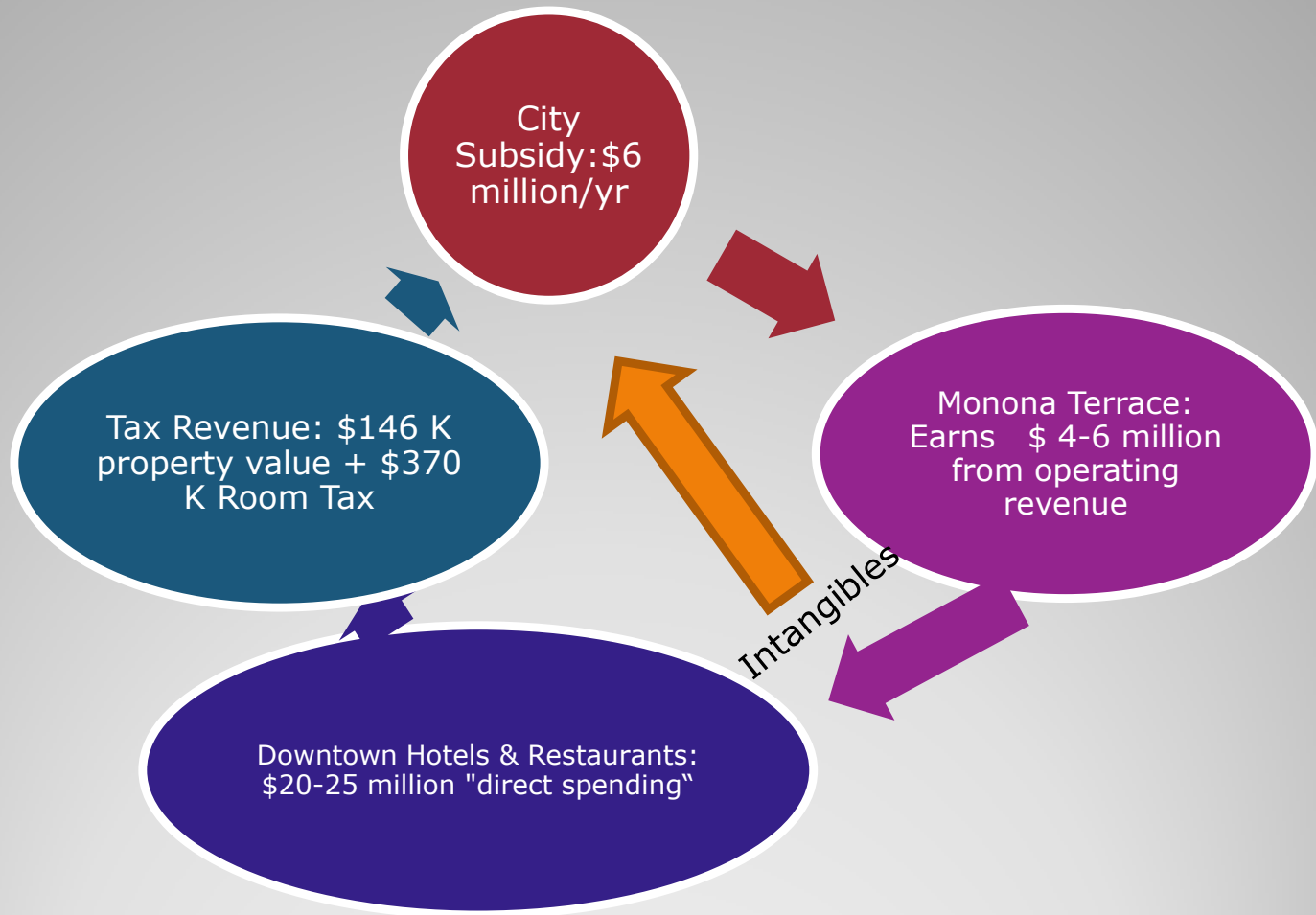


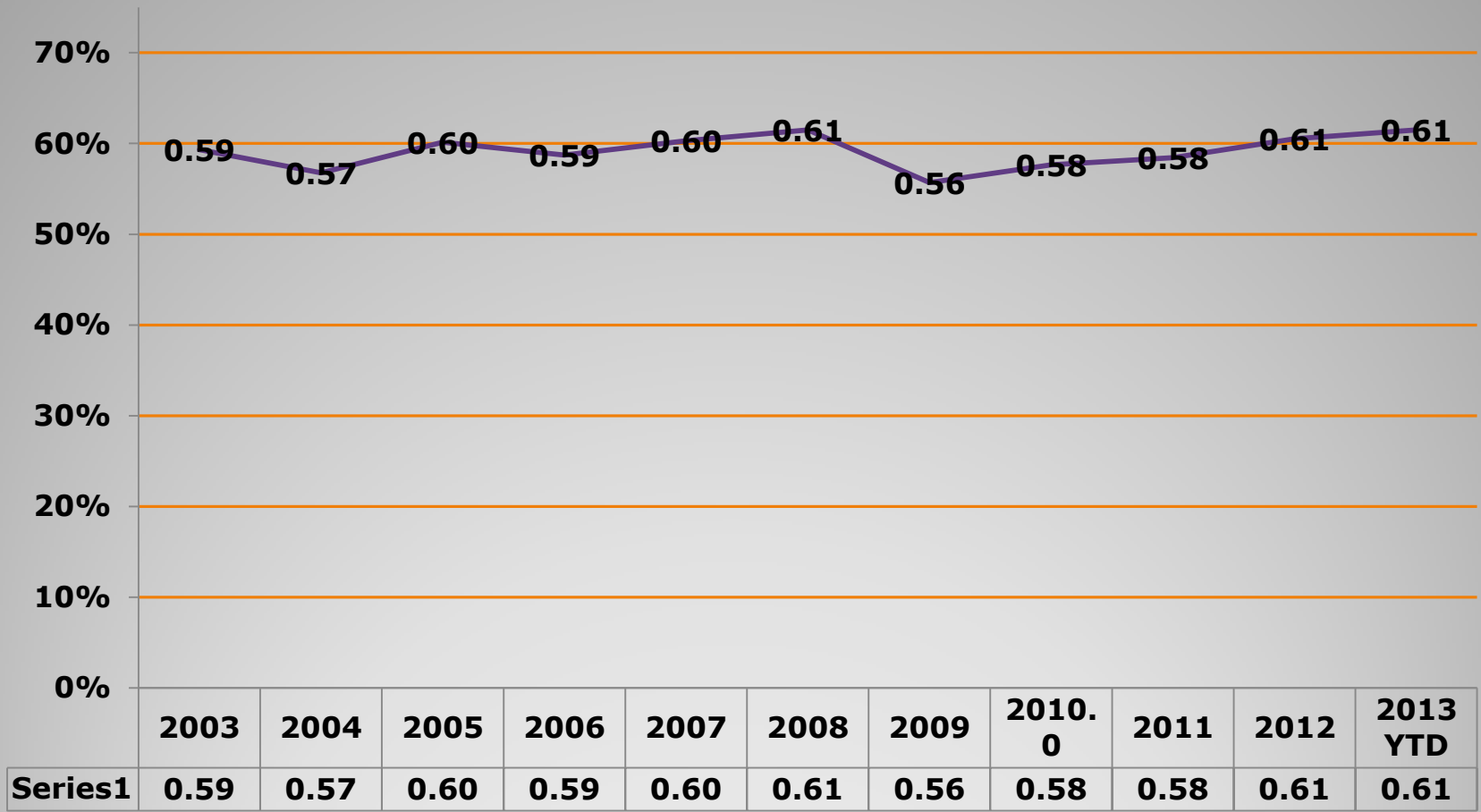
# Does Madison Need a Second Convention Hotel?

