CONVENTION PARTNERSHIP

MCCA
MASSACHUSETTS CONVENTION CENTER AUTHORITY

November 18, 2010

Dear Governor Patrick, Mayor Menino, President Murray, and Speaker DeLeo,

The Convention Partnership, the 27-person group formed by the Massachusetts Convention Center Authority (MCCA) and appointed by Governor Patrick, Senate President Murray, Speaker DeLeo, and Mayor Menino to steward the research and recommendations of the MCCA's Top 5 initiative, continues to meet monthly.

At this point in their process, Convention Partnership members have received a wealth of information from national industry experts, financial experts, and city planning officials. The Convention Partnership members will now use that information as they move into the next phase of analysis that will guide them in their recommendations for a strategic plan that will allow Boston to better compete in the meetings and conventions industry with the goal of increasing economic development and generating increased economic impact in the region.

In your hands is an interim report that contains a summary of the information the Convention Partnership was provided with over the past six months. It is our belief that this interim report, and the answers to the many questions asked herein, will guide the next phase of the process that will end with a final report to be completed and delivered sometime in early 2011.

In the spirit of communicating openly with every audience since the launch of the Top 5 initiative, we encourage readers of this interim report who wish to read more of the information provided to the Convention Partnership to visit our Top 5 website at www.t5boston.com. There you will find a comprehensive breakdown of each monthly meeting including downloadable agendas, presentations and meeting minutes.

Thank you,

James E. Rooney
Co-Chair
The Convention Partnership

Paul Guzzi
Co-Chair
The Convention Partnership

Mission of Top 5

In the fall of 2009, with support from Governor Deval L. Patrick, Mayor Thomas M. Menino, the President of the Senate Therese Murray, and the Speaker of the House Robert A. DeLeo, the Massachusetts Convention Center Authority (MCCA) announced its Top 5 strategic initiative. The initiative, aimed at improving Boston's market share in the convention and meeting industry, set goals to consistently rate in North America's Top 5 convention and meeting destinations, and to make Boston the leading international meetings destination on the continent.

When Top 5 was announced, it was clear that an inclusive dialogue should determine how to achieve these overall goals. Key components required to reach those goals include:

- Advancing the Boston Convention & Exhibition Center (BCEC) Strategic Development Plan
- Spurring additional hotel development near the BCEC
- Re-inventing the Hynes Convention Center as an international congress center
- Assessing and improving citywide mobility and transportation issues
- Supporting the Mayor's vision for the South Boston Waterfront
- Enhancing Boston's overall hospitality culture
- Reinforcing and marketing Boston's appeal as an international meetings and convention destination

The Governor, Mayor and MCCA all share the vision that together these elements of Top 5 will increase economic impact, create jobs, allow more meetings and world-class events to come to Boston, and distribute the economic benefits of those events across the Commonwealth far into the future.

To steward the ongoing Top 5 dialogue and analysis, and at the request of the Governor, Mayor, Senate President and Speaker of the House, the MCCA formed a 27-member Convention Partnership, comprised of key stakeholders representing the state, city, local businesses, community groups, hotels, and developers.

Convention Partnership Mission and Makeup

The Convention Partnership is a 27-person working group designed to steward the public study and analysis of the feasibility of expanding the facility, services and amenities of the existing Boston Convention & Exhibition Center ("BCEC") for the purpose of enhancing the capacity of the City of Boston to become a "Top 5" North American destination by meeting the demand for more events and maintaining a more steady flow of convention business at both the BCEC and the Hynes to stimulate economic activity throughout the Commonwealth.

The partnership exists principally to advise policy makers.

The lack of hotel inventory in proximity to the BCEC, and the facility's current figuration limits the MCCA's ability to meet the demand for additional conventions, meetings and tradeshows that want to come to Boston. These limitations effectively prevent the facility from generating business beyond current levels and place the MCCA at a competitive disadvantage.

