular, year-round vacation destinations on the East Coast providing a safe, clean and fun environment for visitors. The OCCC serves as the primary venue in the area for conventions, trade shows, public shows, meetings and events/competitions and offers approximately 60,000 SF of exhibit space in three halls; 19,100 SF of ballroom space; 23 fully divisible breakout rooms; and a 1,200-seat Performing Arts Center that opened in January 2015. The OCCC employs approximately 34 full-time and 17 part-time employees.

The County and the State benefit from the facility’s operations in several ways, including such tangible and intangible benefits as:

- Enhancing the area’s image as a business, meetings and tourist destination;
- Receiving increased State and regional exposure through destination marketing and visitation;
- Providing a first-class meeting venue for area residents and out-of-town delegates/ attendees;
- Serving as a catalyst for further development initiatives in the area; and
- Generating additional economic activity and enhanced fiscal revenues.

Each of these benefits is important in assessing the overall impacts of ongoing OCCC operations. While the value of many of these benefits is difficult to measure, the economic activity can be quantified. Based on information from a variety of sources including, but not limited to, representatives from area governmental agencies, OCCC management and secondary research, this report summarizes the estimated total economic and fiscal impacts at the County and State levels generated from ongoing OCCC operations in FY 2018.

Summary of Event Activity at the OCCC

The following table summarizes the event activity at the OCCC for FY 2018.

Summary of Utilization at the OCCC - FY 2018				
Event Type	Events	Event Days	Attendee Days	Average Attendee Days Per Event
Conventions/Tradeshows	25	95	193,700	7,750
Consumer Shows	26	81	229,800	8,840
Meetings	25	57	43,800	1,750
Competitions	14	54	94,500	6,750
Concerts/Entertainment	16	35	19,700	1,230
Total	106	322	581,500	

Notes : Attendee days are rounded to the nearest hundred.
 Concerts/entertainment events represent stand-alone events held at the Performing Arts Center.
 Source: OCCC management.

The number of attendee days is an important component in the methodology used to calculate economic impact. For conventions/tradeshows and competitions, an attendee day is defined as total attendance multiplied by the event length. For example, a three-day convention with 600 delegates equates to 1,800 attendee days, which reflects that the same delegates return to the event each of the three days. Conversely, attendee days for consumer shows and meetings are assumed to be the same as total attendance since most attendees generally attend only once during the event. Per information provided by facility management, the OCCC generated approximately 581,500 attendee days in FY 2018, which was 3% less than in FY 2017. Attendee days at conventions/tradeshows decreased by 22% between FY 2017 and FY 2018, which was partially attributable to the decrease in reported attendance at the Maryland State Firemen Convention held in June. In addition, attendance at consumer shows decreased by 10%. By contrast, attendance increased by 41% at competitions and by 152% at meetings. Attendance at concerts/entertainment events held at the Performing Arts Center increased by 58%.

Estimated Total Economic Impacts from OCCC Operations

The table below summarizes the estimated total economic impacts generated from ongoing OCCC operations in terms of output, jobs and earnings and is followed by a discussion of each component.

Estimated Total Economic Impacts Generated from OCCC Operations - FY 2018		
Category	Worcester County	State of Maryland
Output		
Direct Spending	\$115,486,000	\$124,770,000
Indirect/Induced Spending	51,877,000	92,631,000
Total Output	\$167,363,000	\$217,401,000
Total Jobs	1,830	1,990
Total Earnings	\$58,853,000	\$82,454,000

Notes: Earnings represent the wages and salaries earned by employees of businesses associated with or impacted by the facility.
Local and State amounts are not additive.

Direct Spending

Delegate/Visitor Spending – Data provided from OCCC management for the 106 events held at the OCCC from July 1, 2017 through June 30, 2018 was used to calculate attendee spending. Daily spending amounts were assigned to overnight attendees, who were estimated to stay overnight in a hotel, and daytripper attendees, who likely originate from the area or just drive in for the day. Ocean City’s destination characteristics including the beach, family-friendly environment, variety of attractions, overall affordability and proximity to a large population base make it attractive for drawing additional travel party members other than just OCCC attendees. In addition, these same demographic characteristics encourage attendees and their travel parties to extend their stay beyond the length of the event held at the OCCC.

Based on previously conducted surveys with event promoters by facility management, attendees at conventions/tradeshows and competitions were assumed to bring additional travel party members and extend their stay in Ocean City, both of which are accounted for in this analysis.

Sponsoring Organization/Event Producer & Exhibitor Spending – Sponsoring organizations/event producers have substantial investments in the events that they host. These organizations purchase goods and services from either the OCCC or from outside sources. In addition, exhibitors often spend money outside of the facility to entertain existing and potential clients.

OCCC Operations – This category refers to operating revenues generated by the OCCC from sources such as rental income, food service, event services (e.g., electrical fees/utility commissions, phone commissions, audio/visual fees) and other miscellaneous income as well as capital improvements. The majority of OCC revenues are included in attendee and sponsorship organization/event producer and exhibitor spending.

Summary of Direct Spending Inputs – Based on this information, the direct spending related to attendees, sponsoring organizations/event producers, exhibitors, and facility operations at the OCCC was estimated to be \$124.8 million at the State level, of which \$115.5 million was estimated to occur in the County. These direct spending estimates were applied to the multipliers previously discussed to calculate estimates for total spending, total jobs, and total earnings.

Indirect and Induced Impacts

Based on the IMPLAN model, indirect/induced spending spurred by OCCC operations is estimated to generate \$92.6 million at the State level, of which \$51.9 million was estimated to occur in the County.