David Ahrens, 15<sup>th</sup> District Alder

Judge Doyle Square Committee  
October 28, 2013

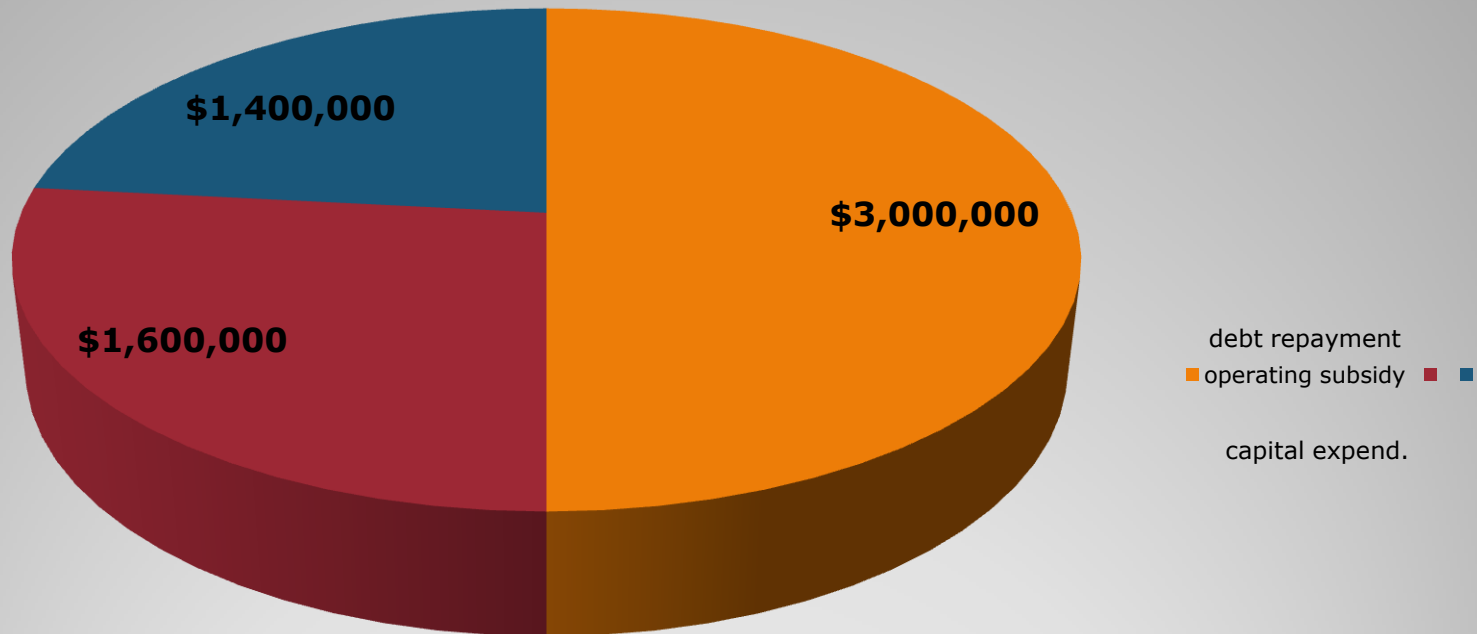


## The Monona Terrace Business Model



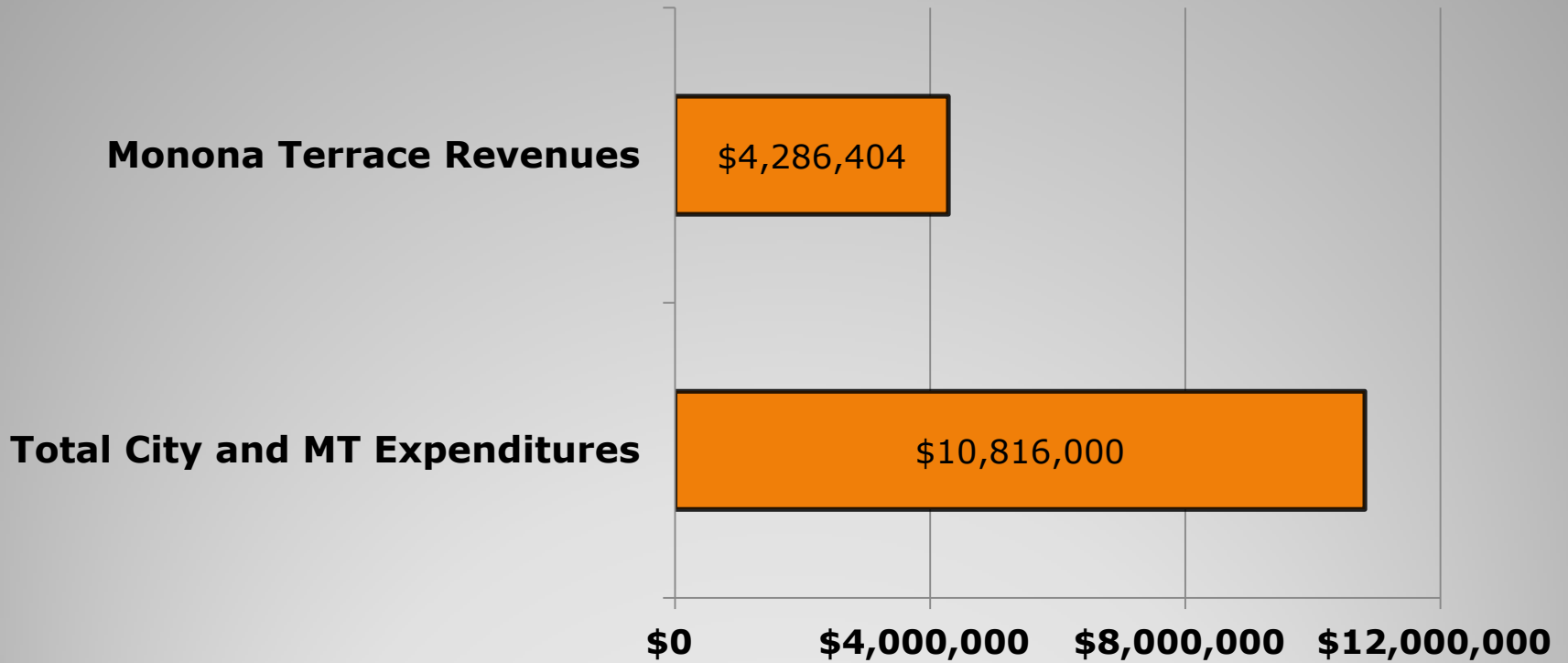
# Operating Revenue/ Expenditures

## City Expenditures for MT in 2012



**For every dollar in revenue earned by MT, \$1.50 is expended, i.e. there is a 50 cent loss.**

**For every dollar in revenue earned by MT, \$1.50 is contributed by the city.**



# 2012 Budget

- Regardless of high or low revenue, MT earns only a small fraction of each dollar expended. This is due to high fixed costs.
- If MT greatly expanded its business the costs to the city to subsidize its expenses would likely require direct General Fund expenditures.

## Summary

MT Model: Deficit is not significant because of the positive economic effects on the city.

- Estimate of all economic activity in the city in 2012: **\$13 billion**
- Hotel/restaurant services: **\$527 million** accounts for 4% of all economic activity
- Source: Workforce Trends and Issues, WDB, 3/13

**Economic Effects on City**

- 
- $\$32 \text{ M}^* / \$13 \text{ Billion} = 0.2\%$
- Monona Terrace accounts for two-tenths of 1% of all city **economic activity**.
- What is the effect of .2% of economic activity on the tax base and tax revenue?

## Economic Effects



- Effect on commercial property value should be primary variable for measure.
- Commercial property value: \$7.1 billion
- \$7.1 billion (all commercial property) \* 0.2% (of all economic activity) =
- \$ 15,692,308 (value of property associated with MT economic activity).