There is strong evidence verified by industry experts to show that there is sufficient demand for these additional facilities. Experts have shown that the MCCA already has excess demand for hotel inventory that the current Boston hotel inventory cannot handle, and that an additional headquarters hotel in the immediate vicinity of the BCEC is necessary at the facility's current occupancy rate. At the BCEC's projected occupancy rate of about 70 percent by 2013, the MCCA will continue to turn convention business away without additional hotel rooms and more convention space,

Following their appointment by the relevant offices, organizations or entities, members of the Convention Partnership received a joint invitation to join the Partnership from the Governor of the Commonwealth and Mayor of Boston.

Membership List:

Mr. Paul Guzzi, President & CEO / Greater Boston Chamber of Commerce
Appointed by: Co-Chair

Mr. James E. Rooney, Executive Director / Massachusetts Convention Center Authority
Appointed by: Co-Chair

Mr. Gregory Bialecki, Secretary / Executive Office of Housing and Economic Development
Appointed by: Governor

The Honorable Sonia Chang-Diaz, Senate Chair / Committee on Tourism, Arts and Cultural Development
Appointed by: Senate President

Mr. David J. Colella, Chairman of the Board / Greater Boston Convention and Visitors Bureau
Vice President & Managing Director, The Colonnade Hotel
Appointed by: GBCVB

Mr. James Coyle, President / Boston Building Trades
Appointed by: Ex Officio

Mr. Richard A. Dimino, President & CEO / A Better City
Appointed by: Ex Officio

Mr. David Giblin, General Manager / Marriott Copley Place
Appointed by: GBCVB

Mr. Jay Gonzalez, Secretary / Executive Office for Administration and Finance
Appointed by: Governor

The Honorable John A. Hart, Senator / First Suffolk District
Appointed by: Senate President

Ms. Colleen Keating, General Manager / Sheraton Hotel Boston
Appointed by: GBCVB

The Honorable John D. Keenan, House Chair / Committee on Tourism, Arts and Cultural Development
Appointed by: House Speaker

Mr. Thomas J. Kinton Jr., CEO & Executive Director / Massachusetts Port Authority
Appointed by: Ex Officio

Councillor William Linehan, Boston City Councillor / District Two
Appointed by: Ex Officio

Mr. Patrick Moscaritolo, President & CEO / Greater Boston Convention and Visitors Bureau
Appointed by: GBCVB

Dr. Rosabeth Moss Kanter, Arbuckle Professor of Business Administration / Harvard Business School
Appointed by: MCCA Board

Ms. Charlayne Murrell-Smith, Vice President Corporate Development & External Relations / Boston Children’s Museum
Appointed by: MCCA Ex Dir

Mr. Joseph Nee, Chairman / South Boston Community Development Foundation
Appointed by: Ex Officio

Mr. David O'Shaughnessy, President / Seaport Hotel / World Trade Center
Appointed by: MCCA Ex Dir

Mr. John F. Palmieri, Director / Boston Redevelopment Authority
Appointed by: Mayor

Mr. Paul J. Sacco, President and CEO / Massachusetts Lodging Association
Appointed by: Ex Officio

Mr. Darryl Settles, President / D'Ventures Limited, LLC
Appointed by: MCCA Board

Ms. Lisa C. Signori, City of Boston
Appointed by: Mayor

Mr. Samuel R. Tyler, President / Boston Municipal Research Bureau
Appointed by: Ex Officio

The Honorable Brian P. Wallace, State Representative / Fourth Suffolk District
Appointed by: House Speaker

Mr. Michael J. Widmer, President / Massachusetts Taxpayers Foundation
Appointed by: Ex Officio

Mr. Darnell L. Williams, President & CEO / Urban League of Eastern Massachusetts
Appointed by: Ex Officio

Convention Partnership Process

The Convention Partnership, as part of its study and analysis, has focused on the following:

- the state of the convention, meeting and trade-show industry, projections for future growth and competitive challenges faced by the BCEC for increasing the number of convention, meeting and tradeshows able to come to Boston;
- the competitive need to expand the size, services and amenities of the BCEC to attract more conventions, meetings and tradeshows;
- the need and financing of an additional headquarters hotel attached to the BCEC;
- the cost and financing of expanding the BCEC;
- the need for mid-priced hotels proximate to the BCEC;
- the facility size, services and amenities offered or proposed by competitive convention facilities;
- the impact of expansion on the operation and management of the BCEC by the MCCA, particularly regarding marketing, costs, booking and services and,
- the opportunity to expand the economic impact of conventions, meetings and trade shows throughout the Commonwealth.
- Other issues relating to the need and use of an expanded BCEC, including:
  - impact on transportation
  - infrastructure improvements
  - impacts on and benefit to surrounding community
  - potential job creation
  - potential increased tax revenues

The Partnership, as part of its review, has been tasked with preparing an inventory of additional facilities in other regions of the Commonwealth that could potentially host activities such as conventions, conferences, trade shows, concerts, theatrical exhibitions, expositions and athletic events.

In addition, the Partnership has met with the MCCA staff, industry experts, interested citizens and the MCCA Customer Advisory Group.

The Convention Partnership was tasked with filing an interim report summarizing what was learned thus far during the year-long effort and will submit a final report on its findings and recommendations to the Governor, Mayor, Senate President and Speaker of the House. This final report was originally scheduled for completion by the end of 2010. However, the amount of analysis requested by the Convention Partnership requires more time-intensive research than originally expected. Additionally, the MCCA has also recently sworn in a new board chair and eight new board members. The MCCA needs time to fully educate new members with the expansion discussion and the work of the Convention Partnership. Therefore, a final report is now expected to be complete in the first quarter of 2011.

Convention Partnership Report of Activities

The first few meetings of the Convention Partnership were designed to introduce members to the business of hosting meetings and conventions. Partnership members were also provided with an overview of the MCCA's mission and its organizational and financial structures.

In 1982, Chapter 190 legislation created the MCCA to operate the Hynes Auditorium and the Boston Common Garage. By 1988, significant renovations were completed on the Hynes and it reopened as the John B. Hynes Veterans Memorial Convention Center. In 1997, Chapter 152 legislation authorized construction of the BCEC and transferred the ownership of the Springfield Civic Center to the MCCA.

The BCEC project was funded at the state and local levels. Chapter 152 authorized the state to issue $694.4 million in special obligation bonds to cover many projects throughout the Commonwealth with the largest taking place in Boston, Springfield and Worcester. The Worcester project, the DCU Center, is owned by the City of Worcester, not the MCCA. The Convention Center Fund was established to secure and provide repayment with interest and principle of the state bonds. Chapter 152 also authorized the City of Boston to issue $157.8 million in bonds to cover the BCEC land acquisition and development. The City of Boston was afforded revenue opportunities which include the sale of hackney licenses, a share of the vehicular rental charges and other sources of funding to recover this investment.

In 2003, the MCCA launched a joint venture with the Greater Boston Convention and Visitors Bureau to establish the Boston Convention Marketing Center (BCMC). Today the BCMC is responsible for marketing and selling the Hynes and BCEC. In 2004, the new BCEC opened for business, followed in 2005 by the newly renovated MassMutual Center (formerly Springfield Civic Center).

Today, the MCCA owns and oversees the operation of the Boston Convention & Exhibition Center, the John B. Hynes Veterans Memorial Convention Center, the MassMutual Center in Springfield, and the Boston Common Garage.

MCCA Mission and Structure

The MCCA's mission is to generate significant regional economic activity by attracting conventions, tradeshows, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts and the City of Boston.