Total Output

Outputs from the IMPLAN model indicate that total spending (i.e., direct, indirect and induced) from OCCC operations in FY 2018 is estimated to be \$217.4 million at the State level, of which \$167.4 million was estimated to occur in the County.

Total Jobs

Based on the IMPLAN model, which calculates the number of jobs per \$1.0 million in direct spending, the economic activity associated with OCCC operations in FY 2018 is estimated to generate 1,990 total jobs at the State level, of which 1,830 jobs were estimated to be at the County level. These jobs are created in many sectors of the economy, which both directly and indirectly support the increased level of business activity in the area.

Total Earnings

Outputs from the IMPLAN model indicate that total earnings generated from OCCC operations in FY 2018 were estimated to be \$82.5 million at the State level, of which \$58.9 million was estimated to occur in the County.

Estimated Total Fiscal Impacts from OCCC Operations

As summarized in the table below, the total annual tax revenues related to ongoing operations of the OCCC were estimated to be \$2.7 million at the County level and \$10.2 million at the State level. Approximately 79% of estimated tax revenues occur at the State level which is primarily driven by sales and use tax.

Estimated Total Fiscal Impacts Generated from OCCC Operations - FY 2018	
Entity	Amount
Worcester County ¹	\$2,696,000
State of Maryland	\$10,217,000
GRAND TOTAL	\$12,913,000

Note: ¹Tax revenues shown are Worcester County taxes that are distributed to the Town of Ocean City.

The following provides a description of the taxes estimated in this analysis.

Worcester County Taxes

Hotel/Motel Tax – Worcester County imposes a tax on accommodations at a rate of 4.5%. Proceeds from this tax are allotted to the Town of Ocean City’s general fund of which a portion is dedicated to the Town of Ocean City’s tourism advertising efforts. The hotel/motel tax does not include State sales tax.

Local Personal Income Tax – Worcester County imposes a personal income tax which is assessed against personal income earned in the County. For purposes of this analysis and based on information provided by the Comptroller of Maryland, an effective tax rate of 1.35% was calculated. Because local income tax is based on where you live, not where you work, only a portion of the personal income taxes generated by OCCC operations occurs in Worcester County.

Admissions and Amusement Tax – The admissions and amusement tax is a local tax collected by the Comptroller’s Office for Maryland’s counties and Ocean City, incorporated cities and towns and the MSA. Ocean City applies this tax to the admission or amusement cost for activities such as amusements, movies, athletic events, concerts, golf and the sale of refreshments at a nightclub or other similar entertainment venue. The tax on admissions differs among local municipalities in Maryland and is 3.0% in Ocean City. For purposes of this analysis, the tax rate was applied to the estimated direct spending on entertainment in the County as well as an estimate of admissions revenue generated from consumer shows and competitions based on input from OCCC management.

Food and Beverage Tax – A 0.5% local sales tax on food and beverages is imposed in Ocean City for the purpose of paying the principal and interest on bonds issued to finance the construction, reconstruction, repair, renovation and equipment of the OCCC. The tax is applicable to most of the food and beverage sales except those for consumption off premises or vending machine sales. For purposes of this analysis, the tax rate was applied to a portion of County-level direct spending at eating/drinking establishments and estimated gross food and beverage revenue generated at the OCCC.

State of Maryland Taxes

Sales and Use Tax – The State of Maryland collects 6% sales and use tax from sales and leases of tangible personal property and services throughout the State and a 9% tax on alcoholic beverages. For purposes of this analysis, the 6% tax rate is applied to estimated taxable spending at the State level generated by OCCC operations which represents a conservative estimate relative to the sale of alcoholic beverages.

Personal Income Tax – The State of Maryland imposes a personal income tax assessed against personal income earned in the State. The State income tax is a graduated rate ranging from 2.0% to 5.75% of taxable income. Non-residents are subject to a special nonresident tax rate of 1.75% in addition to the State income tax rate. For purposes of this analysis and based on information provided by the Comptroller of Maryland, an effective tax rate was calculated and applied to a portion of total earnings at the State level.

Corporate Income Tax – A corporate income tax of 8.25% of corporate federal taxable income adjusted by State modifications is also levied by the State of Maryland on corporations. For purposes of this analysis and based on information provided by the Comptroller of Maryland, an effective tax rate was calculated and applied to a portion of total output at the State level.

Motor Vehicle Rental Tax – The State imposes an 11.5% tax on short-term passenger car and recreational vehicle rentals.

Summary of Estimated Total Economic and Fiscal Impacts for OCCC – FY 2018

The OCCC is a unique business entity that generates significant economic activity to Ocean City and the State of Maryland. In FY 2018, the OCCC hosted 106 events that attracted approximately 581,500 attendee days which was estimated to generate direct spending of approximately \$115.5 million in the County and \$124.8 million in the State (including the County). Outputs from the IMPLAN model indicate OCCC operations in FY 2018 generated total spending (i.e., direct, indirect and induced impacts) of approximately \$167.4 million in the County and \$217.4 million in the State (including the County). This spending was estimated to support approximately 1,990 jobs in the State that created \$82.5 million in personal earnings at the State level. In addition, these transactions were subject to taxes that were estimated to generate approximately \$12.9 million in FY 2018 including \$10.2 million at the State level.

In FY 2018, the State's investment in the OCCC was approximately \$1.3 million which included contributions towards debt service, the operating deficit and capital improvements. The estimated tax revenues generated from OCCC operations at the State level resulted in a 7.7 to 1.0 ratio of fiscal benefits to costs for the State, which represents a significant return on investment.