**Effect on commercial property**

- Tax Value of Property (Increment):  
 $\$15,692,300 * .00938$  (city share of levy)=  $\$146,000$
- $\$146,000$ = Increase in property taxes due to MT economic activity

**“Tax increment” related to MT**

- **Room Tax:**
- $24,000 * \$135/\text{avg. daily rate} = \$3,240,000$  hotel revenue (Baker-Tilly annual report: 1/31/2013)
- $\$3,240,000 * .095 \text{ tax} = \mathbf{\$307,800}$   
Revenue from Hotel Tax
- Total City Tax Revenue:  $\$453,800$  in 2012
- Less than  $\$50,000$  would accrue to the General Fund

(based on highest assumption of activity)

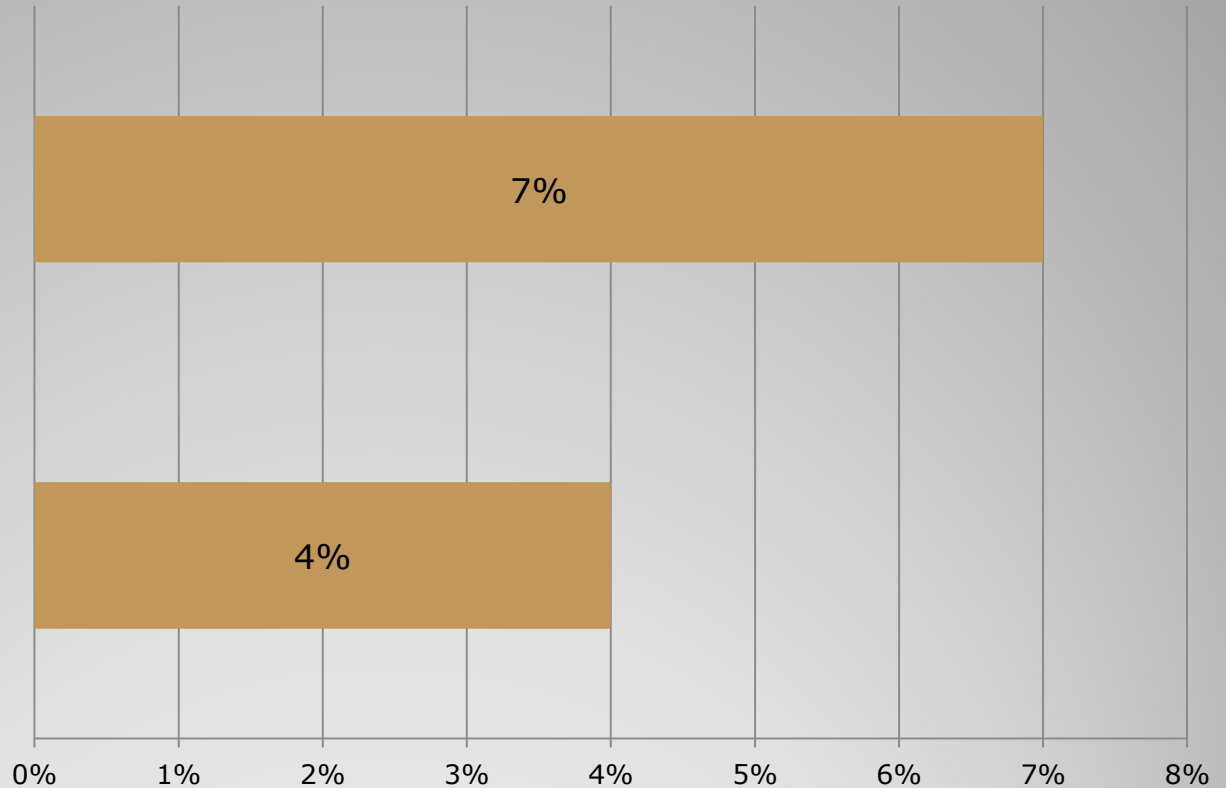
**Revenue from Room Tax**

- **Summary:** Although it is highly visible downtown, MT constitutes .2 % of economic activity. It returns 5% of the revenue provided by the city not multiples.
- Benefits of Monona Terrace are primarily intangible such as “people-ing” downtown. Secondary, are benefits to downtown H & R industry.

## Summary

% of Madison employees in hospitality industry

% of all **wages earned** by Madison hospitality employees.

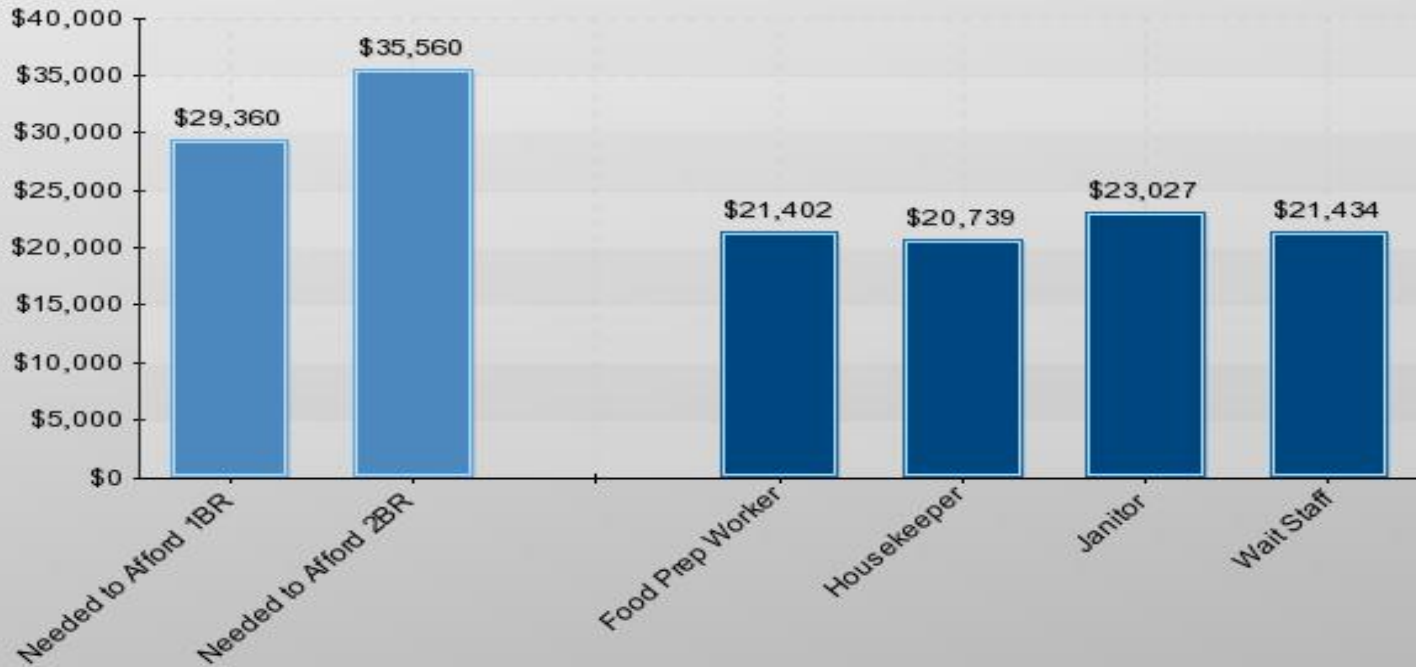


# Hospitality Industry Wages

## Paycheck to Paycheck: Madison, WI MSA

First Quarter 2013 Rental Market

2013 Fair Market Rent: 1BR \$734/month, 2BR \$889/month



©2000-2013 Center for Housing Policy

# Hospitality Wages & Housing

- Proposed Marriott Hotel:
- Hourly Staff:
  - Banquet wait staff: 25
  - Kitchen Workers: 30
  - Housekeeping: 40
  - Guest Service: 11
  - Other: 26
  - Total: 138

Salaried: Department managers, HR, sales, reservations, etc: 38

**Is this the path to Equity?**

- The great majority of the jobs in hotel/convention center are part-time and below “living wage.”
- There is little/no housing available for these wage-earners.
- 500 work/yrs offered in high-paying construction jobs, **largely for out-of-city residents.**

## Summary



- **Downtown:** 11 hotels (1845 rooms) within 1 mile.
- Within 3 blocks: 850 rooms
  
- **Not including:**
- Edgewater w/ 195
- Hotel on John Nolen Dr. w/ 110 rooms
- Hampton Inn on W. Johnson: 194
- Fluno Center: 100+ open to public
  
- PLUS: 4000 rooms in City outside downtown.