The MCCA is governed by a board of 13 members, chaired by Michelle A. Shell, vice president and business line manager for Strategic Advisers, a subsidiary of Fidelity Investments. Other members include:

Barbara T. Capuano: Certified Public Accountant / Raphael & Raphael, LLP
Michelle Consalvo: New England Executive Director / TechNet
Mark Erlich: Executive Secretary-Treasurer / New England Regional Council of Carpenters
Carol Fulp: Vice President of Branding / John Hancock Financial Services
David R. Giblin: General Manager / Boston Marriott Copley Place
Scott Jordan: Deputy Secretary for Capital Finance and Intergovernmental Affairs / Executive Office of Administration and Finance (designee of Secretary of A&F)
Vanessa Otero: Director / North End Campus Coalition
Ronald W. Rakow (Temporary): Commissioner of Assessing / City of Boston
Ann Conlon Roosevelt: President / Roco Real Estate
Paul J. Sacco: President and CEO / Massachusetts Lodging Association
Darryl Settles: President / D'Ventures Limited, LLC

There is currently one vacant board seat.

Convention Sales

Convention activity is supported by three types of customers: meeting owners and their respective customers, exhibitors and attendees. Conventions produce three main types of revenue streams for the MCCA: rentable space, support services, and food and beverage service, but there are numerous other revenue generators for Boston area properties, the most significant of which is the hotel room tax.

The MCCA has two sales teams: the Boston Convention Marketing Center (BCMC) which books business 18-months and beyond, and an internal short-term sales team to sell space inside 18-months.

Clients can book space for their event from one day to 20 years in advance of the actual meeting date, depending on what type of event they are planning. The business objectives of our clients range from turning a profit for members of an organization (corporate event or tradeshow) to professional development and networking (associations) to public gate shows.

The MCCA's most lucrative business consists mainly of conventions and tradeshows, which are typically characterized by:

- An exhibit hall floor where companies and vendors display, demonstrate and /or sell products related to an industry or event.
- Educational programs that enable attendees to learn more about that industry and the latest products and technologies, and teaching of skills or offering licensure classes and testing.
- Exhibition attendees who visit the exhibit hall floor with the objective of evaluating technologies or products in the marketplace.
- General session or keynote speeches, where one or more presentations are made by an industry leader or spokesperson.

Convention Competition

Event planners consider a number of factors when deciding where to book an event. Some factors include:

- Will my attendees come?
- Overall cost
- Exhibition facilities
- Hotel availability and rates
- Access to market – domestic / international
- Transportation services
- Food, entertainment and retail quality and availability
- Reputation for customer service
- Prior experiences

The hierarchical order of these factors will vary from one planner to the next, but generally planners consider the destination appeal to their guests – will their attendees travel to the convention city – to be a top priority when choosing a destination for a meeting. Some associations generate 70 percent of their annual operating budget from their events, making destination desirability a key factor.

MCCA Finances

The MCCA's funding source is primarily designed to generate revenue streams from visitor spending. Operational expenses are supported by the Chapter 152-designed Convention Center Fund which generates revenue from the following sources:

- Hotel room occupancy taxes
- Tax on sales at new retail shops in Boston and Springfield Convention Center Fund Districts
- Surcharge on ticket prices for any land or water based tour in Boston
- The state's share of vehicular rental surcharges in Boston
- A per-day surcharge on parking at any facility constructed as part of the Boston, Springfield or Worcester projects

The MCCA operates as a loss leader but the convention business stimulates significant external spending in hotels, restaurants, shopping, taxis, etc. Annually, the amount of total taxes and direct revenue generated by MCCA events exceeds the MCCA's operational expenses. Attendees' external spending not only supports the convention center, but also generates significant and wide-ranging economic impact for the Commonwealth.

The MCCA Success Story

The Convention Partnership heard presentations from MCCA senior staff that highlighted Boston's success in the convention and meeting industry since the opening of the BCEC in 2004. The presentations documented Boston's appeal to meeting planners looking to attract attendees to their events.