## **The Madison Hotel Market**

- At least 450-500 additional rooms in the next year within walking distance.
- Occupancy Rate: “Full occupancy” is estimated at between 70-75% of all rooms.
- Average occupancy in Madison market was below 70% in 24 in the last 30 months.
- Average occupancy; 60% 2005-11

## **Hotel Market**

- Convention centers must have a hotel that is either attached to or within one block of the convention center.

**Conventional Wisdom**

- 85% in Madison/ 15% in non-Madison hotels.
- Of those who stayed in Madison:
  - 33%: Best Western Inn on the Park
  - 29%: Hilton
  - 21%: Concourse
- **75%** of conferees chose not to stay in the nearest “conference” hotel but a less expensive alternative.

**Where do conferees stay?**

Facility	Monona Terrace	Milw	Schaumburg, IL	Des Moines	Kansas City	Providence	Grand Rapids
Exhibition & Meeting Space	49000	228000	105000	177000	74000	136500	194000
Room 1 Mile	1600	2806	474	1694	2187	2071	1411
Avg. Distance (miles)	<b>.4</b>	-	-	<b>.5</b>	<b>.6</b>	<b>.3</b>	<b>.3</b>

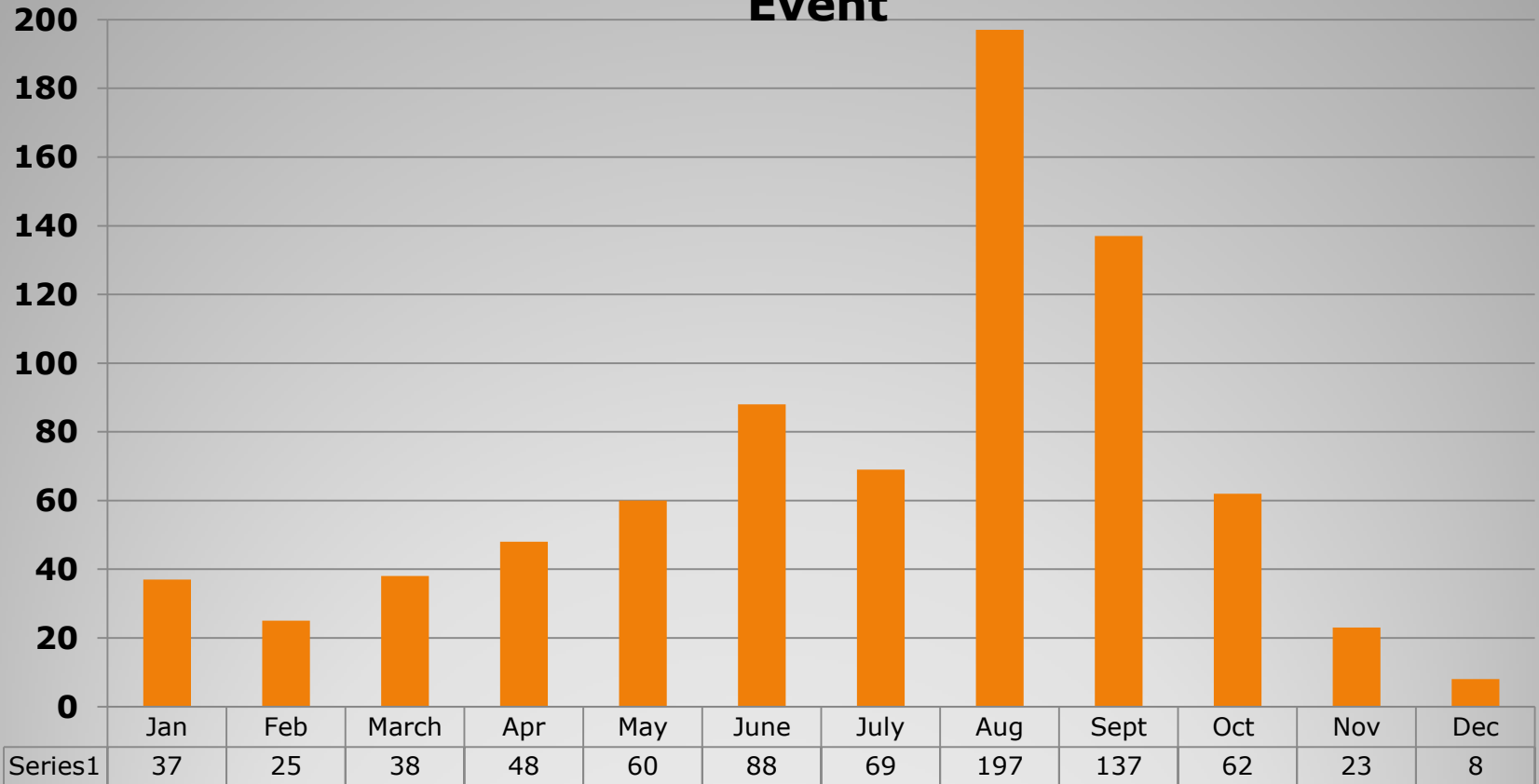
Source: Johnson Consulting

**Hotel Distance from CC**



**The Mass Transit Alternative**

## Avg. Number Room Nights Per Monona Terrace Event



**When do conferees stay in Madison?**

- Is the Monona Terrace comparatively under-used?
- If so, what are the reasons for the pattern of use?

**Utilization, Rooms & Weather**

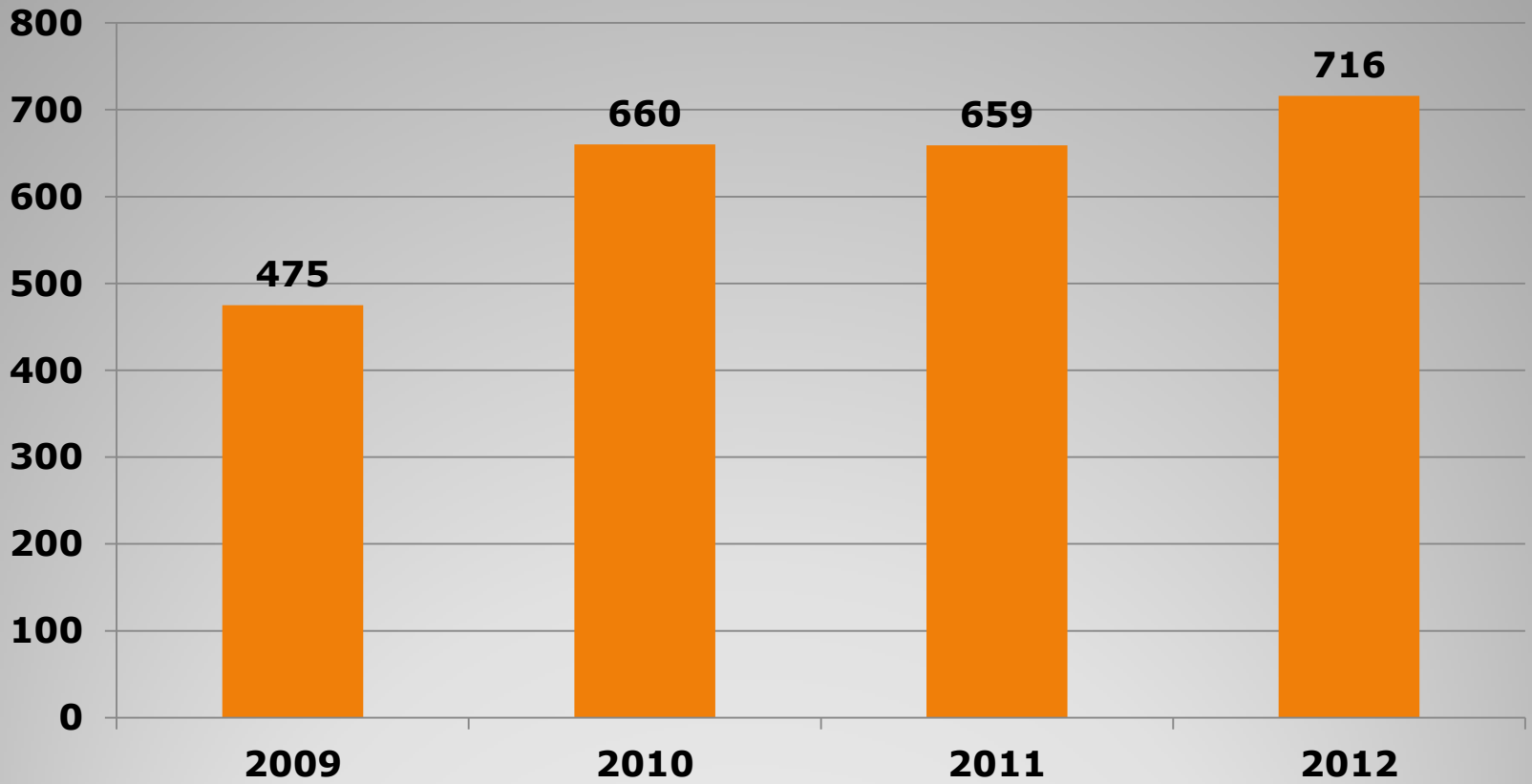


	<u>Exhibit &amp; Meeting Space</u>	<u>Percentage Larger</u>
Monona Terrace	48,000	
Des Moines	177,000	268%
Grand Rapids	194,000	304%
Kansas City	388,800	708%
Milwaukee	188,695	291%
Minneapolis	480,000	1000%
Providence	136,000	183%

**MT is Smaller Than Competitors**

- “Monona Terrace can accommodate 61 percent of the largest convention/meeting/exhibition events in the United States and 86 percent of international events based on the number of attendees (1,000 or fewer attendees).”
- source: Johnson Consulting, Report to Judge Doyle Square TF, Jan. 2013) p. 37

**MT Average Occupancy**



Source: State of Downtown: 2013, DMI

# Average Convention Attendance

	<u>Rms/Exhibit Space (1000 Sq Ft)</u>
Monona Terrace	39.47
Des Moines	10.43
Grand Rapids	5.65
Kansas City	9.00
Milwaukee	13.25
Minneapolis	12.14
Providence	21.59

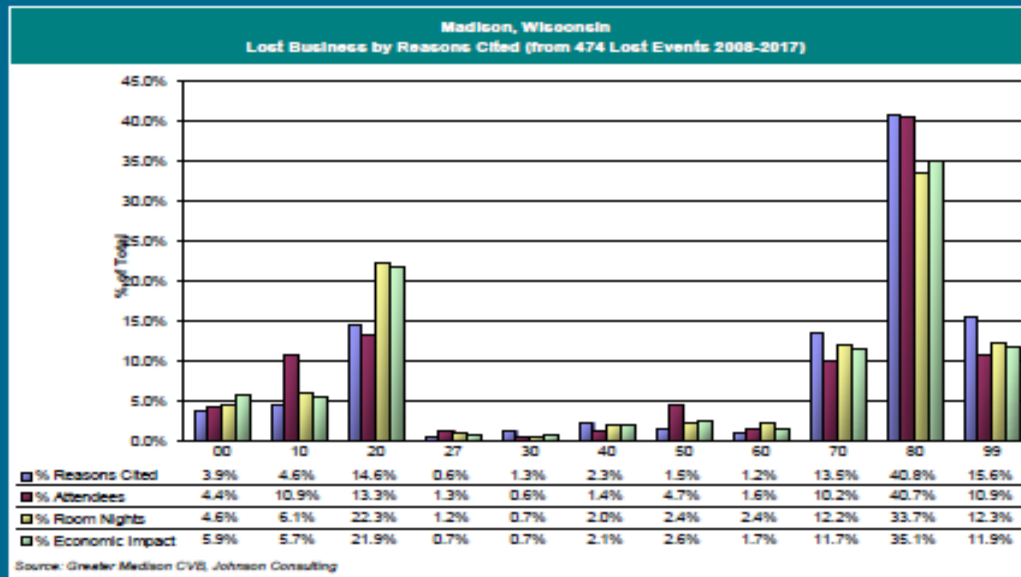
Source: Johnson Consulting

**Many more rooms/space**

- ***"We agree " the most significant need is for additional break-out meeting rooms" as stated in the RFQ and further analysis of the Monona Terrace Program."***
  - Journeyman Group RFP in explanation of its addition of 7,800 sf of breakout rooms. (page 6)
  - ***"I don't think for a minute that adding a block of rooms will move the needle an inch in terms of the success of Monona Terrace."***
  - - Robt. Dunn, Principal for JDS Development. 10/14/13

**Is the problem a lack of guest rooms or meeting rooms?**

## Reasons Cited for Lost Event Business



- Loss Code Group 20 is hotel-related reasons
- Loss Code Group 80 includes specified other reasons such as demographics, area population, chose to remain in current facility or city, weather, considering Madison for different year, entire event canceled, client is unresponsive, lack of decision maker interest, geographic or rotation (beyond community's control to change/improve)



# Data from GMCVB

- Over 80% of all “lost conventions” in our area are due to weather, airport connections, leadership preferences, etc.
- This includes all venues including the Alliant Center, Concourse Hotel, etc.
- (Source: Greater Madison Convention and Visitors Bureau)