Boston is a highly desirable destination on the world's meeting and convention map. Demand from both international and domestic planners is strong and well-established. Boston already has a proven track-record for success with the BCEC and the Hynes, and the MCCA has developed a reputation for running quality centers and offering the kind of detail-oriented customer service sought by the industry. Greater Boston's reputation as a hub for science, technology, medical advancements and education are key lures for professionals from a variety of industries worldwide.

Boston's attractiveness as a destination, coupled with the MCCA's reputation for top-tier service, generates significant rewards for the city and state.

- Since the 1997 legislation authorizing construction of the BCEC, **6,000 jobs** have been supported annually by events held at MCCA facilities.
- In the past six years, events held at the BCEC and Hynes have generated **over $3 billion in economic impact** for the Commonwealth.
- In this same time period, **more than 3.2 million hotel room nights** have been generated by events held at the BCEC and the Hynes.

Boston's achievements as a convention and meeting destination have also been recognized by industry leaders.

- In 2007, the BCEC was named Convention Center of the Year by Event Solutions Spotlight.
- Since 2007, Boston has consistently been ranked a Top Ten convention and meeting destination by *Tradeshow Week Magazine*.
- In 2009 and 2010, Boston was ranked the leading North American destination for international association meetings by the International Congress and Convention Association.

Looking Forward

The MCCA expects that the next three years will be the most successful on record. From 2011-2013, the MCCA projects its activities will:

- generate over **1.62 million** hotel room nights;
- generate **$1.65 billion** in economic impact to the Commonwealth;
- bring more large meetings and conventions to Massachusetts in 2012 than any other year in the state's history.

Problems and Limitations

The Partnership also heard presentations from several key industry experts who documented the problems and limitations Boston faces in a competitive convention industry.

In the current environment in which the MCCA is operating, the BCEC and the Hynes are **losing money** to larger venues and rapidly booking their popular meeting dates because we lack the necessary hotel rooms and convention space desired by events.

- Since January 1, 2009 to August 2010, Boston has **lost 65 events** due to lack of available space and/or dates.
- With these lost events, Boston has also **lost over 1 million hotel room nights** and **$480 million in economic impact** for the Commonwealth.
- With **only one ballroom**, two events with general sessions or keynote presentations cannot occupy the BCEC at the same time, limiting the sales team's ability to book large, concurrent events.
- Events like the growing Biotechnology Industry Organization (BIO) International Convention, which returns to Boston in 2012, are forced to spread meetings, exhibits, and attendee hotels throughout the city, again raising the cost of doing business in Boston. BIO leaders have said they would place Boston on their three-year rotation if the BCEC expanded, but cannot consider returning to the city after 2012 if it does not.

Lack of hotel inventory in the South Boston Waterfront significantly raises the cost of hosting an event in Boston.

- Meeting planners with an event at the BCEC are forced to block rooms in Back Bay hotels typically used by the Hynes and transport attendees to and from the BCEC using shuttles.
- When the BCEC takes from Back Bay hotel inventory, the Hynes cannot host a large event at the same time as a BCEC event.
- Meeting planners have communicated that Boston lacks the mid-priced hotel inventory that is offered by competitive convention cities.

Transportation costs associated with shuttling attendees from the Back Bay to the BCEC are prohibitive. Meeting planners have paid as much as $1 million for shuttle services per event due to lack of hotel inventory within walking distance of the BCEC, a high cost they do not face in similar magnitude in many other competitive cities.

Other competitive convention cities like San Diego and Philadelphia are growing their convention centers and hotel inventory to accommodate more events and attract new business.

The Tough Questions

On June 28, 2010, the Convention Partnership brought together a diverse and opinionated group to debate the merits of the Top 5 initiative and the questions raised by a potential BCEC expansion. The debate was open to the public and included 300 audience members from a range of interests across the City and Commonwealth.