**“Lost Conventions”**

Table 6-12

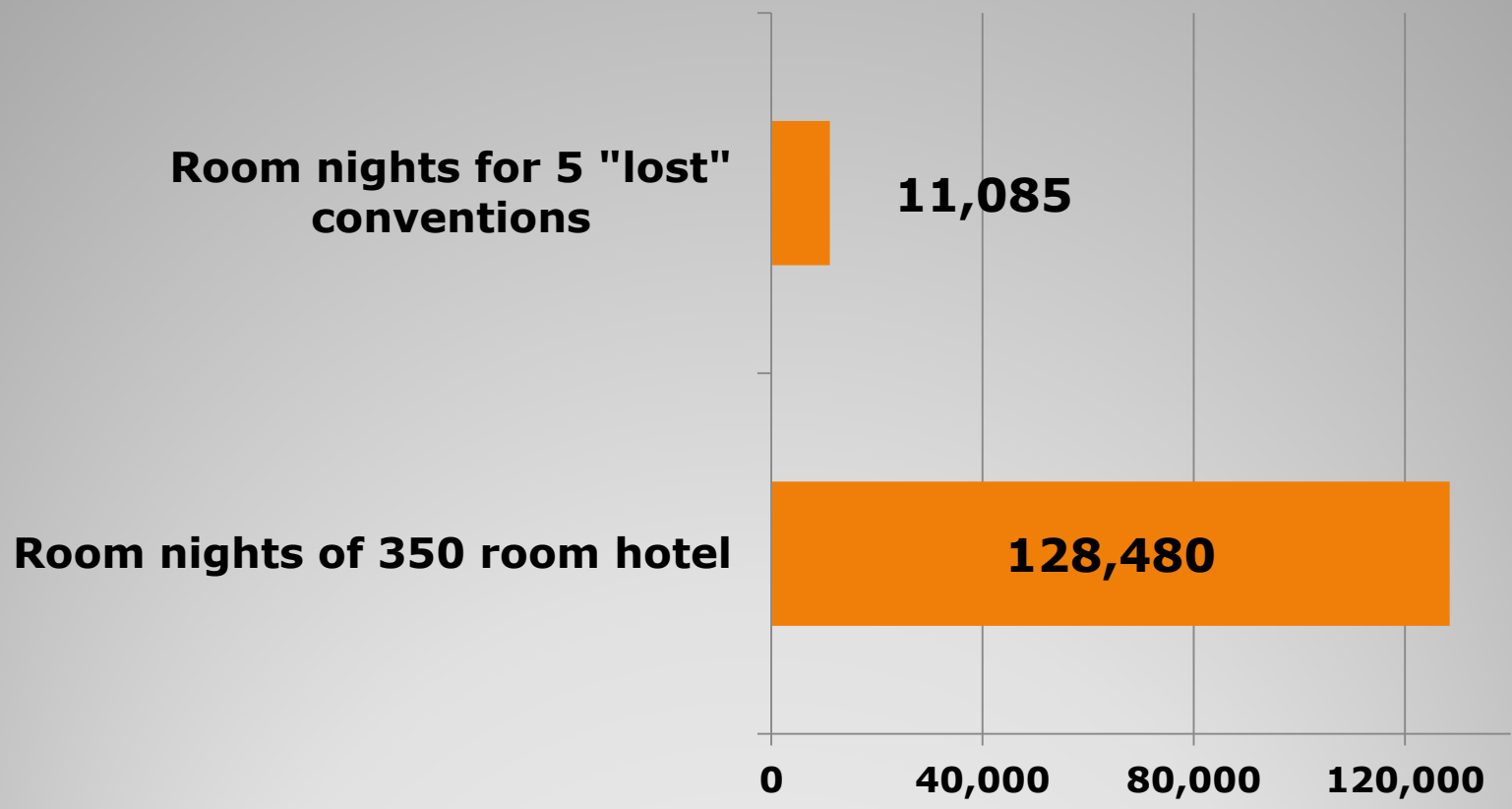
**Madison, Wisconsin**  
**Summary of Lost Convention/ Meeting Business Due to Hotel-Related Reasons Affecting Monona Terrace**

<b>Year</b>	<b># of Events Lost</b>	<b># of Attendance</b>	<b># of Room Nights</b>	<b>Est. Economic Impact (\$Millions)</b>
2009	1	1,700	5,540	\$2.1
2010	6	4,225	8,615	3.9
2011	9	13,525	11,999	8.1
2012	7	5,350	8,918	5.0
2013	3	2,550	5,170	2.0
2014	5	4,900	11,046	4.3
2015	3	2,000	4,147	1.6
2016	4	3,310	7,920	2.7
	<b>38</b>	<b>37,560</b>	<b>63,355</b>	<b>\$29.7</b>

Source: Greater Madison CVB

**Source: Johnson Consultants**

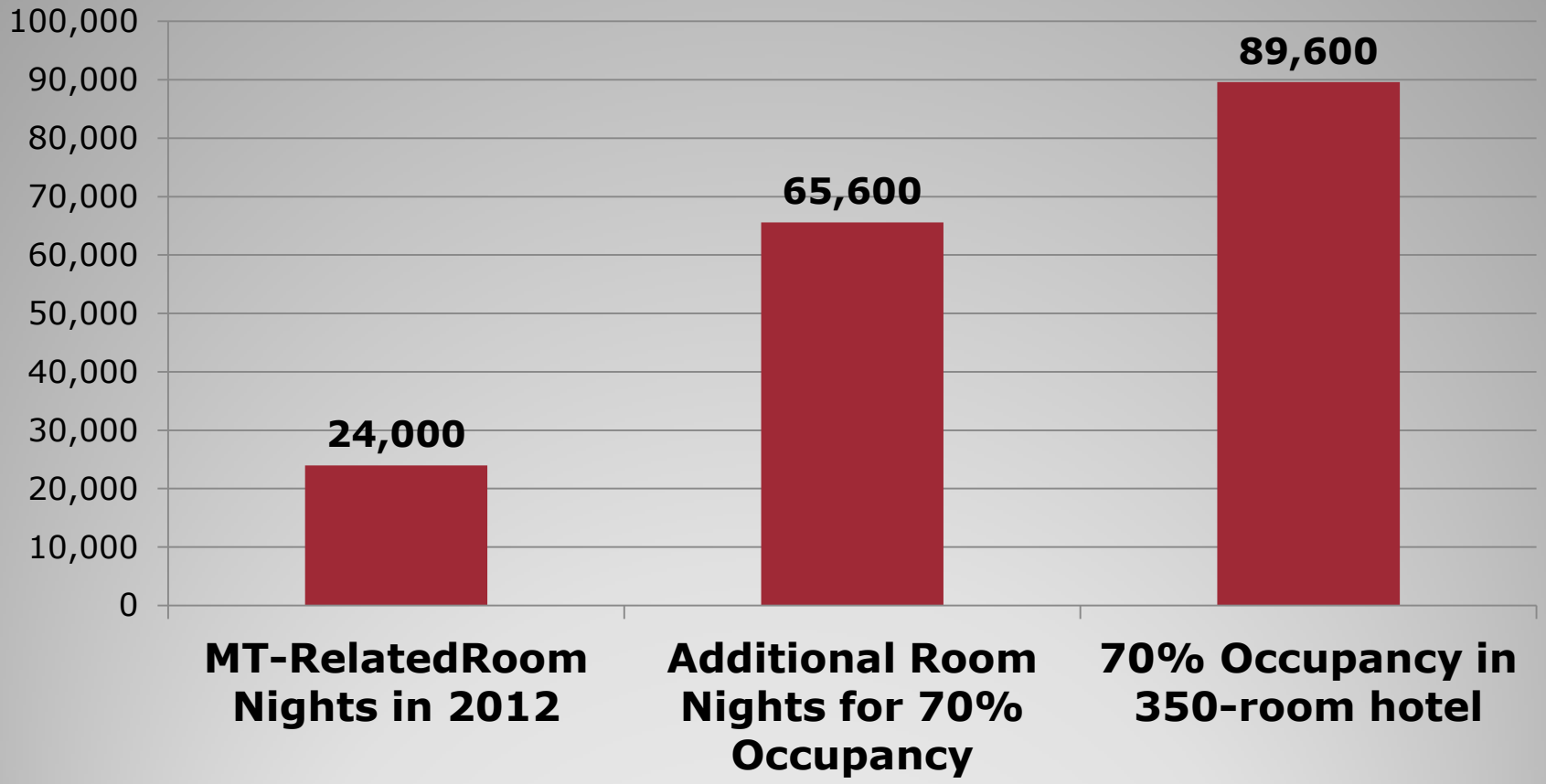




**Effect of "lost" conventions on occupancy rate.**

- 
- Conventions “lost” due to lack of available hotel space in 2013: **3**
- **For a total of 5,170 room nights**
- This includes attempting to book when another major event is already booked.
- source: Johnson Consulting, Report to Judge Doyle Square TF, Jan. 2013) p. 37
- Based on data collected from the Greater Madison Visitors and Convention Bureau (GMVCB)

## **Estimating Use of Additional Rooms**



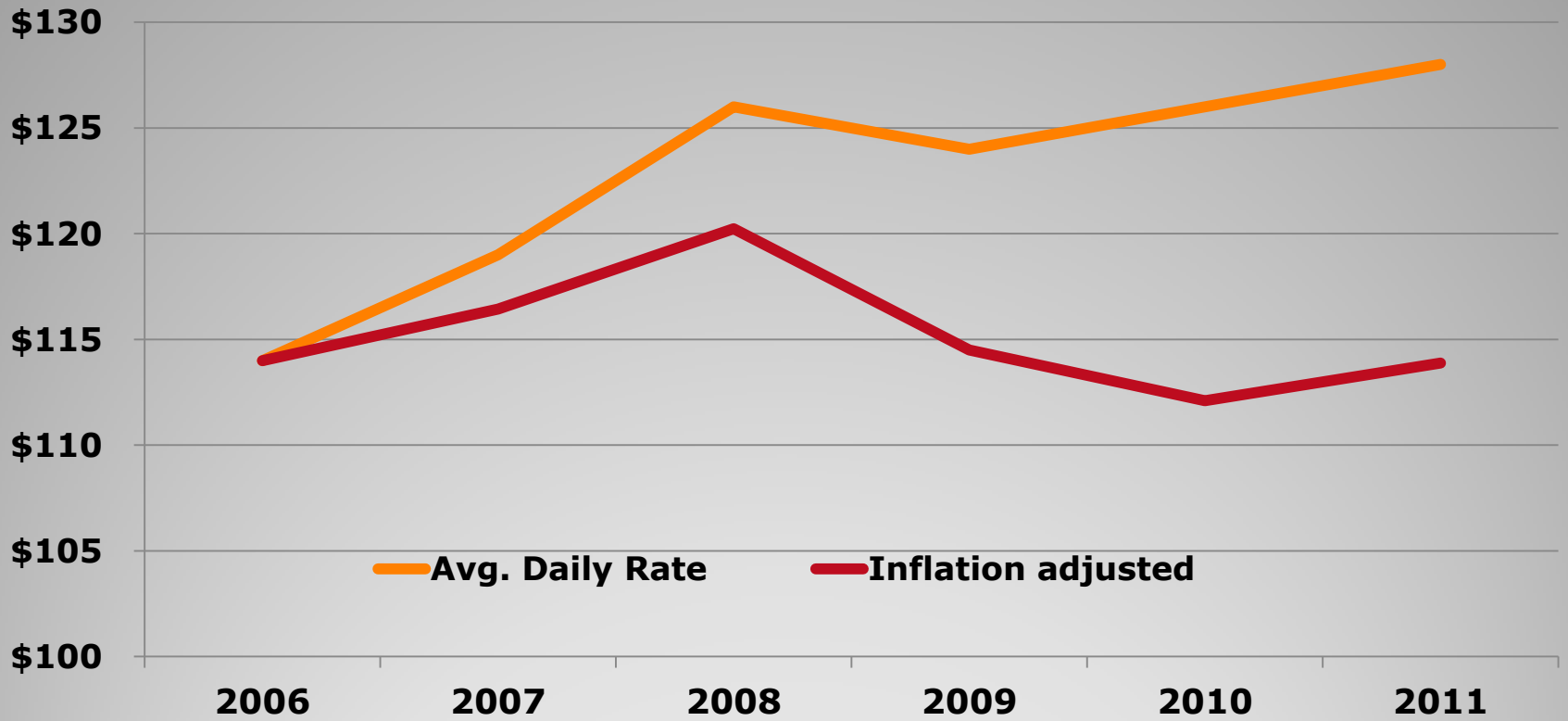
**160% Increase & Exclusive Use  
of Convention Hotel**

- There is no evidence that conventions are “lost” due to a general lack of available hotel capacity. Madison has MANY times more rooms per convention space than other comparable venues.
- There is evidence that WEATHER and air transportation connections are major reasons for not using Madison.

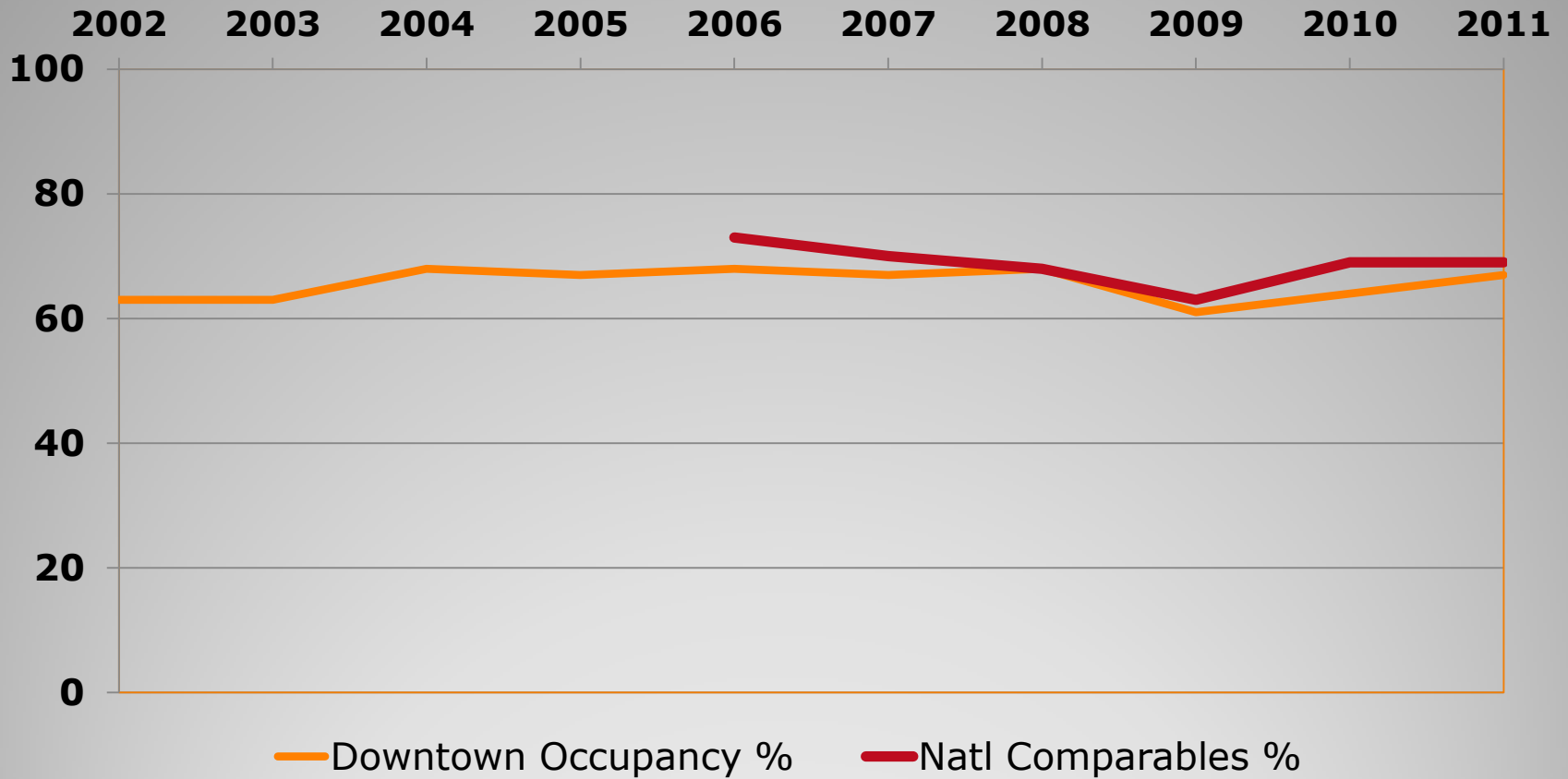
## SUMMARY

- All additional room tax revenue would be used to subsidize MT deficit.
- An increase in operating subsidy from the General Fund because the City provides a subsidy of \$.50 for each dollar in revenue earned by MT.