Moderated by **David Luberoff**, executive director of the Rappaport Institute for Greater Boston at Harvard's John F. Kennedy School of Government, the panelists were:

Charlie Chieppo, a senior fellow at the Pioneer Institute and a leading critic of the original plans for the Boston Convention & Exhibition Center in the late 1990s.

Lisa Petraglia, director of economic research at Economic Development Research Group (EDR Group). Ms. Petraglia has over 17 years of experience working in economic modeling and policy analysis, focusing specifically on economic impact evaluation. She specializes in numerous fields, including evaluating the economic impacts of stadiums and convention centers in Florida, Pennsylvania and in Boston.

Dan O'Connell, former state secretary of housing and economic development under Governor Deval Patrick. He currently serves as president of the Massachusetts Competitive Partnership, a group of 14 major CEOs that was created to spur job development. Mr. O'Connell is an attorney and real estate developer with extensive management experience. He has worked in federal, quasi-public, and private institutions in Boston and Washington, DC.

Sam Tyler, president of the Boston Municipal Research Bureau, an independent watchdog agency that promotes a healthy business and residential climate by advocating for stability and predictability in city government—tax policies, service delivery and public education.

The two-hour dialogue produced a series of "tough questions" that need to be answered as part of the on-going process:

Past Projections
Is the glass half full or half empty? Boston has enjoyed great success in the convention industry over the past six years but critics claim that we are still below projections made in the mid 1990's.

What are the facts?

Supply & Demand
Critics caution there is more convention center space supply than there is demand in North America and it is unwise to add to supply in an overbuilt industry. What is the convention industry's historical, current and projected supply and demand? How should Boston think about and position itself within this dynamic?

What happened to building occupancies after expansions in other cities (Atlanta, Las Vegas, and Orlando) and what lessons can Boston learn from these examples?

What is the "no build" scenario? What if the MCCA did nothing? What does the BCEC need to do to maintain or grow market share?

Which is the best market segment to attract? What is the international opportunity in our industry?

Competition
Is their a higher risk associated with having a bigger profile in the industry? What are the realities of competing as one of the top five convention destinations?

How can the MCCA set this facility apart? Technology, green/sustainability, design? And what could be the cost of setting it apart? Is the MCCA creating a more expensive project?

Financing
How does the MCCA finance the various initiatives? How do they finance without trade-offs? What revenue sources are available? Hotel tax capacity?

What are the ranges (from best case to worst case) for possible development and construction revenue sources? What are potential development and construction cost/expense ranges including all contingencies? What is the range of operating revenues and expenses?

City & State Priorities / Opportunity Costs
What are the broader priorities of the Commonwealth and the City of Boston (industrial, economic development, transportation, education, and housing)? How does convention center and hotel expansion fit in? What are the opportunity costs?

Hotel Inventory & Development
What are the experiences, good and bad, of other cities that have engaged in convention hotel financing? What are the "red flags" the MCCA can learn from?

What is the impact of a 1,000+ room hotel on the existing hotel inventory, particularly in the waterfront?

What is the interplay of room nights? Did the BCEC adversely affect the Hynes?
How has the lack of hotel rooms near the BCEC affected the MCCA's ability to book business?

Economic Development & Place Making
What is the role of convention centers in the broader economic development strategy? What role can expansion play in development of the South Boston waterfront district and city building?

How do we value “place-making” and international business development opportunity? What does it mean to bring an event like BIO to Boston to attract those types of businesses to invest corporately in Boston?

Technology
How will virtual meetings and other technology platforms affect our future business?

Mobility & Transportation
What are the transportation infrastructure needs, like the Silver Line? Would attendees use public transportation?

Success & Return on Investment
How can we measure return on investment of any investment decision? What is the best long-term metric for success?

Benefits to BCEC Strategic Development Plan

Over the course of the last nine months, as the Partnership has heard from a number of experts about the benefits of an expanded BCEC, a new ballroom and the construction of a new headquarters hotel near the convention center:

New headquarters hotel

- Critical to the future success of the BCEC and Hynes
- Cuts event transportation costs from Back Bay and outlier hotels to the BCEC (at times, $1 million+), making Boston a more affordable destination
- Frees up Back Bay hotel blocks, allowing BCEC and Hynes to host more and sometimes simultaneous events
- Increased economic impact due to ability to host more events
- Would stimulate additional development on South Boston Waterfront

Additional, larger ballroom

- Adding second ballroom to BCEC would allow simultaneous events to be held at BCEC. Currently, when a large event uses half the BCEC, the remaining space often cannot be sold for lack of a second ballroom
- The existing 40,000-square-foot ballroom at the BCEC ranks in the low end of competitive and comparable venues in other cities. Average size in other comparable markets: 76,500 square feet
- Allows for overlapping or concurrent events to occur
- Increases availability for more short term business.

Expanded exhibit and meeting space

- At the BCEC's current 516,000 square feet of contiguous exhibit space, Boston is ranked at the low end of comparable and competitive cities
- Millions of dollars in potential economic impact have and will continue to be lost because the BCEC currently cannot physically accommodate the demand for events that wish to come to Boston
- Many large events, including Bio International, have said they would place Boston on their three-year rotation if the BCEC expanded
- Experts agree that, with BCEC's projected 70 percent occupancy rate by 2013, added exhibit space would be filled by market demand.

Convention Partnership Working Groups

The Convention Partnership was divided into three working groups. Each group's mission is to focus on and analyze one of the three key topics: Hotels, Finance, and BCEC Expansion and Urban Context. Working groups are receiving assistance from expert consultants in each area.

The three subcommittees met initially in July. Each group established a mission statement and developed series of questions to guide its analysis and dialogue. The answers to these questions will help inform the findings and recommendations in the final report, which is scheduled for completion in early 2011.

Key Questions: Hotels

- How, in detail, have other recently-developed convention center hotels been financed?
- What trends in the capital market affect potential headquarters hotel financing?
- Are there viable financing options for a new BCEC headquarters hotel – considering development costs, projected net operating income, debt service and reserve requirements, and credit requirements/enhancements?
- What public credit support/credit enhancements have been required in connection with recent HQ Hotel financings that would likely apply to a new BCEC headquarters hotel financing?
- Is there a preferred financing structure for a potential new hotel?

Key Questions: Finance

- What is the "universe" of potential revenue sources available to help fund the BCEC expansion?
- How have other recent convention centers been financed?
- What is the revenue generating capacity of these potential revenue sources?
- What is the capacity of the Convention Center Fund to support potential BCEC expansion?
- Considering development costs, debt service requirements, and potential sources of revenue, are there viable financing options for the BCEC expansion?

Key Questions: BCEC Expansion & Urban Context

- What are the potential "programs" for potential expansion elements? (size, location and access requirements, support services, etc.)
- What are the on-site (MCCA property) and off-site (available land around BCEC) options for potential expansion elements?
- What are the preliminary development cost estimates for potential expansion elements?
- What are the benefits associated with each element?
- How can expansion elements be sited and configured to enhance access to transit options and take advantage of existing transportation infrastructure?
- How can surrounding neighborhoods be enhanced through BCEC expansion and protected from any negative impacts?
- Is there a prioritization among expansion elements, taking benefits and costs into account?
- Can BCEC expansion be phased, and if so, how?

- How can potential expansion promote sustainability and the ‘greening’ of the BCEC?

The working groups will continue to meet in October and November before they reconvene to present their findings. Through the rest of 2010 and into 2011, the Partnership will continue with in depth investigation of the crucial components of the BCEC Strategic Development plan, such as cost, financing, return on investment and building options, as the group begins transitioning from analysis to recommendations. The final report, highlighting the Convention Partnership’s findings and containing final recommendations, will be submitted to the Governor, Mayor, Senate President and Speaker for consideration sometime during the first quarter of 2011.