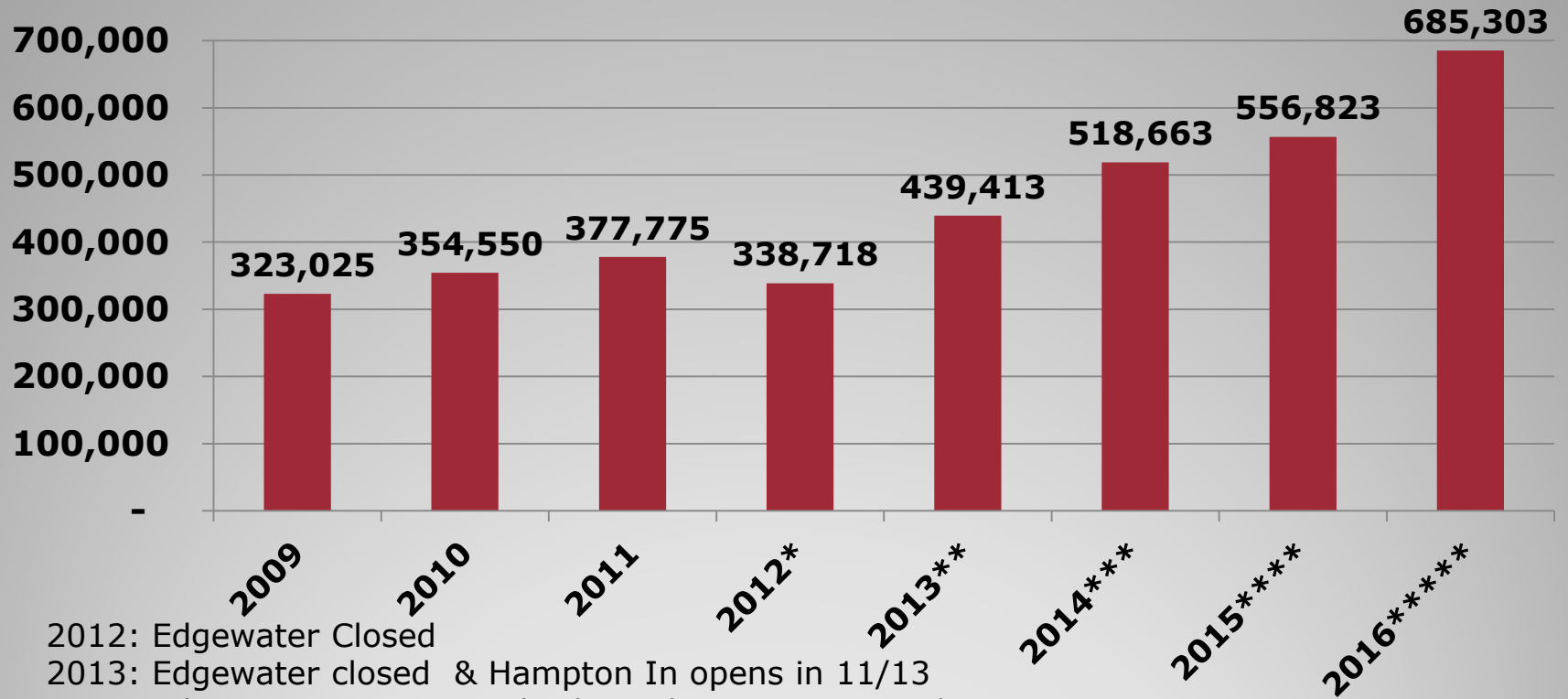
**Adverse Effects on Budget**



**Avg. Daily Rate: Downtown**



# Avg. Downtown and National Occupancy Rates



2012: Edgewater Closed  
 2013: Edgewater closed & Hampton In opens in 11/13  
 2014: Edgewater reopens and John Nolen Project in 11/14  
 2015: John Nolen Project full year  
 2016: JDS hotel

Source: Johnson Consulting Report

# Supply of Downtn Room Nights



- Unknown effects on existing downtown hotels.
- Currently: 850 rooms within 3 blocks
- Next 2 years: 600 additional rooms from private market
- With (350 room) MT Hotel: 1850 rooms.
- **Result:** More than doubling capacity in an industry with a marginal occupancy rate.

## Effects on Private-sector Hotels

- Overture Center (City subsidized): 24-800 seats
- Central Library (City owned): 600 seats
- Wisconsin Institute for Discovery (state subsidized): 1200 seats
- UW Memorial Union: 600
- Madison Hilton (TIF'ed): up to 100
- Edgewater: Re-opening 2014: Unknown
- **RFPs: Propose 25,000 Sq ft of meeting space**

## **Competition in Meeting/Banquets**

- **The “natural” hotel building boom in Madison is continuing.**
- **There is evidence that the city has more than enough rooms to meet demand.**
- **Most hotel rooms are within adequate distance from convention facility.**
- **City-financed construction of a 400 room hotel before knowing the impact of 3 new hotels (opening 2014) can cause substantial economic costs to the private hotel market.**

## **Summary**

	<b>Available Rooms in 4 Hotels (inc. Edgewater)</b>	<b>Occupancy Rate</b>	<b>Avg. Rooms Occupancy</b>
Current	1000	70%	700
With Monona Terrace Hotel	1400	50%	700

**Effect on hotels with no growth in demand.**

<b>Hotel</b>	<b>2013 Assessment</b>	<b>City Property Tax</b>	<b>Rooms</b>	<b>20% Decline</b>
<b>Inn on the Park</b>	\$3,934,000	\$36,624	213	\$7,325
<b>Concourse</b>	\$16,766,900	\$156,067	358	\$31,213
<b>Edgewater (est.)</b>	\$20,000,000	\$190,000	195	\$38,000
<b>Hilton</b>	\$18,774,000	\$174,757	240	\$34,951
	<b>\$59,474,900</b>	<b>\$557,448</b>	<b>1006</b>	<b>\$111,490</b>

**Loss of Property Tax Revenue**

- 
- If the city cripples their business, will we subsidize the entire downtown hotel industry? What is the likely unemployment from loss of business?
- If presumably all conferees want hotel rooms connected to their meeting space, wouldn't a **new hotel** with 25,000 sf meeting space take more business from the Terrace?
- Currently, the Hilton Hotel does not meet its expected TIF increment. Can it lose 20-30% of its business to another City-backed competitor?

## Questions

- 1. Market Failure: e.g. there was no hotel downtown; monopoly increase in price.
- 2. Discrimination: Market does not provide health insurance for chronically ill.
- 3. Social Need: Housing for indigent.

## **Three Tests for Gov't Intervention**

- “The convention industry treats cities not as places but rather as spaces - fungible, interchangeable and characterless. Even though convention centers are marketed with conceptions of cities (palm trees, skyscrapers, longhorns, slot machines), the convention economy is one of placelessness.
- Most of them have removed themselves from the community they're in by virtue of becoming developments that draw people to the city, not integrated them into the city culture and fabric.”

<http://www.planetizen.com/node/39383>

**Fred Kent on Convention Ctrs.**





**Lighter, Quicker, Cheaper?**

- 1. No evidence base to support the claim that a new hotel: a. is needed and b. that if constructed, would increase use of MT.
- 2. Substantial evidence that construction of a new 300-400 room hotel would economically injure existing businesses.
- 3. This could result in a substantial use of TIF, long-term loss of tax base and revenues and a loss of employment for the most disadvantaged populations.
- 4. MT can be improved and made more successful without a new hotel.

## Conclusions